

NOTICE
OF
MEETING

**CORPORATE OVERVIEW & SCRUTINY
PANEL**

will meet on

MONDAY, 4TH APRIL, 2022

At 7.00 pm

In the

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

TO: MEMBERS OF THE CORPORATE OVERVIEW & SCRUTINY PANEL

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

SUBSTITUTE MEMBERS

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

Karen Shepherd – Head of Governance - Issued: 25th March 2022

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>ELECTION OF CHAIRMAN</u> To elect a new Chairman for the remainder of the municipal year.	-
2.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
3.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
4.	<u>MINUTES</u> To consider the minutes of the meetings held on 20 th December 2021 and 26 th January 2022.	7 - 28
5.	<u>CORPORATE PLAN PERFORMANCE MANAGEMENT AND Q3 2021-22 PERFORMANCE SUMMARY</u> To consider the performance monitoring report.	29 - 36
6.	<u>FINANCE UPDATE</u> To consider the update.	37 - 96
7.	<u>ANNUAL SCRUTINY REPORT</u> To agree the final version for the report.	97 - 100
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 .	101 - 102
9.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act."	-

PART II - PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
i.	<u>FINANCE UPDATE</u> To consider Appendix J. <i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	103 - 104

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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 4

CORPORATE OVERVIEW & SCRUTINY PANEL

MONDAY, 20 DECEMBER 2021

PRESENT: Councillors Phil Haseler (Chairman), Gary Muir (Vice-Chairman), Julian Sharpe, Lynne Jones, Simon Werner, John Bowden, Chris Targowski, Leo Walters, Amy Tisi and Helen Price

Also in attendance: Councillor David Hilton, Councillor Christine Bateson, Councillor Carole Da Costa, Councillor David Cannon, Councillor Gurpreet Bhangra, Councillor John Baldwin and Councillor Mandy Brar

Officers: Mark Beeley, Emma Duncan, Karen Shepherd, David Cook, Andrew Durrant, Adele Taylor, Alysse Strachan, Andrew Vallance, Duncan Sharkey, Hilary Hall, Kevin McDaniel and Louise Freeth

APOLOGIES FOR ABSENCE

There were no apologies for absence received.

DECLARATIONS OF INTEREST

Councillor Price declared a personal interest as she was a member of Maidenhead Golf Club. There was a line in the capital budget on the golf club, Councillor Price said that she would be considering the proposals in the budget with an open mind.

DRAFT BUDGET 2022/23 - SCRUTINY CHALLENGE

Andrew Vallance, Head of Finance, set out the budget report to the Panel. The draft budget was published on 17th November and was considered by Cabinet on 25th November. The finance settlement for the budget had recently been announced, officers were still assessing the details along with financial advisors who would prepare some analysis on the figure. At this stage, there would not need to be any changes to the figures in the budget as a result, with most of the assumptions being correct. Considering the risks, the fair funding review would be back on the agenda and could potentially impact the budget for the next financial year, after this budget. There was a growing risk of inflation but this was being closely monitored. RBWM needed to build up its reserves and there was still a pension fund deficit. Work was being done to look at the transformation of services to try and fill budget gaps. There was £1 million earmarked in the budget to respond to Covid pressures. This was focused on two main areas, leisure centre income and car parks.

By Friday 17th December, RBWM had received 208 responses as part of the budget consultation. 40% felt that if there was more funding, place services should be prioritised for investment, while 30% believed that adults services should receive more investment. 50% said that the council was not good value for money, 25% agreed that it was and 25% neither agreed nor disagreed.

Andrew Hill had registered to speak on the budget as a member of the public. He asked if the business case for the Vicus Way car park held up. Draft assumptions had been correct according to officers, Andrew Hill asked if the key assumption on core spending power of 6.2% was correct. He asked how much RBWM was getting from the services grant this year and was RBWM planning to respond to the government consultation on the financial settlement. Andrew Hill commented on another local authority who had ring fenced reserves

and expressed concern that there were lines in the budget showing that revenue items could not be placed into the revenue accounts. He asked why capital expenditure was therefore not being placed into the capital budget and where Deloitte had approved this process. Andrew Hill asked what the maximum levels of revenue allowed were. Other risks to residents were if another major scheme was delayed, he asked why no schemes that were likely to be delayed were outlined in the budget. Andrew Hill concluded by asking if officers believed RBWM was not exposed to any market risks.

Andrew Vallance explained that the assumptions on grant funding were very close. On the services grant, no assumptions could be made as it had only recently been created by the government, RBWM had received £877,000 out of this grant. The local authority which had been mentioned by Andrew Hill had legally funded their budget from a housing revenue account, RBWM did not have a housing revenue account and therefore Andrew Vallance felt that the example was not relevant. Deloitte had approved the capitalisation in previous years and there was a risk with inflation rates increasing as there were a lot of short-term loans. More long-term loans had been used to lock in the low interest rates.

Adele Taylor, Executive Director of Resources, continued on the capitalisation point. There had been a significant amount of money that should have been in the revenue account in previous years, this had now been moved to the correct area. This was always kept under review.

The Chairman explained the process for the meeting, the Panel would consider the key lines of enquiry which had been discussed at a pre-briefing.

Waste contract

The Chairman said it was important to see if RBWM was getting good value for money on the contract and whether there was confidence that the contract would be able to deliver the level of service that was expected across the year.

Alysse Strachan, Head of Neighbourhood Services, said that the capital requirements were primarily because of the vehicles that were used to collect waste. Originally, different types of waste were collected on the same vehicle. However, moving to a system of general waste and garden recycling being collected every two weeks and general recycling and food waste being collected weekly meant that the vehicles needed to be set up in a different configuration. Garden waste and general waste needed to be collected on separate vehicles due to the volume. Additional staff were also required which was another pressure on the revenue budget, mitigations were being monitored for these changes.

The Chairman asked if RBWM owned all the waste vehicles or if some were owned by the contractors, Serco.

Alysse Strachan explained that some were currently hired by the council but the plan was for RBWM to eventually purchase the vehicles.

Councillor Werner said that the logic of reducing collections would mean that less vehicles and staff would be needed. However, it seemed that the number of vehicles and staff had actually increased, he asked for an explanation of why this was the case. Councillor Werner asked for the detail of how many vehicles and staff RBWM currently had in waste services.

Alysse Strachan said it was primarily around the change to fortnightly collections on waste and the configurations of the waste vehicles which needed to be changed as a result. She outlined the different configurations that each vehicle needed to provide and confirmed that RBWM had required an additional six vehicles to cover these new changes. Alysse Strachan did not have the detail on the staffing of the new vehicles, the new configuration was the optimum way of collecting the rounds for all waste streams.

Councillor Werner suggested that this was something that could be taken to the Communities Overview and Scrutiny Panel, who could consider this part of the budget in further detail.

Councillor L Jones said she was not aware of the increased costs in this service area before the budget was drafted. She agreed with the suggestion made by Councillor Werner that this could be scrutinised further by the Communities Overview and Scrutiny Panel.

Borrowing, interest rates and inflation assumptions

Councillor L Jones said that she wanted to look at the assumptions across the budget in a number of different areas, she would look to take it through the paper over the course of the meeting.

S106 and Community Infrastructure Levy

Councillor L Jones said that there had been a number of items around S106 to provide savings. There was concern that RBWM could need to find more savings going forward and suggested that it could be a stop gap.

Adele Taylor said the three items had been identified as being from S106 funds. Councillor L Jones was correct that these were one off funds but there was no other appropriate alternative use for this money. This capital had been applied in the most relevant places, the Capital Review Board had ensured that this was the case.

Councillor Price commented on lines 23 and 24 in the budget, she believed that the figure on these lines should be 0.

Andrew Vallance confirmed that Councillor Price was correct, this would be amended in the final budget.

Councillor Werner said that Community Infrastructure Levy (CIL) was zero-rated in Maidenhead town centre. He asked if officers had estimated how much income was being lost as a result, Councillor Werner had seen a report that suggested the figure could be around £45 million.

Duncan Sharkey, Chief Executive, said that no estimations had been made. CIL being zero-rated for Maidenhead was council policy therefore there was no loss, officers did not estimate figures where there was no way of knowing what they would be.

Children and adults

Councillor Tisi commented on the consultation document, some of the adults lines had been left out until today and therefore it was important that those residents who had already submitted their representations on the budget went back and considered these lines. On line 11, Councillor Tisi understood that this was around ongoing care packages and that some packages were delivered by the council rather than health. The assumption on this saving was that there would be a bigger health contribution than in the past, Councillor Tisi asked how confident officers were on this saving being delivered.

Kevin McDaniel, Executive Director of Children's Services, explained that the figure in the budget on this item was a net figure and the council was in some cases already receiving contributions from health. Following recent staffing changes in the CCG, the council was now working with a new team and there had been new thresholds. Kevin McDaniel was confident

that the new levels of contributions were not speculative, they were led by changes in staffing by health colleagues.

Councillor Tisi said that on line 38, home to school transport, she had noted a reduction in the tender process and she was not confident that this saving could be achieved. Councillor Tisi asked what factors were beyond officers control and could impact on this.

Kevin McDaniel said that there was no guarantee that the contract would run for five years. Officers were constantly looking for optimisation, routes could be changed and repurposed depending on circumstances which would impact the amount being spent. It was felt that this saving would happen, but it could not be guaranteed.

Councillor Tisi responded by asking about things that were outside the council's control, for example rising petrol costs.

Kevin McDaniel confirmed that a degree of inflation had been added in as part of the budget.

Councillor L Jones said that she was looking at demand but there was no evidence presented that demand was different to any other year. It would be useful to see the average number of cases for each area, she recommended that the detail would be considered by the Adults, Children and Health Overview and Scrutiny Panel. Councillor L Jones commented on savings from later entry into residential care and that this was supposed to be redistributed into the higher level of caring at home. She had not seen the evidence for this happening. On children's services, Councillor L Jones noted that an increased cost was coming from private facilities, she asked why the council had therefore not considered investing in house.

Kevin McDaniel confirmed that the Adults, Children and Health Overview and Scrutiny Panel considered the five-year sufficiency strategy earlier in the year. RBWM could control the cost and number of places but the volume was relatively small. A national survey had recently been completed where the average cost of inflation in placements was 9.1% of all costs. The average weekly cost had risen by £600 a week which was around a £1 million extra pressure. For those of the highest need, the increase had been another £1.3 million. Every placement was reviewed on a monthly basis to ensure that children were on the right placements.

Councillor L Jones said that she would like to see the trend over the past five years and it would be good to have it evidenced in the budget.

Adele Taylor added that trend information was being added to budget monitoring reports.

Hilary Hall, Executive Director of Adults, Health and Housing, confirmed that she was happy to take the detail to the Adults, Children and Health Overview and Scrutiny Panel. During the pandemic, there had been a move to more people living at home than in care homes but this trend had now been reversed. People were likely to be frailer when leaving hospital which therefore meant that more intensive support was needed.

Councillor Werner commented on school transport, it seemed there had been a significant amount of monitoring for the past few years. He was surprised that this amount of money had not resulted in a big change to the service that was provided.

Kevin McDaniel responded by explaining that the school transport budget was around £2.4 million a year, the figure of £160,000 was a relatively small amount. A minibus hired with 10 seats would cost significantly more than a single seat taxi and it was therefore important that the optimum mode of transport and route was considered. The home to school transport team had managed to keep costs down and ensured that the service was cost efficient.

Councillor Werner asked for confirmation that the saving in this area had already been delivered in-year.

Kevin McDaniel clarified that a £250,000 saving had been made this financial year which had been included in the budget.

Councillor Tisi said that there was a lot of transformation, she wanted to understand why the savings were proposed before the transformation was carried out.

Hilary Hall said that in adult social care a transformation plan had been put together. The service delivery had originally been traditional, the service was therefore modernised by officers which was key to improving the service for residents. Hilary Hall used the example of the day opportunities, where a saving had already been delivered whilst a modernised offer had been put forward for residents as a result.

Kevin McDaniel added that the key point was about modernising practise to see what could be done earlier in certain situations.

Councillor Tisi suggested that this item could be referred to the Adults, Children and Health Overview and Scrutiny Panel.

Councillor Walters said that these services were an expensive cost for the council. He asked if there was any way for the costs to be monitored or regulated.

Kevin McDaniel said that monitoring took the form of an inspection of the quality of services that the council provided. From a financial point of view, the competition and markets authority were undertaking a review of the marketplace for children's care after the high levels of growth that had recently been seen.

Councillor Werner raised the point about transformation coming after savings had been identified, he commented that he had raised this issue at a previous Corporate Overview and Scrutiny Panel meeting. He reiterated that this should go to the Adults, Children and Health Overview and Scrutiny Panel.

Commercialisation and revenue generation opportunities

Councillor Price said that gaining new streams of revenue income was important, it had been mentioned in the budget report but she could not see any evidence on how this would be delivered. On the lottery, the money that came in would also come out but this was shown in the budget as an income. She suggested that this could go back to the Corporate Overview and Scrutiny Panel.

Emma Duncan, Deputy Director of Law & Strategy and Monitoring Officer, said that the lottery was designed to replace revenue grant funding and allowed residents to choose where their money was spent. The system could potentially also generate more income than grant funding and was usually run by an external provider, therefore it was an income proposal rather than commercialisation. Emma Duncan said that by joining up opportunities and creating new ones allowed authorities to optimise income generating opportunities. The council could then investigate where additional income could happen to relieve pressure on the savings that needed to be made. Officers could not give complete guarantees but proposals had been made in the budget which officers thought were achievable.

Councillor Price believed that this did not apply to line 14 of the budget which was around advertising and sponsorship, she had not seen any evidence of this being achievable.

Emma Duncan explained that RBWM did a lot of work with the councils advertising network which investigated space on the website which could be sold.

Councillor Price felt that rooms and facilities that were owned by RBWM could be let out as another source of income generation but this was not part of the budget.

Emma Duncan responded by pointing out that this required dedicated resources. Where RBWM was light on officer resource, focus needed to be on the bigger items. Budget monitoring reports allowed Members to keep up to date with this over the course of the financial year, recommendations could then be made if needed.

Councillor Werner felt that there was a lot of speculative income projections which was a concern. He said that the income should be established before it could be put into the budget, rather than including the income before it had been established.

Emma Duncan said that RBWM had difficulty in closing the gap between income and expenditure and Councillor Werner's suggestion could be possible if the council was in a better financial position.

Adele Taylor added that all budgets were estimates based on assumptions and best estimates. Business cases should be able to generate a return on the salary. It was important to consider the consequences of actions arising out of budget decisions, it was about providing assurance where assumptions had been made.

Councillor Sharpe commented on the revenue items contained within the budget and that it was good to be making good use of resources. He proposed that the Corporate Overview and Scrutiny Panel received a quarterly progress report and asked to what extent were the projections calculated correctly.

Adele Taylor confirmed that the Panel would be able to see reports on budget monitoring over the course of the financial year. Emma Duncan said that more detail could be provided on the financial assumptions and projections which had been made in the budget.

Councillor Price said that she was not sure on the estimates and assumptions and how optimistic they were, it was therefore not clear what the risks were and she was unable to decide whether the budget was financially realistic.

Emma Duncan added that Members could be given a breakdown of the areas that officers had considered to provide further assurance to the Panel. Decisions would be made on the numbers by the officers who had authority over certain areas of the budget.

ACTION – More detail to be provided to the Panel on the assumptions in the budget and the evidence that officers had considered which showed that targets were achievable.

Councillor Walters said that the assumptions were guess estimates, officers were experimenting and provided figures which through their expertise they felt were achievable.

Corporate plan alignment

Councillor Price said the aims and objectives from the corporate plan needed to be considered as the budget was the financial driver behind the plan. She could not see where the support was in the budget for the poorest residents in the borough.

Adele Taylor said that the council had a responsibility to ensure that there was an efficient service provided for all residents, for example by providing a council tax support scheme. There was a line in the budget under welfare benefits which was focused on maximising income.

Louise Freeth, Head of Revenue, Benefits, Library and Resident Services, explained that there were a number of different schemes. Despite the end of the furlough scheme, officers had seen a decrease in the number of residents coming to the council for additional support. The council tax support scheme would allow up to a maximum of 100% support for certain

residents. The council tax reduction scheme allowed working age residents to get up to £150 off their council tax bill in the current financial year. Louise Freeth said that officers were looking at a potential underspend, which could potentially be rolled forward into the new financial year but could mean that customers received less than the current £150 in 2022/23. There were various forms of assistance available to residents in respect of housing costs.

Duncan Sharkey said that the council supported people in need and there were huge amounts of support in place. There was no specific line in the budget as it came across in a number of different service areas.

Councillor Price said that she was concerned about next year, a number of support schemes were funded by the government and distributed by the council. It would be good to have a list of support schemes available to residents so that they could see what was available.

Adele Taylor confirmed that the schemes discussed in the budget were for the next financial year.

Councillor Baldwin raised a point of order, he claimed that Councillor Walters was a non-Panel Member but the Chairman had given him permission to speak at the meeting.

Mark Beeley, Democratic Services Officer, explained that there were ten Members on the Panel for the meeting. The five standard Corporate Overview and Scrutiny Panel Members had been joined by three additional Conservative Members, one additional Liberal Democrat Member and one additional Local Independent Member, as detailed in the scoping document and agreed by the Panel. Councillor Walters was one of the three additional Conservative Members on the Panel.

Councillor Baldwin left the meeting.

Longer term view on financial picture

Councillor L Jones said it would be helpful to have an explanation of the effect this budget had on the reserves and how the reserves would be strengthened. On borrowing, it was stated that the council would continue to borrow but the cash flow figures were fairly static. Councillor L Jones was not sure if there would be increased levels of borrowing over the next few years. There was no evidence behind the cash flows coming in on the development partnership receipts. Councillor L Jones was concerned that without flexibility to increase council tax the council could be looking at another £2 million of savings each year. She asked how much of these proposed savings had already been identified.

Adele Taylor responded by explaining that she had to put together a personal report on the robustness of estimates and position on reserves, this would happen at the final budget stage. The budget was neutral on the reserve position, there was a reserve strategy in place where a contingency sum had been set aside in the budget. This was to cover any legislation changes or other circumstances that had not been predicted. If the contingency sum was not used, Adele Taylor had recommended that this was either put back into the general reserves or used as reserves for specific areas. She had to make a judgement call on what level the general fund reserves should be at, considering things like the strategic risk register to decide what this should be. RBWM was above the minimum level of reserves required. In the Medium Term Financial Plan, a 2% increase in council tax had been added in. Officers were looking at a five year resourcing plan which would help to understand what could change and the impact that this could have on the council.

Andrew Vallance said that the text in the budget report which Councillor L Jones had referred to would be reviewed. The cash flow was regularly updated after discussions were held with capital project managers which was at least once a quarter. This process was overseen by the Capital Review Board.

Councillor L Jones understood that a number of the answers to the questions that she had would be answered by the report that Adele Taylor had mentioned. On capital cash flows, there was no detail on how assumptions had been made. Councillor L Jones said that she would like to see how assumptions had come about, this could take the form of a Member briefing if information was commercially sensitive. Considering borrowing, there was a lot of borrowing to cover the capital spend. Councillor L Jones wanted to see borrowing reduced.

Adele Taylor said that she was happy to provide a confidential Member briefing. Borrowing was for capital expenditure and this was kept under review by officers.

ACTION – Adele Taylor to explore whether a Member briefing was required to provide evidence on how assumptions had been made by officers in the budget.

Andrew Vallance confirmed that the number of bids financed by borrowing had been reduced through meetings of the Capital Review Board.

Councillor Sharpe asked if the RBWM budget was different to other local authorities and was the budget robust and achievable over the next couple of years.

Adele Taylor said that it was similar to most other local authorities. On robustness, there were a number of significant risks but using network groups like a meeting of the Berkshire S151 officers had proved to be useful. The draft budget was the best that could be put forward at that point in time.

Councillor Sharpe suggested that if interest rates were to rise over the next twelve months, what would that do to the finances at RBWM. He asked what level of inflation had been predicted.

Adele Taylor said that interest rate rises and inflation had been included within the budget. It was assumed that there would be an inflation rise but officers would need to consider the figures. The assumptions on inflation had been made on each contract rather than being a flat, general figure.

Parking fees and charges

Alysse Strachan explained that the assumptions on parking had been based on the advantage card data from 2020/21. The model was based on the number of transactions and usage of each car park. It was anticipated that the inflation rate increase for fees and charges would cover the cost of implementing a resident discount scheme.

Councillor L Jones said it was hard to provide further comment on this as the Panel had not yet seen the full fees and charges. She suggested that it would need to come back to the Panel in the New Year.

Adele Taylor confirmed that the fees and charges would be considered by the Corporate Overview and Scrutiny Panel at the next meeting in January 2022. The document would be circulated at the start of January so that Members had time to consider it.

Councillor Tisi asked why the 2021 advantage card figures had been used when this was an inconsistent period of car parking usage which would not reflect normal patterns. She was informed that data from previous years had also been considered.

Councillor Price felt that it would be better to split the scrutiny of the fees and charges amongst the four scrutiny Panels.

Adele Taylor said that scrutiny of the budget was following a different process to last year and officers had recommended that it should be considered by the Corporate Overview and Scrutiny.

Councillor Werner argued that the fees and charges could still be delegated to relevant scrutiny Panels if the Panel decided to.

RBWM Property Company and the impact on the budget

Councillor Price asked if the property company was contributing to the revenue budget.

Adele Taylor confirmed that there was a line in the budget on income from trading companies.

Referring back to the discussion on CIL, the Chairman mentioned that it was on the work programme for the Infrastructure Overview and Scrutiny Panel.

Councillor Price said that she had read through all the Equality Impact Assessments which had been submitted as part of the budget. There were varying levels of quality and completeness. She asked if there should be more guidance provided to officers on a standard template of how to complete the Equality Impact Assessment.

Emma Duncan commented that each Equality Impact Assessment had been completed by the relevant officer. Each assessment would therefore vary slightly, Emma Duncan asked if there were any issues that Councillor Price could discuss these with her outside the meeting.

Councillor Price said that once the Borough Local Plan had been approved, there would be a significant amount of work on the Supplementary Planning Documents (SPDs). After the current Borough Local Plan was approved, work would start on the next one and Councillor Price wanted to know if there was the budget and resource available to complete these tasks.

The Chairman commented that the SPDs would be a requirement for the council.

Duncan Sharkey said that a number of the SPDs would be funded by CIL and S106 money, developers would also contribute to some SPDs.

Councillor Price said that there was a 'review of costs' in the budget to the total of £170,000. These reviews had not taken place and Councillor Price wanted to know how the savings could be made before the review.

Adele Taylor explained that some of the reviews had staffing implications, Councillor Price was welcome to contact her if there was anything specific she would like to know and she would co-ordinate responses from the appropriate teams.

Recommendations

Councillor Werner said that waste collection, income generation, evidence to achieve the transformation savings, level of need for children's services, exploration of new edge of care service, health contributions and parking charges had all been mentioned during the course of the meeting as potential topics for the other scrutiny panels to consider.

Councillor L Jones recommended that the Adults, Children and Health Overview and Scrutiny Panel considered the evidence of growth demand over the past five years and the number of cases against the average cost per case. This would allow the Panel to explore the evidence around that growth demand assumption.

Emma Duncan said that the Panel needed to be precise in the referrals that were being made. This allowed officers to understand what was being looked at and would encourage effective scrutiny.

Councillor L Jones said that the Adults, Children and Health Overview and Scrutiny Panel had knowledge in this area and she wanted the Panel to be reassured that growth in the budget was evidenced for demographic demand and that they believed it was a robust growth bid.

Kevin McDaniel said that he would be happy for a paper to be brought forward on the growth bid to the relevant scrutiny panel, this could be taken to the meeting in January 2022. He suggested that the work would involve the Panel satisfying themselves that the evidence existed for the growth items in the adult's and children's budget.

The motion was proposed by Councillor L Jones and seconded by Councillor Tisi.

A named vote was taken.

That the Adults, Children and Health Overview and Scrutiny Panel satisfied themselves that evidence existed around the growth items in the adult's and children's budget. (Motion)	
Councillor Phil Haseler	For
Councillor Gary Muir	For
Councillor Julian Sharpe	For
Councillor Lynne Jones	For
Councillor Simon Werner	For
Councillor John Bowden	For
Councillor Chris Targowski	For
Councillor Leo Walters	For
Councillor Amy Tisi	For
Councillor Helen Price	For
Carried	

RESOLVED UNANIMOUSLY: That the Adults, Children and Health Overview and Scrutiny Panel satisfied themselves that evidence existed around the growth items in the adult's and children's budget.

Councillor Werner suggested that the Communities Overview and Scrutiny Panel analysed the evidence and mechanisms that led to the increased cost of the waste contract.

Duncan Sharkey said that this could be something looked at by scrutiny in due course, rather than as part of the budget scrutiny in January 2022.

Councillor Price said that it was important to consider that the budget would deliver what the council wanted out of the waste contract.

Emma Duncan said that Members needed to consider whether items were adding to the budget scrutiny process. Considering the waste contract was a separate piece of work that the Panel could look at should they choose to.

Councillor Werner commented that officers did not have the relevant detail at this meeting and therefore the item should go to Communities Overview and Scrutiny Panel for further detail and information.

Councillor Walters said that he was satisfied with the explanation by officers about the new configuration of the waste vehicles.

Councillor L Jones said this was the first time Members had been aware of any increase in the waste contract and that Members had not been informed before the decision was made.

The Chairman said that the Panel could do a scoping document if they felt the waste contract needed to be scrutinised.

Duncan Sharkey said that the additional cost was for changes that had already been approved.

Councillor Targowski said it was important that the other scrutiny panels were aware of this discussion so that they could decide what they wanted to do.

Councillor Sharpe felt that the budget position had been solidified, Members were discussing the process which was not relevant to the budget.

Councillor Price commented that the council should be looking at the lessons learned from this process.

Councillor Werner said it was important that the Panel satisfied themselves. He proposed a motion that the Communities Overview and Scrutiny Panel analysed the evidence and mechanisms which had led to an increased cost in the waste contract and that the Panel were satisfied these increased costs would not be repeated for the length of the contract.

The motion was proposed by Councillor Werner and seconded by Councillor Price.

A named vote was taken.

That the Communities Overview and Scrutiny Panel analysed the evidence and mechanisms which had led to an increased cost in the waste contract and that the Panel were satisfied these increased costs would not be repeated for the length of the contract. (Motion)	
Councillor Phil Haseler	Against
Councillor Gary Muir	Against
Councillor Julian Sharpe	Against
Councillor Lynne Jones	For
Councillor Simon Werner	For
Councillor John Bowden	Against
Councillor Chris Targowski	Against
Councillor Leo Walters	Against
Councillor Amy Tisi	For
Councillor Helen Price	For
Rejected	

The motion fell, this was recorded as a minority comment.

Councillor Werner recommended that the proposed income proposals satisfied the Corporate Overview and Scrutiny Panel and showed that they were achievable. He wanted more depth and evidence to be provided.

Councillor Sharpe said that he was not sure that bringing this item back to the Panel would be beneficial, he was not sure if there was anything that the Panel could add.

Emma Duncan said that the Members would be monitoring this as part of the budget monitoring reports during the year.

Councillor Walters commented that they were guess estimates and they were the best that officers could do at this stage.

Councillor Bowden said that there were lots of matters to be resolved over the coming months, he was not in favour of the item coming back for further scrutiny.

Councillor L Jones said that the Panel needed to feel satisfied that they had seen the evidence behind the income proposals. The item did not necessarily need to be brought back to the Panel but Members needed to at least be briefed on the evidence.

Councillor Werner said that he did not want estimations going into the budget that were not achievable.

Councillor Sharpe said that officers had used their professional judgement to make estimations on income, he was not in favour of this motion.

Councillor Price supported Councillor L Jones proposal on evidence being supplied to Members separately, outside of the meeting.

Councillor Werner proposed the motion that the Corporate Overview and Scrutiny Panel satisfied themselves that the income proposals were achievable. It was agreed that instead of the item being brought to the Panel, a briefing document would be provided by officers to Members which outlined the evidence that the income proposals were achievable.

RESOLVED UNANIMOUSLY: That officers would provide a briefing document to Members on the evidence behind the income proposals so that the Corporate Overview and Scrutiny Panel could satisfy themselves that they were achievable.

Councillor Werner proposed that the Communities Overview and Scrutiny Panel analysed the details of the increase in parking income once the fees and charges were revealed to satisfy themselves that the income targets could be reached.

Councillor Bowden felt that Communities Overview and Scrutiny Panel was at the delivery end of this topic rather than the financial side. He would rather the topic was considered by the Corporate Overview and Scrutiny Panel.

Councillor L Jones said that she was happy to second the motion put forward by Councillor Werner, she argued that it would be a good topic for the Communities Overview and Scrutiny Panel to consider.

Emma Duncan said that it was a significant issue and amount of income, the topic was more suitable for the Corporate Overview and Scrutiny Panel.

Councillor Sharpe believed that the item would need to be considered at the scheduled meeting of the Panel on 26th January 2022, he asked if there was space on the agenda.

Emma Duncan said that the performance management framework would be considered at that meeting and this was a key item for Corporate going forward. Officers felt that scrutiny could do some good work on the income generation for parking and other areas, it could be rolled into an item to be considered by the Panel later in the year.

Councillor Werner said it was essential to the budget, an extra meeting of the Corporate Overview and Scrutiny Panel could be arranged if required.

Adele Taylor said that assumptions in the budget could increase due to things like inflation. It was important to consider the fees and charges document too once it was available.

A named vote was taken.

That the Corporate Overview and Scrutiny Panel analysed the details of the increase in parking income to satisfy themselves that income targets could be reached. (Motion)	
Councillor Phil Haseler	For
Councillor Gary Muir	Against
Councillor Julian Sharpe	For
Councillor Lynne Jones	For
Councillor Simon Werner	For
Councillor John Bowden	Against
Councillor Chris Targowski	For
Councillor Leo Walters	For
Councillor Amy Tisi	For
Councillor Helen Price	For
Carried	

RESOLVED: That the Corporate Overview and Scrutiny Panel analysed the details of the increase in parking income to satisfy themselves that income targets could be reached.

Councillor Tisi commented on the amount of transformation which was proposed to happen in adult and children's services. She felt it was important that this was reviewed in six months' time to understand how effectively the transformation had been delivered. An example was the commissioning of services, Councillor Tisi was concerned about whether the timeframes meant that the savings were still deliverable.

Kevin McDaniel said that the performance framework and the budget monitoring reports would allow Members to review and monitor certain elements of the budget.

Hilary Hall suggested that the assumptions could be taken to the Adults, Children and Health Overview and Scrutiny Panel so that the Panel could satisfy itself around the assumptions made on savings in adult social care.

Adele Taylor said that the Cabinet Transformation Sub Committee would be a better place for a review. This could be discussed with Councillor Tisi, there could be assurances given by officers over the ability to deliver the savings and the transformation that had been outlined in the budget.

Councillor Tisi wanted to see how the council would hit the targets in the budget.

Emma Duncan said that the suggestion could be recorded as a minority comment and then Councillor Tisi could discuss with officers outside of the meeting whether the item should be added to the work programme of the scrutiny panel or whether it should be considered by the Cabinet Transformation Sub Committee.

The Chairman said a scoping document could be completed to add any items to the work programme.

Councillor Tisi said that on health contributions, officers had been confident that savings could be delivered. She asked if Kevin McDaniel could report back to scrutiny that things were progressing as planned.

Kevin McDaniel said that he would be happy for this to be picked up through the budget monitoring reports.

Councillor Price asked if edge of care services were also considered as part of the proposal that Councillor Tisi had suggested. Councillor Tisi clarified that it was part of the transformation savings.

The meeting, which began at 7.00 pm, finished at 10.15 pm

CHAIRMAN.....

DATE.....

CORPORATE OVERVIEW & SCRUTINY PANEL

WEDNESDAY, 26 JANUARY 2022

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

Also in attendance: Councillor David Hilton, Councillor Samantha Rayner, Councillor Christine Bateson, Councillor David Cannon, Councillor Ewan Larcombe and Councillor Donna Stimson

Officers: Mark Beeley, Emma Duncan, Adele Taylor, Rebecca Hatch, Alysse Strachan, Andrew Vallance, Nikki Craig, Duncan Sharkey and Neil Walter

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 29th November 2021 were approved as a true and accurate record.

Councillor L Jones suggested that the Panel should go through the actions from the previous set of minutes, to ensure that they had all been completed.

The Chairman suggested that it would be good to bring all the actions together at the bottom of the minutes.

Mark Beeley, Democratic Services Officer, said that at the Infrastructure Overview and Scrutiny Panel, the clerk produced an actions table, listing each action and what the result of the action had been. This was circulated amongst the Panel after the meeting and ensured that all actions were picked up and completed. The Panel agreed that this would be a useful addition for the Corporate Overview and Scrutiny Panel.

ACTION – Mark Beeley to produce actions table after each meeting and circulate it amongst Panel Members.

BUDGET 2022/23 - FEES AND CHARGES

Andrew Vallance, Head of Finance, explained that the fees and charges were raised where they could be by inflation, this would look to offset contract fees where they had also been raised. Some fees were statutory and were therefore controlled by the government, some were ring fenced and could not make a profit and in other areas the council had benchmarked against other local authorities. Considering some of the major fees and charges, Andrew Vallance said that:

- Parking had increased by inflation.
- Roads and street works had to be considered on a case by case basis but was nearly at inflation.

- Green waste had been increased by 4.8%, in previous years RBWM had increased this above inflation.
- The figure on Building Control should be 3%, this had been missed out on the original report which had been included in the agenda pack. Building Control had recently come in house so RBWM was able to set the fee.
- Marriages and civil partnership ceremonies had gone up by 3.5% due to statutory obligations.
- Cemeteries and church yards had gone up by inflation.
- Local Land Charges was an example of where officers had benchmarked against another local authority.
- Temporary Traffic Regulation Orders and Highway Licenses were at inflation.

The Chairman asked what the rationale was for the increase in car parking prices which RBWM was looking to implement and why they varied across the borough.

Alysse Strachan, Head of Neighbourhood Services, said that the parking fees and charges were set out with the same principle as all the other fees and charges. A number of factors needed to be considered, for example usage, parking patterns, considering previous increases, considering fees in similar car parks both in and out of the borough and the cost of administering any changes. The cost of the residents discount parking scheme also needed to be considered. The 4.8% increase was the overall budget position rather than individual tariffs. Most of the difference had been due to rounded up car parking charges, with the biggest increase being 50% which was for commercial permits.

Councillor Sharpe said that there was a reasonable level of inflation. He asked if changes had been made due to other local authorities and how much they were charging.

Alysse Strachan said that other local authorities parking charges were considered by the team. RBWM offered a residents parking discount to encourage residents to park in the borough.

Adele Taylor, Executive Director of Resources, said that fees and charges were determined on a service by service basis. For things like Building Control, RBWM needed to consider other competition in the market. The 4.8% was not necessarily on the fee itself but on the budgeted amount.

Councillor L Jones said that there was a large range of car parking charges across the borough, particularly in Windsor. The residents parking discount scheme did not apply in shopping areas and was a particular issue for those with mobility issues who needed to park close by. Victoria Street was a good option and was close to the shops in Windsor, Councillor L Jones understood that Windsor was a tourist town but she wanted this to be reconsidered by officers, either by incorporating this car park into the residents discount scheme or bringing down the parking charge. She asked how much extra income RBWM would look to receive from the increase in parking charges. Councillor L Jones continued by explaining that she was pleased to see that parking permits were not increasing however she expressed concern with the visitor vouchers, where a one hour restriction meant that two hours permit needed to be paid for.

Councillor Werner and Councillor Muir joined the meeting.

Alysse Strachan said that the Victoria Street option was included in the report that had been considered by Cabinet, but this was not agreed due to the cost that the council would incur. Alma Road and Alexandra car park were the options which had been agreed would be where the residents parking discount would apply. Regarding the visitor vouchers, the two hour charge was £1 and therefore the charge was minimal but this could be explored in future years.

Councillor L Jones said that it cost £2.40 for one hour at Victoria Street and £3.90 for two hours, these prices were unfair on those that needed to use the car park. She asked if there was any way that this charge could not be increased, it was something that Councillor L Jones felt should be revisited. She requested that this comment was recorded in the minutes as a minority comment.

Alysse Strachan confirmed that the offer would be reviewed and that officers could consider Victoria Street car park as part of this review.

Adele Taylor added that it would be part of the review on the residents discount scheme, officers had to consider the impact on the budget if Victoria Street had been included. Any recommendation would need to consider what the alternative method of funding would be.

Councillor L Jones asked if the figure in terms of income that would be lost could be provided, if the parking charges were kept the same and were not increased.

Alysse Strachan explained that to include Victoria Street in the residents discount scheme would cost the council £100,000. For the figure on how much it would cost the council if car parking charges were not increased, Alysse Strachan said that she would take this away from the meeting and report back.

ACTION – Alysse Strachan to find out information on how much it would cost RBWM if car parking charges were not increased at Victoria Street car park.

Councillor Werner said there was a similar issue in Maidenhead, two open air car parks were part of the residents discount scheme but these were scheduled to be closed and built on in the immediate future. He asked if officers had done analysis on the level that parking could be increased by before a decrease in usage would see the council lose money.

Alysse Strachan said that officers monitored usage and trend data constantly to see any impact an increase in fees had. Once the residents discount scheme had been implemented, this could be reviewed. West Street car park was in high demand and would be part of the discount scheme.

Councillor Werner asked if officers felt the Nicholsons Shopping Centre car park was too expensive to include in the residents discount scheme.

Alysse Strachan said that various data and models had been used. It was a balance of cost and use, she was happy to share the models and data with Councillor Werner outside the meeting.

ACTION – Alysse Strachan to provide the Panel with the data and models used to decide which car parks in Maidenhead would be part of the residents discount scheme.

Adele Taylor added that the decision on the residents discount scheme had already been made by Cabinet and the call in period had expired. However, the feedback would be useful to consider as part of the review.

Councillor Werner commented on the Platinum Jubilee celebrations for the Queen, which would be taking place in June 2022. He asked what permissions residents would need from the council to hold things like street parties.

Adele Taylor said that information on this would be coming out in due course, a dedicated website would also be created which residents could easily access. A message would also go out in the Borough Bulletin.

Councillor L Jones considered the income targets that had been set for parking. There had been a significant impact on the modelling from Covid but this had predicted an uplift after the

pandemic. However, this was not to the level of previous parking targets, she asked what rationale had been applied to ensure that parking targets were achievable.

Neil Walter, Parking and Enforcement Manager, said that officers had modelled the effect of the pandemic on parking and this had been very accurate. RBWM was back to about 80% of its expected parking income and there was an ambition for this to eventually rise back to 100%. A number of car parks across the borough were above pre pandemic levels in both usage and income targets. However, season tickets were a concern. Workers were not returning to the office and therefore parking season tickets had not been renewed. An example was one business which usually had over 250 parking season tickets, they did not currently have any and this was a significant lose to parking income.

Councillor L Jones asked if the 80% for parking income was the average across the borough. On season tickets, she asked if this was a risk in achieving the proposed parking income targets.

Neil Walter confirmed that it was 80% average across the whole borough. Season tickets were already a concern for officers and this had been budgeted for.

Adele Taylor said that the season ticket risk had been factored into the budget, any income budget was a risk as it was demand led. She explained that it would be considered as part of her report, income was harder to predict. Adele Taylor was confident that best estimates had been made but this would be monitored closely.

Councillor Cannon, Cabinet Member for Public Protection and Parking, responded to a question by Councillor Werner earlier in the meeting about street parties. He said that any fees for the road closures would be waived by the council.

Adele Taylor said that she would confirm the details after the meeting and report back to the Panel.

ACTION – Adele Taylor to provide information on street closures for street parties for the Queens Platinum Jubilee.

RESOLVED UNANIMOUSLY: That the Corporate Overview & Scrutiny Panel was asked to comment, and make recommendations to Cabinet, on:

- i) The proposed fees and charges for 2022/23 as set out in Appendix A.**

BUDGET 2022/23 – CAR PARKING INCOME TARGETS

This was discussed as part of the agenda item above.

2021/22 Q2 DATA & PERFORMANCE REPORT AND FUTURE PERFORMANCE REPORTING ARRANGEMENTS

Adele Taylor said that the new Corporate Plan had recently been approved by Full Council and this document set out the key strategic priorities of RBWM for the next five years. The performance of the council for Q2 had been outlined in the report. New performance monitoring arrangements would take effect from April 2022, Members had been informed at the start of January of the new arrangements. Considering the Q2 report:

- 6 measures were meeting or exceeding targets.
- 2 measures were short of target but within the set tolerances.
- 1 measure was off target and out of tolerance.

The continued impact of the pandemic meant that business rate collection was off target. It had been challenging to set targets in this area due to government driven benefits for some businesses. A recovery strategy had been launched which involved a number of campaigns ensuring that residents were given confidence, there had been an encouraging increase in footfall in town centres. The council had secured some additional funding for the climate strategy and this would allow decarbonisation plans to be developed.

The Chairman asked when the new portal for monitoring performance would go live and be available to both Members and residents.

Rebecca Hatch, Head of Strategy, confirmed that this would go live in April 2022.

Councillor Sharpe asked if there was anything in the performance report that officers were concerned about.

Adele Taylor said that business rate collection was a concern as it was off target but the reasons for this had been explained and much of this was out of the council's control. This was also similar to other local authorities and was therefore not unique to RBWM. The percentage of calls abandoned could be improved but there was a variety of reasons why this could be the case.

Councillor Sharpe asked if RBWM was taking over 5G transmission stations in the borough.

Adele Taylor did not have this information and did not think this was within the remit of the Corporate Overview and Scrutiny Panel.

Councillor L Jones said that the Panel was considering the performance report from Q2 but this was now Q4 and therefore the monitoring information related to a period which was a significant amount of time ago. She asked if this was the normal timeframe for the Panel to consider the report as she felt that comments made by the Panel would not have much of an impact. Considering the new performance monitoring arrangements, Councillor L Jones expressed concern about the Panel taking on oversight of the process and that the Panel therefore needed to have the right Member cohort. She suggested that more Members could be needed on the Panel. Councillor L Jones concluded by explaining that the report was dense and contained a lot of words, she would prefer to see a highlights or summary section at the beginning. She asked if the Panel was able to influence the areas of the council that would be monitored going forward.

Rebecca Hatch said that the role of scrutiny was to hold the council to account and make recommendations on how things could be improved. The Corporate Overview and Scrutiny Panel would take on the overarching responsibility and would receive quarterly progress reports. Reporting would be focused and by exception, with key areas being picked out where issues had occurred. Panel Members would be able to review the data through the new Citizens Portal and this would address the issue of the time lag in reporting as data on the portal would be live, up to date and accessible on demand.

The Chairman asked if a Member briefing would be organised on the Citizens Portal so that all Members understood how it worked.

Rebecca Hatch said that this was planned when the portal was launched in April 2022.

Councillor Sharpe asked if Members would be able to drill down into the data detail through the portal.

Rebecca Hatch confirmed that this would be possible and that Members would be able to compare and contrast data in a number of different ways too. The Corporate Overview and Scrutiny Panel would have the ability to recommend any parts of the report for further consideration by one of the other Overview and Scrutiny Panels.

The Chairman asked if a scoping document would be required for work to be delegated to another Panel and if so, which Panel would have the responsibility for creating the scoping document.

Emma Duncan, Monitoring Officer and Deputy Director of Law and Strategy, said that a scoping document would not be needed. The Corporate Overview and Scrutiny could make a recommendation for another Panel to consider a specific topic area, the Panel in question could then make a decision on what they wanted to do with this recommendation.

Councillor L Jones said that if the Corporate Overview and Scrutiny Panel identified an issue, would this fall to Corporate to initially investigate the issue or would the issue only be identified before being sent on for consideration by one of the other Panels.

Emma Duncan said that this was a good point and suggested that it would be sensible for the Corporate Overview and Scrutiny Panel to do some initial work on the area before deciding if it should be referred to another Panel.

Rebecca Hatch suggested it would work like the Corporate Plan challenge session in October 2021, once issues had been identified officers could then be invited to the relevant Panel to allow Members to ask questions and understand the reasons behind any issues, for example.

Emma Duncan added that the Panel could also ask why certain information had not been included in performance monitoring reports.

Councillor Sharpe asked how the new performance monitoring arrangements would fit in with the Panel's meeting schedule.

Emma Duncan said that additional Panel meetings could be arranged if required, but it was hoped that the performance monitoring would fit into the current system fairly easily. Performance monitoring with live data would improve the process. There was the issue of the work programme to consider too, with some issues being urgent and needing to be considered at the next meeting of the Panel.

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

- i) Noted the new and transitional performance reporting arrangements as agreed by Cabinet on 16 December 2021 and the role of the Corporate Overview & Scrutiny Panel within these arrangements.**
- ii) Noted the 2021/22 Corporate Overview and Scrutiny Panel Q2 Data & Performance Report in Appendix A.**

ANNUAL SCRUTINY REPORT

The Chairman explained that the annual scrutiny report for the Panel needed to be completed. He asked for any contributions from Panel Members to be sent via email outside of the meeting.

Councillor L Jones asked if the previous annual scrutiny report could be sent to Panel Members so that they could review the progress.

Mark Beeley said that he would be able to send the last two years reports, from 2020 and 2021, out to the Panel after the meeting.

ACTION – Mark Beeley to send out copies of previous annual scrutiny reports to Members of the Panel.

The Chairman suggested that any comments on the report should be sent to him in the next couple of weeks.

WORK PROGRAMME

Mark Beeley gave an update on the communication and the customer journey topics, which had been suggested by Councillor L Jones. A meeting would be arranged with the relevant officers and Councillor L Jones to determine the scope of the suggestion and whether there was an overlap of work.

Councillor L Jones said that the two suggestions and the RBWM App item all overlapped and therefore could be considered as one item, rather than three separate items.

Councillor Werner suggested an item on the procurement process and the different levels of approval for different contracts. Some contracts were signed off by officers under delegated authority and it would be good if Members had oversight and were aware of what contracts had been signed.

Adele Taylor said that she was happy to point Councillor Werner in the right direction and discuss this topic with the relevant officers.

Councillor L Jones said that there was a similar item on the Audit and Governance Committee work programme, it would therefore be worth discussing this with the Chairman of the Committee to avoid duplication of work.

The meeting, which began at 7.00 pm, finished at 8.40 pm

CHAIRMAN.....

DATE.....

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Report Title:	2021/22 Q3 Interim Data & Performance Report and Corporate Plan Performance Monitoring
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 4 April 2022
Responsible Officer(s):	Rebecca Hatch, Head of Strategy
Wards affected:	All

REPORT SUMMARY

1. *The report acknowledges the new performance reporting arrangements agreed by Cabinet on 16 December 2021 following the adoption of the new Corporate Plan 2021-26 by Full Council on 23 November 2021. It provides an update in relation to progress on implementation of these arrangements and an opportunity to discuss with Officers the public-facing Citizens' Portal and the practicalities of the new arrangements going forward.*
2. *In the interests of transparency, this report also sets out Q3 performance against the metrics reported to the Panel under the "former" PMF, acknowledging that Q3 (Oct-Dec-21) constitutes a period of transition from the Interim Council Strategy to the new Corporate Plan.*

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the new performance management arrangements and the progress made since publication of the Corporate Plan; and considers the future role of Corporate Overview and Scrutiny in monitoring performance.**
- ii) **Provides feedback on the new public-facing dashboard, 'the Citizen's Portal'.**
- iii) **Notes the Q3 Performance Summary (October-December 2021).**

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

Options

Table 1: Options arising from this report

Option	Comments
Accept the recommendations in this report. This is the recommended option	This will allow continuing insight into the council's transition to agreed new performance arrangements.
Not accept the recommendations in the report.	The failure to use relevant performance information to understand delivery against the council's agreed priorities impedes the council's ability to make informed decisions and seek continuous improvement.

Background

- 2.1 Full Council formally adopted a new Corporate Plan on 23 November 2021. The Plan sets out clear objectives for the period 2021-26 and 50 specific goals for achievement over this 5-year period.
- 2.2 During the period January-March 2022, Officers have been developing the plans for delivering each of the Corporate Plan goals, and the metrics and milestones by which to manage performance and progress. In parallel, officers have been developing a new performance management framework (PMF) to report against the Corporate Plan, including the build of an online public-facing Citizen's Portal.
- 2.3 As agreed at Cabinet in December 2021, the new performance management arrangements shift the focus of performance reporting from an emphasis on operational performance to a focus on the achievement of the agreed Corporate Plan goals. These goals are primarily outward-facing, focused on outcomes to be achieved in the borough. The "A council trusted to deliver its promises" objective contains a smaller number of goals, focused on strengthening the organisation.
- 2.4 The role of Scrutiny is to hold the council to account for delivering the Corporate Plan, to identify and explore delivery challenges, and to make recommendations for improving performance, where appropriate. Cabinet has agreed that the Corporate Overview and Scrutiny Panel should take overarching responsibility for reviewing the council's performance against the Corporate Plan. This will enable scrutiny of the council's performance as a whole, thereby providing greater strategic oversight of overall performance and preventing a siloed approach.
- 2.5 To enable the Corporate Overview and Scrutiny Panel to fulfil this role, the Panel will receive quarterly reports as a standing agenda item. Reporting will be by exception, focusing the Panel's attention on areas where there are challenges, or where there has been significant progress. These reports will be published and available to all Scrutiny Panels.

- 2.6 In addition, Panel members will be encouraged to review the data on the Citizen's Portal. This new, public-facing, dashboard will share performance information across all goals, major programmes and key operational performance metrics, and will enable Members and the public to review progress and identify issues independently.
- 2.7 Using this information, the Corporate Overview and Scrutiny Panel will be supported to discuss the council's performance and to identify areas where there are challenges. Where there are performance issues in specific areas, it is expected that the Corporate Overview and Scrutiny Panel will make a recommendation to the relevant Scrutiny Panel, suggesting that they undertake an in-depth review. For example, an issue with delivery of a major transport programme would be referred to the Infrastructure Overview and Scrutiny Panel, or concerns with performance on Early Help would be referred to Adult's, Children and Health Overview and Scrutiny Panel, in accordance with their specialism and remit. The Corporate Overview and Scrutiny Panel will continue to take the lead on corporate issues, which are included within the Plan under the "A council trusted to deliver its promises" objective.
- 2.8 Where a Panel decides to look at an issue in more depth, officers will provide further data and support for their review. These reviews will delve into the data, explore performance challenges and make recommendations for improvements.
- 2.9 The new performance management arrangements will help to ensure that Scrutiny's work programme is informed by evidence and focused on improving the council's performance. The work programme of all Scrutiny Panels will be Member-led and guided by data. This is part of the wider development of the Scrutiny function to increase value and impact.

Citizens Portal

- 2.10 The Citizens' Portal is being developed using the InPhase application. This online dashboard is designed to improve transparency and accountability to Elected Members, the public and stakeholders, on delivery against the Corporate Plan goals, ongoing service delivery performance and delivery of major programmes.
- 2.11 The Citizen's Portal will go live during the first week of April 2022 and will be shared with Panel Members during this meeting. The information shown on the Citizen's Portal will be strengthened as more data becomes available and as plans and strategies are developed. The Panel is invited to provide feedback on the Citizen's Portal to inform its future development.

Transitional performance reporting arrangements: Q3 performance summary

- 2.12 It is acknowledged that Q3 (Oct – Dec-21) marks the council's formal transition from agreed strategic priorities set out in the Interim Council Strategy – and related PMF – to the priorities set out in the new Corporate Plan and new emerging PMF. In the interests of good governance and transparency, continuing visibility of council performance is essential. Table 2 sets out Q3

performance of all metrics within the now “former” PMF which have previously been reported to the Panel. For ease of reference these metrics have been organised in Table 2 by their respective RAG status at the close of Q3 (31 Dec-21). A summary of exceptions (Red and Amber status) key performance points is provided at 2.13-2.14.

Table 2: Summary KPI Q3 2021-22

Corporate Overview and Scrutiny Panel interests: PMF metrics aligned to the former Interim Council Strategy

Red (Needs improvement)	Year to date	Q1	Q2	Q3
Percentage of Non-Domestic Rates (Business Rates) collected	Actual	27.57%	51.01%	76.83%
	Target	31.00%	58.00%	83.50%
Amber (Near target)		Q1	Q2	Q3
Percentage of Council Tax collected	Actual	30.34%	57.68%	85.22%
	Target	30.60%	58.20%	85.70%
Green (Succeeding or Achieved)		Q1	Q2	Q3
Number of visits (physical and virtual) to libraries	Actual	128,527	290,060	462,532
	Target	128,000	254,000	354,000
Average number of days to process changes in circumstances (Housing Benefits)	Actual	6.00	4.70	4.98
	Target	5.00	5.00	5.00
Average number of days to process new claims (Housing Benefits)	Actual	9.33	8.98	9.94
	Target	12.00	12.00	12.00
Percentage of online forms submitted by customers/residents	Actual	76.9%	77.2%	77.7%
	Target	75.0%	75.0%	75.0%
Percentage voluntary turnover	Actual	4.55%	7.76%	11.82%
	Target	3.23%	6.45%	9.68%
Percentage of calls answered within 60 seconds	Actual	67.7%	-	-
	Target	80%	-	-
Percentage calls answered within 2 minutes	Actual	-	78.6%	81.3%
	Target	-	80.0%	80.0%
Percentage of calls abandoned after 5 seconds	Actual	3.7%	3.5%	3.9%
	Target	4.0%	4.0%	4.0%

Summary of exceptions (Red and Amber status at the close of Q3)

2.13 **Collection rates for Non Domestic Rates (NDR)** in Q3 is showing as behind target and outside of agreed tolerance thresholds (76.83%, £50,498,965 /

£65,724,065). This metric is significantly affected by a number of national relief schemes that were announced in March 2021 after measures had been agreed which, in some cases, required businesses to be rebilled part way through the financial year to comply with national requirements. This means comparative performance to prior years and the anticipated profile of business rate collection will be different this year. For some businesses, this will have meant that they had not had to make any payments towards business rates since April 2020 but will be expected to now make payments from 1 July, albeit at a lower rate than pre-pandemic. They are now expected to make payments whilst still recovering from the impacts of lockdown restrictions. The Revenues team will assist wherever possible with individual businesses around payment arrangements but our focus still needs to be balanced with securing funds due, particularly given we don't retain a significant proportion of the funds ourselves. As an update, at the close of February 2022 the target is 95% and collection rates are at 92.43% (£59,355,713 / £64,216,814) which is an Amber RAG status. It is acknowledged that in monetary-terms, significantly more has been collected by end of February (£59,355,713) compared to end of February last year (£47,389,920). It is also noted that reported figures for 2021-22 will retrospectively change in early 2022/23 as a result of the Covid Additional Relief Fund (CARF), which will see approximately £5m business rate relief awarded.

- 2.14 **Collection rates for Council Tax** in Q3 is showing as behind target (85.70%) but within agreed tolerance thresholds at 85.22% (£86,082,434 / £101,011,959). As an update, at the close of February 2022 the target is 97% and performance currently stands at 96.4% (£97,608,434 / £101,006,322) which is an Amber RAG status. In monetary terms, more has been collected by end of February 2022 (£97,608,434) compared to the end of February 2021 (£92,036,732).

3. KEY IMPLICATIONS

- 3.1 The key implications of this report are set out in Table 3.

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its priorities	< 100% priorities on target	100% priorities on target			From 31 March 2022
The council uses performance and management information effectively to identify and resolve issues.	PMF not utilised effectively.	PMF used by services, leadership and Members to identify and resolve issues.			From 31 March 2022

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from the recommendations.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

6. RISK MANAGEMENT

6.1 The risks and their control are set out in Table 4.

Table 4: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Poor performance management practices resulting in lack of progress towards the council's agreed strategic priorities and objectives.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting. Enhanced ability of Members to scrutinise performance issues through the new performance framework arrangements, leading to more effective challenge and greater impact.	LOW

7. POTENTIAL IMPACTS

7.1 There are no Equality Impact Assessments or Data Protection Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

8. CONSULTATION

8.1 The Corporate Plan went out to public consultation in Summer 2021, and the consultation results informed the final Corporate Plan adopted by Full Council in November 2021. The new and interim performance reporting arrangements were approved by Cabinet on 16 December 2021 following discussion with Directors, Statutory Officers, the Corporate Leadership Team, the Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor, the Leader of the Council and the Chairs of each Overview and Scrutiny Panel.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in Table 5.

Table 5: Implementation timetable

Date	Details
April 2022	Citizen's Portal launched
June 2022	Corporate Overview and Scrutiny discusses Corporate Plan performance.

10. APPENDICES

10.1 There are no appendices to this report.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- [Corporate Plan 2021-26](#)
- [Cabinet Proposals for future performance reporting arrangements](#)

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	24.03.22	25.03.22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	24.03.22	25.03.22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive		
Hilary Hall	Executive Director of Adults, Health and Housing	24.03.22	24.03.22
<i>Heads of Service (where relevant)</i>			
Nikki Craig	Head of HR, Corporate Projects and IT		
Daniel Brookman	Head of Transformation		
Louise Freeth	Head of Revenue, Benefits, Library and Resident Services	24.03.22	24.03.22
<i>External (where relevant)</i>			
N/A			

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
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Non-key decision	No	No
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Report Author: Rachel Kinniburgh, Service Lead – Strategic Policy, Performance and Insights

Report Title:	2021/22 Finance Update Report – Revenue and Capital Month 10
Contains Confidential or Exempt Information	Report and appendices A, B, C, D, E, F, G and H are Part I. Appendix J is Part II, and not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot
Meeting and Date:	Cabinet – 31 March 2022
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 2021/22 forecast financial outturn of the Council as at the end of Month 10 (31st January 2022). It includes the revenue and capital budgets along with the financial reserve position. Areas of financial risk affecting the budgets are highlighted.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) notes the Council’s projected revenue and capital forecast outturn for 2021/22;**
- ii) approves capital budget virements totalling £0.255m (paragraph 17.5);**
- iii) recommends that Council approve capital budget virements of £1.567m in respect of funding secured from the Public Sector Decarbonisation Scheme (paragraph 17.6); and**
- iv) approves the capital virement in confidential Appendix J.**

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

Options

Table 1: Options arising from this report

Option	Comments
To note the Council's financial position.	This is the recommended option.
To approve, or recommend to Council for approval, capital budget virements.	This is the recommended option.
To not approve, or not recommend to Council for approval, capital budget virements	This is not recommended as capital improvement works will not be able to progress.

3. KEY IMPLICATIONS

- 3.1 The Council 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 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.
- 3.2 Across the Medium-Term Financial Plan, the assumption is that the Council 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. MONTH 10 REVENUE BUDGET FORECAST OUTTURN

- 4.1 The projected net revenue outturn position for 2021/22 at month 10 shows a favourable variance of (£0.239m) against the budget of £103.360m as shown in Table 3 below. Any underspend will be transferred to general reserves at the end of the year.
- 4.2 This revenue outturn position represents a net improvement of (£0.138m) over the projected underspend at month 8. This net change is the result of a variety of movements across services.

4.3 Significant changes in the Month 10 forecast outturn are:

- 4.3.1 Resources is reporting a favourable movement of £0.362m from month 8. This is due to increased income recognition in the registrar service (£0.150m), and reductions in forecast staff costs in both Libraries (£0.065m) and Finance (£0.075m). The balance is made of other smaller movements.
- 4.3.2 Place is showing a favourable movement of (£0.129m) from month 8. This is underpinned by favourable movements including increased car parking income (£0.250m), delayed works at Sainsbury's rotunda (£0.100m) and updated waste forecasts (£0.190m). These have been offset by various pressures in the planning service £0.196m, reduced income from traffic orders £0.120m along with increased costs of fly tipping £0.065m. The balance is made of other smaller movements.
- 4.3.3 Adults, Health and Housing is showing an adverse movement of £0.023m. Although there has been an increase in costs in Housing £0.262m mainly due to an increase in the bad debt provision, this has been offset by the release of an accrual that is no longer required (£0.300m). The balance is made of other smaller movements.
- 4.3.4 As the end of the financial year approaches, it is assumed the contingency budget is unlikely to be required this year. These contingent funds will be moved to reserves to reflect the required use of reserves to balance the medium-term financial plan. Therefore, although Contingency and Corporate is showing a favourable movement of (£1.992m), this is offset by a movement into earmarked reserves prior to calculating the impact on the General Fund. Final decisions on the allocation of underspends to earmarked or general reserves will be taken at the end of the year.
- 4.4 The general fund balance is currently forecast to be (£7.298m) at the end of the year, which is marginally above the minimum level of general fund balances (£6.700m) identified by the S151 Officer.

4.5 Appendix A provides a full breakdown of variances against service areas and is summarised below:

Table 3: 2021/22 Revenue Forecast Outturn Month 10

Directorate	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Month 8 over / (under) spend £000	Change since month 8 £000
Chief Executive	(1,062)	(2,212)	(1,150)	(1,189)	39
Governance, Law & Strategy	3,845	3,465	(380)	(354)	(26)
Children's Services	24,911	25,676	765	769	(4)
Adults, Health and Housing	40,933	41,620	687	664	23
Resources	8,294	7,614	(680)	(362)	(318)
Place	14,935	15,502	567	696	(129)
Contingency and Corporate	1,660	(413)	(2,073)	(81)	(1,992)
Total Service Expenditure	93,516	91,252	(2,264)	143	(2,407)
Total Non-Service Costs	9,844	9,725	(119)	(244)	125
Transfer to earmarked reserve	0	2,144	2,144	0	2,144
Net Council Expenditure	103,360	103,121	(239)	(101)	(138)
Total Funding	(25,106)	(25,106)	0	0	0
Net Council Tax requirement	78,254	78,254	0	0	0
General Fund					
Opening balance	(7,059)	(7,059)			
Budget transfers in / (from)	0	(239)			
Forecast closing balance	(7,059)	(7,298)			

4.6 Savings

4.6.1 Appendix B summarises the status of savings included within the 2021/22 budget. Savings of (£5.350m) are forecast against a target of (£7,579m), a shortfall of £2.229m. These savings are RAG-rated by budget holders and are included in the reported service variances in Appendix A. Services are expected to mitigate the unachievable savings with alternative savings. Tables 4 and 5 summarise the status of the savings:

Table 4: Savings RAG rating

RED / AMBER / GREEN (RAG) Status	Savings Target	Savings Forecast	Savings Forecast
	£000	£000	%
GREEN	(4,928)	(4,336)	88%
AMBER	(2,537)	(1,014)	40%
RED	(114)	0	0%
	(7,579)	(5,350)	71%

Table 5: Savings projections by directorate

Directorate	Savings Target	Savings Forecast	Savings Forecast
	£000	£000	%
Adults, Health and Housing	(3,670)	(1,645)	45%
Place	(1,731)	(1,439)	83%
Children's	(1,280)	(1,388)	108%
Resources	(660)	(647)	98%
Governance, Law and Strategy	(168)	(161)	96%
Chief Executive	(70)	(70)	100%
Total	(7,579)	(5,350)	71%

5. CHIEF EXECUTIVE FORECAST OUTTURN

- 5.1 The Chief Executive directorate is forecasting an underspend of (£1.150m), an adverse variance of £0.039m from month 8. This is due to £0.290m potential non-payment of rent arrears and £0.010m cost pressures on the building maintenance budget for the Guildhall premises.

Table 6: M10 Chief Executive Forecast Outturn

	Budget	Forecast Outturn	Forecast over / (under) spend	Change since month 8
	£000	£000	£000	£000
Chief Executive	282	282	0	0
Property	(1,344)	(2,494)	(1,150)	39
Total	(1,062)	(2,212)	(1,150)	39

5.2 Significant areas of risk and opportunity

- 5.2.2 Property includes a Covid-19 pressures budget of £1.500m relating to lost income and costs of evictions in the commercial property service. Although anticipated costs of £0.300m have been included in the forecast, the remainder of this budget is not expected to be needed.
- 5.2.3 Industrial & Commercial Estates include a miscellaneous income budget of (£0.242m). 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 (£0.167m) of miscellaneous income has been identified so far leaving a potential £0.075m pressure which is included in the forecast.

6. GOVERNANCE, LAW & STRATEGY FORECAST OUTTURN

6.1 The Governance, Law & Strategy directorate is forecasting an underspend of (£0.380m), a favourable movement of (£0.026m) from month 8. This is mainly due to savings in the Performance team due to vacant posts.

Table 7: M10 Governance, Law & Strategy Forecast Outturn

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Deputy Director	156	150	0	0
Comms & Marketing	344	363	19	19
Governance	2,235	2,046	(189)	(5)
Law	650	617	(33)	0
Performance Team	370	220	(150)	(40)
Policy Comms & Eng.	90	63	(27)	0
Total	3,845	3,465	(380)	(26)

6.2 Significant areas of risk and opportunity

- 6.2.1 An ongoing recruitment programme is in progress across the directorate. It is anticipated that full establishment will be achieved by March 2022. Vacancy savings because of this process are forecast to be (£0.227m). It had been anticipated that vacancies would be filled earlier in the year.
- 6.2.2 Land charges income is currently ahead of budget, boosted by the property market buoyancy because of the stamp duty holiday extension to the end of September. The service is forecasting to be £0.025m over target for income in the year. It is difficult to predict future demand and this income stream remains under regular review.
- 6.2.3 There are savings on variable office costs including (£0.105m) for printing and centralised stationery in recognition of the ongoing impact of home working on office costs.
- 6.2.4 Legal savings of (£0.030m) (included in vacancy savings above) 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.

- 6.2.5 Member services is currently reporting forecast savings of (£0.033m) mainly due to inflation on Members' allowances not taken by several Members, not all Special Responsibility Allowance payments being made under the '1-SRA' rule, and reduced mileage claims because of higher levels of virtual meetings.
- 6.2.6 The Corporate Communications service has £0.019m of pressures, largely around a shortfall in expected sales, fees and charges grant compensation from central government for losses due to the impact of Covid-19 partially offset by additional income from the hire of the Guildhall room and recharges for an external staff secondment.

7. CHILDREN'S SERVICES FORECAST OUTTURN

- 7.1 Children's Services is forecasting an overspend of £0.765m, a favourable movement of (£0.004m) from month 8.
- 7.2 The dedicated schools budget is showing an overspend of £0.841m, a favourable movement of (£0.352m) from month 8. This overspend is met from a dedicated reserve (DSG Adjustment Account) and therefore does not impact the general fund.

Table 8: Month 10 Children's Forecast Outturn

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Children's Services non-Dedicated Schools Grant				
AfC: Social Care and Early Help	19,139	20,992	1,853	151
AfC: Business Services	4,053	4,014	(39)	5
AfC: Education	1,436	1,430	(6)	(57)
AfC: Management	324	(267)	(591)	(40)
AfC: Public Health	1,583	1,583	0	0
AfC: Special Educational Needs	2,116	1,803	(313)	(25)
Retained Children's Services	(3,743)	(3,882)	(139)	(38)
Total Children's	24,911	25,674	765	(4)

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Dedicated Schools Grant (DSG)				
AfC – DSG	12,470	14,309	1,839	(310)
Retained – DSG	57,252	56,254	(998)	(42)
Transfer (to) / from DSG reserve	(69,722)	(70,563)	(841)	352
Total DSG	0	0	0	0

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Non-DSG and DSG, but excluding transfer from the DSG reserve				
Achieving for Children	41,122	43,865	2,743	(276)
Retained Children's Service	(3,743)	(3,882)	(139)	(38)
Retained DSG	57,252	56,254	(998)	(42)
Total	94,631	96,233	1,606	(356)

7.3 Appendix G provides more detail of the service over and (under) spends. The overall favourable movement of (£0.004m) is underpinned by an adverse movement of £0.034m on the Achieving for Children contract, and a (£0.038m) favourable movement on retained services.

Table 9: Children's Services variances

Service	Forecast over / (under) spend £000	Para
Achieving for Children	904	7.4
Children's Services – Retained	(139)	7.5
Total Children's Services non-Dedicated Schools Grant	765	
AfC Contract - Dedicated Schools Grant	1,839	7.6

Dedicated Schools Grant – Retained	(998)	7.6
Total Dedicated Schools Grant transfer to Reserve	(841)	7.7
Total Net Dedicated Schools Grant	0	

- 7.4 Achieving for Children (non-Dedicated Schools Grant) adverse movement of £0.034m includes increased legal service costs of £0.080m which includes support for four high profile cases, offset by a favourable movement of (£0.030m) on Home to School Transport following a review of contracts. The overall forecast overspend of £0.904m is made up of the variances detailed below.
- 7.4.1 Placements overspend of £0.697m. Represents the full-year effect of three high-cost placements in quarter 4 of 2020/21, quarter 1 and 2 of 2021/22 totalling £0.822m. Additionally, the forecast reflects an estimated future demand for placements in the financial year of £0.090m. This overspend is partly offset by the release of the Council held “demography” fund of (£0.368m) into the AfC Contract and additional health contributions backdated of (£0.233m). There has been a national trend of an increase in the complexity of placements; this coupled with increasing demand on providers resulting in an increase in unit costs has adversely impacted the forecast.
- 7.4.2 Employee & Operational Related overspend of £0.540m. Child Focused posts retained to meet increased demand in domestic abuse & statutory services resulting from Covid-19. Partly offset by increased funding from the Contain Outbreak Management Fund (£0.051m).
- 7.4.3 Legal Services overspend of £0.280m. Increased cost of counsel based on quarter 3 recharges which includes the legal support for four high profile cases.
- 7.4.4 Contain Outbreak Management Fund (COMF) underspend of (£0.568m). Identification of existing employee costs that relate to prevention and management of the Covid-19 pandemic. COMF income is included in management costs, hence the underspend on this budget.
- 7.4.5 Recovery Plan underspend of (£0.123m). In-year mitigation plan focusing on application of grants and restriction on non-essential expenditure including vacancy management.
- 7.4.6 Home to School Transport underspend of (£0.105m). Review of contracts and reassessment of financial risk associated with new arrangements and potential provision for remainder of the financial year.
- 7.4.7 Other smaller variances include delayed progress to deliver therapy savings of £0.050m, increased support programme for schools matched

by additional grant within the retained budgets £0.075m, and increased costs of £0.058m in the Community Family Hubs due to the pandemic.

7.5 Retained Children's Service (non-Dedicated Schools Grant) show a favourable movement of (£0.038m) mainly due to additional grant in respect of Unaccompanied Asylum-Seeking Children. The overall net underspend of (£0.139m) includes increased grant allocations for School Improvement Grant (£0.074m), Troubled Families Grant (£0.060m) and Unaccompanied Asylum-Seeking Children (£0.047m). This is offset by an adverse movement on the bad debt provision of £0.040m.

7.6 **Dedicated Schools Grant**

7.6.1 The Dedicated Schools Grant overspend of £0.841m is a favourable movement of (£0.352m) from the previously reported position. This breaks down as follows:

- Achieving for Children High Needs Block favourable movement of (£0.310m). Reflects a favourable movement of (£0.260m) relating to a 15% reduction in the volume of pupils within the Further Education provision due to greater levels of turnover than anticipated at a cost of £6,000 per pupil. Realignment of Future Demand (£0.050m) to DSG Children's Service Retained to match indicative commitments.
- Retained Services High Needs Block adverse variance of £0.050m. Realignment of Future Demand from DSG Achieving for Children to match indicative commitments.
- Retained Central School Services Block favourable movement of (£0.092m). Primarily due to reduced management overheads.

7.6.2 The overall forecast overspend of £0.841m on the Dedicated Schools Grant comprises of:

- Schools Block underspend of (£0.537m), relating to the release of the total uncommitted balance of the pupil growth fund from a total allocation of £0.679m.
- Central School Services Block underspend of (£0.187m), comprising of reduced management overheads (£0.080m), an underspend within the Non-Independent Special School Places (£0.051m) and staffing vacancies (£0.030m).
- Early Years Block underspend of (£0.266m) due to the final budget allocation received from the ESFA in November 2021 for 2020/21. The final allocation was 3% more than anticipated. It is confirmed that the Early Years Block funding for 2020/21 was allocated to all nursery settings.

- High Needs Block overspend of (£1,831m) relating to the provision of Independent Special or Non-Maintained Special Schools and other associated direct support. In comparison to the prior year the average unit cost and volume for 2021/22 has increased by 1% and 9% respectively. The forecast reflects an estimated future demand for further provision during 2021/22 of £0.168m.

7.7 DSG Adjustment Account

- 7.7.1 DSG is ringfenced so any surplus or deficit is transferred to / from a specific reserve. The current forecast deficit of £0.841m will result in a deficit reserve of £2.632m (2% of gross budget).
- 7.7.2 The DSG grant conditions require that any authority with an overall deficit on its DSG account at the end of the financial year present a Deficit Management Plan to the Department for Education for managing their future DSG spend, including a recovery period of three to five years. This plan must be signed off by the Director of Children's Services and the Executive Director for Resources (section 151 officer). The plan must also be discussed at Schools Forum meetings.
- 7.7.3 It will be challenging to clear the cumulative deficit with increased costs and rising demand for complex service provision, and the SEND Reforms (2014) that increased support to include individuals from birth up to 25 years of age. Based on current demand, pricing and estimated future grant funding the current projected cumulative deficit for the DSG by 31 March 2023 is in the region of £5.000m. The Deficit Management Plan will be reported to the Schools Forum in April 2022.

8. ADULTS, HEALTH AND HOUSING FORECAST OUTTURN

- 8.1 Adults, Health and Housing is forecasting an overspend of £0.687m, and adverse movement of £0.023 from month 8.

Table 10: Month 10 Adults, Health and Housing Forecast Outturn

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Director & Support	2,483	2,424	(59)	(30)
Adult Social Care Services	34,999	35,768	769	91
Housing Services	3,464	3,741	277	262
Better Care Fund	14,403	14,403	0	0
Public Health	5,056	5,056	0	0

Grants & BCF income	(19,472)	(19,772)	(300)	(300)
Total	40,933	41,620	687	23

8.2 The favourable movement in Grants & BCF income of (£0.300m) has arisen from a review of a prior year accrual that is no longer required.

8.3 Adult Social Care Services

8.3.1 Adult Social Care Services are forecasting an overspend of £0.769m, and adverse variance of £0.023m from month 8. This is analysed below.

Table 11: Month 10 Adult Social Care Forecast Outturn

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Older People & Physical Disability	21,078	22,336	1,258	120
Learning Disability	15,168	14,218	(950)	(121)
Mental Health	3,032	3,455	423	(12)
Other Adult Social Care	3,152	3,216	64	5
Better Care Fund income	(7,431)	(7,457)	(26)	99
Total	34,999	35,768	769	91
RBWM / Optalis analysis				
RBWM Expenditure budgets	15,986	16,602	616	182
RBWM Income budgets	(13,937)	(15,280)	(1,343)	(73)
Optalis contract	32,950	34,446	1,496	(18)
Total	34,999	35,678	769	91

8.3.2 In Older People and Physical Disabilities the number of older people supported at home has risen from 351 at the start of the year to 374. The number of older people in care homes has increased from 309 to 335. Whilst the service is on track to meet its savings targets, the increased demand is having an adverse impact on the budget.

8.3.3 Also in Older People and Physical Disabilities homecare is forecast to exceed the annual budget by £0.538m due to increasing demand and costs. This is based on an average daily spend of £0.015m. The pressure on this budget has been offset by additional income from the Better Care Fund, NHS Frimley Clinical Commissioning Group and client contributions. The income received from the CCG has been provided to

facilitate hospital discharge and prevent hospital admissions during the pandemic.

- 8.3.4 NHS funding of service to facilitate hospital discharge ends this financial year. An estimate for this funding was included in the budget. Further detail on the income received from the CCG is shown below.

Table 12: CCG income in 2021/22

	Forecast
	£000
BCF -Minimum contribution to adult social care	(4,957)
Covid-19 related spend-Hospital discharge process (HDP)	(850)
Winter pressures	(508)
Free Nursing Care	(670)
Shared Care and Other	(200)
Total	(7,185)

- 8.3.5 Learning Disabilities shows an underspend of (£0.950m), a favourable movement of (£0.121). This is mainly due to a comprehensive review of the forward look list, focusing on the estimated dates placement changes might occur.

- 8.3.6 Mental Health shows an overspend of £0.423m. Pressures have continued to increase on all care budgets for people with mental health issues, as anticipated given the adverse effect the pandemic and its resulting restrictions can have on people's mental health. As a result, the savings in mental health included in the budget will not be achieved.

8.4 **Public Health and Better Care Fund**

- 8.4.1 The Public Health budget of £5.060m is funded by ring-fenced Public Health grant. Underspends on this budget must be carried forward in a public health reserve and do not impact on the general fund. This is why it appears as a nil variance in the outturn tables above. The current forecast is for a marginal reduction of the Public Health reserve this year from £0.511m to £0.503m.

- 8.4.2 The Contain Outbreak Management Fund (COMF) and Test and Trace grant is also managed by Public Health. This grant is specifically to deal with issues arising from the pandemic and was awarded for use over two financial years 2020/21 and 2021/22. The amount spent in 2020/21 on this grant was £0.618m while the balance of £3.666m was carried forward. An additional £0.804m was received for 2021/22. There is no requirement to return funds and it can therefore be utilised in 2022/23.

As such we estimate an unused balance of £0.400m which will be allocated to spend in 2022/23.

8.4.3 The Better Care Fund is a pooled budget with the CCG but is accounted for in the Council's accounts. 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.

8.4.4 Disabled Facilities Grant (capital) must also be included in the Better Care Fund. 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.

8.5 **Housing Services**

8.5.1 Housing Services is forecasting an overspend of £0.277m, an adverse movement of £0.262m from month 8. This is due to an increase in the bad debt provision for temporary housing. This is related to a change in process for recognition of debt, which is referred to under sundry debt later in the report.

8.5.2 There is also a pressure due to higher demand for Homeless Temporary Accommodation. The total pressure is forecast at £0.595m but this will be covered by Homelessness Prevention Grant.

8.6 **Future risks for Adult, Health and Housing**

8.6.1 Adult Social Care is a demand led budget and can vary significantly due to demographic changes. The budget was set based on the number of residents in services at an average cost. As at the end of December 2021, the number of older people, learning disability clients and mental health service users has started to stabilise, albeit at a higher level than at the start of the year. The figures used to set the budget are included in the table below.

Table 13: Number of adult social care recipients

	Budget £	Budgeted Average Weekly Unit Cost	Actual Ave Weekly Unit Cost This Yr	Budgeted Average Numbers	Numbers at Start of Month											
					Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Older People																
Nursing	£8,775,160	£969 pw	£1,041 pw	174	181	183	183	184	190	198	200	200	204			
Residential	£4,301,750	£711 pw	£789 pw	116	128	129	133	131	131	132	133	131	131			
Temporary Spot (N and R)	£215,000	£940 pw	£986 pw	4	18	16	17	12	15	14	20	15	10			
Direct Payments	£1,197,250	£328 pw	£351 pw	70	58	62	60	61	60	58	59	58	55			
Supported / Sheltered Living	£472,670	£8,731 pw	£9,693 pw	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Home Care RBWM	£4,627,710	£332 pw	£262 pw	267	351	358	370	377	382	383	382	376	374			
Day & Other Community	£65,000	£1,247 pw	£1,247 pw	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
Total Older People	£19,654,540	-	-	631	736	748	763	765	778	785	794	780	774			
Physical Disability																
Nursing	£412,430	£1,107 pw	£1,129 pw	7	6	6	6	7	7	7	7	7	7			
Residential	£449,280	£834 pw	£858 pw	10	12	12	10	10	10	10	10	10	9			
Supported / Sheltered Living	£94,810	£1,818 pw	£2,445 pw	1	1	1	1	1	2	1	1	1	1			
Home Care Optalis	£775,300	£370 pw	£374 pw	40	38	37	38	41	42	42	42	42	42			
Day & Other Community				-												
Total Physical Disability	£1,731,820	-	-	59	57	56	55	59	61	60	60	60	59			
Learning Disabilities																
Nursing	£194,900	£1,246 pw	£1,029 pw	3	3	3	3	3	3	3	2	2	3			
Residential	£5,073,620	£1,730 pw	£1,564 pw	56	56	56	56	54	53	51	51	52	52			
Supported / Sheltered Living	£3,276,010	£683 pw	£750 pw	92	89	81	82	81	82	83	83	84	84			
Shared Lives (Fostering)	£137,140	£440 pw	£394 pw	6	4	3	3	3	3	3	3	3	3			
Home Care	£313,000	£207 pw	£211 pw	29	24	28	28	27	27	27	27	26	26			
Day & Other Community	£921,910	£650 pw	£596 pw	27	43	44	44	43	42	42	40	41	41			
Total Learning Disabilities	£9,916,580	-	-	213	219	215	216	211	210	209	206	208	209			
Mental Health																
Nursing	£253,570	1,096	£974 pw	4	5	5	5	5	5	7	7	7	7			
Residential	£468,560	737	£710 pw	12	19	19	19	18	20	20	19	19	19			
Supported / Sheltered Living	£1,121,890	517	£633 pw	42	54	56	56	51	45	46	45	47	47			
Home Care	£299,290	158	£200 pw	36	27	29	29	27	22	22	22	24	24			
Day & Other Community	£126,960	303	£285 pw	8	7	7	7	7	8	8	8	8	8			
Total Mental Health	£2,270,270	-	-	103	112	116	116	108	100	103	101	105	105			
Total All Client Groups	£33,573,210	-	-	1,006	1,124	1,135	1,150	1,143	1,149	1,157	1,161	1,153	1,147			

8.6.2 Temporary Accommodation is an ongoing pressure due to the lifting on the freeze on private sector evictions and overall increase in demand. The impending cost of living increases are likely to be a further pressure in this area towards the end of this financial year and into 2022/23.

9. RESOURCES FORECAST OUTTURN

9.1 Resources is forecasting an underspend of (£0.680m), a favourable movement of (£0.318m) since month 8. This is primarily due to increased weddings income in the Registrar's service, staff savings due to vacancies in Libraries & Resident Services and reduced staff costs in Finance. Savings of (£0.660m) built in to the 2021/22 budget for the Directorate are all expected to be delivered in year.

Table 14: Month 10 Resources Forecast Outturn

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Executive Director of Resources	214	214	0	0
Libraries & Residents Services	2,551	2,049	(502)	(230)
R&B Management and Admin	1,045	1,095	50	7
Housing Benefits	424	174	(250)	0
HR, Corporate Projects, and IT	2,803	2,783	(20)	(20)
Corporate Management	(6)	(18)	(12)	0
Finance	1,263	1,316	53	(76)
Total Resources	8,294	7,614	(680)	(318)

9.2 Significant areas of risk and opportunity

- 9.2.1 Pressure on income within revenue and benefits, and housing benefits, because of the Covid-19 emergency is forecast to be £0.554m. This is £0.220m in excess of the budget set aside for this pressure. See paragraph 9.5.2 below for more information in relation to a potential change in housing benefits.
- 9.2.2 Costs relating to current and future staff vacancies within Finance, requiring cover by agency staff, have been reviewed and this staffing pressure is estimated to fall by £0.042m to £0.099m by the end of the year. This is net of vacancy savings.

9.3 Libraries & Residents Services

- 9.3.1 Libraries & Resident Services is forecasting an underspend of (£0.502m). The increased underspend of (£0.230m) from month 8 is largely due to an increase of (£0.150m) in income from weddings in the Registrar's service, an increase of (£0.065m) savings in ongoing part year staff vacancies in the Libraries and Reading Development & Library Promotions teams as well as more staff leaving, with resultant recruitment timelines. One-off increased income of (£0.020m) from sales, fees and charges is also forecast in the Libraries service from library fines, room hire, photocopying, withdrawn book sales and hire / rental of DVDs. Compensation from central government for lost sales, fees and charges in the Libraries service is (£0.018m) more than expected.
- 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 to meet new legislative requirements that came into force from May 2021. 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 £0.034m have been forecast to cover the work being done by registrars and casual registrars due to the increased volumes of weddings, bringing the total staffing pressure to £0.059m in Registrars.
- 9.3.4 In Libraries & Information Services a (£0.013m) saving on rental payments has also been forecast due to the closure of Eton Library earlier this year, a £0.005m increase on the last reported position.

9.4 Revenues & Benefits 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 £0.220m.
- 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, and costs are forecast as being £0.080m. An additional £0.100m new burdens grant has been received recently and

similar levels of additional costs are likely to be incurred, which will be kept under review.

9.4.3 There has been a slight increase of £0.007m in the forecast pressure in this service because of reduced sales, fees and charges compensation grant from central government.

9.4.4 Other small savings within the service have reduced the overall pressure to £0.050m.

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 indicate that there may be a surplus of at least (£0.250m) this year and this has been included in the forecast.

9.5.2 Based on the latest review of the projected outturn position there could be up to (£0.240m) additional surplus, but this is subject to uncertainties in predicting the final levels of outstanding housing benefit debt and related changes to the bad debt provision which can only be calculated at year end.

9.6 Finance

9.6.1 Finance is forecasting an overspend of £0.053m, an improvement of (£0.076m) on month 8, due to a (£0.042m) reduction in the overall staffing and agency costs and (£0.034m) in recharges to the pension fund for services provided.

10. PLACE FORECAST OUTTURN

10.1 The Place directorate is forecasting an overspend of £0.567m, a favourable movement of (£0.129m) from month 6.

10.2 Savings of (£1.731m) are included in the budget. The current forecast is for 83% of these to be achieved. The shortfall will be mitigated from savings elsewhere in the service.

10.3 Favourable movements this month include (£0.250m) increased forecast in daily car parking income and permit fees, reduced expenditure of (£0.100m) due to delayed works at the Sainsbury's Rotunda, and savings of (£0.190m) in the waste service due to reduced volumes partly because of the change to fortnightly collections.

10.4 Adverse movements include £0.196m in the Planning service due to a combination of reduced planning fees because of delayed approval of the Borough Local Plan, unbudgeted consultancy support for work on service transformation, an element of unachieved savings in the tree team and agency costs. Highways Services has also forecast a £0.120m reduction in income from temporary traffic orders and street works fixed penalty notices. And there is a further pressure of £0.065m from increased fly tipping costs.

Table 15: Month 10 Place Forecast Outturn

	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Executive Director of Place	248	233	(15)	0
Neighbourhood Services	10,098	10,079	(19)	(397)
Planning	1,416	1,612	196	196
Communities	(213)	12	225	36
Infrastructure, Sust. & Transport	3,386	3,566	180	36
Total	14,935	15,502	567	(129)

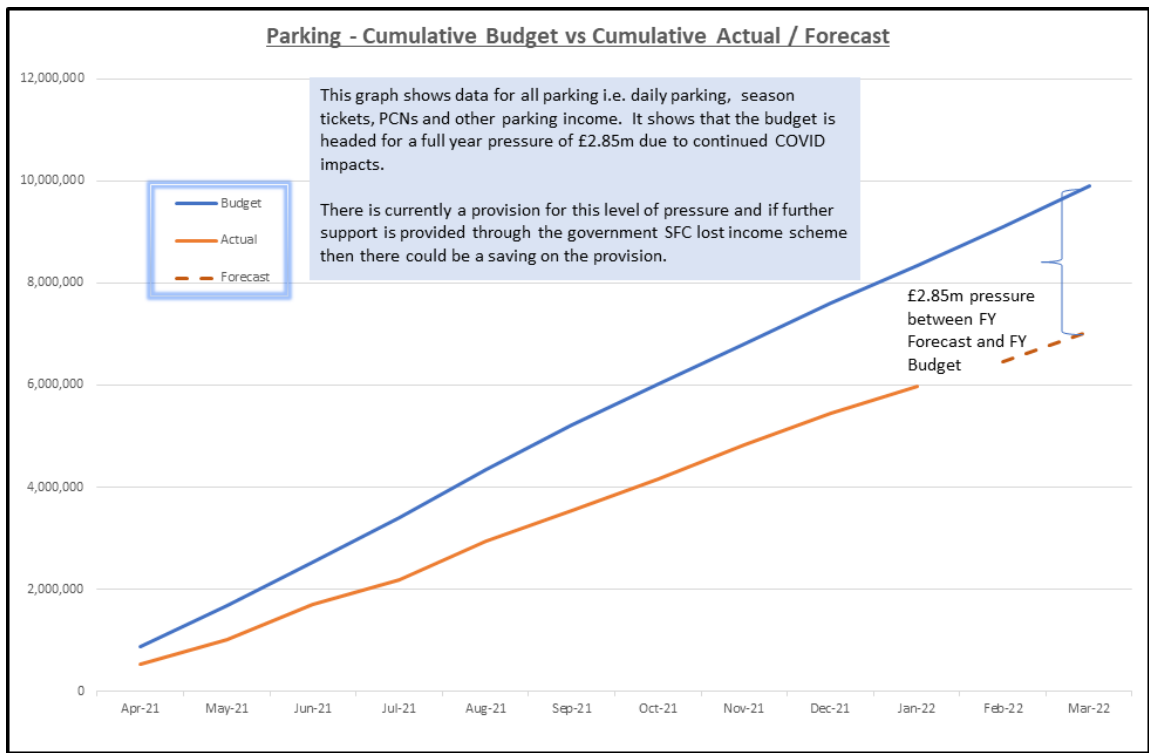
10.5 Neighbourhood Services

10.5.1 Neighbourhood Services is now forecasting an underspend of (£0.019m), a favourable movement of (£0.397m) from month 8. This is due to improvements in both Parking (0.380m) and Waste & Highways Environmental (0.125m) services, offset by a fall in Highways income of £0.120m.

10.5.2 The hybrid fortnightly general waste collection enduring solution means that residual waste is collected fortnightly while collections of recycling and food waste remain weekly (green waste remains fortnightly). To deliver this model, Serco requires additional resources in the form of vehicles and staff. These changes to the waste collection contract have added £0.500m of pressures this year. The net overspend is £0.383m after other mitigating underspends.

10.5.3 Additional income from enforcement of street works activity of £0.100m 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 two FTE posts is underway to fully resource the team and drive the initiative forward.

- 10.5.4 A waste disposal saving of (£0.175m) is still considered possible as tonnages have reduced since the recent reconfiguration of the model of service delivery. The overall saving will also be determined by the ongoing Dry Mixed Recyclable solution since the fire at Pure Recycling.
- 10.5.5 Green waste income is continuing to be ahead of budget as numbers of service users exceed budgeted expectations. There is a (£0.180m) overachievement of income. There is also overachievement of income on cemeteries and churchyards of (£0.070m).
- 10.5.6 The net underspend on Parking Services is forecast at (£0.550m), but this includes £3.090m of Covid funding. Total car parking income received for the first ten months of the year was 28% down against the profiled budget of (£8,311m) with income received of (£5.967m). Forecast total income is (£7.060m) against a total budget of (£9.864m). Forecast parking income and permit fees have increased by (£0.250m) based on current performance and likely trends for the rest of the year.
- 10.5.7 Included in Parking Services, income received from daily car parking and season tickets across the borough for the first ten months of the year was (£5.461m), which was 28% down against the profiled budget of (£7,626m).
- 10.5.8 Also included in Parking Services, 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 affect this income stream on a permanent basis. Income received to 31 January 2022 is (£0.355m) against a profiled budget of (£1.111m), which is 68% down against budget. The current full year forecast is (£0.406m) against a budget of (£1,379m), which is a 71% pressure.



10.6 Communities

10.6.1 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 £0.364m above the £1.758m in the budget to support this pressure. Sales, fees & charges income for the first three months of the year is (£0.081m) more than budgeted.

10.6.2 Within Communities, staff funded by the Covid Community Outbreak Management Fund has resulted in an underspend of (£0.173m). This has mitigated to some extent the pressures in Leisure above.

10.6.3 The overall pressure in Communities is currently £0.225m, an adverse variance £0.036m on month 8.

10.7 Infrastructure, Sustainability & Transport

10.7.1 Because of government guidance on bus support during the pandemic, savings within the supported bus services are unlikely to be delivered this year. The total undeliverable saving is £0.100m with a forecast over-spend of £0.165m.

10.7.2 There is a projected shortfall of £0.033m in the s.278 income target in the Highways Project & Professional Development service. There are other small over and underspends in the service, resulting in an overall £0.180m forecast overspend.

11. CONTINGENCY AND CORPORATE FORECAST OUTTURN

11.1 The contingency budget constitutes several 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.

11.2 As the end of the year approaches the contingency budget is forecast to not be needed. It will be transferred to reserves in line with the reserves funding required in the medium-term financial plan. In addition, a provision for redundancy costs (£0.400m) is no longer expected to be required and has been released from Corporate Budgets. Movements will be reflected in the outturn report with supporting information also provided.

11.3 Table 16: Month 10 Contingency and Corporate forecast outturn

Contingency & Corporate	Budget £000	Forecast Outturn £000	Forecast over / (under) spend £000	Change since month 8 £000
Contingency	1,694	0	(1,694)	(1,631)
Corporate Budgets	(34)	(413)	(379)	(361)
Total	1,660	(413)	(2,073)	(1,992)

12. COLLECTION FUND

12.1 Most of the Council spending relies on collecting Council Tax and Business Rates. The Council's budgeted share of these two precepts is £88.000m in 2021/22. A total of £95.153m of Council Tax has been collected, equating to a collection rate of 94.22% against a target of 94.8%. Business Rate collection was £56.269m equating to a collection rate of 87.21% against a target of 92% as shown in the table below.

Table 17: 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
	£000	£000	£000	%	%	%	£000
CTAX							
April	100,946	11,749	11,749	11.64%	11.51%	11.6%	89,197
May	100,930	21,252	9,503	21.06%	20.84%	21.5%	79,678
June	100,936	30,625	9,373	30.34%	30.24%	30.6%	70,311
July	100,904	39,671	9,046	39.32%	39.32%	39.8%	61,234
August	100,952	48,901	9,231	48.44%	48.38%	48.9%	52,051
September	101,009	58,259	9,358	57.68%	57.37%	58.2%	42,750
October	101,021	67,408	9,149	66.73%	66.37%	67.5%	33,614
November	100,983	76,803	9,396	76.06%	75.28%	76.5%	24,180
December	101,012	86,082	9,279	85.22%	84.57%	85.7%	14,930
January	100,988	95,153	9,070	94.22%	93.43%	94.8%	5,835
NNDR							
April	52,714	6,023	6,023	11.43%	10.70%	12.0%	46,691
May	52,942	10,184	4,161	19.24%	19.98%	20.0%	42,758
June	63,503	17,509	7,325	27.57%	35.08%	31.0%	45,995
July	65,812	22,469	4,960	34.14%	42.70%	41.0%	43,343
August	66,427	27,301	4,832	41.10%	48.92%	49.0%	39,126
September	64,680	32,992	5,692	51.01%	58.11%	58.0%	31,687
October	65,030	39,250	6,258	60.36%	67.10%	66.7%	25,779
November	65,665	44,894	5,643	68.37%	74.98%	75.0%	20,771
December	65,724	50,499	5,605	76.83%	83.15%	83.5%	15,225
January	64,519	56,269	5,770	87.21%	89.55%	92.0%	8,250

13. SUNDRY DEBT

13.1 The current level of outstanding sundry debt is £10.148m. This is an increase of £2.421m since the start of the financial year. Much of the increase relates to changes in the process of recovering contributions from service users within the temporary accommodation service. Previously only cash receipts were recognised, now the full debt due is recognised. The age of the debt is in the table below and requires an increase in the bad debt provision of £0.850m.

Table 18: Aged Debt

	Debt 1 April	Current debt	< 1 month	> 1 month, < 6 months	> 6 months, < 1 year	> 1 year
	£000	£000	£000	£000	£000	£000
Education, Youth and Foster	81	87	7	26	0	54
Schools	1,075	90	51	34	3	3
Housing Loans	327	334	28	2	0	304
Temporary accommodation	449	1,929	350	283	1,052	244
Adult Social Care	3,830	5,138	1,979	939	653	1,568
Adult deferred payments	601	672	7	43	62	559
Corporate, highways and leisure	841	754	234	220	122	179
Commercial property	523	1,144	40	672	186	246
Total	7,727	10,148	2,696	2,219	2,078	3,157

14. REVENUE BUDGET MOVEMENTS

14.1 The movements to the net service expenditure budget since the February 2021 Council budget report are set out in the table below.

Table 19: Budget movements

	Funded by the General Fund ¹	Funded by Provision ²	Included in "Funding" within Original Budget ³	Total
	£000	£000	£000	£000
Original Budget	95,051	0	0	95,051
Property Management Provision	0	100	0	100
Allocation of SFC to services	0	0	(1,635)	(1,635)
Total	95,051	100	(1,635)	93,516

Notes:

1. *If additional budget is authorised, but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve.*
2. *SportsAble – a premium payable under the lease agreement has been funded from the property reserve set up for this purpose in 2020/21.*
3. *Transactions here relate to amounts approved in the annual budget, which have for various reasons been allocated to service budgets in year but were part of the “funding” budget in the February 2021 Council report.*

15. REVENUE RESERVE

15.1 As at 31 March 2021, the Council had general fund reserves of (£7.059m). The forecast underspend results in a general fund reserve of (£7,298m), being (£0.598m) above the minimum level approved by Council for 2021/22 (£6.700m). This is prior to any additions to reserves and provisions at year-end made to reflect budget requirements in the medium term.

Table 20: General Fund reserve forecast

General Fund Reserve projection	£000
Opening balance 1 April 2021	(7,059)
Forecast underspend	(239)
Forecast balance 31 March 2022	(7,298)

16. BORROWING PROJECTION

16.1 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 21** 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 21 Total Borrowing

Borrowing Type	1 April 2021	Actual Month 8	Actual Month 10	Year End Forecast Month 8	Year End Forecast Month 10
	£000	£000	£000	£000	£000
Long Term	57,049	71,265	71,264	71,265	71,265
Short Term – Local Authority	114,000	101,000	117,000	125,000	119,000
Short Term – LEP/Trusts	20,732	22,802	21,742	16,802	19,103
Investments	(23,909)	(47,557)	(65,392)	(14,834)	(24,547)
Net Borrowing	167,872	147,509	144,614	198,233	184,821

17. CAPITAL PROGRAMME

17.1 The gross capital expenditure for the current financial year is shown in Table 22. An adverse variance of £0.500m is reported for the Maidenhead Station Interchange & Car Park scheme. This overspend has arisen partly due to unforeseen costs such as asbestos and services diversions. Additional requirements from Network Rail including restricted working and fencing have resulted in substantial costs which officers are working with Legal Services to recover.

17.2 Further information on variances is detailed in Appendix E. After identifying further slippage of £3.184m this month, schemes that will now complete during 2022/23 total £29.623m. The Council is projected to spend £38.332m on capital projects by the end of the current financial year.

Table 22: Capital Programme forecast outturn

	Budget	Forecast slippage to 2022/23	Forecast over / (under) spend	Forecast outturn
	£'000	£'000	£'000	£'000
Chief Executive	32,651	(16,881)	0	15,770
Governance, Law & Strategy	445	(345)	0	100
Place	24,574	(9,272)	500	15,802
Adults, Health & Housing	1,318	(671)	0	647
Children's Services	6,449	(1,994)	(563)	3,892
Resources	2,638	(460)	(57)	2,121
Total	68,075	(29,623)	(120)	38,332

17.3 Appendix D details movements in the capital budget.

17.4 The £38.332m of 2021/22 capital expenditure will be funded by the income streams as set out in Table 23. It is projected that £22.428m of corporate funding is required for the financial year. There is likely to be further final slippage of residual unspent budget to 2022/23. At present, the cost of short-term borrowing at a short-term borrowing rate of 0.10% is estimated to cost £0.022m for current year expenditure.

Table 23: Capital Programme financing

Capital Programme funding	£000
Government Grants	(8,390)
Developers' Contributions (s106 & CIL)	(7,489)
Other Contributions	(25)
Corporate funding	(22,428)
Total	(38,332)

Table 24: Capital programme status

Number of schemes in programme	223
Yet to start	11%
In progress	68%
Completed	12%
Ongoing programmes e.g. Disabled Facilities Grant	9%

17.5 Capital virement: Case Management Procurement

17.5.1 The existing contract term for the current Idox system (Uniform plus various software) expires at the end of March 2022. To ensure compliance a formal tender is required. The current system is hosted in house and, in line with the corporate IT strategy, it is anticipated that the Council will seek to move to an externally hosted, cloud-based solution. There will be associated project costs which are estimated at £0.225m and these should be expected from 2022/23 to 2023/24.

17.5.2 The existing Planning and IT capital budgets have been reviewed to determine if there are any opportunities to reprioritise/redirect funding that is no longer required to support the Case Management project costs. It is proposed that virements are made into Planning Policy – Evidence Base Updates to fund the Case Management project implementation costs.

17.5.3 **It is therefore recommended that capital budget virements totalling £0.225m are approved from Neighbourhood Plans (£0.065m); Joint Minerals and Waste (£0.060m) and IT Strategy (£0.100m) into Planning Policy - Evidence Base Updates.**

17.6 **Capital virement: Zero carbon measures**

17.6.1 Following the preparation of a bid by the Sustainability and Climate Change Team, Property Services and Achieving for Children, the Council has been successful in a £1.566m bid for capital funding from the Public Sector Decarbonisation Scheme. This grant funding is linked to five specific schools, replacing their oil-fired boilers with lower carbon alternatives, and carrying out other sustainability improvements at their sites.

17.6.2 Boiler replacement schemes at the five schools (Alexander First, Boyne Hill Infants, Braywood First, Courthouse Junior and Oakfield First) have already been approved by Cabinet, with higher budgets approved at Council in February 2022. These budgets are fully funded by the School Condition Allocation (SCA). Under the terms of the Public Sector Decarbonisation Scheme (PSDS), the Council will need to continue to fund a sum for each scheme that represents the cost of a straight oil to gas boiler conversion. The costs over and above that of providing more ambitious carbon reducing alternatives, plus the wider sustainability improvements, are covered by the Public Sector Decarbonisation Grant.

17.6.3 Accordingly, the current £1.110m allocated to the five schemes from the School Condition Allocation can be reduced to £0.634m. It is proposed that the released funding £0.476m is returned to contingency for the School Condition Allocation and that the existing overall budget set for the School Condition Allocation spend is not changed. Officers will consider further school condition schemes to be funded using the released funding. Cabinet has already delegated any variation of the list of agreed School Condition Allocation schemes for 2022/23 to the Director of Children's Services, in consultation with the Cabinet Member for Adult Social Care, Children's Services, Health Mental Health and Transformation (January 2022).

17.6.4 Council, however, needs to approve budgets to allow the new £1.566m grant to be spent in 2022/23. This will be managed as one project in a single cost centre. **Cabinet are asked to recommend to Council an overall increase of £1.567m to the 2022/23 capital programme, with the funding and budget breakdowns as shown in Table 25.**

Table 25: Revised boiler replacement scheme capital budgets

	Budget £000	Funded by SCA £000	Funded by PSDS £000
School Strategy – school heating & carbon reduction measures	2,200	1,567	634

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. See EQIA at Appendix I.

20.2 Climate change/sustainability – none.

20.3 Data Protection/GDPR – none.

21. CONSULTATION

21.1 None

22. TIMETABLE FOR IMPLEMENTATION

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

23. APPENDICES

23.1 Eight appendices support this report:

- Appendix A Revenue Monitoring Statement
- Appendix B Savings Tracker
- Appendix C Capital budget summary
- Appendix D Capital programme budget movements
- Appendix E Capital monitoring report
- Appendix F Borrowing forecast
- Appendix G Children's variance analysis

- Appendix H Reserve Analysis
- Appendix I EQIA
- Appendix J Capital Budget Virement. (Part II) Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

24. BACKGROUND DOCUMENTS

24.1 This report is supported by one background document:

- Budget Report to Council February 2021.

25. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officers (or deputies)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer	17/3/22	21/3/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	17/3/22	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	17/3/22	17/3/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	17/3/22	22/3/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	17/3/22	22/3/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	17/3/22	
Andrew Durrant	Executive Director of Place	17/3/22	18/03/22
Kevin McDaniel	Executive Director of Children's Services	17/3/22	
Hilary Hall	Executive Director of Adults, Health and Housing	17/3/22	18/3/22

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot	Yes
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REPORT HISTORY

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

Original Budget	SUMMARY	Revised Budget	Reported Projected Outturn	Projected Outturn Variance	Previously reported Variance Month 8	Change from Previously reported Variance
£000		£000	£000	£000	£000	£000
	Chief Executive					
277	Chief Executive	282	282	0	0	0
(1,258)	Property	(1,344)	(2,494)	(1,150)	(1,189)	39
(981)	Total Chief Executive	(1,062)	(2,212)	(1,150)	(1,189)	39
						0
	Governance, Law & Strategy					0
0	Deputy Director of Governance, Law & Strategy	156	156	0	0	0
321	Communications & Marketing	344	363	19	0	19
1,867	Governance	2,235	2,046	(189)	(184)	(5)
628	Law	650	617	(33)	(33)	0
174	Performance Team	370	220	(150)	(110)	(40)
0	Policy Communication & Engagement	90	63	(27)	(27)	0
2,990	Total Law & Governance	3,845	3,465	(380)	(354)	(26)
						0
	Children's Services					0
(79)	Director of Children's Services	(79)	(79)	0	0	0
38,803	Achieving for Children Contract	41,122	43,865	2,743	2,747	(4)
54,524	Children's Services - Retained	53,590	52,453	(1,137)	(1,045)	(92)
(68,884)	Dedicated Schools Grant - Income	(69,722)	(70,563)	(841)	(933)	92
24,364	Total Children's Services	24,911	25,676	765	769	(4)
						0
	Adults, Health and Housing					0
2,409	Director, Support Teams & Provider support	2,483	2,424	(59)	(29)	(30)
3,396	Housing	3,464	3,741	277	15	262
32,763	Adult Social Care	34,999	35,768	769	678	91
13,747	Better Care Fund - Spend	14,403	14,403	0	0	0
5,066	Public Health - Spend	5,056	5,056	0	0	0
(17,586)	Grant & BCF Income	(19,472)	(19,772)	(300)	0	(300)
39,795	Total Adults, Health & Housing	40,933	41,620	687	664	23
						0
	Resources					0
210	Executive Director of Resources	214	214	0	0	0
2,952	Library & Resident Services	2,551	2,049	(502)	(272)	(230)
1,407	Revenues & Benefits	1,045	1,095	50	43	7
90	Housing Benefit	424	174	(250)	(250)	0
2,498	Human Resources, Corporate Projects & IT	2,803	2,783	(20)	0	(20)
(94)	Corporate Management	(6)	(17)	(11)	(12)	1
1,292	Finance	1,263	1,316	53	129	(76)
8,355	Total Resources	8,294	7,614	(680)	(362)	(318)
						0
	Place					0
244	Executive Director of Place	248	233	(15)	(15)	0
10,807	Neighbourhood Services	10,098	10,079	(19)	378	(397)
1,341	Planning Service	1,416	1,612	196	0	196
254	Communities including Leisure	(213)	12	225	189	36
3,325	Infrastructure, Sustainability & Transport	3,386	3,566	180	144	36
15,971	Total Place Directorate	14,935	15,502	567	696	(129)
						0
4,557	Contingency and Corporate Budgets	1,660	(413)	(2,073)	(81)	(1,992)
						0
95,051	TOTAL SERVICE EXPENDITURE	93,516	91,252	(2,264)	143	(2,407)

Original Budget	SUMMARY	Revised Budget	Reported Projected Outturn	Projected Outturn Variance	Previously reported Variance Month 8	Change from Previously reported Variance
£000		£000	£000	£000	£000	£000
						0
	Non Service Costs					0
5,910	Capital Financing inc Interest Receipts and bank charges	5,910	5,694	(216)	(216)	0
165	Environment Agency levy	165	165	0	0	0
4,199	Pensions deficit recovery	4,199	4,201	2	2	0
400	Contribution to/(from) Capital	400	400	0	0	0
	Funding					0
(15,004)	NNDR Income	(15,004)	(15,004)	0	0	0
(210)	Income from trading companies	(210)	(210)	0	0	0
(315)	Education Services Grant	(315)	(315)	0	0	0
(2,800)	Government Grants(unringfenced)	(2,800)	(2,800)	0	0	0
(473)	New Homes Bonus	(473)	(473)	0	0	0
(3,170)	Use of Earmarked Reserve	(3,170)	(3,170)	0	0	0
0	Use of Property Reserve	(100)	(100)	0	0	0
0	Use of Transformation funding from flexible capital receipts	0	(650)	(650)	(734)	84
0	Transfer to / from Building Control Reserve	0	0	0	0	0
0	Transfer to / from Public Health / Better care fund reserve	0	0	0	0	0
0	Transfer to / Schools / DSG reserve	0	0	0	0	0
	Transfer to Revenue smoothing reserve	0	2,144	2,144	0	2,144
(300)	Transfer (surplus)/deficit to Council Tax Collection Fund	(300)	(300)	0	0	0
1,600	Transfer (surplus)/deficit to NNDR Collection Fund	1,600	1,600	0	0	0
(1,216)	Special Expenses	(1,216)	(1,216)	0	0	0
	Covid-19		0	0	0	0
(3,118)	Covid-19 Tranche 5 funding	(3,118)	(3,118)	0	0	0
(1,359)	COVID 19 Sales, Fees and Charges Compensation Qtr 1 2021/22 allocated to services	0	0	0	0	0
(1,106)	COVID 19 Sales, Fees and Charges Compensation outstanding funding to Qtr 2 2021/22	(830)	(85)	745	704	41
0	Transfer from provision for redundancy	0	0	0	0	0
(16,797)	Total Non-Service Net Costs	(15,262)	(13,237)	2,025	(244)	2,269
						0
78,254	NET COUNCIL TAX REQUIREMENT	78,254	78,015	(239)	(101)	(138)
						0
0	Transfer to / (from) balances	0	239	239	101	138
						0
78,254	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	239			
		7,059	7,298			

RBWM SAVINGS TRACKER 2021/22 Month :

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			General Information			Financials						
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	Finance Lead	2021/22 Savings Target £000	Savings Achieved £000	Savings Forecast in Remainder of the Year £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	Rhona Bellis	22	20	1	22	100.0%	GREEN	
2	Resources	Library & Resident Services	Stop moving the Container Library saving towage costs	Angela Huisman	Rhona Bellis	28	0	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	Rhona Bellis	73		73	73	0.0%	GREEN	
4	Resources	Finance	Review of Accountancy structure	Ruth Watkins	Rhona Bellis	35	35		35	100.0%	GREEN	
5	Resources	Finance	Review of Internal audit contract	Andrew Vallance	Rhona Bellis	50	50		50	100.0%	GREEN	
6	Resources	Finance	Remove supplies and services budgets from finance team	Ruth Watkins	Rhona Bellis	67	67		67	100.0%	GREEN	
7	Resources	Finance	Defer Discretionary NNDR write-off	Ruth Watkins	Rhona Bellis	28	28		28	100.0%	GREEN	
8	Resources	Finance	Review of resourcing of the Insurance and Risk service	Andrew Vallance	Rhona Bellis	45	45		45	100.0%	GREEN	
9	Resources	Finance	Removal of fax machine analogue lines	Ruth Watkins	Rhona Bellis	2		2	2	0.0%	GREEN	
10	Resources	HR&IT	Removal of database and network contracts budget	Nikki Craig	Rhona Bellis	63		63	63	0.0%	GREEN	
11	Resources	HR&IT	Stop software licences for employee relations advice	Nikki Craig	Rhona Bellis	3		3	3	0.0%	GREEN	
13	Resources	HR&IT	Review of charging structure for provision of services to academies and schools	Nikki Craig	Rhona Bellis	10		10	10	0.0%	GREEN	
14	Resources	HR&IT	Increase the admin charge for DBS checks	Nikki Craig	Rhona Bellis	6		6	6	0.0%	GREEN	
15	Resources	HR&IT	Efficiencies from D360 document management system and iTrent HR system.	Nikki Craig	Rhona Bellis	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, likely to be new schools' income.
16	Resources	HR&IT	Ceasing Quick Address software contract	Nikki Craig	Rhona Bellis	2		2	2	0.0%	GREEN	
17	Resources	HR&IT	Restructure of OD function	Nikki Craig	Rhona Bellis	30		30	30	0.0%	GREEN	
18	Resources	HR&IT	Restructure of Compliments and Complaints function	Nikki Craig	Rhona Bellis	18		18	18	0.0%	GREEN	
19	Law & Governance	Law & Governance	Removal of Member training budget	Emma Duncan	Rhona Bellis	2	2		2	100.0%	GREEN	
20	Law & Governance	Law & Governance	Reduction in budget Member's Special Responsibility Allowances	Emma Duncan	Rhona Bellis	24	24		24	100.0%	GREEN	
21	Law & Governance	Law & Governance	Removal of room hire budget for council meetings	Emma Duncan	Rhona Bellis	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.

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RBWM SAVINGS TRACKER 2021/22 Month :

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			General Information			Financials						
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	Finance Lead	2021/22 Savings Target £000	Savings Achieved £000	Savings Forecast in Remainder of the Year £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
22	Law & Governance	Law & Governance	Reduction in budget for Member mileage claims	Emma Duncan	Rhona Bellis	5	5		5	100.0%	GREEN	
23	Law & Governance	Law & Governance	Reduction in postage to Members	Emma Duncan	Rhona Bellis	2	2		2	100.0%	GREEN	
24	Law & Governance	Law & Governance	Reduction in the annual support provided to the Twinning Committee	Emma Duncan	Rhona Bellis	5	5		5	100.0%	GREEN	
26	Law & Governance	Law & Governance	Reduced MFD printing	Emma Duncan	Rhona Bellis	30		30	30	0.0%	GREEN	
27	Law & Governance	Law & Governance	Reduction in Stationery purchased.	Emma Duncan	Rhona Bellis	20		20	20	0.0%	GREEN	
28	Law & Governance	Law & Governance	Reduced Confidential waste collection	Emma Duncan	Rhona Bellis	4		4	4	0.0%	GREEN	
30	Law & Governance	Law & Governance	Review of charging structure for Schools Data Protection Officer service	Emma Duncan	Rhona Bellis	40	30	4	34	75.0%	AMBER	Schools take up on this Buy Back 21/22 has not been as high as last year. Only £34k of the target now likely to be achievable
31	Law & Governance	Law & Governance	Reduce Borough By-Elections Budget	Emma Duncan	Rhona Bellis	7	7		7	100.0%	GREEN	
32	Place	Neighbourhood Services	Additional income from green waste subscriptions	Alyse Strachan	Rhona Bellis	50	42	8	50	83.3%	GREEN	Additional income currently being achieved.
33	Place	Neighbourhood Services	Remove 50 on street parking machines	Alyse Strachan	Rhona Bellis	50	42	8	50	83.3%	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	Alyse Strachan	Rhona Bellis	100	0	100	100	0.0%	GREEN	
35	Place	Neighbourhood Services	Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	Alyse Strachan	Rhona Bellis	175	0	175	175	0.0%	GREEN	Waste collection frequency change go-live not yet determined. Waste disposal saving still possible based on previous years 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	Alyse Strachan	Rhona Bellis	100	0	100	0	0.0%	RED	Unclear as to whether business plan is achieving budget income target. 1 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	Alyse Strachan	Rhona Bellis	20	20	0	20	100.0%	GREEN	Achieved. Pool cars removed.
39	Place	Neighbourhood Services	Remodel street cleansing activity in town centres, estate and rural roads	Alyse Strachan	Rhona Bellis	50	0	50	50	0.0%	GREEN	

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RBWM SAVINGS TRACKER 2021/22 Month :

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			General Information			Financials						
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	Finance Lead	2021/22 Savings Target £000	Savings Achieved £000	Savings Forecast in Remainder of the Year £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
40	Place	Neighbourhood Services	Activate optional one-year contract extension for parking enforcement	Alyse Strachan	Rhona Bellis	30	10	0	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	Alyse Strachan	Rhona Bellis	10	0	10	10	0.0%	GREEN	
42	Place	Neighbourhood Services	Redesign the street cleansing pattern for Royal Windsor Way	Alyse Strachan	Rhona Bellis	10	0	10	10	0.0%	GREEN	
43	Place	Neighbourhood Services	Deliver the waste incentivisation scheme through the Climate Change Strategy	Alyse Strachan	Rhona Bellis	30	25	5	30	83.3%	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	Rhona Bellis	14		14	14	0.0%	GREEN	
45	Law & Governance	Communications & Marketing	Implement a revised Advantage Card	LD	Rhona Bellis	14		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	Dee Ball	200	50	150	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	Dee Ball	300	0	300	300	0.0%	GREEN	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.
48	Adults, Health and Commissioning	Adult Social Care - Spend	Ensure value for money from residential care placements for people with learning disabilities	Hilary Hall	Dee Ball	200	200	0	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	Dee Ball	200	200	0	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	Dee Ball	200	200	0	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	Dee Ball	500	0	250	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	Dee Ball	90	90	0	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	James Norris	150	130	20	150	86.7%	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	Dee Ball	500	500	0	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	Rhona Bellis	29		29	29	0.0%	GREEN	

RBWM SAVINGS TRACKER 2021/22 Month :

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			General Information			Financials						
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	Finance Lead	2021/22 Savings Target £000	Savings Achieved £000	Savings Forecast in Remainder of the Year £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
56	Place	Infrastructure, Sustainability & Transport	Reduction in Arts Grants	Chris Joyce	Rhona Bellis	187		187	187	0.0%	GREEN	
57	Place	Infrastructure, Sustainability & Transport	Reshape museum and tourism information centre service	Chris Joyce	Rhona Bellis	85		85	85	0.0%	GREEN	
58	Place	Infrastructure, Sustainability & Transport	Remove ongoing aviation budget	Chris Joyce	Rhona Bellis	20	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	Rhona Bellis	300		300	300	0.0%	GREEN	
60	Place	Communities, Enforcement and Partnerships	Revise the management of the leisure contract	David Scott	Rhona Bellis	62		30	30	0.0%	AMBER	Continued restrictions in leisure means this may not be fully delivered this year through the remodelling of the leisure client function but expected to be achieved by a redistribution of the costs to other grants support in year.
61	Place	Communities, Enforcement and Partnerships	Remove funding from Borough in bloom and community participation project	David Scott	Rhona Bellis	86		86	86	0.0%	GREEN	No contract signed for 2021/22
62	Place	Communities, Enforcement and Partnerships	Remove funding from SMILE and stop service	David Scott	Rhona Bellis	58	58		58	100.0%	GREEN	Service dismantled for directly employed staff
63	Place	Communities, Enforcement and Partnerships	Remove vacant community sports development post and projects	David Scott	Rhona Bellis	54	54		54	100.0%	GREEN	Vacant post not recruited to. Post being deleted.
64	Place	Planning	Reshape the trees function	Adrien Waite	Rhona Bellis	125	60	25	85	48.0%	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	James Norris	280	300	70	360	107.1%	GREEN	Policy changes delivering £66,000 from new academic year; Contract re-tendering exercise delivered indicative savings of 294,000. Total savings £360,000.
66	Children's	AFC Contract - LA Funded	Independent Fostering Agency (IFA) development	Kevin McDaniel	James Norris	15	10	5	15	66.7%	GREEN	Savings plan on track
67	Children's	AFC Contract - LA Funded	Greater use of virtual technologies	Kevin McDaniel	James Norris	50	40	10	50	80.0%	GREEN	Savings plan on track
68	Children's	AFC Contract - LA Funded	Support for young person's transition to a sustainable adulthood.	Kevin McDaniel	James Norris	15	10	5	15	66.7%	GREEN	Savings plan on track
69	Children's	AFC Contract - LA Funded	Care Leavers Accommodation	Kevin McDaniel	James Norris	20	20	0	20	100.0%	GREEN	Savings plan on track
70	Children's	AFC Contract - LA Funded	Implement schools Inclusion Advisor	Kevin McDaniel	James Norris	90	80	10	90	88.9%	GREEN	Savings plan on track
71	Children's	AFC Contract - LA Funded	Therapy assessment service	Kevin McDaniel	James Norris	100	20	30	50	20.0%	GREEN	Forecast underachievement of savings plan £50k reflects current year to date actuals which demonstrate continued reliance on third party providers. Developing new ways of supporting therapeutic programme.
72	Children's	AFC Contract - LA Funded	Use external support for early years quality improvement needs	Kevin McDaniel	James Norris	60	50	10	60	83.3%	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	James Norris	250	270	58	328	108.0%	GREEN	Planned placement moves achieved by May 2021. Currently new arrangement meeting expectations.
74	Resources	Library & Resident Services	Library Stock fund	Angela Huisman	Rhona Bellis	20	20		20	100.0%	GREEN	
75	Chief Executive	Property Service	Consultancy costs	Barbara Richardson	Rhona Bellis	70	70		70	100.0%	GREEN	

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RBWM SAVINGS TRACKER 2021/22 Month :

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			General Information			Financials						
Savings Ref	Directorate	Service	MTFP Savings Title	Lead Officer	Finance Lead	2021/22 Savings Target £000	Savings Achieved £000	Savings Forecast in Remainder of the Year £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
76	Children's	AFC Contract - LA Funded	Improve business support processes	Kevin McDaniel	James Norris	45	40	5	45	88.9%	GREEN	Savings plan on track
77	Children's	AFC Contract - LA Funded	Account appropriately for financial support services.	Kevin McDaniel	James Norris	55	40	15	55	72.7%	GREEN	Savings plan on track
78	Resources	Finance	Insurance savings	Andrew Vallance	Rhona Bellis	100	100		100	100.0%	GREEN	
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	Dee Ball	70	0	25	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	James Norris	150	130	20	150	86.7%	GREEN	Savings plan on track
2019.7	Adults, Health and Commissioning	Adult Social Care - Spend	Deliver adult social care transformation programme	Hilary Hall	Dee Ball	1,205	200	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	Dee Ball	25	0	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	Dee Ball	180	0		0	0.0%	AMBER	Systems have been delayed due to COVID - not able to access people's homes
2020.1	Place	Neighbourhood Services	Review and optimise the number of subsidised bus routes	Alyse Strachan	Rhona Bellis	100	0	0	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	Rhona Bellis	45		45	45	0.0%	GREEN	
						7,579	3,420	2,789	5,350	70.6%		

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	2021/22 Original Budget			New Schemes - 2021/22 Approved Estimate A			Unspent budget from Schemes Approved in Prior Year B			Revised Budget 2021/22 A+B		
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's
Capital Programme Portfolio Summary												
Chief Executive												
Property	16,676	-2,738	13,938	18,677	-2,763	15,914	13,974	0	13,974	32,651	-2,763	29,888
Total Chief Executive	16,676	-2,738	13,938	18,677	-2,763	15,914	13,974	0	13,974	32,651	-2,763	29,888
Law & Strategy												
Corporate Communications	0	0	0	0	0	0	84	0	84	84	0	84
Democratic representation	0	0	0	0	0	0	361	0	361	361	0	361
Total Law & Strategy	0	0	0	0	0	0	445	0	445	445	0	445
Place Directorate												
Neighbourhood Services	4,253	-3,285	968	4,885	-4,132	753	3,970	-1,174	2,796	8,855	-5,306	3,549
Local Enterprise Partner Schemes	1,178	-1,178	0	1,178	-1,178	0	10,349	-3,418	6,931	11,527	-4,596	6,931
Communities	340	-40	300	504	-40	464	1,001	-385	616	1,505	-425	1,080
Planning	300	0	300	300	0	300	1,005	-312	693	1,305	-312	993
Green Spaces & Parks	250	-40	210	250	-40	210	1	-1	0	251	-41	210
Infrastructure, Sustainability & Transport	835	-592	243	835	-592	243	296	-76	220	1,131	-668	463
Total Place Directorate	7,156	-5,135	2,021	7,952	-5,982	1,970	16,622	-5,366	11,256	24,574	-11,348	13,226
Adults, Health & Housing												
Housing	640	-640	0	640	-640	0	478	-423	55	1,118	-1,063	55
Adult Social Care	0	0	0	0	0	0	200	-200	0	200	-200	0
Total Adults, Health & Housing	640	-640	0	640	-640	0	678	-623	55	1,318	-1,263	55
Childrens Services												
Non Schools	0	0	0	35	-35	0	557	-83	474	592	-118	474
Schools - Non Devolved	1,838	-1,838	0	2,785	-2,785	0	2,458	-1,429	1,029	5,243	-4,214	1,029
Schools - Devolved Capital	272	-272	0	200	-200	0	414	-417	-3	614	-617	-3
Total Childrens Services	2,110	-2,110	0	3,020	-3,020	0	3,429	-1,929	1,500	6,449	-4,949	1,500
Resources												
Finance	305	0	305	305	0	305	1,324	0	1,324	1,629	0	1,629
Technology & Change Delivery	222	0	222	222	0	222	215	0	215	437	0	437
Revenues & Benefits	0	0	0	0	0	0	30	0	30	30	0	30
Library & Resident Services	0	0	0	0	0	0	542	-16	526	542	-16	526
Total Resources	527	0	527	527	0	527	2,111	-16	2,095	2,638	-16	2,622
Total Committed Schemes	27,109	-10,623	16,486	30,816	-12,405	18,411	37,259	-7,934	29,325	68,075	-20,339	47,736
Portfolio Total			(£'000) 27,109							(£'000) 68,075		
External Funding												
Government Grants			-5,916									-10,819
Developers' Contributions			-4,707									-9,495
Other Contributions			0									-25
Total External Funding Sources			-10,623									-20,339
Total Corporate Funding			16,486									47,736
												0

Capital Programme Movements 2021/22	Expenditure £'000	Income £'000	Net £'000
Original Budget 2021/22	27,108	(10,623)	16,485
Budget Changes to 28 February 2022			
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	(271)	271	-
Roundings	(1)	1	-
Revised Budget 2021/22	68,075	(20,339)	47,736

Capital Monitoring Report 2021/22

	Exp £'000	Inc £'000	Net £'000
Revised Budget	68,075	-20,339	47,736
Variances identified	-120	0	-120
Slippage to 2022/23	-29,623	4,435	-25,188
Projected Outturn 2021/22	38,332	-15,904	22,428

Variances from revised budget		£'000	£'000	£'000	Commentary
Schools - Non Devolved					
CSJX	St Peters Middle	-283	0	-283	Budget saving
CSHW	Secondary Expansions Risk Contingency	-183	0	-183	Budget saving
CSJR	Works to explore expansions for all Schools	-99	0	-99	Budget saving
Neighbourhood Services					
CD42	Maidenhead Station Interchange & Car Park	500	0	500	We are still finalising this account, however, at this stage we are forecasting a £500k overspend. This is partly due to unforeseen costs including asbestos removal, services diversions and additional requirements from Network Rail (restricted working, fencing etc), which has resulted in substantial costs which we are working with our Legal team to recover.
Library & Resident Services					
CC99	Eton Library – Open Access and Shop Front Repair	-37	0	-37	Budget no longer required
CL87	Old Windsor Library-Extension	-5	0	-5	Revised business case
CLF5	Registrars Office - Redecoration	-13	0	-13	Budget saving
Total variances		-120	0	-120	

Slippage to 2022/23		£'000	£'000	£'000	Commentary
Slippage reported to February 2022 Council		-26,439	3,724	-22,715	
Additional slippage reported this month is as follows					

Property					
CI49	Maidenhead Golf Course	425	0	425	Budget to be spent in accordance with agreement once finalised.
CX71	Affordable Housing-106 Westborough Rd Refurb	0	4	4	Budget to be spent in 2022/23 based on latest cashflow projections.
CX62	Guildhall Heating	0	0	0	Programmed works Guildhall heating

Democratic Representation					
CM60	Grants - Outside Organisations	-84	0	-84	Capital grants to voluntary organisations deferred for use in future years.

Neighbourhood Services					
CC25	M4 Smart Motorway	-10	0	-10	Professional fees impacting the Borough expected to be completed in 22-23.
CD37	Car Park Improvements	20	0	20	Scheme in progress - to complete 2022
CI83	Ditch Clearance and Soakway Improvement Programme	-10	10	0	Scheme delays e.g. COVID resulting in slippage to next year.
CI89	Car Park Surfacing and Lining	-15	15	0	Contractor delays due to supplier issues
CI91	Car Park Signage	-10	1	-9	Contractor delays due to supplier issues
CC59	Highways Tree Surgery Works from Inspections	-70	0	-70	Scheme delays e.g. COVID resulting in slippage to next year.
CC85	Major Footway Construction/Maintenance	-10	0	-10	Scheme delays e.g. COVID resulting in slippage to next year.
CD12	Roads Resurfacing-Transport Asset & Safety	-300	188	-112	Scheme delays e.g. COVID resulting in slippage to next year.
CD13	Bridge Assessments	-50	0	-50	Scheme delays e.g. COVID resulting in slippage to next year.
CD35	Reducing Congestion & Improving Air Quality	-44	44	0	Scheme delays e.g. COVID resulting in slippage to next year.
CD75	Bus Stop Accessibility	-1	1	0	Scheme delays e.g. COVID resulting in slippage to next year.
CD76	Bus Stop Waiting Areas	-7	7	0	Scheme delays e.g. COVID resulting in slippage to next year.
CD80	Grenfell Road-Off-Street Parking	-6	0	-6	Scheme delays e.g. COVID resulting in slippage to next year.
CD83	LED Traffic Upgrades	-50	0	-50	Scheme delays e.g. COVID resulting in slippage to next year.
CD87	Pothole Action Fund-DfT Grant	-300	300	0	Scheme delays e.g. COVID resulting in slippage to next year.
CI87	Street Lighting Structural Testing	-20	20	0	Scheme delays e.g. COVID resulting in slippage to next year.
CI90	Soakaway/Manhole Clearance Programme	-50	0	-50	Scheme delays e.g. COVID resulting in slippage to next year.
CD42	Maidenhead Station Interchange & Car Park	-1,000	0	-1,000	Scheme partly funds Vicus Way CP - to be slipped to 2022/23
Local Enterprise Partnership Schemes					
CC62	Maidenhead Missing Links (LEP Match Funded)	-497	0	-497	Final stage of scheme in progress and likely to be completed in the new financial year.
CD90	Maidenhead LP Housing Site Enabling Works - LEP	-423	0	-423	Revised scheme scoping underway; remainder of budget to be spent in 2022/23.

Planning					
CI43	Ascot High Street Public Realm & Highway Imps	7	0	7	Project in progress - remaining budget to be spent in 2022
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	10	0	10	Project in progress - remaining budget to be spent in 2022
CI69	Supplementary Planning Documents-SPDs	-40	0	-40	

Communities					
CX64	Windsor Coach Park Lift Upgrade	-195	6	-189	Scheme to progress in 2022 following project review

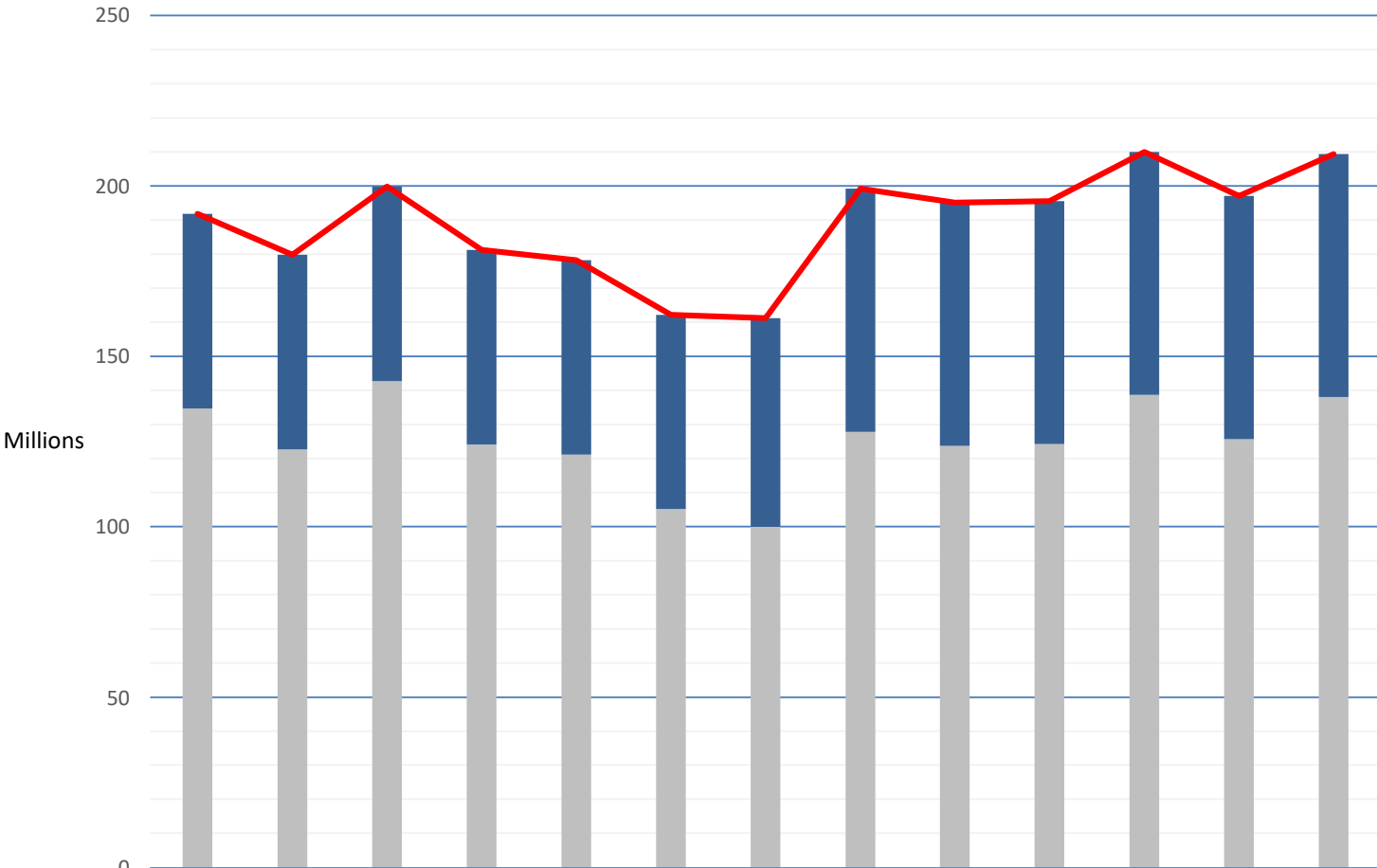
Housing					
CT52	Disabled Facilities Grant	-115	115	0	Remainder of funded scheme to continue into 2022-23

Technology & Change Delivery					
CA17	Delivery of IT Strategy	-100	0	-100	Propose to slip and vire
CA13	Key Infrastructure Upgrades & Hardware	-10	0	-10	Scheme to complete in 2022/23

Library & Resident Services					
CC65	Refurbishment M/head, Windsor, Ascot, Eton Libs	-14	0	-14	M/head library-Balcony - ongoing issues re Covid have delayed scheme
CLB2	Sunninghill Library Lease Repairs	-5	0	-5	Water ingress- under investigation
CLE6	Upgrade Public PCs	-19	0	-19	Projected expenditure to occur in 2022/23
CLG6	Maidenhead Library-Heating	-130	0	-130	Scheme due for completion late 2022
CC53	Contact Centre - Ventilation & Back-up Generator	-62	0	-62	Maidenhead heating / ventilation project currently at tender stage

Schools - Non Devolved					
CSLE	Boiler Replacement Programme	34	-34	0	Delays in boiler programme due to bids to Public Sector Decarbonisation Scheme (PSDS).
CSLO	Oakfield First Boiler Replacement	-34	34	0	Scheme complete
		-29,623	4,435	-25,188	

Gross Borrowing Forecast at 18/02/2022



	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	135	123	143	124	121	105	100	128	124	124	139	126	138
Total Gross Borrowing £'000	192	180	200	181	178	162	161	199	195	196	210	197	209

Appendix G: Children's variance analysis

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	6,465	610	556	54
Legal Services	585	585	280	200	80
Inhouse Fostering	1,614	1,784	154	224	(70)
Residential, therapeutic & Direct Payments	4,025	5,651	140	13	127
Independent Fostering Agencies	1,410	0	(136)	(215)	79
Leaving Care-Care Costs	1,596	2,009	886	1,057	(171)
Adoption Allowances	137	0	(59)	(59)	0
Children-in-Need Care Costs	731	731	(80)	(132)	52
Community Family Hubs	1,234	1,914	58	58	0
Total Social Care and Early Help	18,010	19,139	1,853	1,702	151
Other					
Business Services	3,388	4,053	(39)	(44)	5
Education	1,363	1,436	(6)	51	(57)
Operational Strategic Management	319	324	(591)	(551)	(40)
Public Health	1,575	1,583	0	0	0
Special Educational Needs and Children with Disabilities	2,114	2,116	(313)	(288)	(25)
COVID-19 tranche funding	0	0	0	0	0
Children's Services - Retained	(2,403)	(3,743)	(139)	(101)	(38)
Total Other	6,355	5,770	(1,088)	(933)	(155)
Total Children's Services non Dedicated Schools Grant	24,365	24,911	765	769	(4)
Dedicated Schools Grant					
AfC Contract - Dedicated Schools Grant	12,035	12,470	1,839	2,149	(310)
Dedicated Schools Grant - Retained	56,848	57,252	(998)	(956)	(42)
Dedicated Schools Grant Income	(68,883)	(69,722)	(841)	(1,193)	352
Total Dedicated Schools Grant	0	0	0	0	0
Total Children's Services and Dedicated Schools Grant	24,365	24,911	765	769	(4)
Summary Position					
Achieving for Children Contract	38,803	41,122	2,743	3,019	(276)
Children's Services - Retained	(2,403)	(3,743)	(139)	(101)	(38)
Dedicated Schools Grant - Retained	56,848	57,252	(998)	(956)	(42)
Total Children's Services net budget	93,248	94,631	1,606	1,962	(356)

Costc	Description	Opening Balance £000	Movements in (actual to Date) £000	Movements out (actual to Date) £000	Forecast movement (in) / out £000	Forecast balance as at 31/3/2022 £'000
USABLE RESERVES						
AK14	Schools Revenue Balances	(2,203)	0	0	0	(2,203)
AK08	Insurance control account	4	(868)	434	0	(430)
AK13	Insurance Fund (Reserve)	(905)	(301)	149	0	(1,057)
AK37	Earmarked Capital Grant	(3,318)	(2,897)	0	0	(6,215)
AK38	Community Infrastructure Levy	(11,747)	(4,629)	1,449	0	(14,927)
AK40	NNDR Volatility Reserve	(4,167)	(811)	0	2,135	(2,843)
AK48	Better Care Fund Reserve	(1,281)	0	1,284	0	3
AK50	Public Health Reserve	(511)	0	0	(152)	(663)
AK54	Optalis Development Reserve	(381)	0	0	0	(381)
AK55	Brexit Funding	(299)	0	0	0	(299)
AK63	Cap Rcpts Unapplied Gen Fund	(1,349)	(2,686)	0	0	(4,035)
	Building Control Chargeable Reserve (new)	0	0	0	0	0
	Revenue account smoothing reserve (new)	0	0	0	(2,144)	(2,144)
AL01	Graves In Perpetuity Mtce Fund	(8)	0	0	0	(8)
AL03	Arthur Jacob Nature Rsve Fund	(123)	0	0	0	(123)
AL04	Old Court Maintenance Fund	(18)	0	1	0	(17)
AL09	NNDR S31 Reserve	(19,154)	(1,239)	0	18,083	(2,310)
AL11	Covid-19 General Reserve	(4,380)	0	0	3,170	(1,210)
AL12	NNDR S31- Other Preceptors	0	(13,124)	0	13,124	0
AL13	Safeguarding Reserve	(194)	0	0	0	(194)
AL14	Collection Fund Compensation Reserve	(5,883)	0	0	5,883	0
AL15	Property Reserve	(600)	0	0	100	(500)
AK20	Net Revenue General Fund DRAFT OUTTURN	(7,059)	0	0	(239)	(7,298)
	TOTAL USABLE RESERVES	(63,576)	(26,555)	3,317	39,960	(46,854)

Costc	Description	Opening Balance £000	Movements in (actual to Date) £000	Movements out (actual to Date) £000	Forecast movement (in) / out £000	Forecast balance as at 31/3/2022 £'000
UNUSABLE RESERVES						
AG33	Capital Adjustment Account	(197,370)				(197,370)
AG34	Revaluation Reserve	(208,341)				(208,341)
AK25	Pensions Reserve	339,880				339,880
AF22	Collection Fund-NNDR	35,464	(3,097)	84,996		117,363
AF51	Collection Fund - Council Tax	397		258		655
AG36	Accumulated Absences Account	1,858				1,858
AK41	DSG Adjustment Account	1,791				1,791
	TOTAL UNUSABLE RESERVES	(26,321)	(3,097)	85,254	0	55,836
	TOTAL NET RESERVES	(89,897)	(29,652)	88,571	39,960	8,982
PROVISIONS						
AE09	Redundancy Provision	(400)			400	0
AE13	MMI Clawback liability	(239)		17		(222)
AF53	Appeals provision for Business Rates	(6,758)	(9,869)			(16,627)
AF55	ASC Provision	(393)			393	0
AD30	Bad Debt Provision	(594)		140	(318)	(772)
AD31	Council tax collection fund BDP	(4,358)	(2,783)			(7,141)
AD34	Adult Social Care Bad Debt provision	(1,919)			(100)	(2,019)
AD35	Housing benefit Bad Debt provision	(2,496)				(2,496)
	TOTAL PROVISIONS	(17,157)	(12,652)	157	375	(29,277)

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT
EqIA : Finance Update Report

Essential information

Items to be assessed: (please mark 'x')

Strategy		Plan		Project		Service procedure	x
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Responsible officer	Andrew Valance	Service area	Finance	Directorate	Resources
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Stage 1: EqIA Screening (mandatory)	Date created: 18/03/2022	Stage 2 : Full assessment (if applicable)	Date created: NA
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Andrew Valance

Dated: 18/03/2022

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

Guidance notes

What is an EqlA and why do we need to do it?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with 'protected characteristics' and those without them.
- Fostering good relations between those with 'protected characteristics' and those without them.

EqlAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups. All completed EqlA Screenings are required to be publicly available on the council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.

What are the "protected characteristics" under the law?

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

What's the process for conducting an EqlA?

The process for conducting an EqlA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

Openness and transparency

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

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EqlA : Finance Update Report

Stage 1 : Screening (Mandatory)

1.1 What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?

This report sets out the financial position of the Council in respect of the current year. 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 affecting the revenue and capital budgets and in respect of these risks sets out the assumptions that underpin the forecast position for the year.

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 £164,000 from Boulters Lock Car Park extension to Windsor Coach Park.*

1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics? Consider each of the protected characteristics in turn and identify whether your proposal is Relevant or Not Relevant to that characteristic. If Relevant, please assess the level of impact as either High / Medium / Low and whether the impact is Positive (i.e. contributes to promoting equality or improving relations within an equality group) or Negative (i.e. could disadvantage them). Please document your evidence for each assessment you make, including a justification of why you may have identified the proposal as "Not Relevant".

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EQUALITY IMPACT ASSESSMENT

EqIA : Finance Update Report

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Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Not Relevant			
Disability	Not Relevant			
Gender re-assignment	Not Relevant			
Marriage/civil partnership	Not Relevant			
Pregnancy and maternity	Not Relevant			
Race	Not Relevant			
Religion and belief	Not Relevant			
Sex	Not Relevant			
Sexual orientation	Not Relevant			

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EqIA : Finance Update Report

Outcome, action and public reporting



Screening Assessment Outcome	Yes / No / Not at this stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
Was a significant level of negative impact identified?	No	Not at this stage		
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	Not at this stage		

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

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Stage 2 : Full assessment

2.1 : Scope and define

2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? List the groups who the work is targeting/aimed at.

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EqlA : Finance Update Report

2.1.2 Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? List those groups who the work is targeting/aimed at.

2.2 : Information gathering/evidence

2.2.1 What secondary data have you used in this assessment? Common sources of secondary data include: censuses, organisational records.

2.2.2 What primary data have you used to inform this assessment? Common sources of primary data include: consultation through interviews, focus groups, questionnaires.

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Eliminate discrimination, harassment, victimisation

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Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

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Advance equality of opportunity

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EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

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EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

Foster good relations

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

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2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts? If so please summarise any updates.

These could be service, equality, project or other delivery plans. If you did not have sufficient data to complete a thorough impact assessment, then an action should be incorporated to collect this information in the future.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT
EqIA : Finance Update Report

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Report Title:	Corporate Overview and Scrutiny Panel - Annual Report 2021/22
Contains Confidential or Exempt Information	No - Part I
Member Reporting:	Councillor Phil Haseler, Chairman of the Panel
Lead Officers:	Duncan Sharkey, Chief Executive Adele Taylor, Executive Director of Resources
Meeting and Date:	Full Council – July 2022

REPORT SUMMARY

Part 9A B4 of the [council constitution](#) requires an Overview and Scrutiny Panel to report annually to Full Council on 'its workings and make recommendations for future work programmes and amended working methods if appropriate'.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council notes the annual report of the Corporate Overview and Scrutiny Panel.

2. CHAIRMAN'S INTRODUCTION

- 2.1 The Corporate Overview and Scrutiny Panel met six times during the year and scrutinised 14 reports.
- 2.2 The Chairman would like to thank all Members of the Panel for their contributions to the scrutiny function, officers of the council for the time and effort that they have put into the preparation of papers and their responses to questions asked by Members prior to and during the meetings and the registered public speakers for their valued comments and suggestions.

3. TOPICS SCRUTINISED DURING THE MUNICIPAL YEAR 2021/22

- 3.1 The 15 reports considered by the Panel included:
 - Q4 Performance Report (June 2021)
 - Workforce Profile Report (June 2021)
 - Q1 Performance Report (October 2021)
 - Annual Complaints and Compliments Report (October 2021)
 - Review of Council Governance of RBWM Property Company (October 2021)
 - Corporate Plan Challenge (October 2021)
 - Corporate Transformation Strategy & Action Plan (November 2021)
 - Resident Scrutiny Suggestion – RBWM App (November 2021)
 - CIPFA Action Plan Update (November 2021)
 - Financial Update (November 2021)
 - Draft Budget 2022/23 Scrutiny Challenge (December 2021)
 - Draft Budget 2022/23 - Fees and Charges (January 2022)

- Budget 2022/23 - Car Parking Income Targets (January 2022)
- Q2 Data and Performance Report (January 2022)
- Future Performance Reporting Arrangements (January 2022)

- 3.2 In October 2021, the Panel scrutinised the Corporate Plan in a 'Challenge Session'.
- 3.3 Prior to the meeting all Members of the Council were invited to submit questions, written responses were prepared by Officers ahead of a pre-briefing to establish the key lines of enquiry.
- 3.4 During the 'Challenge Session' three registered public speakers addressed the Panel. The Panel challenged 'assumptions and targets' of the Corporate Plan, making several recommendations that were subsequently accepted by Cabinet.
- 3.5 In December the Panel scrutinised the Draft Budget 2022/23 in a 'Challenge Session' with an expanded Panel of 10 Members. This comprised of Members from other Overview and Scrutiny Panels and followed a similar process as the 'Corporate Plan Challenge'.
- 3.6 One registered Public Speaker addressed the Panel, several recommendations and minority comments were recorded.
- 3.7 In January 2022 the Panel received a report relating to 'Future Reporting Arrangements'. Cabinet has agreed that the Corporate Overview and Scrutiny Panel should take overarching responsibility for reviewing the council's performance against the Corporate Plan. This will enable scrutiny of the council's performance as a whole, thereby providing greater strategic oversight of overall performance, preventing a siloed approach.
- 3.8 To enable the Corporate Overview and Scrutiny Panel to fulfil this role, the Panel will receive quarterly performance reports as a standing agenda item.
- 3.9 Reporting will be by exception, focusing the Panel's attention on areas where there are challenges, or where there has been significant progress. These reports will be published and available to all other Overview and Scrutiny Panels.
- 3.10 In addition, Panel Members will be able to review the data on the Citizen's Portal. This new, public-facing, performance dashboard will share performance information across all goals, major programmes and key operational performance metrics and will enable Members and the public to review progress and identify issues independently.

4. CALL-INS CONSIDERED DURING THE MUNICIPAL YEAR 2021/22

- 4.1 No calls-ins have been considered by the Panel this municipal year.

5. RESIDENT SUGGESTIONS CONSIDERED DURING THE MUNICIPAL YEAR 2021/22

- 5.1 RBWM App – Panel Members welcomed the suggestion, thought it was a good idea and worthy of further exploration. Officers are currently working on the suggestion and will report back to the Panel in June 2022.

6. TASK AND FINISH GROUPS ESTABLISHED DURING THE MUNICIPAL YEAR 2021/22

- 6.1 No Task and Finish Groups have been established by the Panel this municipal year.

7. PROPOSALS FOR IMPROVED WORKING METHODS

- 7.1 Be more proactive in requesting early sight of relevant reports that are on the Cabinet Forward Plan.
- 7.2 Distribute ‘to note’ reports to Panel Members electronically. Bring to Panel meetings only if necessary or requested by Panel Members for debate or in depth questions.
- 7.3 Work more closely with Cabinet to ensure that the Panel is more involved with policy development, rather than only once the report has been finalised.
- 7.4 Monitor ‘value for money’ aspect of the Panel. What changes and improvements have we instigated.
- 7.5 Look at alternative ways of conducting Task and Finish groups, for example a “single day Task and Finish”.

8. THANKS

- 8.1 All Members of the Panel would like to convey their thanks to everyone who has contributed to the function of Corporate Overview and Scrutiny Panel meetings:
- Mark Beeley – Clerk to the Panel
 - Officers of the council
 - Local residents

9. PROPOSED WORK PROGRAMME FOR THE MUNICIPAL YEAR 2022/23

- 9.1 Items suggested but not yet programmed:
- Customer Journey
 - Communication
 - RBWM App
- 9.2 Dan Brookman is currently working on the RBWM App agenda item, it’s anticipated this will be on the agenda for the meeting in June 2022. It’s likely the Customer Journey and Communication items will be incorporated into this item.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A – Corporate Overview and Scrutiny Panel Work Programme

REPORT HISTORY

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

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

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: 22nd JUNE 2022

ITEM	RESPONSIBLE OFFICER
Election of Chairman and Vice Chairman	Panel Clerk
Customer Journey, Communication and the RBWM App	<i>To be considered as one item, the RBWM App suggestion will be considered by the Panel in June 2022.</i> Dan Brookman, Head of Transformation
Property Company Governance Action Plan Update	Duncan Sharkey, Chief Executive
Work Programme	Panel Clerk

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER

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

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

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