

## NOTICE OF MEETING **CABINET**

will meet on

**THURSDAY, 31ST MARCH, 2022**

**At 7.00 pm**

by

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

TO: MEMBERS OF THE CABINET

COUNCILLORS ANDREW JOHNSON (LEADER OF THE COUNCIL; GROWTH & OPPORTUNITY)

(CHAIRMAN), STUART CARROLL (DEPUTY CHAIRMAN OF CABINET; ADULT SOCIAL CARE, CHILDREN'S SERVICES, HEALTH, MENTAL HEALTH, & TRANSFORMATION) (VICE-CHAIRMAN),

DAVID CANNON (ANTI-SOCIAL BEHAVIOUR, CRIME, AND PUBLIC PROTECTION)

DAVID COPPINGER (ENVIRONMENTAL SERVICES, PARKS & COUNTRYSIDE & MAIDENHEAD)

SAMANTHA RAYNER (DEPUTY LEADER OF THE COUNCIL; BUSINESS, CORPORATE & RESIDENTS SERVICES, CULTURE & HERITAGE, & WINDSOR)

DAVID HILTON (ASSET MANAGEMENT & COMMERCIALISATION, FINANCE, & ASCOT)

DONNA STIMSON (CLIMATE ACTION & SUSTAINABILITY)

ROSS MCWILLIAMS (DIGITAL CONNECTIVITY, HOUSING OPPORTUNITY, & SPORT & LEISURE)

PHIL HASELER (PLANNING, PARKING, HIGHWAYS & TRANSPORT)

Karen Shepherd – Head of Governance - Issued: Wednesday, 23 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](http://www.rbwm.gov.uk) or contact the Panel Administrator **David Cook** [david.cook@rbwm.gov.k](mailto:david.cook@rbwm.gov.k)

**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

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vi. The Queen's Platinum Jubilee 2022

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Leader of the Council & Cabinet Member for Growth & Opportunity

vii. LGA Corporate Peer Challenge: findings and recommendations

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7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

-

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

**PART II**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<u>CABINET MEMBERS' REPORTS</u>  Asset Management & Commercialisation, Finance, & Ascot  i. Finance Update  Details of representations received on reports listed above for discussion in the Private Meeting: None received	313 - 314

## MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

### Disclosure at Meetings

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

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

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

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

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

*DPIs (relating to the Member or their partner) include:*

- *Any employment, office, trade, profession or vocation carried on for profit or gain.*
- *Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses*
- *Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.*
- *Any beneficial interest in land within the area of the council.*
- *Any licence to occupy land in the area of the council for a month or longer.*
- *Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.*
- *Any beneficial interest in securities of a body where:*
  - a) *that body has a place of business or land in the area of the council, and*
  - b) *either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.*

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

### Disclosure of Other Registerable Interests

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

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

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

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

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

### **Disclosure of Non- Registerable Interests**

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

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

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

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

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

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

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

### **Other declarations**

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

# Agenda Item 3

## CABINET

THURSDAY, 24 FEBRUARY 2022

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

Also in attendance: Councillor Christine Bateson, Councillor Lynne Jones, Councillor John Baldwin, Councillor Amy Tisi and Councillor Gurpreet Bhangra

Officers: Duncan Sharkey, Kevin McDaniel, Hilary Hall, Andrew Durrant, Chris Joyce, Adele Taylor, Tracey Hendren and David Cook.

### APOLOGIES FOR ABSENCE

There were no apologies for absence were received.

### DECLARATIONS OF INTEREST

None received.

### MINUTES

**RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 10<sup>th</sup> February 2022 were approved.**

### APPOINTMENTS

None

### FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since last published including the addition of the following two reports to March 2022 Cabinet:

- Queens Platinum Jubilee
- Climate Change Partnership

### CABINET MEMBERS' REPORTS

#### A) TRANSPORT SERVICE DELIVERY MODEL

Cabinet considered the report regarding the proposed introduction of a new transport delivery model.

The Lead Member for Transport, Infrastructure and Digital Connectivity informed Cabinet that in 2017, the Council made the decision to enter into a five-year highways and professional services contract with Project Centre Ltd to provide a range of services on behalf of the Council. This involved transferring some Council employees across to Project Centre under TUPE regulations.

Since then the needs of the service and priorities of the Council had changed and the end of the contract provided the opportunity to review the model for delivery of the service. We should be open minded when reviewing renewing contracts and that there was no preference for 'in house' or 'out house' but we needed the 'right house'.

Cabinet were informed that as part of the contract, nine roles undertaken by Council employees were transferred to Project Centre. The detail of these roles was provided within the report but he said they were split into five areas; account management, road safety and traffic management, transportation, development control and flood risk management and public transport support.

There had been several changes to the Council structure and its priorities since the original contract had been agreed almost 5 years ago. In terms of structure, the Council made the decision to separate the strategic transport and infrastructure functions from the commissioning service and create a new Infrastructure, Sustainability and Economic Growth service within the Place Directorate.

With the changes to the Councils structure there was a lack of clear accountability between the roles within RBWM and Project Centre and additional layers of management with officer work often being reviewed within the Project Centre hierarchy prior to being passed to RBWM officers for review again.

It was proposed to create a new team structure within Transport and Infrastructure with 13 roles. This included four existing roles, five roles with potential for TUPE from Project Centre and four additional roles to build capacity and improve service delivery. There would also be a contract with Project Centre to provide technical expertise and consultation roles. As Project Centre had the capacity and expertise to undertake these roles that were not day to day roles within the Council it was felt that this approach provided value for money and the best service delivery.

The Lead Member informed that the preferred option was to bring the contracted services back into the Council and let a new direct award contract to Project Centre to provide specific technical support.

He informed that the proposed arrangements would give greater clarity to other officers and members as well as better accountability for service delivery. Being fully integrated into the service would also provide stronger links to other parts of the Council and its priorities.

The other options considered were to extend the current contract or go out to tender. It was felt that these would not provide a solution to the problems faced, as detailed within the report.

The Chairman seconded the report and said the administration had been clear that their ideological approach had always been looking at outcomes, looking at value for money, looking at enhanced service delivery and looking at services on a case by case basis.

The Lead Member for Finance and Ascot said that five years has been a long time for the contract and he assumed at the time we signed it was the right thing to do. He mentioned that the Project Centre had excellent expertise and their output had been good especially with Ascot and the work with the LEP. He said the proposed mixture of in house and retaining a consultancy role was the correct way forward.

The Lead Member for Planning, Environmental Services and Maidenhead there were about 700 planning application each year and with each requiring knowledge of the local area giving advice on things such as traffic flow, he supported the proposals.



The Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage and Windsor said that she supported the report and the continued links with the Project Centre who had done excellent work in Windsor.

Cllr L Jones said that she supported the recommendations within the report for all the reasons already given. She had called in the paper in 2017 due to concerns she had about the outsourcing such as communication.

Cllr Baldwin said he also supported the report and had also expressed his concerns at the O&S meeting. Although he supported the recommendations he said he did not understand paragraph 2.8 and asked for clarification on this as well as why the service was outsourced in the first place.

The Lead Member said that he was not the Lead Member at the time outsourcing had taken place but it would have been a democratic process and the best solution for the councils needs at the time.

The Head of Infrastructure, Sustainability and Economic Growth said that prior to the recent restructure we were a commissioning model but when knowledge and leadership was brought back into the new structure we had a different model that was client leadership rather than client management. It became a conflict of who was making decision the Project Centre or client team, this had created conflict and duplication.

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

**i) Approves the proposed change in delivery model to bring transport and infrastructure services back into the Council, including letting a new direct award contract to Project Centre Ltd to provide specific technical support.**

B) DOMESTIC ABUSE SAFE ACCOMMODATION STRATEGY

Cabinet considered the report regarding the adoption of the Domestic Abuse Safe Accommodation Strategy.

The Lead member for informed Cabinet that the Domestic Abuse Act 2021 required local authorities to prepare, consult on and publish a Domestic Abuse Safe Accommodation Strategy to set out their strategic plans to comply with the Act.

The Lead Member said that Cabinet were asked to agree the strategy, associated action plan and six priorities for investment and delivery, with an overarching priority to ensure victims and their families have access to safe, good quality accommodation that meets their needs.

These priorities were: access to safe accommodation, support to remain safely at home, perpetrator management, coordinated support, victim representation, and improved data collection across services.

To ensure the strategy meets local needs, the council undertook a public consultation on its draft strategy, produced with support and input from relevant partner organisations including the Dash Charity, the Domestic Abuse Forum, Thames Valley Police, and health and social care services.

The Lead Member said that there had also been input from the Cabinet member responsible for Adult Social Care and Children's services and they had both worked on the report.

The Lead Member said that anyone could be affected by domestic abuse in its various forms, and access to good quality, safe accommodation, along with appropriate support, was critical to help victims escape their abuser and start to rebuild their lives. It was sad to report that

reports of abuse had increased during lockdown. The council had a zero tolerance approach as well as providing support.

The Lead Member said they already worked closely with partners to provide safe accommodation and tailored support packages for victims and their children, and he wanted all victims across the borough to know that they were not alone and help was available through a compassionate, thorough and clear process.

The new strategy complements the excellent joint working, initiatives and other important strategies they already had in place, by prioritising in line with local needs our investment and delivery to support those fleeing domestic abuse, along with an action plan backed with £241,000 from Government in 2022/23.

He thanked those who had worked on this strategy including DASH who were attending on line to address Cabinet.

The Chairman welcomed Alison Bourne and Rebecca Spiller from DASH to address Cabinet.

Alison informed that DASH had been, for the past 46 years, offering specialist support to victims of domestic abuse. It was important to note that this was not just providing accommodation but tailored support. They provided safe accommodation or safety within their own homes. They did not turn anyone away and were a not for profit organisation. They met all their KPI's even during the pandemic.

Rebecca said that DASH hoped that the strategy would be approved and they were in support of it. They offered a wrap around support service and were looking forward to bringing the strategy to life.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health said that he had worked closely with DASH over the last 5 to 6 years and remembers the education into the subject they provided when he became Lead Member.

This was an important document to ensure our investment and delivery was focussed on what people think was most needed locally to support victims and their children. There had been a national increase in domestic abuse during the pandemic and it was clear the need to take a deeper, holistic approach to supporting victims was paramount, which includes access to safe accommodation as a crucial first step.

The Council stood right behind any victim of domestic abuse and would always do what we could with our partners to ensure victims in the borough could escape and get full support. The Council would continue to prioritise victims and also further advance our awareness and education campaign including the critical imperative of prevention and ensuring everyone can spot the signs. The strategy was victims first and it was important to support DASH and the delivery of the strategy.

The Lead Member for Finance and Ascot said that about 6 years ago scrutiny had looked at this issue and the fragmented approach, it was clear that care pathway was required. A lot had changed since then, and this strategy was an important element of any care pathway. It was important that victims lives were changed for the better and supporting the work that DASH provided.

The Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage and Windsor said that she supported the paper and that the Domestic Abuse Act 2021 had been championed by the MP Terisa May and the Duchess of Cornwall. She provided a number of statistic to demonstrate why this was an important issue such as 2 women were killed every week in England and Wales by their partners or ex partners, that there had been an increase in abuse during the pandemic and around 62% of children were living in a home where abuse

was witnessed. The abuse could effect all backgrounds, ethnicity and age. Access to safe accommodation and support was very important.

The Lead Member for Climate Change, Sustainability, Parks and Countryside informed that she was aware how important this was to get right, she had to live with abuse for 17 years whilst brining up her family. It was a very lonely place to be and that was why organisations such as DASH were so important.

The Lead Member for Public Protection and Parking informed of his background in the police and thus his professional experience had informed how important it was to support this strategy.

Cllr Tisi said that she supported the report and the support for DASH. It was important that every penny from the government grant was used to get the best value for money. She mentioned that there was to be a local partnership board relacing the DAEG and asked what the membership would be and if it would contained representatives from health and children’s services.

The Head of Housing, Environmental Health & Trading Standards replied that there were health representations, probation services, RBW and children’s services as well as TVP and DASH.

Cllr Tisi said that table 2 showed the roles of a new housing officer and independent person, she asked if the independent person would be from DASH and why was the position not to be filled until December 2022. She was informed that there were two roles one in housing to fulfil the legislative requirements and the other would work with DASH and was being appointed in December to allow the recruitment process.

Cllr Tisi said that with regards to paragraph 7.4 did they think that when asked if they believe that providing accommodation to perpetrators protects victims, people understood that this meant providing accommodation for the perpetrator. Where possible it would be that the perpetrators would be provided with accommodation so the family could stay safe in their own home. She was informed that where possible they tried to keep the family in their own homes safe whilst complying with legislation and with the support of DASH. Providing accommodation for the perpetrator was usually done when both parents had equal right to the family home and if moving the perpetrator out would keep the family safe.

Cllr Tisa also mentioned that the contract wit DASH was due to expire 2022 with the option to extend by a year, she asked if the grant would be used to help support DASH. She was informed that last years funding would be used to support DASH and any left over and this years funding would be looked at.

The Deputy Chairman of Cabinet, Adult Social Care, Children’s Services, Health and Mental Health said that he had been lobbying the Police and Crime Commissioner on this issue as he was aware that it was a policy priority for him. He would also continue to loby local MP’s to look at more legislation regarding domestic abuse. The victims should always be the priority.

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

**i) Approves the Domestic Abuse Safe Accommodation Strategy 2021- 2024 for publication.**

The meeting, which began at 7.00 pm, finished at 8.10 pm

CHAIRMAN.....

DATE.....

# Agenda Item 5

## CABINET

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

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
RBWM PropCo Business Plan, Annual Milestones and Risk Management including Update on Governance Action Plan	31/03/22	28/04/22	To align PropCo meeting cycle with Cabinet.
Cavalry Crescent, Windsor	n/a	28/04/22	New item
Shurlock Row Lease to Waltham St Lawrence Parish Council	n/a	28/04/22	New item

## FORWARD PLAN OF CABINET DECISIONS

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796560. Email: democratic.services@rbwm.gov.uk

### FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date and name of meeting	Date of Council decision (if required)
14 Cedar Tree House, 90 St Leonards Road, Windsor	Fully exempt - 3	To bring the property, bought at auction, into use for temporary accommodation ensuring it is fit for purpose and meets building regulation requirements.	Yes	Leader of the Council & Cabinet Member for Growth & Opportunity (Councillor Andrew Johnson)	Duncan Sharkey	Internal process	Cabinet 28 Apr 2022	
Cavalry Crescent, Windsor	Fully exempt - 3	The acquisition of 53 no. former Defence Estate Homes and associated infill land from Annington Homes via a Purchase and Development Agreement to bring the properties up to habitable standards to an agreed specification and 10 New Build units	Yes	Leader of the Council & Cabinet Member for Growth & Opportunity (Councillor Andrew Johnson)	Duncan Sharkey	Internal process	Cabinet 28 Apr 2022	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		<p>on the infill land subject to planning permission.</p> <p>Consideration of the mixed rented products for investment purposes and the future management of the properties.</p>						
<p>→ Shurlock Row Lease to Waltham St Lawrence Parish Council</p>	<p>- Open</p>	<p>This report seeks approval to issue a lease for the 12-acre area known as Shurlock Row Nature Reserve to the Waltham St Lawrence Parish Council for a period of 99 years.</p>	<p>Yes</p>	<p>Leader of the Council &amp; Cabinet Member for Growth &amp; Opportunity (Councillor Andrew Johnson)</p>	<p>Duncan Sharkey</p>	<p>Internal process</p>	<p>Cabinet 28 Apr 2022</p>	

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16 RBWM PropCo Business Plan, Annual Milestones and Risk Management including Update on Governance Action Plan'	Fully exempt - 3	A report seeking approval of the RBWM PropCo five year Business Plan and Annual Milestones, an update on current risks and mitigation and an update on the Governance Action Plan including approval of the revised Shareholder Agreement and Scheme of Delegation	Yes	Leader of the Council & Cabinet Member for Growth & Opportunity (Councillor Andrew Johnson)	Duncan Sharkey	Internal Process	Cabinet 28 Apr 2022	
Award of contracts for Domiciliary (Home based) Care for adults	Fully exempt - 3	This report seeks approval to award contracts for the provision of domiciliary care following a tender exercise. The contracts will be awarded for 5 years with the option to extend for a further 2 years commencing in August 2022.	Yes	Deputy Chairman of Cabinet & Cabinet Member for Adult Social Care, Children's Services, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Hilary Hall		Cabinet 28 Apr 2022	

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



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17 Environment and Climate Strategy – Biodiversity Action Plan	- Open	The Council made a commitment in its Environment and Climate Strategy to publish a Biodiversity Action Plan. The Plan has been written in close partnership with 'Wild' community groups with input from 2 public stakeholder engagement events and the Berkshire, Buckinghamshire and Oxfordshire Wild Trust.	Yes	Cabinet Member for Climate Action & Sustainability (Councillor Donna Stimson)	James Thorpe	Internal process	Cabinet 28 Apr 2022	
Finance Update	- Open	Latest Financial Update	Yes	Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot (Councillor David Hilton)	Adele Taylor	Internal Proces	Cabinet 26 May 2022	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
HR & Payroll Solution	- Open	The Royal Borough of Windsor and Maidenhead (RBWM) requires an integrated HR management and payroll software (HRMS) which addresses all its needs for workforce management and employee salary payments.	Yes	Deputy Leader of the Council & Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor (Councillor Samantha Rayner)	Nikki Craig	Internal process	Cabinet 26 May 2022	
 Appointments to Outside Bodies	- Open	To make appointments of council representatives on outside and associated bodies.	Yes	Leader of the Council & Cabinet Member for Growth & Opportunity (Councillor Andrew Johnson)	Emma Duncan	Internal Process	Cabinet 23 Jun 2022	
Finance Update	- Open	To receive the latest finance update	Yes	Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot (Councillor David Hilton)	Adele Taylor		Cabinet 21 Jul 2022	

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

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

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

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

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Report Title:	Climate Partnership
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Stimson, Cabinet Member for Sustainability and Climate Action
Meeting and Date:	31 March 2022
Responsible Officer(s):	Andrew Durrant, Executive Director Place; Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All



## **REPORT SUMMARY**

*In September 2021, Cabinet approved the principle of setting up an independent Climate Partnership to provide leadership to the delivery of the Borough-Wide targets set out in the Environment and Climate Strategy.*

*This paper sets out the initial arrangements of the Climate Partnership for the start-up phase. The paper seeks approval, and delegated authority, for appointment of an initial board for a period of 12 months and the selection process for the appointment of a Chair from the Board. Subsequently, the Climate Partnership will become a self-funding independent body and determine its own governance.*

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

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

- i) Approves setting up a new Community Interest Company (CIC) known as the RBWM Climate Partnership and the principles of its operation.**
- ii) Notes the proposed appointments of the initial Board Members for a period of 12 months to complete the start-up phase of the Partnership, and delegates authority to the Chief Executive, in consultation with the Cabinet Member for Sustainability and Climate Action to appoint the appropriate initial Board Members and any subsequent appointments if any of the appointed board members are no longer able to fulfil their role or resign in the first twelve months.**
- iii) Approves the selection process for the initial Chair of the Partnership and delegates authority to the Chief Executive, in consultation with the Cabinet Member for Sustainability and Climate Action and members of the Board, to appoint the Chair of the Partnership and any additional directors.**

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

- 2.1 In June 2019, the Council declared a climate emergency and resolved to create an Environment and Climate Strategy through a cross-party working group. The draft strategy was unanimously approved by Full Council in June 2020 and following a public consultation was adopted by Cabinet in December 2020.

2.2 In September 2021, Cabinet approved setting up an independent climate Partnership to bring together public sector, private sector and communities. The Partnership will provide broad leadership to the strategy and allow the Council's in-house sustainability team to focus on delivering our own decarbonisation targets and key projects across the four themes committed to in the strategy.

**Options**

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

<b>Option</b>	<b>Comments</b>
Set up a CIC, appoint the initial Board Members and undertake the selection process for the initial Chair of the Partnership from the Board.  <b>This is the recommended option</b>	This will provide a clear separation from the Council which will allow, over time, the Partnership to form its own direction and constitution.
Set up an alternative form of organisation, such as an incorporated association.  This is not recommended	This would require the Council to remain as the legal entity for employment which would reduce its independence and long-term credibility.
Run a full open process of recruitment for a board and Chair from the outset of the organisation.  This is not recommended	The start-up phase of the organisation will require a different set of skills to the longer-term work to deliver Climate Action and to protect the natural environment. Appointing the Board for an initial term of 12 months will allow the Partnership to set on the course to success. There will be the opportunity to review this after 12 months and it will be for the Partnership to determine how the long-term board and organisation structure will work.

**Appointment of the board and Chair**

2.3 The purpose of the board of the Climate Partnership is to provide leadership. This will include setting future strategy and action plans, community and business engagement, and project delivery as well as monitoring delivery and performance against borough-wide targets.

2.4 The Partnership is proposed to be a membership organisation allowing everyone who has an interest in all aspects of environmental and climate improvement to join and take part. The board needs to provide leadership for such an organisation both in its start-up phase as well as driving forward the Environment and Climate Strategy. This will require a different set of skills to the longer-term running of the organisation. Whilst the officer team is recruited the Partnership will be reliant on the expertise and endeavour of the board, particularly the Chair, to establish the organisation and its processes.

- 2.5 Therefore, the proposed board appointments provide the leadership experience to support an organisation through its formation of policies, process and procedures to support compliance as well as knowledge to support the delivery of the strategy across the four themes: energy, circular economy, transport and natural environment. Overall, this will deliver a much broader range of benefits including driving innovation, tackling fuel poverty, improving local air quality and biodiversity as well as improved physical and mental health.
- 2.6 The initial board is intended to provide a breadth of public, private sector and community representatives. The Board must collectively be knowledgeable of climate action (mitigation and resilience), environmental protection, wellbeing and community engagement. For the start-up phase, knowledge and experience of good governance, relationship building, and funding mechanisms will also be essential. The proposed appointments have been derived from an informal engagement process with many organisations and individuals to identify appropriate candidates.
- 2.7 Board members are not representing any organisations they work for or are members of and these appointments are personal appointments (with the exception of the ex-officio Council roles). Being a Board member is not simply about attending meetings but about how much energy and endeavour people are prepared to put into developing the company and Partnership. Table 2 outlines the people who will be invited to join the board for the first 12 months:

**Table 2: Proposed appointments to the initial board**

<b>Board Member</b>	<b>What they bring</b>
Nick Baird	Senior leadership experience in private, public and charity sectors with expertise in energy, fuel poverty and education.
Sarah Bowden	Senior leadership and Chair experience in the private and charity sectors and the local community with expertise in the built environment, programme management, UK governance and community engagement.
Barnaby Briggs	Senior leadership and Chair experience in the private and charity sectors with expertise in policy development, generating social value, energy, transport and biodiversity.
Chris Joyce	Senior Leadership experience in public and private sector. Expertise in transport & infrastructure, sustainability, planning, economic development with roles focussing on stakeholder and community engagement.
Cllr Donna Stimson	Senior business development leader, trained in sustainable development and business leadership. Experience in setting up small businesses. Experience in the property industry and former management consultant in large scale behaviour change
Simon Wilkes	Senior leadership in private sector in property investment, development, asset management and planning.

- 2.8 Following positive discussions with Frimley ICS, it is expected that a representative will join the Partnership Board. This will be undertaken once the structural changes to the ICS are complete, and their Green Plan is adopted. RBWM Youth Council will also be asked if they would like to nominate a representative to the Board. It would be expected that as the company develops up to four further board members may be appointed giving a target number of twelve board members. These appointments are likely to include expertise in education, natural environment and innovation.
- 2.9 If any of the appointed board members are no longer able to fulfil their role or resign in the first twelve months, the Chief Executive will have delegated authority to appoint a new board member, in consultation with the interim Chair of the Partnership, ensuring there continues to be a balance of private, public and third sector experience as well as knowledge across climate action, environmental protection, wellbeing and community engagement. After twelve months it is expected the Board would be responsible for future appointments through whichever arrangements are agreed.
- 2.10 The initial Chair would be appointed from the Board and would have an initial term of 12 months. This would be a paid role for two days per week to lead the process of setting up the Partnership and the appointment of the secretariat, in conjunction with the other board members.
- 2.11 The process for appointing the Chair would be an open process, with all members of the board able to apply for the position and a panel of board members, partners and Councillors (cross party) involved in the selection process. After the initial term of 12 months another process to appoint a Chair for a longer term will take place.
- 2.12 Whilst the Board will play a key role in fulfilling the executive function of the Partnership, there will be many other people and organisations engaged in delivering its purpose. The activities of the Partnership will engage a range of public sector organisations, businesses, charities, community groups and individuals – especially the members of the Partnership - to achieve the overall ambitions of the Climate and Environment Strategy.

### **Setting up the Partnership**

- 2.13 The RBWM Climate Partnership will be set up in the first instance as a Community Interest Company (CIC). This will provide a separate legal entity to the Council to ensure its independence. The Council will appoint a group of Directors and as the Partnership develops it will have the opportunity to review and change those arrangements.
- 2.14 As part of the process of setting up the organisation, the initial articles of association will set out the rules governing the organisation. It is expected that the board will review, adapt and amend this over time to develop the organisational strategy and governance arrangements.
- 2.15 The Climate and Environment strategy requires the Borough as a whole to play its part in addressing these issues and the Climate Partnership will initially be funded by the Council. As such, the Climate Partnership should provide quarterly updates to the Council as well as publishing details of their work in the



public domain. This will engender accountability, wider engagement and transparency.

### **3. KEY IMPLICATIONS**

- 3.1 The Climate Partnership will play a key role in delivery of the Council and community ambitions of taking action to tackle climate change and its consequences and improving our natural environment. It will support co-ordination of action to drive down carbon emissions, protect the natural environment and reduce waste. The Partnership will promote best practice, work together to maximise funding opportunities and drive collaboration to accelerate delivery of its goals.
- 3.2 Setting up an independent organisation to take this forward will broaden the leadership across the public and private sector as well as providing additional resource to manage a programme of borough-wide activities. It will allow the Council officer team to focus on delivering the Council's priority projects to reduce carbon emissions from its own estate as well as driving forward key initiatives across the four themes of the Environment and Climate Strategy.

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

- 4.1 There will be legal costs associated with setting up the new CIC and costs for the recruitment process for the officers. The Chair is intended to be a two day a week paid role. This will all require funding.
- 4.2 The principle of allocating budget for the Climate Partnership was approved by Cabinet on 30 September 2021, with £250,000 approved for the next three years. The 2022/23 budget was approved by Full Council on 22 February 2022 and this included a growth item which added £250,000 to the sustainability team budget to allow for this. This budget will be used to fund any costs associated with setting up the Partnership and therefore will have no further financial implications to the wider revenue budget.

### **5. LEGAL IMPLICATIONS**

- 5.1 Setting up an independent organisation will require legal support. It has been agreed that the Council will secure external legal advice through an established procurement framework, under advice from the in-house Legal Services team.
- 5.2 A CIC has been chosen as the initial structure as being simple and straightforward to set up through an online process. This will enshrine its purpose of delivering community benefit through its structure. Once the Partnership is established, it will be for the Board to work with the secretariat to review and set out its own processes, policies and procedures. The Council will provide support as required for the start-up phase.

### **6. RISK MANAGEMENT**

- 6.1 The key risks are outlined in Table 3:

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

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
The Partnership does not have long term financial sustainability.	High	The initial appointments have been selected to set up the Partnership for success. The board will be responsible for ensuring the Partnership is seen to add value and develop a long-term funding strategy.	Medium
The Partnership becomes overly focussed on one issue or area of the Environment and Climate Strategy.	Medium	The broad nature of the objectives of the Partnership will be included its articles of association to provide direction. The board has a mix of private, public and charitable sector appointments across the four themes to ensure balance across the areas of priority.	Low
The Partnership is seen as part of the Council or political in nature reducing its ability to engage with all stakeholders.	High	Setting up a separate legal entity provides independence from the Council. The board will need to work with all Councillors across all parties, including independents, and ensure transparency in its work and engagement, including public scrutiny.	Medium

## **7. POTENTIAL IMPACTS**

- 7.1 Equalities. A screening assessment was previously undertaken for the decision to set up the Climate Partnership and this has been reviewed and updated in light of the content of this paper. It has not identified any potential negative impacts at this stage. The Council will continue to play a key role in the climate Partnership, and any projects that the Council takes forward as part of the Partnership will make appropriate consideration of our obligations under the Equalities Act.
- 7.2 Climate change/sustainability. The climate Partnership will increase engagement and involvement of key public and private sector organisations in the delivery of the Borough's Environment and Climate Strategy. Therefore, it is expected to have a positive impact on delivery of the key outcomes within the strategy.

7.3 Data Protection/GDPR. Setting up the Partnership will not create any new data protection or GDPR issues for the Council. The Partnership would need to set up appropriate processes to manage any issues that arise. If it collects or retains personal information, then it would need to make sure that there are appropriate processes and policies in place for managing these issues.

## 8. CONSULTATION

8.1 The proposals have been developed through informal discussions with a range of stakeholders within and outside the Council.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 If the recommendations are approved then, subject to the call-in procedures, the work to implement them would begin immediately, seeking to meet the original target of having the Climate Partnership fully operational by 1 May 2022.

## 10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A – Equality Impact Assessment

## 11. 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		
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer		
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	09/03/22	14/03/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	10/03/22	11/03/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	11/03/22	11/03/22
<i>Mandatory:</i>		<i>Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>	
Lyn Hitchinson	Procurement Manager	N/A	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			

Duncan Sharkey	Chief Executive	09/03/22	09/03/22
Andrew Durrant	Executive Director of Place	07/03/22	09/03/22
Kevin McDaniel	Executive Director of Children's Services		
Hilary Hall	Executive Director of Adults, Health and Housing		

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Sustainability and Climate Action	Yes
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## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision First entered into the Cabinet Forward Plan: 24 February 2022	No	No

Report Author: Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Climate Partnership

#### Essential information

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

Strategy		Plan	X	Project		Service procedure	
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Responsible officer	Chris Joyce – Head of Infrastructure, Sustainability and Economic Growth	Service area	Infrastructure, Sustainability and Economic Growth	Directorate	Place
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Stage 1: EqlA Screening (mandatory)	Date created: 07/03/2022	Stage 2 : Full assessment (if applicable)	Date created : N/A
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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): Chris Joyce

Dated: 07/03/2022

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Climate Partnership

#### 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.

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**  
**EQUALITY IMPACT ASSESSMENT**  
**EqlA : Climate Partnership**

**Stage 1 : Screening (Mandatory)**

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

The aim is to provide a more robust and independent delivery structure for the Borough's Environment and Climate Strategy, enabling the public and private sector to work with community organisations to deliver a net zero borough by 2050 at the latest. The RBWM Climate Partnership will provide a broader base of leadership of the strategy, sharing of best practice and additional resource. This will free up the council's own sustainability team to focus on delivering projects to support the outcomes of the Environment and Climate Strategy.

**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".**

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Climate Partnership

Protected characteristics	Relevance	Level	Positive/negative	Evidence
<b>Age</b>	Relevant	Low	Positive	Impact of not tackling climate change likely to have negative impact on all ages. Taking action will have a larger positive impact for younger generations who would otherwise experience more of the consequences of climate change.
<b>Disability</b>	Not relevant			The overarching strategy and the actions are not expected to have a specific impact on those with disabilities over other groups. Individual projects can be assessed as they are developed and taken forward to ensure this continues to be the case. Engagement activity to support the public consultation included a presentation to the disability and inclusion forum.
<b>Gender re-assignment</b>	Not relevant			There are no actions suggested within the strategy that will impact this group compared to others. Individual projects can be assessed as they are developed and taken forward to ensure this continues to be the case.
<b>Marriage/civil partnership</b>	Not relevant			There are no actions suggested within the strategy that will impact this group compared to others. Individual projects can be assessed as they are developed and taken forward to ensure this continues to be the case.
<b>Pregnancy and maternity</b>	Not relevant			There are no actions suggested within the strategy that will impact on a particular race compared to others. Individual projects can be assessed as they are developed and taken forward to ensure this continues to be the case.
<b>Race</b>	Not relevant			At this stage, there are no actions suggested within the plan that should specifically impact any religion.
<b>Religion and belief</b>	Not relevant			The strategy and action plan should not impact differently on different sex, those with gender reassignment or sexual orientation. We will continue to screen the impacts of individual actions to ensure this continues to be the case.
<b>Sex</b>	Not relevant			See above
<b>Sexual orientation</b>	Not relevant			See above



# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : Climate Partnership

#### 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	N/A		
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	N/A		

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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).

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**  
**EQUALITY IMPACT ASSESSMENT**  
**EqIA : Climate Partnership**

Report Title:	Revocation of Supplementary Planning Guidance and Supplementary Planning Documents
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Phil Haseler (Cabinet Member for Highways & Transport, Planning & Parking).
Meeting and Date:	Cabinet – 31 <sup>st</sup> March 2022
Responsible Officer(s):	Andrew Durrant, Executive Director of Place Services & Adrien Waite, Head of Planning
Wards affected:	All



## **REPORT SUMMARY**

1. Following the adoption of the RBWM Borough Local Plan 2013-2033 (BLP), the policy framework under which many of the Council's Supplementary Planning Guidance (SPG) and Supplementary Planning Documents (SPD) were prepared has now changed. As a result, they are no longer required and should be revoked. Revoking these out-dated SPDs and SPGs will avoid confusion and make it easier for interested parties to access relevant information when seeking planning policy advice and submitting planning applications.
2. The six SPGs and two SPDs (as listed below in Appendix 1) which are proposed for revocation were all adopted between 2000 and 2010. Their content is inconsistent with the BLP as they were based upon the policies within the now superseded 1999 Local Plan (incorporating Alterations adopted June 2003). These SPGs and SPDs were also adopted by the Council before the introduction of the National Planning Policy Framework in 2012.
3. This report recommends that the Cabinet agrees to revoke the SPGs and SPDs listed in Appendix 1 of this report.

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

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

- i. **Approves the revocation of the Supplementary Planning Guidance notes and Supplementary Planning Documents as listed in Appendix 1.**

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

**Options**

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

Option	Comments
<p>Revoke the suggested Supplementary Planning Guidance (SPG) and Supplementary Planning Documents (SPDs) that are now out of date, or no longer required, as a result of the adoption of the Borough Local Plan.</p> <p><b>This is the recommended option.</b></p>	<p>Revoking these out-of-date SPGs and SPDs would ensure that the Council has an up-to-date strategic planning framework. Revoking these SPDs and SPGs will help to avoid confusion and make it easier for interested parties to access relevant information when seeking planning policy advice and submitting planning applications.</p>
<p>Not to revoke any Supplementary Planning Guidance (SPG) and Supplementary Planning Documents (SPDs) now out of date, or no longer required, as a result of the adoption of the Borough Local Plan.</p>	<p>Not revoking the out-of-date SPGs and SPDs would mean that the Council would not have a robust and up to date suite of SPGs and SPDs to implement the Council’s placemaking and climate change ambitions. As they are out of date, they will be given little to no weight in the decision-making process. Retaining these out-of-date SPGs and SPDs will cause confusion for applicants and officers when determining planning applications.</p>

**Background**

- 2.1 Over the past twenty years the Council has produced many Supplementary Planning Guidance notes (SPG) and Supplementary Planning Documents (SPD) to provide more detail on the policies in the now superseded 1999 RBWM Local Plan (incorporating Alterations adopted June 2003). These are a material consideration in decision-making.
- 2.2 Now that the Borough Local Plan (2013-2033) has been adopted, it is considered appropriate to review the current suite of documents and to revoke any that are no longer relevant to decision making. Following a review by officers of the new Local Plan and its implications on current SPGs and SPDs, a list of SPGs and SPDs to be revoked has been identified and recorded within Appendix 1 – this includes any guidance which is now inaccurate, no longer relevant, or conflicts with newly adopted development plan policy.
- 2.3 Revocation is a technical exercise to be carried out in accordance with section 25 of the Planning and Compulsory Purchase Act 2004 ("the 2004 Act") and

Regulation 15(2) of the Town and Country Planning (Local Planning) (England) Regulations 2012. The documents that are the subject of this report are not development plan documents (DPDs), within the meaning of Part 2 of the 2004 Act. Rather, they are local development documents (LDDs), specifically, supplementary planning documents (SPDs), that have been adopted by the local planning authority over time.

- 2.4 As such, by virtue of Regulation 4 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, as amended ("the 2000 Regulations"), the function of revoking LDDs shall be the responsibility of the executive of the authority (i.e., the Cabinet). No consultation is required, but a revocation statement will be published online, and the revoked documents will be removed from the planning policy web pages. Clearly now that Council has adopted the Borough Local Plan (2013-2033), it is appropriate for Cabinet to consider revoking out of date LDDs.

### **3. KEY IMPLICATIONS**

- 3.1 Although not part of the development plan, a number of the existing Supplementary Planning Guidance and Supplementary Planning Documents (SPGs and SPDs) will no longer be up to date and consistent with the BLP and Government policy and should be revoked following adoption of the BLP. It is recommended that the following SPGs and SPDs be revoked:

- Telecommunications SPD (2008)
- Planning for an Ageing Population SPD (2010)
- Interpretation of Policy F1 SPG (2004)
- Interpretation of Policies R2, R3, R4, R5 and R6 SPG (2003-05)
- Interpretation of Policy NAP4 SPG (2000)
- Land at Alma Road car park Development Brief SPG (2001)
- Land at Moorbridge Road, Maidenhead Design Brief SPG (2003)
- Cookham Gas Holder Station Development Brief SPG (2003)

- 3.2 More details on the reasons for the revocation of these SPGs and SPDs can be found in Appendix 1. The remaining SPGs and SPDs will be retained for now, even though several are not fully consistent with the BLP and national policy. It is anticipated that many of these will be amended and re-adopted over the next 12-18 months as resources allow. The Affordable Housing SPG (2016) and the Parking Strategy (2004) will be among the first to be reviewed and updated as SPDs.

- 3.3 In addition, several new SPDs will be produced to help deliver the BLP. These will include the Sustainability and Climate Change SPD, Building Height and

Tall Buildings SPD, and South West Maidenhead Development Framework SPD.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Cabinet agrees to revoke SPGs and SPDs	Suggested SPGs and SPDs are not revoked	Suggested SPGs and SPDs are revoked	N/A	N/A	12 <sup>th</sup> April 2022

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

4.1 No implications.

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

5.1 Section 25 of the 2004 Act empowers the Secretary of State, at any time, to revoke a LDD at the request of the local planning authority or prescribe descriptions of LDD which may be revoked by the authority themselves.

5.2 Regulation 15(2) of the 2012 provides that, “A local planning authority may revoke any supplementary planning document.”

5.3 Regulation 15 further provides that, upon revoking a SPD, the following steps must be taken:

- Make available a public statement on the revocation in accordance with regulation 35. No consultation is required but the planning policy web pages will be updated to raise awareness of revocation and a revocation statement will be published online.
- Send, to each body or person which made representations on the SPD, notification that the document has been withdrawn. The contacts on RBWM’s planning policy consultation database will be notified of Cabinet’s decision to revoke the documents listed in Appendix 1.
- Cease to make withdrawn documents available. No hard copies are currently publicly available – they are only digitally accessible, and all documents listed in Appendix 1 will be removed from the Council’s website.

5.4 As stated in paragraph 2.4 (above) the adoption and revocation of LDDs (including SPDs) that are not DPDs shall be the sole responsibility of Cabinet rather than Full Council.

**6. RISK MANAGEMENT**

6.1 The headline risks are set out in Table 3 below.

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

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Non revocation of the SPGs and SPDs resulting in implications explained in this report.	High	Actions set out in recommendation	Low

**7. POTENTIAL IMPACTS**

7.1 Equalities. The Equality Act 2010 places a statutory duty on the council to ensure that when considering any new or reviewed strategy, policy, plan, project, service or procedure the impacts on particular groups, including those within the workforce and customer/public groups, have been considered. A EQIA (Equalities Impact Assessment) Screening has been completed and is available in Appendix 2.

7.2 Data Protection/GDPR. The revocation of the SPGs and SPDs will be undertaken by the council in accordance with the Data Protection Act 2018 and the General Data Protection Regulation. No impacts.

**8. CONSULTATION**

8.1 As stated in Section 2 above, consultation is not required to revoke SPGs and SPDs.

8.2 Following revocation, the Council will notify those who have made representations (along with other persons and organisations on the consultation portal database) that the SPGs and SPDs have been revoked and will make the revocation statement available in accordance with Regulations 26 and 35 of the 2012 Regulations.

**9. TIMETABLE FOR IMPLEMENTATION**

9.1 The full implementation stages are set out in table 4.

**Table 4: Implementation timetable**

<b>Date</b>	<b>Details</b>
12 <sup>th</sup> April 2022	SPGs and SPDs listed in Appendix 1 are revoked.

## 10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix 1 – SPGs and SPDs to be revoked
- Appendix 2 – EqIA Screening Report

## 11. BACKGROUND DOCUMENTS

11.1 This report has no background documents.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer		
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	4/3/22	9/3/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	4/3/22	4/3/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)		
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	4/3/22	7/3/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	4/3/22	7/3/22
Andrew Durrant	Executive Director of Place	4/3/22	9/3/22
<i>Heads of Service (where relevant)</i>			
Adrien Waite	Head of Planning		
Chris Joyce	Head of Infrastructure, Sustainability and Economic Growth		
<i>External (where relevant)</i>			
N/A			

Confirmation relevant Cabinet Member(s) consulted	Cllr Phil Haseler (Cabinet Member for Highways & Transport, Planning & Parking).	09/03/2022
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## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
Non-Key decision – first entered onto the Forward Plan 03/03/22	<b>No</b>	<b>No</b>

Report Author: Adrien Waite, Head of Planning
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## Appendix 1 - SPGs and SPDs to be revoked

Document	Reason for revocation
<b>SPDs</b>	
Telecommunications SPD (2008)	This SPD was adopted before the NPPF was first published in 2012. The Permitted development and Prior Approval regimes render much of the document redundant. It is out of date and no longer used by DM.
Planning for an Ageing Population SPD (2010)	This SPD was adopted before the NPPF was first published. It is out of date and no longer relevant.
<b>SPGs</b>	
Interpretation of Policy F1 (2004)	This SPG was adopted before the NPPF was first published. No longer relevant, the policies in the 1999 Local Plan (amended 2003) have been superseded by BLP.
Interpretation of Policies R2, R3, R4, R5 and R6 (2003, updates in 2004 and 2006)	This SPG was adopted before the NPPF was first published. No longer relevant, the policies in the 1999 Local Plan (amended 2003) have been superseded by BLP.
Interpretation of Policy NAP4 (2000)	This SPG was adopted before the NPPF was first published. No longer relevant, the policies in the 1999 Local Plan (amended 2003) have been superseded by BLP.
Land at Alma Road car park Development Brief (2001)	This SPG was adopted before the NPPF was first published. The area is not the subject of a policy or allocation in the BLP. As the BLP has now been adopted, this guidance is unlikely to be a relevant material planning consideration and should be revoked.
Land at Moorbridge Road, Maidenhead Design Brief (2003)	This SPG was adopted before the NPPF was first published. The area is not the subject of a policy or allocation in the BLP. As the BLP has now been adopted, this guidance is unlikely to be a relevant material planning consideration and should be revoked.
Cookham Gas Holder Station Development Brief (2003)	This SPG was adopted before the NPPF was first published. The area is

	<p>now a housing allocation site in the BLP. As the BLP has been adopted, this guidance is unlikely to be a relevant material planning consideration and should be revoked.</p>
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**Appendix 2 – Equality Impact Assessment Screening Report**

**Essential information**

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

<b>Strategy</b>	X	<b>Policy</b>	X	<b>Plan</b>	X	<b>Project</b>		<b>Service/Procedure</b>	
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<b>Responsible officer</b>	Garry Thornton	<b>Service area</b>	Planning Policy	<b>Directorate</b>	Place
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44

<b>Stage 1: EqIA Screening (mandatory)</b>	Date created: 23/02/2022	<b>Stage 2 : Full assessment (if applicable)</b>	N/A
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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):** Adrien Waite

**Dated:** 10/03/2022

## Guidance notes

### What is an EqIA 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.

EqIAs 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 EqIA 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 EqIA?

The process for conducting an EqIA 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.

### Stage 1 : Screening (Mandatory)

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

To revoke six Supplementary Planning Guidance (SPG) notes and two Supplementary Planning Documents (SPD) that are now out of date, or no longer required following the adoption of the Borough Local Plan (2013-2033) on February 8<sup>th</sup>, 2022.

It is recommended that the following SPGs and SPDs be revoked:

- Telecommunications SPD (2008)
- Planning for an Ageing Population SPD (2010)
- Interpretation of Policy F1 SPG (2004)
- Interpretation of Policies R2, R3, R4, R5 and R6 SPG (2003-05)
- Interpretation of Policy NAP4 SPG (2000)
- Land at Alma Road car park Development Brief SPG (2001)
- Land at Moorbridge Road, Maidenhead Design Brief SPG (2003)
- Cookham Gas Holder Station Development Brief SPG (2003)

Revoking these out-dated SPDs and SPGs will avoid confusion and make it easier for interested parties to access relevant information when seeking planning policy advice and submitting planning applications.

**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”.**

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Relevant	Medium	Positive	<p>The Planning for an Ageing Population SPD is now no longer relevant to the planning decision making process as it is based upon policies within the now superseded Adopted Local Plan (2003). Furthermore, it should be noted that this SPD was adopted before the National Planning Policy Framework (NPPF) was first published in 2012. It is therefore no longer in compliance with either local or national planning policy.</p> <p>The Borough Local Plan (2013-2033) is considered to have a positive impact on the Council's ability to address the issues faced by our ageing population. Policy HO2 of the BLP will facilitate the provision of flexible housing stock to meet the needs of all the borough's residents, including our ageing population. Policy HO2 also states the requirement for the provision of accessible and adaptable dwellings, with a proportion of dwellings within the borough now having to meet the wheelchair accessible standard in Building Regulations M4(3).</p> <p>Policy IF5 of the BLP encourages improvements to the existing public rights of way network including improving accessibility for disabled or elderly people.</p> <p>Revocation of the Planning for an Ageing Population SPD would therefore be considered to have a positive impact on this protected characteristic.</p>



<b>Disability</b>	Relevant	Medium	Positive	<p>The Planning for an Ageing Population SPD includes references relating to this protected characteristic but is now no longer relevant to the planning decision making process as it is based upon policies within the now superseded Adopted Local Plan (2003). Furthermore, it should be noted that this SPD was adopted before the National Planning Policy Framework (NPPF) was first published in 2012. It is therefore no longer in compliance with either local or national planning policy.</p> <p>The Borough Local Plan (2013-2033) is considered to have a positive impact on the Council's ability to address the issues faced by people with disabilities within the borough.</p> <p>Policy HO2 of the BLP will facilitate the provision of flexible housing stock and states the requirement for the provision of accessible and adaptable dwellings, with a proportion of dwellings within the borough now having to meet the wheelchair accessible standard in Building Regulations M4(3).</p> <p>Policy IF2 of the BLP states that development proposals should provide disabled parking spaces.</p> <p>Policy IF5 of the BLP encourages improvements to the existing public rights of way network including improving accessibility for disabled or elderly people.</p> <p>Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.</p>
<b>Gender re-assignment</b>	Not relevant			<p>The SPGs and SPDs to be revoked are now no longer relevant to the planning decision making process and hold no weight in the decision-making process. Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.</p>

<b>Marriage/civil partnership</b>	Not relevant			The SPGs and SPDs to be revoked are now no longer relevant to the planning decision making process and hold no weight in the decision-making process. Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.
<b>Pregnancy and maternity</b>	Not relevant			The SPGs and SPDs to be revoked are now no longer relevant to the planning decision making process and hold no weight in the decision-making process. Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.
<b>Race</b>	Not relevant			The SPGs and SPDs to be revoked are now no longer relevant to the planning decision making process and hold no weight in the decision-making process. Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.
<b>Religion and belief</b>	Not relevant			The SPGs and SPDs to be revoked are now no longer relevant to the planning decision making process and hold no weight in the decision-making process. Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.
<b>Sex</b>	Not relevant			The SPGs and SPDs to be revoked are now no longer relevant to the planning decision making process and hold no weight in the decision-making process. Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.
<b>Sexual orientation</b>	Not relevant			The SPGs and SPDs to be revoked are now no longer relevant to the planning decision making process and hold no weight in the decision-making process. Revocation of the suggested SPGs and SPDs will therefore have no impact on this protected characteristic.

**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
<b>Was a significant level of negative impact identified?</b>	No	None. The revocation of the SPGs and SPGs does not have a negative differential effect on racial groups, gender/transgender, disability, sexual orientation, age or religious belief.	Garry Thornton – Planning Policy	N/A
<b>Does the strategy, policy, plan etc require amendment to have a positive impact?</b>	No	None. The revocation of the SPGs and SPGs does not have a negative differential effect on racial groups, gender/transgender, disability, sexual orientation, age or religious belief.	Garry Thornton – Planning Policy	N/A

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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Report Title:	Vision for Windsor
Contains Confidential or Exempt Information	No
Cabinet Member:	Councillor Andrew Johnson - Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property  Councillor Samantha Rayner - Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage and Windsor
Meeting and Date:	Cabinet - 31st March 2022
Responsible Officer(s):	Andrew Durrant Executive Director of Place Services
Wards affected:	Windsor (Eton and Castle)

## **REPORT SUMMARY**

*The purpose of this project is to create a robust vision for the future of Windsor. The vision will incorporate the relevant emerging and existing strategies and plans for the area, whilst drawing on the many strengths and assets of the historic Town. Through stakeholder and resident engagement, challenges within the area will be considered and opportunities for the future will be recognised.*

*This paper seeks approval to commission The Prince's Foundation to support the Council to engage collaboratively with key stakeholders and residents through an Enquiry by Design (EbD) approach. It's estimated the project will last for a period of nine-months and will include a number of engagement opportunities and three key workshops to ultimately shape a Vision for Windsor.*

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

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

- i) Agrees the scope for a 'Vision for Windsor' project to commence.**
- ii) Agrees to commission The Prince's Foundation and implement the Enquiry by Design (EbD) approach for engagement with stakeholders and residents.**

## **2. REASON(S) FOR RECOMMENDATION(S)**

### **Background**

- 2.1 We have a perfect opportunity to build on our strong relationships with stakeholders locally to reflect on how the Town has adapted and changed over the past few years. Working in partnership with The Princes Foundation, we will consider how we would like the Town to evolve over the next 20+ years.
- 2.2 In recent years there has been a number of consultations within and surrounding the Windsor area, some of which have led to strategies or plans being developed for the area, such as the Windsor Neighbourhood Plan (WNP).
- 2.3 The focus area for this work includes Windsor town centre and central Windsor riverside locations, set between Eton, Datchet, Old Windsor & Clewer East shown in the map below. This area was not part of the adopted WNP, however this work will complement & support any future Neighbourhood Plan (known as Windsor 2030 Business Neighbourhood Plan).
- 2.4 In addition, the council has recently adopted the Corporate Plan, Borough Local Plan and the Environment and Climate Change Strategy. There is a need to bring together these strategic components in the area alongside our stakeholders' aspirations to create a vision for Windsor Town going forwards with a cohesive narrative.
- 2.5 There is an opportunity to reflect on how Windsor Town has developed and changed in the wake of the pandemic. Along with our stakeholders we need to capture what is going well in the Town, pre and post pandemic, what have we learnt and what would we like to take forwards.
- 2.6 Windsor's Royal connection brings in a great deal of domestic and international tourism to the area and creates many commercial opportunities. In this regard, the pandemic created a significant challenge for the Town. It is therefore important to consider the future of the Royal residency and the associated opportunities and implications.
- 2.7 The Prince's Foundation has significant experience of working with communities and partners in the UK and around the world. Their Royal connection will also present a unique opportunity which will be advantageous to delivering a Vision for Windsor.

### **Project Aims**

- 2.8 The project will be driven through a series of thematic workshops supported by a dedicated core team at The Princes Foundation. They will lead the council, community leaders and stakeholders through a process to develop the vision. The workshops will engage residents and gather important information whilst exploring critical deliverables that will evolve as feedback is generated. Sessions will particularly focus on:
- Articulating what makes Windsor a distinctive 'place'.

- Refining the opportunities and constraints plan for the area.
- Hearing a series of technical briefings from local stakeholders.
- Producing a context analysis for understanding the wider community.
- Carrying out a site walk with attendees to see first-hand the opportunities.
- Holding a roundtable discussion / focus groups to develop a shared hypothesis.
- Forming an early consensus around wider aspirations and goals for the next stage.

2.9 Windsor Town has many beneficial assets, which are well utilised; however, other assets, such as the riverside location, are underutilised at present but could potentially create prosperous opportunities in the future. This project will allow us to draw on our assets and those of our partner organisations and local businesses to create a shared concept for the Town.

2.10 The project will consider the workforce demographic within this area of the borough, i.e., the mix between commuter vs residency workforce. This will highlight opportunities to enhance new markets and understand the types of businesses being established in the town.

2.11 Through engaging with stakeholders and residents we will develop a coherent concept for the look and feel of the Town through design pallets, shop frontage and street scenes. This will create consistency across the Town and contribute to a sense of place, which is attractive to those shopping, visiting, working, and living within the area.

2.12 The project will empower the local community through the Enquiry by Design (EbD) approach, and this will strengthen our relationship with key stakeholders, partners, and residents within Windsor. It is also important that the project identifies those partners that may be less represented, an example of this might be our armed forces based within the Town's barracks.

2.13 Supported by The Princes Foundation we will develop a clear brand for the Windsor Vision project and its associated projects thereafter. The branding should be identifiable and relatable to key stakeholders, residents, and visitors to the Town. The joint branding with The Princes Foundation should inspire, reflect our values and encourage trust. It should also be unique, innovative and engaging.

### **3. KEY IMPLICATIONS**

3.1 The project outcomes will support elements of the Corporate Plan such as 'creating a sustainable borough of opportunity and innovation through thriving communities and inspiring places.' In addition, the project will contribute to many of the goals outlined within the plan, such as: an increase in footfall in Windsor between 2021-2026 and the Master Planning exercise for central Windsor by 2023.

3.2 The Enquiry by Design (EbD) approach will engage and empower key stakeholders, partners, and residents to have their say in the project and can therefore shape its outcomes and ultimately the Vision for Windsor going forwards.

- 3.3 Through our partnership working we will create a coherent narrative and concept for the Town which is consistent. We will also make the best use of the Towns assets and create opportunities for investment and addressing local challenges.
- 3.4 The Council and The Prince’s Foundation will each appoint a representative for the purpose of reporting and monitoring the project on a day-to-day basis. Both parties will also need to appoint a Communications Officer during Stage One to agree all external materials and agree joint Communications.
- 3.5 The programme is based on a project commencement starting from April 2022 onwards and will include milestone review periods quarterly.

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

- 4.1 The Prince’s Foundation total contract value has been estimated at £50,300 and officers have identified existing budget provision through CIL & S106 investment to facilitate the work.
- 4.2 The Prince’s Foundation total cost has been broken down by stage, see table below. The costs exclude any expenses occurred by The Prince’s Foundation, although these are nominal as RBWM will provide on-site resource for workshop visits.

Stage	Cost (£)
Stage 1: Project Start-Up Period	£3,100
Stage 2: Key Stakeholder Workshop	£15,200
Stage 3: Windsor Vision Charter	£32,000
<b>Total Estimated Contract Value</b>	<b>£50,300</b>

- 4.3 The Council will need to provide all meeting and workshop event spaces. Each space will need to have adequate wireless, access to washrooms, and include refreshments for attendees.
- 4.4 The Prince’s Foundation will issue an output report following each quarter of the programme to justify their payment against milestones.

**5. LEGAL IMPLICATIONS**

- 5.1 The Prince’s Foundation contract will be effective for an estimated period of nine-months from the date of signature. It will assume that both parties agree that the contract, and any arrangements anticipated by it, may be terminated by one party giving the other party (90 days) notice to close and handover any activities.



5.2 Schedule 1 of the contract outlines the Terms & Conditions with The Prince’s Foundation to which the Royal Borough of Windsor and Maidenhead will be bound.

5.3 Procurement colleagues have been consulted in respect of this requirement and provided commentary on the proposed contract and assignment. Any risks in using the provider’s own terms and conditions has been highlighted and poses minimal risk. This is a below threshold service, and therefore Procurement Law is not applicable. The Contracts and Tendering Rules require a waiver for above £50k contract awards without competition.

**6. RISK MANAGEMENT**

6.1 There is some risk associated with engaging stakeholders, partners, and residents within the project as successful engagement is key to the Enquiry by Design (EbD) approach. However, The Prince’s Foundation have set-out an approach for encouraging engagement within their proposal.

6.2 There is a risk associated with the outcomes of the project and having the necessary resource and capacity in the short-term and long-term to work towards the outcomes.

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Engagement with stakeholders, partners, and residents	<b>Low</b>	An external communication consultant appointed by The Prince’s Foundation will create a robust external communication strategy	<b>Low</b>
Appropriate resources, capacity, and influence to implement the outcomes of the project	<b>Medium</b>	During the project resources should be identified in the short-term and long-term to work towards the outcomes of the project. We should work in partnership with others to increase access to resources, capacity, and influence.	<b>Low</b>

**7. POTENTIAL IMPACTS**

7.1 Equalities. Equality Impact Assessments completed and will be published on the council’s website.

7.2 Climate change/sustainability – The project specifically identifies this as a key RBWM strategy that the Windsor Vision will support

7.3 Data Protection/GDPR. No personal data has been processed.

## **8. TIMETABLE FOR IMPLEMENTATION**

8.1 The project sets out a 7-month programme of activity and is set within 3 stages:

### **1. Project Start-Up Period (April 2022)**

- Planning and Preparation stage, which will inform look & feel of the later stages
- Creation of 'core team' (RBWM & PF) and ratify the work programme & defined milestones
- Review baseline information and prepare mapping
- Agree stakeholder participants
- Windsor Town Walk and start-up meetings – this will inform the brief for future workshops

### **2. Key Stakeholder Workshop (June 2022)**

- Involve a small immediate group of stakeholders that will take part in a tour, roundtables and focus groups
- Aspirations and reflections on future of Windsor
- Technical briefings from local stakeholders to share ideas and opportunities for the area
- Context of wider community
- Form a consensus for wider aspirations and goals for next stage
- Outcomes will be packaged into a presentation, with coherent SWOT analysis ahead of stage 3

### **3. Visioning Charter Workshop (October 2022)**

- 2-day location-based 'Visioning' workshop in Windsor involving a wider group of stakeholders / community
- Includes opportunity for public drop-ins (special characters of the Town and priorities) and how to remain involved

8.2 Workshop outcomes will include:

- Agree an emerging framework vision for Windsor and recommendations for short to longer term delivery
- Articulate of the distinctiveness of 'place' and agree consensus on shape and cornerstones of the vision
- Consensus around quality, place and character that the council finds acceptable
- Revisit the communication and engagement strategy in terms of outcomes

## **9. APPENDICES**

9.1 This report is supported by two appendices:

- Appendix A: The Prince's Foundation proposal
- Appendix B: Equality Impact Assessment Form

## 10. BACKGROUND DOCUMENTS

- 10.1 Windsor Neighbourhood Plan ([WNP Home \(windsorplan.org.uk\)](http://windsorplan.org.uk))
- 10.2 Corporate Plan ([Corporate Plan 2021-2026 | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](http://rbwm.gov.uk))
- 10.3 Borough Local Plan ([Adopted local plan | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](http://rbwm.gov.uk))
- 10.4 Environment and Climate Change Strategy ([Environment and climate strategy | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](http://rbwm.gov.uk))

## 11. 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	21/03/22	21/03/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	07/03/22	09/03/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	07/03/22	09/03/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	21/03/22	21/03/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Mandatory:</i>	<i>Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>		
Lyn Hitchinson	Procurement Manager		
<i>Other consultees:</i>			
<i>Directors</i>			
Duncan Sharkey	Chief Executive	07/03/22	
Andrew Durrant	Executive Director of Place	07/03/22	07/03/22
Kevin McDaniel	Executive Director of Children's Services		
Hilary Hall	Executive Director of Adults, Health and Housing	07/03/22	08/03/22

Confirmation relevant Cabinet Member(s) consulted	Councillor Andrew Johnson - Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property	Yes
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	Councillor Samantha Rayner - Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage and Windsor	Yes
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## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
Key decision	No	No
First entered into the Cabinet Forward Plan:		

Report Author:	Andrew Durrant and Claire Kellow
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**SERVICE SPECIFICATION CONTRACT**

**The Contract Details**

<b>Date</b>	21 <sup>ST</sup> March 2022
<b>Customer</b>	Windsor and Maidenhead Council
<b>Customer's Representative</b>	Andrew Durrant Executive Director
<b>Contractor</b>	The Prince's Foundation (charity registration no.SC038770), registered office Dumfries House Near Cumnock, East Ayrshire KA18 2NJ
<b>Contractor's registered address</b>	19-22 Charlotte Road, London, EC2A 3SG
<b>Contractor VAT number</b>	N/A
<b>Contractor's Representative</b>	Mr Aaron Davis
<b>Services</b>	As specified in Schedule 1 attached to and forming part of this Contract
<b>Deliverables</b>	As specified in Schedule 1 attached to and forming part of this Contract
<b>Timetable</b>	Refer to Schedule 1 for project timeline
<b>Price</b>	Total contract value of <b>£50,300 (+ VAT)</b> Refer to Schedule 1 for detailed breakdown of fees
<b>[Schedules]</b>	Schedule 1: Terms & Conditions

27<sup>th</sup> January 2022

For the attention of:  
Windsor and Maidenhead Council

## **VISION FOR WINDSOR REPORT AND STAKEHOLDER ENGAGEMENT**

### **PROPOSED SCOPE OF SERVICES AND FEE PROPOSAL**

#### **1. Project Title and Description**

Vision for Windsor Report and Stakeholder Engagement

#### **2. Introduction and Background**

This proposal sets out a response following a conversation between the Prince's Foundation and the Leader of the Windsor and Maidenhead Council. We understand that the Council are facing challenges with regards to needing to realise some of the assets in the riverside areas, but also be mindful of the historic and iconic importance of the town. The Prince's Foundation therefore suggest the preparation of an early doors Vision for Windsor Report and associated workshops to ensure sites can be delivered more holistically with a design that is based on character preferences within the local area. We have programmed for this contract to run over a period of nine-months.

The proposal below sets out a methodology and activities whereby the Prince's Foundation will support the Council in the preparation of a Vision for Windsor Report. This will start with a first Stakeholder Workshop (planned for May 2022) where we identify the core team and get familiar with the challenges you're facing. Once we understand this further, we will set-up a consultant team (including a transportation and regeneration expert) who will all contribute to the next stages – including the main workshop in October 2022. This main workshop will be split into two-days and includes a focus on: (a) community leaders; (b) business leaders; and (c) public drop-in session.

It is likely that this stage of the project will be more focused on the master planning and vision setting, however, going forward there is an opportunity to use the principles in this first stage on a more thorough design code. This proposal reflects though only the first stage of work and does not include scope for a design code yet. Given the early stage of the project, we think this gradual approach makes more sense, but we can revisit next stages after this initial proposal is complete (estimated in December 2022). As part of the proposal, and explained in more detail below, we will package our work into a short report and help identify how we might continue to work together.

Dumfries House, Cumnock, KA18 2NJ  
+44 (0)12 9042 5959

### 3. Workshop and Charette Methodology

We recognise the enormous complexity of this project, both in terms of gathering consensus from such a large group of stakeholders. Part of this is being very clear as to where the Prince's Foundation support is best suited and our core 'offer' to the project at this early stage. Initially this will include setting up a core project team, including identifying appropriate internal resources from both our sides and agreeing a reporting structure to our various managers, but also how other stakeholders might be included in the process. For this we suggest a robust external communication strategy aligning that aligns our messages in an easy / digestible format for all workshop attendees.

This is where our team will start painting the 'bigger picture' -particularly focusing on the following:

1. Mapping and understand assets within the Windsor Town Centre.
2. Creating a Window to Windsor concept that looks at street scenes.
3. Learn from Covid-19 and how to avoid stop-start-continue patterns.
4. Carefully consider associated strategic plans that are already in existence.
5. Focus on tourism strategies and understand the future role of Windsor Castle.
6. Look at management and services – including events and security for ceremonies.
7. Take a broader profile of the workforce in Windsor and how to enhance new markets.

Our approach is to lead the Council, community leaders and other relevant stakeholders through a process to deliver a vision for the regeneration Windsor Town Centre. To ensure the community has real involvement, we recommend a consultation and participation strategy is established, which will enable us to obtain feedback at all stages of the project. We propose this is done through a collaborative workshop process that uses the principles of an Enquiry by Design (EbD) for the engagement. The EbD Process recognises that every community is endowed with different natural, financial, social, and built assets. These assets can be developed into lasting capital into the centre.

### 4. Scope of Work and Detailed Requirements

Broadly in terms of activities, we suggest a nine-month programme, but are recommending that the proposal is set against three key stages (with an initial set-up period). Each stage will be aligned with deliverables to justify completion and we should plan for sequenced document review periods.

#### Stage One: Project Start-Up

A successful workshop process requires planning and preparations. It is an important first step in how the project will be shaped, based on information already gathered and general principles. This set-up stage includes discussions with the Council around some of the challenges and issues

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associated with the area, including an understanding of some of the sites available for redevelopment and ownership issues we need to be aware of. As part of this stage, we suggest a visit to Windsor to meet the core team and agree an agenda for the workshop. This stage is also vital to start mapping assets and understand areas of potential development with the town centre.

Below is an overview of the key activities that are normally undertaken jointly during this stage:

- Identify the team and understand everyone's role.
- Organise the workshop venue, catering, and logistics.
- Review existing baseline information and prepare maps.
- Agree key stakeholders and participants for the first visit.
- Create a file exchange or FTP site that is secure to the team.
- Set out the programme, including identifying the key activities.
- Undergo a site tour with the Prince's Foundation and the Council.

The main output from this stage will be the creation of a 'core team', base mapping and agree a clear work programme with defined milestones. Currently we are programming for the Start-Up Meeting to take place in Windsor in April 2022, but we will still need to consider active Covid-19 protocols and social distancing (particularly when inside buildings). This stage should be a short work period and only requires a month or less, but we will summarise our observations into a "**Project Brief**" to help record our discussions. This will likely be issued following our internal first visit to Windsor and could be issued to attendees together with the agenda ahead of the workshops.

*Stage One: Project Start-Up Period (Estimated April to May 2022) = £3,100*

### Stage Two: Key Stakeholder Workshop

Following our set-up period and agreement of this proposal there will be an initial period of information gathering. This includes a review of reference data from the Council, which should form the basis of our mapping that will help facilitate discussions with attendees. This workshop will be a chance for key stakeholders to get together to present their aspirations and to reflect on the future of Windsor from their own perspective. There should also be a series of technical briefings and should be seen as an opportunity to discuss things in a Chatham House context and share materials / ideas that may not yet be published in any plan yet to help stimulate discussions.



We have planned for a one-day workshop with key stakeholders with the following objectives:

- Articulate what makes Windsor a distinctive 'place'.
- Refine the opportunities and constraints plan for the area.
- Hear a series of technical briefings from local stakeholders.
- Produce a context analysis for understanding the wider community.
- Carry out a site walk with attendees to see first-hand the opportunities.
- Hold a roundtable discussion / focus groups to develop a shared hypothesis.
- Form an early consensus around wider aspirations and goals for the next stage.

The outcomes will be packaged into a presentation and shared with attendees ahead of the next stage, including a more public event, but this initial workshop should be limited in numbers to facilitate discussion more fluidly. This process will help form the basis of our immediate group of stakeholders – all who should attend the workshop in Stage Three. The Prince's Foundation will facilitate the stakeholder workshop, however, we would kindly ask that the Council arranges the venue and catering on the day. We estimate the workshop will take place in June 2022 and the outputs will be put into a “**Stakeholder Report**” that will serve as a SWOT Analysis for the area.

*Stage Two: Key Stakeholder Report (Estimated May to July 2022) = £15,200*

### Stage Three: Vision for Windsor Charter

For the final stage, we propose a location-based Visioning Workshop in Windsor involving not only the key stakeholders from Stage Two, but also community and business representatives. We estimate that this will take place in October 2022 and would run over a period of two-days. Our assumption is that social distancing will not be required, however, we would not normally suggest more than 30 people at the workshop anyway at this stage. It is essential that a greater level of understanding about the process / activities will need to be discussed amongst stakeholders, in this first instance and then the wider public, but we have planned for an evening drop-in public session.

This public drop-in sessions invites people in to speak about the special character of Windsor and where they feel priorities should be placed. The aim of the drop-in is an introduction to the process and an indication of how people can get involved; it also informs people about what is happening over the next few days and the wider engagement process afterwards. Alongside this there is also the chance to use the Enquiry by Design process (described in the methodology section above) to understand what people like, dislike and hope for in the area. For the workshop there will be a general focus on streetscapes, public realm and a review of specific proposals for regeneration sites.

Our suggested agenda for the Visioning Workshop will be two-days, including the following:

- Day One: Preliminary briefings - including a 'core team' meeting and evening event.
- Day Two: Technical briefings, attendee walkabout and themed roundtable discussions.

The overall focus and aim of the Visioning Workshop should include the following aspirations:

1. Present initial findings as part of the Stakeholder Workshop (Stage Two).
2. Listen to a series of technical briefings to understand challenges in Windsor.
3. Facilitate consensus regarding the optimal future outcomes and design vision.
4. Undergo a site visit with attendees, which is a good opportunity for discussion.
5. Consolidate the key issues and identify various options for any future development.

Attendees from the Prince's Foundation at the Visioning Workshop will most likely include:

- Senior Director
- Director of Projects
- Project Manager (UK)
- Regeneration Consultant
- Transportation Consultant

Once the workshop has been run then a short summary of the key conclusions will be produced as part of the "**Vision for Windsor Charter**". This would form the starting point of a wider external communications strategy that would be led by the Council after this initial piece of work. It will include principles of movement and connectivity, development sites and mix of uses, density and impact considerations will be mapped (incl. tourism, nighttime economy and transportation).

From our experience the workshop outcomes will include, but not be limited to, the following:

- Agree an emerging framework vision for Windsor based on workshop discussion.
- Articulation of the distinctiveness of 'place' and an agreed consensus on character.
- Capture characteristics that can inform the eventual design code (not in this contract).
- Summary of the architectural features that can guide design based on local precedents.
- Form a consensus around quality, place, and character that the Council finds acceptable.

Once the workshop has been run, and a first draft of the Vision for Windsor Charter produced, there should be a period to discuss wider communications and develop an engagement strategy

based on feedback in the earlier stages. At the same time, there needs to be a period of more detailed specialist testing / evaluation of the plans produced at the workshop. These plans will then be added to the Vision for Windsor Charter and form the basis of the structuring principles for development areas. Priorities for the regeneration will also be considered and we recommend a meeting in Windsor with stakeholders afterwards to consider how to best take the project forward.

*Stage Three: Vision for Windsor Charter (Estimated August to December 2022) = £32,000*

## 5. Role, Responsibilities and Contract Assumptions

Overall assumptions based on the above programme and project timetable are as follows:

1. The programme is based on a project commencement starting within April 2022 and should include milestone review periods quarterly on the programme. At the end of each milestone, the Prince's Foundation will issue a compiled output report to justify payment.
2. The invoice amounts will be based on a resource cost associated with the scope of services above. Should the scope of services change, we would wish to review the costs and charge the Council any additional variation fees accordingly (to be agreed in writing beforehand).
3. The Prince's Foundation will be the managing consultant for this commission and will provide strategic overview of all consultants appointed by ourselves. The work will be carried out largely from our offices in London and/or virtually due to Covid-19 measures.
4. Project review meetings are to be held together on a regular between the Windsor and Maidenhead Council and the Prince's Foundation to discuss activities. These regular calls will most likely be on a weekly basis and should be done largely through Zoom if possible.
5. As part of the programme, we have indicated periods of time before each workshop where we will undergo a site visit with the Council. This will normally be a half-day event and will include a mix of senior / technical staff from the Council and the Prince's Foundation.
6. In addition, as part of the workshop process, we have assumed that the Windsor and Maidenhead Council will provide an event space during the workshop. Such spaces will need to have an adequate wireless, access to washrooms and also a private meeting room.
7. To help facilitate meetings, the Windsor and Maidenhead Council should be responsible for arranging venues and sending out invitations to attendees. Venue hire should include refreshments for attendees and booked through the Windsor and Maidenhead Council.

This contract shall be effective for a period of seven-months from the date of signature. It will assume that both parties agree that this contract, and any arrangements anticipated by it, may be terminated by one party giving the other party (90 days) notice to close and handover any activities.

## 6. Communication Protocols and Marketing Material

As part of this agreement, the Prince's Foundation will set some guidance in terms of any external communications, but upon project commencement both parties will need to agree a statement of communications that runs in tandem with the various events. It also needs to frame the purpose of the events and the aims or focus for the conversations. Ultimately the comms strategy will help ensure long-term 'buy-in' for the regeneration of the various sites. Specific to the workshops, this should be open to only selected stakeholders to attend from both public and private-sector bodies, but all invitations and attendance lists should be managed by the Windsor and Maidenhead Council.

1. Both parties shall appoint a representative for the purpose of reporting and monitoring on a day-to-day basis. Should this appointed representative change, the respective parties must notify the other in writing within 30-days of the role terminating to allow for any handover.
2. The Windsor and Maidenhead Council representatives will be invited to participate formally in a 'core team' project update meeting no less than once a month. The Prince's Foundation will manage these meetings, but will ask the Council to add relevant attendees.
3. The Prince's Foundation shall have sole responsibility for the operation of the project programme, provide that it: (a) takes into consideration any reasonable requests made by the Council as regards to the programme and (b) inform the Council of any critical delays.
4. The Prince's Foundation will allow the Council to reference them in external documents and marketing material, however, the Prince's Foundation will expect sign-off on the wording and content of any such material before it is published (including correct logos).
5. The Prince's Foundation will have access to confidential information for this contract. As such, the Prince's Foundation will keep in confidence all information belonging to other parties without correct consent and only should be used for the purposes of this contract.

Both parties should appoint a press / PR officer during Stage One to agree all external materials.

## 7. Indicative Project Milestones and Associated Invoices

Based on the above project activities, below are the critical path dates to be made aware of:

Stage Activities	Start	End
<b>Stage 1: Project Start-Up</b>	<b>Apr 2022</b>	<b>May 2022</b>
Task 1.1: Prepare Project Brief	Apr 2022	May 2022
<b>Stage 2: Key Stakeholder Report</b>	<b>May 2022</b>	<b>Jul 2022</b>
Task 2.1: Baseline Map Preparation	May 2022	May 2022
Task 2.2: Key Stakeholder Workshop	Jun 2022	Jun 2022
Task 2.3: Workshop Outcomes Report	Jul 2022	Jul 2022
<b>Stage 3: Vision for Windsor Charter</b>	<b>Aug 2022</b>	<b>Dec 2022</b>
Task 3.1: Workshop Preparation	Aug 2022	Sep 2022
Task 3.2: Window to Windsor Workshop	Oct 2022	Oct 2022
Task 3.3: Compile Window to Windsor Vision Charter	Nov 2022	Dec 2022
<b>Total Estimated Programme Duration</b>	<b>Apr 2022</b>	<b>Dec 2022</b>

The suggested invoice amounts are outlined below, broken down by stage activity. Please note that the following amounts are presented without VAT and excludes any expenses / accommodation expenses that will be sent separately. Invoices should then be paid within 35-days of receiving it.

Stage Activities	(£) GBP
<b>Stage 1: Project Start-Up</b>	<b>£3,100</b>
Task 1.1: Prepare Project Brief	£3,100
<b>Stage 2: Key Stakeholder Report</b>	<b>£15,200</b>
Task 2.1: Baseline Map Preparation	£2,280

Task 2.2: Key Stakeholder Workshop	£7,600
Task 2.3: Workshop Outcomes Report	£5,320
<b>Stage 3: Vision for Windsor Charter</b>	<b>£32,000</b>
Task 3.1: Workshop Preparation	£4,800
Task 3.2: Vision for Windsor Workshop	£16,000
Task 3.3: Compile Vision for Windsor Charter	£11,200
<b>Total Estimated Contract Value</b>	<b>£50,300</b>

A more detailed programme will be prepared during Stage One for the Windsor and Maidenhead Council to review. The above should be considered a live schedule of activities and will be subject to the overall programme – to be managed by the Prince’s Foundation. To avoid delays, there should be several review and sign-off procedures at key stages. There should also be a shared risk mapping and mitigation plan to help monitor delays. Given the challenges of working in a pandemic, we will need to think through these dates carefully and see what activities can be done virtually. Should any delays occur we will notify the Windsor and Maidenhead Council immediately.

We trust the above helps set out several objectives for progressing this exciting project together.

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**Location: Windsor, England, UK**

**Client: Windsor and Maidenhead Council**

To confirm your formal acceptance of this proposal with the attached terms and conditions, please sign, date and return to Aaron Davis: [aaron.davis@princes-foundation.org](mailto:aaron.davis@princes-foundation.org) copying in Kim Hitch [kim.hitch@princes-foundation.org](mailto:kim.hitch@princes-foundation.org). Please also send a signed hard copy to the following address:

Aaron Davis  
The Prince's Foundation  
19-22 Charlotte Road  
London EC2A 3SG  
United Kingdom

Signed: .....

Name: .....

Title: .....

Organisation: .....

Date: .....

Signed: .....

Name: .....

Title: .....

Organisation: .....

Date: .....

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## SCHEDULE 1: TERMS AND CONDITIONS OF THE PRINCE'S FOUNDATION

### 1. PARTIES

a. **The Consultant:** **THE PRINCE'S FOUNDATION**, a company limited by guarantee registered in Scotland with the registered Company Number SC331738, which is registered with the Office of Scottish Charity Regulator as a charity (number: SC038770) and whose registered office is at Dumfries House Estate, Dumfries House, Cumnock, Ayrshire, KA18 2NJ (the "**Foundation**"); and

b. **The Client:** Windsor and Maidenhead Council

### 2. DEFINITIONS

- a. "**Appointment**" means the appointment of the Consultant by the Client pursuant to the Project Proposal / Scope of Services and Item 1 above.
- b. **Bank Holiday** means a day designated as a public holiday in England and Wales by the government of the UK.
- c. **Brand Guidelines** means the brand guidelines of the Foundation from time to time, initial included in Schedule 2, setting out how the Name and/or the Logo may be used by the Council under the Terms of this Agreement.
- d. **Business Days** means a day of the week other than a Saturday, Sunday or Bank Holiday.
- e. "**Charges**" means the charges and fees set forth in the above Scope of Services.
- f. "**Client**" means the party named as the Client in the Project Proposal / Scope of Services and Item 1 above.
- g. **Data Controller** shall have the same meaning as given in the GDPR.
- h. **Data Processor** shall have the same meaning as given in the GDPR.



- i. **Deliverables** means any specific good or service outcome that is to be produced by the Consultant through the provision of the above Services.
- j. **Electronic Communication** shall have the same meaning as in the Electronic Communications Act 2000.
- k. **Force Majeure** means any circumstances beyond the reasonable control of the Party in question including (but not limited to) war, riots, explosion, government action, seriously adverse weather conditions, accident, breakdown of plant or machinery (save as a result of failure to maintain such plant and machinery in accordance with good industrial practice), unavailability of transport or acts of the other Party or any third party.
- l. **GDPR** means the General Data Protection Regulation;
- m. **“Intellectual Property Rights”** means any design rights, utility models, patents, inventions, logos, business names, trademarks, domain names, copyright, moral rights, rights in databases, source codes, drawings, specifications, know how, trade secrets, rights in software, rights in the nature of unfair competition and the right to sue for passing off any other equivalent or similar rights to any of the foregoing in any jurisdictions, whether registered or unregistered.
- n. **Know-how** means the substantial knowledge of and expertise in the Activity developed by the Foundation;
- o. **“Location”** means the place or places where the Services are to be performed as stated in the Project Proposal / Scope of Services.
- p. **Logo** means the logo of the Prince’s Foundation.
- q. **Name** means the Prince’s Foundation;
- r. **Parties** means a Party to this Agreement and Parties shall be construed accordingly.
- s. **Personal data** shall have the same meaning as given in the GDPR.
- t. **“Project Proposal”** means a specification of works, describing the services to be provided by the Consultant.
- u. **“Services”** means those Services referenced in the Project Proposal / Scope of Services.

- v. **Team** means either employee of the Prince's Foundation or subconsultants.
- w. **"Terms and Conditions"** means these terms and conditions.
- x. **"The Consultant"** means The Prince's Foundation.
- y. **"Term"** means the time period referred to in the Project Proposal/ Scope of Services.

2.1 All references to a statutory provision shall be construed as including references to:

- Any statutory modification, consolidation or re-enactment;
- All statutory instruments or orders made pursuant to it; and
- Any statutory provision of which it is a modification, consolidation or re-enactment

2.2 Except where the context otherwise requires:

- Words denoting the singular include the plural and vice versa;
- Words denoting any gender include all genders;
- Words denoting persons include firms and corporations and vice versa.

### 3. PROJECT PROPOSAL

The Project Proposal shall remain valid for a period of 30 days from the date issued. The Client shall be deemed to have accepted the Project Proposal by signing the Project Proposal and returning the Project Proposal to the Consultant within 30 days from the date issued. The Project Proposal shall be deemed to be accepted subject to these Terms and Conditions.

### 4. GENERAL

4.1 The Client accepts these Terms and Conditions to the exclusion of any terms or conditions stipulated, incorporated, or referred to by the Client. Each party warrants to the other that it has not relied upon any representations not recorded herein. No amendment of the Terms and Conditions will be valid unless subsequently confirmed in writing by both parties by the signatures of an authorised representative of each party.

4.2 No failure, delay, relaxation or indulgence on the part of either party in exercising any power or right conferred upon such party shall operate as a waiver of such power or right nor shall any single or partial exercise of any such power or right preclude any other or further exercise thereof or the exercise of any other power or right.

4.3 The Consultant, but not the Client, may assign its rights under the Appointment.

4.4 The Services will be undertaken by The Consultant's employees, and independent subconsultants. The Consultant, but not the Client, shall be free to sub-contract or delegate to any third party any or all of its obligations without seeking the prior consent of the other party.

4.5 Condition headings do not affect the interpretation of these Terms and Conditions.

4.6 The parties shall not be liable for any failure of performance or any delay in performing any of their obligations (other than for non-payment or late payment of the Charges) by reason of Act of God, war, civil disorder, labour dispute, Governmental action, fire, flood or drought.

4.7 If any provision of these Terms and Conditions is found by any court, tribunal or administrative body of competent jurisdiction to be wholly or partly illegal, invalid, void, voidable, unenforceable or unreasonable it shall to the extent of such illegality, invalidity, voidness, voidability, unenforceability or unreasonableness be deemed severable and the remaining provisions of these Terms and Conditions and the remainder of such provision shall continue in full force and effect.

4.8 The parties do not intend that any provision of these Terms and Conditions shall be enforceable by virtue of the Contracts (Rights of Third Parties) Act 1999 by any third party.

4.9 Any notice given by either party to the other must be in writing and may be affected by personal delivery or by prepaid registered postage. A notice delivered personally is deemed to be served upon delivery and in the case of postage within forty-eight (48) hours after the date of posting. Notices sent by post shall be sent to the addresses of the parties set out herein or to any other address notified in writing by one party to the other for the purpose of receiving notices.

## 5. TERM

5.1 Subject to Clause 12, the Appointment shall continue until the last day of the Term stated in the Project Proposal/ Scope of Service, or such other time as may be determined by mutual written agreement or until The Consultant shall have fulfilled its obligations by completing the Services, unless the Appointment is earlier terminated by one of the parties giving to the other 90 days written notice of termination. If the Appointment is terminated, the Charges shall be paid on a pro rata basis based on works completed.

5.2 Upon termination of the Appointment for whatever reason, the Client shall deliver to The Consultant all materials and other property of or relating to The Consultant which may then be in the possession or under the control of the Client.

## 6. UNDERTAKINGS OF THE CONSULTANT

6.1 The Consultant warrants that the Services will be performed with reasonable skill and care.

6.2 All other warranties, conditions and terms implied by statute or common law (save for the conditions implied by section 2 of the Supply of Goods and Services Act 1982) are, to the fullest extent permitted by law, hereby excluded. Without limiting the generality of the foregoing, the Consultant expressly disclaims any warranty or guarantee that the Consultant's obligations to the Client include any obligation to ensure that the Client achieves any specific planning objective.

6.3 Subject to the other provisions of these Terms and Conditions, The Consultant shall not be liable for any direct, indirect or consequential loss (all three of which terms include, without limitation, pure economic loss, loss of profits, loss of business, depletion of goodwill and similar loss), costs, damages, charges or expenses caused directly or indirectly by any delay in the performance of the Services (even if caused by The Consultant's negligence), nor shall any delay entitle the Client to terminate the Appointment unless such delay exceeds 180 days.

6.4 The Consultant shall use its reasonable endeavours to meet any specified key milestones, but any such dates shall be estimates only and time shall not be of the essence

## 7. THE CLIENT UNDERTAKES

7.1 To provide The Consultant with all information, co-operation and support that may be required to enable The Consultant to carry out its obligations to the Client;

7.2 For the purpose of co-ordination, to designate one individual as shall be notified in writing to The Consultant who shall be responsible for controlling, in consultation with The Consultant, all aspects of The Consultant's responsibilities to the Client;

7.3 To provide or procure adequate facilities to enable The Consultant to perform the Services at the Location and further to allow full and complete access to the Location;

7.4 To take all steps to ensure the health and safety of the personnel of The Consultant whilst they are in attendance at the Location or at any other site of the Client in connection with the performance of the Services;

7.5 To pay for the Services as provided in Clauses 9 and 10 hereunder and as outlined in the Scope of Services Fee Schedule;

7.6 During the Term and for one year thereafter, not to solicit or hire either directly or through any associated company, firm or person any personnel of The Consultant engaged in the performance of the Services, except with the prior written consent of The Consultant;

7.7 Unless the Consultant agrees in writing in advance to assume responsibility for the following matters, to:

- a. Effect and maintain appropriate insurance in an adequate amount with respect to all possible risks which may arise in connection with the deployment of any person engaged by The Consultant to perform the Services at the Location and shall, at The Consultant's request, provide such evidence of such insurance as The Consultant may reasonably require; and
- b. Effect and maintain appropriate licences and consents in relation to anything which may be required for the provision of the Services at the Location.

7.8 Not to use the name or logo of The Consultant for any purposes, including (but not limited to) public relations and press material, without the prior written consent of The Consultant. Drafts of all material in which The Consultant's name is used must be submitted in advance to The Consultant for formal approval. The Consultant has an absolute right of refusal regarding such material.

## 8. INDEPENDENT CONTRACTOR

It is understood that in The Consultant's performance of the Services, The Consultant is acting as an independent contractor and not in any way as an agent or representative of the Client. The Consultant has no authority to bind or speak for the Client except as may be expressly granted in writing from time to time.

## 9. PLANNED AND UNPLANNED TEMPORARY INTERRUPTIONS

9.1 Both parties shall use reasonable endeavours to minimise interruptions in the supply of Services. In the event of an emergency temporary cessation of the Services, each party must inform the other when supply is likely to cease immediately or as soon as reasonably possible in all other cases and both parties will co-operate fully to minimise the consequences and risks, and to mitigate any losses.

## 10. CHARGES

10.1 Any quotation given by The Consultant is an invitation to treat only and no quotation shall be binding until the Client has accepted the Project Proposal/ Scope of Services in accordance with Clause 2.

10.2 The Client shall pay the Charges to The Consultant.

10.3 The Client shall additionally reimburse The Consultant for the amount of all travelling (including rail travel or air travel), accommodation, subsistence, stationery, telephone, fax and postage charges, photocopying and other expenses incurred by The Consultant in the course of providing the Services, including but not limited to venue hire charges, catering costs, miscellaneous consultants' expenses and the cost of sundry items.

10.4 The Client shall pay to The Consultant any additional costs, charges and/or expenses which (a) result from any work which falls outside the scope of the Project Proposal/ Scope of Services, or (b) are required as a result of the Client's inaccurate, incomplete or delayed instructions, or for any other cause attributable to the Client directly or indirectly.

10.5 The Consultant shall give the Client a minimum of 30 days notice of any variation to the Charges, where such variation is occasioned other than by any act or omission of the Client under Clause 10.4 above.

## 11. PAYMENT

11.1 The Client shall pay the Charges to The Consultant together with any additional sum due to the Consultant within 30 days of the date of The Consultant's invoice. Time for payment shall be of the essence.

11.2 The Client shall make all payments due to the Consultant in full without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Client

has a valid court order requiring an amount equal to such deduction to be paid by The Consultant to the Client.

**11.3** If the Client fails to pay any sum due to The Consultant, the Client shall be liable to pay interest to The Consultant on such sum from the due date for payment at the annual rate of 5 % above the London Interbank Offered Rate (LIBOR), accruing on a daily basis until payment is made, whether before or after any judgment. The Consultant reserves the right to claim interest under the Late Payment of Commercial Debts (Interest) Act 1998. The Client shall reimburse The Consultant for any and all costs incurred by The Consultant in recovering payment pursuant to this Clause 9.3. Without limiting the generality of the foregoing, a fee of £ 15.00 will be made for each account reminder, duplicate invoice or other paperwork, correspondence or phone call involved in pursuing late payment of invoices. This fee is non-refundable.

**11.4** Any failure by the Client to pay The Consultant any sum by the due date for payment and/or the occurrence of any one or more of the events set forth in Clause 14.2 shall entitle The Consultant, at any time and without notice to the Client and without limitation to any other remedy available to The Consultant under these Terms and Conditions, or otherwise:

1. To suspend or cancel the performance of any Services; and
- 2 To treat the Appointment as having been terminated by the Client.

## **12. CONFIDENTIAL INFORMATION / INTELLECTUAL PROPERTY RIGHTS**

**12.1** All information of whatsoever kind or nature expressed to be confidential (or which could reasonably be supposed to be confidential) and furnished or made available to the Client or its personnel by, through or on behalf of The Consultant shall be treated as confidential by the Client and the Client shall ensure that such confidential information is not copied or disclosed to any third party in any manner whatsoever, either in whole or in part except upon the prior written authority of The Consultant, PROVIDED ALWAYS that such confidential information shall not already be in, nor subsequently enter (other than at the instance of the Client acting in an unauthorised manner) the public domain.

**12.2** Without limiting the generality of Clause 12.1, the Client may only disclose confidential information:

- a. To its employees, officers, representatives, advisers and agents who need to know such information for the purposes of carrying out the Client's obligations to the Consultant; and
- b. As may be required by law, court order or any governmental or regulatory authority.



**12.3** The Client shall not use any confidential information for any purpose other than to carry out the Client's obligations to the Consultant.

**12.4** Any and all Intellectual Property Rights (howsoever arising), in relation to the Services and any related documents and other materials shall at all times vest in and belong solely to The Consultant. The Consultant grants the Client a non-exclusive, royalty-free licence to use such materials in order to enable the Client to carry out the Client's obligations to the Consultant; any other use of the materials requires the prior written consent of the Consultant and the payment of a licence fee in an amount to be determined by the Consultant. Any licence granted pursuant to this Clause 10.4 shall be terminable upon 7 days notice to the Client.

**12.5** The Client shall hold The Consultant harmless and shall fully indemnify The Consultant against any and all loss, damage, costs and expenses awarded against or incurred by The Consultant in connection with, or paid or agreed to be paid by, the Consultant, in settlement of any claim for infringement of any Intellectual Property Right of any other person resulting from The Consultant's use of any specification, design or material submitted by the Client.

### **13. DATA PROTECTION**

**13.1** The client's data may be processed by the consultant to enable consultant to provide the services and consultant shall operate as a Data Processor. In such circumstances the Foundation shall:

**13.1.1** comply with the requirements of the GDPR and any equivalent applicable legislation in any other country and in accordance with good industry practice. In particular, the Foundation shall comply with the provisions of the GDPR in respect of the Services as if it were a Data Controller; and

**13.1.2** collect, compile, manipulate and store or otherwise Process the Clients Data only as instructed in writing in advance by the Client. The Foundation shall not carry out any other processing, use or disclosure of the Clients Data.

**13.2** The client may request by written notice that any specific item of its data held by the consultant be amended or deleted by the consultant and the Foundation shall immediately fulfil such a request.

**13.3** The Foundation shall in particular but without limiting its obligations under Clause 13.1 above:



**13.3.1** maintain comprehensive registrations or notifications under the GDPR or equivalent legislation in any other country in relation to the Processing of Personal Data by the Foundation;

**13.3.2** be aware at all times of the registerable particulars of the client under the GDPR, and ensure that it does not use, disclose or Process the Clients Data in any way that is outside the scope of those particulars, provided that the Client shall notify the Foundation of any alterations in its registrable particulars;

**13.3.3** keep the client Data fully up to date on a timely basis at all times during the Term;

**13.3.4** assist the client to respond to any request for information under the provisions of the GDPR which may it a requirement to respond to any request for Personal Data made by an individual which complies with the requirements of the GDPR; at all times have in place appropriate technical, procedural and organisational security measures, to protect the clients Data.

**13.3.5** ensure that any employees, contractors or sub-contractors involved in the Processing of the clients Data are bound by the security measures as set out in clause 13.3.4;

**13.3.6** provide as necessary and requested, details of the security measures to the client in writing within 10 days of a written request during the Term; and

**13.3.7** notify the client immediately if it receives any notice of non-compliance with, or a request for information under the GDPR or any equivalent legislation in any other country.

**13.4** Upon the termination of this Agreement for whatever reason, the Foundation shall, unless notified otherwise by the client or required by law, immediately cease all Processing of the client Data and, as requested by the client, destroy, send, or return to the client on suitable media all copies of the client Data held in whatever form by the Foundation or any sub-contractor.

**13.5** The client Data and any rights subsisting in them, including without limitation any database rights, are and shall remain at all times the property of the client, and the Foundation assigns to the client the copyrights, database rights and all other rights of a like nature in the client Data conferred under the laws of the United Kingdom and all other countries of the world that will be created by Foundation during the Term for the full term during which those rights and any renewals or extensions subsist.

**13.6** The Foundation warrants that it:

**13.6.1** has maintained and will continue to maintain comprehensive registrations under the GDPR or equivalent legislation in any other country in relation to the processing of Personal Data by Foundation;

**13.6.2** has not received any notice of non-compliance with, or a request for information under the GDPR;

**13.6.3** has in place adequate technical and organisational security measures, including database software and equipment, governing the Processing of the client Data and any employees involved in such processing.

#### **14. PR AND MEDIA**

**14.1** The client shall credit the Foundation in any and all external documents, application and marketing materials relating to the Project from the date of commencement of this Agreement until the twentieth (20th) anniversary of the completion of the Project.

**14.2** The use of the Foundation's Name and the Logo shall be within the Brand Guidelines which can be provided by the Consultant and each use shall be notified to the Foundation within one week of publication.

**14.3** The Client shall seek the prior written approval of any text which describes the Foundation or The Project in any external document, application or marketing materials produced by or on behalf of the client.

**14.4** The Client acknowledges that it may not make any publicity or statement relating to this Agreement or the Project referring directly or indirectly to the role of the Foundation in the Project without the prior written consent of the Foundation. In particular, the Client acknowledges that it may not use any name or identification of the Foundation that in any way suggests any endorsement of the Client or the Project by Foundation or the President of the Foundation without such prior written approval

**14.5** The Foundation may amend the Brand Guidelines at any time and such an amendment to the Brand Guidelines shall be notified to the Client. Any point of practice shall come into operation immediately, however the Client shall have three months to implement any amendment which requires a change to the appearance of the Brand, provided that such a change does not result from any allegation of infringement by a third party in which case any

such amendments shall be implemented within one week of such notification unless otherwise agreed by Foundation in writing.

## 15. LIABILITY AND INDEMNITY

15.1 Nothing in these Terms and Conditions shall exclude or limit the liability of The Consultant:

- a. For death or personal injury caused by The Consultant's negligence; or
- b. Under section 2(3), Consumer Protection Act 1987; or
- c. For any matter which it would be illegal for The Consultant to exclude or attempt to exclude its liability; or
- d. For fraud or fraudulent misrepresentation.

15.2 Subject to clause 14.1, in no event shall The Consultant be liable to the Client for any increased costs or expenses; for any loss of profits, business, contracts, revenues or anticipated savings; or for any special, indirect or consequential damages, in each case howsoever arising.

15.3 Subject to Clauses 14.1 and 14.2, The Consultant's total liability in contract, tort (including negligence or breach of statutory duty), misrepresentation, restitution or otherwise, arising in connection with the performance or contemplated performance of The Consultant's obligations hereunder shall be limited to the Charges paid for the Services. The Consultant maintains Indemnity Insurance, but this shall not affect the extent of the Consultant's liability hereunder.

15.4 The Consultant shall not be liable to the Client if for any reason The Consultant shall have failed to provide the Services in full, provided that The Consultant shall have used its reasonable endeavours to rectify any such failure.

15.5 The Client shall hold The Consultant harmless and keep The Consultant indemnified in full against all direct, indirect or consequential liabilities (all three of which terms include, without limitation, loss of profit, loss of business, depletion of goodwill and like loss), loss, damages, injury, costs and expenses (including legal and other professional fees and expenses) awarded against or incurred or paid by The Consultant as a result of or in connection with any claim made against The Consultant in respect of any liability, loss, damage, injury, cost or expense sustained by any third party to the extent that such liability, loss, damage, injury, cost or expense arises directly or indirectly from the Client's instructions to The Consultant, or from

the Client's fraud, negligence, failure to perform or delay in the performance of any of its obligations hereunder, subject to The Consultant confirming such costs, charges and losses to the Client in writing.

## 16. BREACH

Either party may terminate this Appointment at any time by notice in writing to the other party such notice to take effect forthwith:

**16.1** if the other party is in breach of these Terms and Conditions and, in the case of a breach capable of remedy, the breach is not remedied within 14 days of the other party receiving notice specifying the breach and requiring it to be remedied; or

**16.2** if the other party becomes insolvent or if an order is made or a resolution is passed for the winding up of the other party (other than voluntarily for the purpose of solvent amalgamation or reconstruction) or if an administrator, administrative receiver or receiver is appointed in respect of the whole or any part of the other party's assets or business, or if the other party makes any composition with its creditors or takes or suffers any similar or analogous action in consequence of debt.

## 17. JURISDICTION

These Terms and Conditions shall be interpreted in accordance with English law and the parties submit to the jurisdiction of the English Courts, except that in cases involving issues other than uncontested sums owing, the parties agree to submit any dispute or difference between them arising out of or relating to the performance of the Services to arbitration by a single arbitrator in accordance with and subject to the provisions of the Arbitration Act 1996 or any statutory modification or re-enactment thereof.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

EqlA : Title of Windsor Vision

### Essential information

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

Strategy		Policy		Plan		Project	X	Service/Procedure	
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Responsible officer	Andrew Durrant	Service area	PLACE	Directorate	PLACE
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Stage 1: EqlA Screening (mandatory)	Date created: 16/03/2022	Stage 2 : Full assessment (if applicable)	
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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 Durrant

Dated: 21/03/2022

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Title of Windsor Vision

#### 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.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Title of Windsor Vision

#### Stage 1 : Screening (Mandatory)

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

The aim of this project is to create a robust vision for the future of Windsor which incorporates the relevant emerging and existing strategies and plans for the area, whilst drawing on the many strengths and assets of the historic town. The focus area for this work includes Windsor town centre and central Windsor riverside locations, set between Eton, Datchet, Old Windsor & Clewer East.

A key objective within this project is to engage collaboratively with key stakeholders and residents via a series of thematic workshops using the Enquiry by Design (EbD) approach. The workshops, supported by a dedicated core team at The Princes Foundation, will enable us to gather important information and explore critical deliverables.

The workshops will be fully inclusive, and we will monitor engagement levels throughout the project to ensure all groups are represented.

**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”.**

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Title of Windsor Vision

Protected characteristics	Relevance	Level	Positive/negative	Evidence
<b>Age</b>	Relevant	Low	Positive	<p>Key data: The estimated median age of the local population is 42.6yrs [Source: <a href="#">ONS mid-year estimates 2020</a>]. An estimated 20.2% of the local population are aged 0-15, and estimated 61% of the local population are aged 16-64yrs and an estimated 18.9% of the local population are aged 65+yrs. [Source: ONS mid-year estimates 2020, taken from <a href="#">Berkshire Observatory</a>]</p> <p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented. A variety of engagement methods will be used to reach different audiences.</p>
<b>Disability</b>	Relevant	Low	Positive	<p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented. This project provides an opportunity for improvements to Windsor town centre to make it more accessible.</p>
<b>Gender re-assignment</b>	Relevant	Low	Positive	<p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented.</p>
<b>Marriage/civil partnership</b>	Relevant	Low	Positive	<p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented.</p>
<b>Pregnancy and maternity</b>	Relevant	Low	Positive	<p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented.</p>



# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Title of Windsor Vision

<b>Race</b>	Relevant	Low	Positive	<p><i>Key data: The 2011 Census indicates that 86.1% of the local population is White and 13.9% of the local population is BAME. The borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show a rise in the BAME population. [Source: 2011 Census, taken from <a href="#">Berkshire Observatory</a>]</i></p> <p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented.</p>
<b>Religion and belief</b>	Relevant	Low	Positive	<p><i>Key data: The 2011 Census indicates that 62.3% of the local population is Christian, 21.7% no religion, 3.9% Muslim, 2% Sikh, 1.8% Hindu, 0.5% Buddhist, 0.4% other religion, and 0.3% Jewish. [Source: 2011 Census, taken from <a href="#">Berkshire Observatory</a>]</i></p> <p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented.</p>
<b>Sex</b>	Relevant	Low	Positive	<p><i>Key data: In 2020 an estimated 49.6% of the local population is male and 50.4% female. [Source: ONS mid-year estimates 2020, taken from <a href="#">Berkshire Observatory</a>]</i></p> <p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented.</p>
<b>Sexual orientation</b>	Relevant	Low	Positive	<p>The project and the engagement workshops will be fully inclusive and will give key stakeholders and residents the opportunity to contribute to the future vision of Windsor. We will monitor engagement throughout to ensure all groups are represented.</p>

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

EqlA : Title of Windsor Vision

### 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	No		
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	No		

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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).

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

**EQUALITY IMPACT ASSESSMENT**

**EqlA : Title of Windsor Vision**

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Report Title:	<b>2021/22 Finance Update Report – Revenue and Capital Month 10</b>
Contains Confidential or Exempt Information	Report and appendices A, B, C, D, E, F, G and H are Part I. <b>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.</b>
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 (31<sup>st</sup> 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 notes the report and:

- 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.	<b>This is the recommended option.</b>
To approve, or recommend to Council for approval, capital budget virements.	<b>This is the recommended option.</b>
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)	<b>(1,150)</b>	(1,189)	39
Governance, Law & Strategy	3,845	3,465	<b>(380)</b>	(354)	(26)
Children's Services	24,911	25,676	<b>765</b>	769	(4)
Adults, Health and Housing	40,933	41,620	<b>687</b>	664	23
Resources	8,294	7,614	<b>(680)</b>	(362)	(318)
Place	14,935	15,502	<b>567</b>	696	(129)
Contingency and Corporate	1,660	(413)	<b>(2,073)</b>	(81)	(1,992)
<b>Total Service Expenditure</b>	<b>93,516</b>	<b>91,252</b>	<b>(2,264)</b>	<b>143</b>	<b>(2,407)</b>
Total Non-Service Costs	9,844	9,725	<b>(119)</b>	(244)	125
Transfer to earmarked reserve	0	2,144	2,144	<b>0</b>	2,144
<b>Net Council Expenditure</b>	<b>103,360</b>	<b>103,121</b>	<b>(239)</b>	<b>(101)</b>	<b>(138)</b>
Total Funding	(25,106)	(25,106)	<b>0</b>	0	0
<b>Net Council Tax requirement</b>	<b>78,254</b>	<b>78,254</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund</b>					
Opening balance	(7,059)	(7,059)			
Budget transfers in / (from)	0	(239)			
<b>Forecast closing balance</b>	<b>(7,059)</b>	<b>(7,298)</b>			



## 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	%
<b>GREEN</b>	(4,928)	(4,336)	88%
<b>AMBER</b>	(2,537)	(1,014)	40%
<b>RED</b>	(114)	0	0%
	<b>(7,579)</b>	<b>(5,350)</b>	<b>71%</b>

**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%
<b>Total</b>	<b>(7,579)</b>	<b>(5,350)</b>	<b>71%</b>

**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
<b>Total</b>	<b>(1,062)</b>	<b>(2,212)</b>	<b>(1,150)</b>	<b>39</b>

**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**

	<b>Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Forecast over / (under) spend £000</b>	<b>Change since month 8 £000</b>
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
<b>Total</b>	<b>3,845</b>	<b>3,465</b>	<b>(380)</b>	<b>(26)</b>

### 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**

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

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

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

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
<b>Total Children's Services non-Dedicated Schools Grant</b>	<b>765</b>	
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
<b>Total Net Dedicated Schools Grant</b>	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**

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

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

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**

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

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**

	<b>Forecast</b>
	<b>£000</b>
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)
<b>Total</b>	<b>(7,185)</b>

- 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			
<b>Older People</b>																
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			
<b>Total Older People</b>	<b>£19,654,540</b>	<b>-</b>	<b>-</b>	<b>631</b>	<b>736</b>	<b>748</b>	<b>763</b>	<b>765</b>	<b>778</b>	<b>785</b>	<b>794</b>	<b>780</b>	<b>774</b>			
<b>Physical Disability</b>																
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				-												
<b>Total Physical Disability</b>	<b>£1,731,820</b>	<b>-</b>	<b>-</b>	<b>59</b>	<b>57</b>	<b>56</b>	<b>55</b>	<b>59</b>	<b>61</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>59</b>			
<b>Learning Disabilities</b>																
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			
<b>Total Learning Disabilities</b>	<b>£9,916,580</b>	<b>-</b>	<b>-</b>	<b>213</b>	<b>219</b>	<b>215</b>	<b>216</b>	<b>211</b>	<b>210</b>	<b>209</b>	<b>206</b>	<b>208</b>	<b>209</b>			
<b>Mental Health</b>																
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			
<b>Total Mental Health</b>	<b>£2,270,270</b>	<b>-</b>	<b>-</b>	<b>103</b>	<b>112</b>	<b>116</b>	<b>116</b>	<b>108</b>	<b>100</b>	<b>103</b>	<b>101</b>	<b>105</b>	<b>105</b>			
<b>Total All Client Groups</b>	<b>£33,573,210</b>	<b>-</b>	<b>-</b>	<b>1,006</b>	<b>1,124</b>	<b>1,135</b>	<b>1,150</b>	<b>1,143</b>	<b>1,149</b>	<b>1,157</b>	<b>1,161</b>	<b>1,153</b>	<b>1,147</b>			

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**

	<b>Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Forecast over / (under) spend £000</b>	<b>Change since month 8 £000</b>
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)
<b>Total Resources</b>	<b>8,294</b>	<b>7,614</b>	<b>(680)</b>	<b>(318)</b>

### 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**

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

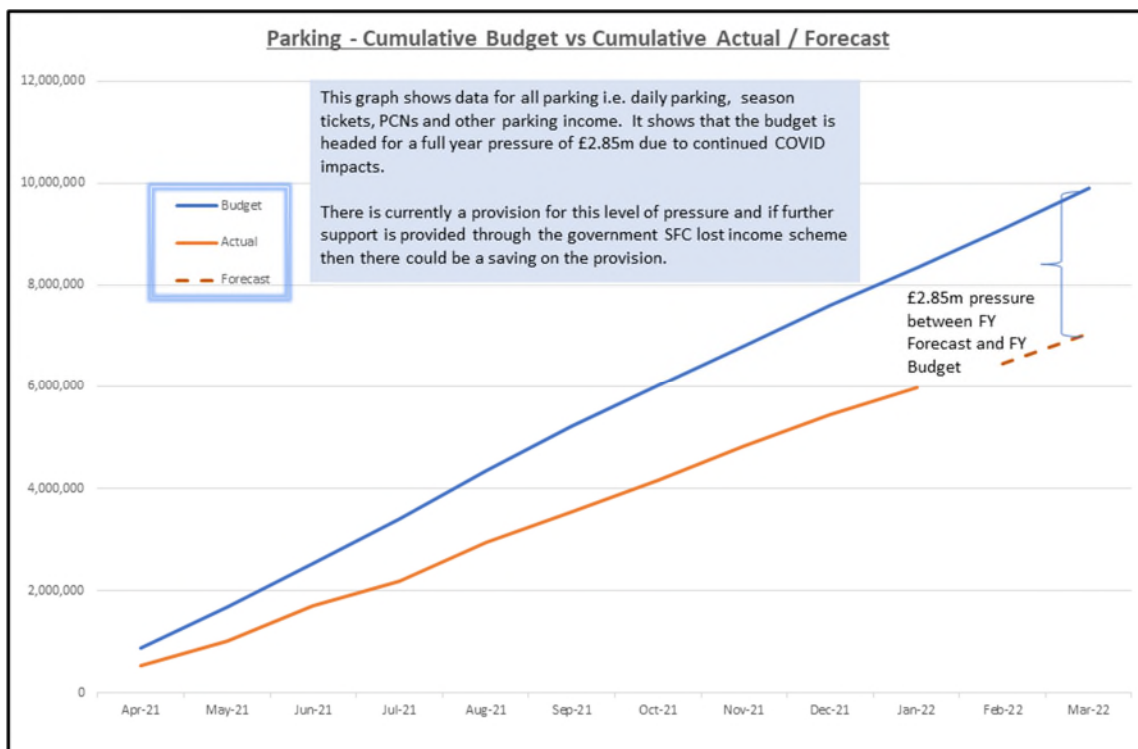
## 10.5 Neighbourhood Services

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)
<b>Total</b>	<b>1,660</b>	<b>(413)</b>	<b>(2,073)</b>	<b>(1,992)</b>

## 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
<b>CTAX</b>							
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
<b>NNDR</b>							
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
<b>Total</b>	<b>7,727</b>	<b>10,148</b>	<b>2,696</b>	<b>2,219</b>	<b>2,078</b>	<b>3,157</b>

### 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 <sup>1</sup>	Funded by Provision <sup>2</sup>	Included in "Funding" within Original Budget <sup>3</sup>	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)
<b>Total</b>	<b>95,051</b>	<b>100</b>	<b>(1,635)</b>	<b>93,516</b>

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**

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

## 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)
<b>Net Borrowing</b>	<b>167,872</b>	<b>147,509</b>	<b>144,614</b>	<b>198,233</b>	<b>184,821</b>

**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
<b>Total</b>	<b>68,075</b>	<b>(29,623)</b>	<b>(120)</b>	<b>38,332</b>

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**

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

**Table 24: Capital programme status**

<b>Number of schemes in programme</b>	<b>223</b>
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**

	<b>Budget £000</b>	<b>Funded by SCA £000</b>	<b>Funded by PSDS £000</b>
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
	<b>Chief Executive</b>					
277	Chief Executive	282	282	0	0	0
(1,258)	Property	(1,344)	(2,494)	(1,150)	(1,189)	39
<b>(981)</b>	<b>Total Chief Executive</b>	<b>(1,062)</b>	<b>(2,212)</b>	<b>(1,150)</b>	<b>(1,189)</b>	<b>39</b>
						<b>0</b>
	<b>Governance, Law &amp; Strategy</b>					<b>0</b>
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
<b>2,990</b>	<b>Total Law &amp; Governance</b>	<b>3,845</b>	<b>3,465</b>	<b>(380)</b>	<b>(354)</b>	<b>(26)</b>
						<b>0</b>
	<b>Children's Services</b>					<b>0</b>
(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
<b>24,364</b>	<b>Total Children's Services</b>	<b>24,911</b>	<b>25,676</b>	<b>765</b>	<b>769</b>	<b>(4)</b>
						<b>0</b>
	<b>Adults, Health and Housing</b>					<b>0</b>
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)
<b>39,795</b>	<b>Total Adults, Health &amp; Housing</b>	<b>40,933</b>	<b>41,620</b>	<b>687</b>	<b>664</b>	<b>23</b>
						<b>0</b>
	<b>Resources</b>					<b>0</b>
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)
<b>8,355</b>	<b>Total Resources</b>	<b>8,294</b>	<b>7,614</b>	<b>(680)</b>	<b>(362)</b>	<b>(318)</b>
						<b>0</b>
	<b>Place</b>					<b>0</b>
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
<b>15,971</b>	<b>Total Place Directorate</b>	<b>14,935</b>	<b>15,502</b>	<b>567</b>	<b>696</b>	<b>(129)</b>
						<b>0</b>
<b>4,557</b>	<b>Contingency and Corporate Budgets</b>	<b>1,660</b>	<b>(413)</b>	<b>(2,073)</b>	<b>(81)</b>	<b>(1,992)</b>
						<b>0</b>
<b>95,051</b>	<b>TOTAL SERVICE EXPENDITURE</b>	<b>93,516</b>	<b>91,252</b>	<b>(2,264)</b>	<b>143</b>	<b>(2,407)</b>

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
	<b>Non Service Costs</b>					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
	<b>Funding</b>					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
	<b>Covid-19</b>		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)	<b>Total Non-Service Net Costs</b>	(15,262)	(13,237)	2,025	(244)	2,269
						0
78,254	<b>NET COUNCIL TAX REQUIREMENT</b>	78,254	78,015	(239)	(101)	(138)
						0
0	Transfer to / (from) balances	0	239	239	101	138
						0
78,254	<b>TOTAL INCLUDING TRANSFERS TO(FROM) BALANCES</b>	78,254	78,254	0	0	0
	<b>General Fund</b>					
	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	

## 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	

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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
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	

## 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			Unspent budget from Schemes Approved in Prior Year			Revised Budget 2021/22					
	A			B			A+B					
Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	
£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Capital Programme Portfolio Summary</b>												
<b>Chief Executive</b>												
Property	16,676	-2,738	13,938	18,677	-2,763	15,914	13,974	0	13,974	32,651	-2,763	29,888
<b>Total Chief Executive</b>	<b>16,676</b>	<b>-2,738</b>	<b>13,938</b>	<b>18,677</b>	<b>-2,763</b>	<b>15,914</b>	<b>13,974</b>	<b>0</b>	<b>13,974</b>	<b>32,651</b>	<b>-2,763</b>	<b>29,888</b>
<b>Law &amp; Strategy</b>												
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
<b>Total Law &amp; Strategy</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>445</b>	<b>0</b>	<b>445</b>	<b>445</b>	<b>0</b>	<b>445</b>
<b>Place Directorate</b>												
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
<b>Total Place Directorate</b>	<b>7,156</b>	<b>-5,135</b>	<b>2,021</b>	<b>7,952</b>	<b>-5,982</b>	<b>1,970</b>	<b>16,622</b>	<b>-5,366</b>	<b>11,256</b>	<b>24,574</b>	<b>-11,348</b>	<b>13,226</b>
<b>Adults, Health &amp; Housing</b>												
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
<b>Total Adults, Health &amp; Housing</b>	<b>640</b>	<b>-640</b>	<b>0</b>	<b>640</b>	<b>-640</b>	<b>0</b>	<b>678</b>	<b>-623</b>	<b>55</b>	<b>1,318</b>	<b>-1,263</b>	<b>55</b>
<b>Childrens Services</b>												
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
<b>Total Childrens Services</b>	<b>2,110</b>	<b>-2,110</b>	<b>0</b>	<b>3,020</b>	<b>-3,020</b>	<b>0</b>	<b>3,429</b>	<b>-1,929</b>	<b>1,500</b>	<b>6,449</b>	<b>-4,949</b>	<b>1,500</b>
<b>Resources</b>												
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
<b>Total Resources</b>	<b>527</b>	<b>0</b>	<b>527</b>	<b>527</b>	<b>0</b>	<b>527</b>	<b>2,111</b>	<b>-16</b>	<b>2,095</b>	<b>2,638</b>	<b>-16</b>	<b>2,622</b>
<b>Total Committed Schemes</b>	<b>27,109</b>	<b>-10,623</b>	<b>16,486</b>	<b>30,816</b>	<b>-12,405</b>	<b>18,411</b>	<b>37,259</b>	<b>-7,934</b>	<b>29,325</b>	<b>68,075</b>	<b>-20,339</b>	<b>47,736</b>

(£'000)

Portfolio Total

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

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

## 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
<b>Projected Outturn 2021/22</b>	<b>38,332</b>	<b>-15,904</b>	<b>22,428</b>

Variances from revised budget		£'000	£'000	£'000	Commentary
<b>Schools - Non Devolved</b>					
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
<b>Neighbourhood Services</b>					
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.
<b>Library &amp; Resident Services</b>					
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
<b>Total variances</b>		<b>-120</b>	<b>0</b>	<b>-120</b>	

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		£'000	£'000	£'000	Commentary
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		£'000	£'000	£'000	Commentary
CM60	Grants - Outside Organisations	-84	0	-84	Capital grants to voluntary organisations deferred for use in future years.

Neighbourhood Services		£'000	£'000	£'000	Commentary
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
<b>Local Enterprise Partnership Schemes</b>					
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		£'000	£'000	£'000	Commentary
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		£'000	£'000	£'000	Commentary
CX64	Windsor Coach Park Lift Upgrade	-195	6	-189	Scheme to progress in 2022 following project review

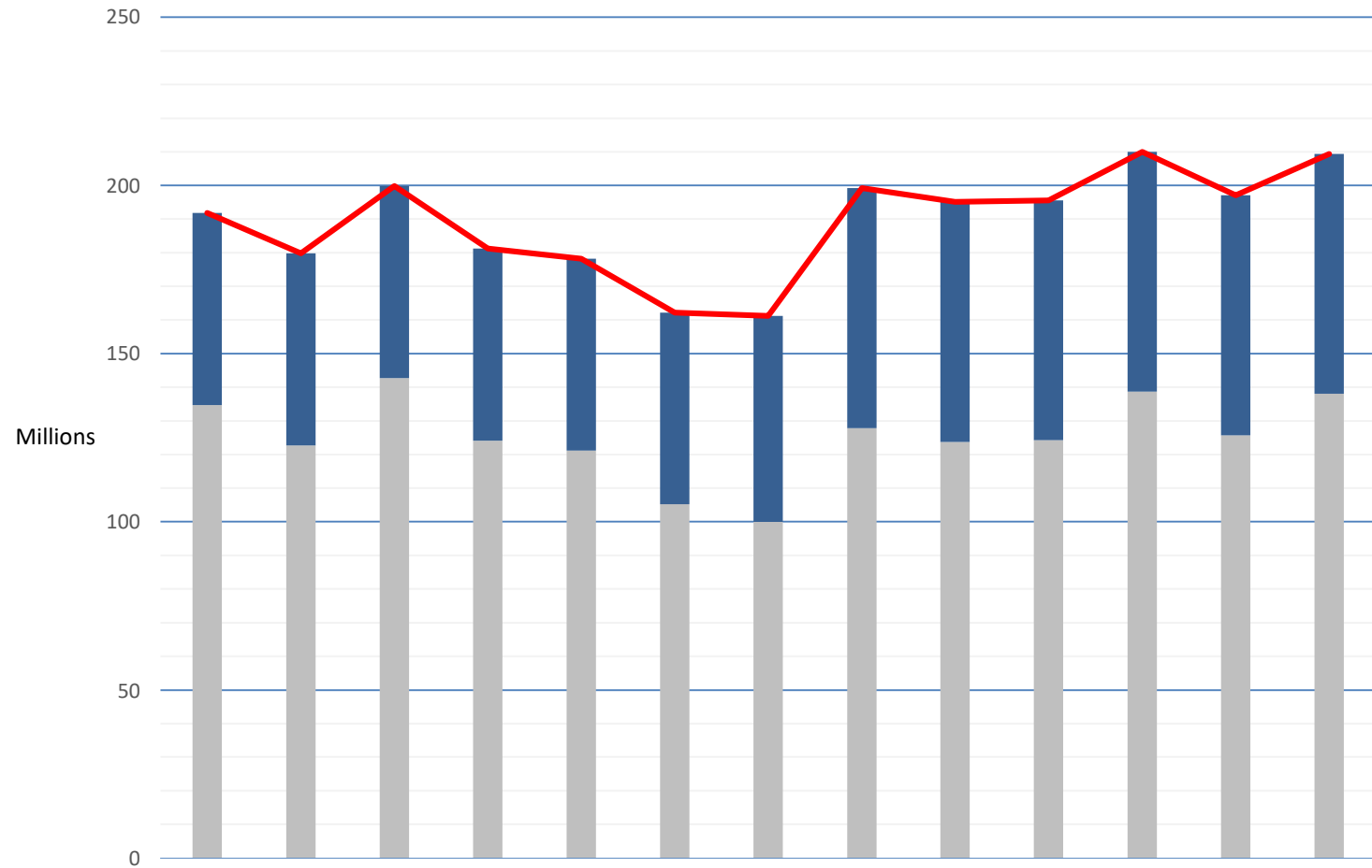
Housing		£'000	£'000	£'000	Commentary
CT52	Disabled Facilities Grant	-115	115	0	Remainder of funded scheme to continue into 2022-23

Technology & Change Delivery		£'000	£'000	£'000	Commentary
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		£'000	£'000	£'000	Commentary
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		£'000	£'000	£'000	Commentary
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
		<b>-29,623</b>	<b>4,435</b>	<b>-25,188</b>	

Gross Borrowing Forecast at 18/02/2022





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
<b>Total Social Care and Early Help</b>	<b>18,010</b>	<b>19,139</b>	<b>1,853</b>	<b>1,702</b>	<b>151</b>
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)
<b>Total Children's Services non Dedicated Schools Grant</b>	<b>24,365</b>	<b>24,911</b>	<b>765</b>	<b>769</b>	<b>(4)</b>
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
<b>Total Dedicated Schools Grant</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Children's Services and Dedicated Schools Grant</b>	<b>24,365</b>	<b>24,911</b>	<b>765</b>	<b>769</b>	<b>(4)</b>
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)
<b>Total Children's Services net budget</b>	<b>93,248</b>	<b>94,631</b>	<b>1,606</b>	<b>1,962</b>	<b>(356)</b>

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
<b>USABLE RESERVES</b>						
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)
	<b>TOTAL USABLE RESERVES</b>	<b>(63,576)</b>	<b>(26,555)</b>	<b>3,317</b>	<b>39,960</b>	<b>(46,854)</b>

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
<b>UNUSABLE RESERVES</b>						
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
	<b>TOTAL UNUSABLE RESERVES</b>	<b>(26,321)</b>	<b>(3,097)</b>	<b>85,254</b>	<b>0</b>	<b>55,836</b>
	<b>TOTAL NET RESERVES</b>	<b>(89,897)</b>	<b>(29,652)</b>	<b>88,571</b>	<b>39,960</b>	<b>8,982</b>
<b>PROVISIONS</b>						
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)
	<b>TOTAL PROVISIONS</b>	<b>(17,157)</b>	<b>(12,652)</b>	<b>157</b>	<b>375</b>	<b>(29,277)</b>

**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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<b>Stage 1: EqIA Screening (mandatory)</b>	Date created: 18/03/2022	<b>Stage 2 : Full assessment (if applicable)</b>	Date created: NA
--	--------------------------	--	------------------

**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

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# 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.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### 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".**

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## 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			

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : Finance Update Report

#### Outcome, action and public reporting

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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).



**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

**EQUALITY IMPACT ASSESSMENT**

**EqIA : Finance Update Report**

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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.**

--

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### 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.**

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

**EQUALITY IMPACT ASSESSMENT**

**EqIA : Finance Update Report**



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**Eliminate discrimination, harassment, victimisation**

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## 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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**Advance equality of opportunity**

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## 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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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## 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:	Achieving for Children (AfC) Reserved Ownership Decisions
Contains Confidential or Exempt Information	No
Cabinet Member:	Cllr Stuart Carroll, Lead Member for Adult Social Care, Health, Mental Health and Children's Services
Meeting and Date:	Cabinet - 31st March 2022
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services
Wards affected:	All



## **REPORT SUMMARY**

The Royal Borough of Windsor and Maidenhead owns 20% of Achieving for Children Community Interest Company (AfC) and is responsible for making reserved matter ownership decisions in relation to the strategic direction of the company jointly with the two other council owners. This report seeks approval of the following reserved matters:

- Approval of the Company's strategic direction through the adoption of the updated Business Plan
- Approval of the Company's budget for 2022/23
- Approval of the Company's arrangements for managing cashflow through the adoption of the Financial Plan (known as the Treasury Plan) for 2022/23

In developing these proposals AfC has engaged with relevant council officers and members of the AfC Ownership Board. The budget for Windsor and Maidenhead based AfC services mirrors the budget proposed as part of the Local Authority's budget approval process.

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

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

- i) approves the AfC Business Plan including the Business Development Strategy and Medium Term Financial Strategy (appendix A,B,C)**
- ii) approves the detailed AfC 2022/23 budget (appendix D)**
- iii) approves the AfC Treasury Plan (appendix E)**

Achieving for Children

**Business Plan 2020-24 (2022-23 refresh)**

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# **Achieving **more** for Children**

# 01 Introduction

We are delighted to introduce Achieving *more* for Children - our business plan for 2020-24. This is an ambitious plan that builds on our success over our first five years of operating, and explains how we will achieve even more for children and young people so that they have the best start in life and are able to have safe, happy, healthy and successful childhoods.

It sets out the projects that the company will deliver over the next four years to meet these aims. A number of these projects will be delivered across Kingston, Richmond, and Windsor and Maidenhead because they meet a common need. However, some have been designed to meet specific local challenges and circumstances or to reflect the priorities of each individual council. The business plan does not include our day-to-day business and we will of course continue to maintain our attention on providing those early help, education, health and social care services that many families rely on every day.

The programmes in the business plan are based on our conviction that to maintain the quality of our services and achieve the best possible outcomes for children, young people and families within the resources we have available, we must truly focus our work on six important priorities:

- building resilience in families
- creating inclusive local provision to meet increasing need
- investing in a skilled and flexible workforce
- developing our business and delivery models
- implementing smarter and more agile working practices
- striving to deliver excellent value for money in all that we do

Our plan builds on our achievements over the last five years where we have:

- achieved an Ofsted 'Outstanding' judgement for our children's social care support services in Kingston and a 'Good' judgement in Richmond and in Windsor and Maidenhead

- developed our own local residential provision, including supported accommodation for care leavers, short break care for children and young people with disabilities, and a new residential children's home
- secured over £7 million from the Department for Education as part of the Partners in Practice initiative to develop innovative ways of supporting children and young people on the edge of care
- implemented the Signs of Safety model across all our services, which has enabled practitioners to better work in partnership with children and families, building on their family strengths to promote their safety and wellbeing
- become a national leader in the delivery of the Troubled Families programme with over 650 vulnerable families being given the additional support they need to improve the care and support they provide to their children
- established an independent fostering agency (IFA) across all boroughs which has now been operating effectively for almost two years and has led to an increase in the number of approved fostering households. It is currently looking after 142 children and young people
- achieved 'Good' inspection ratings of our Youth Offending Services in Kingston and Richmond, and Windsor and Maidenhead which demonstrates our high quality support to those young people who are involved in criminal activity
- launched the new Special Educational Needs and Disabilities (SEND) Register in Kingston and Richmond to capture the details of more children and young people with SEND to encourage greater engagement with families. All those that sign up receive a Disability Awareness Card, which was designed in collaboration with children and parents, and provides proof of a child's disability

In October 2019, Ofsted revisited our SEND services in Windsor and Maidenhead and confirmed that we were making good progress against six of the eight areas identified as requiring improvement.

All three of our owning councils face challenging financial settlements which means that the company must operate within its budget, including the delivery of planned efficiency savings. At the same time, the need for our services is increasing, predominantly in relation to our need to support children and young people with SEND, and to deliver our responsibilities for children in care and those leaving care.

Our business plan must focus on ensuring the company is able to better manage demand, meet needs, deliver required cost savings and achieve longer-term financial sustainability, balanced with a drive to maintain the quality of those services and support innovation and creative solutions to our challenges. As such, one of our key areas for development will be establishing local placement sufficiency and agreeing a model for the delivery of local placements.

Since the business plan was developed, we have experienced the COVID-19 pandemic which has had a significant impact on our service delivery. This impact is likely to continue for some time and may result in future changes to our priority projects over the coming years. More

positively, it has also provided us with many learning opportunities such as the benefits of hybrid working for our workforce, and improved participation of children and young people receiving our support through online engagement.

Our response to the pandemic and the impact on our organisation and the children, young people and families we support is set out in section 3. We have also included a new priority action relating to the whole company that demonstrates the importance we are placing on ensuring we can mitigate the impact of the pandemic as far as is possible.

## 02 About Achieving for Children

Achieving for Children (AfC) was created as a community interest company in 2014 by the Royal Borough of Kingston upon Thames and the London Borough of Richmond upon Thames to deliver all their children's services. In 2017, the Royal Borough of Windsor and Maidenhead became a third owner of the company. We now deliver services to more than 120,000 children and young people. We work closely with our local authority owners and local strategic partners, such as schools, the police, health services and voluntary sector organisations, to ensure that the services we provide are relevant and responsive to the differing needs of children and young people in the three local areas, and support the delivery of each council's local strategic priorities. Where it makes sense to scale-up and deliver services across all three areas, this will be done to achieve better outcomes for children and young people and deliver better value for money. Our initial seven year contract with Kingston and Richmond councils came to an end in March 2021. We are delighted that the councils have jointly agreed to extend our contract for a further five years until March 2026. We also have a seven-year contract with the Royal Borough of Windsor and Maidenhead which ends in 2024, with an option to extend for a further five years.

We deliver the full range of children's services for the three councils. Our service offer is based on strong universal provision delivered through our children's centres and youth centres. This is offered alongside targeted early help that provides support to families at the earliest opportunity to prevent children's and young people's needs escalating and facilitate family resilience. We expanded our universal services with the addition of health visiting and school nursing when Windsor and Maidenhead joined the company. These public health services complement our specialist nursing and therapy services for children with disabilities and complex health needs.

Our statutory offer includes child protection, support for children in care and leaving care, youth justice and services for children with special

educational needs and disabilities. Our final service area is the support we provide to early years settings and schools to deliver high quality teaching and learning. This includes planning school places, school admissions, advice on school improvement and targeted support for vulnerable pupils. To support the delivery of these services, we employ just over 1,100 professionals from a wide variety of disciplines, including social work, teaching, nursing, occupational therapy, physiotherapy and clinical psychology. Our performance and the quality of our early help, health and social care services are good and this has been recognised by Ofsted and the Care Quality Commission in their service and regulatory inspections. Inspection outcomes for special educational needs services are less positive and are an area for continued improvement.

### **Service benefits**

Achieving for Children has a single organisational focus on services for children, young people and their families. A single organisation working across three local authorities brings operational efficiency and service resilience through a flexible workforce that is skilled and able to manage peaks in demands for services. Our larger scale means that specialist expertise, which may have been lost or unaffordable in a single local authority, can be retained and developed. The joint company model provides increased opportunities for employee engagement and empowerment, enabling cost-efficient decisions to be taken by practitioners working directly with families and reducing the need for more intensive work and interventions further down the line.

The service benefits for Achieving for Children are best seen in three areas. First, our investment in systemic family therapy to complement social work interventions when working with families with the most complex needs. Second, our Virtual School where our larger scale has enabled us to retain specialist practitioners focused on improving educational outcomes and destinations for children in care. Third, the development of a company-wide independent fostering agency to lead on the recruitment and retention of a highly-skilled pool of local foster carers. The agency was graded as 'Good' by Ofsted at its initial regulatory inspection in 2019.

Most of our funding comes from contracts with the local authorities that own us and commission us to deliver their children's services. The annual value of these contracts is £163 million. In addition, the company manages the allocation of over £413 million in Dedicated Schools Grant to early years providers and schools. Since 2015, there has been a significant financial pressure on the high needs block of the Dedicated Schools Grant in Kingston and Richmond due to increasing need and complexity of need and the associated costs of school placements for children with special educational needs and disabilities. This is a national trend, which is beginning to also become evident in Windsor and Maidenhead in terms of a deficit position. There has similarly been an increase in children in need of social care support and becoming looked after. Again, this follows a national trend and is placing significant financial pressure on the three local authorities. One contributing factor to this increased cost has been a lack of local provision to meet the increasing numbers of children needing support and to meet their complexity

of needs, leading to a reliance on external and independent provision which is often at a much higher cost.

### **Financial benefits**

Our company model is designed to be flexible enough to respond to the individual priorities of each of our owning councils, but also to deliver jointly across the two or three partners where this improves outcomes and increases efficiency, resilience and cost effectiveness. We have a shared support service operating model which delivers efficiencies and resilience from a single approach to business services. This model has reduced central costs by just over £3 million since the company was established. There have also been financial efficiencies from a more stable workforce and a reduced reliance on more expensive locum and agency workers. This has been achieved through improved recruitment and retention schemes and the increased opportunities for career development and progression available in a larger organisation.

The pandemic has had a significant impact on workforce stability and so this remains a key area of focus for us, particularly in frontline roles that are proving hard to recruit to. We have increased our purchasing power for placements for children in care, care leavers and young people with special educational needs and disabilities, and we have invested in developing our own residential provision for children in care and supported accommodation for care leavers to help meet their needs locally at a lower cost. We opened Green Leas, a 17-bed unit offering 24-hours supported accommodation in Kingston in 2017, and opened Hope House, our first children's home, in March 2020.

Overall, we have reduced the costs of delivering services for the councils by £12 million since 2014 and in Windsor and Maidenhead, we are in the lowest 10% of costs per head of the child age population when benchmarked nationally.

One of the reasons Achieving for Children was established as a community interest company was to benefit from increasing our commercial and income-generation opportunities whilst maintaining our social focus on giving children the best start and improving their life chances. In our first five years, we have successfully diversified our income by providing a consultancy offer to local authorities which are considering alternative delivery models, or which require support to improve the effectiveness and impact of their children's services.

We have provided in-depth support to eight local authorities in England since 2014 and, as a result of this success, we were named as a Partner in Practice by the Department for Education in 2018 and have successfully provided improvement support to a further five local authorities. We have recently taken on responsibility for the Berkshire-wide Sensory Consortium Service, which includes the management of 40 qualified teachers for visually and hearing impaired children and young people. The service provides sensory impairment support across Windsor and Maidenhead, Slough, Bracknell Forest, Wokingham, Reading and West Berkshire.

Since 2014, we have also generated income from traded services, trusts and foundations, fundraising and corporate partnerships. This has enabled us to innovate our service offer and implement creative solutions to meet families' needs. Over the next four years, we intend to focus our commercial efforts on this activity and reduce our consultancy offer, as this is considered a more sustainable approach for the company.

### **Commercial benefits and business development**

As a community interest company, Achieving for Children is able to trade its services to other local authorities and public bodies, through management consultancy and the provision of services under contract, to create a surplus for reinvestment in frontline services for children, young people and their families. It also has the potential to expand the range of services provided by the company and to access funding opportunities that are not open to local authorities, such as charitable trusts and foundations and corporate sponsorship, that can be used to fund or supplement funding for non-statutory services.

Since 2014, we have generated £5 million in traded services with schools and from our improvement consultancy offer to 12 local authorities. We have secured more than £10 million in grant funding to develop our services, including substantial funding from the Department for Education to develop innovative solutions for children experiencing domestic violence, substance misuse and parental mental health issues. This has resulted in the development of a nationally-recognised service which provides a multi-disciplinary approach to building family resilience to prevent children requiring child protection interventions or needing to come into care.

To make sure we take advantage of opportunities, a business development strategy has been developed to sit alongside this overarching business plan. The Achieving for Children Business Development Strategy outlines the organisation's objective to further develop as a specialist children's services provider and commissioner over the next five years. It outlines a structured approach to identifying, evaluating and agreeing which opportunities are right for Achieving for Children and our owning councils.

At the heart of the strategy is an ambition to improve the lives of children and young people by providing affordable and outstanding children's services support to the young people of Kingston, Richmond, and Windsor and Maidenhead. Services may be extended to other organisations supporting children outside of our three boroughs where there are clear ethical, financial or developmental benefits.

You can read the strategy on our [website](#).

### **Our leading performance**



- Ofsted rates our children’s social care services in Kingston as ‘**Outstanding**’ and as ‘**Good**’ in Richmond and in Windsor and Maidenhead.
- **91%** of families have improved the care they provide to their children following intensive support from the Strengthening Families service. The service has provided support to **265** families experiencing domestic violence, substance misuse and parental mental health concerns.
- More than **1,000** children with disabilities receive short break care, including overnight respite care, from Achieving for Children. **96%** of parents and carers rate the care and activities that their children receive as good or better.
- More than **10,000** young people each year regularly use our youth services to take part in positive activities that develop their interests and talents. More than **1,500** young people complete their Duke of Edinburgh’s award each year delivering over **45,000** hours of volunteering to their local communities, with a social value of more than **£475,000**.
- Since AfC was created in 2014, we have delivered **9,074** additional school places including expanding SEND provision in mainstream schools and co-developing five new free schools. This means that more of our children and young people with special educational needs and disabilities are now educated within their local communities.
- **98%** of education, health and care plans (EHCPs) are completed within the statutory timescale of 20 weeks from the request for assessment. This places our services among the best in the country for the timeliness of assessments and plans for children with SEND.
- We support **165** schools to deliver high quality teaching and learning. **91%** of schools in our three boroughs are judged to be ‘Good’ or ‘Outstanding’ by Ofsted and are at the top of the school league tables for progress and attainment at all key stages.
- **89%** of children and young people report improved mental health and emotional wellbeing following support from our emotional health services. Our services include art therapy, clinical psychology and systemic family therapy.
- More than **13,000** families attend one of our children’s centres each year for health appointments, to access local childcare, and to attend activities that help their children get ready for school. **77%** of children achieve a good level of development in their first year at school, which is well above the national average at **72%**.

## 03 our vision and values

### Our vision

Our vision is to provide children and their families with the support and services they need to live safe, happy, healthy and successful lives.

## Who we are

At Achieving for Children we champion children and families, putting their wellbeing and education first. As a social enterprise, we take the values of public service and combine them with a business approach to deliver our social aims. We have the independence and flexibility to tailor innovative solutions to the needs of children and their families, whilst maintaining our focus on delivering priorities for each of the councils that owns the company.

## How we work

- *We put children and young people first:* we are passionate about ensuring the best possible outcomes for children and young people – and this drives everything that we do.
- *We embrace diversity and champion inclusion:* we are committed to valuing difference and diversity in our workforce and in the children and families we work with, so that their identities are promoted and their individual needs are met.
- *We are resourceful, adaptable and dependable:* we find and create solutions that work well for children and their families. We build our reputation based on our professionalism, our dedication, our flexibility, and by always delivering what we promise.
- *We nurture strong, responsive and caring relationships:* we build strong and productive partnerships with children, young people, parents, carers and communities so that we can listen and learn from one another.
- *We lead and support partnerships to meet the needs of children and families:* we build strong and effective partnerships with our owning councils, other statutory services, schools, education providers, local businesses, as well as organisations in the voluntary and community sector.
- *We value and invest in our staff to deliver innovative and quality services:* we know that our employees are our most important asset – they make our ambitions a reality. We recruit and retain the best people, value their experience and expertise, and support their professional development and personal growth.
- *We will work with our own councils to deliver the most effective solutions for them:* we understand the requirements of each council that commissions us to deliver their children's services, and work closely with elected members and corporate leaders to help deliver their plans and priorities.

## Our values

- *Trust:* We are reliable, others can count on us to undertake tasks and deliver on what was agreed – we will do what we said we would do. We will encourage open and honest communication, and model clear and fair professional boundaries.
- *Respect:* We will listen to and value other people’s perspectives and differences. We will show empathy and humility in the way we communicate.
- *Empower:* We help others to realise their ability and potential, and show emotional intelligence in our approach. We show appropriate and respectful use of the power given to us in our jobs or positions and we use this to encourage and enable others.

## 04 Our business plan

### What is the business plan?

Achieving *More* for Children - the business plan for Achieving for Children for 2020 to 2024 is the company’s most important strategic document. It articulates our vision for the company together with the most important outcomes that we want to achieve for children in partnership with our owning councils and local strategic partners. It also sets out our objectives for what we want the company to be and how we will change and develop in order to deliver these outcomes. Against each of our strategic outcomes, the business plan sets out priority activities that we will focus on delivering over the next four years. These are the key priorities that will enable us to deliver our vision. Each priority includes targets and milestones so that the three councils, our partners, stakeholders, young people and families can hold us to account. The intention of our business plan is not to capture everything we do as a company. It is a high-level strategic document which provides a clear framework for decision-making about our services and how we prioritise and allocate our resources.

### How we have developed our business plan

The priorities in our business plan are based on a sound understanding of the local needs in each of the three local authority areas. We have developed a strong evidence base for our plan using demographic trends, performance data and the needs analyses produced by the councils in their joint strategic needs assessments to better understand local needs, alongside more qualitative feedback about the effectiveness and impact of our services. To make sense of all of this information, we held a **Big Conversation** in 2019. This involved a series of listening events with children, young people, parents, carers, partner organisations in the statutory and voluntary sectors, the councils and our own employees. These conversations enabled us to hear about those issues that are most pressing and that should be our highest priority, as well

as identifying creative solutions and potential areas for innovation. The Big Conversation also enabled us to make sure that our plan is aligned with the strategic priorities of our owning councils in their corporate plans and with our strategic partners, including the local health and care plans developed by the clinical commissioning groups.

### **How we will measure our progress**

We will monitor progress in two ways. Firstly, by being clear about our priority activities, when we expect these to be delivered and monitoring our progress against those delivery plans. We report on progress with the implementation of our business plan through our quarterly project and financial monitoring which goes to the AfC Board and senior leaders across the organisation. We also produce an annual report and impact report each year which set out our key achievements over the previous 12 months.

Secondly, we monitor progress through a set of key performance indicators and quality measures that are reported as part of our contractual arrangements. These have been set by the councils as part of our contracts with them and by our board of directors to ensure the continual development of the company and the services it delivers. There is regular monitoring and scrutiny of our performance by the councils and the board of directors, with progress against the key performance indicators reported publicly to each of the owning councils. All the success measures that we have used in this plan are reported to the councils and published as part of our quarterly contract monitoring.

### **Annual review**

Each year the business plan priority areas will be reviewed and updated. The annual review will be reported to the councils in public meetings. The annual review will provide a self-assessment of our progress at implementing our priorities in the previous year, as well as refreshing our priorities and activities for the year ahead.

For 2022-23, as part of the refresh of the business plan, we have reviewed our priority projects. We have new priority projects across our whole organisation relating to our equality and diversity and our environment strategy, and in relation to leaving care in Kingston and Richmond. We have also amended and combined a number of other projects including those relating to our practice framework, residential care provision, business development activity, and transitions for young people in care and young people with SEND.

In addition, a number of projects have now been removed from the business plan. These are set out below.

## **Positive Futures**

*Expand vocational learning opportunities for young people through the development of work experience, traineeships and apprenticeships (particularly for those leaving care or with SEND) to support them to gain meaningful employment.*

This project is now considered to be business as usual. Apprentices continue to be fully supported, face-to-face when possible, but also through virtual learning platforms and remote teaching mechanisms including our e-learning platform. Several schools across our operational areas are supporting apprentices to complete qualifications in teaching, early years and business administration. New apprenticeship opportunities are developing with more and more local employers wishing to recruit. Progression rates remain very good for existing apprentices, with over 80% of employers offering advanced apprenticeships or permanent employment opportunities for their existing apprentices. The initiatives we offer include:

- KickStart: we are officially a partner in the government's KickStart scheme which involves fully funding and supporting 16 to 24 year olds to complete six months of paid work to gain valuable work skills, knowledge and experience. We have offered a number of our internal KickStart roles to care leavers and our SEND young people with EHCPs.
- Positive Directions: aimed at 16 to 24 year olds not in education, employment and training and includes a bespoke training offer to help develop skills. 43 young people have started the programme, with 19 young people have accessed the programme, and of these, two have progressed into employment or training and a further six have job offers.
- Youth Employment Skills: aimed at young people who have social, emotional or mental health needs aged 16 to 24. It consists of one-to-one mentoring and support along with small group or one-to-one workshops focussing on employability and character traits. This programme started in May 2021 and we have 28 spaces on the programme over two years.
- Able2: this programme is similar to the Youth Employment Skills, but aimed at young people with long term health needs and physical disabilities. This programme started in June 2021.
- Traineeships: in terms of local traineeship provision - Brentford FC Community Sports Club are now offering a traineeship. The latest cohort started on 21 June 2021 and they plan to run them throughout the next academic year. Harlequins Rugby Club is also currently recruiting for trainees for their traineeship programme. Both opportunities are not just aimed at young people interested in sport - they include a range of work placement opportunities in different sectors. We have also recently shared external offers for digital marketing and a sports-related traineeship and have a young person due to start a riding stables traineeship in Richmond Park shortly.
- Internship: at our invitation, Mencap recently established a supported internship specifically aimed at young people with EHCPs as an alternative to traineeships for those who need a more supportive offer.
- We have offered a number of supported internships to young people in Windsor and Maidenhead via local colleges including Reading

College, Langley College and the Berkshire College of Agriculture.

- The supported employment service in Windsor and Maidenhead, which is available to our young people, is delivered by Optalis. This includes self-referral via their website and a free first consultation, with additional support provided at a cost based on a threshold to ensure those most in need can access the service.

### ***Excellent workforce***

*Develop the organisational culture of the company, including redefining and embedding values, behaviours and ways of working that are focused on achieving the best possible support and services for children and young people.*

Our most recent staff survey indicated that our workforce considers Achieving for Children to be a good employer, with a strong and positive organisational culture.

Our values - Empower, Trust and Respect - are now well embedded across the organisation, with 79% of staff reporting they can see how the values are demonstrated by others in their team in our annual staff survey.

As such, this project is considered completed, with the focus turning to improving our inclusiveness and diversity across Achieving for Children. This is reflected in a new priority project in the business plan.

### ***Smarter working***

*Develop and implement a local engagement strategy and service that strengthens relationships with children, young people and families so that their views, wishes and ambitions shape the delivery of high quality, relevant and responsive services that offer the best value for money.*

This activity is now completed. The Kingston and Richmond participation strategy has now been published on our Achieving for Children Local Offer website. The new strategy aligns with the existing engagement strategy in Windsor and Maidenhead. Both strategies have a strong focus on the participation of parents and carers, as well as maintaining the existing comprehensive participation of children and young people. To support this in Kingston and Richmond, we have recruited two SEND participation officers to work with our parent carer forums.

By aligning the strategies, we are aiming to bring a strategic approach to participation across the organisation whereby we share skills, knowledge, expertise and learning.

### ***Positive futures***

*Develop a high quality, in-borough alternative education provision for children and young people who find it difficult to access mainstream education to enable them to reach their potential in the education environment most suited to their needs.*

This activity is now considered business as usual. There is no longer an intention to create a specific borough based alternative education provision in Richmond. Instead, we will be buying back places from Malden Oaks Pupil Referral Unit for secondary pupils which enables us to effectively meet demand. This mirrors the arrangement we have in Windsor and Maidenhead with Haybrook College in Slough.

In addition, we are developing alternative key stage 3 and key stage 4 provision for vocational pathways in the next academic year. We are considering venues on the borough boundary as the location. If this is successful, we would move primary alternative education provision to this site as well.

This activity will enable us to support those children and young people who find it difficult to access mainstream education by providing a safe, supportive and stimulating environment where they are encouraged to have high expectations and to take responsibility for their learning and their school community.

## **COVID-19**

The onset of the COVID-19 pandemic has had, and continues to have, an impact on our business plan. The pandemic has provided the opportunity to develop new ways of delivering our services, for example, through the increased use of digital solutions. As part of our recovery planning, we will be reviewing the lessons learnt and will apply best practice to our service delivery models so we can continue to effectively meet the needs of our children, young people and families in an affordable way. Some projects set out in this plan have been delayed or may no longer be necessary because our response to COVID-19 has required a major programme of work, and resources have been diverted to support the continuation of services and the wellbeing of Achieving for Children staff and service users.

## **Our commitment to equality and diversity**

Within Achieving for Children, we have recognised the need to strengthen our equality and diversity practice and better understand our workforce and the issues that impact them. To support this, we have established the staff-led Equality and Diversity Board which includes senior managers and staff from across the organisation. The board's purpose is to drive our equality and diversity change agenda, in line with our organisational values. Its aim is to support staff to understand differences and behave respectfully to each other so that people want to work and stay working in the company and that Achieving for Children can respond to the different needs of service users. The board will help

implement our equality and diversity action plan which aims to promote, improve and sustain equality, diversity and inclusion across the organisation. The plan was developed based on responses to our equality and diversity staff survey. We will continue to seek the views of staff and provide a range of engagement mechanisms to ensure we hear their voice and learn from their experiences. For example, we are in the process of developing employee resource groups, which will be established to represent different characteristic groups from across Achieving for Children.

Along with colleagues in Richmond and Wandsworth, we are also part of the Workforce Race Equality Standard pilot, which is based on a successful programme implemented in the NHS to improve the experiences of staff from minoritised ethnic groups. The pilot aims to collate data on staff from ethnic minority backgrounds in relation to areas such as recruitment, training, promotion, and turnover, and use this to create an action plan to address any issues identified. The project is aligned to the work of the Equality and Diversity Board and will be overseen by Equality and Diversity Board members.

We have included a new priority project in the business plan in relation to equality and diversity for this upcoming year.

### **Our commitment to the environment**

As an organisation we are committed to taking proactive steps to minimise the environmental impact of our activities. This year we have developed our first environment strategy, which sets out this commitment. We will seek to deliver children's services in an environmentally-friendly way, through identifying areas of change which will result in fewer carbon emissions. We will work with Kingston, Richmond, and Windsor and Maidenhead councils to contribute to our boroughs' efforts in creating a sustainable and biodiverse environment.

We have identified six key areas where we can focus on having an impact.

- Staff awareness and engagement
- Waste and recycling
- Energy efficiency and biodiversity
- Travel and transport
- Commissioning and procurement



- Young people’s participation

Alongside the environment strategy, we have developed an action plan which will support our aims in reducing our carbon footprint and take forward the key priorities identified under each theme. The action plan is overseen by an environment taskforce, coordinated by the Strategy, Policy and Programmes team. Where possible, it will capture how impact will be measured.

The action plan is presented to the Achieving for Children Board of Directors twice a year and is regularly scrutinised by the Kingston and Richmond, and Windsor and Maidenhead youth councils.

We have included a new priority project in the business plan in relation to our environment strategy for this upcoming year.

The strategy itself can be found [here](#).

## 05 our ambition

By 2024, Achieving for Children will be a strong and financially stable organisation. Children’s services throughout England are facing unprecedented financial challenges, predominantly because of the need to support more children and an increase in the complexity and longevity of their needs. This relates to services for children in need of help and protection, children in care and leaving care, unaccompanied asylum-seeking children, and children with special educational needs and disabilities. It is placing significant pressure on the three councils’ revenue budgets and, in the case of support for children with special educational needs and disabilities in Kingston and Richmond, is building a substantial in-year and cumulative financial deficit because the allocated government grant is insufficient to meet the increasing need.

We will meet this challenge by having a relentless focus on outcomes for children and young people based on local needs and priorities. Delivering our vision to give children the best start in life and improve their life chances is not just a job for Achieving for Children, but is a shared responsibility with the wider public and voluntary sector. By 2024, Achieving for Children will be characterised by its strong and meaningful relationships with our partner organisations and our whole-system approach to improving services and outcomes for children and young people. We will have strengthened relationships with parents and carers, and our service offer will be shaped by them and by the direct

involvement of children and young people. The co-production of effective solutions to local priorities, including the financial challenges, will be evident in our successful delivery of this business plan, as well as our response to emerging issues. We will have invested in integrated services and joint commissioning with our partners, bringing together our collective ideas, talent and resources to better meet the needs of children and young people, especially those with the most complex needs. This will most be evident in our delivery of children's health services where we will have strengthened our integrated health services for children with disabilities, and we will have expanded our offer to include health visiting and public health nursing in schools.

We will focus our early help services on building resilience in families so that they are better able to help, support and protect their children without the need for statutory interventions. Our services will consistently use reflective, collaborative and strengths-based approaches to working with the whole family so that parents are able to make positive and lasting changes to the care they provide to their children. This means maintaining strong universal services, such as youth services, and investing in targeted early help services based on evidence-based interventions that are proven to work in supporting sustained change in families.

We aim to have consistently good quality services that support children and young people to live safe, happy, healthy and successful lives. By 2024, our social care services will be judged to be 'Good' quality by Ofsted in their inspection of local authority children's services or the subsequent inspection framework. Local area inspections of services for children and young people with special educational needs and disabilities and for youth justice services will also have positive outcomes, as will inspections of our health services by the Care Quality Commission. We will have clear action plans in place to address any 'written statement of action' in relation to our special education needs or disabilities services and will be able to demonstrate progress implementing these actions. Most importantly, satisfaction with our services of children, young people and parents will also be high. We will consistently get the basics right for families in terms of good quality assessments, plans, interventions and support packages that are regularly reviewed, and use evidence of what works coupled with effective risk management that support children and young people to remain at home with their families as much as possible.

By 2024, we will have successfully invested in local provision so that children and young people can stay closer to their families and support networks, and benefit from our local offer of integrated education, health and care services. We will have met the increasing demand for school places and have maintained local choice for children and young people by working with the government to create more free schools and by having permanently expanded 'Good' and 'Outstanding' local schools. We will have invested in inclusive education so that more children and young people with special educational needs and disabilities can be educated in local mainstream schools. We will have also opened more local special schools with a specific focus on autistic spectrum conditions, speech, language and communication needs, and

social, emotional and mental health needs. In the next four years, we will also have increased the number of foster care families, opened our own residential children's homes and increased our range of supported accommodation for care leavers. We will have joined-up this support to provide holistic support to children in care and on the edge of care. All our services will be focused on promoting independence and developing the skills that young people will need in adulthood.

Achieving our vision for children and young people is reliant on a skilled, motivated and stable workforce. So, by 2024, we will be recognised as an employer of choice for professionals working with children and young people. We will have reduced the number of vacant posts and agency workers in our organisation, reduced our annual voluntary turnover, and increased our employee satisfaction rates to above 90%. Our frontline employees will be able to spend the large majority of their time working directly with children and families because we have lean, streamlined business processes and have invested in new technology and digital solutions that enable more agile and smarter working. This will include bringing in-house those support services that will enable us to provide better and more cost-efficient services for children and their families. We will have strengthened our commissioning practices to foster innovation and achieve higher quality services at a lower cost and will have a well established sufficiency model that supports local and good quality care and support for young people in all three of our boroughs. We will remain open to opportunities to bring onboard a partner local authority to work alongside our services in Windsor and Maidenhead.

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## 06 our strategic priorities to 2024

Based on our vision and ambitions, we have identified six strategic priorities for our business plan for the next four years.

### ***Strategic priority: Stronger families***

#### *What will we achieve for children and young people?*

We will have a relentless focus on safeguarding children and young people across all our services. The services we deliver will be high quality and will protect and promote the wellbeing of children and young people by promoting family resilience. We will work collaboratively with our key partners to ensure we are able to realise the benefits of joint working to support our children, young people and families

#### *Why is this important?*

Ensuring children and young people are safe from harm is our core business. We want to build resilience in our families and communities so that they are better able to help, support and protect children without the need for statutory intervention. As part of this, we want to ensure our relationships with key partners are strong and that our families really benefit from collaboration and joined-up working.

***Strategic priority: Positive futures***

*What will we achieve for children and young people?*

We will invest and work collaboratively to improve our local education, health and care offer to children and young people so that they have access to high quality services, are able to stay close to their families and friends, achieve well, and develop their skills for independence.

*Why is this important?*

It is crucial that we provide the right support at the right time. This will enable us to help children and young people to develop their independence and prepare for adulthood. Putting in place local provision means children and young people can stay close to their families and essential support networks and they can benefit from our integrated services giving them the best chance for a positive future.

***Strategic priority: Excellent workforce***

*What will we achieve for children and young people?*

Our workforce will be experienced, talented, empowered and motivated to deliver the best possible services and outcomes for children and young people. We will invest in the recruitment, retention and development of our workforce and reward their achievements.

*Why is this important?*

Feedback from children, young people and families always emphasises the importance of a consistent, skilled and motivated workforce. We want to make AfC a place where people want to come and work and a company that they are proud to tell their family and friends that they work for.

***Strategic priority: Financial stability***

*What will we achieve for children and young people?*

The services we deliver will provide excellent value for money and we are trusted by our commissioning councils to deliver the best possible services within the agreed contract price, including the efficient delivery of our financial savings plans.

*Why is this important?*

Given the financial context, nationally and locally, it is essential that we are focused on delivering efficient, cost-effective and financially sustainable services so we are able to support those most in need.

**Strategic priority: Successful organisation**

*What will we achieve for children and young people?*

We will secure the sustainability of the community interest company through contract renewal, business development, fundraising and good growth, so that we are able to reinvest in the services we deliver directly to children and their families.

*Why is this important?*

As the needs of young people and our owning councils change we will develop and adapt our business and delivery models to ensure we continue to meet their needs and offer value for money.

**Strategic priority: Smarter working**

*What will we achieve for children and young people?*

Our business processes will be efficient, cost-effective and supportive to frontline practitioners so that they are able to spend as much time as possible working directly with children, young people and their families to improve outcomes for them.

*Why is this important?*

Better business processes and effective use of new digital technologies will allow our workforce to reduce the amount of time they spend on unnecessary paperwork and bureaucracy, freeing them up to spend more time with the children, young people and families we support.

## Achieving more for Children across our whole organisation

### ***Strategic priority: Stronger families***

#### *Priority project*

Ensure Achieving for Children is able to **effectively respond** to the challenges posed by the COVID-19 pandemic by continuing to keep our children and young people safe, ensuring our families feel supported, and helping our staff to adapt to new working arrangements.

#### *Lead*

Chief Operating and Finance Officer

#### *How will we know we've been successful in 2024?*

The disruption to our services caused by COVID-19 will have been minimised by adopting a flexible and pragmatic approach to service delivery. Children, young people and families will have continued to receive high quality services, either face-to-face or virtually, and our staff will have felt supported throughout the pandemic.

#### *What will we achieve by March 2023?*

Our accommodation strategy will reflect new ways of working implemented during COVID-19, with a stronger focus on home working. There will be a strong understanding of the long-term impacts of the pandemic on our children, young people and families.

Service delivery will have returned to normal, with best practice identified during COVID-19 implemented, such as communicating with children in care virtually. A new approach to working arrangements will be in place which recognises the potential for greater home working. There will be a better understanding of the immediate impact of COVID-19 on the services we deliver to children, young people and families.

### ***Strategic priority: Positive futures***

#### *Priority Project*

Through the implementation of our sufficiency strategy, continue to increase the capacity of **residential support** for children and young people in care and of supported accommodation for young people leaving care, either as a provider or a commissioner, so that more young people are able to stay local and closer to their support networks. This will include providing additional placement capacity to the market with any income

generated reinvested into local services for children in care and on the edge of care.

*Lead*

Associate Director for Provider Services

*How will we know we've been successful in 2024?*

**90%** of children and young people will be living locally in high quality care placements close to their friends and family, and will be effectively supported to full independence and adulthood.

*What will we achieve by March 2023?*

**Any additional placement capacity is provided to the market** with income generated from the commercial strategy for residential care reinvested each year into local services for children in care and on the edge of care.

We will have agreed a delivery model with our owning councils that increases the amount of local accommodation and will have a clear roadmap that shows what provision will open when in each of our boroughs.

We will have supported the development of at least one new residential children's home and two new supported accommodation units for care leavers leading to **60%** of children in care and young people leaving care being in local care placements.

*Priority Project*

Strengthen the quality and effectiveness of services delivered by the **independent fostering agency (IFA)**, so that it supports the recruitment, training, development and retention of more foster carers and enables more children and young people to benefit from in-house family-based care.

*Lead*

Associate Director for Provider Services

*How will we know we've been successful in 2024?*

Our IFA will be judged as 'Good' by Ofsted. We will have increased our number of foster carers by **100** families so that more children and young people are able to benefit from family-based care.

*What will we achieve by March 2023?*

Our IFA will be judged 'Good' by Ofsted. We will have increased our total number of foster carers by **25** families.

***Strategic priority: Excellent workforce***

*Priority Project*

Strengthen the approach to **recruitment and retention** to attract experienced and well-qualified practitioners and managers, retain a permanent workforce, and reduce employee turnover and reliance on a higher-cost agency workforce.

*Lead*

Associate Director for Workforce

*How will we know we've been successful in 2024?*

We will have a strong and stable workforce with a voluntary turnover rate below **15%** and an agency staff rate below **10%**. There will be clear career development pathways with more than **75%** of our employees saying that Achieving for Children is a good place to work.

*What will we achieve by March 2023?*

Our voluntary turnover rate will be **18%** and our agency staff rate will be **16%**. **60%** of our employees will say that Achieving for Children is a good place to work.

*Priority Project*

Ensuring Achieving for Children is an **inclusive and diverse** organisation that celebrates differences and that represents the local communities it serves.

*Lead*

Equality and Diversity Board

*How will we know we've been successful in 2024?*

The workforce will be more reflective of the local community that it services, with established staff equality groups that work alongside the Equality and Diversity Board to ensure that Achieving for Children is known for embracing diversity and championing inclusion for our workforce and the children and families that we work with, so that their identities are promoted and their individual needs are met.



*What will we achieve by March 2023?*

We will have implemented the majority of actions in the 2022-23 Equality and Diversity Board, including taking part in the Workforce Race Equality Standard and supporting the development of staff equality groups.

***Strategic priority: Financial stability***

*Priority Project*

Review and strengthen capacity and arrangements for **commissioning, procurement and contract management**, including the joint commissioning of services with the Clinical Commissioning Group (CCG), to achieve quality, value and improved outcomes for children, young people and their families.

*Lead*

Associate Director of Business Development and Strategic Commissioning

*How will we know we've been successful in 2024?*

We will have robust and comprehensive commissioning arrangements including effective joint commissioning with the CCG. Procurement and contract management has been strengthened across the organisation. Placement commissioning is a strength for AfC, embedded into our company culture and supports cost efficient and high quality services and support.

*What will we achieve by March 2023?*

A new commissioning framework has been agreed with a focus on joint commissioning, supported by a skilled commissioning team. The workforce is upskilled in commissioning and procurement practice and the policy framework for this area is reviewed and strengthened.

***Strategic priority: Successful organisation***

*Priority Project*

Develop and implement a more formalised approach to **business development** through a new Business Development Strategy and Business Development Plan. This will include the development and implementation of a revised **fundraising strategy** that brings in grants and other income to support the delivery of innovative new services that promote positive outcomes for the most vulnerable children and young people.

*Lead*

Associate Director of Business Development and Strategic Commissioning

*How will we know we've been successful in 2024?*

The business development strategy will be established and we will have successfully put programmes in place to improve impact on children and young people, reduce average cost, generate income and improve national reputation.

The company generates **£1 million** annually through fundraising for investment in prevention and early intervention activities for the most vulnerable children and young people.

*What will we achieve by March 2023?*

We have a clear process for approving business cases for priority business development areas with well established mechanisms for assessing viability of proposals. Construction is underway for a number of sufficiency programmes and we have successfully implemented our fostering strategy.

The company generates **£250,000** through fundraising for investment in prevention and early intervention activities for the most vulnerable children and young people.

*Priority Project*

Take opportunities to **expand the company, should they present themselves**, by finding a children's services partner for Windsor and Maidenhead that would enable service effectiveness, operational efficiency and resilience, and longer-term financial sustainability. Any expansion will be subject to decision by the owning councils.

*Lead*

Director of Children's Services, RBWM

*How will we know we've been successful in 2024?*

If suitable opportunities have arisen, there will be an integrated delivery model in Windsor and Maidenhead with services delivered in partnership with another local authority, delivering financial and operational efficiencies for both partners.

*What will we achieve by March 2023?*

Potential opportunities have been identified and reviewed, with exploratory discussions to ascertain their interest in exploring an integrated delivery model with services in Windsor and Maidenhead.

***Strategic priority: Smarter working***

*Priority Project*

Review and put in place strengthened arrangements for **corporate support services** so that the company has the services it needs to be efficient, effective and deliver excellent value for money, with an immediate focus on bringing HR in house.

*Lead*

Chief Operating and Finance Officer

*How will we know we've been successful in 2024?*

The company benefits from effective and cost-efficient corporate support services. Employee satisfaction rates with support services are high because **98%** of issues and incidents are successfully resolved within agreed timescales.

*What will we achieve by March 2023?*

The service level agreements for IT have been reviewed with changes made to strengthen these support services. HR services have been successfully brought in-house, delivering **£150,000** in efficiency savings.

*Priority Project*

Implement **digital strategies** and solutions to improve the operational efficiency of frontline and corporate support services, maximising the time available to practitioners for working directly with children and young people.

*Lead*

Associate Director for Business Efficiency and Digital Transformation

*How will we know we've been successful in 2024?*

Achieving for Children is a lean and efficient organisation; **100%** of routine tasks, such as booking appointments, have been digitised.

*What will we achieve by March 2023?*

The digital transformation strategy has been implemented leading to the digitisation of at least **60%** of routine business support tasks.

*Priority Project*

Develop and implement an Achieving for Children **Environment Strategy** that sets out our commitment to taking proactive steps to minimise the environmental impact of our activities, which will enable us to support our owning councils in their efforts to address the climate change emergency.

*Lead*

Chief Operating and Finance Officer

*How will we know we've been successful in 2024?*

Having identified areas of change within Achieving for Children which will result in fewer carbon emissions, we will be able to demonstrate our environmental impact and will have contributed to a reduction of carbon emissions for our owning councils.

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*What will we achieve by March 2023?*

The environment task force will be established and will have led on the implementation of the actions in our environment strategy action plan for 2022-23.

**Achieving more for Children in Kingston**

***Strategic priority: Stronger families***

*Priority Project*

Embed the strengthened approach to the quality assurance of frontline services so that they continue to effectively safeguard children and young people and promote their wellbeing and achievement. This will include strengthening the multi-agency focus on quality assuring EHCPs for children and young people with SEND.

*Lead*

Associate Director for Quality Assurance and Review

*How will we know we've been successful in 2024?*

Quality assurance practice informs the continual development of our services so that they are relevant and responsive to changing local needs. **90%** of casework is judged to be 'Good or better' as part of our quality assurance of practice in early help, children's social care, health services and support for children with SEND. Quality assurance processes identify that the education, health and social care contributions to the plans for children with SEND are completed within statutory timescales and to a high standard. Positive feedback from parents, children and young people reflects this multi-agency approach.

*What will we achieve by March 2023?*

Permanent appointments have been made to increase capacity for quality assurance in both operational areas. A revised quality assurance framework is in place following feedback from recent inspections. **75%** of casework is judged to be 'Good or better'. The strengthened multi-agency focus on EHCPs results in an improvement in the quality as evidenced through audits.

*Priority Project*

Further embed the **Families First** practice framework for early help and children's social care services, including adopting positive changes implemented during the COVID-19 pandemic, such as digital visits and direct work with children, that will enable us to better support families to make sustainable change and reduce risks to children and young people.

*Lead*

Director of Children's Services

*How will we know we've been successful in 2024?*

The Families First practice framework will be established across all our services. External reviews and inspections of our services will consistently demonstrate the success of our practice in promoting resilience in families so that children are safe and well cared for. Ofsted will judge our children's services to be outstanding in their overall effectiveness.

*What will we achieve by March 2023?*

The Families First practice framework will be in place and implemented across all services. Internal reviews of practice will evidence that Signs of Safety and systemic approaches are embedded. Ofsted will judge our services to be at least good or outstanding.

*Priority Project*

Through the continued implementation of the **early help strategy** and partnership offer, further strengthen the early help resilience networks with a focus on developing a partnership and community-led approach to early help that supports and strengthens families at the earliest opportunity, so that they can protect and meet the needs of their children without the need for higher-tier services or social work intervention.

*Lead*

Associate Director for Early Help

*How will we know we've been successful in 2024?*

We have a strong partnership-focused early help offer that provides coherent and coordinated support to families from the right service at the earliest opportunity, led by the early help resilience networks. Universal services and targeted early help services are effective at reducing the need for statutory interventions, meaning that there has been a **20%** reduction in child protection planning and the number of children coming into care.

*What will we achieve by March 2023?*

The early help resilience networks are operating effectively with strong attendance from across partner agencies and, as a result, there has been an increase in partnership-led early help assessments. The networks are also supporting the creation of new practice and partnership innovation including the development of targeted youth work responses for adolescents and the enhancement of community led responses to contextual safeguarding. There has been a **5%** reduction in child protection planning and the number of children in care.

*Priority Project*

*Lead*

*How will we know we've been successful in 2024?*

*What will we achieve by March 2023?*

**Strategic priority: Positive futures**

*Priority Project*

Review and reconfigure the **Leaving Care service** to ensure the offer to young people leaving care remains high quality and effectively meets their needs, while the service is well positioned to manage any potential increased demand.

*Lead*

Director of Children's Social Care

*How will we know we've been successful in 2024?*

**100%** of recommendations from the leaving care review have been implemented, with the newly configured service in place and delivering an excellent offer to young people leaving care that supports them to prepare for adulthood and the transition to independence.

*What will we achieve by March 2023?*

The initial review is complete and work is underway to implement the recommendations, with **25%** successfully complete.

*Priority Project*

Review and reconfigure the future delivery of **health services** in line with the development of the new integrated care services. This will include establishing an operating model that promotes high quality and integrated services to support children and young people to maximise their independence, resilience and health outcomes, and reviewing our health staff offer to support a permanent and stable workforce.

*Lead*

Associate Director for Health Services

*How will we know we've been successful in 2024?*

Public health nursing services are integrated with other children's services, providing effective universal child health services and improved support for children and young people with more complex health and wellbeing needs, thereby reducing the need for more intensive interventions such as education, health and care planning.

*What will we achieve by March 2023?*

Work is underway to develop a 'first 1000 days' service, which would bring together public sector and voluntary sector organisations to improve outcomes of young children aged 0 to 3 and reduce the longer-term need for statutory services and support.

*Priority Project*

Using the safety valve funding, and through the delivery of the **SEND Futures Plan and the implementation of the written statement of action**, transform the experience of children and young people with SEND and their families, so that local, high-quality education, health and social care provision meets needs and promotes independence for all children and young people with SEND whilst also delivering good value for money.

*Lead*

SEND Programme Director

*How will we know we've been successful in 2024?*

The needs of most children and young people with SEND are met at the earliest stage in mainstream schools without the need for an EHCP. **75%** of children and young people with a plan are educated in local mainstream and special schools with much reduced reliance on independent and non-maintained school provision outside of the borough. The educational needs of children and young people with SEND are met within the funding provided in the Dedicated Schools Grant. Services for children and young people with special educational needs and disabilities are consistently high quality with **75%** of parents and carers rating services as good or better.

*What will we achieve by March 2023?*

There are fewer than **1,275** EHCPs. **60%** of children and young people with a plan are educated in local mainstream and special schools. The plan leads to cost avoidance or mitigations of £2.5m per plan year. The re-inspection of local area SEND services by Ofsted and the Care Quality Commission judges that sufficient progress has been made in implementing the written statement of action and that the overall quality of services has improved. **60%** of parents and carers rate services as good or better.

*Priority Project*

Improve the provision of **occupational therapy, speech and language therapy, and physiotherapy** through the implementation of recommendations identified in the review of therapies across Achieving for Children, the CCG and key partners.



*Lead*

Associate Director for SEND

*How will we know we've been successful in 2024?*

There is an enhanced local therapies offer which is more accessible and more responsive to growing demand. **75%** of parents and carers rate therapies as good or better. The revised staffing model impacts positively on the recruitment and retention of therapists and develops wider expertise across the whole SEND workforce.

*What will we achieve by March 2023?*

**25%** of recommendations identified in the therapies review are implemented

*Priority Project*

Work with adult care and housing providers to improve **pathway and transition planning** for young people with SEND so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.

*Lead*

Associate Director for SEND

*How will we know we've been successful in 2024?*

All young people with SEND have an effective transition plan in place by the age of 15 that plans for their independence and maximises their opportunities for a positive experience of early adulthood, including planning for their transition to adult social care services where needed.

*What will we achieve by March 2023?*

A revised transitions protocol has been agreed between Achieving for Children and adult social care services and is embedded across SEND and leaving care services.

*Priority Project*

Develop and implement a **mental health strategy** that outlines responsibilities for Achieving for Children, CCG and partner organisations, with clear pathways and thresholds that are easily understood by families and that effectively meet the mental health needs of children and young people in universal and more targeted provision.

*Lead*

Associate Director for Emotional Health

*How will we know we've been successful in 2024?*

Children and young people are easily able to access high quality mental health services that have a strong focus on early intervention and prevent issues escalating to higher levels of need. **75%** of families will rate mental health services as good or better.

*What will we achieve by March 2023?*

The review of current mental health provision at the universal level and tier 2 and tier 3 is complete with a clear action plan in place for implementing identified recommendations.

The priorities in our plan for Kingston are aligned with the Corporate Plan for 2019-23 - Making Kingston Better, Together - in particular strategic outcome 3: healthy, independent and resilient residents, with effective support to those who need it most.

### **Achieving more for Children in Richmond**

#### ***Strategic priority: Stronger families***

*Priority Project*

Embed the strengthened approach to the **quality assurance** of frontline services so that they continue to effectively safeguard children and young people and promote their wellbeing and achievement. This will include strengthening the multi-agency focus on quality assuring EHCPs for children and young people with SEND.

*Lead*

Associate Director for Quality Assurance and Review

*How will we know we've been successful in 2024?*

Quality assurance practice informs the continual development of our services so that they are relevant and responsive to changing local needs. **90%** of casework is judged to be 'Good or better' as part of our quality assurance of practice in early help, children's social care, health services and support for children with SEND. Quality assurance processes identify that the education, health and social care contributions to the plans

for children with SEND are completed within statutory timescales and to a high standard. Positive feedback from parents, children and young people reflects this multi-agency approach.

*What will we achieve by March 2023?*

Permanent appointments have been made to increase capacity for quality assurance in both operational areas. A revised quality assurance framework is in place following feedback from recent inspections. **75%** of casework is judged to be 'Good or better'. The strengthened multi-agency focus on EHCPs results in an improvement in the quality as evidenced through audits.

*Priority Project*

Further embed the **Families First** practice framework for early help and children's social care services, including adopting positive changes implemented during the COVID-19 pandemic, such as digital visits and direct work with children, that will enable us to better support families to make sustainable change and reduce risks to children and young people.

*Lead*

Director of Children's Services

*How will we know we've been successful in 2024?*

The Families First practice framework will be established across all our services. External reviews and inspections of our services will consistently demonstrate the success of our practice in promoting resilience in families so that children are safe and well cared for. Ofsted will judge our children's services to be outstanding in their overall effectiveness.

*What will we achieve by March 2023?*

The Families First practice framework will be in place and implemented across all services. Internal reviews of practice will evidence that Signs of Safety and systemic approaches are embedded. Ofsted will judge our services to be at least good or outstanding.

*Priority Project*

Through the continued implementation of the **Early Help strategy** and partnership offer, further strengthen the early help resilience networks with a focus on developing a partnership and community led approach to early help that supports and strengthens families at the earliest opportunity, so that they can protect and meet the needs of their children without the need for higher-tier services or social work intervention.

*Lead*

Associate Director for Early Help

*How will we know we've been successful in 2024?*

We have a strong partnership-focused early help offer that provides coherent and coordinated support to families from the right service at the earliest opportunity, led by the early help resilience networks. Universal services and targeted early help services are effective at reducing the need for statutory interventions, meaning that there has been a **20%** reduction in child protection planning and the number of children coming into care.

*What will we achieve by March 2023?*

The early help resilience networks are operating effectively with strong attendance from across partner agencies and, as a result, there has been an increase in partnership-led early help assessments. The networks are also supporting the creation of new practice and partnership innovation including the development of targeted youth work responses for adolescents and the enhancement of community led responses to contextual safeguarding. There has been a **5%** reduction in child protection planning and the number of children in care.

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***Strategic priority: Positive futures***

*Priority Project*

Review and reconfigure the **Leaving Care service** to ensure the offer to young people leaving care remains high quality and effectively meets their needs, while the service is well positioned to manage any potential increased demand.

*Lead*

Director of Children's Social Care

*How will we know we've been successful in 2024?*

**100%** of recommendations from the leaving care review have been implemented, with the newly configured service in place and delivering an excellent offer to young people leaving care that supports them to prepare for adulthood and the transition to independence.

*What will we achieve by March 2023?*

The initial review is complete and work is underway to implement the recommendations, with **25%** successfully complete.

*Priority Project*

Review and reconfigure the future delivery of **health services** in line with the development of the new integrated care services. This will include establishing an operating model that promotes high quality and integrated services to support children and young people to maximise their independence, resilience and health outcomes, and reviewing our health staff offer to support a permanent and stable workforce.

*Lead*

Associate Director for Health Services

*How will we know we've been successful in 2024?*

Public health nursing services are integrated with other children's services, providing effective universal child health services and improved support for children and young people with more complex health and wellbeing needs, thereby reducing the need for more intensive interventions such as education, health and care planning.

*What will we achieve by March 2023?*

Work is underway to develop a 'first 1000 days' service, which would bring together public sector and voluntary sector organisations to improve outcomes of young children aged 0 to 3 and reduce the longer-term need for statutory services and support.

*Priority Project*

Using the safety valve funding, and through the delivery of the **SEND Futures Plan and the implementation of the written statement of action**, transform the experience of children and young people with SEND and their families, so that local, high-quality education, health and social care provision meets needs and promotes independence for all children and young people with SEND whilst also delivering good value for money.

*Lead*

SEND Programme Director

*How will we know we've been successful in 2024?*

The needs of most children and young people with SEND are met at the earliest stage in mainstream schools without the need for an EHCP. **75%** of children and young people with a plan are educated in local mainstream and special schools with much reduced reliance on

independent and non-maintained school provision outside of the borough. The educational needs of children and young people with SEND are met within the funding provided in the Dedicated Schools Grant. Services for children and young people with special educational needs and disabilities are consistently high quality with **75%** of parents and carers rating services as good or better.

*What will we achieve by March 2023?*

There are fewer than **1,646** education, health and care plans. **60%** of children and young people with a plan are educated in local mainstream and special schools. The plan leaves to cost avoidance and mitigations £2m per year. The re-inspection of local area SEND services by Ofsted and the Care Quality Commission judges that sufficient progress has been made in implementing the written statement of action and that the overall quality of services has improved. **60%** of parents and carers rate services as good or better.

*Priority Project*

Improve the provision of **occupational therapy, speech and language therapy, and physiotherapy** through the implementation of recommendations identified in the review of therapies across Achieving for Children, the CCG and key partners.

*Lead*

Associate Director for SEND

*How will we know we've been successful in 2024?*

There is an enhanced local therapies offer which is more accessible and more responsive to growing demand. **75%** of parents and carers rate therapies as good or better. The revised staffing model impacts positively on the recruitment and retention of therapists and develops wider expertise across the whole SEND workforce.

*What will we achieve by March 2023?*

**25%** of recommendations identified in the therapies review are implemented.

*Priority Project*

Work with adult care and housing providers to improve **pathway and transition planning** for young people with SEND so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.

*Lead*

Associate Director for SEND

*How will we know we've been successful in 2024?*

All young people with SEND have an effective transition plan in place by the age of 15 that plans for their independence and maximises their opportunities for a positive experience of early adulthood, including planning for their transition to adult social care services where needed.

*What will we achieve by March 2023?*

A revised transitions protocol has been agreed between Achieving for Children and adult social care services and is embedded across SEND and leaving care services.

*Priority Project*

Develop and implement a **mental health strategy** that outlines responsibilities for Achieving for Children, CCG and partner organisations with clear pathways and thresholds that are easily understood by families and that effectively meet the mental health needs of children and young people in universal and more targeted provision.

*Lead*

Associate Director for Emotional Health

*How will we know we've been successful in 2024?*

Children and young people are easily able to access high quality mental health services that have a strong focus on early intervention and prevent issues escalating to the higher levels of need. **75%** of families will rate mental health services as good or better.

*What will we achieve by March 2023?*

The review of current mental health provision at the universal level and tier 2 and tier 3 is complete with a clear action plan in place for implementing identified recommendations.

The priorities in our plan for Richmond are aligned with the Corporate Plan for 2018-22 - Standing Up for Richmond Residents - in particular the strategic outcome 4: a borough for everyone.

**Achieving more for Children in Windsor and Maidenhead**

## **Strategic priority: Stronger families**

### *Priority Project*

Embed the strengthened approach to the **quality assurance** of frontline services so that they continue to effectively safeguard children and young people and promote their wellbeing and achievement. This will include delivering the actions in the Ofsted improvement plan and strengthening the multi-agency focus on quality assuring EHCPs for children and young people with SEND.

### *Lead*

Director of Children's Social Care

### *How will we know we've been successful in 2024?*

Quality assurance practice informs the continual development of our services so that they are relevant and responsive to changing local needs. **90%** of casework is judged to be 'Good or better' as part of our quality assurance of practice in early help, children's social care, health services and support for children with SEND.

### *What will we achieve by March 2023?*

Permanent appointments have been made to increase capacity for quality assurance in both operational areas. A revised quality assurance framework is in place following feedback from recent inspections. **75%** of casework is judged to be 'Good or better'.

## **Strategic priority: Positive futures**

### *Priority Project*

Develop resources to support assessment and **early intervention** in mainstream early years settings, schools and colleges so that they are equipped to meet the needs of children and young people with SEND who are below the threshold for an education, health and care plan.

### *Lead*

Schools Leadership Development Manager

### *How will we know we've been successful in 2024?*



All mainstream early years settings, schools and colleges are observed to confidently and effectively support children and young people with SEND who are below the threshold for an EHCP. An inclusion charter mark has been developed to formalise engagement in this scheme.

*What will we achieve by March 2023?*

Resources to support assessment and early intervention have been developed and put in place. **80%** of mainstream early years settings, schools and colleges are observed to confidently and effectively support children and young people with SEND who are below the threshold for an EHCP.

*Priority Project*

Work with the clinical commissioning group and other partners to implement the **written statement of action** for SEND so that services are high quality and respond better to the needs, views and ambitions of children, young people and their families.

*Lead*

Schools Leadership Development Manager

*How will we know we've been successful in 2024?*

Services for children and young people with special educational needs and disabilities are consistently high quality with **75%** of parents and carers rating services as 'Good or better'.

*What will we achieve by March 2023?*

Monitoring of local area SEND services by the Department for Education judge that services are effective and continue to improve. **60%** of parents and carers rate services as 'Good or better'.

*Priority Project*

Develop **alternative education provision** to better support the educational progress, achievement and wellbeing of children and young people with challenging behaviours who have been permanently excluded or are at risk of exclusion from school.

*Lead*

Schools Leadership Development Manager

*How will we know we've been successful in 2024?*

New alternative education provision has been developed to support the needs of **36** children and young people with challenging behaviours, leading to improved educational progress, attainment and outcomes (no young people are currently excluded from primary school).

*What will we achieve by March 2023?*

The local service is judged 'Good or better' by Ofsted. The permanent exclusion rate has reduced by **10%** compared to 2018-19.

*Priority Project*

Work with adult care and housing providers to improve **pathway and transition planning** for young people with SEND and for care leavers so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.

*Lead*

Schools Leadership Development Manager

*How will we know we've been successful in 2024?*

All young people with SEND have an effective transition plan in place by the age of 15 that plans for their independence and maximises their opportunities for a positive experience of early adulthood, including planning for their transition to adult social care services where needed. All care leavers have an effective transition plan in place by the age of 15 that plans for their independence into adulthood including where they will live.

*What will we achieve by March 2023?*

A revised transitions protocol has been agreed between Achieving for Children and adult social care services and is embedded across SEND and leaving care services. Care leavers are engaged in agreeing their pathway plan and there is suitable accommodation to support young people of differing needs into adulthood.

*Priority Project*

Work to reduce **gaps in attainment in reading, writing and mathematics** between children in receipt of the Pupil Premium grant and their peers to provide the foundation for all children to achieve well and have positive choices for their future learning.

*Lead*

Schools Leadership Development Manager

*How will we know we've been successful in 2024?*

The attainment for reading, writing and mathematics (combined) at the end of key stage 2 for pupils in receipt of the Pupil Premium grant is better than the results of the statistical neighbour peer group (summer 2024 results).

*What will we achieve by March 2023?*

The attainment for reading, writing and mathematics (combined) at the end of key stage 2 for pupils in receipt of the Pupil Premium grant and their peers is better than the national average (summer 2021 results).

***Strategic priority: Smarter working***

*Priority Project*

Specify, procure and implement a new **case management system** to replace the existing PARIS system that is used across children's services with the aim of improving consistency of practice; reducing the administrative burden on staff; automating much of the standard reporting needs; and enabling more effective collaboration with partners, families and children.

*Lead*

Director of Children's Services

*How will we know we've been successful in 2024?*

The new case management system is in place and is operating effectively across all areas of the service. Families, children and other partners contribute to the system electronically, improving the knowledge of a given child, with data migration and staff training programmes underway.

*What will we achieve by March 2023?*

Following a successful business case, approved by RBWM and AfC, the migration of the data to the new system is underway and core social work processes have been identified with planned go live dates.

The priorities in our plan for Windsor and Maidenhead are aligned with the Corporate Plan for 2021-2026 - Building a borough of opportunity and innovation.

## 08 Our financial plan

Achieving for Children's Medium Term Financial Strategy focuses on achieving financial sustainability over the business plan period and explains how the business plan programmes and business development strategy will help achieve financial sustainability. In setting the medium term budget we have focused on making informed recommendations that align with our commissioning councils' affordability objectives, as well as making best use of available funds to achieve the best outcomes for children and young people.

The six business plan principles align with the organisation's financial objectives through the promotion of family resilience, maximising independence into adulthood through supporting young people to meet their full potential, investment in local borough resources, and focusing on efficient business processes and commissioning.

The organisation will be following three overarching financial principles over the coming years.

➤ **Achieving value for money**

All three of AfC's commissioning councils have historically received relatively low levels of funding for council services and as a result, services must be delivered at a lower than average cost. Achieving for Children delivers good quality services for a relatively low cost across general fund services. Education services that are funded by the Dedicated Schools Grant are delivered at average cost and the organisation is working proactively towards improving services in line with inspection findings. The programmes detailed in this programme facilitate the improved use of resources.

➤ **Maximise resources available to frontline services**

Achieving for Children regularly reviews budgets to ensure that resources available to frontline services are maximised and there is a sufficient balance to ensure that frontline services have the infrastructure to ensure they can continue to support children and families. The following aspects are important in achieving this objective:

- adequate needs led budget growth and achievement of savings

- maximise income generation
- periodic review of emerging priority areas
- business plan programmes must facilitate the effective use of resources

➤ **Shared budget responsibility**

Achieving for Children operates a culture of shared budget responsibility with all staff being responsible for ensuring that every pound spent is maximising positive outcomes for children and young people and is in line with budget control processes. Each of the programmes identified in this business plan will have a project sponsor as well as project management and finance support. Progress against the plan and on the associated spend and savings implications will be monitored on an ongoing basis with the relevant leadership team having overarching oversight.

The financial implications, in terms of spend and savings will be carefully monitored over the plan period. It is clear that the coming years will be financially challenging for Achieving for Children given the ongoing pressure on wider public sector budgets and national increases in levels of need for children's services. It is of paramount importance that the organisation continues to work with commissioning partners to ensure a mutual understanding of existing and emerging pressures, and reaches agreement on the level of funding available and how that funding should be prioritised to achieve the best possible outcomes for the children and young people we support.

The medium term financial plan can be found on our [website](#).

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

- 2.1 The Royal Borough of Windsor and Maidenhead is a joint owner of Achieving for Children Community Interest Company (AfC). The Royal Borough owns a 20% share of the company together with Kingston and Richmond who each own 40%. AfC was set up by Richmond and Kingston in 2014 to deliver children's services on behalf of the owning boroughs and Windsor and Maidenhead joined in 2017 as a third council owner. The three council owners retain significant control over AfC and as such are responsible for making a number of joint key reserved matter decisions.
- 2.2 The AfC Joint Committee considered and approved a number of changes to the ownership governance of AfC in March 2020. The three council's constitutions were also updated to reflect those changes. The previous Joint Committee, which was the mechanism used for the councils to make joint decisions about AfC reserved matters, has been repurposed as a dispute resolution mechanism and meetings will be arranged only if required. The reserved matter decisions that would have been previously made by the Joint Committee will now be taken by each of the three owning councils individually as part of their established governance processes. Councillors from each owning council still meet twice yearly via an Ownership Board to discuss strategic direction and performance.
- 2.3 The following table contains a summary of the reserved matters and the new decision making body:

**Table 1: AfC Ownership Decision Governance**

<b>Reserved Matters</b>	<b>Band</b>	<b>Decision Making Mechanism</b>
Permit the registration of any New Member of the Company	1	Cabinet
Vary, in any respect, the Articles	2	Chief Exec / Leader
Pass any resolution for the winding up of the Company or present any petition for the administration of the Company, other than where the Company is insolvent.	2	Chief Exec / Leader
Appoint or remove the Chief Executive of the Company in consultation with the AfC Board	2	Chief Exec / Leader
Change the name of the Company	2	Chief Exec / Leader
Form any subsidiary of the Company or acquire shares in any other company or participate in any partnership or joint venture with a view to providing services to third parties without being subject to the Trading Opportunity Evaluation Process as	2	Chief Exec / Leader

prescribed by the Members.		
Sell or dispose in any way whatsoever, any part of the business of the Company.	2	Chief Exec / Leader
Amalgamate or merge with any other company or business undertaking.	2	Chief Exec / Leader
Enter into any arrangement, contract or transaction resulting in expenditure either with a capital value greater than £10,000 or revenue value greater than £10 million. Any expenditure of such revenue by the Company being less than £10 million shall be subject to the Company's own financial regulations and shall be subject to prior approval within the Business Plan and operating revenue budget, which shall be approved by the Members in accordance with the Reserved Matters.	3	Cabinet
Enter into any arrangement, contract or transaction where the Company is providing services to third parties without following the Trading Opportunity Evaluation Process as produced by the Members. Such arrangements, contracts or transactions shall also be subject to prior approval within the Business Plan, which shall be approved by the Members in accordance with the Reserved Matters.	3	Cabinet
Enter into any borrowing, credit facility or investment arrangement (other than trade credit in the ordinary course of business) that has not been approved by the Members under the Financial Plan.	3	Cabinet
Appoint or remove any auditor of the Company.	3	Cabinet
Adopt or amend the Business Plan in respect of each financial year, which for the avoidance of doubt shall include the adoption and amendment of an operating revenue budget for the financial year to which it relates.	3	Cabinet
Adopt or amend the Financial Plan.	3	Cabinet

Enter into any arrangement, contract or transaction within, ancillary or incidental to the ordinary course of the Company's business or is otherwise than on arm's length terms.	3	Cabinet
Deal with any surpluses of the Company.	3	Cabinet
Appoint or remove any Company Directors [from the Achieving for Children Board].	3	Cabinet
Agree any terms for any Directors (but for the avoidance of doubt this does not include the terms and conditions of employment of Executive Directors as defined in the Articles of Association of the Company).	3	Cabinet
Agreeing changes in employment terms and conditions which would be inconsistent	3	Cabinet

2.4 This report seeks approval of the following reserved matters:

- Approval of the Company's strategic direction through the adoption of the updated Business Plan
- Approval of the Company's budget for 2022/23
- Approval of the Company's arrangements for managing cashflow through the adoption of the Financial Plan (known as the Treasury Plan) for 2022/23

## Options

**Table 2: Options arising from this report**

Option	Comments
The Cabinet approves the Business Plan, AfC budget and Treasury Plan as recommended  <b>This is the recommended option</b>	This will ensure that AfC has agreed strategic objectives, agreed budget and Treasury Plan.
The Cabinet does not approve the Business Plan, AfC budget and Treasury Plan as recommended	If this option is chosen AfC will move into the new year without agreed strategic objectives or an agreed budget and Treasury Plan. An emergency Ownership Board would be arranged to discuss and agree to an alternative plan put forward by the Local Authority.



Option	Comments
<p>The Cabinet approves the Business Plan, AfC budget and Treasury Plan with a number of requested changes which will be subject to mutual approval of the other two owning boroughs.</p>	<p>If this option is chosen AfC will discuss the suggested changes with the other owning councils and seek virtual agreement to support strategic direction and budget clarity as soon as possible. It is recommended that Cabinet delegates final sign off to the Chief Executive Officer in conjunction with the lead member for Adult Social Care, Children's Services, Health and Mental Health to support a timely final decision.</p>

### 3. KEY IMPLICATIONS

#### **Reserved Matter Decision 1: Approval of strategic direction via AfC Business Plan**

- 3.1 The AfC Joint Committee approved a five year Business Plan in December 2019. This plan is the overarching strategy for AfC. It describes the organisation's strategic priorities for the coming years and details non 'business as usual' planned activity. The Plan was put together following extensive engagement with council colleagues, partners, staff and young people. The full engagement process was outlined in the December 2019 report:  
<https://rbwm.moderngov.co.uk/documents/s28856/fullAfC%20Business%20Plan%202020-24-%20December%202019-%20for%20RBWM%20v2.pdf>
- 3.2 The Plan sits alongside the company's Medium Term Financial Strategy and Business Development Strategy.
- 3.3 The Business Plan and associated strategies have been updated to reflect the changing context in which AfC operates and also emerging priorities. More detail has been included on the organisation's Environment Strategy given the increasing focus and prioritisation of this work.
- 3.4 The AfC Board considered and approved the Business Plan in February 2022 and in refreshing the plans AfC officers have sought feedback from:
- AfC Board
  - AfC leadership teams
  - Council Joint Ownership Board
  - Other relevant council officers

#### **AfC Business Plan - Achieving *More* for Children**

- 3.5 The updated AfC Business Plan is attached at appendix A. The Plan defines AfC's overarching vision as:

“Our vision is to provide children and their families with the support and services

they need to live safe, happy, healthy and successful lives.”

3.6 The Plan outlines six strategic priorities for the Business Plan period as follows:

**Table 3: AfC’s Six Strategic Priorities**

<b>Strategic priority</b>	<b>What we will achieve for children and young people?</b>	<b>Why is this important?</b>
Stronger families	We will have a relentless focus on safeguarding children and young people across all our services. The services we deliver will be high-quality and will protect and promote the wellbeing of children and young people by promoting family resilience. We will work collaboratively with our key partners to ensure we are able to realise the benefits of joint working to support our children, young people and families.	<i>“Ensuring children and young people are safe from harm is our core business. We want to build resilience in our families and communities so that they are better able to help, support and protect children without the need for statutory intervention. As part of this we want to ensure our relationships with key partners are strong and that our families really benefit from collaboration and joined-up working”.</i>
Positive futures	We will invest and work collaboratively to improve our local education, health and care offer to children and young people so that they have access to high quality services, are able to stay close to their families and friends, achieve well, and develop their skills for independence.	<i>“It is crucial that we provide the right support at the right time, this will enable us to help children and young people to develop their independence and prepare for adulthood. Putting in place local provision means children and young people can stay close to their families and essential support networks and they can benefit from our integrated services giving them the best chance for a positive future”.</i>
Excellent workforce	Our workforce will be experienced, talented, empowered and motivated to deliver the best possible services and outcomes for children and young people; we will invest in the recruitment, retention and development of our workforce and reward their achievements.	<i>“Feedback from children, young people and families always emphasises the importance of a consistent, skilled and motivated workforce. We want to make AfC a place where people want to come and work and a company that they are proud to tell their family and friends that they work for.”</i>

Financial stability	The services we deliver will provide excellent value for money and we are trusted by our commissioning Councils to deliver the best possible services within the agreed contract price, including the efficient delivery of our financial savings plans.	<i>“Given the financial context, both nationally and locally, it is essential that we are focused on delivering efficient, cost-effective and financially sustainable services so we are able to support those most in need.”</i>
Successful organisation	We will secure the sustainability of the community interest company through contract renewal, business development, fundraising and good growth, so that we are able to reinvest in the services we deliver directly to children and their families.	<i>“Greater commercial success will enable us to generate a profit to reinvest in our services thereby benefiting the children and young people that we support.”</i>
Smarter working	Our business processes will be efficient, cost-effective and supportive to frontline practitioners so that they are able to spend as much time as possible working directly with children, young people and their families to improve outcomes for them.	<i>“Better business processes, and effective use of new digital technologies, will allow our workforce to reduce the amount of time they spend on unnecessary paperwork and bureaucracy, freeing them up to spend more time with the children, young people and families we support.”</i>

3.7 The Plan contains high level detail in relation to specific programmes which will be progressed over the coming years through a business case and then where viable implementation phase. The programmes are divided into cross company projects and borough specific programmes to support alignment with each borough’s service and financial priorities.

3.8 There are a number of key themes that apply to the whole organisation as follows:

- Strengthened approaches to quality assurance and better defining AfC’s approach to children’s services practice
- Strengthened approaches to placement commissioning to support improved outcomes and value for money
- Programmes that support local placement sufficiency and support improved outcomes and value for money
- Supporting families and young people to reach their potential and live as independently as they are able

- Developing the organisation's culture and refining support services to improve recruitment/retention and efficiency through digital innovation
  - Improving the environmental footprint of services across all three boroughs
- 3.9 The Windsor and Maidenhead specific programmes are outlined on pages 37 to 41 of the plan attached in appendix A and include:
- Improvement to high needs education support to address points raised in the Written Statement of Action, improve early intervention, pathway and transition planning and development of alternative provision to support young people with challenging behaviours achieve better outcomes and wellbeing.
  - Reducing the attainment gap for children eligible for Pupil Premium Grant.
  - Implementation of a new case management system to improve practice consistency and efficiency / quality of recording and reporting.

### **Business Development Strategy**

- 3.10 A Business Development Strategy was developed last year to better define AfC's Business Development ambitions. The strategy is attached at appendix B.
- 3.11 The Business Development Strategy outlines the organisation's objective to grow as a specialist children's services provider over the coming years. It outlines a structured approach to identifying, evaluating and agreeing which opportunities are right for AfC and our owning councils.
- 3.12 At the heart of the strategy is an ambition to improve the lives of children and young people by providing affordable and outstanding children's services support to the young people of Richmond, Kingston and Windsor & Maidenhead. Services may be extended to other organisations supporting children outside of our three AfC boroughs where there are clear ethical, financial or developmental benefits.
- 3.13 This strategy complements the main AfC Business Plan and the priority areas for further work and development will be key themes within the overarching Business Plan.
- 3.14 The strategy outlines three key areas for development as follows:

**SUFFICIENCY STRATEGY** – Meeting AfCs needs in a cost effective way and making best use of those assets.

These projects should emerge from the Sufficiency Strategy and look to address growing children's placement and support needs in a cost effective way. AfC will develop more local provision (education, social care, health) and maximise use of this provision. This will improve the quality of local provision and reduce the cost of supporting AfC children. Where there is surplus capacity / a mismatch of short term need to provision, vacancy rates will be managed by selling to other boroughs using a cost plus profit margin model.

**BEST PRACTICE APPROACHES** – Developing efficient ways of working/ best practice and sharing.

Development of internal best practice that can be scaled up and used to generate income. These projects provide an opportunity to improve local services, generate income as well as contribute to a wider social good. There will be a specific focus on developing and marketing the emerging digital offer over the coming years.

**GRANTS / RESEARCH** – Proactively looking for external funding and reputation building opportunities.

AfC is uniquely positioned to undertake research across three LA areas which puts it in a good position to bid for funding and research grants. This activity not only provides an opportunity to access money for AfC projects and initiatives but also provides an evidence base for developing best practice approaches which can be scaled up to generate income in the future. AfC is also well known as a Partner in Practice and for successfully bidding for grant income to trial / develop innovative practice.

3.15 Over the next 12 months there will be a specific focus on programmes in three key areas:

- Developing affordable local provision in line with the recommendations of the Placement Sufficiency Strategy and in partnership with the councils. This will support better management of the local placement market and support the control of placement costs, which are the biggest financial risk for the organisation. This is specifically likely to include development of more supported accommodation for care leavers across all three boroughs and development of the Independent Fostering Agency.
- Further development of the organisation's digital competence and service offer to both improve and modernise practice within AfC services and also to generate external income from the sale of this technology and advice.
- Proactive marketing of a number of AfC provisions where there is surplus capacity including short break respite care for children with disabilities and family contact.

3.16 Business development will be undertaken within existing resources but as projects yield additional income and cost avoidance / savings it is recommended that some of this money is reinvested back into business development activity to grow the potential to achieve greater medium term financial benefits.

#### **Medium term Financial Strategy (MTFS)**

3.17 The draft Medium Term Financial Strategy is attached at appendix C. The strategy sits alongside the Business Plan and is produced as part of the budget process. It is reviewed and updated at least annually.

3.18 The 2022 strategy will continue to focus on achieving financial sustainability for the Company in the context of escalating financial pressure in the specific delivery of children's and education services as well as in Local Government generally. The organisation will be following three overarching principles:

- Delivery of value for money services that are low cost and high outcome
- Maximise resources available to front line services
- Shared budget responsibility

3.19 The strategy prioritises ensuring services are affordable as follows:

- Ensure there is a mutual understanding of what is affordable for each council in terms of funding and quality
- Achieving value for money
- Achieving challenging cost reduction targets
- Generating income to support services
- Ensuring available funding is directed at priority areas
- Ensuring that the financial interest of each owner is safeguarded
- Planning for financial sustainability over a medium to longer term period

3.20 The strategy recognises that AfC is achieving good value for money currently but that there is still an affordability gap for services and room to improve particularly in relation to SEND and social care. The next couple of years will be hugely challenging for AfC and the strategy draws out a number of themes and activities from the Business Plan that will be a key focus to achieve sustainability:

**Table 4: Financial Control**

<b>PRIORITY ACTIVITY TO CONTROL COSTS</b>	<b>HOW WILL IT BE DELIVERED?</b>
<p><b>DEMAND MANAGEMENT</b></p> <p>Supporting the prioritisation of services to young people most in need and demand management through the application by service teams of consistent thresholds.</p>	<p>Core services have well established threshold guidance that is periodically reviewed both internally and externally through inspections or specific requests for independent review. The Directors of Children’s Services are responsible for ensuring there are arrangements in place to monitor compliance and support staff to understand the threshold guidance.</p>
<p><b>LOCAL PROVISION</b></p> <p>Delivering the recommendations of the AfC Sufficiency Strategy at pace in terms of using commissioning opportunities effectively and developing more local provision where it makes financial sense to do so.</p>	<p>The Sufficiency Strategy has been agreed by all three Local Authorities and progress continues on implementing the recommendations including development of the Independent Fostering Agency, development of commissioning expertise and capacity, evaluation of options associated with increasing local residential placements and associated support</p>

	services.
<p><b>COMMISSIONING/PROCUREMENT COMPETENCE</b></p> <p>Building commissioning and procurement capacity and competence in the organisation to ensure that placement and other procurement activity is as effective as possible in finding solutions and driving down cost.</p>	<p>The organisation will continue to build competence and capacity within the commissioning team to ensure that the improved practice from the last three years in relation to placement commissioning continues and that we get the best price when undertaking procurement activity. The Associate Director of Business Development and Strategic Commissioning will continue to develop the commissioning strategy to ensure that we are making best use of our market share and where appropriate planning ahead with providers to get preferable rates. We will also continue to link in with commissioning partnership arrangements for SEND and social care.</p>
<p><b>REVIEW</b></p> <p>The effective review of placements, plans and working models is key to ensuring that we are promoting independent, resilient families and that we are prioritising the funding we have in an effective way.</p>	<p>The company has established practices to ensure that plans and placements are periodically reviewed to support the continued alignment of funding and support to the changing needs of young people. It is important that we continue to work to improve these practices particularly in social care and SEND where the financial pressure and scope for changing needs is most significant.</p>
<p><b>MODERNISATION OF WORKING PRACTICE</b></p> <p>Review of how we work to ensure that we are making best use of technology, flexible working practices and that support services offer value for money.</p>	<p>AfC's 'Future Ways of Working Strategy; outlines how we will build back better in terms of efficient use of buildings, homeworking, digital technologies and reduced travel / printing.</p> <p>A key priority will also be on improving the current Human Resources arrangements to lead to a more consistent offer across AfC and in time improvements in recruitment and retention.</p>
<p><b>FINANCIAL MONITORING &amp; PLANNING</b></p> <p>Detailed monitoring of all high risk areas on an ongoing basis and consistent reporting internally, to the AfC Board and to the Councils.</p>	<p>The finance team will continue to monitor budgets and report performance to budget managers, leadership teams, the board and councils regularly. The finance team will also work to further improve budget</p>

	awareness and confidence in managing budgets across the organisation.
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- 3.21 The Cabinet is asked to discuss and approve the AfC Business Plan and associated strategic documents.

**Reserved Matter Decision 2: Approval of the AfC budget 2022/23**

- 3.22 The approval of the AfC budget is a reserved matter decision and provides the three owning councils with a significant amount of control over AfC's finances. Appendix D to this report contains a copy of the AfC Budget Report which was considered and approved by the AfC Board in February 2022, subject to final approval by AfC's three owning councils.
- 3.23 AfC fully engages in Windsor and Maidenhead's budget setting process each year and the proposals outlined, that relate to Windsor and Maidenhead, mirror the proposals outlined for children's services in the Local Authority's own budget paper. This is also the case for Kingston and Richmond.
- 3.24 A net revenue operating budget of £168,696,985 is proposed for AfC in 2022/23 as follows:

**Table 5: AfC Total Budget**

<b>Contract Prices</b>	<b>Kingston £000</b>	<b>Richmond £000</b>	<b>Windsor and Maidenhead £000</b>	<b>Total £000</b>
General Fund	38,862,700	41,030,700	29,876,365	<b>109,769,765</b>
Dedicated Schools Grant	22,323,200	23,617,000	12,987,020	<b>58,927,220</b>
<b>TOTAL</b>	<b>61,185,900</b>	<b>64,647,700</b>	<b>42,863,385</b>	<b>168,696,985</b>

- 3.25 The budget report contains more detail about how these base contract prices have been agreed. The Windsor and Maidenhead elements are planned to be spent as follows:

**Table 6: Breakdown of Windsor and Maidenhead budget**

<b>Service</b>	<b>Budget £</b>	<b>Budget %</b>
Social Care and Early Help	£22,405,373	52%
Education	£15,666,550	37%
Commissioning and Help	£1,743,090	4%
Business Services	£1,496,812	3%
Leases and Bought in Support Services	£1,249,770	3%
Strategic Management	£301,790	1%
<b>Total</b>	<b>£42,863,385</b>	<b>100%</b>



- 3.26 The provisional Dedicated Schools Grant allocations were released for all three boroughs on 16th December 2021. AfC is responsible for administering the Dedicated Schools Grants (DSG) but the income and expenditure forms part of each council's retained budget. Some DSG funding is used to pay for services that are delivered by AfC on behalf of each council and this is the amount included in the pie chart above. The detail of how the Dedicated Schools Grant will be spent is available as part of each Council's detailed budget setting papers. The DSG amount within the AfC contract price above relates to high needs and central education funding that either funds teams or support that is commissioned by AfC staff (e.g. Admissions Team, Early years Advisory Team, high needs education placements). The DSG not included in the contract price relates to amounts that are passported to education providers in accordance with a pre-determined formula.
- 3.27 The Cabinet is asked to approve the AfC 2022/23 as part of the Council's role as joint owner of AfC. A detailed breakdown of the proposed budget is detailed in appendix D.

### **Reserved Matter Decision 3: Treasury Plan**

- 3.28 The approval of the Treasury Plan for AfC is a reserved decision for AfC's three owning councils. The plan is approved annually and when events require a review. It was last approved in March 2021.
- 3.29 The Treasury Plan outlines how AfC is permitted to borrow and invest for cashflow purposes in the coming year. The Plan also provides assurances to the Councils around the procedures in place for banking and treasury management in AfC and for monitoring by the Councils.
- 3.30 The treasury management and banking functions in AfC are overseen by the Chief Operating & Finance Officer and carried out by suitably experienced staff with appropriate training. Treasury transactions are undertaken on the basis of formal proposals and authorisations requiring at least two members of staff and following the current treasury procedures and policies of the Company. Physical transactions are carried out using a secure internet banking system. AfC plans and reviews its treasury activities on a regular basis and longer term plans are reviewed at least annually in line with AfC's business planning process.
- 3.31 The Local Authorities monitor AfC's borrowing through the formal borrowing and repayment requests and they have access to all AfC's financial records on request. Proposed changes to the Treasury Plan are agreed at officer level prior to reporting to the Cabinet. AfC will take advice from the councils on all aspects of its treasury management function and will comply with any instruction or direction from the councils, acting jointly, with regard to its treasury activities and investments.
- 3.32 The Treasury Plan is attached at appendix E.

### **Borrowing**

- 3.33 Although the Inter Authority Agreement (IAA) provides for AfC to seek finance or debt funding from third party sources (subject to agreement by the Councils), the primary funding for AfC is provided by the Councils through the Revolving Credit Facility (RCF) because the cost of any borrowing undertaken directly by AfC will be

higher than for the Councils. As AfC is unlikely to seek funding from third parties for the foreseeable future no provision for this is included in the current Plan.

- 3.34 The RCF sets out the terms on which AfC can borrow from the Councils. The total amount of loans made available by the Councils is £45million and the shares are split in accordance with the value of each councils base contract price. The Revolving Contract Facility should be used to support operational cash requirements in the delivery of children's services for the three councils. Interest is set at 0.5% above base rate and applies to borrowing in relation to the 'Qualifying Expenditure' to comply with State Aid rules. The table below summarises the current RCF borrowing and the recommended percentage splits for 2022/23 based on the new contract prices:

**Table 7: Borrowing**

<b>Council</b>	<b>Current Borrowing 2021/22</b>	<b>Current Borrowing 2021/22</b>	<b>Max Borrowing 2022/23</b>	<b>Max Borrowing 2022/23</b>
	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>%</b>
LB Richmond upon Thames (LBR)	8,890	38.8%	17,246	38.32%
RB Kingston upon Thames (RBK)	8,196	35.8%	16,321	36.27%
RB Windsor and Maidenhead (RBWM)	5,814	25.4%	11,433	25.41%
<b>TOTAL</b>	<b>22,900</b>	<b>100.00%</b>	<b>45,000</b>	<b>100.00%</b>

### **Investment**

- 3.35 There are no specific provisions in the legal documents governing AfC's activities that deal with investments apart from the reference in the IAA that decisions in relation to investments by AfC are a Reserved Matter.
- 3.36 The only use that AfC has made, and is likely to make, of investments for the foreseeable future, is in relation to treasury management where AfC needs to maintain sufficient funds on deposit and with instant access in order to meet its regular payments. The alternative would be for AfC to borrow from the Councils on almost a daily basis to fund its payments, which is not realistic in terms of the administration and bank costs involved.
- 3.37 The banks that AfC can use to hold deposits, and the amounts that it can hold in each, will require specific approval from the Councils because as 'guarantors' for AfC the Councils will ultimately bear the risk of AfC's investments. Thus AfC will only make investments in banks/institutions that are included in each Council's list of counterparties and to the amounts that the Councils advise AfC.
- 3.38 The current Plan includes the following limits:

**Table 8: Maximum investments by bank**

<b>BANK</b>	<b>LIMIT OF INVESTMENT</b>
Barclays Bank	£4,000,000
Nationwide	£3,000,000
NatWest bank	£5,000,000
Svenska Handelsbanken	£2,000,000
<b>Total Investment</b>	<b>£14,000,000</b>

AfC's main operational bank accounts are with NatWest and the limit for this bank includes both the operational current accounts and deposit account.

- 3.39 The Plan allows a degree of flexibility to deal with events that may arise during the course of the year that could impact on the risk of approved banks and investment limits, and provides for the Councils (through their s151 officers or nominated deputies) to agree such urgent actions as required with subsequent reporting to the Cabinet for retrospective amendment to the Plan as a Reserved Matter.
- 3.40 The Cabinet is asked to consider and approve the 2022/23 Treasury Plan outlined in appendix E.

**Table 9: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
AfC is strategically aligned to the council's priorities for children's services	Inadequate progress made against key priorities	Progress made on all key priorities outlined in the Business Plan	Progress made on all key priorities outlined in the Business Plan including priorities outlined for future years	Progress made on all key priorities outlined in the Business Plan including priorities outlined for future years	31st March 2023
AfC delivers services within the agreed budget envelope	Overspend	Nil overspend	Underspend or reinvested surplus	Underspend or reinvested surplus	31st March 2023
AfC borrows and invests in a way that is acceptable to the Council	Losses due to inconsistent treasury management	No treasury management losses	No treasury management losses	No treasury management losses	31st March 2023

## Next Steps

3.41 The Cabinet will receive further updates on Reserved Matter decisions over the course of the year including progress against the plans outlined in this report. The next planned items are:

- SEPTEMBER - AfC Annual Report and Statement of Accounts
- SEPTEMBER - AfC Annual Impact Report

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The detailed financial implications are contained in the report and associated appendices. AfC has worked with council officers to reach a proposed 2022/23 budget and the budget that was approved at full council in February 2022. It is clear that there will continue to be significant financial pressures in relation to children's services moving into 2022/23 and it is important that the Council continues to gain assurance on what AfC is doing to proactively manage those pressures.

## 5. LEGAL IMPLICATIONS

5.1 With regards to the recommendations concerning approving the Business Plan (including the Business Development Strategy and Medium Term Financial Strategy, the detailed 2022/23 budget and the Treasury Plan, these are band three Reserved Matters which require approval of the Cabinet. A list of band three decisions is contained in table one of this report.

## 6. RISK MANAGEMENT

6.1 The specific risks are outlined in the various appendices to this report and the three key risks are highlighted in Table nine.

**Table 10: Impact of risk and mitigation**

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
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<p>Risk that the strategic direction of AfC becomes misaligned with that of its three owning councils</p>	<p>Medium</p>	<p>The approval of the strategic direction and budget for AfC is a decision reserved for the three owning councils. This governance approach provides the three councils with a mechanism to directly control AfC's strategic direction. In putting the various strategies and plans together AfC has engaged with the Ownership Board which includes representation from all three councils as well as the council's commissioners and a number of other key council officers. The AfC Board also consists of two representatives from each council who are responsible for representing the views of the council in strategic decision making</p>	<p>Low</p>
<p>Risk that Covid 19 delays implementation of key programmes or causes additional budget pressure</p>	<p>High</p>	<p>AfC will be monitoring progress against the Business Plan and budget throughout the year and will report progress, risks and opportunities to commissioners as part of the monthly contract monitoring meetings. Where pressures arise these will be identified at the earliest possible opportunity so that alternative action can be identified and agreed between AfC and the Council.</p>	<p>Medium</p>
<p>Risk that the cost of delivering services exceeds budget</p>	<p>High</p>	<p>AfC has well established systems to ensure that financial or demand led pressure in one local authority area does not adversely impact on other AfC boroughs. There are plans detailed in the Business Plan and Medium Term Financial Strategy that support the development of delivery models, placement</p>	<p>Medium</p>

		<p>sufficiency and commissioning strategies to improve AfC's ability to drive value for money and control costs. The biggest risk to the budget position next year relates to inflation in relation to the pricing and complexity of placement budgets. Inflationary impact will be carefully monitored and whenever possible mitigated. The overall budget is monitored on a monthly basis and where needed mitigating actions are discussed within AfC and with the councils to reduce the scope for overspends and reach a mutually agreed position.</p>	
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## 7. POTENTIAL IMPACTS

- 7.1 AfC produces an Annual Equalities Report which is published on its website and sets out actions to address any inequalities identified. Equalities Assessments are completed in the planning stages for all key programmes and publicly available at the following link:  
<https://www.achievingforchildren.org.uk/equality-diversity-documents/>
- 7.2 The updated Business Plan now includes further information explaining AfC's Environment Strategy. AfC has engaged with all three councils in developing the strategy to support strategic alignment.
- 7.3 AfC completes data protection impact assessments for all significant programmes of work that could have data protection implications. AfC has a qualified Data Protection Officer who oversees compliance against GDPR.

## 8. CONSULTATION

- 8.1 In putting together the Business Plan AfC has consulted with a wide range of stakeholders including young people, families, partners, the councils and AfC staff. AfC and the Council will work together to consult on specific proposals in the Business Plan as required as part of the implementation plans for each project.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The Council is approving the reserved matters in this report jointly with London Borough of Richmond and Royal Borough of Kingston. All three councils will be meeting to consider and approve the reserved matters with implementation of

the revised documents from 1st April 2022. The full implementation stages are set out in table 10 below.

**Table 11: Implementation timetable**

<b>Date</b>	<b>Details</b>
2 September 2021	AfC Ownership Board
4 February 2022	AfC Board
7 February 2022	Richmond Education and Children's Committee
18th March 2021	Kingston People Committee
31st March 2022	Windsor and Maidenhead Cabinet
5th April 2021	Implementation (follows call in period)

## 10. APPENDICES

10.1 This report is supported by five appendices:

- Appendix A - Business Plan, Achieving *More* for Children
- Appendix B - Business Development Strategy and Plan
- Appendix C - Medium Term Financial Strategy
- Appendix D - 2022/23 Budget
- Appendix E - Treasury Plan

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- AfC Business Plan approval December 2019  
<https://rbwm.moderngov.co.uk/documents/s28856/fullAfC%20Business%20Plan%202020-24-%20December%202019-%20for%20RBWM%20v2.pdf>
- AfC Governance Review  
[https://rbwm.moderngov.co.uk/documents/s29683/Governance%20proposed%20next%20steps%20January%202020\\_240220.pdf](https://rbwm.moderngov.co.uk/documents/s29683/Governance%20proposed%20next%20steps%20January%202020_240220.pdf)

## 12. CONSULTATION

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Mandatory:</i>		<i>Statutory Officers (or deputies)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer	<b>10/2/22</b>	<b>21/2/22</b>
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	<b>10/2/22</b>	<b>21/2/22</b>
<i>Deputies:</i>			

Andrew Vallance	Head of Finance (Deputy S151 Officer)	10/2/22	none received
Elaine Browne	Head of Law (Deputy Monitoring Officer)	10/2/22	14/2/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	10/2/22	15/2/22
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>			
Lyn Hitchinson	Procurement Manager	10/2/22	none received
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	10/2/22	23/2/22
Andrew Durrant	Executive Director of Place	n/a	n/a
Kevin McDaniel	Executive Director of Children's Services	9/2/22	none received
Hilary Hall	Executive Director of Adults, Health and Housing	10/2/22	10/2/22
<i>Heads of Service (where relevant)</i>			
N/A			
<i>External (where relevant)</i>			
N/A			

Confirmation relevant Cabinet Member(s) consulted	Cllr Stuart Carroll, Lead Member for Adult Social Care, Health, Mental Health and Children's Services	Yes
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## REPORT HISTORY

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

Report Author: Lucy Kourpas, Achieving for Children Chief Operating and Finance Officer, lucy.kourpas@achievingforchildren.org.uk
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Champions for children and families

**Achieving for Children  
Business Development Strategy  
February 2022**

**1. Purpose of strategy**

The Achieving for Children (AfC) Business Development Strategy outlines the organisation's objective to grow as a specialist children's services provider over the next five years. It outlines a structured approach to identifying, evaluating and agreeing which opportunities are right for AfC and our owning councils.

At the heart of the strategy is an ambition to improve the lives of children and young people by providing affordable and outstanding children's services support to the young people of Richmond, Kingston and Windsor & Maidenhead. Services may be extended to other organisations supporting children outside of our three AfC boroughs where there are clear ethical, financial or developmental benefits.

This strategy complements the main AfC Business Plan and the priority areas for further work and development will be key themes within the overarching five year Business Plan.

**2. Context**

There are a number of key contextual factors that have influenced the direction for this strategy as follows:

➤ **Financial context**

AfC delivers children's services that are principally funded through local government, education and health funding. It is well documented that there are funding pressures across all three of these sectors with there being an ongoing focus on delivering services with less money. This strategy will prioritise increasing the affordability of services for our three AfC boroughs through both improvements in unit cost efficiency as well as income generation. It is recognised that most organisations who are responsible for supporting

children and young people are focusing resources on essential and statutory services only and this will need to be reflected if AfC looks to market services externally. The impact of BREXIT and the pandemic on the national and local finances is also still emerging but it could lead to an increase in levels of need and associated cost coupled with further funding pressures.

➤ **Market Environment**

There are two key elements to the children's services market.

The first area relates to direct provision of care / support placements. National demand for placements has outstripped supply for a number of years now and this has driven up the price that organisations who support children pay across the country. This area of the market is highly regulated but there is a clear opportunity to look at how local assets can be used to drive down ongoing revenue costs for our three local authorities as well as a need to maximise income where local places can not be used for our AfC borough children.

The second area relates to the provision of consultancy and advice services. AfC is already actively engaging in this market with activity underway to support local schools as well as other local authority partners. More recently, the scope to generate income through social care consultancy services has reduced as most local authorities who require improvement to their services can access support for free through the Partners in Practice programme run by the Department for Education. AfC provides some of this support on behalf of the DfE as part of a grant funded programme. There is an emerging market for digital advisory services and AfC is recognised and actively involved in this area.

➤ **Covid Context**

Covid has changed the way in which most organisations work and deliver services. It has brought into sharp focus the importance of risk management, continuity planning and having an organisation that has the digital infrastructure and competence to adapt to different ways of delivering services. The development of digital competence has been an area of focus in AfC for a number of years and we are now well placed to build on this knowledge base. Covid has also broadened the geographical market place as it is now generally accepted that a lot of support can be delivered virtually.

➤ **Demography and Need**

The need for children's services has been rising across the country as well as in our local boroughs. Most local authorities have seen a rise in the number of young people requiring social care and early help support as well as a rise in the number of young people requiring additional support with their education in the past five years. This rise has meant that the infrastructure to support young people via social care, health and education provision has become stretched and the creation of local, affordable options is key to controlling costs

and supporting young people to avoid escalation in need where possible. This strategy aims to maximise AfCs placement options and improve ability to shape the local market and control cost.

➤ **Corporate priorities**

AfCs core operational objective remains the provision of high quality and affordable children's services for our three AfC borough areas. This strategy seeks to explore how the development of AfCs core business can assist in the successful delivery of children's services. AfC will need to work closely with our three owning councils in developing proposals to ensure that there remains alignment between the four organisations' corporate priorities. The annual Business Plan refresh and approval process ensures there is dedicated time to focus on aligning objectives across the group at least once a year.

### **3. Children's Services Market Insight and Opportunities**

This strategy looks at opportunities for AfC to further develop into the children's provider market space. AfC are well placed to assess the opportunities and difficulties in the market as at present we both deliver children's services and also commission services from external providers. This strategy looks at opportunities for AfC to further develop its provider arm and it is important that this activity is informed by our information about local needs as well as independent market insights.

Laing Buisson publishes a Children's Services UK Market Report each year. The press release for the June 2019 addition summarises the children's social care market as follows:

*"As of 31 March 2018, LaingBuisson estimates that 95,855 children were being looked after in care in the UK. This represents growth of 9% in the past 5 years, and 28% in the past 10, with many children and young people presenting with complex and multi-layered needs. This increase in demand came at a time when local authorities were asked by central government to constrain budgets to reduce public sector debt, meaning that increases in spending to meet rising children's care and special education demand have come at the expense of other services for children and young people, and other council services.*

*The main sectors of children's and young people's services in which the independent sector is active are special education, residential care and fostering. In March 2019, there were 499 special schools and 106 special colleges operated by the independent sector in England, and an average of 20-25 new school developments have been registered in both 2018 and 2017. The main driver for this is the prevalence of children with EHC (Education, Health and Care) Plans or Statements, estimated at 2.9% of pupils in England as of January 2018. Children's care providers have also responded to the growing need for joined up care, therapy and education.*

*The number of children in foster care has risen by 8% in the past five years. One-third are placed by independent fostering agencies. The Government has plans to get local authorities and the independent sector working collaboratively to ensure sufficient high-quality fostering placements, for example by providing seed funding for joint recruitment drives.*

*The rise in the number of children cared for in residential settings is even sharper, at almost 17% in the past five years for the UK. Within this sector of the market, the independent sector is sought out for innovation and new development and plays an important role in providing specialised services in the right type of setting for more vulnerable children with complex needs. One-third are placed by independent fostering agencies. The Government has plans to get local authorities and the independent sector working collaboratively to ensure sufficient high-quality fostering placements, for example by providing seed funding for joint recruitment drives.*

*The rise in the number of children cared for in residential settings is even sharper, at almost 17% in the past five years for the UK. Within this sector of the market, the independent sector is sought out for innovation and new development and plays an important role in providing specialised services in the right type of setting for more vulnerable children with complex needs.”*

*(direct quote from - Laingbuisson 14th June 2019, [https://www.laingbuisson.com/wp-content/uploads/2019/06/Children%E2%80%99s-Services-UK-Market-Report-Press-Release\\_June-14-2019.pdf](https://www.laingbuisson.com/wp-content/uploads/2019/06/Children%E2%80%99s-Services-UK-Market-Report-Press-Release_June-14-2019.pdf))*

Across Richmond, Kingston and Windsor & Maidenhead there has been increasing local need for foster care, residential and SEND placements. Over time the amount spent on procuring these placements has increased due to volume and complexity of placement as well as a clear excess of demand over supply regionally and nationally. The AfC Sufficiency Strategy evaluates current and future levels of need and makes recommendations about how AfC can work in partnership with the three owning councils and other partners to develop local provision as a mechanism to manage costs.

In addition to the placement sufficiency opportunities, Covid 19 has brought opportunities around digital development in children's services to the fore. AfC was already active in this market pre-covid and Covid has increased opportunities for AfC to bid for grant funding to further develop internal digital competence which can be used to develop AfC practice and also provides opportunity to market digital innovation to other children's services providers.

Conversely the market opportunities for children's services improvement consultancy services has become more limited since AfC was first established in 2014. Most local authorities requiring help can access free consultancy advice through the DfE Partners in Practice programme. This has limited the potential for significant external consultancy income but AfC is a recognised DfE Partner in Practice and continues to deliver and fund consultancy advice through the programme.

#### **4. Strategic Vision**

The AfC vision, as outlined in the Business Plan, is to provide children and their families with the support and services they need to live safe, happy, healthy and successful lives. As an organisation we plan to embark on proactive business development to facilitate the achievement of this objective.

AfC plans to be a key player in developing innovative children's services approaches and will develop services and competency to:

- Develop cost effective approaches to support children and young people with a particular focus on more affordable, high quality, local placement options
- Innovate to improve services and support children to achieve better outcomes. We will be pioneers in the digital development space with a focus on improving efficiency and using technology to better engage with young people and partners

#### **5. Key Business Development Principles**

It is important that AfC harnesses business development opportunities that will support the organisation to achieve its core strategic objectives. Business development should not distract from the primary priority of supporting our AfC borough children in the most effective and affordable way. All opportunities will be evaluated against the following key principles to ensure we only embark on 'good' growth.

- Opportunities must align with AfCs strategic objectives, ethos and Business Plan.
- Programmes should provide an opportunity to improve the lives and outcomes of children and young people.
- Programmes should have the potential to improve services or reduce the net cost of services through income generation / cost avoidance / efficiency.
- Programmes should be based on AfCs areas of strength and what we are already

doing well.

- Programmes should not put the organisation at undue reputational risk.
- Programmes should prioritise positive impact on AfCs three borough services and develop internal capability. They should not divert significant resources away from service delivery in the three AfC boroughs without appropriate contingencies / backfill.
- External charging should be undertaken on a full cost recovery plus profit model.

## 6. Development Areas

AfC will seek to develop under three overarching themes:

**SUFFICIENCY STRATEGY** – Meeting AfCs needs in a cost effective way and making best use of those assets.

These projects should emerge from the Sufficiency Strategy and look to address growing children’s placement and support needs in a cost effective way. AfC will develop more local provision (education, social care, health) and maximise use of this provision. This will improve the quality of local provision and reduce the cost of supporting AfC children. Where there is surplus capacity / a mismatch of short term need to provision, vacancy rates will be managed by selling to other boroughs using a cost-plus profit margin model.

**BEST PRACTICE APPROACHES** – Developing efficient ways of working/ best practice and sharing.

Development of internal best practice that can be scaled up and used to generate income. These projects provide an opportunity to improve local services, generate income as well as contribute to a wider social good. There will be a specific focus on developing and marketing the emerging digital offer over the coming years.

**GRANTS / RESEARCH** – Proactively looking for external funding and reputation building opportunities.

AfC is uniquely positioned to undertake research across three LA areas which puts it in a good position to bid for funding and research grants. This activity not only provides an opportunity to access money for AfC projects and initiatives but also provides an evidence base for developing best practice approaches which can be scaled up to generate income in the future. AfC is also well known as a Partner in Practice and for successfully bidding for grant income to trial / develop innovative practice.

## 7. Identifying development areas

All staff will be encouraged to identify new development areas and will be supported by key Business Services staff in developing those ideas to a concept that can be evaluated via a tollgate process. The following methods of identifying ideas will be key:

- Digital Strategy and Digital Innovation Group
- Recommendations of key strategies and reviews e.g. Sufficiency Strategy
- Proactive staff innovation events throughout the year to encourage staff at all levels and disciplines to identify and submit ideas
- Periodic evaluation of feedback from service users, review of data and quality assurance audits to understand what works and what needs improving
- Rolling programme of Business Process Re-engineering
- Annual evaluation of progress and new market opportunities

## 8. Programme evaluation

Decisions about the development areas should be based on sound business cases that consider staff capacity, resourcing, market viability, impact on the organisation and financial benefit. Business cases will be supported by reliable data and needs assessment.

Ideas will go through a formalised tollgate evaluation process that will be commensurate with the level of investment, risk and reward potential for the programme. This will:

- Provide a fair, transparent, consistent and reliable approach to evaluating proposals
- Ensure that evaluation resource is used effectively with unviable ideas not progressed through an early tollgate
- Ensure a quality of business case that considers all relevant factors and involves staff with relevant skills
- Provide a structured approach to evaluation and decision making and ensure that decisions are made by the appropriate staff / governance body including where relevant the council committees

Ideas will progress through three tollgates as follows:

<b>Tollgate 1</b>	<b>Tollgate 2</b>	<b>Tollgate 3</b>
Plan on page that explains proposal and assesses compliance with the business development principles at a very high level.  Assessment undertaken by Head of New Business with relevant colleagues and	More detailed business case and risk assessment developed by: <ul style="list-style-type: none"> <li>- Leadership sponsor</li> <li>- Board sponsor</li> <li>- Service lead</li> <li>- Finance lead</li> <li>- Data lead</li> <li>- Business</li> </ul>	Final proposal presented to CLT. Board, Councils depending on scale of proposal.  Final decision

Board member.	development lead	
	Assessment undertaken by leadership team	

AfC will seek to engage with relevant stakeholders and partners when considering development areas and also as part of the decision making process. The following key stakeholders will be critical to the process:

Stakeholder	Input
Children, young people and families	We will engage with children in young people to inform how we develop services and to ensure that they remain aligned to need and reflect what works
Staff and leadership teams	We will seek ideas from staff across AfC as they are best placed to identify opportunities and have first hand knowledge about what makes a difference to the lives of young people
AfC Board	The AfC Board will be part of the evaluation process and have oversight of the overall strategy to ensure that plans remain in line with strategic direction and risk management expectations. The Board will also be a key source of ideas and market intelligence.
Councils	We will work closely with the councils to ensure that development opportunities align with council ownership priorities. The councils will also be critical in the development of proposals and decisions that require capital investment or invest to save.
Department for Education and other grant giving bodies	AfC is a Partner in Practice and the DfE are a key source of information and advice in terms of market need, upcoming funding / innovation opportunities and national priority areas for innovation.





Champions for children and families

## **MEDIUM TERM FINANCIAL STRATEGY** **2022-2025**

### **1. INTRODUCTION**

1.1 Achieving for Children's (AfCs) Medium Term Financial Strategy (MTFS) sits alongside the Business Plan and is produced as part of the budget process. It is reviewed and updated at least annually. This document outlines the company's financial strategy.

1.2 There are a number of key factors that influence AfC's finances:

- Central government funding of children's services, local government and specifically the impact of this on the Councils that own and fund the majority of AfC's costs
- The relative financial positions of each of the commissioning councils
- Central government's policies and guidelines on children's services
- Changing demographics and levels of social need in our three boroughs that impact on the number of children requiring support and the complexity of that need
- Need for children's services both statutory and preventative.
- Income generation
- National factors including the pandemic and economy

### **2. KEY OBJECTIVE OF THE MTFS**

2.1 The 2022 strategy will continue to focus on achieving financial sustainability for the Company in the context of escalating financial pressure in the specific delivery of children's and education services as well as in Local Government generally. The organisation will be following three overarching principles:

- Delivery of value for money services that are low cost and high outcome
- Maximise resources available to front line services

- Shared budget responsibility

2.2 The Strategy prioritises ensuring services are affordable as follows:

- Ensure there is a mutual understanding of what is affordable for each council in terms of funding and quality
- Achieving value for money
- Achieving challenging cost reduction targets
- Generating income to support services
- Ensuring available funding is directed at priority areas
- Ensuring that the financial interest of each owner is safeguarded
- Planning for financial sustainability over a medium to longer term period

### 3. FINANCIAL CONTEXT

- 3.1 This plan is being written in the context of continued and escalating pressure on children's and education budgets in our local boroughs and the rest of the country. This pressure has been exacerbated since 2020/21 by the Covid pandemic which has increased the need for children's services and could potentially have a lasting financial impact over the coming years. The funding and demand pressures in social care and high needs education services has continued to feature in national press and also in national findings reports undertaken by Local Government representative groups. Need for these services has continued to increase during the 2021/22 financial year and whilst there is a clear requirement to meet statutory need the organisation must ensure that it continues to develop mechanisms to drive down average costs of support if services are to remain affordable. The budgets of all three of AfCs commissioning councils remain challenging and AfC is committed to working partnership to implement solutions that are both affordable and achieve good outcomes for children and young people.
- 3.2 The Local Government sector has seen significant funding reductions since 2010 and our commissioning councils are all balancing borough priorities as well as increasing demand for adult and children's services. It is important that in the delivery of services there is ongoing discussion with the commissioning councils regarding affordability, scope of services, service models and quality. AfC must support each council to make decisions about how the funding that is available should be prioritised between children's services and this may lead to difficult decisions. In addition, it is important that AfC safeguards the individual financial resources of each council where financial positions dictate a different level of service offer than can be afforded.
- 3.3 Given the tightening financial envelope it is important that as an organisation we are clear about what can be afforded and look to transform services to continue the quality journey whilst delivering within the financial resources available. This may involve doing things differently and challenging the way things have always been done. The Business Plan outlines how this will be achieved over the coming years.

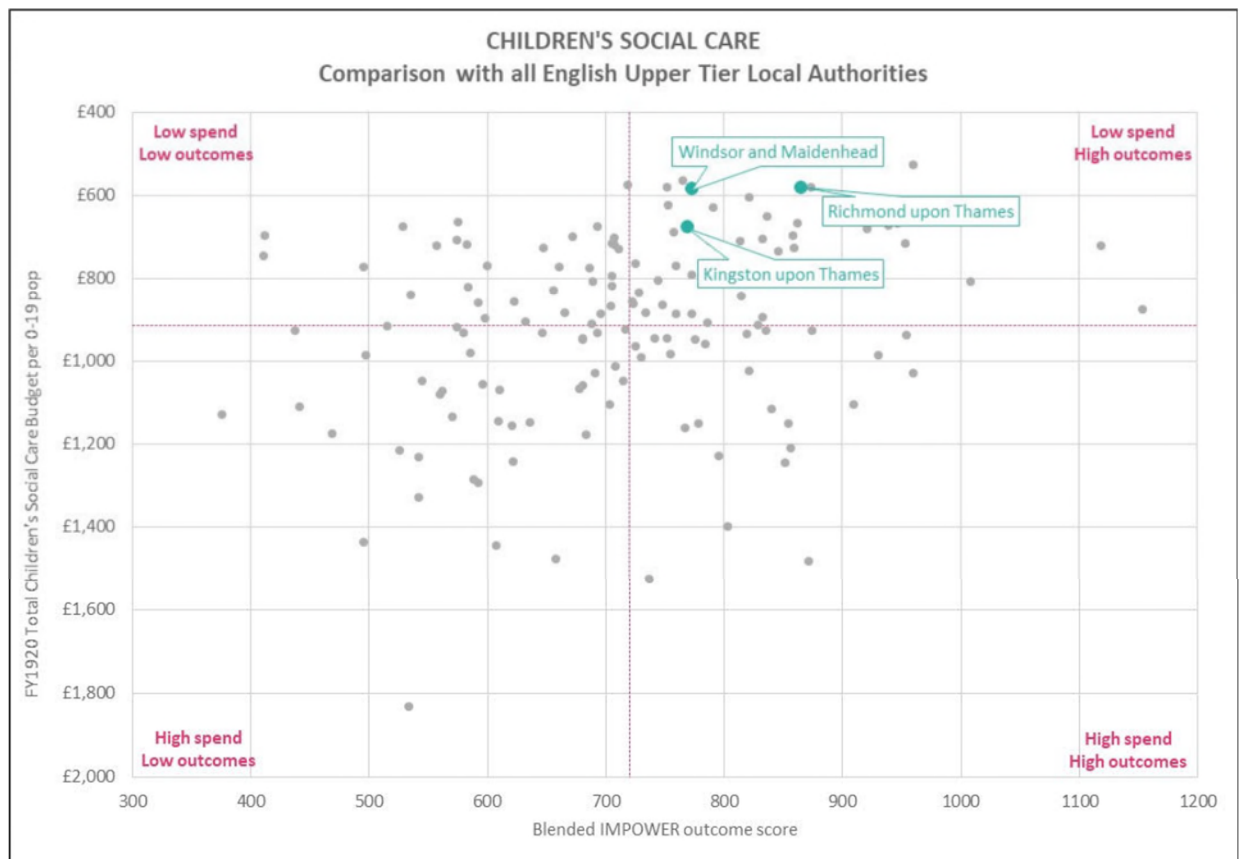
### 4. FINANCIAL PERFORMANCE

4.1 Financial performance can be measured by looking at how our services benchmark based on two key financial performance elements:

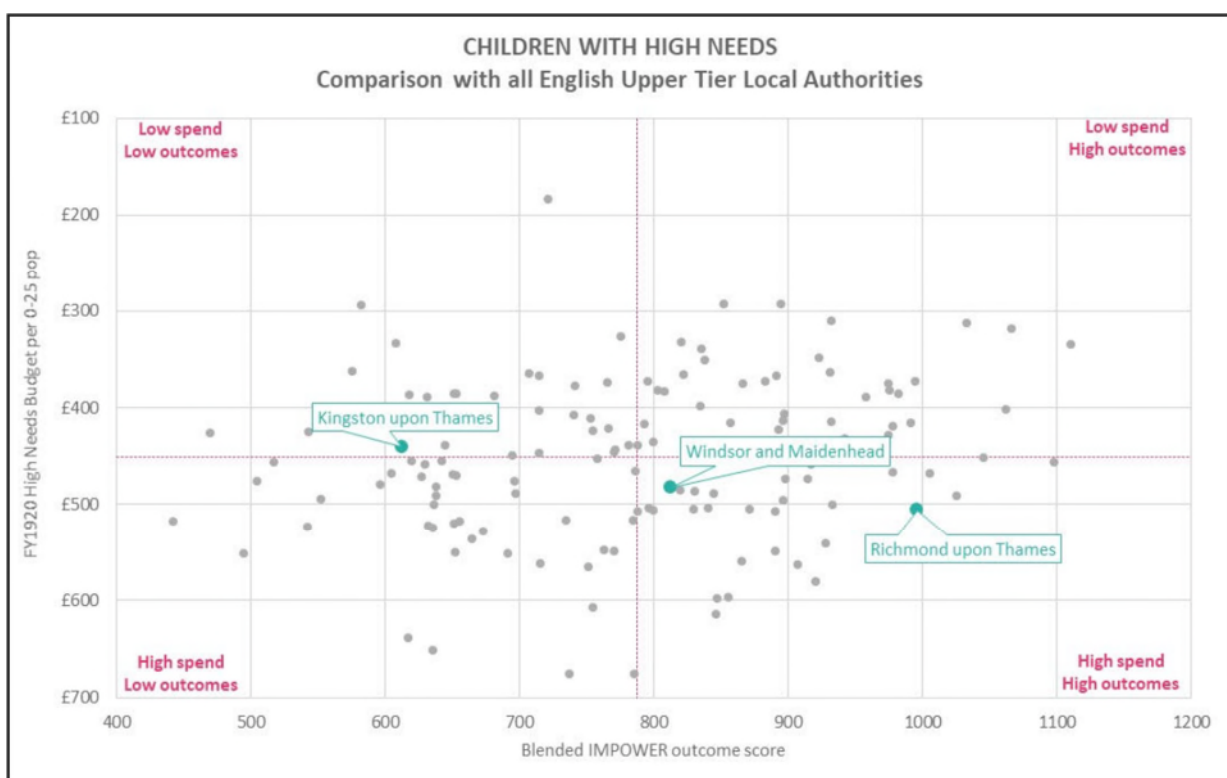
- Relative value for money
- Ability to deliver services within what is affordable for each commissioning council

**Value for money**

4.2 AfC aims to deliver low cost and good quality services across all three council contracts. The most recent Impower Index (2019/20) demonstrates that AfC’s children’s social care services perform well when comparing level of investment to outcomes being achieved. There is a more mixed picture for high needs education.



Windsor and Maidenhead = Low Spend High Outcomes  
 Richmond upon Thames = Low Spend High Outcomes  
 Kingston upon Thames – Low Spend High Outcomes



Windsor and Maidenhead = High Spend High Outcomes  
 Richmond upon Thames = High Spend High Outcomes  
 Kingston upon Thames – Low Spend Low Outcomes

4.3 When looking at the latest available actual spend benchmarking data (2019/20) all three council contracts continue to be delivered at a relatively low cost, particularly given the positive inspection ratings that have been received.

	Richmond	Richmond	Kingston	Kingston	Windsor & Maidenhead	Windsor & Maidenhead
	Average spend per head	Rank compared to 151 comparable LAs	Average spend per head	Rank compared to 151 comparable LAs	Average spend per head	Rank compared to 151 comparable LAs
Children’s Social Care	£447.67	14	£435.16	12	£424.35	11
Non Schools Education	£165.35	13	£187.25	91	£55.39	3

**Commissioning Council Affordability**

4.4 Although value for money benchmarks would indicate a relatively strong performance, services are still costing significantly more than is provided within the base contract prices. Overspends are occurring to different scales across all three contracts due to a number of reasons:

- Increasing levels of need for services beyond what can be accommodated within base budget envelopes and current average costs

- Inflationary pressures associated with general inflation, market dynamics and escalations in complexity of need that is being supported in placements.
- Systemic underfunding of high needs education services within the ringfenced DSG funds
- Non achievement of some savings that were built in to the base budgets

4.5 It is important that service quality and spending expectations are mutually agreed and understood with each commissioning council to improve this position. The approach to this has improved in recent years with AfC contributing at a more granular level to each commissioning council's budget setting process. The key ways in which a mutual position is reached are as follows:

- AfC staff and the DCS engage with the relevant council process in setting the annual budget. The three councils have subtly different approaches but all include the identification and agreement of growth and savings.
- Annual AfC contract review as part of the commissioning process to look at the budget and performance targets for the following year.
- Submission of monthly budget and performance monitoring data and periodic meetings with the commissioner to discuss performance.
- Input into each council's political approval and monitoring process which dovetails with AfC Board approvals and monitoring.

## 5. LINKS TO BUSINESS PLAN

5.1 Achieving a financially sustainable business model continues to be one of the Company's key priorities in 2022/23 and the medium term. The priorities outlined in the Business Plan look to balance quality and affordability as well as achieve service improvement within a challenging financial envelope. The Business Plan and budget has been produced with significant amounts of engagement with staff, stakeholders and the councils. The Business Plan focuses on six themes, which align with borough specific projects and objectives. The following table looks at these strategic themes to identify how they can be aligned to the organisation's financial objectives.

Strategic priority	What we will achieve for children and young people?	Link to Financial Sustainability
STRONGER FAMILIES	We will have a relentless focus on safeguarding children and young people across all our services. The services we deliver will be high-quality and will protect and promote the wellbeing of children and young people by promoting family resilience. We will work collaboratively with our key partners to ensure we are able to realise the	This theme should help manage needs-led services through providing early intervention support to prevent need and costs escalating, reinforcing thresholds to access services and manage need, ensuring that funding is prioritised to those children most in need and where possible reducing the requirement for costly permanent accommodation.

	benefits of joint working to support our children, young people and families.	
POSITIVE FUTURES	We will invest and work collaboratively to improve our local education, health and care offer to children and young people so that they have access to high quality services, are able to stay close to their families and friends, achieve well, and develop their skills for independence.	This theme should have a positive impact into adulthood. Focusing funding on support that will increase independence should both reduce average costs over time but will also enable the councils to attract increased funding through the apprenticeship scheme. The support of children locally will enable financial resources to be focused on developing local provisions rather than on costly transport and out of borough independent sector provision.
EXCELLENT WORKFORCE	Our workforce will be experienced, talented, empowered and motivated to deliver the best possible services and outcomes for children and young people; we will invest in the recruitment, retention and development of our workforce and reward their achievements.	This theme will ensure that staff are skilled and retained which should reduce reliance on the more expensive agency workforce and ensure that staff are delivering efficient and high quality services through developing to their full potential.
FINANCIAL STABILITY	The services we deliver will provide excellent value for money and we are trusted by our commissioning Councils to deliver the best possible services within the agreed contract price, including the efficient delivery of our financial savings plans.	This priority is at the heart of the organisation's sustainability model. We will work with our commissioning councils to agree an affordable funding envelope and work to ensure that we achieve maximum value for every pound spent. We will learn best practice from other local authorities who are delivering good quality and relatively low cost services.
SUCCESSFUL ORGANISATION	We will secure the sustainability of the community interest company through contract renewal, business development, fundraising and good growth, so that we are able to reinvest in the services we deliver directly to children and their families.	These activities will enable the continued investment in services in the context of challenging contractual financial envelopes. We will also explore more efficient service delivery models for some services and generate income to provide external investment into our children's services.
SMARTER WORKING	Our business processes will be efficient, cost-effective and supportive to frontline practitioners so that they are able to spend as much time as possible working directly with children, young people and	This workstream will maximise the resources that are available for front line services and lead to an affordable support service that meets business needs. We will develop our use of technology to make processes and business services more efficient including developing our

	their families to improve outcomes for them.	accommodation and flexible working strategy.
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## 6. KEY BUSINESS PLAN / DEVELOPMENT PRIORITIES FOR THE UPCOMING YEAR

- 6.1 It is clear that affordability of services must continue to be a key focus over the term of this strategy and the Business Plan across all three boroughs. Increasing need, inflation and complexity of needs is continuing to add pressure across education, social care and health services. This has been further complicated by the ongoing impact of the pandemic. The following key areas of work will be integral to delivering affordable services in the coming year and beyond:

PRIORITY ACTIVITY TO CONTROL COSTS	HOW WILL IT BE DELIVERED?
<p><b>DEMAND MANAGEMENT</b></p> <p>Supporting the prioritisation of services to young people most in need and demand management through the application by service teams of consistent thresholds.</p>	<p>Core services have well established threshold guidance that is periodically reviewed both internally and externally through inspections or specific requests for independent review. The DCSs are responsible for ensuring there are arrangements in place to monitor compliance and support staff to understand the threshold guidance.</p>
<p><b>LOCAL PROVISION</b></p> <p>Delivering the recommendations of the AfC Sufficiency Strategy at pace in terms of using commissioning opportunities effectively and developing more local provision where it makes financial sense to do so.</p>	<p>The Sufficiency Strategy has been agreed by all three Local Authorities and progress continues on implementing the recommendations including development of the Independent Fostering Agency, development of commissioning expertise and capacity, evaluation of options associated with increasing local residential placements and associated support services.</p>
<p><b>COMMISSIONING/PROCUREMENT COMPETENCE</b></p> <p>Building commissioning and procurement capacity and competence in the organisation to ensure that placement and other procurement activity is as effective as possible in finding solutions and driving down cost.</p>	<p>The organisation will continue to build competence and capacity within the commissioning team to ensure that the improved practice from the last three years in relation to placement commissioning continues and that we get the best price when undertaking procurement activity. The Associate Director of Business Development and Strategic Commissioning will continue to develop the commissioning strategy to ensure that we are making best use of our market share and where appropriate planning ahead with providers to get preferable rates. We will also continue to link in</p>

	with commissioning partnership arrangements for SEND and social care.
<p><b>REVIEW</b></p> <p>The effective review of placements, plans and working models is key to ensuring that we are promoting independent, resilient families and that we are prioritising the funding we have in an effective way.</p>	<p>The company has established practices to ensure that plans and placements are periodically reviewed to support the continued alignment of funding and support to the changing needs of young people. It is important that we continue to work to improve these practices particularly in social care and SEND where the financial pressure and scope for changing needs is most significant.</p>
<p><b>MODERNISATION OF WORKING PRACTICE</b></p> <p>Review of how we work to ensure that we are making best use of technology, flexible working practices and that support services offer value for money.</p>	<p>AfCs 'Future Ways of Working Strategy; outlines how we will build back better in terms of efficient use of buildings, homeworking, digital technologies and reduced travel / printing.</p> <p>A key priority will also be on improving the current HR arrangements to lead to a more consistent offer across AfC and in time improvements in recruitment and retention.</p>
<p><b>FINANCIAL MONITORING &amp; PLANNING</b></p> <p>Detailed monitoring of all high risk areas on an ongoing basis and consistent reporting internally, to the AfC Board and to the Councils.</p>	<p>The finance team will continue to monitor budgets and report performance to budget managers, leadership teams, the board and councils regularly. The finance team will also work to further improve budget awareness and confidence in managing budgets across the organisation.</p>

## 7. SHORT TERM BUDGET

- 7.1 In setting the 2022/23 AfC has worked closely with each of the three councils and the table below shows the proposed position and movement for next year. Detailed budget reports will be considered by each council between January and March 2022.

<i>Contract price movements</i>	<b>Kingston £000</b>	<b>Richmond £000</b>	<b>Windsor and Maidenhead £000</b>	<b>Total £000</b>
<b>2021/22 Q2 contract price excl DSG</b>	<b>36,314,677</b>	<b>38,437,731</b>	<b>28,632,825</b>	<b>103,385,233</b>
<i>Growth</i>	2,709,123	2,954,537	3,400,268	<b>9,063,928</b>
<i>MTFS Savings</i>	-743,000	-885,000	-565,000	<b>-2,193,000</b>
<i>Savings associated with unfunded Inflation</i>	-162,000	-162,000	-80,000	<b>-404,000</b>
<i>Inflation - pay</i>	442,700	442,700	238,000	<b>1,123,400</b>
<i>Inflation - health and social care levy</i>	161,200	161,200	77,000	<b>399,400</b>



<i>Inflation - contracts</i>	492,700	341,232	260,000	<b>1,093,932</b>
<i>Unfunded Inflation - contractual increments</i>	162,000	162,000	80,000	<b>404,000</b>
<i>Grant and virement changes</i>	-72,000	21,000	-2,166,728	<b>-2,217,728</b>
<i>Growth to be awarded in year - pay award</i>	-442,700	-442,700	0	<b>-885,400</b>
<b>2022/23 opening contract price excl DSG</b>	<b>38,862,700</b>	<b>41,030,700</b>	<b>29,876,365</b>	<b>109,769,765</b>
<i>DSG funding in contract price</i>	22,323,200	23,617,000	12,987,020	<b>58,927,220</b>
<b>2022/23 base contract price incl DSG</b>	<b>61,185,900</b>	<b>64,647,700</b>	<b>42,863,385</b>	<b>168,696,985</b>

7.2 The budget is planned to be spent as follows:

<i>Service</i>	<b>Budget (£)</b>	<b>%</b>
<i>Business Services</i>	6,749,412.00	4%
<i>Commissioning and Health</i>	13,600,590.00	8%
<i>Education Services</i>	65,456,550.00	39%
<i>Leases and Bought in Support Services</i>	7,669,670.00	5%
<i>Strategic Management</i>	2,363,290.00	1%
<i>Social Care and Early Help</i>	72,857,473.00	43%
<b>Total Budget</b>	<b>168,696,985.00</b>	<b>100%</b>

7.3 The biggest risk to achieving a balanced position on general fund services is the cost of needs led services both in terms of potential increases in the number of children needing support and the average cost of that support.

7.4 The ringfenced DSG funds are not expected to achieve a balanced position due to underfunding for high needs education services within the councils' DSG grant allocations. Cost management programmes are in place and outlined in the respective borough Deficit Management Plans and these plans must be a core focus over the period of this strategy and beyond. AfC continues to work to raise awareness of this issue and has the clear remit that statutory obligations to the young people should continue to be met despite the government underfunding.

7.5 Where the savings plans identified do not achieve an in-year balanced position, discussions have been held with the relevant Council to agree authorised overspends. Where a balanced position is reliant on the achievement of the riskier savings, contact is ongoing with the relevant Council to report progress against achievement of the cost reductions and if these do not come to fruition there should be an agreement about alternative cost reductions or an in-year contract change control.

## **8 MEDIUM TERM BUDGET**

8.1 The Company undertakes high level budgeting for a five year period (including current) to ensure that there is a planned approach to delivering services. The following table outlines the high level changes to the general fund budget (Non DSG). The expectations are reviewed with the

Councils each year to ensure that medium term financial planning remains aligned. This table represents a point in time. Savings plans and growth requirements are periodically reviewed during the year to identify how budget gaps can be resolved. This is informed by changes in the council's relative financial positions as well as emerging pressures and opportunities within children's services.

	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	TOTAL £
<i>Needs led growth</i>	5,860,228	3,011,233	2,613,649	2,542,487	2,472,822	<b>16,500,419</b>
<i>Covid 19 / Government Changes Growth</i>	1,541,200	-456,200	0	0	0	<b>1,085,000</b>
<i>Other Controllable Growth / Investment</i>	1,662,500	499,000	400,000	335,000	400,000	<b>3,296,500</b>
<i>Savings</i>	-	-865,500	-325,000	NYA	NYA	<b>-3,383,500</b>
	2,193,000					
<i>Savings - increments</i>	-404,000	-404,000	-404,000	-404,000	-404,000	<b>-2,020,000</b>
<i>Inflation - contractual</i>	1,093,932	1,100,587	727,438	750,134	773,289	<b>4,445,380</b>
<i>Inflation - pay award</i>	1,123,400	1,132,707	1,155,361	1,178,468	1,202,038	<b>5,791,974</b>
<i>Inflation - increments</i>	404,000	404,000	404,000	404,000	404,000	<b>2,020,000</b>
<i>Inflation - NI levy</i>	399,400	0	0	0	0	<b>399,400</b>
<i>Other grant/virement changes</i>	-	0	0	0	0	<b>0</b>
	2,217,728					<b>-2,217,728</b>
<b>Net change before budget adjustments</b>	<b>7,269,932</b>	<b>4,421,826</b>	<b>4,571,449</b>	<b>4,806,090</b>	<b>4,848,149</b>	<b>25,917,445</b>

- 8.2 The table above summarises the latest position and work is ongoing to identify further cost avoidance / efficiency savings for the latter years of the plan. It is also recognised that significant work needs to be undertaken to reduce down the level of year on year growth required for needs-led social care placements.
- 8.3 In relation to the general fund the biggest financial challenges for the medium term period are:
- The management of need for social care and health services and the management of unit costs in these areas. This will be undertaken through the monitoring of thresholds to access services, continued investment in early intervention and the further development of the local placement market and placement commissioning function.
  - Management of increasing staff costs, particularly in social care due to regional shortages of suitably qualified staff. The workforce strategy will look to reduce reliance on expensive agency workers through targeted recruitment campaigns, improved agency arrangements and a review of the incentives package for staff groups where recruitment and retention is challenging. AfC also periodically reviews delivery models to support efficiency of the service offer and how it is delivered.
  - The challenging savings targets that have been built into all three council contracts as well as additional savings required to fund pressures that have not been funded within the base contract prices. The project management approach will keep the leadership team focused on the achievement of these programmes and associated savings. There will be early conversations where the achievement of savings is not possible to reach a mutual agreement with the relevant council about associated actions.
- 8.4 In addition to the general fund pressures the company is working towards bringing DSG funded high needs education expenditure more in line with the associated Government Grant allocation across all three boroughs. This activity is likely to last for at least the period covered within this plan.

Detailed plans are in place and AfC continues to work closely with the councils, DfE and partners to review and improve the position.

- 8.5 The Directors of Childrens Services and Chief Operating & Finance Officer are responsible for identifying savings with their leadership teams and planning for the implementation of these changes. They are supported in doing this by a senior member of the finance team who attends their leadership meetings. All major areas of pressure have detailed financial recovery plans which are subject to continual monitoring, review and contingency action planning where actions do not achieve the required financial impact. It is integral that AfC achieves the plans' ambitions to reduce and control needs-led budgets so that services can be sustained in the longer term.

## 9. FINANCIAL CONTROL

- 9.1 AfC operates a devolved approach to budget management with nominated budget managers responsible for service spend. The budget manager is a member of staff at team manager level or above and is the officer who makes the operational decisions about how to spend money. The ongoing financial challenges faced by the company has necessitated a review of the arrangements that govern budget manager spend. Under the revised financial regulations budget managers are able to spend up to their designated budget but must formally seek permission from their director to spend above this limit. The director may opt to transfer budget from elsewhere in their department on a temporary or permanent basis to enable the higher level of spend or may seek a contract change control from the relevant commissioning council. Each budget manager is supported by a dedicated management accountant who meets with them at least quarterly and more frequently for higher risk budgets. The finance team produces monthly monitoring information which is signed off by the relevant leadership team before being sent to the Board and relevant council.

- 9.2 The Company has three main categories of spend which determines the key controls and levers for controlling spend:

Budget Type	Key controls
<p><b>Controllable budgets</b> are budgets that AfC can directly impact by taking associated actions. They support statutory services but may not in themselves be statutory. Examples include staffing, training, stationary, travel, supplies and services.</p>	<p>Leadership Team approval of vacancies prior to recruitment.</p> <p>Centralisation of general budgets e.g. training, stationary, furniture and equipment etc.</p> <p>Where overspends are anticipated senior level sign off of spend over a pre agreed limit</p> <p>All budgets allocated to individual budget managers and signed off prior to the year</p> <p>Periodic review of agency staff by Leadership Team</p> <p>Budget manager sign off of all invoices</p> <p>Budget manager training</p>

	<p>Monthly budget monitoring produced by finance team in consultation with the budget manager</p> <p>Consideration of overall position by leadership teams monthly</p>
<p><b>Stepped Costs</b> are those that are demand led but can be directly controlled through associated action and the risks associated with reducing spend can be managed more easily. The main category of budget here relates to salary costs within frontline teams where the number of staff may not have to increase with every increase in demand but where there are a certain number of staff needed to maintain caseloads within an agreed range.</p>	<p>Leadership Team approval of all vacancies prior to recruitment.</p> <p>Leadership Team consideration of alternative options via the request form before recruitment decisions made</p> <p>Monitoring of workloads via information produced by the data intelligence team</p> <p>Manager sign off of funded establishment annually</p> <p>Periodic Leadership Team review of teams over establishment</p> <p>Monthly budget monitoring produced by finance team in consultation with the budget manager</p> <p>Consideration of overall position by Leadership Team monthly</p>

<p><b>Demand led budgets</b> are those that are directly linked to the meeting of statutory duty and are difficult to influence in the short term. Examples include placements for children looked after, rent and allowances for care leavers, direct costs related to agreed educational placements and legal costs associated with specific cases.</p>	<p>Child by child placement monitoring and sign off by budget manager monthly</p> <p>Budget manager sign off of all invoices</p> <p>Attendance of key staff at decision making panels including finance where finance decisions are being made</p> <p>Periodic high cost placement reviews</p> <p>Monthly reconciliation and production of management information</p> <p>Periodic review of placement types by commissioning team</p> <p>Monthly budget monitoring produced by finance team in consultation with the budget manager</p> <p>Consideration of overall position by Leadership Team monthly</p> <p>Development of the commissioning team and placement sufficiency strategy</p>
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9.3 Where base budget funding has been reasonable, AfC has consistently maintained stepped costs and other controllable costs within the required budget envelopes but has struggled to deliver needs led costs within the Council's contract prices due to a number of reasons:

- fluctuations in need
- increases in unit costs / limited supply of placements
- failure to deliver on savings plans

9.4 To break this cycle and ensure that demand led services remain affordable for the commissioning councils, a more focused project management approach has been introduced with the DCSs and COFO having overarching responsibility for the achievement of savings in their areas. The relevant leadership team and the Board receive updates on progress and risks. Each programme has a service lead, a project lead and a finance lead. Progress and achievement of net cost reductions will be monitored during the year with alternative actions being agreed with commissioners, if needed, through periodic commissioning meetings.

## 10. RISKS AND MITIGATIONS

10.1 The following table summarises key financial risks for the coming year and associated actions

RISK / CHALLENGE	ACTION
Ongoing overspend and balancing reaction to financial pressure with importance of making decisions in best interest of children	<p>The relevant Leadership Team reviews the monthly monitoring and agrees all financial actions that could impact on services. This ensures that the service impact of financial action plans is considered and risks identified/ monitored.</p> <p>DCS overview of all decisions relating to LA areas / services.</p>
Placement budgets – Increasing average cost and demand pressures	<p>Internal review system for all placements to ensure they are the most appropriate in terms of service and cost.</p> <p>Detailed financial monitoring at an individual placement level.</p> <p>Continuation of centralised commissioning team model under the direction of the new Director of Commissioning.</p> <p>Sufficiency Strategy recommendations including developing more local place capacity through the fostering agency and new provisions</p> <p>Engagement with joint LA commissioning groups / initiatives to drive down cost and increase purchasing power</p> <p>Monthly financial monitoring updates provided to each Council and quarterly meetings with commissioners to discuss latest performance and activity data, risks and associated actions</p>
Achievement of savings and agreement of one off costs for redundancy etc.	<p>Regular monitoring of progress against savings plans.</p> <p>Project plans for each of the high value schemes with regular reporting to the Senior Leadership Team.</p> <p>Quarterly progress reporting to the AfC Board and Commissioners.</p>
Risk of cross subsidy as the level of funding that can be afforded by each LA becomes more distinct	<p>Operational area budgets recorded separately to avoid high level cross subsidy</p> <p>Demand budgets ringfenced to ensure that placement / transport budgets can not be vulnerable to cross subsidy</p> <p>DSG funds ringfenced to ensure the grant is only used for the benefit of pupils in the borough for which it was intended (separate budgets and cost recording)</p> <p>Scrutiny of DSG budgets by borough based Schools Forums</p>

	<p>Definition of core service provided by Business Services and agreement about level of support for each borough in the context of funding levels</p> <p>Annual financial exercise undertaken to check actual expenditure levels against contract prices</p> <p>Oversight by Directors of Children's Services</p>
Risk that councils do not agree proposed savings	<p>Regular briefings for Councillors throughout the budget setting processes</p> <p>Clear breakdown of financial implications of savings proposals not being agreed</p> <p>Regular feedback between DCS and SLT / finance so that decisions can be reflected in latest financial reporting</p>

## 11. CASHFLOW AND LIQUIDITY

- 11.1 AfC has access to a contractual Revolving Credit Facility of up to £45m to provide working capital for the provision of the three major contracts with the owning Councils. This is needed as services are billed for in arrears and so it can be up to two months before the company receives payment for services delivered. The company uses the facility to ensure that there is sufficient liquidity to meet day to day operational needs. AfC holds short term deposits with a number of banking institutions to ensure that the administrative burden of operating the loan facility remains practical. Investment limits are agreed with the owning councils annually as part of the Financial Plan.
- 11.2 AfC has had an average borrowing of £27m over the last 12 months, comfortably below the £45m. The borrowing essentially pays for the services delivered to the councils on credit and any one off set up costs that remain on the Company's Balance Sheet.

## 12 GOING CONCERN

- 12.1 As a company, AfC is required to demonstrate that it is a going concern. In order to do this the Board needs to consider its future financial position and assure itself that its position for the short/medium term is capable of continuing to trade. It also needs to provide assurance to the councils that its financial plans are robust and issues around its future financial position are presented to, and agreed by the Councils as part of the detailed budget setting process.
- 12.2 It is important that AfC continues to engage with the three owning Councils in relation to what is affordable and what level and cost of service the councils need to make the contracts with AfC financially viable for them.
- 12.3 Due to the nature of AfC's services and the decision to offer AfC staff the Local Government Pension Scheme (LGPS) AfC holds a considerable pension liability on its Balance Sheet. The decision to offer the LGPS was made at the inception of AfC and is an important factor in ensuring that AfC is in a good position to recruit and retain high quality social care staff. It is important that AfC is able to explain this position to potential trading partners and provide

assurance that it is a going concern. This will be done through the Statement of Accounts and associated publications.

### **13 CONCLUSIONS AND NEXT STEPS**

13.1 It is clear that the coming years will be financially challenging for Achieving for Children. It is of paramount importance that the organisation continues to work with commissioning partners to ensure a mutual understanding of existing and emerging pressures and reaches agreement on the level of funding available and how that funding should be prioritised in line with both organisation and council objectives. The following activity will be prioritised over the coming months to move this plan forward:

- Progression of the Placement Sufficiency Strategy and associated recommendations through council approval processes
- Development of business cases at pace for those business development opportunities that could have the most scope for cost avoidance / savings
- Achievement and monitoring of detailed budgets and associated savings plans
- Continued demand management through early intervention work and threshold management
- Continued focus on developing and delivery of placement commissioning activity
- Continued detailed monitoring and reporting to AfC leadership teams, AfC Board and commissioners
- Implementation of Workforce Strategy to improve recruitment
- Progression of this strategy alongside the AfC Business Plan and 2022/23 budget through council decision making processes





<b>ACHIEVING FOR CHILDREN BOARD OF DIRECTORS</b>
<b>DATE:</b> 4th February 2022
<b>REPORT AUTHOR:</b> Lucy Kourpas - Chief Operating and Finance Officer
<b>SUBJECT:</b> ACHIEVING FOR CHILDREN BUDGET 2022/23
<b>PURPOSE:</b> To present the draft 2022/23 budget for approval

## 1. SUMMARY

- 1.1 This report details the proposed 2022/23 budget for Achieving for Children (AfC). The budget has been discussed in detail with each of the three councils that commission services from AfC. The final budget approval is a matter reserved to Richmond, Kingston and Windsor and Maidenhead councils as AfCs owners and will be formally presented for approval in February / March 2022. The following table summarises the proposed contract prices:

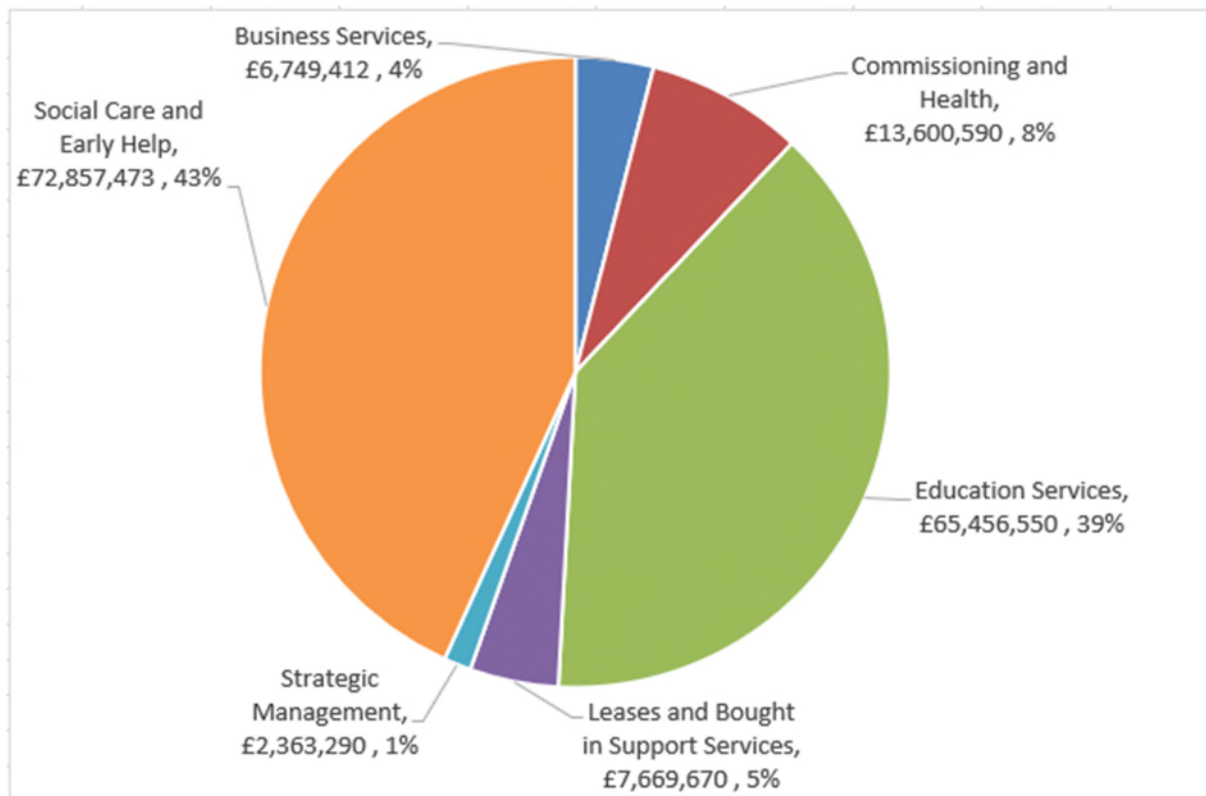
<b>Contract Prices</b>	<b>Kingston</b>	<b>Richmond</b>	<b>Windsor and Maidenhead</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>General Fund</b>	38,862,700	41,030,700	29,876,365	<b>109,769,765</b>
<b>Dedicated Schools Grant</b>	22,323,200	23,617,000	12,987,020	<b>58,927,220</b>
<b>TOTAL</b>	<b>61,185,900</b>	<b>64,647,700</b>	<b>42,863,385</b>	<b>168,696,985</b>

## 2. RECOMMENDATIONS

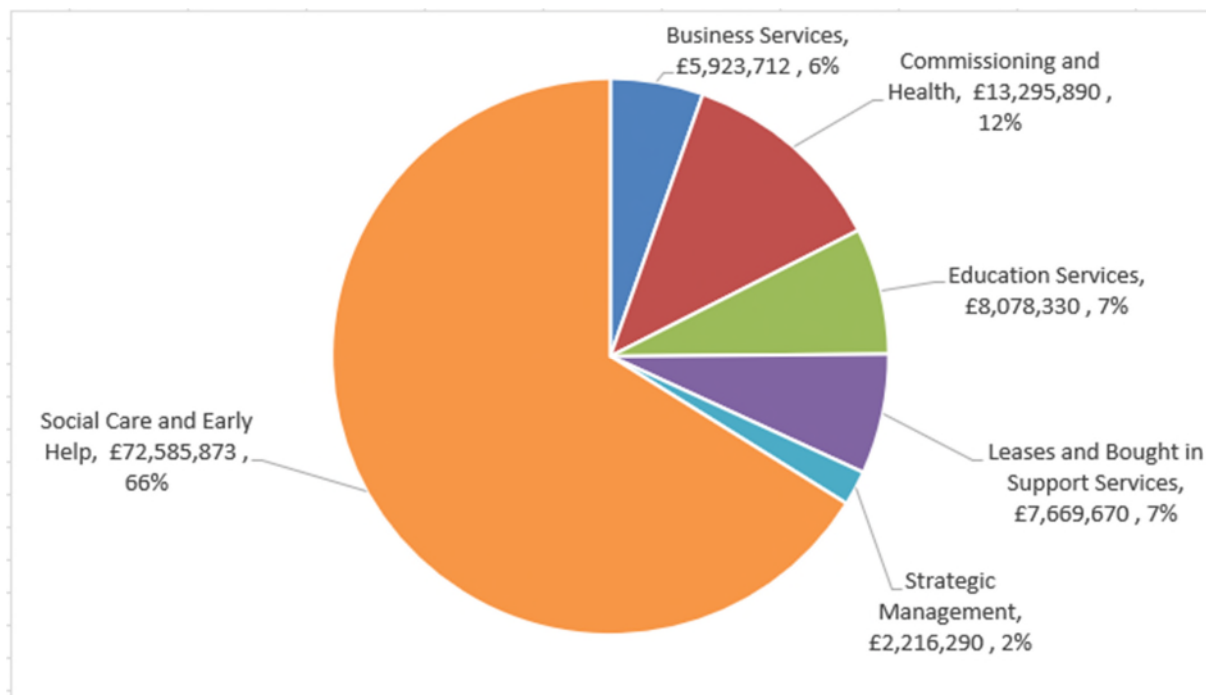
- 2.1 The Board is asked to agree to the 2022/23 budget that will go forward to the councils for approval.

## 3. GENERAL FUND BUDGET

3.1 The overall AfC budget is proposed at £168,696,985 profiled as follows:



3.2 The General Fund AfC budget (excl DSG) is proposed at £109,769,765 profiled as follows:



3.3 AfC have been fully engaged in each of the three budget setting processes taking place in the Local Authorities and have undertaken the company's detailed budget setting process

alongside their respective timetables. This budget, once agreed, will form part of the three commissioning council's political budget setting processes which concludes in Councillors approving budgets in late February and early March 2022. Each of AfCs owning councils is also required to consider and approve the AfC budget and Business Plan each year.

3.4 The proposed changes to the 2022/23 AfC budget are outlined below:

Contract price movements	Kingston	Richmond	Windsor and Maidenhead	Total
	£000	£000	£000	£000
<b>2021/22 Q2 contract price excl DSG</b>	<b>36,314,677</b>	<b>38,437,731</b>	<b>28,632,825</b>	<b>103,385,233</b>
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Inflation - contracts	492,700	341,232	260,000	<b>1,093,932</b>
Unfunded Inflation - contractual increments	162,000	162,000	80,000	<b>404,000</b>
Grant and virement changes	-72,000	21,000	-2,166,728	<b>-2,217,728</b>
Growth to be awarded in year - pay award	-442,700	-442,700	0	<b>-885,400</b>
<b>2022/23 opening contract price excl DSG</b>	<b>38,862,700</b>	<b>41,030,700</b>	<b>29,876,365</b>	<b>109,769,765</b>
DSG funding in contract price	22,323,200	23,617,000	12,987,020	<b>58,927,220</b>
<b>2022/23 base contract price incl DSG</b>	<b>61,185,900</b>	<b>64,647,700</b>	<b>42,863,385</b>	<b>168,696,985</b>

#### GROWTH (£9.063m)

3.5 Growth requests have been provisionally approved in all three boroughs. The anticipated 2022/23 growth levels are listed in the table below. Where growth is not funded, AfC will need to identify in-year mitigations to avoid overspending.

Growth	Kingston	Richmond	Windsor and Maidenhead	Total
	£	£	£	£

Social Care (incl Legal) current demographic growth	816,351	1,105,019	908,163	2,829,533
Social Care (incl Legal) future demand	945,530	758,750	985,105	2,689,385
SEN Transport current demographic	136,850	68,452	0	205,302
SEN Transport future growth	23,942	32,066	0	56,008
Regional Adoption	40,000	40,000	15,000	95,000
<b>Total Demand Growth</b>	<b>1,962,673</b>	<b>2,004,287</b>	<b>1,908,268</b>	<b>5,875,228</b>
Social Care Covid-19 permanent impact on demand (placement) budgets	220,500	273,500	360,000	854,000
Safeguarding (Covid-19 additionality pressures)	100,000	140,000	0	240,000
Referral and Assessment (Covid-19 additionality pressures)	129,200	87,000	0	216,200
Leaving Care (Increased staffing in Personal Advisor and Team Leader)	55,500	55,500	0	111,000
NQT Recruitment Income (permanent change due to Government funding arrangements)	42,500	42,500	0	85,000
Family hub property costs	0	0	35,000	35,000
School improvement, Education Welfare			130,000	130,000
<b>COVID-19/Government Funding Changes</b>	<b>547,700</b>	<b>598,500</b>	<b>525,000</b>	<b>1,671,200</b>
Business Service Leadership Capacity (Business Development and Procurement)	43,750	43,750	0	87,500
Corporate Insurance Contract	25,000	25,000	15,000	65,000
Social Care future year staffing requirements (Social Workers in CLA and Leaving Care)	0	42,500	0	42,500
SEND including Preparing for Adulthood	130,000	87,500	40,000	257,500
Information Governance, Access to work, Health & Safety			78,000	78,000
<b>General Fund Controllable Pressures</b>	<b>198,750</b>	<b>198,750</b>	<b>133,000</b>	<b>530,500</b>
Social care low caseload target operating model	0	0	509,000	509,000
Domestic Abuse Team	0	0	161,000	161,000
Mental health Initiatives	0	57,000	0	57,000

Youth Outreach	0	91,000	0	91,000
Education - Violence Against Women and Girls	0	5,000	0	5,000
Edge of Care Team	0	0	164,000	164,000
<b>Investment priorities</b>	<b>0</b>	<b>153,000</b>	<b>834,000</b>	<b>987,000</b>
<b>2022/23 Budget Growth</b>	<b>2,709,123</b>	<b>2,954,537</b>	<b>3,400,268</b>	<b>9,063,928</b>

3.6 Covid-19 has been incorporated into the growth requests for all three boroughs. There is a risk, as the pandemic continues, that 2022/23 budgets will face greater pressure than has been anticipated. The growth requests incorporate known and expected demand pressures, as well as specific controllable budget growth items.

### SAVINGS (£2.597m)

3.7 A significant challenge for the Company relates to savings targets set by the councils as part of the wider public sector regime of budget reduction as well as savings required due to unfunded growth. The following table summarises the budget reductions that have been built into the 2022/23 budget.

Savings	Kingston	Richmond	Windsor and Maidenhead	Total
	£	£	£	£
MTFS Savings	743,000	885,000	565,000	<b>2,193,000</b>
Unfunded Inflation	162,000	162,000	80,000	<b>404,000</b>
<b>2022/23 savings</b>	<b>905,000</b>	<b>1,047,000</b>	<b>645,000</b>	<b>2,597,000</b>

3.8 The savings are split into three categories as follows:

- **MTFS Savings** – formal savings that are being agreed through the councils’ political processes and contributing towards each council’s efficiency regime
- **Unfunded inflation** – Inflationary pressures that are not funded in the agreed contract prices

3.9 Appendix A provides a detailed breakdown of the agreed general fund savings. The savings are subject to formal agreement at the various council political meetings in February/March. If the councils do not wish to proceed with any of the proposed savings at this stage in the process AfC will first look to propose alternative savings (where possible) and if alternatives can not be agreed the councils will need to provide growth to avoid overspending next year.

3.10 The unfunded inflation of £404,000 relates to contractual staff increments which are not allowed for in the council’s contract prices.

### INFLATION (£3.021m)

- 3.11 AfC submitted inflationary growth requests to each borough in the Summer / Autumn 2021 and the following table summarises the outcomes of these bids:

Inflation	Kingston	Richmond	Windsor and Maidenhead	Total
	£	£	£	£
Increments (unfunded)	162,000	162,000	80,000	404,000
Pay award	442,700	442,700	238,000	1,123,400
Contract inflation	492,700	341,232	260,000	1,093,932
National Insurance (health and social care levy)	161,200	161,200	77,000	399,400
<b>2022/23 inflation</b>	<b>1,258,600</b>	<b>1,107,132</b>	<b>655,000</b>	<b>3,020,732</b>
Growth to be awarded in year - pay award	-442,700	-442,700	0	-885,400
<b>2022/23 inflation</b>	<b>815,900</b>	<b>664,432</b>	<b>655,000</b>	<b>2,135,332</b>

- 3.12 The cost of contractual salaries increments will not be funded by any of the boroughs and so this will be an additional pressure to be met from existing budgets.
- 3.13 All three boroughs have agreed to fund a pay award next year. In Windsor and Maidenhead this is a local decision and likely to be 2%. In Richmond and Kingston this is negotiated at a national level and 2% has been set aside in the council's accounts pending the outcome of national negotiations. The actual amount given will be adjusted to reflect the final National Joint Council / Teachers pay award.
- 3.14 The new Health and Social Care 1.25% National Insurance Levy will be fully funded by all three councils.
- 3.15 Where AfC holds contracts with specific inflationary increments this has also been provided for using RPI as an indicator. The table below details this inflationary growth and there is a risk that if inflation exceeds the 2% built in that a pressure, requiring mitigation, will materialise during next year.

#### **GRANT AND CONTRACT CHANGES (-£2.217m)**

- 3.16 The contract prices will also change for a number of agreed adjustments to reflect estimated Government Grant amounts or one off prior year service funding. These include where Government funding may have changed or where it has been agreed that budgets will be reflected differently between the councils and AfC. The most substantial items relate to one off grant funded services that were delivered by AfC in 2021/22 e.g. the Household Support Fund and Local Covid Support Grant. These budget adjustments are agreed at an officer level between the councils and AfC during the year.

#### **4. DEDICATED SCHOOLS GRANT**

- 4.1 The provisional grant settlement for the Dedicated Schools Grant (DSG) was announced on 16th December 2021. AfC will continue to manage the DSG grant funds on behalf of the three councils although not all of the money will be included in the annual contract prices. This means that AfC will be responsible for the management of those funds including passporting funding directly to schools and early years settings. AfC will also deliver significant education services with the most material being high needs education services but also including services such as school admissions, early years advisory services and school improvement.
- 4.2 The table below details the anticipated DSG budgets for each borough, after block transfers which are expected to be agreed as part of each council's budget setting process.

<b>Block</b>	<b>Richmond 2022/23 Budget (£m)</b>	<b>Kingston 2022/23 Budget (£m)</b>	<b>Windsor &amp; Maidenhead 2022/23 Budget (£m)</b>
Schools Block	134.505	121.448	102.297
Central School Services Block	0.818	1.065	1.035
Early Years Block	14.841	13.118	10.042
High Needs Block	33.659	28.560	26.322
<b>Total</b>	<b>183.823</b>	<b>164.192</b>	<b>139.697</b>

- 4.3 The funding must be applied to education services with a significant portion being passported to schools and early years providers as de-delegated budgets.
- 4.4 AfC have drafted detailed budget reports for each council and so the details will be formally approved in February and March. The links to the detailed budget reports are detailed below for information:
- [Richmond Schools Budget Report](#)
  - [Kingston Schools Budget Report](#)
  - [Windsor and Maidenhead Schools Budget Report](#)
- 4.5 The most significant challenge for next year will remain the management of high needs education services within the budget available. In Richmond and Kingston this budget has been agreed with the DfE and council as part of the five year Safety Valve Funding agreement and will exceed the amount of grant funding available (shown in table above). In Windsor and Maidenhead the expenditure on high needs is also expected to exceed the grant funding available and a Deficit Management Plan is now in place to bring spend into line with grant funding over the coming years.
- 4.6 The cumulative deficits on all three DSG funds remains a significant risk to AfC and the councils and the addressing of those deficits must remain one of AfCs top priorities next year. The importance of the plans is recognised in the AfC Business Plan. In recognition that

shortfalls in high needs education funding is a growing national issue, the DfE issued guidance last year to strengthen the DSG fund ringfence and has provided a three year statutory override to provide a temporary reprieve in terms of impact on wider council finances.

- 4.7 The SEND Futures Plans in Richmond and Kingston will remain a major priority moving into next year and there will be continued focus on implementing the deficit management plan in Windsor and Maidenhead. The Board will already be familiar with the plans and the latest versions can be viewed on the relevant Local Offer websites.

## 5. RISKS AND MITIGATIONS

- 5.1 The following table summarises key financial risks for the coming year and associated actions

RISK / CHALLENGE	ACTION
Inflation	Inflationary increases have been built into budgets but it is possible given the escalation in RPI and CPI that it may exceed the amount allowed for. Robust commissioning practises as well as partnership working will be key to understanding this pressure and mitigating it wherever possible.
Continuing/escalating impact of Covid 19	All efforts have been made to ensure that growth requests have incorporated the impact on demand budgets and increasing activity. There is a risk that demand and associated costs will continue to grow at a higher than expected rate due to the continuation of the pandemic. There is also uncertainty on how business as usual budgets, particularly in relation to income generation, will perform as restrictions are lifted. Budget monitoring separating business as usual from Covid-19 will continue as a priority and form part of the monthly monitoring updates to all key stakeholders.
Ongoing overspend and balancing reaction to financial pressure with importance of making decisions in best interest of children	The Leadership Teams review the monthly monitoring and agree on all financial actions that could impact on services. This ensures that the service impact of financial action plans is considered and risks identified/ monitored. Director overview of all decisions relating to their directorates



<p>Placement budgets – Increasing average cost and demand pressures</p>	<p>Internal review system for all placements to ensure they are the most appropriate in terms of service and cost.</p> <p>Detailed financial monitoring at an individual placement level.</p> <p>Updated Sufficiency Strategy</p> <p>Engagement with joint commissioning groups / initiatives to drive down cost and increase purchasing power</p> <p>Monthly financial monitoring updates provided to each council and quarterly meetings with commissioners to discuss latest performance and activity data, risks and associated actions</p>
<p>Achievement of savings and agreement of one off costs for redundancy etc.</p>	<p>Regular monitoring of progress against savings plans.</p> <p>Project plans for each of the high value schemes with regular reporting to the Leadership Teams</p> <p>Quarterly progress reporting to the AfC Board and Commissioners.</p>
<p>Risk of cross subsidy if the level of funding that can be afforded by each LA differs</p>	<p>Operational area budgets recorded separately to avoid high level cross subsidy. Demand budgets ringfenced to ensure that placement / transport budgets are not vulnerable to cross subsidy</p> <p>Definition of core service provided by Business Services and agreement about level of support for each borough in the context of funding levels</p> <p>Annual financial exercise undertaken to check actual expenditure levels against contract prices</p> <p>Oversight by Directors of Children’s Services and Chief Operating Officer</p>
<p>Risk that Councils do not agree proposed savings and growth</p>	<p>Regular briefings for councillors throughout the budget setting processes</p>

## 6. FINANCIAL IMPLICATIONS

- 6.1 Budgets will be carefully monitored during 2022/23 to ensure that appropriate action is taken where financial pressure arises. The combination of inflationary, demand pressures, Covid-19 and savings required means that 2022/23 will be another challenging year in financial terms.
- 6.2 Balancing the ever increasing financial pressure with the responsibility to ensure the best outcomes for children remains a significant challenge going into 2022/23. Increases in demand and high average cost of placements is a national issue that is causing budget pressure for most providers of children’s social care and education services. The Councils have provided significant

levels of growth and so it is important that the budgets are prioritised effectively to ensure demand is managed within the available budget envelope.

- 6.3 The underfunding of high needs education, rising inflationary pressures and the step up in complexity of support needed by children and young people remain the greatest challenges next year and it is important that as an organisation we periodically review delivery models and make changes to support value of money.
- 6.4 Challenging savings targets have been built into the budget for next year and it is important that progress against these projects and achievement of planned budget reductions is monitored. The achievement of planned savings and managing demand will need to continue to be a high priority for all staff that have authority to commit to spend. Where projects under-achieve savings targets or there are demand-led overspends, cost reductions will need to be found from elsewhere to ensure the Company can operate within the contract funding envelope agreed with the councils.
- 6.5 It is important that AfC continues to embed a culture of financial restraint into all officers with spending power and that the Company regularly reviews the financial position to ensure that money is aligned to service needs and priorities. Expenditure restraint policies and procedures will need to continue into 2022/23 to ensure that controllable budgets remain balanced and resources can be effectively prioritised in demand led budgets.

## 7. CONTACTS

Lucy Kourpas

Chief Operating & Finance Officer

[lucy.kourpas@achievingforchildren.org.uk](mailto:lucy.kourpas@achievingforchildren.org.uk)

### Achieving for Children: Treasury Plan

#### Borrowing

1. AfC will only borrow from the Councils and in accordance with the terms set out in the Revolving Credit Facility (RCF).

#### Investment

2. AfC will only invest surplus funds, including sums borrowed under the RCF, in order to manage its cash flow to make payment of its obligations in a timely manner without having to borrow on a frequent basis from the Councils.
3. Such investment will be on the following basis:
  - a) Investment will be in deposit/instant access bank accounts that can be withdrawn at notice on the same day
  - b) Investment will be in banks approved by the Councils
  - c) Investment in each bank will be subject to a maximum amount (or limit) invested at any time
  - d) The aggregate of investments in all banks will also be subject to a maximum amount
  - e) The banks that AfC can make investments in and the limits are as follows:

BANK	LIMIT OF INVESTMENT
Barclays	£4,000,000
Nationwide	£3,000,000
NatWest bank	£5,000,000
Svenska Handelsbanken	£2,000,000
<b>Total Investment</b>	<b>£14,000,000</b>

The total aggregate investments that AfC can have outstanding at any time is £14million

4. At any time the Councils can jointly agree to
  - a) remove approval or vary the investment limits for any of the banks, and vary the total aggregate investments
  - b) approve additional bank(s) with appropriate limits on investment, and
  - c) any such changes shall be agreed in writing (email) by the Finance Directors of each Council and AfC (or their appointed deputies for this purpose) and shall be reported to the next meeting of the Ownership Board and adopted as a change to the Plan as soon as practical and appropriate.
5. The treasury management and banking functions in AfC will be supervised by the

Chief Operating Officer and undertaken by appropriately experienced staff within the finance section of AfC. Treasury activity will be planned and reviewed weekly and longer term plans prepared at least annually.

6. AfC will take advice and act on instructions from the Councils, acting jointly, on its treasury activities and investments.

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
EQUALITY IMPACT ASSESSMENT**

**EqlA : Title of EQIA**

**Essential information**

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

<b>Strategy</b>	x	<b>Policy</b>		<b>Plan</b>	x	<b>Project</b>	x	<b>Service/Procedure</b>	
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<b>Responsible officer</b>	Kevin McDaniel	<b>Service area</b>	Childrens Services	<b>Directorate</b>	People Directorate
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<b>Stage 1: EqIA Screening (mandatory)</b>	Date created: 22/3/22	<b>Stage 2 : Full assessment (if applicable)</b>	Date created : xx/xx/xxxx
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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):** Lucy Kourpas

**Dated:** 22/3/22

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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Title of EQIA

#### 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.

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
EQUALITY IMPACT ASSESSMENT**

**EqIA : Title of EQIA**

**Stage 1 : Screening (Mandatory)**

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD**

**EQUALITY IMPACT ASSESSMENT**

**EqIA : Title of EQIA**

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



# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Title of EQIA

The proposals aim to achieve continuous improvement and development of children's services for the children and young people of Kingston, Richmond and Windsor and Maidenhead. The proposals also seek to prioritise funding to support the most vulnerable children and young people who access services delivered by AfC. There are six strategic objectives as follows:

#### ***Strategic priority: Stronger families***

*What will we achieve for children and young people?*

We will have a relentless focus on safeguarding children and young people across all our services. The services we deliver will be high quality and will protect and promote the wellbeing of children and young people by promoting family resilience. We will work collaboratively with our key partners to ensure we are able to realise the benefits of joint working to support our children, young people and families

*Why is this important?*

Ensuring children and young people are safe from harm is our core business. We want to build resilience in our families and communities so that they are better able to help, support and protect children without the need for statutory intervention. As part of this, we want to ensure our relationships with key partners are strong and that our families really benefit from collaboration and joined-up working.

#### ***Strategic priority: Positive futures***

*What will we achieve for children and young people?*

We will invest and work collaboratively to improve our local education, health and care offer to children and young people so that they have access to high quality services, are able to stay close to their families and friends, achieve well, and develop their skills for independence.

*Why is this important?*

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : Title of EQIA

It is crucial that we provide the right support at the right time. This will enable us to help children and young people to develop their independence and prepare for adulthood. Putting in place local provision means children and young people can stay close to their families and essential support networks and they can benefit from our integrated services giving them the best chance for a positive future.

#### ***Strategic priority: Excellent workforce***

*What will we achieve for children and young people?*

Our workforce will be experienced, talented, empowered and motivated to deliver the best possible services and outcomes for children and young people. We will invest in the recruitment, retention and development of our workforce and reward their achievements.

*Why is this important?*

Feedback from children, young people and families always emphasises the importance of a consistent, skilled and motivated workforce. We want to make AfC a place where people want to come and work and a company that they are proud to tell their family and friends that they work for.

#### ***Strategic priority: Financial stability***

*What will we achieve for children and young people?*

The services we deliver will provide excellent value for money and we are trusted by our commissioning councils to deliver the best possible services within the agreed contract price, including the efficient delivery of our financial savings plans.

*Why is this important?*

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : Title of EQIA

Given the financial context, nationally and locally, it is essential that we are focused on delivering efficient, cost-effective and financially sustainable services so we are able to support those most in need.

***Strategic priority: Successful organisation***

*What will we achieve for children and young people?*

We will secure the sustainability of the community interest company through contract renewal, business development, fundraising and good growth, so that we are able to reinvest in the services we deliver directly to children and their families.

*Why is this important?*

As the needs of young people and our owning councils change we will develop and adapt our business and delivery models to ensure we continue to meet their needs and offer value for money.

***Strategic priority: Smarter working***

*What will we achieve for children and young people?*

Our business processes will be efficient, cost-effective and supportive to frontline practitioners so that they are able to spend as much time as possible working directly with children, young people and their families to improve outcomes for them.

*Why is this important?*

Better business processes and effective use of new digital technologies will allow our workforce to reduce the amount of time they spend on unnecessary paperwork and bureaucracy, freeing them up to spend more time with the children, young people and families we support.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

**EqIA : Title of EQIA**

**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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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : Title of EQIA

Protected characteristics	Relevance	Level	Positive/negative	Evidence
<b>Age</b>	High	High	Positive	<p>The proposals outlined aim to support children and young people living in the boroughs of Richmond, Kingston and Windsor and Maidenhead. Children's services are open to all children where there is an identified need to access services. 0-25 populations as follows:</p> <p>Windsor and Maidenhead: 45,606                      Richmond: 59,104                      Kingston: 57,891</p> <p>The proposals outlined look to modernise children's services through increased use of digital technology. Adjustments will be made to ensure that staff and service users can still access services / working models where digital exclusion is a risk.</p>
<b>Disability</b>	High	High	Positive	<p>The improvement of services for children with special education needs and disabilities are a key priority as outlined in the proposals. Children with EHCPs as follows:</p> <p><i>Windsor and Maidenhead: 1,036</i>  <i>Richmond: 1,652</i>  <i>Kingston: 1,566</i></p> <p><i>Achieving for Children employs a number of staff with disabilities and has processes and resources in place to support equality of access and opportunity.</i></p>
<b>Gender re-assignment</b>	n/a	n/a	None	n/a
<b>Marriage/civil partnership</b>	n/a	n/a	None	n/a

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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : Title of EQIA

<b>Pregnancy and maternity</b>	Low	Low	Positive	<i>Achieving for Children has established processes and resources in place to support staff through maternity / paternity. At the time of writing 21 staff were on maternity leave.</i>
<b>Race</b>	n/an/a	n/a	None	
<b>Religion and belief</b>			None	
<b>Sex</b>			None	
<b>Sexual orientation</b>			None	

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### Outcome, action and public reporting

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

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).

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
EQUALITY IMPACT ASSESSMENT**

**EqIA : Title of EQIA**

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Report Title:	The Queen's Platinum Jubilee 2022
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Rayner, Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor
Meeting and Date:	Cabinet – 31 March 2022
Responsible Officer(s):	Karen Shepherd - Head of Governance; Chris Joyce Head of Infrastructure, Sustainability and Economic Development; Alysse Strachan, Head of Neighbourhood Services
Wards affected:	All

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## REPORT SUMMARY

This report provides an update on the events and projects that the Royal Borough are currently involved in to support the Queen's Platinum Jubilee celebrations throughout 2022.

A number of these events/projects are being delivered/proposed by the Royal Borough. The Council is also supporting organisations to deliver a number of events/projects either through officer support or through financial contributions.

Should the recommendations be approved they will ensure that a number of planned Platinum Jubilee events are supported and some additional events/projects that have been identified can be delivered.

### 1. DETAILS OF RECOMMENDATION(S)

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

- i) Welcomes the variety of Platinum Jubilee events and projects the Royal Borough is supporting as detailed in Appendix A**
- ii) Gives in principle support to the project to illuminate Windsor and Eton Bridge, subject to the costs associated with the installation of the lights being met from funds raised through a public appeal.**
- iii) Notes the ongoing additional revenue costs associated with the illumination of the Windsor and Eton Bridge if the scheme is delivered.**
- iv) Approves the waiving of the fee to be charged for processing traffic management measures for street parties to be held between 2-5 June on classified roads or roads that are part of a bus route.**
- v) Notes the ongoing additional revenue costs associated with the maintenance of the Platinum Jubilee Fountain.**
- vi) Endorses the proposal to provide free parking for RBWM volunteers supporting the delivery of the various Platinum Jubilee events.**

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

### Options

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

<b>Option</b>	<b>Comments</b>
<p>Gives in principle support to the project to illuminate Windsor and Eton Bridge, subject to the costs associated with the installation of the lights being met from funds being raised through a public appeal</p> <p><b>This is the recommended option</b></p>	<p>Consultation to be undertaken on the proposal in order to raise the required funding for the project.</p>
<p>Notes the ongoing additional revenue costs associated with the illumination of the Windsor and Eton Bridge if the scheme is delivered.</p> <p><b>This is the recommended option</b></p>	<p>The additional cost to be reflected in subsequent revenue budgets.</p>
<p>Approves the waiving of the fee to be charged for processing traffic management measures for street parties to be held between 2-5 June on classified roads or roads that are part of a bus route.</p> <p><b>This is the recommended option</b></p>	<p>Event organisers to request that the fee be waived.</p>
<p>Notes the ongoing additional revenue costs associated with the Platinum Jubilee Fountain.</p> <p><b>This is the recommended option</b></p>	<p>The additional cost to be reflected in subsequent revenue budgets.</p>
<p>Endorses the proposal to provide free parking for RBWM volunteers supporting the delivery of the various Platinum Jubilee events</p> <p><b>This is the recommended option</b></p>	<p>The use of volunteers is essential for the successful running of the events.</p>
<p>Do nothing</p> <p><b>This is not the recommended option</b></p>	<p>Doing nothing means that a number of the Platinum Jubilee events/projects are unable to be delivered.</p>

- 2.1 On 6<sup>th</sup> February 2022 Her Majesty The Queen became the first British Monarch to celebrate a Platinum Jubilee, marking 70 years of service to the people of the United Kingdom, the Realms and the Commonwealth. To celebrate this unprecedented anniversary, there will be a number Platinum Jubilee celebrations taking place throughout the year. The official Platinum Jubilee website <https://platinumjubilee.gov.uk/> contains detailed information, including an interactive map which will display all the events and activities that will be taking place across the UK.

- 2.2 In particular, the extended bank holiday from Thursday 2<sup>nd</sup> to Sunday 5<sup>th</sup> June, will provide an opportunity for local residents to come together at various events being held in the Borough to celebrate this historic milestone.
- 2.3 Although the main national Platinum Jubilee events will take place in London, there will be a lot of focus on Windsor, particularly as Windsor has been the home of the Queen for almost 96 years. It is therefore essential that the events and activities being held are befitting the occasion. Through the regular and deep cleaning programme, the cleanliness of the highways and public areas will also ensure that the towns are as welcoming as possible and presented at their best.
- 2.4 Appendix A details the identified Platinum Jubilee events and projects that are planned, or which are proposed within the Borough.

### 3. KEY IMPLICATIONS

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Platinum Jubilee events/projects are delivered	No Platinum Jubilee events/projects are delivered	All Platinum Jubilee events/projects are delivered on time and within budget	N/A	N/A	Various dates throughout 2022

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

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

REVENUE COSTS	2021/22	2022/23	2023/24
Additional total	£0	£1250	£5,000
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2021/22	2022/23	2023/24
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

### 5. LEGAL IMPLICATIONS

- 5.1 A legal agreement will be entered into to formally hand over responsibility for the Platinum Jubilee Fountain to the Council. The legal agreement to include a commitment that funding from the project would be set aside to cover the first 3-5 years annual revenue costs of maintaining the fountain.

**6. RISK MANAGEMENT**

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

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
The annual maintenance and running cost of the Platinum Jubilee Fountain is greater than anticipated	Medium	Funding to be identified from the project funding to cover the proposed running costs for up to the first 5 years.	Low

**7. POTENTIAL IMPACTS**

- 7.1 Equalities. Equality Impact Assessments are published on the council’s website. The proposal does not have any equality impacts and a screening assessment has been completed.
- 7.2 Climate change/sustainability.
  - The water fountain will enable people to refill their water bottles, which will help to reduce the effects that plastics have on the environment and reduce waste in landfills.
  - Energy Use – There will be an increase in electricity consumption because of the proposal to illuminate Windsor and Eton Bridge. The Council does purchase 100% renewably sourced electricity to mitigate.
  - Single Use Plastics – There is likely to be an increase in the use of plastics and other materials in celebrations such as the Ox Roast, Big Lunch and Street Parties. There will be the need for appropriate communication and promotion of alternative options to ensure that this is reduced as far as possible by both organisers and attendees.
  - Transport Emissions – People travelling to the Borough will increase carbon emissions and impact local air quality. Sustainable transport options will be promoted to mitigate.
  - Deep Clean Programme will reduce litter which will have a positive impact on the natural environment.
- 7.3 Data Protection/GDPR. No personal data has been processed.

**8. CONSULTATION**

- 8.1 Statutory consultation will take place on those proposals requiring planning permission, namely the Commemorative Plaque, Platinum Jubilee Drinking Fountain and Illumination of Windsor and Eton Bridge.
- 8.2 A number of the events/projects are being delivered in association with the Windsor Platinum Jubilee Committee, on which Councillors and Officers are represented.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately

## 10. APPENDICES

10.1 This report is supported by two appendices:

Appendix A – Summary of Platinum Jubilee Events/Projects

Appendix B – EQIA

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by no background documents:

## 12. 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	03/03/22	03/03/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	02/03/22	02/03/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	03/03/22	03/03/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	04/03/22	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	02/03/22	02/03/22
<i>Mandatory:</i>	<i>Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>		
Lyn Hitchinson	Procurement Manager	04/03/22	07/03/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	04/03/22	
Andrew Durrant	Executive Director of Place	04/03/22	07/03/22
Kevin McDaniel	Executive Director of Children's Services	04/03/22	
Hilary Hall	Executive Director of Adults, Health and Housing	04/03/22	05/03/22
<i>Heads of Service</i>	<i>(where relevant)</i>		
Alysse Strachan	Head of Neighbourhood Services	02/03/22	03/03/22

Chris Joyce	Head of Infrastructure Sustainability and Economic Growth	02/03/22	
<i>External (where relevant)</i>			
N/A			

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor	Yes
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## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
Non-key decision	No	No

Report Author: Andrew Scott, Civic Team Manager – 07887 565589
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Summary of Platinum Jubilee Events/Projects

Date	Event/Project	Description	Funding Arrangements	Notes
<b>Council Events</b>				
06 February 2020	<b>Civic Service</b>	A Civic Service held at Windsor Parish Church to mark the 70th Anniversary of Her Majesty's Accession to the Throne.	Fully funded. To be met from existing budget.	
21 April 2022	<b>21 Gun Salute - Long Walk</b>	Annual 21 Gun salute to mark HM The Queen's Birthday held on the Long Walk. The birthday tribute will be led by the Mayor and a number of children attending are invited to fire a cannon.	Fully funded. To be met from existing budget.	
21 April 2022	<b>HM The Queen's birthday - Platinum Jubilee Reception</b>	The Mayor will be hosting a champagne reception to celebrate HM The Queen's birthday in her Platinum Jubilee year.	Fully funded from the sale of tickets.	
May - July	<b>Garden In Bloom Competition</b>	The Annual Garden in Bloom scheme acknowledges the important contribution private gardens can make to the appearance of neighbourhoods. Entrant's for this year's competition, which will be open to any garden visible to passers-by from the footpath or road, will be encouraged to have a Platinum Jubilee theme.	Fully funded. To be met from existing budget and sponsorship funding.	
23 May 2022	<b>Mayor's Platinum Jubilee Children's Party</b>	The Mayor will be inviting two children aged between 5-11 from all schools in the Borough to a Platinum Jubilee Party in the Guildhall. The children will be shown around the museum and then they will make platinum jubilee crowns. Wearing the crowns the children will be served a specially baked Platinum Jubilee cake and a drink.	Fully Funded. To be met from existing budget	
May/June	<b>Library - 70 photographs for 70 years</b>	Local residents have been invited to share their photos of Royal Jubilee street parties and memorabilia from The Queen's previous milestone anniversaries, to help create an exciting exhibition. The exhibition, entitled 70 Years 70 Photos, will be on display around local libraries, ahead of the main Platinum Jubilee weekend in June.	Fully Funded. To be met from existing budget	
30 July 2022	<b>En Plein Air - Windsor Castle</b>	RBWM Largest Arts competition held in the grounds of Windsor Castle with prize money for the winner and their painting being donated to the Queen's private collection.	Fully Funded. To be met from sponsorship funding.	
June - September	<b>Bandstand Live</b>	A 13 week programme of free live musical entertainment on the Queen's Bandstand in Alexandra Gardens, Windsor from June - September every weekend.	Fully funded. To be met from existing budget.	
20 August 2022	<b>Town Criers Competition</b>	Around 40 official Town Criers will parade in their ceremonial liveries before competing in a friendly day long competition on the lawn beneath Salisbury Tower, close to the Henry VIII Gate, Windsor. Following the rules laid down by the Ancient and Honourable Guild of Town Criers, the competitors will be judged on Diction, Inflection, Volume and Clarity.	Fully Funded. To be met from existing budget	

Summary of Platinum Jubilee Events/Projects

Date	Event/Project	Description	Funding Arrangements	Notes
<b>Council Projects</b>				
22 March 2022	<b>Commemorative Plaque - Guildhall, Windsor</b>	A Commemorative plaque to be installed at the Guildhall to commemorate the Queen's Platinum Jubilee and the centenary of King George V confirming Windsor as a Royal Borough. The Plaque to be unveiled on 22nd March 2022 by HRH the Earl of Wessex in the presence of invited guests.	Fully funded. To be met from existing budget.	Planing consent granted for the erection of the plaque.
April/May	<b>Platinum Jubilee Mugs</b>	The Mayor is to present a specially made commemorative platinum jubilee mug to all care home residents in the Royal Borough	Fully funded. To be met from the Mayor's Allowance.	
April - September	<b>Street decorations - bunting</b>	Installation of bunting in the Town Centres. Street bunting is to be erected in Eton, Maidenhead and Windsor to ensure that the towns are suitably decorated and look their best for the jubilee activities.	Fully funded. To be met from existing budget.	
Nov/Dec 2022	<b>Proposal to illuminate Windsor and Eton Bridge</b>	The legacy scheme to create a permanent and dynamic illuminated enhancement of Windsor and Eton Bridge has been proposed by the Mayor. The illumination of the	It is proposed that the funding of the illumination works is	The potential cost of the scheme is £50-70,000. The estimated ongoing running costs is estimated at £5,000.



Summary of Platinum Jubilee Events/Projects

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Date	Event/Project	Description	Funding Arrangements	Notes
<b>Events being Supported by RBWM</b>				
12-15 May	<b>Royal Windsor Horse Show - Platinum Jubilee Celebration: A Gallop Through History</b>	The annual International Show Jumping, the Land Rover International Driving Grand Prix, International Endurance and Horse Show held in the grounds of Home Park Private. The event also includes a special Platinum Jubilee Celebration: A Gallop Through History, which will be a military, musical and equestrian spectacular, taking the form of a play charting the majesty of monarchy from Queen Elizabeth I to	Fully Funded by the event organisers.	
May - June	<b>Street decorations - Ceremonial Flags, Windsor</b>	The Ceremonial Flagpoles in Windsor will be erected as usual for the Windsor Horse Show. Following the Horse Show the flagpoles will remain in place and the Horse Show banners will be replaced with Union Flag banners. There will ensure that the town is suitably dressed for the extended Platinum Jubilee weekend.	Ceremonial Flagpoles/Flags to be installed and funded by DCMS.	
23-27 May	<b>Windsor Platinum Jubilee Schools' Week</b>	Opportunity for schools to participate in Jubilee activities organised within school time. The range of activities is broad, spanning from art and poetry competitions to rowing, soccer and cricket challenges. The Jubilee Schools' Week was launched on the 14th February at Windsor Boys' School.	To be funded by the schools participating in the event.	
02-Jun	<b>Ox Roast – Bachelors Acre</b>	An ox donated the Queen's own farm will provide the centrepiece for a day of celebration and joy on the historic Bachelors Acre. The Acre has been used as a meeting place and an area for Markets and fetes from the Middle Ages and is still used for those activities today, hosting a number of ox roasts in the past. The Governor and Constable of Windsor Castle, Sir James Perowne, will carve the first slice watched by the town's residents. Over 1000 slices (including vegetarian options) will be eaten on the day. There will also be live entertainment and community stalls.	Organised through the Windsor Platinum Jubilee Committee with cost being met through sponsorship funding.	
02-Jun	<b>Beacon Lighting and Fireworks</b>	The Platinum Jubilee weekend in Windsor will commence with the lighting of the Windsor beacon, as part of the National Beacon lighting event which will see over	Fully funded. To be met from existing budgets and funding	
2/3 June	<b>Jubilee Picnic in the Park - Clewer Recreation Ground</b>	A fun packed afternoon of activities for local residents to enjoy. There will be a stage for live music and stalls in the car park.	Fully Funded by the event organisers.	

Summary of Platinum Jubilee Events/Projects

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Date	Event/Project	Description	Funding Arrangements	Notes
04-Jun	<b>Jubilee Picnic in the Park and Classic Car Show</b>	A fun-packed afternoon of activities featuring cars and music from the 7 decades of The Queen's reign held on the Long Walk, Windsor. There'll be a variety of musical performances throughout the afternoon and evening from local bands, groups and individual performers. There will be giant screens so people can watch the national Platinum Jubilee Party at the Palace, staged by the BBC, that will bring together	Organised through the Windsor Platinum Jubilee Committee with cost met through sponsorship funding.	
05-Jun	<b>Windsor's Big Lunch – the longest lunch!</b>	As part of the Big Jubilee Lunch an event is planned for the Long Walk to create the longest recorded picnic table – one very long table running from Cambridge Gate, down the Long Walk to Albert Road! Also included will be live entertainment and large screens on which will be shown the official Platinum Pageant parade in London.	Organised and fully funded by the Windsor Platinum Jubilee Committee.	
05-Jun	<b>Street Parties - The Big Jubilee Lunch</b>	People across the country are being encouraged to come together in a spirit of fun and friendship and take part in the Big Jubilee Lunch. Central government has published guidance including tips, advice and support on organising a street party. RBWM website also includes advice for residents wishing to hold a street party, including an application form for residents who wish to apply for a temporary road closure which are not classified roads or roads that are part of a bus route. Council's are expected to take a light touch approach to applications to enable such small scale events to take place. The guidance makes it clear that this approach relates to street parties organised for local residents/neighbours wishing to organise an event on quiet residential roads.	Road closure applications to be submitted by 25 March 2022. The application fee to be waived for those that meet the criteria.	
03 - 05/06/2022	<b>Street Parties - (that fall outside of the criteria to be considered a "small street</b>	There are some street party applications that fall outside the criteria for a small street party to which a light touch approach is to be taken. These need to be	Road closure applications to be submitted by 25 March 2022.	
11-Jun	<b>The Royal Windsor Rose and Horticultural Society Summer Show</b>	The annual flower show, with a Platinum Jubilee emphasis. To be held at the York Club, Windsor Great Park.	To be funded by the event organiser.	

Summary of Platinum Jubilee Events/Projects

Date	Event/Project	Description	Funding Arrangements	Notes
April - November	<b>Volunteer Parking</b>	A large number of volunteers will be supporting the Platinum Jubilee events over the coming months. They give their time for free but are essential for the	To be met from existing budgets	
<b>Projects being Supported by RBWM</b>				
Jan 2022 - Feb 2023	<b>Queen's Green Canopy</b>	Everyone from individuals to Scout and Girlguiding groups, villages, counties, schools and corporate organisations are being encouraged to play their part to enhance their environment by planting trees. Children from more than 36 schools across the Royal Borough have already participated and planted trees as part of the initiative. A total of 1,080 trees have been supplied to 36 schools, colleges and nurseries and these were planted before Christmas, the majority in their grounds.	Fully Funded. To be met from existing budget.	
2022	<b>Platinum Jubilee Drinking fountain</b>	A wonderful Jubilee Fountain is being designed and created to commemorate The Queen's Platinum Jubilee. The drinking fountain will be located in Windsor at the junction of the High Street and Castle Hill. It will provide a valuable source of drinking water to help play our part in protecting the planet for future generations by reducing single use plastics.	All commissioning, production and project management costs of the fountain, including the installation costs, are to be met from funding raised by the	The ongoing running costs is estimated at £5,000. The funding raised for the project to include a sum of money to fund the ongoing revenue costs for up to 5 years. A planning application has been submitted. A legal agreement to be entered into to formalise the handover of
2022	<b>Heritage Garden Project</b>	Match funding to support the redevelopment of Windsor's smallest heritage garden location on the Guildhall. Over 400 spring bulbs have been planted by an army of volunteers. A local garden designer is currently developing a new seating area for visitors to enjoy one of Windsor's greatest kept secrets and space for quiet contemplation.	Match funding provided in kind	

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : The Queen's Platinum Jubilee 2022

#### Essential information

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

Strategy		Policy		Plan		Project	X	Service/Procedure	
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Responsible officer	Andrew Scott, Civic and Facilities Team Manager	Service area	Governance	Directorate	Law and Strategy
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Stage 1: EqIA Screening (mandatory)	Date created: 04/03/2022	Stage 2 : Full assessment (if applicable)	Date created : N/A
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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."*

K Shepherd

Dated: 07/03/2022

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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : The Queen's Platinum Jubilee 2022

#### 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.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : The Queen's Platinum Jubilee 2022

#### Stage 1 : Screening (Mandatory)

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

The overall aim of the proposals is to provide opportunities for local people to participate in celebratory events to commemorate the Platinum Jubilee of HM The Queen.

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".

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqlA : The Queen's Platinum Jubilee 2022

Protected characteristics	Relevance	Level	Positive/negative	Evidence
<b>Age</b>	Relevant	Low	Positive	All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend. Some events will be targeted to specific groups and will be age restricted.
<b>Disability</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.
<b>Gender re-assignment</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.
<b>Marriage/civil partnership</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.
<b>Pregnancy and maternity</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.
<b>Race</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.
<b>Religion and belief</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.
<b>Sex</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.
<b>Sexual orientation</b>	Not Relevant			All participants will positively impacted by the events/projects, the majority of which will be free and available for all to attend.

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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

### EqIA : The Queen's Platinum Jubilee 2022

#### 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			
Does the strategy, policy, plan etc require amendment to have a positive impact?	No			

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).



Report Title:	<b>LGA Corporate Peer Challenge: findings and recommendations</b>
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Johnson, Leader of the Council
Meeting and Date:	31 March 2022
Responsible Officer(s):	Emma Duncan, Monitoring Officer and Deputy Director of Law and Strategy Becky Hatch, Head of Strategy
Wards affected:	All



## REPORT SUMMARY

This report shares the findings and recommendations of the Local Government Association (LGA) Corporate Peer Challenge, which took place from 24 – 27 January, 2022. The Royal Borough invited the LGA into the council to conduct the review, in order to provide an external assessment of its progress, and recommendations for further improvement. Their assessment and recommendations are set out in the LGA Corporate Peer Challenge Feedback Report, which is attached at Annex A, and are summarised below. Cabinet is asked to consider the report and the recommendations made by the review team, and to agree on their response to the recommendations.

### 1. DETAILS OF RECOMMENDATION(S)

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

- i) Reviews the LGA Corporate Peer Challenge Feedback Report, and considers the recommendations made by the LGA Corporate Peer Challenge team.**
- ii) Agrees to accept, not accept, or accept in part the 11 recommendations made in the report.**
- iii) Agrees to develop and publish an Action Plan within an eight week time frame, responding to the feedback and recommendations and setting out how these will be taken forward.**

**Table 1: Summary of key recommendations**

Recommendation	Comments
<b>Recommendation 1</b> Prioritise embedding the Corporate Plan across the Council and the establishment of a new performance framework which links service plans and priorities to budget and risks over the medium term.	Officers recommend that this recommendation is <b>accepted</b> . Work to embed the Corporate Plan and develop a new performance framework is already in progress.
<b>Recommendation 2</b> Refresh the Medium Term Financial Strategy (MTFS) with stronger links to the savings made by the Transformation Strategy and underpinned by the creation of a Transformation Fund to deliver	Officers recommend that this recommendation is <b>accepted</b> . Work is already under way to develop the new MTFS linking with the agreed Corporate Plan. Further discussion

<p>the benefits needed. The first priority of the strategy should be to improve the customer experience.</p>	<p>will be needed on the creation of a specific Transformation Fund, and how this could be funded. This will be considered as part of the published Action Plan</p>
<p><b>Recommendation 3</b> Establish a Member development programme, including a new induction package for May 2023 which aligns to the strategic priorities of the Royal Borough. Group Leaders need to be fully involved in developing the programme to ensure ongoing member participation, throughout the term of office.</p>	<p>Officers recommend that this recommendation is <b>accepted</b>. Officers will work with Members to develop the programme.</p>
<p><b>Recommendation 4</b> Put in place stronger support for member casework that provides consistency and timeliness of response across all council functions. This will help members to carry out their ward work more efficiently and maintain residents' confidence that their issues are being dealt with.</p>	<p>Officers recommend that this recommendation is <b>accepted</b>. Officers will consider a range of options for providing stronger support.</p>
<p><b>Recommendation 5</b> Review the current model of scrutiny committees. There are currently 4 scrutiny panels and one county-wide health scrutiny. It may be better for the committees to be more closely aligned to the priorities in the Corporate Plan and service delivery arrangements covering people, place and corporate functions.</p>	<p>Officer recommendation – <b>accept</b>, and move to three Scrutiny Panels, to align with the 'Thriving Communities', 'Inspiring Places' and 'Council Trusted to Deliver' objectives set out in the Corporate Plan.</p>
<p><b>Recommendation 6</b> Revisit the terms of reference and remit of the joint Health Overview and Scrutiny Committee for East Berkshire as part of the establishment of the ICS.</p>	<p>Officers recommend that this recommendation is <b>accepted</b>.</p>
<p><b>Recommendation 7</b> Review Cabinet portfolios so that they are re-balanced across people, place and corporate functions to enable more capacity to influence at a sub-regional and national level alongside local place leadership responsibilities.</p>	<p>Officer recommendation – <b>accept in part</b>, noting changes have been made since the Peer Review, as there is sense in better balancing portfolios and building resilience and capacity in the Cabinet team. However, there is a strong argument for greater alignment with the Corporate Plan and a focus on moving, as described by the Peer Team, to a more 'strategic' level of debate.</p>
<p><b>Recommendation 8</b> Develop a clear and consistent framework on the role and governance of the arms-length Council entities including</p>	<p>Officers recommend that this recommendation is <b>accepted</b>, with the governance arrangements in place after recent external reviews of</p>

Optalis, AFC and the Property Company. Shareholder responsibilities should be separated from those of the strategic client.	the 'arm's length' companies arrangements documented and compared. To include documenting the 'generic' shareholder role.
<b>Recommendation 9</b> Develop a localism strategy with town and parish councils and community groups which promotes greater subsidiarity of decision making and thus enabling RBWM to be more strategic.	Officers recommend that this recommendation is <b>accepted in part</b> , with the review including a focus on relationships with partners and the community sector.
<b>Recommendation 10</b> Take advantage of the 25th anniversary of being a unitary council to work with the Youth Council and partners to set out a new 25-year vision for the Royal Borough.	Officers recommend that the Youth Council is invited to take forward this work, and that the recommendation is <b>accepted</b> , pending their views. It should be noted that the 25 <sup>th</sup> anniversary will be in 2023, rather than 2022, as originally suggested in the Feedback Report.
<b>Recommendation 11</b> Once the improvement plan for the Planning function is in place and beginning to have an impact, consider a peer review of the Planning Service to drive continuous improvement in 2023/24 and beyond	Officers recommend that this recommendation is <b>accepted</b> .

1.1 In addition to the key recommendations set out above, the report includes feedback on a number of wider areas, including equalities, engagement, economic development and climate change. Officers will consider the full report, whilst prioritising the key recommendations above, over the next six months.

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

### Options

**Table 2: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Cabinet agrees to accept and take forward the recommendations made in the LGA Corporate Peer Challenge report and to publish an Action Plan setting out the council's response, within eight weeks. <b>This is the recommended option.</b>	The Royal Borough invited the LGA into the council to assess our progress and make recommendations for further improvements. The view of officers is that the Review team have produced helpful, evidence-based recommendations, and that these should be accepted. The LGA have requested that the council publish an Action Plan setting out the council's response to their recommendations and

Option	Comments
	Feedback Report within eight weeks of publication.
Cabinet agrees to accept and take forward some of the recommendations made in the LGA Corporate Peer Challenge report and to publish an Action Plan setting out the council's response, within eight weeks.	Cabinet Members may wish to consider partially accepting, or agreeing not to accept specific recommendations. However, the advice of officers is that all recommendations should be taken forward.
Cabinet does not agree to accept and take forward the recommendations of the Peer Challenge.	The Royal Borough invited the LGA into the council to assess our progress and make recommendations for further improvements. Failing to accept any of the recommendations of the Peer Review team, would call into question the purpose of the review, and show the council in a poor light with the LGA.

### 3. KEY IMPLICATIONS

#### **LGA Corporate Peer Challenge: background**

3.1 The Corporate Peer Challenge is part of the LGA sector support offer. It provides independent and external improvement support and challenge through a peer review, conducted by a team of Members and Senior Officers from other local authorities.

3.2 The review is a tried, and trusted method of improvement and provides a practitioner perspective and critical friend challenge. The Royal Borough invited in the LGA to conduct the review, to provide an assessment of its progress and recommendations for further improvement. It was delivered at no cost to the council.

3.3 The 2022 review was a Corporate Peer Challenge and covered five key areas:

- Local priorities and outcomes;
- Organisational and place leadership;
- Governance and culture;
- Financial planning and management;
- Capacity for improvement.

3.4 The 2022 Peer Review follows a prior review in 2017, and a briefer progress review in 2019. The results of all three reviews are published on our website.

3.5 The 2022 review was a mix of face to face, online and desk-based research. The team undertook interviews and focus groups with a wide range of Members,

officers, stakeholders and citizens, speaking to nearly 100 people in total. The team also observed several key officer and Member meetings and visited sites within the borough. They also reviewed of key documents and a self-assessment by the council. The findings from the review were developed into feedback and recommendations, which were shared through a presentation to those participating in the review, and are now set out in the Feedback Report.

3.6 Following the publication of the LGA Corporate Peer Challenge Feedback Report, the council is requested to publish an Action Plan setting out how it is responding to the report and taking forward the recommendations. The LGA will return to the Royal Borough in six months, to review progress.

3.7 The Peer Review findings are largely positive. The report highlights the good progress and positive change made within the council, and notes that the organisation is self aware about where further improvements are needed. The report also highlights areas for improvement and future focus. It sets out eleven key recommendations for change, as summarised above.

**Table 3: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Date of delivery</b>
The council agrees the LGA recommendations and takes these forward through a robust Action Plan.	The council makes poor progress in responding to the recommendations	LGA six month review concludes that good progress has been made in delivering the recommendations	LGA six month review concludes that excellent progress has been made in delivering the recommendations	Autumn 2022

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

4.1 The financial implications of taking forward the LGA Corporate Peer Challenge recommendations, will be considered as part of the development of the Action Plan. The Action Plan will be considered by Cabinet on 31 May 2022.

4.2 At this stage, there are no financial implications of taking the decisions recommended in this report. However, the potential implications of some recommendations, such as setting up a new Transformation Fund, should be noted as part of the discussion.

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

5.1 There are no legal implications associated with this report. However, any changes to governance, such as to Cabinet Portfolios or Scrutiny Committee structures will be made in accordance with constitutional regulations.

**6. RISK MANAGEMENT**

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

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
LGA are dissatisfied with the council’s response to the review.	<b>Low</b>	Ongoing engagement with the LGA and maintenance of existing strong relationships.	<b>Low</b>

**7. POTENTIAL IMPACTS**

7.1 Equalities. The LGA Corporate Peer Challenge Feedback report highlights equalities as an area for further development and strengthening within the council. An Equalities Impact Assessment will be undertaken on the Action Plan, which will be brought to Cabinet in May 2022. This report has no equalities implications.

7.2 Climate change/sustainability. The LGA Corporate Peer Challenge Feedback report praises the priority given to climate change within the council and includes suggestions for further strengthening this agenda.

7.3 Data Protection/GDPR. There are no data protection issues associated with this report.

**8. CONSULTATION**

8.1 The process of undertaking the LGA Corporate Peer Challenge involved interviews with a wide range of Members, staff, stakeholders and citizens, in order to assess the council and generate its findings and recommendations. The initial findings of the review were shared with all who participated on 2 February 2022, with opportunities provided for feedback and comment.

**9. TIMETABLE FOR IMPLEMENTATION**

9.1 The implementation stages are set out in table 2.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
31 May 2022	Cabinet to consider the Action Plan, which sets out the detailed council’s response to the LGA Corporate Peer Challenge Feedback Report.
20 October 2022	Six month follow up visit from the LGA, to assess progress on delivering the recommendations of the Report.

**10. APPENDICES**

10.1 This report is supported by one appendix:

- **Appendix A: LGA Corporate Peer Challenge Feedback Report**

## 11. CONSULTATION

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	08.03.22	22.03.22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	08.03.22	10.03.22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	08.03.22	10.03.22
Elaine Browne	Head of Law (Deputy Monitoring Officer)		
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	17/3/22	18/03/22
Andrew Durrant	Executive Director of Place	17/3/22	21/03/22
Kevin McDaniel	Executive Director of Children's Services	17/3/22	21/03/22
Hilary Hall	Executive Director of Adults, Health and Housing	17/3/22	18/3/22
<i>Heads of Service (where relevant)</i>			
<i>External (where relevant)</i>			
<i>Insert as appropriate or N/A</i>			

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for.....	Yes/No <i>delete as appropriate</i>
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## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
Non-key decision	No	No

Report Author: Becky Hatch, Head of Strategy
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# LGA Corporate Peer Challenge

Royal Borough of Windsor and  
Maidenhead

24-27 January 2022

Feedback report

Exe



1. Executive Summary
2. Key Recommendations
3. Summary of the peer challenge approach
4. Feedback
5. Next Steps

## 1. Executive summary

We were delighted to be invited back to the Royal Borough of Windsor and Maidenhead (RBWM) to see how their improvement journey has evolved since their last full CPC in 2017 and follow up visit in 2019. Since then, there has been full Council elections, a new Leader and a new Chief Executive. It was very pleasing for the peer team to see that the Council has made significant good progress on the recommendations from both the earlier peer challenges and a CIPFA financial governance review in 2020. It was particularly impressive because the progress has been made despite the Covid pandemic and the Council's response to it.

The Chief Executive is widely credited by Members, staff and stakeholders for leading the positive change at RBWM. The Council is clearly self-aware and it understands that more remains to be done. The new Corporate Plan agreed in November 2021 has given the Council a real steer for the future. It now needs to be embedded throughout all levels of the organisation and linked to the organisation's Medium Term Financial Strategy (MTFS). An internal communication strategy is currently underway to embed the Corporate Plan as a "Golden thread" throughout all the Council's work and service departments are developing service plans to support the delivery of the Corporate Plan.

A new leadership team has been established including a new Executive Director of Resources / s151 officer and Monitoring Officer. New corporate values and a vision for the Council have been developed from the "bottom up" and are resonating well with staff. The change of culture at the Council is recognised by staff, the trade unions and partners in the community and voluntary sector. Staff have also welcomed the improved communications and the greater opportunities for flexible working and collaborating with colleagues.

RBWM is delivering effective and low-cost key services. Adult Social Care and Children Services are both recognised as “good”. Highways and Transport have high customer satisfaction and the transformation of libraries is starting to offer improved community-based customer service support to residents. However, we were told that the customer experience is still not as good as it could be and a customer services review is underway. Partners in business and the community said that the Council had provided an excellent response to the pandemic, supporting 8000 clinically vulnerable people and working with 1000 volunteers and community groups. The Council is a key player in the Frimley Health and Integrated Care System (ICS) which is the only Grade 1 ICS in the country, partly reflecting the excellent teamwork between the Council and the NHS.

RBWM has been a unitary council since 1997. Despite this, we felt that at a political level it still has a largely district council approach, heavily focussed on a local place-based agenda rather than operating as a strategic unitary authority. Adults and Children’s services are run by two different external “arms- length” organisations – Optalis and Achieving for Children (AFC). Whilst this mixed service economy model is working well at a service level, there are inconsistencies in the governance arrangements and roles and remit of senior officers and members which should be addressed.

We found that performance management within the council is not yet fully mature. Adoption of the Corporate Plan has prompted a wider review of performance, programme management and risk management. The inPhase Performance Management system was upgraded in 2021 to cover more services across the Council. As part of this upgrade, a public-facing Citizens Portal is to be launched in April 2022. The scrutiny process is improving and is becoming less party political. Notwithstanding that, we still saw room for improvement. There are some difficult Member working relationships in

evidence and some of the behaviour between groups and individual councillors is showing the Council in a poor light to the community both in meetings and across different social media platforms.

Transformation is a key priority for RBWM. It has made a good start on its transformation journey, particularly in Adult Services, but we are not yet seeing large scale corporate transformation. A Transformation Strategy and Delivery Plan have been developed and approved but the strategy does not feel strongly linked to helping to deliver the savings needed in the Medium-Term Financial Strategy (MTFS.) A corporate transformation programme linked to the MTFS will help to ensure that future financial sustainability is balanced and not over reliant on the disposal of assets or on future income generation.

RBWM's response to the Covid pandemic has helped the authority reconnect with residents and community groups. This needs to be sustained into the future through embedding new ways of working at a partner and community level. An Engagement Strategy is being developed to help take this forward. This work will be helped by a greater emphasis on Equality, Diversity and Inclusion (EDI). The Council recognises that it is at an early stage in addressing EDI issues in the community as well as internally within the council. The Leader and Chief Executive are both committed to progressing the agenda and an equality staff network has been established to help to take it forward. Working on a Be a Councillor programme would be useful to increasing Member diversity, possibly in partnership with the Local Government Association.

2022 will be a key year for the Council. Adoption of the Borough Local Plan in February 2022 will be an important milestone, enabling a plan led approach to development across the borough into the future. In 2023 RBWM celebrates 25 years as a unitary council. This is a good time to reset its future vision for the

next 25 years by working with its young people and having a strong focus on issues like equality and climate change. The Council motto - "In Unitate Felicitas" "In unity, happiness" is also an excellent prompt for further work on political culture as well as developing relationships with business and community and voluntary sector partners.

## 2. Key recommendations

A number of observations and suggestions for improvement are made within the main section of the report. The following are the peer team's **key** recommendations to the council:

### 2.1 Recommendation 1

Prioritise embedding the Corporate Plan across the Council and the establishment of a new performance framework which links service plans and priorities to budget and risks over the medium term.

### 2.2 Recommendation 2

Refresh the MTFs with stronger links to the savings made by the Transformation Strategy and underpinned by the creation of a Transformation Fund to deliver the benefits needed. The first priority of the strategy should be to improve the customer experience.

### 2.3 Recommendation 3

Establish a Member development programme, including a new induction package for May 2023 which aligns to the strategic priorities of the Royal Borough. Group Leaders need to be fully involved in developing the programme to ensure ongoing member participation, throughout the term of office.

## **2.4 Recommendation 4**

Put in place stronger support for member casework that provides consistency and timeliness of response across all council functions. This will help members to carry out their ward work more efficiently and maintain residents' confidence that their issues are being dealt with.

## **2.5 Recommendation 5**

Review the current model of scrutiny committees. There are currently 4 scrutiny panels and one county-wide health scrutiny committee. It may be better for the panels to be more closely aligned to the priorities in the Corporate Plan and service delivery arrangements covering the people, place and corporate functions.

## **2.6 Recommendation 6**

Revisit the terms of reference and remit of the joint Health Overview and Scrutiny Committee for East Berkshire as part of the establishment of the ICS.

## **2.7 Recommendation 7**

Review Cabinet portfolios so that they are re-balanced across people, place and corporate functions to enable more capacity to influence at a sub-regional and national level alongside local place leadership responsibilities.

## **2.8 Recommendation 8**

Develop a clear and consistent framework on the role and governance of the arms-length Council entities including Optalis, AFC and the Property Company. Shareholder responsibilities should be separated from those of the strategic client.

## **2.9 Recommendation 9**

Develop a localism strategy with town and parish councils and community groups which promotes greater subsidiarity of decision making and thus enabling RBWM to be more strategic.

## 2.10 Recommendation 10

Take advantage of next year's 25th anniversary of being a unitary council to work between now and then with the Youth Council and partners to set out a new 25-year vision for the Royal Borough.

## 2.11 Recommendation 11

Once the improvement plan for the Planning function is in place and beginning to have an impact, consider a peer review of the Planning Service to drive continuous improvement in 2023/24 and beyond

# 3. Summary of the peer challenge approach

## a. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Kate Kennally – Chief Executive, Cornwall Council
- Neil Thornton – Director of Resources – Rochdale Borough Council
- Tim Ryder- Monitoring Officer - Suffolk County Council
- Cllr David Renard – Leader Swindon Council (Con)
- Cllr Marianne Overton MBE- Leader of the Independent Group LGA, Lincolnshire County Council and North Kesteven District Council (Independent)
- Cllr Heather Kidd –Shropshire Council (Lib Dem)
- Gill Elliott – Review Manager - LGA

## b. Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance



and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

### c. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent one day virtually and three days onsite at RBWM during which they:

- Gathered information and views from more than 35 meetings, in addition to further research and reading.
- Spoke to nearly 100 people including a range of council staff together with members, citizens and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members. Key

recommendations are made at the start of the report with other suggestions made as part of the more detailed feedback under the five themes.

## 4. Feedback

### 4.1 Local priorities and outcomes

The Council is achieving some good outcomes, particularly for its People services where services are being delivered at a reasonably low cost with good outcomes. This is a real achievement for a small borough. Children Services were rated by Ofsted in 2020 as good and 97% of the Borough's schools are currently rated good or outstanding. Performance metrics for looked after children are better than the average for councils in the south-east in terms of the numbers of children in care and care leavers being in suitable accommodation and those in employment, education or training. Adult social care services have been independently ranked in the top 15 authorities nationally in terms of value for money and good outcomes.

The Council's focus in the last two years has been on addressing service delivery challenges in areas such as waste and grounds maintenance. In 2021 it recycled a higher percentage of waste than other councils. However, planning services are a concern for the Council. In 2021 the service performed less well than other councils in the south-east on the time taken to process planning applications. **(Source LG Inform)**. An improvement plan is under way and an interim consultant has been brought in to improve the customer experience of the planning service.

The COVID pandemic has helped the authority to reconnect with residents and community groups. For example, the Council has engaged well with the Maidenhead Mosque over the last 18 months and the relationship is ongoing with regular meetings to discuss issues like social prescribing and flu and winter pressures. However, engagement with residents needs to be sustained into the future. The development of an engagement protocol and portal as part of the work on rolling out the Corporate Plan will help to strengthen ongoing and sustained engagement with residents.

We understand that building community capacity is a core component of the

Council's new engagement strategy. Voluntary sector partners reported that working with the Council had become easier over the past 12 months with officers being more empowered to work with them. Some partners still have difficulties navigating Council structures and knowing who to make initial contact with. Relationships were often reliant on one officer (reflecting the lack of capacity within the Council) and there was then an expectation that officers would deliver for RBWM even if there wasn't always the corporate support in place.

Progress is being made on the Corporate Plan. We received good feedback from interviewees about the plan and the support provided to Heads of Service to develop service plans to underpin the delivery of the Corporate Plan. The Plan still needs to be embedded in the Council and a performance framework established and rolled out which links service plans and priorities to budget and risks over the medium term. There is good performance management in people services, but this is not yet consistent across the whole council.

Some other key strategies are now in place including Housing, Environment and Climate Change. Some stakeholders said they not been engaged with at the formative stage of the development of these strategies and that when they were eventually involved it felt more like a like a "fait accompli" by the Council. By contrast, the health partners that we spoke to said that they do feel fully involved in strategy development with the Council through the ICS. Greater consistency of engagement with stakeholders should be one of the aims in the new Engagement Strategy.

The Council's partnership approach to delivering on a climate strategy seems the right one to the peer team through the investment in a climate change partnership. However, climate change is a real opportunity for RBWM to connect with residents and businesses and will require clear place leadership working led by the Council. Clear leadership needs to be given by the Leader and Cabinet on the issue of climate change supported by a cross party approach to ensure it is seen as apolitical by stakeholders. A more detailed route map is needed to deliver on the key Corporate Plan target of being net zero by 2050. This should be developed with partners over the next year.

Adoption of the Borough Local Plan in February 2022 is a significant milestone for

the Council in helping to improve housing affordability across tenures and housing types which is really needed if the borough is to remain sustainable into the future. The Corporate Plan refers to a “ladder of housing opportunity”. However, it is not clear where the strategic responsibility for this sits across the Place and Adults, Health and Housing directorates. The different aspects of policy (planning policy, housing strategy, regeneration) and delivery (Registered Provider, Property Company) will have to be brought together to achieve the ‘ladder of housing opportunity’ which is needed.

Improvement around equality, diversity and Inclusion (EDI) is recognised as a priority for the organisation both internally and externally. Senior leaders are committed to the agenda, however the organisation is at an early stage in taking it forward. The Strategy Team has started to consider what actions need to be taken forward. The only dedicated equalities post is currently vacant but once filled will also provide some expertise to the Council and a staff EDI network has been established and is in the process of developing its priorities. This must be visibly supported by the Council’s leadership. Work on the EDI agenda now needs to be broadened to include all staff and Members. Working on a ‘Be a Councillor’ programme would be useful to increase Member diversity, possibly in partnership with the Local Government Association.

Digital transformation of services is understood to be a key priority for the Council. The Digital Development Team is working on automating processes and expanding the number of services that have automated processes. The customer service experience was described to us by stakeholders and citizens as rather fragmented and inconsistent which does not allow for easy resolution of issues. A customer services review is underway to address some of these issues. The Parish Charter should be reviewed and once agreed, commitments should be adhered to.

## 4.2 Organisational and place leadership

The senior leadership team of the Council now looks fit for purpose at an officer level with a committed corporate leadership team (CLT). The new Leader and Chief Executive and their senior teams are driving the changes and improvements around

culture, transformation and digitalisation. They recognise that there is more to be done to connect strategic intention with frontline practice, political culture and relationships.

Over the last two years the Council has re-set its service delivery arrangements when it felt it was right. For example, legal services have recently been brought back into the Council. Adults and Children services are delivered by organisations outside RBWM and arrangements with these third parties have been regularised to give greater oversight of delivery.

There is now a risk of the Council's structures being unbalanced in terms of leadership capacity at both officer and member level. Cabinet Portfolios currently do not reflect the Corporate Plan, or Executive Leadership arrangements, with an imbalance between the people and place functions. For example, one Head of Service in the Place directorate has five portfolio holders whilst one portfolio holder has responsibility for Children's, Public Health and Adult Social Care. Strategic place leadership has grown at officer level in RBWM but this is not reflected at a portfolio level. The Council needs to consider the visibility of political leadership and portfolios in order to provide the strategic leadership necessary at a Borough, County and National level.

Stakeholders in business, health and the voluntary sector all recognise that RBWM has been a good organisation to work with especially during the Covid pandemic. In particular, the voluntary sector valued the opportunities for networking which were provided by the Council.

Businesses however have said that they do not know who the lead member in Cabinet for economic development is or who to approach on the matter when the issues are Borough wide, rather than specific to a town / locality. Businesses want RBWM to convene at a sector level and not just at a place level, e.g. bringing together retailers from Windsor and Maidenhead to share best practice and issues such as concerns about local competition. Businesses also said that communications from RBWM could be improved. They don't feel that there is a strategy for Maidenhead for the next two to three years as regeneration happens.

RBWM's place leadership at a borough level and as a strategic unitary is not as evident to businesses and other public sector partners as it could be. The Council's

leadership is more evident at a local place level. RBWM with its partners needs to consider which issues are best dealt with at a regional, county, borough and town level and resource appropriately.

RBWM takes the visitor economy very seriously for Windsor and is seen as a partner of choice by the Crown Estate. It recognises that this is a unique selling point for the town. Given the importance of the royal connection and the visitor economy, businesses would like the opportunity to be more involved in plans for the Queen's Platinum Jubilee. There may also be opportunities to make more of the River Thames through greater collaboration across businesses in Windsor and Maidenhead.

The LEP, businesses and health partners all said that they recognise that RBWM is changing and becoming more active in partnerships. An example of this is the fact that RBWM (through its Chief Executive and s151, officer) as an accountable body helps the LEP to gain influence with other Berkshire councils and therefore “punch above its weight”. However Berkshire wide partnerships want to see more political leadership from RBWM e.g. around skills and placemaking and the potential for any devolution to local government through a Berkshire County Deal in line with the Government’s Levelling Up White Paper.

Benefit will be gained from the recent establishment, and participation in, networks across Berkshire of the Chief Executives, s151 officers and Monitoring Officers. This should also be considered for the other statutory officers to provide support and advice.

Economically RBWM has tended to “coat-tail” on the back of London and not had to chase economic growth. It now needs to consider its own economic strategy and role in a post pandemic context as part of thinking about the future of the Berkshire LEP and a potential county deal. A small economic insight and development function for Berkshire developing a Berkshire wide high level economic strategy would help in terms of a way forward driven by the Berkshire Placemaking Board.

There is an opportunity now to re-set RBWM's approach to the Borough Local Plan’s implementation with developers and partners once the plan is agreed. More needs to be done on housing affordability which is a very real issue in the borough. The target of 20% affordable housing delivered as shared ownership on large schemes is not met nor if it were would it meet the need in the borough. The housing development

partnerships set up to redevelop council owned sites in Maidenhead is delivering a lot of new build units, but viability arguments mean there are very few units for social rent, nor is this ensuring a sufficient housing mix across all tenures.

Due to a lack of co-terminosity across the area RBWM has complex delivery arrangements. For example, policing is across the Thames Valley (Bucks, Berks, Oxon), the ICS covers East Berkshire and parts of Surrey and Hampshire with the Fire and Rescue and LEP being county wide bodies for Berkshire. Consequently, good relationships at a political and executive level are seen as key to ensure integrated public service delivery. Relationships with the police are strong at an operational level but they are less strong with further and higher education organisations where this function is largely undertaken by the LEP. The Council could use its wider convening role to bring all these organisations together in an RBWM Leadership Board, chaired by the authority to set a Borough wide longer-term vision and strategy which will ensure that the borough remains sustainable into the future socially, economically and environmentally. It is important that RBWM is seen as the leader of place, respected and holding the democratic mandate.

### 4.3 Governance and culture

The 2017 and 2019 Corporate Peer Challenges identified governance and culture as issues that were fundamental to the improvement of the Council. Since the arrival of the new Chief Executive and the new Leader much has been achieved across both issues.

The Council has redefined its corporate values. Dedicated staff focus groups were held on both the Corporate Plan and the Corporate Values to engage staff at an early stage. We heard from staff and trade unions about clear improvements in the culture and values of the organisation and a willingness to do more. The previous “blame culture” has largely disappeared and trade unions said that from their perspective bullying is no longer a significant issue in the organisation as evidenced through their case work statistics. There was praise from staff for the leadership during the pandemic including the Chief Executive’s briefings and Wednesday Wellbeing Calls. The staff survey showed that staff value the ability to work flexibly and are more likely to recommend RBWM as an employer.



Staff have been involved in the development of the Housing, Climate and Transformation strategies. They said that they now feel part of the RBWM team and welcome having more opportunities to collaborate with colleagues across the Council. They praised the 'RBWM Together' web page which allows teams to promote the work they are doing to colleagues, including survey results and events promotion. A more formal induction process would help new staff to be more aware of the organisation, its' values, priorities etc.

There has been a conscious decision to invest resources into supporting governance in the organisation. The constitution has been reviewed and a new Members Code of Conduct introduced. There is a new Audit and Governance Committee and an Annual Governance statement. Other key actions in train include a review of the scrutiny function and introduction of a performance management framework. The officer-member culture is being addressed with some mandatory member training and development of a communications protocol. The Chief Executive, Section 151 officer and the Monitoring Officer meet bi-monthly to discuss governance matters. Work on improving governance still has more to do and member behaviour remains an issue for the organisation, although the Monitoring Officer is addressing this as a priority.

The role of all Group leaders still needs to be developed, making it clearer what their role is and how they support effective governance in the Authority through an agreed role profile which could be included in the Constitution. Group Leaders should be supported to collectively set the political culture of the organisation by the Chief Executive and Monitoring Officer. Complementary to this is ensuring that all councillors feel respected. Their role in raising issues of governance and representing residents needs to be always fully appreciated by the Council, with timely responses and actions. Group Leaders are trusted advocates of their members and need to be kept fully informed. However, it is also important that there are structured ways for member feedback for example through member surveys and member development.

Scrutiny is improving and becoming less party political. Recent work on the Corporate Plan is a good example, but there is still work to be done in encouraging the Executive to recognise the value of good scrutiny. Amongst members and officers there appeared to be a limited understanding of the difference between a



constructive overview function - helping to develop solutions, and scrutiny of cabinet decisions or service delivery by any organisation influencing the lives of residents in the Borough. Opposition members said that they do not get sufficient officer support when they seek evidence in scrutiny committees and ruling Group Chairs were often dismissive of the need for evidence. There needs to be a continued focus on improving overview and scrutiny within RBWM to ensure that the work programme is owned by all committee members and that it is supported through a clear programme of member briefings with annual reports providing clear evidence of impact.

The remit of scrutiny panels should be revisited to ensure that there is balance across the people, place and corporate functions of the authority and clarity on links with Corporate Plan priorities. This should include the role of opposition members in agreeing the work programme and the leadership of the scrutiny function, taking account of best practice. The recent introduction of a scoping document for potential scrutiny items, which includes an indication of the value to be added, is helpful in defining the scope of work. However, Members need to decide what topics to include on forward plans, based on what matters to residents.

There needs to be better cross council support for Democratic Services to ensure that reports are submitted in advance of published deadlines. Reports would benefit from earlier engagement with the key corporate services rather than being prepared and submitted without financial, legal and key statutory consideration being assessed at an early stage. This would mean better considered options for Members and also less of a “pinch point” at entry into the committee process. If there is less need for Democratic Services to be constantly chasing directorates, then the service will be able to focus on supporting committees and improving outcomes of meetings. Dedicated scrutiny support from the Monitoring Officer would ensure timely responses and improve the quality of reports and briefings to support an effective scrutiny function.

There are still issues with continuing “tit for tat” Code of Conduct complaints between members (especially around social media). The Monitoring Officer is addressing this, but there is a reluctance from some Group Leaders to address the poor behaviour of a small number of members. Elected members engagement in public needs to be consistently constructive to enable good community engagement, public confidence and demonstrate effective progression on key issues. Group leaders should

shape the tone of the political culture, they should be role models for the behaviour that is expected – and needed – across the parties. They should be working with the Monitoring Officer to clarify their roles to drive improved behaviours across all groups including using group structures to support improved behaviour. The Code of Conduct should not be used as a way to settle scores between individuals or seen as a way of abdicating personal responsibility.

A more pro-active strategy to improve councillor relationships could include cross-party working on a number of projects, facilitated discussions to seek resolution on divisive issues, mentoring with external mentors to sense-check on issues and draw in further expertise and experience.

The newly established Audit Committee and Governance Committee is in its infancy. It is currently only doing the statutory items such as the signing off the annual accounts and audit reports. With the Director of Resources, it needs to help the Council to develop its risk management arrangements and its understanding of risk appetite. The Council should consider co-opting at least one independent member to the committee who can bring additional skills to the table and improve the effectiveness of the Committee.

The Council and its health partners should take the opportunity of the formal establishment of the ICS to reset the role of health scrutiny at a Borough and East Berkshire level alongside the Borough Health and Wellbeing Board to ensure there is clarity of purpose and objectives, and to avoid duplication. The Health Overview and Scrutiny Committee (HOSC) should be doing in depth scrutiny of the ICS and the Health and Wellbeing Board. Delivery must fit the needs of residents and not that of the Health Authorities. There should also be consideration given to cross party membership of the Health and Wellbeing Board.

There is currently no formal Member training programme and no Member training budget. The Council relies on free LGA training or in-house training. The member development offer should be strengthened. Work should be undertaken with the current members to identify priorities both now and for a new member induction programme to be driven by Group Leaders. The development programme should take account of member's local community roles and regulatory functions alongside their corporate leadership role. Whilst noting these have repeatedly been supplied

chairing skills and guidance on using social media, behaviours between members and learning to work together could also be included.

The support given to members raising issues is not consistent across the council. It is reportedly good in Children and Adult services but in other directorates questions are not dealt with quickly enough and things “get lost” in the system. There is no Member casework system in place although this have been identified as a priority. A new quarterly performance and risk board is being put in place for April 2022. To support members in their ward work and to free them up to undertake their wider place leadership responsibilities, it is essential that members are better supported through a consistent casework approach which ensures responses are consistently of high quality and prompt. There was frustration expressed by town and parish councils and other stakeholders that matters referred to councillors were not responded to and in turn, councillors were frustrated that they were not receiving feedback/responses from officers. Service standards need to be set and adhered to underpinned by an easy casework reporting system which flags for members and senior managers when something is overdue for reply. There should be an avenue for members to report urgent issues and get something done and a feedback system so that residents can be informed.

We observed differences between the way the Council interacts with the arms-length Adult and Children services organisations – Optalis and Achieving for Children (AFC). For example, AFC has regular meetings with the s151 Officer, whilst Optalis does not. The Director of Adult Social Services (DASS) and the portfolio member for Adult services have recently joined the Optalis Board which has the potential for a conflict of interest. There is a need to reconsider the governance arrangements for these external companies to ensure that there is a clear separation between the fiduciary duties of the company and the requirements of the local authority. There is a risk that some of the current arrangements are not robust enough should there be a significant dispute that cannot be resolved. There are benefits to having a clear and consistent governance framework for arms lengths companies / entities, which separates out shareholder responsibilities from those of the strategic client. The governance framework should cover the role of lead members; Chief Executive, the s151 officer as well as financial planning and management.

## 4.4 Financial Planning and Management

The Council has clearly made progress in addressing the issues around financial management raised in the last CPCs. A CIPFA financial governance review was commissioned by the Council and this reported in 2020 with recommendations for improving financial management. By way of context we note, the ongoing impact of the low Council Tax levels, that the 2019/20 statutory accounts remain uncertified due to objections being raised which are being worked through and that the Council's Pension Fund is the most under-funded in the country and is not forecast to be fully funded for another 20 years. This will require the authority to get to a position of financial security in order to address this.

The CIPFA financial governance review has enabled the authority to pull together a single action plan for improving the authority's financial capability focused on improvements to budget monitoring and the introduction of a new finance business partner model; strengthened governance and processes for capital programme delivery and increased resources for pension fund including the appointment of a new Head of the Pension Fund. All the recommendations from this review have been enacted and signed off by Cabinet in December 2021. RBWM has set its stall out on sound financial governance and looking after each pound wisely. Drawing stronger connections between the Corporate Plan and the MTFs will help with the longer-term narrative regarding this. This link needs to be established and prioritised during 2022.

The appointment of the Executive Director for Resources / s151 Officer and strengthening of the Finance and Pensions Teams is positive. The s151 officer is working effectively with the Cabinet Member for Finance to help the organisation understand its medium-term financial position. There now seems to be a stronger grip on operating within approved budgets, although there is work to be done to ensure that there is consistency of financial support and responsibilities with arms-length delivery vehicles. Financial management of the capital programme has also been strengthened and appropriate provisions made.

The latest approved MTFs would benefit from further development and detail to better articulate how it will be successfully delivered. There is a need to progress the

five-year financial plans covering transformation, regeneration, income generation and savings during 2022. The Cabinet sees commercialisation and income generation as important opportunities for future finances. However, there is some question about officer capability and commitment to this strategy. Over the next twelve months senior executives and the Cabinet need to work through this as part of the five-year financial strategy and adopt a commercial strategy for the authority. Currently there are only piecemeal commercial projects around fees and charges and some small-scale sponsorship arrangements such as Legoland's sponsorship of libraries. The peer team are also concerned that Cabinet may be "putting too many eggs in one basket" with regard to commercialisation and asset disposal, given the financial risks from people and demand services and the Council's low level of reserves.

RBWM has made a useful start in its transformation journey with the recent approval of the Transformation Strategy and Delivery Plan. However, neither feels strongly linked to helping to balance the MTFs. A small transformation team has been established but it has so far largely been working on transformation in the Adults Service. Large-scale system change will require a significant step-up in the organisation's transformation capacity and the peer review team believe that the authority would benefit from commissioning an external partner to help identify the top-level transformation opportunities and develop a costed resource plan from which to implement the desired changes.

## 4.5 Capacity for improvement

The Royal Borough has made significant progress on its improvement journey since the last two CPCs in 2017 and 2019. Since then, the Council has elected a new Leader and brought in a new Chief Executive. This progress needs to be recognised and celebrated. Understanding where it has come from, will give the Royal Borough the impetus for new forward-looking conversations based on constructive challenge. These conversations must harness the energy and commitment of all 41 Members of the authority and not just the administration.

The Chief Executive has assembled an effective senior leadership team (SLT) with a new Executive Director of Resources / S151 officer and Director of Adult Services.

The Council's corporate leadership team (CLT) is also clearly committed to the improvements and plans for future transformation. This collective leadership effort could possibly be harnessed better by encouraging more theme- based collaboration around the corporate plan themes which should form the basis for a multi-disciplinary corporate transformation programme.

Over the past two years the Council has strengthened its corporate capacity to deliver on its improvement and transformation ambitions and like all local authorities, the pandemic has driven a step change in use of technology and working remotely. Staff numbers in the transformation and digital development teams have grown and dedicated staff resources have also been put into engagement, consultation and project management. However, we feel that this is unlikely to be sufficient for large scale organisational transformation which embeds smarter ways of working and effective demand management and prevention which will be key for longer term financial sustainability. Capacity to deliver on significant transformation projects seems limited both in staffing terms, given the small size of the authority and an ability to tap into a Transformation Fund. There may be a need for an external transformation partner to identify the top opportunities for change and for implementation to be supported through a specific transformation reserve fund as part of MTFS process.

The Council is clearly seeking to foster a workplace culture where staff feel engaged with and able to offer feedback and suggestions. In the latest all-staff communications survey (undertaken during December 2021) 91% of respondents agreed that internal communications with staff is effective and timely. This is up significantly from just 45% in 2018 and 67% in 2020. However, staff survey results also show that there is more to do to connect the top, middle and bottom of the organisation to the corporate plan goals. Middle managers, in particular, need to feel more connected to the new corporate vision. A new leadership development programme for middle managers will be rolled out during 2022/23 to support implementation of the new Corporate Plan and Corporate Values.

The Frimley Integrated Health and Care system is nationally recognised and is an excellent opportunity for building RBWM's reputation and promoting earlier intervention and prevention approaches. The Connected Leaders programme led by RBWM has been crucial for building relationships across health and care



organisations and is a model of good practice. However, Health partners have identified that RBWM's capacity could be a potential limiting factor for deeper integration at an officer and political level for the future. This should be considered as part of the review of cabinet portfolios and the role of HWBB and scrutiny panels.

Equality, Diversity and Inclusion (EDI) is a priority for the Council. The Leader and Chief Executive are both committed to the agenda. The establishment of the EDI staff network is a very positive step. However, the network is still at an early stage in determining its own priorities to address and it already recognises that it has limited resources to address all the issues. Going forward it will be important for the Council to involve the whole organisation in the EDI agenda. This includes Members who have a key role to play both around EDI in the community and within the Council. The Strategy Team are already working with Public Health, Housing and Children Services to bring together evidence about disadvantage and inequality in the Borough. Some focussed engagement with staff around EDI will also enable the council to better understand the lived experience of staff in protected groups, including those in front line services who suffer verbal abuse from clients. There needs to be a policy to address the reporting of these incidents. Recruitment to the equality officer role will provide some dedicated expertise to help develop an Equality Strategy, revised equality objectives and improve the Equality Impact Assessment process.

As part of the adoption and implementation of the Borough Local Plan, completion of the improvement planning work of the Planning Service should help to build greater trust and confidence with residents and developers. Separation of line management reporting for the Managing Director of the Property company from that of Head of Planning has helped with separation of roles and how this is communicated externally will need to be carefully considered. Capacity and skills across RBWM and its arms-length delivery partners generally needs to be better aligned to drive improved outcomes regardless of the employing organisation e.g. having a consistent approach to personal development; inclusion within the staff survey, pay awards etc.

## 5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The Corporate Peer Challenge process includes a six-month check-in session, which provides space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps. The expectation is that the review and progress of the Council will be made public within six months.

In the meantime, Mona Sehgal, Principal Adviser for the LGA's South-East region, is the main contact between your authority and the Local Government Association. Mona is available to discuss any further support the council requires.

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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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