

## NOTICE OF MEETING **CABINET**

will meet on

**THURSDAY, 26TH MAY, 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),

PHIL HASELER (PLANNING, PARKING, HIGHWAYS & TRANSPORTG,

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

DONNA STIMSON (CLIMATE ACTION & SUSTAINABILITY

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

Karen Shepherd – Head of Governance - Issued: Wednesday, 18 May 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.uk or 07827 308651

**Recording of Meetings** – In line with the council's commitment to transparency the Part I (public) section of the virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video, you are giving consent to being recorded and acknowledge that the recording will be in the public domain. If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence	-
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest	5 - 6
3.	<u>MINUTES</u>  To consider the minutes of the meeting held on 28 <sup>th</sup> April 2022.	7 - 10
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u>  To consider the Forward Plan for the period June 2022 to September 2022.	11 - 18
6.	<u>CABINET MEMBERS' REPORTS</u>  Asset Management & Commercialisation, Finance, & Ascot  i. 2021/22 Draft Outturn Report: Revenue and Capital Business, Corporate & Resident Services, Culture & Heritage, Windsor  ii. Award of contract for HR and Payroll System	-  19 - 62  63 - 104
7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u>  To consider passing the following resolution:-  "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 8 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	

**PART II**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<u>CABINET MEMBERS' REPORTS</u>	
	Business, Corporate & Resident Services, Culture & Heritage, Windsor	
	i. Award of contract for HR and Payroll System - Part II Appendix Leader of the Council & Cabinet Member for Growth & Opportunity	105 - 108
	ii. RBWM Prop Co Business Plan 2022 - 2027	109 - 160
	Details of representations received on reports listed above for discussion in the Private Meeting: None received	

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## MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

### Disclosure at Meetings

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

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

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

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

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

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

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

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

### Disclosure of Other Registerable Interests

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Other declarations**

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

# Agenda Item 3

## CABINET

THURSDAY, 28 APRIL 2022

PRESENT: Councillors Stuart Carroll (Vice-Chairman), David Coppinger, David Hilton and Donna Stimson

Also in attendance: Councillor Julian Sharpe, Councillor Maureen Hunt and Councillor Ewan Larcombe

Officers: Duncan Sharkey, Adele Taylor, Andrew Durrant, Kevin McDaniel, Lynne Lidster and David Cook.

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Johnson, Cannon, Rayner, and McWilliams.

### DECLARATIONS OF INTEREST

None received.

### MINUTES

**RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 31 March 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 it was last published.

### CABINET MEMBERS' REPORTS

#### A) BIODIVERSITY ACTION PLAN

The Lead Member informed that she was recommending that this item be deferred as there was a misunderstanding with an important stakeholder and thus wanted to hold talks with them prior to the document being put forward for approval. She thanked all who had worked hard on getting the plan together and mentioned that the newly created partnership board would also review the proposed plan.

**Resolved unanimously: that the item be deferred.**

#### B) APPROVAL TO LEASE SHURLOCK ROW NATURE RESERVE AND PLAY AREA TO WALTHAM ST LAWRENCE PARISH COUNCIL

Cabinet considered the report regarding the proposal to lease Shurlock Row Nature Reserve to the Waltham St Lawrence Parish Council.

The Lead Member informed that the report sought the 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. The 12 acre of land had been purchased by the Council in 2009 to retain the field as a site of conservation interest.

The local Parish Council approached the parks team with ideas to enhance the field as a public asset with a small play area and car park, new pond and a conservation management plan to retain wildflower areas on the majority of the field.

Following a successful capital bid for a programme of park investment, in 2017 Council officers started working with Waltham St Lawrence Parish Council to change the use of land. The improvements to the land had negotiated the details of the lease.

The project would increase access to open spaces in this area of the borough and to protect and maintain the special area which has a rich heritage of grasses and wildflowers.

The council scheme of delegation requires a cabinet report to approve the granting of leases of this length.

The Lead Member for Planning, Parking, Highways and Transport seconded the report and said that this was a sensible proposal that would provide a pond, play area, parking and wildflower areas. This would be a great benefit to the local community.

Cllr Hunt said that she was delighted to see the recommendation. The Parish Council did have some comments that she had sent to officers. The Lead Member said that he had seen the pictures and that any remedial work to the playground would be carried out.

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

**i) Authorises the granting of a full repairing lease of 99 years to Waltham St Lawrence Parish Council for the 12 acres of land known as Shurlock Row Nature Reserve.**

c) APPROVAL OF TENDER PROCESS FOR PROCUREMENT OF NEW DOMICILIARY CARE SERVICE FOR ADULTS

Cabinet considered the report regarding the provision of domiciliary care.

The Chairman informed that the current adult social care contracts for the provision of domiciliary care to individuals living in the Borough, expire in August 2022. The report highlighted the tender process and recommendations from officers. It also included recommendations from a member Task and Finish Group from the Adult, Children and Health Overview and Scrutiny Panel.

The council tendered for domiciliary care in January 2022 using a Dynamic Purchasing System; this model enables the council to approve new providers throughout the lifetime of the five-year contract, which has the option to be extended for a further two years. The contract is set at a fixed price of £19.40 per hour, pro-rated for part hours; this price was benchmarked with other local councils. The model of support within the specification focusses on reablement, using a strengths-based approach, to maximise people's independence.

The proposal supports the objective within the Corporate Plan 2021-2026; "Thriving Communities" and the Lead Member thanked Councillor Coppinger for all his work when he was Lead Member introducing this process.

The Chairman informed that since the report had been published one of the providers ratings had dropped below what was acceptable by the tender process and so they had been



removed. He also thanked members of the O&S Panel for their work and recommendations, other members who had participated and officers.

The Lead Member for Environmental Services, Parks and Countryside and Maidenhead thanked the Lead Member for his comments regarding his role in helping improve domiciliary care. This was a very important contract that provided important care to help support independence.

The Lead Member for Asset Management and Commercialisation, Finance, and Ascot said he welcomed the report and that all usual reports from that service always gave an insight into the work of the service area. He approved that they only worked with qualified providers and that there was a fixed price.

Cllr Hunt thanked officers and members who had participated in the Task and Finish Group, she welcomed that their recommendations had been included in the Cabinet report and looked forward to them being accepted.

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

- i) Approves the proposed contracting model to use a Dynamic Purchasing System for domiciliary care for a period of five years with an option to extend for a further two years.**
- ii) Delegates authority to the Executive Director of Adults, Health and Housing to award contracts, starting on 1st August 2022, to those providers who successfully completed the tender process, using the Dynamic Purchasing System and to other providers meeting the criteria throughout the lifetime of the contract.**
- iii) Notes the recommendations made by the member Task and Finish group, namely**
  - That Cabinet approve the recommendations in the report to award the contracts to the providers that met the criteria of the tender.**
  - That Optalis ensure at all stages – during the care planning process, the start of the care package and during reviews - that people are aware that they can request a change of provider at any point for any reason.**
  - That the Task and Finish Group's thanks to officers supporting the process is noted.**

The meeting, which began at 7.00 pm, finished at 7.27 pm

CHAIRMAN.....

DATE.....

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## CABINET

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

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Draft Building Height and Tall Buildings Supplementary Planning Document – Regulation 13 Consultation	May 2022	June 2022	Further work required.
Maidenhead Town Team	May 2022	June 2022	Further work required.
Public Sector Decarbonisation Phase 3	May 2022	June 2022	Further work required.
Local Cycling and Walking Infrastructure Plan and Cycling Capital Programme	May 2022	June 2022	Further work required.
Draft South West Maidenhead Development Framework Supplementary Planning Document	N/A	June 2022	New Item
Spencer's Farm Stakeholder Masterplan Document	N/A	June 2022	New Item

## FORWARD PLAN OF CABINET DECISIONS

The Council is comprised of all the elected Members

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

### 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)
12 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 on the infill land subject to planning permission.  Consideration of the mixed rented products for	Yes	Leader of the Council & Cabinet Member for Growth & Opportunity (Councillor Andrew Johnson)	Duncan Sharkey	Internal process	Cabinet 23 Jun 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)
		investment purposes and the future management of the properties.						
Peer Review Action Plan	- Open	To approve the action plan.	Yes	Leader of the Council & Cabinet Member for Growth & Opportunity (Councillor Andrew Johnson)	Emma Duncan	Internal process	Cabinet 23 Jun 2022	
Gedard 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 23 Jun 2022	
Local Cycling and Walking Infrastructure Plan and Cycling Capital Programme	Open -	To approve adoption of the Local Cycling and Walking Infrastructure Plan (LCWIP) and proposed funding allocations to projects for the cycling capital programme in 2022/23.	Yes	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Chris Joyce	Internal process	Cabinet 23 Jun 2022	

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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)
Public Sector Decarbonisation Phase 3	Open -	The council has secured funding through the Public Sector Decarbonisation Scheme Phase 3 to deliver projects across schools and seeking approval for the projects	Yes	Cabinet Member for Climate Action & Sustainability (Councillor Donna Stimson)	Chris Joyce	Internal process	Cabinet 23 Jun 2022	
Draft South West Maidenhead Development Framework Supplementary Planning Document	- Open	This report seeks approval to consult on a draft Supplementary Planning Document for the South West Maidenhead area that is identified for major development in the adopted Borough Local Plan	Yes	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Adrian Waite	Internal process	Cabinet 23 Jun 2022	
Maidenhead Town Team	Open -	To approve the launch of the Maidenhead Town Team and its approach to delivering the adopted Maidenhead Vision and Charter.	Yes	Cabinet Member for Environmental Services, Parks & Countryside & Maidenhead (Councillor David Coppinger)	Chris Joyce	Internal process	Cabinet 23 Jun 2022	

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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)
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	
Draft Building Height and Tall Buildings Supplementary Planning Document Regulation 13 Consultation	Open -	<p>There is a requirement within the adopted Borough Local Plan for the preparation of a new Building Height and Tall Building Supplementary Planning Document (SPD) to support Policy QP3a.</p> <p>The report recommends that the Cabinet approves the publication of the draft Building Height and Tall Buildings SPD for public consultation in June 2022.</p>	Yes	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Adrian Waite	Internal process	Cabinet 23 Jun 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)
Biodiversity Action Plan	-	To approve the plan.	Yes	Cabinet Member for Climate Action & Sustainability (Councillor Donna Stimson)	James Thorpe		Cabinet 23 Jun 2022	
16 Spencer's Farm Stakeholder Masterplan Document	-	<p>This report explains the adopted Borough Local Plan requirement for the preparation of Stakeholder Masterplan Documents and summarises the process and outcomes specifically in relation to the Stakeholder Masterplan Document for Spencer's Farm, Maidenhead.</p> <p>The report recommends that Cabinet approves the Spencer's Farm Stakeholder Masterplan Document as an</p>	Yes	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Ian Motuel	Internal process	Cabinet 23 Jun 2022	

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



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		important material consideration for Development Management purposes.						
17 Energy Programme	Open -	To approve the council's proposed energy improvement programme pipeline for future submission to the capital programme to support the council's targets to reduce its own carbon footprint by 50% by 2025.	Yes	Cabinet Member for Climate Action & Sustainability (Councillor Donna Stimson)	Chris Joyce	Internal process	Cabinet 23 Jun 2022	
Finance Update	-	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.

Report Title:	2021/22 Draft Outturn Report: Revenue and Capital
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot
Meeting and Date:	Cabinet – 26 May 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 details the financial outturn against budget for the 2021/22 financial year. It is labelled as draft as the accounts are still subject to audit by the Council's external auditors.

### 1. DETAILS OF RECOMMENDATION(S)

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

- i) The final revenue outturn for the year is an underspend on services of £2,353m (para 4.1);
- ii) After adjusting for non-service costs, funding, and transfers to and from earmarked reserves, the general fund has increased by £1.694m to £8.753m (para 4.1);
- iii) The final outturn on the schools budget is an overspend of £0.257m resulting in an overall deficit on the DSG reserve of £2.048m and school reserves of £2.913m (para 7.6);
- iv) The final capital outturn is expenditure of £26.178m with slippage of £42.001m (para 15.1); and
- v) The movements in earmarked reserves (para 13.1).

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

#### Options

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

Option	Comments
To note the Council's outturn.	This is the recommended option.
To not note the Council's outturn.	This is not the recommended option.

**3. KEY IMPLICATIONS**

- 3.1 The Council faces considerable financial risks that can have a significant and immediate impact on its finances. However, reserves are currently close to the minimum levels assessed as being required to protect the Council from these financial risks as well as potential service risks that it may also face.
- 3.2 The Medium-Term Financial Plan assumes that the Council will identify sustainable savings and therefore remain above the minimum level of reserves identified by the S151 Officer (£6.7m).

**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>
General Fund Reserves	<£6.7m	£6.7m to £6.9m	£6,9m to £16.9m	> £16.9m	31 March 2022

**4. 2021/22 REVENUE BUDGET OUTTURN**

- 4.1 The final revenue outturn on service budgets is an underspend of £2.353m, a favourable movement of £2.162m from that reported in month 10. The movement in the final two months is mostly accounted for by one-off funding, including £0.541m of funding from the Community Outbreak Management Fund (one-off Covid funding), further release of Covid contingency budget not required in property services of £0.300m, and allocation of other one-off government grants of £0.212m. Children’s Services has also shown significant improvement which, not in items above, included a favourable movement of £0.362m due to cost reductions in both staff and placements, and delays in national schemes (para 7.2 provides more detail). In Adults, Health and Housing there was also the release of a historical accrual of £0.300m that was identified as no longer required. Further detail on variances by directorate is provided below.
- 4.2 After adjustments for non-service costs, movements to reserves and funding sources the General Fund increases by £1.694m to £8,753m which exceeds the minimum in table 2 above.

**Table 1: 2021/22 Revenue Budget Outturn**

	<b>Budget</b>	<b>Outturn</b>	<b>Over / (under) spend</b>	<b>Change since month 10</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Chief Executive department	(1,062)	<b>(2,700)</b>	<b>(1,638)</b>	<b>(488)</b>
Governance, Law and Strategy	3,845	<b>3,136</b>	<b>(709)</b>	<b>(329)</b>
Children's Services	24,909	<b>25,123</b>	<b>214</b>	<b>(551)</b>
Adults, Health and Housing	40,933	<b>40,794</b>	<b>(139)</b>	<b>(826)</b>
Resources	8,294	<b>7,551</b>	<b>(743)</b>	<b>(63)</b>
Place	14,935	<b>15,597</b>	<b>662</b>	<b>95</b>
<b>Total cost of services</b>	<b>91,854</b>	<b>89,501</b>	<b>(2,353)</b>	<b>(2,162)</b>
Contingency budget	1,660	<b>(542)</b>	<b>(2,202)</b>	<b>(129)</b>
Non-service costs	10,274	<b>10,084</b>	<b>(190)</b>	<b>24</b>
Funding (excluding CTAX)	(22,666)	<b>(21,708)</b>	<b>958</b>	<b>863</b>
Transfer (from) / to earmarked reserves	(2,870)	<b>(777)</b>	<b>2,093</b>	<b>(51)</b>
<b>Net Council expenditure</b>	<b>78,252</b>	<b>76,558</b>	<b>(1,694)</b>	<b>(1,455)</b>

<b>General Fund</b>		
Opening balance	(7,059)	(7,059)
Transfer (in)	0	(1,694)
<b>Closing balance</b>	<b>(7,059)</b>	<b>(8,753)</b>

- 4.3 The Chief Executive Department underspent by £1.638m. This is primarily due to a one-off Covid-19 pressure budget within the commercial property service that was not required. This underspend was gradually declared during the year as the picture in respect of property income became clearer and due to active management of the property portfolio.
- 4.4 Law & Governance underspent by £0.709m. This is primarily due to staff vacancies and difficulties in recruiting. Other factors include reduced costs due to homeworking, overachievement of income targets, and additional one-off grant funding.
- 4.5 Children's Services overspent by £0.214m. This is driven by a small number of high-cost placements. There have also been high legal costs, related to complex cases, and extra staff costs due to the pandemic though these have been offset by additional Covid grant. The AfC in-year recovery plan and the review of home to school transport have also helped manage the overspend.
- 4.6 Adults, Health and Housing underspent by £0.139m. One-off hospital discharge funding from the NHS and Contain Outbreak Management Fund have contributed to the movement in Adults. These were agreed with partners during the last couple of months and have improved the in-year position. It should be noted that the number of older people being supported has

increased significantly, and in isolation the Adult Social Care budget continues to face pressures which are being actively managed.

- 4.7 Resources underspent by £0.743m. This is due to an underspend on the Housing Benefits budget and in particular a reduction on the required level of bad debt provision relating to overpayments resulting from better collection rates and lower levels of overpayments being made. In addition, sales, fees and charges losses due to Covid were not as much as anticipated and were partly mitigated by the government compensation scheme.
- 4.8 Place overspent by £0.662m. This is primarily due to the impact of the pandemic on the leisure contract and bus services. There has also been a delay in planning income.
- 4.9 The corporate contingency was not required (as planned) and a number of provisions were not required, resulting in the underspend of £2.202m in this area. There have been several transfers into earmarked reserves, these are detailed at section 13 below. Note also that the funding line in Table 1 shows an overspend as some Sales, Fees and Charges compensation income was budgeted for in this line but was accounted for in cost of services. The potential underspend of the contingency had been highlighted in previous reports and was part of the strategy of increasing general fund reserve levels, if possible.

## 5. CHIEF EXECUTIVE DEPARTMENT

- 5.1 The Chief Executive Department final outturn was an underspend of £1.638m. This is primarily due to a one-off Covid-19 pressure budget within the commercial property service that was not required.

**Table 2: Chief Executive Department Outturn**

	Budget	Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
Chief Executive	282	246	(36)	(36)
Property	(1,344)	(2,946)	(1,602)	(452)
<b>Total</b>	<b>(1,062)</b>	<b>(2,700)</b>	<b>(1,638)</b>	<b>(488)</b>

- 5.2 Property included a Covid-19 pressures budget of £1.510m relating to potential lost income and costs of evictions in respect of commercial property. In the final outturn none of this budget was required. There was also an underspend of £0.206m due to a reduction in premises and other overhead costs caused by reduced occupancy levels throughout the year as more staff worked from home. The majority of this has been highlighted in previous reports.

## 6. GOVERNANCE, LAW & STRATEGY

- 6.1 The Governance, Law & strategy directorate final outturn was an underspend of £0.709m. The biggest factor contributing to this underspend has been staff vacancies of £0.300m. Reduced corporate costs due to home working, over-achievement of income targets and additional grant funding have also contributed, as set out in more detail below.

**Table 3: Governance, Law & Strategy Budget Outturn**

	Budget	Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
Deputy Director	156	149	(7)	(7)
Communications & Marketing	344	227	(117)	(136)
Governance	2,235	1,908	(327)	(138)
Law	650	610	(40)	(7)
Performance Team	370	178	(192)	(42)
Policy Comms & Engagement	90	64	(26)	1
<b>Total</b>	<b>3,845</b>	<b>3,136</b>	<b>(709)</b>	<b>(329)</b>

- 6.2 Governance shows an underspend of £0.327m. This is primarily due to reduced printing and stationery costs due to homeworking by staff across the council £0.109m, overachievement of income from land charges due to property market buoyancy and stamp duty holiday £0.077m, and reduced Member allowance costs due to Members not taking the indexation of allowances, not receiving Special Responsibility Allowances (DRAs) due to the 'one SRA rule', and virtual meetings reducing mileage claims £0.055m.
- 6.3 The Performance Team shows an underspend of £0.192m which is due to one-off vacancy savings because of delays in the recruitment programme.
- 6.4 Communications & Marketing shows an underspend of £0.117m. This is primarily due to additional grant funding from the Contain Outbreak Management Fund £0.065m and the overachievement of income from the Guildhall for meetings and events.

## 7. CHILDREN'S SERVICES

### Non-Dedicated Schools Grant

- 7.1 Children's services show an overspend of £0.214m. This is driven by high-cost placement costs. There have also been high legal costs, due to complex cases, and extra staff costs due to the pandemic though these have been offset by additional Covid grant. The AfC in-year recovery plan and the review of home to school transport have also helped manage the overspend.

**Table 4: Children's (non-Dedicated Schools Grant) Outturn**

	Budget	Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
AfC: Social Care and Early Help	19,139	20,818	1,679	(174)
AfC: Business Services	4,053	3,927	(126)	(87)
AfC: Education	1,436	1,405	(31)	(25)
AfC: Management	324	(259)	(583)	8
AfC: Public Health	1,583	1,583	0	0
AfC: Special Educational Needs	2,096	1,608	(488)	(175)
Retained Children's Services	(3,724)	(3,958)	(234)	(95)
<b>Total</b>	<b>24,909</b>	<b>25,123</b>	<b>214</b>	<b>(551)</b>

- 7.2 The change in the forecast is due to a number of factors, including the impact of the AfC in-year recovery plan reducing staff costs £0.138m, additional grant funding from Public Health and Domestic Abuse grant £0.118m, further reduced placement costs £0.092m, review of home to school transport contracts yielding reduced costs £0.081m, clawback of historic unspent care packages with associated reductions on ongoing support £0.073m, delays in arrivals from the national transfer scheme for unaccompanied asylum seeking children £0.070m.
- 7.3 The net position on AfC services is an overspend of £0.451m. The primary reason for this is the overspend on placements of £0.599m, driven by the full year effect of three high-cost placements. There is a national trend of an increasing complexity of placements. This coupled with increasing demand on providers has increased unit costs.
- 7.4 Additionally, within AfC there have been increased staff costs of £0.483m from child focused posts retained to meet increased demand in early help, including domestic abuse and statutory services resulting from the pandemic. There have been additional legal costs of £0.420m in respect of four complex cases.
- 7.5 These additional costs in AfC have been offset by Contain Outbreak Management Fund grant of £0.568m, savings from the in-year recovery plan £0.318m which focused on application of grants and non-essential expenditure, and review of the Home to School Transport contracts including partner contributions £0.186m.
- 7.6 The underspend on retained services £0.234m is primarily due to additional grants (e.g., School Improvement Grant, Public Health) allocated to the service.

#### **Dedicated Schools Grant**

- 7.7 The Dedicated Schools budget overspent by £0.257m. This overspend is transferred to a dedicated reserve so does not impact on the general fund, but it should be noted that the accumulated deficit now stands at £2.048m.



**Table 5: Dedicated Schools Grant Outturn**

	Budget	Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
AfC – DSG	12,470	13,902	1,432	(407)
Retained – DSG	57,272	56,098	(1,175)	(177)
Transfer (to) / from DSG reserve	(69,742)	(70,000)	(257)	584
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Dedicated Schools Reserve</b>	
Opening Deficit	1,791
Add: 2021/22 deficit	257
Closing Deficit	2,048

- 7.8 The Schools Block underspend £0.537m related to the release of uncommitted pupil growth fund as no new school places have been required this year.
- 7.9 Central School Services Block underspend £0.328m related to one-off nursery rental income £0.130m, reduced management overheads £0.080m, non-independent special school places £0.051m and staffing vacancies £0.049m.
- 7.10 Early Years Block underspend £0.426m due to final budget allocation from ESFA in November 2021 in respect of 2020/21 being 3% more than anticipated £0.266m. Early Years spring term final calculation based on DFE data provided in March 2022 accounted for a further £0.160m.
- 7.11 High Needs Block overspend of £1.547m primarily due to provision of Independent Special or Non-Maintained 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.
- 7.12 The DSG grant conditions require that any authority with an overall deficit on its DSG account at the end of the financial year prepare a Deficit Management Plan, including a recovery period of three to five years. 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 up to 25 years of age. The current projected cumulative deficit by 31 March 2023 is £5.000m. The Deficit Management Plan will be reported to Schools Forum in May 2022.

## **8. ADULTS, HEALTH & HOUSING**

- 8.1 Adults, Health & Housing show an underspend of £0.139m. One-off funding sources including the hospital discharge funding from the NHS and Contain Outbreak Management Fund have contributed to this. But it should be noted

that the number of older people being supported has increased significantly, and in isolation the Adult Social Care budget overspent.

**Table 6: Adults, Health & Housing Budget Outturn**

	Budget	Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
Director & Support	2,423	1,464	(959)	(900)
Adult Social Care Services	35,059	35,467	408	(361)
Housing Services	3,464	3,863	399	122
Public Health	5,056	8,109	3,053	3,053
Grant income	(5,069)	(8,109)	(3,040)	(2,740)
<b>Total</b>	<b>40,933</b>	<b>40,794</b>	<b>(139)</b>	<b>(826)</b>

### Director & Support

- 8.2 The primary reason for the underspend relates to work that was undertaken to allocate costs to other sources of funding to reflect the work the team had been doing during the pandemic £0.383m. These other sources of funding included use of the Contain Outbreak Management Fund for work on the pandemic. In addition, a prior year accrual was identified and released as it was no longer required £0.300m. The balance was largely due to one-off grant funding received.

### Adult Social Care Services

- 8.3 The outturn on Adult Social Care Services is detailed further below:

**Table 7: Adults Social Care Services Outturn**

	Budget	Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
Older people & physical dis.	21,170	21,948	778	(480)
Learning disability	15,168	14,035	(1,133)	(183)
Mental health	3,032	3,289	257	(166)
Other Adult Social Care	3,212	3,333	121	57
Better Care Fund income	(7,523)	(7,138)	385	411
<b>Total</b>	<b>35,059</b>	<b>35,467</b>	<b>408</b>	<b>(361)</b>

- 8.4 Older People & Physical Disabilities overspent by £0.778m. The data below shows an increase of 169 clients since the budget was set. Some of this will relate to increased hospital discharge for which there has been NHS funding of £0.850m during the year, but even with this there remains a net pressure.

- 8.5 Learning disability underspent £1.113m primarily due to cases on the forward list not materialising as expected. These are high-cost placements and so just a few delays can result in significant budget variances.
- 8.6 Mental health overspent by £0.257m due to small increases in numbers overall, but within this a significant increase in the number in residential settings from 17 when the budget was set to 25 at the end of the year.
- 8.7 Expenditure funded by the Better Care Fund was less than budget. Income from the Better Care Fund matches expenditure, hence the variance of £0.385m in the table above.

**Table 8: Number of Adult Social Care Recipients**

	Budget	Budgeted numbers	Q1	Q2	Q3	Q4	31 Mar 22	Change
	£000	No. clients	No. clients	No. clients	No. clients	No. clients	No. clients	No. clients
<b>Older people</b>								
Res & Nur	13,076	290	314	324	338	342	351	61
Domiciliary & other	6,578	341	437	255	450	456	449	108
<b>Total older people</b>	<b>19,655</b>	<b>631</b>	<b>751</b>	<b>779</b>	<b>788</b>	<b>798</b>	<b>800</b>	<b>169</b>
<b>Physical Disability</b>								
Res & Nur	862	17	17	17	17	16	17	-1
Domiciliary & other	859	41	39	43	44	44	42	2
<b>Total physical disability</b>	<b>1,721</b>	<b>58</b>	<b>56</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>59</b>	<b>1</b>
<b>Learning disabilities</b>								
Res & Nur	5,269	59	59	56	54	55	56	-3
Domiciliary & other	4,648	154	158	154	154	155	155	1
<b>Total learning disabilities</b>	<b>9,617</b>	<b>213</b>	<b>217</b>	<b>210</b>	<b>208</b>	<b>210</b>	<b>211</b>	<b>-2</b>
<b>Mental Health</b>								
Res & Nur	722	17	24	25	26	24	25	8
Domiciliary & other	1,548	86	91	79	78	77	81	-5
<b>Total mental health</b>	<b>2,270</b>	<b>103</b>	<b>115</b>	<b>104</b>	<b>104</b>	<b>101</b>	<b>106</b>	<b>3</b>
<b>Total</b>	<b>33,562</b>	<b>1,005</b>	<b>1,137</b>	<b>1,152</b>	<b>1,160</b>	<b>1,127</b>	<b>1,144</b>	<b>139</b>

### Housing Services

- 8.8 Housing Services are reporting an overspend of £0.497m primarily due to an increase in the bad debt provision following a review of the potential risks faced by the Council in achieving recovery of Housing Rents. There has also been higher demand for Housing Temporary Accommodation, but this has been offset by Homelessness Prevention Grant.

### Public Health

- 8.9 Although Public Health shows an overspend above, this is offset by additional income on the grants line. This is because The Contain Outbreak Management Fund was administered from this budget. In respect of the ring-

fenced Public Health grant, the underspend was £0.077m which has been transferred into the Public Health reserve for use in future years.

## 9. RESOURCES

- 9.1 Resources outturn is an underspend of £0.743m. This is due to an underspend on the Housing Benefits budget and in particular a reduction on the bad debt provision relating to overpayments. In addition, sales, fees and charges losses due to Covid were not as much as anticipated and were mitigated by the government compensation scheme.

**Table 9: Resources Budget Outturn**

	Budget	Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
Executive Director of Resources	214	201	(13)	(13)
Libraries & Residents Services	2,551	2,064	(487)	15
Housing Benefits + R&B mgt	1,469	975	(494)	(294)
HR, Corporate Projects, and IT	2,803	2,754	(49)	(29)
Corporate Management	(6)	182	188	199
Finance	1,263	1,375	112	59
<b>Total Resources</b>	<b>8,294</b>	<b>7,551</b>	<b>(743)</b>	<b>(63)</b>

- 9.2 Housing Benefits is a complex and volatile budget and ended the year with an underspend £0.494m. Key factors in the outturn are the level of overpayments identified, overpayments collected and the resultant bad debt provision. Overall, the bad debt provision reduced £0.410m following a review of the risks faced by the Council.
- 9.3 The underspend in Libraries & Residents Services £0.487m includes overachievement of weddings and ceremonies income in the Registrars services £0.348m. In addition, one-off Covid support budgets for reduced sales, fees and charges were not fully required, partly due to the government compensation scheme, and generated an underspend £0.121m.
- 9.4 Corporate Management overspent by £0.188m primarily due to accrued external audit costs being more than budget because of the additional work being undertaken in responding to objections raised against the prior year accounts and in additional work undertaken on the audit of the financial statements.
- 9.5 Finance overspent by £0.112m mainly due to use of temporary staff to cover vacancies.

## 10. PLACE

- 10.1 The Place directorate final outturn was an overspend of £0.662m. This is primarily due to the impact of the pandemic on the leisure contract and bus services. There has also been a delay in planning income. Further details are set out below.

**Table 10: Place Budget Outturn**

	<b>Budget</b>	<b>Final Outturn</b>	<b>Over / (under) spend</b>	<b>Change since month 10</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Executive Director of Place	248	241	(7)	8
Neighbourhood Services	10,098	10,092	(6)	13
Planning	1,416	1,564	148	(48)
Communities	(213)	(5)	208	(17)
Infrastructure, Sust. & Transport	3,386	3,705	319	139
<b>Total</b>	<b>14,935</b>	<b>15,597</b>	<b>662</b>	<b>95</b>

- 10.2 Communities shows an overspend of £0.208m. Reduced concessions income from Leisure Focus due to the impact of the pandemic resulted in an overspend of £0.384m which was the primary reason. This was offset by £0.173m as some staff were funded by Contain Outbreak Management Fund grant due to the work performed on managing the spread of Covid-19 within the Borough.
- 10.3 Infrastructure, Sustainability & Transport shows an overspend of £0.319m. This is primarily due to pressures on the Supported Bus Services of £0.140m. Government guidance on bus support during the pandemic has had an adverse impact on contract costs and meant the budget saving of £0.100m has not been achieved. There has also been a transfer into reserve of £0.140m for Arts funding.
- 10.4 Planning shows an overspend of £0.148m. This is due to a shortfall in planning income partly because of delays in getting the Borough Local Plan approved and higher than expected legal costs for appeals.

## 11. COLLECTION FUND

- 11.1 A total of £99.062m of Council Tax has been collected, equating to a collection rate of 98%. Business rate collection is £61.580m, equating to a collection rate of 96%.

**Table 11: Council Tax and NNDR collection rates**

	Total due for year £000	Total collected £000	Total collected %	Collected same period last year %	Target %	Balance £000
<b>CTAX</b>						
Apr	100,946	11,749	11.64%	11.51%	11.60%	89,197
May	100,930	21,252	21.06%	20.84%	21.50%	79,678
Jun	100,936	30,625	30.34%	30.24%	30.60%	70,311
Jul	100,904	39,671	39.32%	39.32%	39.80%	61,234
Aug	100,952	48,901	48.44%	48.38%	48.90%	52,051
Sep	101,009	58,259	57.68%	57.37%	58.20%	42,750
Oct	101,021	67,408	66.73%	66.37%	67.50%	33,614
Nov	100,983	76,803	76.06%	75.28%	76.50%	24,180
Dec	101,012	86,082	85.22%	84.57%	85.70%	14,930
Jan	100,988	95,153	94.22%	93.43%	94.80%	5,835
Feb	101,006	97,608	96.64%	95.68%	97.00%	3,398
Mar	100,981	99,062	98.10%	96.98%	98.50%	1,920
<b>Business rates</b>						
Apr	52,714	6,023	11.43%	10.70%	12.00%	46,691
May	52,942	10,184	19.24%	19.98%	20.00%	42,758
Jun	63,503	17,509	27.57%	35.08%	31.00%	45,995
Jul	65,812	22,469	34.14%	42.70%	41.00%	43,343
Aug	66,427	27,301	41.10%	48.92%	49.00%	39,126
Sep	64,680	32,992	51.01%	58.11%	58.00%	31,687
Oct	65,030	39,250	60.36%	67.10%	66.70%	25,779
Nov	65,665	44,894	68.37%	74.98%	75.00%	20,771
Dec	65,724	50,499	76.83%	83.15%	83.50%	15,225
Jan	64,519	56,269	87.21%	89.55%	92.00%	8,250
Feb	64,217	59,356	92.43%	92.65%	95.00%	4,861
Mar	64,019	61,580	96.19%	95.19%	98.30%	2,439

**12. SUNDRY DEBT**

- 12.1 The current level of outstanding sundry debt is £11.431m, an increase of £3.704m since the start of the financial year. As a result of this the bad debt provision has increased from £2.714m to £3.464m, representing an in-year cost of £0.750m.

**Table 12: Aged Debt**

	Debt 1 April 2021	Debt 31 March 2022	< 1 month	1 – 6 months	6 -12 months	12 months +
	£000	£000	£000	£000	£000	£000
Education, Youth and Foster	81	15	9	0	0	7
Schools	1,075	123	56	13	3	50
Housing Loans	327	360	19	53	0	287
Temporary accommodation	449	1,077	27	195	489	365
Adult Social Care	3,830	7,183	3,513	1,457	542	1,672
Adult deferred payments	601	542	10	28	43	461
Corporate, highways and leisure	841	1,176	718	158	46	253
Commercial property	523	955	386	137	220	212
<b>Total</b>	<b>7,727</b>	<b>11,431</b>	<b>4,738</b>	<b>2,041</b>	<b>1,343</b>	<b>3,307</b>

### 13. RESERVES

- 13.1 Appendix H details the movements in reserves. Some of the larger movements are set out below.
- 13.2 The Better Care Fund reserve has increased by £2.119m due to additional resources contributed by the NHS that will be available to the BCF to utilise in future years.
- 13.3 The Covid 19 general reserve has been utilised to fund this year's budget in accordance with the medium-term financial plan. It has also been maintained at the level of funding required in 2022/23 per the plan.
- 13.4 The Business Rates Section 31 Reserve has increased by net £2.987m due to additional s31 grant received in 2021/22 to offset losses in 2022/23. The Business Rates Volatility reserve has been utilised in line with the medium-term financial plan.
- 13.5 The Grant funded future commitment reserve is a new reserve with a value of £2.928m. This represents government grants received in year that cannot be carried forward as receipts in advance as they are unringfenced without conditions. However, the associated expenditure is expected in future years and so the funding is carried forward in an earmarked reserve.
- 13.6 The Collection Fund Compensation reserve has been utilised in year to offset losses in the Collection Fund arising from the pandemic.
- 13.7 The Community Infrastructure Levy reserve is used for capital financing.

## 14. BORROWING

- 14.1 Throughout the year the Council's borrowing levels are updated based on cash-flow and spending on the capital programme. Currently, the Council is borrowing temporarily pending anticipated capital receipts in future years and short-term interest rates remaining low. The details of the current borrowing are shown below. Additional grant funding was received in March causing the investments held at the end of the year to be higher than previously expected.
- 14.2 Appendix F shows the actual borrowing levels for the year. Note that in the table below the borrowing is shown net of investment balances.

**Table 14: Net borrowing**

	Opening balance £000	Closing balance £000	M10 forecast £000
Long term	57,059	<b>71,265</b>	71,265
Short term – Local Authority	114,000	<b>119,000</b>	119,000
Short term – LEP / Trusts	20,732	<b>15,598</b>	19,103
Investments	(23,909)	<b>(41,609)</b>	(24,547)
<b>Total</b>	<b>167,872</b>	<b>164,254</b>	184,821

## 15. CAPITAL

- 15.1 Capital expenditure was £26.178m with slippage of £42.001m. Appendix D details the capital budget movements and Appendix E provides more detail on variances.

**Table 15: Capital programme outturn**

	Gross budget £000	Slippage £000	Current year variances £000	Gross outturn £000
Chief Executive department	32,877	(22,701)	142	10,318
Governance, Law and Strategy	347	(289)	0	58
Children's Services	24,695	(13,066)	314	11,943
Adults, Health and Housing	1,368	(748)	181	801
Resources	6,491	(3,962)	(645)	1,884
Place	2,468	(1,235)	(59)	1,174
<b>Total</b>	<b>68,246</b>	<b>(42,001)</b>	<b>(67)</b>	<b>26,178</b>

- 15.2 Major scheme expenditure includes works to construct Vicus Way car park which is now well underway with £7.114m expenditure in year. Construction of the multi-storey car park is due to complete in 2022/23.



- 15.3 Property services report overall service area slippage of £22.700m due to some delays in the planning and development of schemes. This includes £15.400m for the Maidenhead Golf Course site where budget is earmarked for surrender of the site lease.
- 15.4 Local Enterprise partnership schemes are all in progress with expenditure of £4.261m incurred during the financial year. Completion of these schemes is now scheduled for 2022/23 at a budgeted further cost of £7.200m. The schemes include Maidenhead Housing site enabling works which will improve traffic flow around Maidenhead Town Centre.
- 15.5 The adverse variance of £0.500m that was reported for the Maidenhead Station Interchange & Car Park scheme. The works at the station are now complete and the final position will be reported in early 2022/23.
- 15.6 Neighbourhood Services report scheme slippage of £2.600m. This includes £0.655m for Cookham Bridge, which is programmed over three financial years due to complexity. There is also slippage in the Roads Resurfacing – Transport Asset & Safety programme of £0.645m due to delays caused by the pandemic and material supplies.
- 15.7 Children’s services have completed several schemes during the financial year below budget, generating a saving to the Council of £0.647m. Works at St Peters Middle school are now complete at a cost of £2.117m over two financial years. In addition, works at Dedworth & Furze Plat resource bases are also complete providing new provision for children with special educational needs.
- 15.8 During 2021/22 £0.861m of transformation costs were funded flexibly by capital receipts, helping maintain the Council’s general fund. This includes investment in ICT to streamline processes and costs relating to staff restructures.
- 15.9 The £26.178m of 2021/22 capital expenditure will be funded by the income streams as set out in Table 23. At present, after use of capital fund reserves of £0.400m the cost of short-term borrowing at a short-term borrowing rate of 0.10% is estimated to cost £0.014m for current year expenditure.

**Table 16: Capital programme financing**

Source of funding	£000
Government grants	(5,600)
Developers' contributions (s106 & CIL)	(5,696)
Other contributions	(150)
Corporate funding	(14,732)
<b>Total</b>	<b>(26,178)</b>

**Table 17: Capital programme status**

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

**16. LEGAL IMPLICATIONS**

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

**17. RISK MANAGEMENT**

- 17.1 Projected variances require mitigation to reduce them during the financial year.

**18. POTENTIAL IMPACTS**

- 18.1 Equalities. See EQIA at Appendix I.
- 18.2 Climate change/sustainability. There are no direct impacts.
- 18.3 Data Protection/GDPR. There are no direct impacts.

**19. CONSULTATION**

- 19.1 None.

**20. TIMETABLE FOR IMPLEMENTATION**

Implementation date if not called in: 'Immediately'.

**21. APPENDICES**

- 21.1 This report is supported by nine appendices:

- 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 Usable reserves
- Appendix I EQIA

## 22. BACKGROUND DOCUMENTS

- 22.1 This report is supported by one background documents, the budget report to [Council February 2021](#).

## 23. 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	13/5/22	13/5/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	13/5/22	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	13/5/22	16/5/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	13/5/22	17/5/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	13/5/22	13/5/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	13/5/22	17/5/22
Andrew Durrant	Executive Director of Place	13/5/22	17/5/22
Kevin McDaniel	Executive Director of Children's Services	13/5/22	16/5/22
Hilary Hall	Executive Director of Adults, Health and Housing	13/5/22	17/5/22

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

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
For information	No	No

Report Author: Julian McGowan, Senior Finance Business Partner

Original Budget	Service	Revised Budget	Outturn	Variance	Variance Month 10	Change from Month 10
£000		£000	£000	£000	£000	£000
	<b>Chief Executive department</b>					
277	Chief Executive	282	246	(36)	0	(36)
(1,258)	Property	(1,344)	(2,946)	(1,602)	(1,150)	(452)
<b>(981)</b>	<b>Total Chief Executive department</b>	<b>(1,062)</b>	<b>(2,700)</b>	<b>(1,638)</b>	<b>(1,150)</b>	<b>(488)</b>
	<b>Governance, Law &amp; Strategy</b>					
0	Deputy Director of Governance, Law & Strategy	156	149	(7)	0	(7)
321	Communications & Marketing	344	227	(117)	19	(136)
1,867	Governance	2,235	1,908	(327)	(189)	(138)
628	Law	650	610	(40)	(33)	(7)
174	Performance Team	370	178	(192)	(150)	(42)
0	Policy Communication & Engagement	90	64	(26)	(27)	1
<b>2,990</b>	<b>Total Law &amp; Governance</b>	<b>3,845</b>	<b>3,136</b>	<b>(709)</b>	<b>(380)</b>	<b>(329)</b>
	<b>Children's Services</b>					
(79)	Director of Children's Services	(79)	(94)	(15)	0	(15)
38,803	Achieving for Children Contract	41,102	42,985	1,883	2,743	(860)
54,524	Children's Services - Retained	53,628	52,231	(1,397)	(1,137)	(260)
(68,884)	Dedicated Schools Grant - Income	(69,742)	(69,999)	(257)	(841)	584
<b>24,364</b>	<b>Total Children's Services</b>	<b>24,909</b>	<b>25,123</b>	<b>214</b>	<b>765</b>	<b>(551)</b>
	<b>Adults, Health and Housing</b>					
2,409	Director, Support Teams & Provider support	2,423	1,464	(959)	(59)	(900)
3,396	Housing	3,464	3,863	399	277	122
32,763	Adult Social Care	35,059	35,467	408	769	(361)
13,747	Better Care Fund - Spend	14,403	14,769	366	0	366
5,066	Public Health - Spend	5,056	8,109	3,053	0	3,053
(17,586)	Grant & BCF Income	(19,472)	(22,878)	(3,406)	(300)	(3,106)
<b>39,795</b>	<b>Total Adults, Health &amp; Housing</b>	<b>40,933</b>	<b>40,794</b>	<b>(139)</b>	<b>687</b>	<b>(826)</b>
	<b>Resources</b>					
210	Executive Director of Resources	214	201	(13)	0	(13)
2,952	Library & Resident Services	2,551	2,064	(487)	(502)	15
1,407	Revenues & Benefits	1,045	1,502	457	50	407
90	Housing Benefit	424	(527)	(951)	(250)	(701)
2,498	Human Resources, Corporate Projects & IT	2,803	2,754	(49)	(20)	(29)
(94)	Corporate Management	(6)	182	188	(11)	199
1,292	Finance	1,263	1,375	112	53	59
<b>8,355</b>	<b>Total Resources</b>	<b>8,294</b>	<b>7,551</b>	<b>(743)</b>	<b>(680)</b>	<b>(63)</b>
	<b>Place</b>					
244	Executive Director of Place	248	241	(7)	(15)	8
10,807	Neighbourhood Services	10,098	10,092	(6)	(19)	13
1,341	Planning Service	1,416	1,564	148	196	(48)
254	Communities including Leisure	(213)	(5)	208	225	(17)
3,325	Infrastructure, Sustainability & Transport	3,386	3,705	319	180	139
<b>15,971</b>	<b>Total Place</b>	<b>14,935</b>	<b>15,597</b>	<b>662</b>	<b>567</b>	<b>95</b>
<b>90,494</b>	<b>TOTAL SERVICE EXPENDITURE</b>	<b>91,854</b>	<b>89,501</b>	<b>(2,353)</b>	<b>(191)</b>	<b>(2,162)</b>

Original Budget	Service	Revised Budget	Outturn	Variance	Variance Month 10	Change from Month 10
£000		£000	£000	£000	£000	£000
4,557	<b>Contingency Budgets</b>	1,660	(542)	(2,202)	(2,073)	(129)
	<b>Non Service Costs</b>					
5,910	Capital Financing inc Interest Receipts and bank charges	5,910	5,723	(187)	(216)	29
165	Environment Agency levy	165	162	(3)	0	(3)
4,199	Pensions deficit recovery	4,199	4,199	0	2	(2)
	<b>Funding</b>					
(15,004)	NNDR Income	(15,004)	(15,004)	0	0	0
(210)	Income from trading companies	(210)	0	210	0	210
(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
(300)	Transfer (surplus)/deficit to Council Tax Collection Fund	(300)	(382)	(82)	0	(82)
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
(3,118)	Covid-19 Tranche 5 funding	(3,118)	(3,118)	0	0	0
(1,359)	COVID 19 Sales, Fees and Charges Compensation	0	0	0	0	0
(1,106)	COVID 19 Sales, Fees and Charges Compensation	(830)	0	830	745	85
	<b>Transfers to (from) reserves not in cost of services</b>					
(3,170)	Use of Earmarked Reserve	(3,170)	(3,170)	0	0	0
0	Use of Property Reserve	(100)	(100)	0	0	0
0	Transfer to business s31 reserve	0	520	520	0	520
0	Top up insurance reserve	0	234	234	0	234
400	Transfer to Capital Reserve	400	400	0	0	0
0	Transfer Redmond Review / Transparency Code to New Burdens reserve	0	45	45	0	45
0	Transfer to Covid general reserve to match MTFP	0	934	934	0	934
0	Use of flexible capital receipts for transformation	0	0	0	(650)	650
0	Transfer to Revenue smoothing reserve	0	360	360	2,144	(1,784)
<b>(12,240)</b>	<b>Net non-service costs and non-CTAX funding</b>	<b>(13,602)</b>	<b>(12,943)</b>	<b>659</b>	<b>(48)</b>	<b>707</b>
<b>78,254</b>	<b>Net Council expenditure</b>	<b>78,252</b>	<b>76,558</b>	<b>(1,694)</b>	<b>(239)</b>	<b>(1,455)</b>

Ref	Directorate	Service	Savings description	Savings Target £000	Savings Achieved £000	% of target full year forecast	RAG	Comments
1	Resources	Revenues & Benefits	Removal of one Benefit Assistant post	22	22	100.0%	GREEN	
2	Resources	Library & Resident Services	Stop moving the Container Library saving towage costs	28	20	71.4%	AMBER	This saving was dependent on planning permission being granted, and in conjunction with support from the parish almost 75% of the saving has been achieved.
3	Resources	Library & Resident Services	Reduction of Library hours	73	73	100.0%	GREEN	
4	Resources	Finance	Review of Accountancy structure	35	35	100.0%	GREEN	
5	Resources	Finance	Review of Internal audit contract	50	50	100.0%	GREEN	
6	Resources	Finance	Remove supplies and services budgets from finance team	67	67	100.0%	GREEN	
7	Resources	Finance	Defer Discretionary NNDR write-off	28	28	100.0%	GREEN	
8	Resources	Finance	Review of resourcing of the Insurance and Risk service	45	45	100.0%	GREEN	
9	Resources	Finance	Removal of fax machine analogue lines	2	2	100.0%	GREEN	
10	Resources	HR&IT	Removal of database and network contracts budget	63	63	100.0%	GREEN	
11	Resources	HR&IT	Stop software licences for employee relations advice	3	3	100.0%	GREEN	
13	Resources	HR&IT	Review of charging structure for provision of services to academies and schools	10	10	100.0%	GREEN	
14	Resources	HR&IT	Increase the admin charge for DBS checks	6	6	100.0%	GREEN	
15	Resources	HR&IT	Efficiencies from D360 document management system and iTrent HR system.	13	13	100.0%	GREEN	System delivery delays outside of the Council's 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 has been successfully undertaken to mitigate the saving across the service through new schools' income.
16	Resources	HR&IT	Ceasing Quick Address software contract	2	2	100.0%	GREEN	
17	Resources	HR&IT	Restructure of OD function	30	30	100.0%	GREEN	
18	Resources	HR&IT	Restructure of Compliments and Complaints function	18	18	100.0%	GREEN	
19	Law & Governance	Law & Governance	Removal of Member training budget	2	2	100.0%	GREEN	
20	Law & Governance	Law & Governance	Reduction in budget Member's Special Responsibility Allowances	24	24	100.0%	GREEN	
21	Law & Governance	Law & Governance	Removal of room hire budget for council meetings	1		0.0%	RED	Need to hire external facilities - Holiday Inn for 4 members meetings - cannot fit all members into the chamber and maintain social distancing.
22	Law & Governance	Law & Governance	Reduction in budget for Member mileage claims	5	5	100.0%	GREEN	
23	Law & Governance	Law & Governance	Reduction in postage to Members	2	2	100.0%	GREEN	
24	Law & Governance	Law & Governance	Reduction in the annual support provided to the Twinning Committee	5	5	100.0%	GREEN	
26	Law & Governance	Law & Governance	Reduced MFD printing	30	30	100.0%	GREEN	
27	Law & Governance	Law & Governance	Reduction in Stationery purchased.	20	20	100.0%	GREEN	
28	Law & Governance	Law & Governance	Reduced Confidential waste collection	4	4	100.0%	GREEN	
30	Law & Governance	Law & Governance	Review of charging structure for Schools Data Protection Officer service	40	34	85.0%	AMBER	Schools take up on this Buy Back 21/22 has not been as high as last year. Only £34k of the target achieved.
31	Law & Governance	Law & Governance	Reduce Borough By-Elections Budget	7	7	100.0%	GREEN	
32	Place	Neighbourhood Services	Additional income from green waste subscriptions	50	50	100.0%	GREEN	
33	Place	Neighbourhood Services	Remove 50 on street parking machines	50	50	100.0%	GREEN	
34	Place	Neighbourhood Services	Redesign provision of street cleansing	100	100	100.0%	GREEN	
35	Place	Neighbourhood Services	Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	175	175	100.0%	GREEN	

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Ref	Directorate	Service	Savings description	Savings Target £000	Savings Achieved £000	% of target full year forecast	RAG	Comments
37	Place	Neighbourhood Services	Additional income from enforcement of street works activity	100	0	0.0%	RED	Business plan did not achieve budget income target. 1 x temp member of staff left in year. Advertising 2 FTC posts and revisiting business case. 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	20	20	100.0%	GREEN	
39	Place	Neighbourhood Services	Remodel street cleansing activity in town centres, estate and rural roads	50	50	100.0%	GREEN	
40	Place	Neighbourhood Services	Activate optional one-year contract extension for parking enforcement	30	10	33.3%	AMBER	Saving was about no annual inflation, which was initially estimated at 3%. However, inflation later reduced which meant that full £30k could not be achieved.
41	Place	Neighbourhood Services	Redesign the street cleansing pattern for the A404M/Marlow bypass	10	10	100.0%	GREEN	
42	Place	Neighbourhood Services	Redesign the street cleansing pattern for Royal Windsor Way	10	10	100.0%	GREEN	
43	Place	Neighbourhood Services	Deliver the waste incentivisation scheme through the Climate Change Strategy	30	30	100.0%	GREEN	
44	Law & Governance	Communications & Marketing	Maximise digital distribution of Around the Royal Borough	14	14	100.0%	GREEN	
45	Law & Governance	Communications & Marketing	Implement a revised Advantage Card	14	14	100.0%	GREEN	
46	Adults, Health and Commissioning	Adult Social Care - Spend	Develop alternative options for supporting residents in need of additional support	200	200	100.0%	GREEN	
47	Adults, Health and Commissioning	Adult Social Care - Spend	Deliver day opportunities for older people and people with learning disabilities in a different way	300	300	100.0%	GREEN	
48	Adults, Health and Commissioning	Adult Social Care - Spend	Ensure value for money from residential care placements for people with learning disabilities	200	200	100.0%	GREEN	
49	Adults, Health and Commissioning	Adult Social Care - Spend	Ensure value for money from supported living packages for people with learning disabilities	200	200	100.0%	GREEN	
50	Adults, Health and Commissioning	Adult Social Care - Spend	Ensure value for money from community packages for people with learning disabilities	200	200	100.0%	GREEN	
51	Adults, Health and Commissioning	Adult Social Care - Spend	Extend the offer of reablement to all residents coming out of hospital	500	500	100.0%	GREEN	
52	Adults, Health and Commissioning	Adult Social Care - Spend	End contract with People to Places for services that are no longer running	90	90	100.0%	GREEN	
53	Children's	AFC Contract - LA Funded	Refocus the operation of the Health Visiting service	150	150	100.0%	GREEN	
54	Adults, Health and Commissioning	Adult Social Care - Spend	Maximise the income due to the council from resident contributions	70	70	100.0%	GREEN	Saving has been achieved in other areas. The online financial assessment will be introduced as part of the response to the new social care charging reforms that will be implemented in 2023-2024.
55	Place	Planning	Reshape Planning Support Team	1,205	1,000	83.0%	AMBER	The savings have been achieved with the exception of the savings identified in mental health services. Pressures have continued to increase on all care budgets for people with mental health issues, as anticipated given the pandemic, where this has led to greater demand for support.
56	Place	Infrastructure, Sustainability & Transport	Reduction in Arts Grants	25	25	100.0%	GREEN	
57	Place	Infrastructure, Sustainability & Transport	Reshape museum and tourism information centre service	180	80	44.4%	AMBER	Covid has delayed the full implementation of this saving and will be carried forward into 2022-2023
58	Place	Infrastructure, Sustainability & Transport	Remove ongoing aviation budget	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.	300	300	100.0%	GREEN	



Ref	Directorate	Service	Savings description	Savings Target £000	Savings Achieved £000	% of target full year forecast	RAG	Comments
60	Place	Communities, Enforcement and Partnerships	Revise the management of the leisure contract	62	37	59.7%	AMBER	Continued restrictions in leisure means this was not fully delivered this year through the remodelling of the leisure client function but partially mitigated 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	86	86	100.0%	GREEN	
62	Place	Communities, Enforcement and Partnerships	Remove funding from SMILE and stop service	58	58	100.0%	GREEN	
63	Place	Communities, Enforcement and Partnerships	Remove vacant community sports development post and projects	54	54	100.0%	GREEN	
64	Place	Planning	Reshape the trees function	125	90	72.0%	AMBER	Delays to implementing process changes means this was not fully achieved this year.
65	Children's	AFC Contract - LA Funded	Develop an increasingly independent school travel policy which is focused on the most vulnerable.	280	420	150.0%	GREEN	Policy changes delivering £66,000 from new academic year; Contract re-tendering exercise delivered indicative savings of £354,000. Total savings £420,000.
66	Children's	AFC Contract - LA Funded	Independent Fostering Agency (IFA) development	15	15	100.0%	GREEN	
67	Children's	AFC Contract - LA Funded	Greater use of virtual technologies	50	50	100.0%	GREEN	
68	Children's	AFC Contract - LA Funded	Support for young person's transition to a sustainable adulthood.	15	15	100.0%	GREEN	
69	Children's	AFC Contract - LA Funded	Care Leavers Accommodation	20	20	100.0%	GREEN	
70	Children's	AFC Contract - LA Funded	Implement schools Inclusion Advisor	90	90	100.0%	GREEN	
71	Children's	AFC Contract - LA Funded	Therapy assessment service	100	50	50.0%	AMBER	Forecast underachievement of savings plan reflects 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	60	60	100.0%	GREEN	
73	Children's	AFC Contract - LA Funded	Continue to optimise costs of placements for children in our care.	250	328	131.2%	GREEN	Planned placement moves achieved by May 2021. New arrangement meeting expectations.
74	Resources	Library & Resident Services	Library Stock fund	20	20	100.0%	GREEN	
75	Chief Executive	Property Service	Consultancy costs	70	70	100.0%	GREEN	
76	Children's	AFC Contract - LA Funded	Improve business support processes	45	45	100.0%	GREEN	
77	Children's	AFC Contract - LA Funded	Account appropriately for financial support services.	55	55	100.0%	GREEN	
78	Resources	Finance	Insurance savings	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	70	25	35.7%	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	150	150	100.0%	GREEN	Savings plan on track
2019.7	Adults, Health and Commissioning	Adult Social Care - Spend	Deliver adult social care transformation programme	1,205	405	33.6%	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	25	0	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	180	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	100	0	0.0%	RED	The full saving will be unachievable based on Covid-19 government guidance on bus services.
2020.2	Resources	Library & Resident Services	Library savings	45	45	100.0%	GREEN	

8,258	6,776	82.1%
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	2021/22 Original Budget			New Schemes – 2021/22 Approved Estimate A			Unspent budget from Schemes Approved in Prior Years B			Revised Budget 2021/22 A+B		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Capital Programme Portfolio Summary</b>												
<b>Chief Executive</b>												
Property	16,676	(2,738)	13,938	18,903	(2,763)	16,140	13,974	0	13,974	32,877	(2,763)	30,114
<b>Total Chief Executive</b>	<b>16,676</b>	<b>(2,738)</b>	<b>13,938</b>	<b>18,903</b>	<b>(2,763)</b>	<b>16,140</b>	<b>13,974</b>	<b>0</b>	<b>13,974</b>	<b>32,877</b>	<b>(2,763)</b>	<b>30,114</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	263	0	263	263	0	263
<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>347</b>	<b>0</b>	<b>347</b>	<b>347</b>	<b>0</b>	<b>347</b>
<b>Place Directorate</b>												
Neighbourhood Services	4,253	(3,285)	968	3,955	(3,652)	303	3,556	(816)	2,740	7,511	(4,468)	3,043
Local Enterprise Partner Schemes	1,178	(1,178)	0	1,178	(1,178)	0	10,348	(3,418)	6,930	11,526	(4,596)	6,930
Communities	340	(40)	300	364	(40)	324	862	(344)	518	1,226	(384)	842
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	1,530	(1,072)	458	1,346	(474)	872	2,876	(1,546)	1,330
<b>Total Place Directorate</b>	<b>7,156</b>	<b>(5,135)</b>	<b>2,021</b>	<b>7,577</b>	<b>(5,982)</b>	<b>1,595</b>	<b>17,118</b>	<b>(5,365)</b>	<b>11,753</b>	<b>24,695</b>	<b>(11,347)</b>	<b>13,348</b>
<b>Adults, Health &amp; Housing</b>												
Housing	640	(640)	0	640	(640)	0	528	(423)	105	1,168	(1,063)	105
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>728</b>	<b>(623)</b>	<b>105</b>	<b>1,368</b>	<b>(1,263)</b>	<b>105</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	2,827	(2,827)	0	2,458	(1,429)	1,029	5,285	(4,256)	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>3,062</b>	<b>(3,062)</b>	<b>0</b>	<b>3,429</b>	<b>(1,929)</b>	<b>1,500</b>	<b>6,491</b>	<b>(4,991)</b>	<b>1,500</b>
<b>Resources</b>												
Finance	305	0	305	134	0	134	1,324	0	1,324	1,458	0	1,458
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	1	0	1	542	(16)	526	543	(16)	527
<b>Total Resources</b>	<b>527</b>	<b>0</b>	<b>527</b>	<b>357</b>	<b>0</b>	<b>357</b>	<b>2,111</b>	<b>(16)</b>	<b>2,095</b>	<b>2,468</b>	<b>(16)</b>	<b>2,452</b>
<b>Total Committed Schemes</b>	<b>27,109</b>	<b>(10,623)</b>	<b>16,486</b>	<b>30,539</b>	<b>(12,447)</b>	<b>18,092</b>	<b>37,707</b>	<b>(7,933)</b>	<b>29,774</b>	<b>68,246</b>	<b>(20,380)</b>	<b>47,866</b>
<b>Portfolio Total</b>			(£'000) <b>27,109</b>									(£'000) <b>68,246</b>
<b>External Funding</b>												
Government Grants			(5,916)									(10,860)
Developers' Contributions			(4,707)									(9,495)
Other Contributions			0									(25)
<b>Total External Funding Sources</b>			<b>(10,623)</b>									<b>(20,380)</b>
<b>Total Corporate Funding</b>			<b>16,486</b>									<b>47,866</b>

<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 31 March 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	-
Schools electrical upgrades	42	(42)	-
Affordable Key Worker Housing budget drawdown	55	0	55
Goswell Hill-Night Time Economy Measures / ASB	50	0	50
Budget adjustment Leisure Centre equipment	24	0	24
Roundings	(1)	2	1
<b>Revised Budget 2021/22</b>	<b>68,246</b>	<b>(20,380)</b>	<b>47,866</b>

## Capital Monitoring Report 2021/22

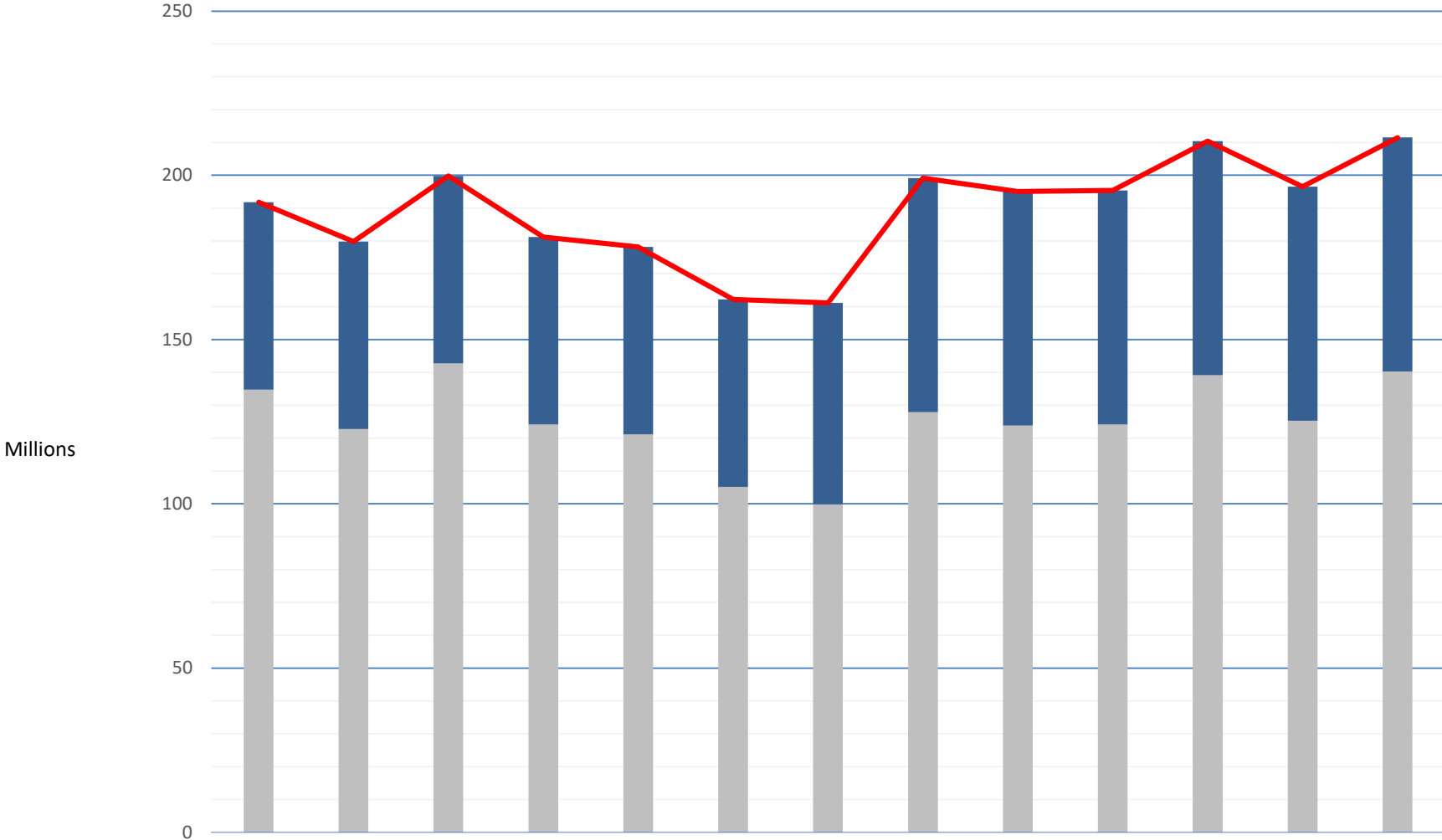
	Exp £'000	Inc £'000	Net £'000
Revised Budget	68,246	(20,380)	47,866
Variances identified	(67)	(421)	(488)
Slippage to 2022/23	(42,001)	9,355	(32,646)
<b>Final Outturn 2021/22</b>	<b>26,178</b>	<b>(11,446)</b>	<b>14,732</b>

Variances from revised budget		£'000	£'000	£'000	Commentary
<b>Property</b>					
CI60	Regeneration Improvement Projects	142	(142)	0	
<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
CLE9	Windsor Lib - Replacement Public PC and Laptops	(3)	0	(3)	
<b>Adult Social Care</b>					
CT52	Disabled Facilities Grant	(176)	176	0	Unspent budget to be reprofiled in 2022/23 with a Social Care Capital report scheduled for cabinet.
CT72	Other DFG Funded Social Care Capital	357	(357)	0	Fully funded budget aligned with grant conditions and transferred to Capital programme
<b>Neighbourhood Services</b>					
CC86	VMS Support and Maintenance	1	0	1	Project complete
CC90	Boulton Lock Car Park Extension	4	0	4	Project complete
CC92	Maintenance to Anti-Terrorist Rising Bollards	(2)	0	(2)	Project complete
CD07	Road Marking-Safety Programme	5	0	5	Project complete
<b>Planning</b>					
CI32	Borough Local Plan-Examinations / Submissions	92	0	92	Revised Business Case
<b>Infrastructure, Sustainability &amp; Transport</b>					
CC27	Permanent Traffic Counter Sites	(2)	0	(2)	Project complete
CC51	Datchet Barrel Arch Drainage Repairs	1	0	1	Project complete
CC73	Wessex Way Highway Drainage - Feasibility	(10)	10	0	Revised Business Case
CD27	Cycling Capital Programme	(6)	0	(6)	Scheme completed-offer up of savings
CLC5	Heritage Education Space Old Windsor 2016-17	(20)	20	0	Revised Business Case
CLF4	RBWM Audio Upgrade	4	0	4	Unforeseen Costs
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	(5)	0	(5)	Project complete
CY09	Superfast Broadband in Berkshire	(4)	0	(4)	Project complete
CY33	Climate Strategy-Projects	240	(240)	0	Revised Business Case - project fully grant funded
<b>Green Spaces &amp; Parks</b>					
CV03	Parks Improvements	3	0	3	Revised Business Case
CV30	Play Areas - Replacement Equipment	12	(12)	0	Revised Business Case
<b>Communities</b>					
CZ18	Braywick Leisure Centre	22	(22)	0	Final expenditure mitigated by underspend on CV41 & CV42 below.
CV41	Clewer Memorial Pavilion, Windsor-Modifications	(21)	21	0	Project complete
<b>Schools - Non Devolved</b>					
CSGS	Larchfield Primary Safeguarding & Entrance Works	(11)	11	0	Project complete
CSHW	Secondary Expansions Risk Contingency	(183)	45	(138)	Project complete
CSJJ	Replacement and Repair of Windows Various Schools	(1)	0	(1)	Project complete
CSJR	Works to explore expansions for all Schools	(99)	0	(99)	Project complete
CSJX	St Peters Middle	(283)	0	(283)	Project complete
CSKS	Dedworth Campus Resource Base	(43)	43	0	Project complete
CSKT	Furze Platt Federation Resource Base	(26)	26	0	Project complete
<b>Total Variances</b>		<b>(67)</b>	<b>(421)</b>	<b>(488)</b>	

Slippage to 2022/23		£'000	£'000	£'000	Commentary
Slippage reported to March 2022 Cabinet		(29,623)	4,435	(25,188)	
Final additional slippage reported this month is as follows					
<b>Property</b>					
CC78	Vicus Way Car Park	(769)	0	(769)	Slippage re committed sums / retentions 2022-23
CC80	Temp Parking Provision-Maidenhead Regeneration	(192)	0	(192)	Relocation works to West Street delayed as linked to Broadway Car Park and Landing
CI29	Broadway Car Park & Central House Scheme	(3,131)	1,189	(1,942)	Project to continue in 2022/23 with budget profiles accordingly
CI49	Maidenhead Golf Course	38	0	38	Adjust slippage to 2022-23 - overstated against expenditure
CI73	York Road, Maidenhead-Affordable Housing	(39)	0	(39)	Still under negotiation, remaining funds to slip to 22/23
CI75	York House-Leasing & Building Adaption Costs	(27)	0	(27)	Additional works required for Grey Room adaption for Bridge Events
CX40	Operational Estate Improvements	(475)	0	(475)	Schedule of works in line with condition surveys 2022-23
CX41	Commercial Investment Property Portfolio-Repairs	(187)	0	(187)	Schedule of works in line with condition surveys 2022-23
CX43	Affordable Housing-St Edmunds	24	0	24	Reverse slippage to 2022-23 in line with outturn for 2021-22
CX50	Guildhall-Render Repair & Redecoration	(31)	0	(31)	GE ongoing programme of works
CX54	Cedar Tree Guest House, Windsor-Purchase	(313)	0	(313)	Slip to 22/23 - budget subject to upcoming Cabinet report
CX60	Nicholson Shopping Centre Development	(10)	0	(10)	Slippage re additional fees
CX61	Fire Compartmentalisation Works-Maintained Schools	(28)	0	(28)	GE Ongoing works in line with FRA's
CX67	18-20 Ray Mill Rd East-Family Centre Relocation	(12)	0	(12)	Slip to 22/23 - outstanding planning matter to resolve
CX70	Regeneration-Legal & Consultancy Fees	(300)	0	(300)	Slip to 22/23 - ongoing negotiations and further consideration and scoping required
CX71	Affordable Housing-106 Westborough Rd Refurb	(12)	12	0	Match funding re slippage 2021-22
CX72	Community Options, Maidenhead-Lease Surrender	(356)	0	(356)	Slip to 22/23 - lease surrender completed 4th April and remaining formalities being attended to
CN80	CRM Upgrade / Jadu Contract	(59)	0	(59)	Additional Development of Customer Relationship Management systems
<b>Democratic Representation</b>					
CM60	Grants - Outside Organisations	115	0	115	Reversal of 2021-22 slippage following virement approval to CZ42
<b>Neighbourhood Services</b>					
CC25	M4 Smart Motorway	(6)	16	10	2021/22 Neighbourhood services slippage adjustment
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	(12)	0	(12)	
CC59	Highways Tree Surgery Works from Inspections	22	0	22	2021/22 Neighbourhood services slippage adjustment
CC70	Street Cleansing Maidenhead Town Centre	(14)	6	(8)	2021/22 Year End Slippage Adjustment
CC85	Major Footway Construction/Maintenance	(73)	0	(73)	2021/22 Neighbourhood services slippage adjustment
CC95	Cookham Bridge Refurbishment & Structural Repair	(56)	0	(56)	2021/22 Neighbourhood services slippage adjustment
CD12	Roads Resurfacing-Transport Asset & Safety	(348)	348	(0)	2021/22 Neighbourhood services slippage adjustment
CD13	Bridge Assessments	(68)	0	(68)	2021/22 year end slippage
CD14	Bridge Parapet Improvement Works	(1)	0	(1)	2021/22 Neighbourhood services slippage adjustment
CD35	Reducing Congestion & Improving Air Quality	8	(8)	0	2021/22 Neighbourhood services slippage adjustment
CD37	Car Park Improvements	(15)	0	(15)	2021/22 Neighbourhood services slippage adjustment
CD45	Public Conveniences-Refurbishment 2015-16	(10)	0	(10)	2021/22 Neighbourhood services slippage adjustment
CD73	Replacement Highway Drain-Waltham Rd,White Waltham	(24)	24	0	2021/22 Neighbourhood services slippage adjustment
CD82	Intelligent Traffic System-Maintenance & Renewal	(10)	10	0	2021/22 Neighbourhood services slippage adjustment
CD83	LED Traffic Upgrades	(68)	22	(46)	2021/22 Neighbourhood services slippage adjustment
CD85	Enforcement Services-Mobile Phone Replacement	(3)	0	(3)	Revised working and business processes
CD87	Pothole Action Fund-DfT Grant	(49)	49	0	2021/22 Neighbourhood services slippage adjustment
CI83	Ditch Clearance and Soakaway Improvement Programme	(10)	10	0	2021/22 Neighbourhood services slippage adjustment
CI84	Eton High Street Unsafe Electrical Boxes Removal	(90)	90	0	2021/22 Neighbourhood services slippage adjustment
CI86	Bridge Strengthening Scheme	(5)	5	0	2021/22 Neighbourhood services slippage adjustment
CI87	Street Lighting Structural Testing	(6)	6	0	2021/22 Neighbourhood services slippage adjustment
CI88	Car Park Lighting	(29)	29	0	2021/22 Neighbourhood services slippage adjustment
CI89	Car Park Surfacing and Lining	(23)	23	0	2021/22 Neighbourhood services slippage adjustment
CI90	Soakaway/Manhole Clearance Programme	1	0	1	2021/22 Neighbourhood services slippage adjustment
CI91	Car Park Signage	1	7	8	2021/22 Neighbourhood services slippage adjustment
CI92	Parking Reviews	1	0	1	2021/22 Neighbourhood services slippage adjustment
CI94	Vicus Way Waste Transfer Station Site Works	(46)	0	(46)	2021/22 Neighbourhood services slippage adjustment
CY20	Community Warden Vehicles	(12)	0	(12)	Ongoing programme of vehicle replacement
<b>Local Enterprise Partnership Schemes</b>					
CC62	Maidenhead Missing Links (LEP Match Funded)	(255)	0	(255)	Completion of final stage anticipated 2022-23
CD42	Maidenhead Station Interchange & Car Park	(107)	225	118	2021/22 Neighbourhood services slippage adjustment
CD90	Maidenhead LP Housing Site Enabling Works - LEP	(268)	0	(268)	Adjust match funding re 2021-22 in line with outturn
CD91	Windsor Town Centre Package - LEP	(76)	76	0	
<b>Planning</b>					
CI22	Tree Planting & Maintenance	(154)	0	(154)	Slippage committed for the tree planting contracts 2022-2023
CI43	Ascot High Street Public Realm & Highway Imps	(8)	8	0	Match funding re slippage
CI56	Design Quality - Planning Service	(83)	94	11	Match funding re slippage 2021-22
CI59	Traveller Local Plan	(13)	0	(13)	Required for next stages of plan making including consultations.
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	(12)	0	(12)	Ongoing project spanning financial years 2022-23
CI67	Wider Area Growth Study	(69)	152	83	Match funding re slippage 2021-22
CI69	Supplementary Planning Documents-SPDs	(10)	0	(10)	Required for production of new SPDs and finalise work in progress e.g. tall buildings
CI82	Highways Works Programme-Tree replacement	(157)	0	(157)	Ongoing programme of works re Highways trees
CX66	Oak Processionary Moth Treatment	(14)	0	(14)	Scheme delivery scheduled re 2022 per H.Leonard
<b>Infrastructure, Sustainability &amp; Transport</b>					
CC54	Electric Vehicle Charging Points-Pilot	(117)	92	(25)	Match funding re slippage 2021-22
CC60	Hostile Vehicle Mitigation Measures for Windsor	(484)	15	(469)	Match funding re slippage 2021-22
CC63	Major Incident Resource Kit	(3)	0	(3)	
CC6B	Hostile Vehicle Mitigation Measures-Windsor Ph 1B	(25)	25	0	Match funding re slippage 2021-22
CD01	LTP Feasibility Studies/Investigation/Devlop	(25)	25	0	Match funding re slippage 2021-22
CD10	Traffic Management	(59)	50	(9)	Match funding re slippage 2021-22
CD23	Local Safety Schemes	(85)	84	(1)	Match funding re slippage 2021-22
CD43	Flood Prevention	(38)	38	0	Match funding re slippage 2021-22
CD72	Preliminary Flood Risk-Assessments	(18)	18	0	Match funding re slippage 2021-22
CD97	Cycling Action Plan-Delivery	(191)	191	0	Match funding re slippage 2021-22
CF02	Emergency Active Travel Measures	(37)	37	0	Match funding re slippage 2021-22
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	(103)	0	(103)	
CI93	Highway Drainage Schemes	(56)	0	(56)	Ongoing programme of Highway drainage schemes for 2022-23
CV39	Ockwells Park-Phase 3 Improvements	(27)	5	(22)	Match funding re slippage 2021-22
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	(11)	0	(11)	Replacement lamps & Tubes
CY34	Major Scheme Business Case Development	(188)	113	(75)	
<b>Green Spaces &amp; Parks</b>					
CC87	Public Rights of way - General	(5)	0	(5)	
CF08	Ray Mill Island Access Works	(25)	0	(25)	2021/22 Slippage Adjustment
CV45	Parks & Open Spaces- Access / Security Measure	(11)	0	(11)	2021/22 Slippage Adjustment
<b>Communities</b>					
CC47	CCTV Replacement	(61)	0	(61)	Scheduled programme of works re camera replacements & retentions
CI14	Maidenhead Waterways Construction phase 1	(11)	10	(1)	Match funding re slippage
CI54	Maidenhead Waterways-Weir Project	(13)	0	(13)	Retentions etc
CR24	Windsor Squash Courts	0	(284)	(284)	S106 match funding slip to 2022-23 as scheme unlikely to proceed pre 31-3-23
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	(1)	0	(1)	
CX64	Windsor Coach Park Lift Upgrade	0	278	278	Reverse income slippage - funding 2022-23
CZ42	Leisure Centres-Annual Programme & Equipment	(28)	0	(28)	

<b>Housing</b>					
CE08	Air Quality Monitoring	(150)	95	(55)	Provision for Air Quality Monitoring Stations which are required for balance of a ten year period.
CT52	Disabled Facilities Grant	115	(115)	0	
CX65	Goswell Hill-Night Time Economy Measures / ASB	(42)	0	(42)	
<b>Head of Commissioning - People</b>					
CT62	Adult Services Case Management System	0	0	0	Procurement for Paris replacement initiated - start Q1
<b>Non Schools</b>					
CKVH	2Yr old capital entitlement	(6)	6	0	Slip to 22/23
CKVN	IT Software upgrades-2015-16	(16)	16	0	Slip to 22/23
CKVR	Youth Centres Modernisation Programme	(66)	66	0	slip to 22/23
CKVX	Pinkneys Green Storage Facility	(4)	4	0	Slip to 22/23
CKVY	Youth Voice Youth Choice	(5)	0	(5)	Slip to 22/23
CT61	AfC Case Management System	(71)	0	(71)	Slip to 22/23
<b>Schools - Non Devolved</b>					
CSDQ	Urgent Safety Works Various Schools	(34)	34	0	Slip to 22/23
CSEX	Feasibility/Survey Costs	(32)	32	0	slip to 22/23
CSGV	Cox Green School Expansion Year 1 of 3	(1)	0	(1)	
CSKA	Alexander School Kitchen Refurbishment	(149)	149	0	slip to 22/23
CSKC	Climate Strategy schools programme 1	(169)	169	0	slip to 22/23
CSKR	Kitchen Extract Cleaning and Hatchworks	(25)	25	0	slip to 22/23
CSKU	Windsor Girls School Expansion 2022	(112)	112	0	slip to 22/23
CSKV	Charters PD Works	(200)	200	0	Slip to 22/23
CSLA	School Kitchen Oven Upgrades	(36)	36	0	slip to 22/23
CSLB	Alwyn Air Conditioning Upgrade	(12)	12	0	slip to 22/23
CSLC	Boyne Hill Water System and Electrical Upgrade	(100)	100	0	slip to 22/23
CSLD	South Ascot Village Primary SEN Unit	(41)	41	0	slip to 22/23
CSLE	Courthouse Junior Boiler Replacement	(12)	12	0	slip to 22/23
CSLG	Hilltop Boiler Replacement and Pipework Upgrade	(218)	218	0	slip to 22/23
CSLH	Larchfield Heating Pump and Emitter Upgrade	(145)	145	0	slip to 22/23
CSLI	Maidenhead Nursery Mains Water Connection	(1)	1	0	slip to 22/23
CSLJ	Wraysbury Primary Resourced Provision	9	(9)	0	slip to 22/23
CSLK	Waltham St Lawrence Cold Water Tank	(14)	14	0	slip to 22/23
CSLL	Hilltop Subsidence Scheme	(4)	4	0	slip to 22/23
CSLO	Oakfield First Boiler Replacement	(12)	12	0	slip to 22/23
CSLP	Alexander First Boiler Replacement	(11)	11	0	slip to 22/23
CSLQ	Braywood First Boiler Replacement	(11)	11	0	slip to 22/23
CSLR	Eton Wick First Incoming Power & Elec Upgrade	(21)	(21)	(42)	slip to 22/23
CSLS	Woodlands Park Primary Heating Upgrade	(17)	17	0	slip to 22/23
<b>Schools - Devolved Capital</b>					
CJ77	Budget Only NDS Devolved Capital	(433)	433	0	DfC unspent budget carried forward
<b>Finance</b>					
CA14	Transformation Projects	(486)	0	(486)	Year end slippage adjustment
CA15	Capitalised Debt Charges	(111)	0	(111)	Year end slippage adjustment
<b>Revenues &amp; Benefits</b>					
CM00	Revenues & Benefits-Document Management System	(22)	0	(22)	Ongoing development of system 2022-23
<b>Technology &amp; Change Delivery</b>					
CA12	Modern Workplace Project-Phase 2	(2)	0	(2)	2021/22 Slippage Adjustment
CA13	Key Infrastructure Upgrades & Hardware	(18)	0	(18)	2021/22 Slippage Adjustment
CA16	MHR Pension Data Service Implementation	(14)	0	(14)	2021/22 Slippage Adjustment
CA17	Delivery of IT Strategy	(65)	0	(65)	2021/22 Slippage Adjustment
<b>Library &amp; Resident Services</b>					
CLB2	Sunninghill Library Lease Repairs	(9)	0	(9)	Scheme ongoing re conditions of lease
CLE1	Cox Green Lib - Building Repairs Etc	(5)	0	(5)	Ongoing work slipped to 2022-23
CLG3	General Library Improvements	(23)	0	(23)	Ongoing programme of works 2022-23
CLG6	Maidenhead Library-Heating	(20)	0	(20)	Scheme due for completion late 2022
<b>Total Slippage</b>		<b>(42,001)</b>	<b>9,355</b>	<b>(32,646)</b>	

Gross Borrowing Actuals 2021-22



	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Long-term Borrowing £'000	57	57	57	57	57	57	61	71	71	71	71	71	71
Short-term Borrowing (inc LEP) £'000	135	123	143	124	121	105	100	128	124	124	139	125	140
Total Gross Borrowing £'000	192	180	200	181	178	162	161	199	195	195	210	197	212

<b>Children's Services</b>					
<b>Service</b>	<b>Original Budget</b>	<b>Current Budget</b>	<b>Outturn Variance</b>	<b>Previously Reported Variance</b>	<b>Change in Reported Variance</b>
	£'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	483	610	(127)
Legal Services	585	585	420	280	140
Inhouse Fostering	1,614	1,784	64	154	(90)
Residential, therapeutic & Direct Payments	4,025	5,651	23	140	(117)
Independent Fostering Agencies	1,410	0	(78)	(136)	58
Leaving Care-Care Costs	1,596	2,009	942	886	56
Adoption Allowances	137	0	(65)	(59)	(6)
Children-in-Need Care Costs	731	731	(93)	(80)	(13)
Community Family Hubs	1,234	1,914	(16)	58	(74)
<b>Total Social Care and Early Help</b>	<b>18,010</b>	<b>19,139</b>	<b>1,680</b>	<b>1,853</b>	<b>(174)</b>
Other					
Business Services	3,388	4,053	(127)	(39)	(88)
Education	1,363	1,436	(31)	(6)	(25)
Operational Strategic Management	319	324	(583)	(591)	8
Public Health	1,575	1,583	0	0	0
Special Educational Needs and Children with Disabilities	2,114	2,116	(488)	(313)	(175)
COVID-19 tranche funding	0	0	0	0	0
Children's Services - Retained	(2,403)	(3,743)	(234)	(139)	(95)
Total Other	6,355	5,770	(1,462)	(1,088)	(374)
<b>Total Children's Services non Dedicated Schools Grant</b>	<b>24,365</b>	<b>24,909</b>	<b>217</b>	<b>765</b>	<b>(548)</b>
Dedicated Schools Grant					
AfC Contract - Dedicated Schools Grant	12,035	12,470	1,432	1,839	(407)
Dedicated Schools Grant - Retained	56,848	57,272	(1,175)	(998)	(177)
Dedicated Schools Grant Income	(68,883)	(69,742)	(257)	(841)	584
<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>24,909</b>	<b>217</b>	<b>765</b>	<b>(548)</b>
Summary Position					
Achieving for Children Contract	38,803	41,122	1,883	2,743	(860)
Children's Services - Retained	(2,403)	(3,743)	(234)	(139)	(95)
Dedicated Schools Grant - Retained	56,848	57,272	(1,175)	(998)	(177)
<b>Total Children's Services net budget</b>	<b>93,248</b>	<b>94,650</b>	<b>474</b>	<b>1,606</b>	<b>(1,132)</b>



Reserve name	Opening Balance	Net transfer (in) / out	Closing balance	Description of reserve
General Fund	-7,059	-1,694	-8,753	General revenue reserve, not earmarked for specific purposes.

**Earmarked Reserves**

Better Care Fund	-1,281	-2,119	-3,400	Funds directed by the BCF Board.
Brexit Reserve	-299	299	0	Reserve no longer required, transferred to Business Rates volatility.
Business Rates Section 31 Grant Reserve	-19,154	-2,987	-22,141	This relates to additional s31 grant to cover for the Covid-19 reliefs granted to businesses.
Business Rates Volatility Reserve	-4,167	1,034	-3,133	To cover any deficits on business rate collection.
Capital Reserve	0	-400	-400	To fund short life assets (<10 yrs) to minimise MRP charges.
Collection Fund Compensation Reserve	-5,883	5,883	0	Reserve fully utilised in year, with small residual balance transferred to Business Rates Volatility Reserve.
Community Infrastructure Levy	-11,747	1,667	-10,080	For funding of capital finance schemes.
Covid-19 General Reserve	-4,380	2,236	-2,144	To meet funding gap in 2022/23 due to the impact of the pandemic, identified in the MTFP
Insurance Reserve	-901	0	-901	To fund insurance claims.
Grant funded future commitments reserve	0	-2,928	-2,928	New burdens and other unringfenced government grants that have not been utilised by services in year but will be required in future years.
Optalis Development Reserve	-381	0	-381	Set aside to mitigate against increases in the Optalis contract.
Property Reserve	-600	100	-500	Funding property specific one-off costs.
Public Health Fund	-511	-77	-588	Ring-fenced Public Health Grant.
Arts funding reserve	0	-140	-140	Specific funding for the arts.
Safeguarding Reserve	-194	0	-194	Funds earmarked for the Safeguarding Board.
Other small reserves	-148	71	-77	Other reserves < £130k.
<b>Total Earmarked Reserves</b>	<b>-49,646.74</b>	<b>2,639.37</b>	<b>-47,007.37</b>	

**Schools Related Reserves**

Schools Forum De delegated school services	0	-547	-547	Funding passed back (de-delegated) for school services with Schools Fourum approval.
Sensory Consortium Service	0	-245	-245	Berkshire joint arrangement for specialist ducation support.
Schools Revenue Balances	-2,203	-710	-2,913	School specific reserves.
DSG Adjustment Account	1,791	257	2,048	Ringfenced deficit on education services held separately from general fund.
<b>Total Schools Related Reserves</b>	<b>-412</b>	<b>-1,246</b>	<b>-1,658</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: 04/05/2022	<b>Stage 2 : Full assessment (if applicable)</b>	Date created: NA
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**Approved by Head of Service / Overseeing group/body / Project Sponsor:**  
*"I am satisfied that an equality impact has been undertaken adequately."*

**Signed by (print):** Andrew Valance

**Dated:** 04/05/2022

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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					

# 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**  
**EqlA : Finance Update Report**

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Report Title:	Award of contract for HR and payroll system
Contains Confidential or Exempt Information	Yes – Appendices A and B - Part II <b>‘Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.’</b>
Cabinet Member:	Cllr S Rayner, Cabinet Member for Business, Corporate & Resident Services, Culture & Heritage, Windsor and RBWM Armed Forces Champion
Meeting and Date:	Cabinet – 26 May 2022
Responsible Officer(s):	Adele Taylor, Strategic Director of Resources and Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	None



## **REPORT SUMMARY**

This report summarises the procurement and tendering outcome of the Council’s HR and payroll system. This exercise was undertaken because the current contract is due to end in May 2023.

It recommends that a new contract is awarded to MHR International (MHR), whose bid has been considered as the most economically advantageous on the basis of the technical and financial evaluation undertaken. The new contract incorporates a specification that exceeds the current provision because a number of enhancements are now available that will support the Council’s transformation agenda, as well as lead to improved employee engagement and more efficient data processing.

These proposals will support the Corporate Plan (2021-26) particularly in relation to ‘make the most effective use of resources and delivering the best value for money’ and ‘promote health and wellbeing, and focus on reducing inequalities, across all areas’. This will be achieved by investing in information, digital and technological developments, which will enable employees to focus on service delivery, rather than less efficient business processes. Also better monitoring and awareness of the makeup of the Council’s workforce, including protected characteristics, will support improvements in workforce development and retention. These proposals also support one of our Council values of ‘invest in strong foundations’.

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

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

- i) approves the award of the HR and payroll system contract to MHR on the basis of a 5 year contract, with the option to extend for a further 3 years in 1 year periods. The contract to commence in May 2023 and its value is detailed in Appendix A which is Part II by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**

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

**Options**

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

Option	Comments
Award the new HR and payroll system contract to MHR International to commence in May 2023. <b>This is the recommended option</b>	The Council implements an appropriate HR and payroll system which would lead to improved engagement, transformed online employee data management and processes and a continued payroll provision.
Do not award the new HR and payroll system contract to commence in May 2023.	The Council will be in breach of the Public Procurement Regulations (PCR 2015) as the Council will be out of contract and will not benefit from the proposed enhancements and transformation.

2.1 The Human Resources customer base covers over 4,500 employees, of which around 600 are core RBWM staff, the rest are partner organisations, maintained schools and academies. In total, Human Resources manages 15 monthly payrolls paying on 2 different dates, broken down as:

- RBWM employees
- RBWM schools (35 schools)
- Employees recruited to support elections
- 12 academies/schools who each have their own payroll
- 1 partner organisation (Optalis)

2.2 RBWM is both the HR and payroll provider for 13 of these payrolls, providing HR, business partnering and payroll services. The remaining two customers have a payroll bureau service, with the provision of payroll services only. The number of system users does fluctuate depending on take up, so any system must be flexible enough to manage the increase or reduction.

2.3 The current HR and payroll system contract (with MHR International) was originally for five years and has since been subject to two waivers, the last waiver was granted in May 2018 and ends in May 2023 because it was felt that changing software supplier at that time would divert resources from improving and developing existing HR services. At the time of being granted, HR agreed that in line with Public Contract Regulations 2015 (PCR 2015) and in order for the Council to remain compliant, a procurement exercise would have to take place, as no further waivers could be approved. It is understood that there was a risk of challenge, if the Council chooses not to offer this opportunity to the market, and that there is no cogent or defensible reason for not doing so.

2.4 A contract notice for this procurement was placed in the Find a Tender Service (FTS) as well as on Contracts Finder on 9 February 2022. 11 suppliers (who indicated that they would be interested in participating in a tender during the market engagement exercise) were informed about the Contract Notice being



published, over 30 suppliers registered on the portal, two organisations (the incumbent being one of them) submitted their tender bids before the deadline. There were no late submissions.

- 2.5 The tender evaluation combined both a technical and financial evaluation in line with the published criteria and weightings (60% Technical Proposal / 40% Financial Proposal). There were a number of clarification questions asked of both bidders, relating to how they proposed to deliver the solution, how the contract would be managed, what software and hosting security measures they proposed to have in place and some clarifications around the commercial terms.
- 2.6 After combining both the technical and financial scores MHR has achieved the highest overall score and therefore it is recommended that the new contract is awarded to them. The overall scores table is included in Appendix B, which is commercially sensitive and therefore Part II by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**Link to Transformation**

- 2.7 The implementation of the new HR and payroll system will be used as an opportunity to re-engineer the way in which HR can transform the services it provides to both RBWM and its external customers.
- 2.8 The current system provision was reviewed and enhancements included in order to support the Council’s transformation agenda, and the new HR and payroll system specification was developed to incorporate all of the existing modules, as well as the following new modules:

**Table 2: New system requirements**

<b>New requirements</b>	<b>Reason for new requirement</b>
Cloud based solution	<p>The move to a Cloud based solution is in line with RBWM’s IT strategy of Cloud First.</p> <p>The new system will also be hosted by the provider which will better optimise system security, flexibility, and mobility due to being cloud based (benefits include deploying and updating software, storage space, quality control, disaster recovery, loss prevention, automatic software updates and accessibility of data).</p> <p>Currently the system is hosted on internal servers and has experienced issues regarding stability and access on occasions. Moving to a Cloud based solution, hosted by MHR, will significantly reduce these instances of instability and access.</p>
Document management module	Introduction of integrated storage and management of employee correspondence. Records will be filed within the system and made available to managers and employees, where appropriate, leading to the improved management of critical HR documentation, enhanced workflows and more timely processing.
Onboarding module	This is an area that has been highlighted by the organisation as a critical area for improvement.

	<p>Including a module that will allow the immediate transition from applicant to employee will ensure that a new employee is ready to start smoothly on their first day. This reduces administration and improves the immediate experience and impression of the organisation for new starters.</p> <p>Mandatory training and induction activities can be completed before employees start, critical background information about the Council and their Directorate will be provided, essential data and equipment will be distributed on the first day of employment and workflows will ensure that all teams who need critical information about a new starter will be informed automatically. The new starter will be informed of where they are supposed to be, with whom and what they need to do, leading to a more positive onboarding experience.</p> <p>This module will allow the organisation to communicate and build a relationship with a new applicant before their start date and beyond, which strongly links to the Councils agreed values and behaviours.</p>
Chatbot functionality	Frequently asked questions and responses to HR and payroll queries will be made available to all employees via a chat function, providing instant answers, which will reduce the need for emails and calls about basic enquiries or information and free up time to deal with more complex queries.
Interactive payslips	This functionality will allow an employee to drill down into every aspect of their payslip, to further understand the detail behind the item. This will enable employees to self serve when they have queries about their pay or salary deductions, and free up specialist resource to respond to more complex queries.
Managers' dashboards	A range of information and data will be made available to managers about their team, in areas such as people management (headcount, fte etc.), absence and performance management. This data is real time and interactive and will allow managers to drill down into the detail, where appropriate, to enable them to make decisions about their teams based on the most up to date information.
Employee relations case management	<p>A module dedicated to the management of a range of cases including disciplinary, grievance and absence will lead to better storage of data, improved timescales, reporting. Access to this information will allow for more proactive analysis of trends and areas requiring further investigation.</p> <p>Longer term, this module is being developed to expand beyond employee relations case management into a more generic HR case management solution. This will enable</p>

	HR queries and customer interaction to be recorded and monitored in order to influence continuous improvement of the service.
Survey builder	Inbuilt survey and data capture functionality will allow HR to develop its own forms, that when completed by a manager will automatically populate the system.

- 2.9 Some of the existing system modules, already in place, will be enhanced and further developed so that they are modernised and performing in the most efficient way. These include:

**Table 3: Existing system enhancements**

<b>Current module</b>	<b>Reason for enhancement</b>
Redevelopment and modernisation of the core system	A complete review of the current system build and set up will take place to ensure that functionality, processes and workflows are updated and modernised and better reflect the Council's direction of travel, transform the way the HR works, reduce the levels of manual processing and improved payroll calculation management.
Recruitment and applicant tracking	The recruitment module will be integrated with external platforms including LinkedIn and Indeed, to allow for increased coverage of all active Council vacancies. Application forms will be tailored specifically for internal applicants to ensure only relevant information is included.  There will be a seamless link to the onboarding module.
Online leave and absence management	Annual leave and other leave will be requested, approved and managed via employee self service and People Manager, and managers will have an individual and team view of their staff absence, attendance and trends.
Mobile device functionality	Improved accessibility for mobile devices. Employees will also be able to make time and expense claims, request annual leave and book training courses, which can be authorised by their manager.
Diversity information, including pronouns	Employees will be able to review and update their own diversity information via self service, including adding their pronouns should they choose to. Improved reporting and better management of diversity data will be made available.
Training course booking and authorisation	Booking of corporate training events will be requested and authorised via self service and People Manager. The module will link to iHasco for the recording of eLearning activities.
Employee development	Both internal and external training courses attended could be recorded against an individual's record, including renewal and refresher dates.  The management of programmes such as apprenticeships and graduate schemes will be made available.
Performance management	Objective setting and reviews, 1-2-1's, recording of check in meetings and end of year Connect Conclusion

	appraisals will all be managed via the system, eliminating the need for forms and paperwork.
Health and Safety	Health and safety incident tracking, recording and reporting will be developed.
Interfaces	The ability to interface with other systems using API functionality will be available for potential new interfaces.

### Qualitative gains

- 2.10 It is important to note that the new contract is different to the current contract as it includes additional enhancements, identified in points 2.8 and 2.9 above. This will improve accuracy, reporting, analytics, compliance and allow both managers and employees to spend less time on administrative processes in order to focus on key activities, such as transforming service delivery.
- 2.11 The timetable provides time for the contract to commence in May 2023. As it is proposed that the incumbent supplier be awarded the contract, this period will allow sufficient time for the implementation of current modules to be carried out, with additional modules being implemented by March 2024. Phase 1 being the implementation of the updated payroll system by May 2023 and Phase 2 being the implementation of the remaining modules by March 2024.

### Robotic Process Automation (RPA)

- 2.12 Through conversations with the Head of Transformation, the new HR and payroll system could be an ideal candidate for future collaboration with RPA, once the current RPA pilot has concluded. The objective of RPA is to streamline and automate tasks considered repetitive and purely operational. It mimics what an individual would do, performing tasks via configured software or another technological aspect, such as one or more bots. Therefore for HR and payroll in the future this could include the investigation of possible ways to build, deploy, and manage software robots that emulate the actions of the staff within the HR and payroll teams, as well as their interaction with other Council digital systems and software. This includes investigating processes, completing minimum keystrokes, navigating systems, identifying and extracting data and performing a range of defined actions faster and more consistently.

## 3. KEY IMPLICATIONS

3.1

**Table 4: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
New HR and payroll contract awarded	Contract not awarded	May 2023	N/A	N/A	May 2023

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The capital costs for the implementation of this project are detailed in Appendix A, these consist of implementation/project and staff costs and will be funded by the transformation programme in 2022/23. In terms of affordability and value for money, there is no requirement for revenue growth as the new annual contract

costs are similar to existing annual contract costs, in addition there will be a small saving to be made from the ending of the contract of an existing system, that will no longer be required - see Appendix A.

- 4.2 The financial impact of the report’s recommendations is commercially sensitive and is therefore included in Appendix A, which is Part II by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**5. LEGAL IMPLICATIONS**

- 5.1 The Council has the power to take the action proposed, pursuant to Section 111 of the Local Government Act 1972 which provides powers for a local authority to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The action proposed is also taken in accordance with Part 8A – Contract and Tendering Procedure Rules - of the Constitution.
- 5.2 The tender has been conducted in line with Public Contract Regulations 2015, therefore ensuring that the awarded contract and the Council is PCR compliant.
- 5.3 Procurement and Legal have been involved in this process and their advice has been followed. Both Procurement and Legal colleagues have contributed to the procurement process and can confirm that advice has been provided to ensure that this exercise is fully compliant.

**6. RISK MANAGEMENT**

6.1 **Table 5: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
New solution does not provide anticipated benefits	MEDIUM	A detailed requirements document produced and part of the tender process	LOW
Insufficient people resources available to implement new system	MEDIUM	Staffing levels are reviewed and costed as part of the implementation	LOW

**7. POTENTIAL IMPACTS**

- 7.1 Equalities. An Equality Impact Assessment is included as Appendix C, with the main point being:
- Regarding employees accessing the system – there are currently no known employees with disabilities within the current workforce or customer base who have issues accessing their own personal data or using the system to process their own information.

The Council aims to move towards being a more inclusive workforce and enabling people with learning and physical disabilities to have fulfilling employment. To mitigate this, should a future applicant or employee experience difficulties in accessing the system, then colleagues in HR will review their individual needs and provide them with specific support, so that they can access and review the same data as all other colleagues.

- 7.2 Data Protection/GDPR - Due to the levels of personal data being managed on the HR and payroll system, a DPIA was produced at the start of the tender process and has been updated following the outcome of the tender. The details are contained in Appendix D.
- 7.3 Climate change/sustainability - Improved automation will lead to a reduction of paperwork and introduction of efficient processes, limiting the need for paper and postage. Improved processes will transform the experience for applicants, new employees, current staff and external customers. Using RPA software will further improve and automate processes.
- 7.4 Other potential impacts – There will be an impact on all staff members and customers once the new system is implemented as they will need to be trained to use the new functionality. Project team members will be in place to support and train employees, especially through the transformation and improved ways of working. The new system will link or interface to other corporate systems such as Agresso, Active Directory and iHasco.

## 8. CONSULTATION

- 8.1 A number of system users, both managers and employees have been consulted on their requirements for a new HR and payroll system to ensure that it reflects the future transformational needs of the Council.
- 8.2 The benefits of the new system was discussed with Equality and Diversity Network and ways in which the functionality would support their goals agreed.
- 8.3 A market engagement exercise was completed in autumn 2020, prior to the full tender process taking place.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in is immediately. The full implementation stages are set out in Table 6:

**Table 6: Implementation timetable**

Date	Details
26/05/22	Cabinet decision to award contract
31/05/22 – 08/06/22	Council Call in period
09/06/22 – 20/06/22	Standstill Period
21/06/22	Contract award
June/July 22	Recruitment of project delivery team
03/08/22 - 01/05/23	Implementation Phase 1 – Payroll modules
02/05/23 – 31/03/24	Implementation Phase 2 – All other modules

## 10. APPENDICES

10.1 This report is supported by 4 appendices:

- Appendix A – Financial impact - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972– costing information (commercially sensitive)
- Appendix B – Financial, Technical and overall scores - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (commercially sensitive)
- Appendix C - Equality Impact Assessment (EIA)
- Appendix D – Data Protection Impact Assessment (DPIA)

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by no background documents

## 12. 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	22/04/22	25/04/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	22/04/22	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	22/04/22	26/04/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	22/04/22	26/04/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	22/04/22	25/04/22
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>			
Lyn Hitchinson	Procurement Manager	22/04/22	25/04/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	22/04/22	27/04/22
Andrew Durrant	Executive Director of Place	22/04/22	
Kevin McDaniel	Executive Director of Children's Services	22/04/22	26/04/22
Hilary Hall	Executive Director of Adults, Health and Housing	22/04/22	24/04/22
<i>Heads of Service (where relevant)</i>			

Nikki Craig	Head of HR, Corporate Projects and IT	21/04/22	25/04/22
Dan Brookman	Head of Transformation	22/04/22	26/04/22
<i>External (where relevant)</i>			
N/A			

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Business, Corporate & Resident Services, Culture & Heritage, Windsor and RBWM Armed Forces Champion	Yes
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## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
Key decision First entered into Cabinet Forward Plan: May 2021	No	No

Report Author: Vanessa Faulkner, Service Lead – HR People Services. 01628685622
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## Appendix C

### ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

#### EQUALITY IMPACT ASSESSMENT

##### EqlA: Procurement and implementation of HR and payroll system

##### 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 project refers to the procurement and implementation of a new HR and payroll system as the contract for the existing contract ceases on 23 May 2023.

The objectives are to undertake a competitive tender process in order to procure a suitable HR and payroll system for RBWM, customers and partner organisations.

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".

The HR and payroll system may have a negative impact on those with disabilities around access, however from the demographic detail of our current employees and customer base, this is not currently an issue.

<b>Protected characteristics</b>	<b>Relevance</b>	<b>Level</b>	<b>Positive/negative</b>	<b>Evidence</b>
<b>Age</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.
<b>Disability</b>	Yes	Low		<p>Regarding employees accessing the system – there are no known employees with disabilities within the current workforce or customer base who will have any issues accessing their own personal data or using the system to process their own information.</p> <p>The Council aims to move towards being a more inclusive workforce and enabling people with learning and physical disabilities to have fulfilling employment. To mitigate this, should a future applicant or employee experience difficulties in accessing the system, then colleagues in HR will review their individual needs and provide them with specific support, so that they can access and review the same data as all other colleagues.</p>
<b>Gender re-assignment</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.
<b>Marriage/civil partnership</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.
<b>Pregnancy and maternity</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.
<b>Race</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.
<b>Religion and belief</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.
<b>Sex</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.

<b>Sexual orientation</b>	No			This characteristic is impacted in the implementation of the HR and payroll system.
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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			
<b>Does the strategy, policy, plan etc require amendment to have a positive impact?</b>	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).

**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.**

--

**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.**

--

**Eliminate discrimination, harassment, victimisation**

<b>Protected Characteristic</b>	<b>Advancing the Equality Duty: Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>Negative impact: Does the proposal disadvantage them (Yes / No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>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.</b>
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					

Race					
Religion and belief					
Sex					
Sexual orientation					

**Advance equality of opportunity**

<b>Protected Characteristic</b>	<b>Advancing the Equality Duty: Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>Negative impact: Does the proposal disadvantage them (Yes / No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>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.</b>
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					

Race					
Religion and belief					
Sex					
Sexual orientation					

**Foster good relations**



<b>Protected Characteristic</b>	<b>Advancing the Equality Duty: Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>Negative Impact: Does the proposal disadvantage them (Yes / No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>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.</b>
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					

Sex					
Sexual orientation					

**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.*

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**Appendix D – Data Protection Impact Assessment (DPIA)**

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Royal Borough  
of Windsor &  
Maidenhead

Royal Borough of Windsor & Maidenhead
Data Protection Impact Assessment
HR and Payroll Solution Project

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Vanessa Faulkner  
Human Resources  
9 December 2021

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## 1. Introduction and guidance

A Data Protection Impact Assessment (DPIA) is a process to help identify and minimise the data protection risks of a project or new purpose for processing personal data.

A properly conducted DPIA will identify privacy issues and protections from the outset negating the requirement to retrofit systems at further expense and protect against a breach of the Data Protection Act 2018 resulting in reputational damage and fines of up to £17,000,000.

A DPIA should be carried out whenever there is a change that is likely to involve a new use or significant change in the way that personal data is handled, for example a redesign of an existing process or service or a new process or information asset being introduced, which is “likely to result in a high risk” to the data subject. The purpose of this assessment is to identify the risks that may arise through the project and propose methods to mitigate against the risks.

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The GDPR states that a DPIA must be carried out in the following instances:

- Where it is proposed to use systematic and extensive profiling with significant effects.
- Where it is proposed to process special category or criminal offence data on a large scale; or
- Where it is proposed to systematically monitor publicly accessible places on a large scale.

The Information Commissioner’s Office requires a DPIA to be carried out in following the additional, circumstances:

- Using innovative technology
- Processing personal data in a new way that is not already depicted in a privacy notice.
- Using profiling or special category data to decide on access to services
- Using profiling of individuals on a large scale
- Processing biometric and genetic data
- Matching or combining data sets from different data sources
- Collecting personal data from a source other than the individual without providing them with a privacy notice.
- Tracking individuals’ location or behaviour
- Profiling children or target marketing or online services at them

- Processing data that might endanger an individual's physical health or safety in the event of a security breach.

Where a DPIA is carried out, it should address the following:

- A description of the proposed processing and the purposes –what personal data will be collected; who will have access; how it will be stored; who it will be disclosed to
- An assessment of the necessity and proportionality of the processing
- An assessment of the risks to the rights of the individuals affected
- The measures envisaged to address the risks and demonstrate compliance with the GDPR.

The Council's Data Protection Officer (DPO) must be consulted at the design phase of any new system or process that includes processing of personal data. [dpo@rbwm.gov.uk](mailto:dpo@rbwm.gov.uk)

The DPO will record all completed DPIAs in the Record of Processing Activity register. (RoPA)

## 2. Stages of a Data Protection Impact Assessment

### Stage 1: The initial screening questions (Appendix A)

This section is to be completed by the service manager or project lead responsible for delivering the proposed new system or change of purpose for the personal data processing.

The purpose of the screening questions is to ascertain if a DPIA is required.

### Stage 2: Data Protection Impact Assessment (Appendix B)

To be completed by the Project Manager or Project Lead responsible for delivering the new system/proposed change. The completed form will be assessed by the Data Protection Officer who will advise on the next stage. There are four possible outcomes:

1. The DPIA is incomplete and will have to be repeated or further information obtained.
2. The DPIA has highlighted low value risks and includes appropriate actions considered through the project to mitigate these risks.
3. The DPIA has identified medium to high value risks which require an action plan to be put in place to resolve. Consideration of Caldicott Guardian and SIRO involvement required.
4. The DPIA has identified no risks, and no further information needs to be obtained.

### **Stage 3: Identified risks, proposed mitigations, and action plan (Appendix C)**

Where the initial DPIA identifies further information governance issues, an action plan should be developed on how the risks will be mitigated. This will include:

- identified risks
- proposed solutions
- action assigned
- timescale for resolution

The Council's Data Protection Officer and SIRO should be included at an early stage where high risks to the rights and freedom to data subjects have been identified.

### **Stage 4: Sign-Off (Appendix D)**

The sign off form must be completed by Heads of Service and returned to RBWM's DPO. [DPO@rbwm.gov.uk](mailto:DPO@rbwm.gov.uk)

### 3. Screening Questions (Appendix A)

These questions are intended to help decide whether a DPIA is necessary. Answering ‘Yes’ to the screening questions below represents a potential information governance risk that will have to be further analysed to ensure those risks are identified, assessed and fully mitigated.

Q	Category	Screening question	
1.1	Identity	Will the project involve the collection of new information about individuals?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
1.2	Identity	Does the project/process include the processing of “Special categories of personal data”?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
1.3	Identity	Will the project compel individuals to provide information about themselves?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
1.4	Multiple Organisations	Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
1.5	Data	Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No



1.6	Data	Have you introduced new ways of processing/using personal data, even where your reasons for processing the data have not changed?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
1.7	Data	Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
1.8	Data	Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
1.9	Data	Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
1.10	Data	Will the project require you to contact individuals in ways which they may find intrusive?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
1.11	Approval	Has this project/process already been started as a pilot without a screening or DPIA being undertaken?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

If you have answered 'Yes' to any of the questions above, please proceed with the DPIA. (Appendix B)

If you have answered 'NO' to all the questions above a DPIA is not required.

#### 4. Data Protection Impact Assessment Inception. (Appendix B)

<b>DPIA Reference Number: DPIA_091221</b>
<b>Project Title: Human Resource Solution Project</b>
<b>Project Purpose:</b> This project is to procure and implement a Human Resource Management Solution. The existing application has been in use by the authority for 16 years and is now subject to a re-procurement process through open tender.
<b>Implementing Organisation:</b> The Royal Borough of Windsor and Maidenhead
<b>Head of Service/Nominated Officer</b> Name: Nikki Craig. Head of HR, Corporate Projects and IT Contact: nikki.craig@rbwm.gov.uk
Completed by Vanessa Faulkner, Service Lead – HR People Services
<b>Implementation Date: May 2022 – March 2024</b>

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#### 5. Data Protection Impact Assessment Template

5.1	Is this a new or changed use of personal information that is already collected?
-----	---

	<p><input type="checkbox"/> New <input checked="" type="checkbox"/> Changed</p> <hr/> <p><b>Purpose of the processing:</b> <i>Describe (in as much detail) why this personal information is being collected/used? If the information being used is for a different purpose than it was originally collected for, please describe the reasons for the change. If you are processing the same data you have previously used but are using different methods of processing, please explain:</i></p> <p>The information is being collected for the performance of an employment contract between RBWM and members of staff. The information is required to maintain employee data and administer the payroll system.</p> <p>There is a legal obligation for us to collect and retain this information for employment purposes.</p>
--	--

5.2	<p><b>What personal data will be collected?</b></p> <p><input checked="" type="checkbox"/> Forename      <input checked="" type="checkbox"/> Surname      <input checked="" type="checkbox"/> DOB      <input checked="" type="checkbox"/> Sex      <input checked="" type="checkbox"/> Email  <input checked="" type="checkbox"/> Address      <input checked="" type="checkbox"/> Postcode      <input checked="" type="checkbox"/> Age      <input checked="" type="checkbox"/> Gender      <input checked="" type="checkbox"/> Telephone</p> <p><input checked="" type="checkbox"/> Other unique identifier (please specify): Employee number and National Insurance number  <input type="checkbox"/> Other administrative data (please specify): Next of kin/emergency contact, marital status.</p> <p><b>Special categories of personal data:</b></p> <p><input checked="" type="checkbox"/> Racial or ethnic origin      <input checked="" type="checkbox"/> Religious or philosophical beliefs  <input type="checkbox"/> Political opinions      <input checked="" type="checkbox"/> Trade union membership  <input type="checkbox"/> Health or sex life      <input checked="" type="checkbox"/> Sexual orientation  <input type="checkbox"/> Genetic data      <input type="checkbox"/> Biometric data  <input type="checkbox"/> Financial      <input type="checkbox"/> Commission or alleged commission of an offence  <input type="checkbox"/> NHS Number      <input checked="" type="checkbox"/> Proceedings for any offence committed or alleged [DBS Checks]  <input type="checkbox"/> Description of other sensitive data collected: Employees can self-declare for council monitoring statistics however this is not mandatory disclosure.</p>	
5.3	<p><b>Does the information involve processing children's data?</b></p> <p><b>Does the information involve processing adults' data?</b></p>	<p><input type="checkbox"/> Yes  <input checked="" type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p>



5.4	<p><b>What is the lawful basis that the personal information is collected and/or shared?</b></p> <p><input checked="" type="checkbox"/> Consent of individual <input checked="" type="checkbox"/> Legislative/Statutory requirement  <input checked="" type="checkbox"/> In the performance of a contract</p> <p>The data collected is required in the performance of an employment contract between RBWM and the individual staff member. Some of the information will also need to be collected for statutory reasons such as reporting to HMRC, DWP and HM Courts and Tribunal Service. Non-mandatory disclosures are based on consent.</p>
5.5	<p><b>How will individuals be informed about the proposed uses of their personal data?</b>  <i>(e.g. Privacy notices (consider if they need updating)) Enforcement notices.</i></p> <p>There is a privacy notice on the RBWM website which is updated annually. Once the procurement has been finalised it will be updated with the new details.</p> <p><a href="http://rbwm.gov.uk">Privacy notice : Human Resources   Royal Borough of Windsor and Maidenhead (rbwm.gov.uk)</a></p>
5.6	<p><b>How will you manage service user complaints?</b> Established grievance and other processes already in use within the organisation.</p>
5.7	<p><b>Are other organisations involved in processing the personal data?</b></p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No</p>

	<i>If yes, please list below</i>		
	Occupational Health	DBS	
	BACS	IHasco	
	HMRC	Berkshire Pension Fund	
	Childcare vouchers Sodexo	iTrent	
	Giveall2charity		
5.8	<p><b>Does the proposal include employing external individuals?</b></p> <p><b>If yes, have they signed a 3<sup>rd</sup> party disclosure agreement?</b>          Template agreements are available from the DPO          dpa@rbwm.gov.uk</p>		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  <input type="checkbox"/> Yes <input type="checkbox"/> No N/A

5.9	<b>Has a data flow mapping exercise been undertaken?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
5.10	<b>How will the personal data be collected?</b>  Data will be transferred from existing software into new software via data loads. Staff and applicants will input new data into the system at the start of employment. Updates will also be updated by staff and administrators.	
5.11	<b>Where will the information be stored?</b>  Data will be stored in the new HRIS software. The data will be hosted by the supplier on the cloud (UK based)	
5.12	<b>Appropriate access controls</b> Does the system involve accessing personal data held in other systems or locations?  Individual staff members can log in to access and update their records. Their access will be password protected and may have other levels of protection depending on the supplier. HR administrators will have varying levels of security depending on their job role, so staff only have access to the information that they need. They will have their own password protected access and once they have left the organisation, access is stopped.  Managers can only have access to necessary records for their own staff.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



5.13	<p><b>Retention/disposal schedules</b>          Has an appropriate retention period been identified and applied to the information? <i>If no, please get advice from the DPO.</i>  <i>Documents are kept for 7 years and are deleted automatically once the retention period has expired. This is in line with statutory guidance.</i></p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5.14	<p><b>Data quality</b>          How will the information be kept up to date and accurate?          Employees will have access to their own data via self-service for updates if necessary. HR administrators will update the system when advised by staff or managers</p>	

5.15	<b>Right to rectification/deletion</b> If you are procuring new software, does it allow you to amend/delete personal data when necessary?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5.16	<b>Please state by which method the information will be transferred?</b>  <input type="checkbox"/> Email <input type="checkbox"/> GCSx Email <input type="checkbox"/> Courier (Internal) <input type="checkbox"/> Post (External) <input type="checkbox"/> Post <input type="checkbox"/> By Hand <input type="checkbox"/> Telephone <input type="checkbox"/> Fax <input type="checkbox"/> CD/DVD <input type="checkbox"/> USB <input type="checkbox"/> Portable <input type="checkbox"/> HDD <input type="checkbox"/> Web access <input type="checkbox"/> Wireless Network <input checked="" type="checkbox"/> Cloud storage  TBC once procurement process is finalised.  <b>The information will be transferred as:</b> <input checked="" type="checkbox"/> Person-identifiable <input type="checkbox"/> Pseudonymised <input type="checkbox"/> Anonymised	
5.17	<b>Who will have access to the personal information?</b>  The HR implementation team, within security limits. Individuals will have access to their own information, within security limits.  <b>What security and audit measures have been, or will be, implemented to secure access to and limit use of personal identifiable information?</b>	

	<p>Full system security will be implemented at the time of the system build and development. The system is fully auditable by the system administration team and with the ability to monitor staff members activity on the system.</p>
<b>5.18</b>	<p><b>What staff training will be provided?</b> Training take place on the different parts of the system, which will reflect individuals' roles. All staff complete GDPR training on an annual basis and are aware of security breach procedures.</p>
<b>5.19</b>	<p><b>What disaster recovery and business contingency plans are in place?</b> A disaster recovery and business contingency plan will be developed as part of the implementation</p>

5.20	<p><b>Subject Access Requests</b> Are arrangements in place for recognising and responding to requests from individuals for a copy of the personal data processed?</p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5.21	<p><b>Are there any new or additional reporting requirements for this project?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>Who will be responsible for running the reports? The HR systems team. Managers are able to run basic reports for their staff only</p> <p>Who will receive the report or where will it be published? This will depend on the report</p> <p>Which format will the reports be in?  <input checked="" type="checkbox"/> Person-identifiable <input type="checkbox"/> Pseudonymised <input checked="" type="checkbox"/> Anonymised</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.22	<b>Additional comments and notes:</b>	
5.24	At this stage of the project, we are still writing the specification and requirements. Once the provider has been selected, we will work with them to develop and implement all DPIA requirements.	

## Identified risks, proposed mitigations, and action plan (Appendix C)

A 'privacy risk' is the risk that a proposal will fail to meet individual's reasonable expectations of privacy. Calculating risk is not simply about assessing whether the project will be legally compliant. It's possible to comply with the law and for the behaviour still to affect whether our residents reasonable privacy expectations are met. Risks to an individual will often directly equate to risks to the Council. Consider not only the direct risks from the proposal, but also any knock on effects. A DPIA doesn't set out to identify and eliminate every possible risk to an individual from using their personal information or otherwise impacting on their privacy.

### Identified risks

Risk Ref	Issue	Who is the risk to?	Proposed Solution
5.25	Incorrect transfer to the new system causing a loss of data	Data subjects	Support from IT department and the supplier, staff training and any testing is completed. New system will meet minimum requirements set out in the tender which will include a plan to transfer data
5.26	Staff do not have adequate training and cannot use the new system	Data subjects	Staff training and manager training will be completed before the launch of the system and will be ongoing. Information about the new system in the borough bulletin and messages to CLT
5.27	Access rights not updated accurately	Data subjects	System is adequately tested and spot checks on information access will be performed. Staff aware of what information they should be able see and to highlight any issues.
5.28	Tender not completed in time	Data subjects	The current supplier would be contacted for an extension. An action plan for timely implementation with any new supplier

			created. Procurement project manager will have a target date for delivery
5.29	System doesn't work as expected	Data subjects	Tender has specific performance criteria and should be adequately tested. Contract clauses will be included for poor performance.

### Solutions to be implemented

Risk Ref	Approved Solution	Result <sup>1</sup>	Approved by
5.30	Adequate staff and manager training	Reduced risk	
	Tender process identifies system requirements, and any successful supplier will be required to meet those minimum standards The system will also be tested	Reduced risk	
5.31	Spot checks on information access	Reduced risk	
5.32	Information about the new system advertised in Borough Bulletin	Reduced risk	

### Agreed actions

Action to be taken	Completion Date	Responsible for action
As detailed above		

### Other identified risks

Other risks which have been identified which do not relate to Privacy but need to be escalated, e.g. Business Continuity, Health & Safety.

Risk	Escalated to	Date
N/A		

\*Is the risk reduced, eliminated or accepted?

## 6. Sign off Form (Appendix D)

Signatories required once the DPIA has been completed.

Head of Service	
<b>Name:</b>	Nikki Craig
	N Craig
<b>Date:</b>	21/04/22

Data Protection Officer	
<b>Name:</b>	Emma Young
<b>Signature:</b>	E Young
<b>Date:</b>	12/01/22

Senior Information Risk Owner	
<b>Name:</b>	
<b>Signature:</b>	
<b>Date:</b>	

Email completed DPIA to the DPO [DPO@rbwm.gov.uk](mailto:DPO@rbwm.gov.uk)





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

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