

NOTICE
OF
MEETING

**CORPORATE OVERVIEW AND SCRUTINY
PANEL**

will meet on

WEDNESDAY, 22ND JUNE, 2022

At 7.00 pm

by

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

TO: MEMBERS OF THE CORPORATE OVERVIEW AND SCRUTINY PANEL

COUNCILLORS SIMON BOND, GERRY CLARK, KAREN DAVIES, GREG JONES,
LYNNE JONES, HELEN PRICE, JULIAN SHARPE, SHAMSUL SHELIM, JOHN STORY,
LEO WALTERS AND SIMON WERNER

SUBSTITUTE MEMBERS

COUNCILLORS SAYONARA LUXTON, GARY MUIR, JOHN BOWDEN,
JOSHUA REYNOLDS, GEOFF HILL, MAUREEN HUNT, CATHERINE DEL CAMPO,
CHRIS TARGOWSKI, AMY TISI, GURPREET BHANGRA AND NEIL KNOWLES

Karen Shepherd – Head of Governance - Issued: 14th June 2022

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Mark Beeley** Mark.Beeley@RBWM.gov.uk

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

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>ELECTION OF CHAIRMAN AND VICE CHAIRMAN</u> To elect a new Chairman and Vice Chairman of the Panel.	-
2.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
3.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	3 - 4
4.	<u>MINUTES</u> To note the minutes of the Corporate Overview and Scrutiny Panel meeting held on 4 th April 2022.	5 - 14
5.	<u>FINANCE UPDATE</u> To consider the update.	15 - 58
6.	<u>MEDIUM TERM FINANCIAL STRATEGY 2023/24 - 2027/28</u> To consider the report.	59 - 68
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MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

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

Disclosure of Other Registerable Interests

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

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

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

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

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

Disclosure of Non- Registerable Interests

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

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

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

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

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

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

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

Other declarations

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

Agenda Item 4

CORPORATE OVERVIEW & SCRUTINY PANEL

MONDAY, 4 APRIL 2022

PRESENT: Councillors Gerry Clark (Chairman), Sayonara Luxton, Julian Sharpe, Lynne Jones and Simon Werner

Also in attendance: Councillor John Bowden, Councillor Mandy Brar, Councillor Phil Haseler, Councillor Gurch Singh, Councillor David Hilton and Councillor Samantha Rayner

Officers: Mark Beeley, Adele Taylor, Andrew Vallance, Rebecca Hatch, Rachel Kinniburgh and Nikki Craig

ELECTION OF CHAIRMAN

Mark Beeley, Democratic Services Officer, opened the meeting and explained that there had been a change to the Panel Membership. Councillor Haseler was now a Member of Cabinet and therefore could not sit on the Corporate Overview and Scrutiny Panel, he had been replaced by Councillor Clark. As Councillor Haseler was Chairman of the Panel, a new Chairman needed to be elected for the remainder of the municipal year.

Councillor Werner proposed that Councillor L Jones was Chairman of the Panel. This was seconded by Councillor L Jones.

Councillor Sharpe proposed that Councillor Clark was Chairman of the Panel. This was seconded by Councillor Luxton.

As two nominations had been received, a named vote was taken on each nomination.

Election of Councillor L Jones as Chairman of the Panel (Motion)	
Councillor Gerry Clark	Against
Councillor Sayonara Luxton	Against
Councillor Julian Sharpe	Against
Councillor Lynne Jones	For
Councillor Simon Werner	For
Rejected	

The nomination fell.

Election of Councillor Clark as Chairman of the Panel (Motion)	
Councillor Gerry Clark	For
Councillor Sayonara Luxton	For
Councillor Julian Sharpe	For
Councillor Lynne Jones	Against
Councillor Simon Werner	Against
Carried	

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

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Muir, Councillor Luxton was attending the meeting as a substitute.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes from the meetings held on 20th December 2021 and 26th January 2022 were approved as true and accurate records.

Mark Beeley, Democratic Services Officer, explained that as had been agreed at the last meeting, an actions table would be produced which listed all of the actions and then the outcomes from those actions. This had been circulated to the Panel at the end of last week and covered actions from the November 2021, December 2021 and January 2022 meetings.

Councillor L Jones commented on the minutes from the December 2021 meeting, in the section regarding longer term view of financial estimates. She had asked at the meeting for an explanation of the affect the budget had on reserves and how the reserves would be strengthened, this had not been covered in the personal report. Councillor L Jones asked if she could have an explanation on this from officers.

The Chairman suggested that a written answer could be provided to Councillor L Jones after the meeting.

ACTION – Finance team to provide response to Councillor L Jones query on the effect of the budget on reserves.

CORPORATE PLAN PERFORMANCE MANAGEMENT AND Q3 2021-22 PERFORMANCE SUMMARY

Rebecca Hatch, Head of Strategy, said the report would be split into three elements. An update would be provided on the new performance monitoring arrangements following the adoption of the new Corporate Plan, there would be a brief overview of Q3 performance and finally an introduction to the new Citizens Portal. The new Corporate Plan set out three overarching objectives along with 50 specific goals which RBWM would look to achieve over the next five years. Officers had been working hard to achieve the goals set out in the plan and had been considering relevant milestones and metrics with which to show progress against the goals. This information had been brought together to create the performance monitoring Citizens Portal. The goals were primarily focused on outcomes, with a small number of goals focused inwards which considered the council as an organisation and how it was viewed by residents. As had been discussed at the January 2022 meeting, the Corporate Overview and Scrutiny Panel would have a key responsibility in the oversight of the process. The Panel would receive quarterly performance reports, with reporting by exception so that there was focus on areas where there had been challenges. The first report would be brought forward at the July 2022 meeting. Officers would be encouraging Members to review the data on the Citizens Portal so that progress could be viewed independently. The role of the Panel would be to review the performance against the plan, the Panel could make recommendations to other Panels if required for further scrutiny and consideration. Further data and support would be provided by officers for any review and the Panel could look to make recommendations on how performance could be improved.

Councillor Sharpe commented on the proposal for reporting to be by exception, so that issues would be flagged up by officers where they arose. He asked if a goal was amber for a long time, would this be flagged up to the Panel.

Rebecca Hatch said that Members would be able to review the performance of all of the goals from the Corporate Plan on the Citizens Portal, officers would choose a selection of goals which they felt should be highlighted to the Panel. This would include, for example, goals which were felt could turn amber.

Councillor Werner asked if things could be flagged up by Members and brought to the meeting, he asked if there was assurance that relevant officers would attend Panel meetings to answer any questions from the Panel.

The Chairman commented that timing was important, questions from the Panel could be asked of officers but Members needed to allow officers time to give factual information. If questions came at the meeting, it could lead to more questions needing to be answered offline after the meeting.

Councillor Werner said the issue was timing, Members only received the agenda a week before the meeting.

Adele Taylor, Executive Director of Resources, said that the Citizens Portal would allow Members to review trends over previous months, which would allow questions to be asked in good time.

Councillor L Jones suggested that it would be useful to have presentations offline before the meeting. This would then allow Members to be more informed when attending the meeting, this would add value to the Panel. On metrics, Councillor L Jones said that the Panel had not had any input into what metrics would be used. She said that the Panel should have been consulted on the metrics and milestones to be used before the portal went live.

Councillor Sharpe asked if the portal would only consider data moving forward, or if it would also include previous data when it went live.

Rebecca Hatch said that historic data would be included, where it existed. Some metrics were new and therefore current data did not exist, while others would need to establish a baseline. On the question asked by Councillor L Jones, Rebecca Hatch responded by saying that metrics had been decided by officers for practical reasons, the portal would soon be live and there would be a Member briefing next week which would also consist of a question and answer session. The portal was the start of the process, more information would be added to the portal over time.

The Chairman said that the portal would be a useful tool for Members, he agreed that it was a process that would be developed over time.

Councillor L Jones said it was a shame that the Panel did not have knowledge of the metrics before the portal went live, she felt that the Panel should have been involved earlier in the process.

Adele Taylor said that this was a new way of working and the practicalities needed to be considered. It was a big leap forward but officers should be able to see what was working and change anything that was not. Ideally, the system would have been tested in advance but this was not possible. This was not the end of the conversation, the Panel would be able to guide officers.

Councillor Rayner, Deputy Leader of the Council and Cabinet Member for Business, Corporate and Resident Services, Culture and Heritage, and Windsor, said that the Corporate

Plan was a huge piece of work. The portal was the start of the process and she was pleased to see it going live shortly.

Councillor Werner raised a point of order, he did not feel that the Cabinet Member was answering any questions or giving additional information which would help aide the Panel. He did not feel the contribution was appropriate.

The Chairman understood the point made by Councillor Werner but noted that the Cabinet Member was speaking in relation to the point raised on the criteria for how metrics had been selected.

Councillor Hilton, Cabinet Member for Asset Management and Commercialisation, Finance, and Ascot, said that the portal could be accessed by any resident in the borough. This was a good way of publicly opening up data and improving transparency.

Councillor Werner raised a further point of order, he did not feel that the contribution from the Cabinet Member was appropriate.

The Chairman said that he welcomed clarity and explanation from Cabinet Members, he was trying to allow everyone watching the meeting the opportunity to understand what was being proposed.

Councillor L Jones reiterated her point that the presentation could have been delivered in advance of the meeting, the point of the meeting was to allow Panel Members to ask questions.

The Chairman said that he had taken these comments on board, the work being delivered was about to go live.

Councillor Werner said that he welcomed the approach of the new Chairman. He felt that the previous Chairman of the Panel had blocked discussion on certain topics. Councillor Werner commented on the financial detail and the value for money, he asked when savings from this would be delivered.

Councillor Luxton did not feel that the comments from Councillor Werner on the previous Chairman of the Panel were fair or appropriate.

The Chairman said that all Chairman worked hard to try and balance all interests, he said that he would do his best to be as fair and balanced as possible.

Adele Taylor, responding to the question from Councillor Werner, said that she would pick the point up as part of the Finance Update agenda item. Value for money was one of the measures which could be tracked on the portal.

Adele Taylor moved on to outline the Q3 performance report. All targets were green other than two, one was amber and one was red. Council tax collection was amber and was slightly behind target, while business rate collection was behind target due to the various government schemes which had been introduced over the course of the pandemic. Despite this, RBWM had kept its target on business rate collection the same which was why it seemed like it was off target.

Councillor L Jones commented on the percentage voluntary turnover, she believed that the aim was to be below target.

Nikki Craig, Head of HR, Corporate Projects and IT, responded by explaining that it was still within tolerance and the target was low.

Councillor L Jones said it was around 2% higher than the target, therefore this should be considered as amber.

Nikki Craig added that considering the trajectory across the whole year the target would be green. She added that she was happy to confirm this after the meeting with Councillor L Jones.

ACTION – Nikki Craig to confirm if the percentage of voluntary turnover would be on target according to the trajectory.

Adele Taylor added that it was a cumulative figure, officers expected it to be within the target by the end of the year.

Nikki Craig said that the data was usually presented in a graph which was clear to see the trajectory.

Councillor L Jones said it would be helpful to see the graph, especially where the figure was cumulative.

Councillor Sharpe asked if anything was a concern for officers in the Q3 performance report.

Adele Taylor replied by saying the targets that were off were due to Covid, everything else was green. It had been a pressured year for the council and it had performed well in the circumstances.

The Chairman said that he understood the distortion that government grants had on the business rate collection target. He suggested, where possible, it would be useful for the Panel to have some clarity on this going forward.

Councillor Werner commented that Covid needed to be considered, it had been difficult for the council to operate in its usual way. He wanted to see ambition and said that stretch targets could be needed, it was easy to achieve a low target so the council should look to see if it could stretch itself as a result. It would be useful to see previous years performance so that the data could be compared. On calls answered after a certain period of time, Councillor Werner had noted that this target was now within two minutes which was easier to achieve compared to the old target.

Adele Taylor said that the right metric needed to be set, it did not matter how fast a call was answered, the quality of the call was the most important thing to consider. The target had been discussed and RBWM needed to be realistic about its priorities and how well resourced it was.

Rachel Kinniburgh, Service Lead – Strategic Policy, Performance and Insights, gave a demonstration of the Citizens Portal to the Panel. She said that the portal would be accessible on a separate webpage which would be linked through from the RBWM main website.

Councillor L Jones asked how many items were on each page of the portal.

Rebecca Hatch said that the 50 goals had been split between the three overarching objectives. She added that the template could be better but it was easy to use.

Rachel Kinniburgh added that it was a standard template from the supplier and a lot of the ambition for the portal was not currently possible. Officers had held positive discussions with the supplier about how to improve the portal in the future.

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

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

FINANCE UPDATE

Andrew Vallance, Head of Finance, said that the report had been to Cabinet last week. It covered month 10, which was January 2022, and showed an underspend of £239,000 which was an increase of £138,000 from the month 8 report. The main changes had been the increase in wedding income, reduction in the estimate of library staff used and finance staff interims. There had been a recovery of parking income of £250,000 but across the year this figure was still way down due to the pandemic. The contingency sum in the budget of nearly £2 million was now not required, this had been put into the reserves.

Councillor L Jones said that there was a shortfall on the savings tracker of £2.29 million forecast across the year. The report stated that this should be mitigated within the service, she asked what the likelihood was of this happening and the saving being mitigated, where the funds were coming from within those services and if it would affect anything that the council did.

Adele Taylor said that she was confident that a number of the amber savings would move to green. Improvements needed to be made on the savings tracker, where there were alternatives these should be shown and a more sophisticated format of showing this could be needed. Alternatives should not affect the quality or level of services, the total number of savings outlined would be delivered.

Councillor L Jones commented on property and the Covid pressure on the budget of £1.2 million that was not needed, what would happen to this. On vacancy savings, was this because the council could not recruit and whether services were resourced effectively. Councillor L Jones continued on adult social care, the council had received £1.3 million more income than budgeted but despite this the area was £769,000 overspent and she would like to understand why this had happened. Councillor L Jones concluded by asking about the COMF (Contain Outbreak Management Fund) grant which was £4.5 million, less spend, which took it down to £4 million, she suggested taking this point offline as she wanted to know what this had been spent on.

In response, Adele Taylor explained that on property, this had been picked up and reported throughout the year. During Covid, some of that funding had been rolled forward that was not needed to help close the gap on some of the one-off Covid costs. This had already been included in the budget for the next financial year. On vacancy savings, there had been a number of new posts created, some of which had been vacant for a period of time. Vacancy savings were not something that was aimed for. Considering social care income, there was more income but there was also increased service costs. There would always be pressures on adult social care and the service was good at making savings from transformation. A demographic reserve was set aside of £750,000 for demographic pressures in next years budget. On hospital discharges, there had been an estimate in the budget in 21/22. Officers worked closely with CCG on hospital discharge funding and the council worked in close partnership with health colleagues. Adele Taylor concluded her response by commenting on COMF funding, there was a specific, set criteria which laid out what this funding could be used for. There would still be some responsibilities and costs for RBWM around Covid, it was heavily audited.

The Chairman noted on the savings tracker, the red numbers were fairly small. On amber, there were a number of delayed deliverables which was understandable when the narrative was read. He asked if either the Executive Director of Resources, the Head of Finance or the relevant Cabinet Member would be able to comment on the budget virements.

Andrew Vallance said that the first item was the replacement of the Idox system which was used by the Planning team. This would be funded from capital which did not need to be spent in various other capital pots, either £225,000 from the neighbourhood plans, Joint Minerals and Waste and the IT strategy. The IT strategy was the HR system but this would be in for the following financial year. The replacement of school boilers with gas would be done using government grants.

Councillor Werner said that adults, health and housing would mostly come from transformation savings, with a savings forecast of 45%. He raised concerns about setting savings targets against the transformation programme before the transformation had taken place. Councillor Werner asked if any of the new savings that had been found would be transferrable into next years budget and would they be used again to sure up the transformation budget. He asked if the transformation programme should be monitored closely by the Panel over the next year. Councillor Werner commented on the savings tracker, he felt that the adult social care spend was certain to not make the target of the full year forecast yet the target was highlighted as green, Councillor Werner felt that it should be red.

Adele Taylor clarified that this was an error, it should not say 0%. Officers would look at the format of the savings tracker. Any alternatives found would be a consideration for next years budget, any savings had already been included. In a different format, this would be clearer for the Panel to see.

Councillor L Jones asked if the number of older people with learning disabilities had started to stabilise, she asked if the trend had continued to stabilise or if it had gone up further. Councillor L Jones noted some comments in the report on fly tipping, where there was increased pressure in this area. She thought that the waste contract should be lowering that cost to the council and wanted to know if there had been any successful prosecutions as a result of fly tipping. Councillor L Jones continued by discussing car parking, the council was 28% down against the budget, she asked if RBWM would hit the budget which had been forecast. Councillor L Jones asked what the 'first three months of the year' was referring to. On virements, there was £65,000 there for neighbourhood plans but there were still neighbourhood plans going through. She asked why money had been taken out of this area.

Adele Taylor said that she believed the figure on older people with learning disabilities was stabilised but she would confirm this after the meeting. Fly tipping was also something that would need to be taken away from the meeting and a response would be provided after the meeting. On car parking, it would be hitting the forecast outturn. Adele Taylor said that there was a sales, fees and charges scheme, the council was able to claim for the first three months which was why it had been mentioned in the report. All virements went through the Capital Review Board, they checked what was required along with what was left in the budget and this had been approved by the Board.

ACTION – Adele Taylor to provide responses on the questions asked around older people with learning disabilities and any successful prosecutions from fly tipping.

The Chairman said that the relevant Cabinet Member and the Communities Overview and Scrutiny Panel were currently investigating the waste contract and this was the best place for that contract to be scrutinised and probed.

Councillor L Jones said that her question was based around finance in relation to the contract.

Councillor Werner mentioned the low borrowing rate, he asked if the council would be sticking with short-term borrowing and what the plan was. The other factor was inflation, with some

contracts the council had a duty to cover inflation. Councillor Werner asked what assurances officers could give him that showed that inflation and interest rate rises were being taken seriously.

Adele Taylor said that borrowing rates were closely monitored by officers. It was a balancing act, it was important to not borrow too early as this could cost more to the council. The council worked closely with financial advisors Arlingclose who were experts in the field. All contracts had inflation included which was standard practise and this had been factored into the budget.

Councillor Werner asked if officers were confident that inflation could be coped with. He asked what officers were most concerned about in terms of risk.

Adele Taylor said there could be risks which was why reserves were set aside, this was based on inflation at the time. The Section 25 report highlighted the areas of risk, however the Ukraine situation was not included as this had not taken place at the time of the report.

Councillor Hilton referred to Councillor L Jones question on the stability of the number of older people, there was a table included in the report which covered the period between April and December.

Councillor Werner requested that the Panel would look at the detail of the transformation programme over the coming year.

ANNUAL SCRUTINY REPORT

Mark Beeley explained that the annual scrutiny report had been circulated amongst Panel Members and a draft had been produced, which was attached to the agenda. If Panel Members had any comments or amendments to the report they could either be discussed in this agenda item or discussed offline after the meeting.

Councillor L Jones commented that the majority of topics considered by the Panel were brought by officers. The Panel needed to carefully consider what it wanted to do, she felt the Panel should be more proactive.

The Chairman said it was important to consider items which were of value and could be scrutinised. Questions could be asked and answered by relevant officers.

Councillor Sharpe said the Panel had been through a process over the year, a lot of topics had been scrutinised.

WORK PROGRAMME

Councillor L Jones said that the item on the RBWM Property Company Governance Action Plan Update was coming to the Panel at the end of the process, the item had gone to Cabinet without the Panel being involved beforehand. Items were often added to the Cabinet forward plan late and this was a process that could be reviewed, she felt it was out of step with scrutiny.

The Chairman said he would look at this issue, items needed to be added to the forward plan in a timely manner.

Adele Taylor said that the action plan update on the Property Company would be considered by the Panel at the next meeting. Officers were trying to clarify the shareholder responsibilities and how scrutiny would fit into the process.

The Chairman said it was linking in with the Cabinet forward plan and things should be added as early as possible.

Councillor Werner suggested that transformation should be something that the Panel considered across the year.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

Members had no further comments on the Financial Update, therefore there was no need for the meeting to move into Part II.

The meeting, which began at 7.00 pm, finished at 8.50 pm

CHAIRMAN.....

DATE.....

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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

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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

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
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 3: 2021/22 Revenue Budget Outturn

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

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

- 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 3 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 4: 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)
Total	(1,062)	(2,700)	(1,638)	(488)

- 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 5: 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
Total	3,845	3,136	(709)	(329)

- 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 6: 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)
Total	24,909	25,123	214	(551)

- 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 7: 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
Total	0	0	0	0

Dedicated Schools Reserve	
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 8: 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)
Total	40,933	40,794	(139)	(826)

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 9: 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
Total	35,059	35,467	408	(361)

- 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 10: 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
Older people								
Res & Nur	13,076	290	314	324	338	342	351	61
Domiciliary & other	6,578	341	437	255	450	456	449	108
Total older people	19,655	631	751	779	788	798	800	169
Physical Disability								
Res & Nur	862	17	17	17	17	16	17	-1
Domiciliary & other	859	41	39	43	44	44	42	2
Total physical disability	1,721	58	56	60	60	60	59	1
Learning disabilities								
Res & Nur	5,269	59	59	56	54	55	56	-3
Domiciliary & other	4,648	154	158	154	154	155	155	1
Total learning disabilities	9,617	213	217	210	208	210	211	-2
Mental Health								
Res & Nur	722	17	24	25	26	24	25	8
Domiciliary & other	1,548	86	91	79	78	77	81	-5
Total mental health	2,270	103	115	104	104	101	106	3
Total	33,562	1,005	1,137	1,152	1,160	1,127	1,144	139

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 11: 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
Total Resources	8,294	7,551	(743)	(63)

- 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 12: Place Budget Outturn

	Budget	Final Outturn	Over / (under) spend	Change since month 10
	£000	£000	£000	£000
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
Total	14,935	15,597	662	95

- 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 13: Council Tax and NNDR collection rates

	Total due for year £000	Total collected £000	Total collected %	Collected same period last year %	Target %	Balance £000
CTAX						
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
Business rates						
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 14: 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
Total	7,727	11,431	4,738	2,041	1,343	3,307

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 15: Net borrowing

	Opening balance £000	Closing balance £000	M10 forecast £000
Long term	57,059	71,265	71,265
Short term – Local Authority	114,000	119,000	119,000
Short term – LEP / Trusts	20,732	15,598	19,103
Investments	(23,909)	(41,609)	(24,547)
Total	167,872	164,254	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 16: 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
Total	68,246	(42,001)	(67)	26,178

- 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 17. 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 17: Capital programme financing

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

Table 18: 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 (amended)
- Appendix B Savings tracker (amended)
- 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 (amended)
- 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

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

Report Author: Julian McGowan, Senior Finance Business Partner
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Original Budget	Service	Revised Budget	Outturn	Variance	Variance Month 10	Change from Month 10
£000		£000	£000	£000	£000	£000
	Chief Executive department					
277	Chief Executive	282	246	(36)	0	(36)
(1,258)	Property	(1,344)	(2,946)	(1,602)	(1,150)	(452)
(981)	Total Chief Executive department	(1,062)	(2,700)	(1,638)	(1,150)	(488)
	Governance, Law & Strategy					
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
2,990	Total Law & Governance	3,845	3,136	(709)	(380)	(329)
	Children's Services					
(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
24,364	Total Children's Services	24,909	25,123	214	765	(551)
	Adults, Health and Housing					
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)
39,795	Total Adults, Health & Housing	40,933	40,794	(139)	687	(826)
	Resources					
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
8,355	Total Resources	8,294	7,551	(743)	(680)	(63)
	Place					
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
15,971	Total Place	14,935	15,597	662	567	95
90,494	TOTAL SERVICE EXPENDITURE	91,854	89,501	(2,353)	(191)	(2,162)

Original Budget	Service	Revised Budget	Outturn	Variance	Variance Month 10	Change from Month 10
£000		£000	£000	£000	£000	£000
4,557	Contingency Budgets	1,660	(542)	(2,202)	(2,073)	(129)
	Non Service Costs					
6,310	Capital Financing inc Interest Receipts and bank charges	6,310	6,123	(187)	(216)	29
165	Environment Agency levy	165	162	(3)	0	(3)
4,199	Pensions deficit recovery	4,199	4,199	0	2	(2)
	Funding					
(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
	Transfers to (from) reserves not in cost of services					
(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	880	880	0	880
0	Top up insurance reserve	0	234	234	0	234
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
(12,240)	Net non-service costs and non-CTAX funding	(13,602)	(12,943)	659	(2,192)	2,851
78,254	Net Council expenditure	78,252	76,558	(1,694)	(2,383)	689

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	

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	500	500	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	29	29	100.0%	GREEN	
56	Place	Infrastructure, Sustainability & Transport	Reduction in Arts Grants	187	187	100.0%	GREEN	
57	Place	Infrastructure, Sustainability & Transport	Reshape museum and tourism information centre service	85	80	94.1%	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	
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	

Ref	Directorate	Service	Savings description	Savings Target £000	Savings Achieved £000	% of target full year forecast	RAG	Comments
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	
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	

7,579	6,397	84.4%
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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
Capital Programme Portfolio Summary												
Chief Executive												
Property	16,676	(2,738)	13,938	18,903	(2,763)	16,140	13,974	0	13,974	32,877	(2,763)	30,114
Total Chief Executive	16,676	(2,738)	13,938	18,903	(2,763)	16,140	13,974	0	13,974	32,877	(2,763)	30,114
Law & Strategy												
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
Total Law & Strategy	0	0	0	0	0	0	347	0	347	347	0	347
Place Directorate												
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
Total Place Directorate	7,156	(5,135)	2,021	7,577	(5,982)	1,595	17,118	(5,365)	11,753	24,695	(11,347)	13,348
Adults, Health & Housing												
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
Total Adults, Health & Housing	640	(640)	0	640	(640)	0	728	(623)	105	1,368	(1,263)	105
Childrens Services												
Non Schools	0	0	0	35	(35)	0	557	(83)	474	592	(118)	474
Schools - Non Devolved	1,838	(1,838)	0	2,827	(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)
Total Childrens Services	2,110	(2,110)	0	3,062	(3,062)	0	3,429	(1,929)	1,500	6,491	(4,991)	1,500
Resources												
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
Total Resources	527	0	527	357	0	357	2,111	(16)	2,095	2,468	(16)	2,452
Total Committed Schemes	27,109	(10,623)	16,486	30,539	(12,447)	18,092	37,707	(7,933)	29,774	68,246	(20,380)	47,866
Portfolio Total			(£'000) 27,109									(£'000) 68,246
External Funding												
Government Grants			(5,916)									(10,860)
Developers' Contributions			(4,707)									(9,495)
Other Contributions			0									(25)
Total External Funding Sources			(10,623)									(20,380)
Total Corporate Funding			16,486									47,866

Capital Programme Movements 2021/22	Expenditure £'000	Income £'000	Net £'000
Original Budget 2021/22	27,108	(10,623)	16,485
Budget Changes to 31 March 2022			
Slippage reported to February 2021 Council	24,994	(6,379)	18,615
Additional Slippage in from 2020/21 after reprofiling schemes	12,666	(1,556)	11,110
Council approval Community Options -Lease Surrender	365	-	365
Affordable Housing-106 Westborough Rd Refurb - final budget drawdown	25	(25)	-
Budget drawdown - Schools non devolved	130	(130)	-
Schools devolved formula capital - Budget realignment	(71)	71	-
Council 27 April 2021- Purchase of Temporary Accommodation	1,612	-	1,612
Windsor Girls Council July 2021	790	(790)	-
Commissioning infrastructure DfT grant allocation	847	(847)	-
Commissioning infrastructure budget savings following review	(451)	-	(451)
Schools budget drawdown - Special Provision Capital Fund	300	(300)	-
Youth Centres Modernisation Programme - additional s106 budget	32	(32)	-
Schools budget savings	(271)	271	-
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
Revised Budget 2021/22	68,246	(20,380)	47,866

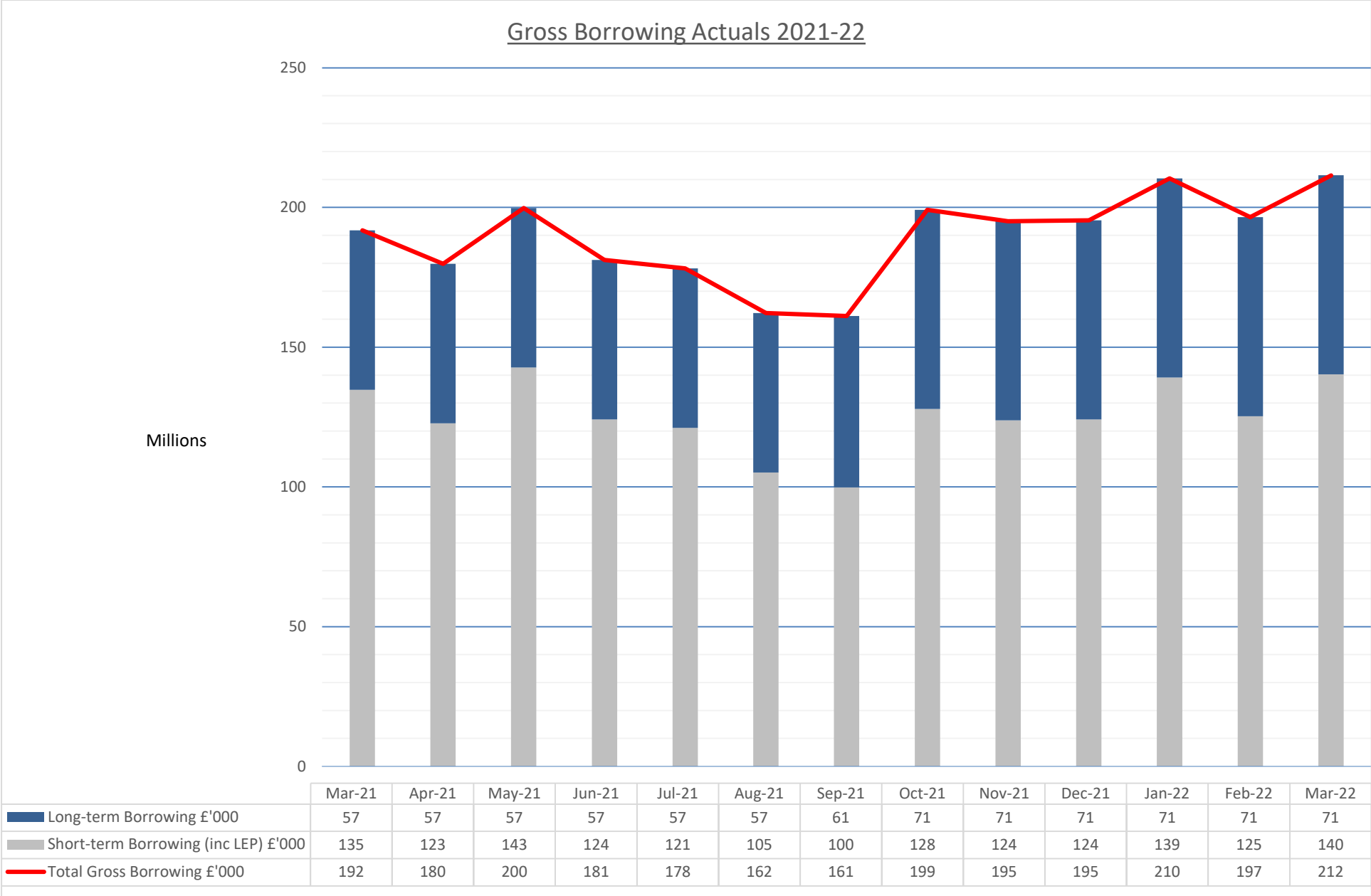
Capital Monitoring Report 2021/22

	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)
Final Outturn 2021/22	26,178	(11,446)	14,732

Variances from revised budget		£'000	£'000	£'000	Commentary
Property					
CI60	Regeneration Improvement Projects	142	(142)	0	
Library & Resident Services					
CC99	Eton Library – Open Access and Shop Front Repair	(37)	0	(37)	Budget no longer required
CL87	Old Windsor Library-Extension	(5)	0	(5)	Revised business case
CLF5	Registrars Office - Redecoration	(13)	0	(13)	Budget saving
CLE9	Windsor Lib - Replacement Public PC and Laptops	(3)	0	(3)	
Adult Social Care					
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
Neighbourhood Services					
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
Planning					
CI32	Borough Local Plan-Examinations / Submissions	92	0	92	Revised Business Case
Infrastructure, Sustainability & Transport					
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
Green Spaces & Parks					
CV03	Parks Improvements	3	0	3	Revised Business Case
CV30	Play Areas - Replacement Equipment	12	(12)	0	Revised Business Case
Communities					
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
Schools - Non Devolved					
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
Total Variances		(67)	(421)	(488)	

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					
Property					
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
Democratic Representation					
CM60	Grants - Outside Organisations	115	0	115	Reversal of 2021-22 slippage following virement approval to CZ42
Neighbourhood Services					
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 Soakway 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
Local Enterprise Partnership Schemes					
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	
Planning					
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
Infrastructure, Sustainability & Transport					
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)	
Green Spaces & Parks					
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
Communities					
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)	

Housing					
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)	
Head of Commissioning - People					
CT62	Adult Services Case Management System	0	0	0	Procurement for Paris replacement initiated - start Q1
Non Schools					
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
Schools - Non Devolved					
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
Schools - Devolved Capital					
CJ77	Budget Only NDS Devolved Capital	(433)	433	0	DfC unspent budget carried forward
Finance					
CA14	Transformation Projects	(486)	0	(486)	Year end slippage adjustment
CA15	Capitalised Debt Charges	(111)	0	(111)	Year end slippage adjustment
Revenues & Benefits					
CM00	Revenues & Benefits-Document Management System	(22)	0	(22)	Ongoing development of system 2022-23
Technology & Change Delivery					
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
Library & Resident Services					
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
Total Slippage		(42,001)	9,355	(32,646)	



Children's Services					
Service	Original Budget	Current Budget	Outturn Variance	Previously Reported Variance	Change in Reported Variance
	£'000	£'000	£'000	£'000	£'000
Children's Services non Dedicated Schools Grant					
Social Care and Early Help					
Employee & Operational Related Expenditure	6,678	6,465	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)
Total Social Care and Early Help	18,010	19,139	1,680	1,853	(174)
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)
Total Children's Services non Dedicated Schools Grant	24,365	24,909	217	765	(548)
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
Total Dedicated Schools Grant	0	0	0	0	0
Total Children's Services and Dedicated Schools Grant	24,365	24,909	217	765	(548)
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)
Total Children's Services net budget	93,248	94,650	474	1,606	(1,132)

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	-3,898	-23,053	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.
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 Capital	-11,747	3,034	-8,713	For funding of capital finance schemes.
Community Infrastructure Levy Revenue	0	-329	-329	CIL contributions to revenue costs
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.
Total Earmarked Reserves	-49,646.74	3,166.43	-46,480.31	

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	-2,293	-710	-3,003	School specific reserves.
DSG Adjustment Account	1,791	257	2,048	Ringfenced deficit on education services held separately from general fund.
Total Schools Related Reserves	-502	-1,246	-1,748	

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

Essential information

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

Strategy		Plan		Project		Service procedure	x
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Responsible officer	Andrew Valance	Service area	Finance	Directorate	Resources
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Stage 1: EqlA Screening (mandatory)	Date created: 04/05/2022	Stage 2 : Full assessment (if applicable)	Date created: NA
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Approved by Head of Service / Overseeing group/body / Project Sponsor:
"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Andrew Valance

Dated: 04/05/2022

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

Guidance notes

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

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

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

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

What are the "protected characteristics" under the law?

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

What's the process for conducting an EqlA?

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

Openness and transparency

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

Enforcement

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

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.

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

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

2.2 : Information gathering/evidence

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

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

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Finance Update Report



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Eliminate discrimination, harassment, victimisation

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

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

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Advance equality of opportunity

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

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

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Finance Update Report

Foster good relations

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

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

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

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

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Report Title:	Medium Term Financial Strategy 2023/24 – 2027/28
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance & Ascot
Meeting and Date:	Corporate Overview and Scrutiny Panel - 22 June 2022
Responsible Officer(s):	Andrew Vallance, Head of Finance Adele Taylor, Executive Director of Resources & Section 151 Officer
Wards affected:	All

REPORT SUMMARY

1. This report sets out the Council's proposed key themes of the medium-term financial strategy (MTFS) for 2023/24 - 2027/28, and shows the close relationship between this strategy and the Council's new Corporate Plan. This will need to be formally adopted by full Council following a recommendation from Cabinet, so this is an opportunity to help shape that strategy.
2. A further report, including a medium-term financial plan (MTFP), identifying future budget gaps, will be presented to Cabinet in July.
3. The Council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for a number of services, with Children's Services and Adult social care being some of the most significant impacted by demographic demands alongside other demand lead services. Alongside all other organisations and businesses, we are also impacted by current inflation and other cost of living pressures that will need to be addressed over the short to medium term.
4. The Covid-19 pandemic has led to increased costs and large reductions in income in the last two financial years. Uncertainty around the longer-term duration of these impacts still remains.
5. The position for the Royal Borough is more acute than many other councils, due to our inability to raise Council Tax to the same amount as other councils and our historically low level of reserves. These are insufficient to cover future projected funding shortfalls in 2023/24 and beyond without significant savings despite a strengthening of our financial position in more recent times. There is also uncertainty around future central government funding which remains a potential risk to us.
6. The Council therefore needs to consider the actions it needs to take to ensure the affordability of its services and ensure it reviews its financial sustainability over the medium term in response to the challenges it faces.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Panel notes and comments to Cabinet on:

- i) **The proposed key themes of the Medium-Term Financial Strategy set out in the report.**

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

- 2.1 This report sets out the proposed financial strategy for the Royal Borough of Windsor and Maidenhead across the next 5 years.
- 2.2 The report shows the close relationship between the new Corporate Plan and the MTFs, being based on the same principles that the corporate plan was developed against.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2028

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

- 4.1.1 Just like many other councils, the Royal Borough of Windsor and Maidenhead has faced considerable financial challenges as a result of the Covid-19 pandemic both in terms of impacts on our income but also the impact on our demand lead services.
- 4.1.2 Unlike some other councils, the lowest council tax in the country outside of London and our low levels of reserves coupled with increasing levels of borrowing have made the RBWM financial position more challenging when balancing increasing demographic pressures with other service demands.
- 4.1.3 The current financial outlook in terms of rising inflation and interest rates as well as the increasing cost of living risks that our residents and businesses are facing, alongside the council are also areas that the council will need to assess as part of both its short and longer term financial planning.
- 4.1.4 This document explains the financial context for RBWM and sets out the areas where the Council will seek to make savings, efficiencies and prioritise our resources in line with the objectives in the Corporate Plan.

4.2 Corporate Priorities

- 4.2.1 The Council's priorities must be at the heart of any financial strategy. In many ways they inform one another. The Council's Corporate Plan for the period 2021-2026, "Creating a sustainable borough of opportunity and innovation", was agreed at Full Council on 23rd November 2021.
- 4.2.2 The Corporate Plan forms the overarching strategy for the Council for the next four years and replaced the Interim Strategy 2020-21, which was developed as a temporary plan in response to the pandemic. The Corporate Plan sets out the Council's new objectives, and the specific goals to be achieved in support of those objectives, over the 2021-26 period. It was agreed in December 2021 and so this is now the opportunity to refresh the financial strategy to reflect the outcomes of that plan.
- 4.2.3 The Corporate Plan has been designed to crystallise focus on where the Council most needs to drive change. It recognises that the Council has to make difficult choices about where it focuses its resources. The Corporate Plan acts as a strategic framework to guide resource allocation decisions.
- 4.2.4 Finance is both the enabler that allows the Council to deliver its goals and objectives, and the constraint within which the Council needs to work as it makes tough decisions on what it can deliver. The goals within the Corporate Plan have been formulated to be deliverable within current and expected future resource levels although as the delivery plans continue to crystallise for all aspects of the corporate strategy, the Medium Term Financial Strategy and Plan will be regularly refreshed to ensure there is a close alignment between these two integral strategies.
- 4.2.5 In addition to setting out what we aim to achieve, the Corporate Plan also sets out the Council's approach to achieving change – how it will work as well as what it will focus on. 'Making the most effective use of resources – delivering the best value for money' is included as an underpinning principle of our approach in order to emphasise its importance across every area of the Council's work. This includes making best use of the opportunities offered by digital technologies, working in closer partnership with communities, and maximising income generated. The Corporate Plan also includes a focus on prevention and early intervention, which can help to reduce demand on the most cost-intensive services.

Creating a sustainable borough of opportunity and innovation

Thriving communities

Where families and individuals are empowered to achieve their ambitions and fulfil their potential.

Inspiring places

Supporting the borough's future prosperity and sustainability.

Supported by:

A council trusted to deliver its promises

Over the next 5 years we will prioritise

A ladder of housing opportunity, to support better life chances for all.

Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.

Taking action to tackle climate change and its consequences, and improving our natural environment.

Championing innovation and partnership working, our approach is to:

Empower and enable individuals, communities and businesses to maximise their potential

Invest in prevention, and intervene early to address problems before they escalate.

Shape our service-delivery around our communities' diverse needs and put customers at the heart of all we do.

Make the most effective use of resources – delivering the best value for money

Promote awareness of a sustainable and biodiverse environment across all our decision-making

Promote health and wellbeing, and focus on reducing inequalities, across all areas.

4.3 Financial Climate

- 4.3.1. Over recent years all local authorities have faced significant cuts to their funding from central government as a result of austerity, at a time when pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care.
- 4.3.2. This has placed considerable pressure on discretionary services, including Early Help services for children and families.
- 4.3.3. The Covid-19 pandemic has increased costs in many areas but has also severely reduced councils' income on both a temporary basis as well as potentially eroded some income budgets over a medium term basis.
- 4.3.4. All councils have adopted different approaches to address their budget gap during that time. This has included reviewing the operating frameworks for some of our services including partnerships with other councils.
- 4.3.5. The current financial outlook in terms of rising inflation and interest rates as well as the increasing cost of living risks that our residents and businesses are facing, alongside the council are also areas that the council will need to assess as part of both its short and longer term financial planning.

4.4 RBWM Financial Context

4.4.1 RBWM is on the face of it better placed than some councils to meet the financial challenges that it faces.

- Lower levels of deprivation mean that it does not have the same level of pressure on Adult Care and Children's Services that some councils have experienced. We have relatively low numbers of people that we support although this does make any increases proportionally larger
- Significant capital assets have enabled it to continue to fund its capital program at a time when government support for capital schemes has diminished.
- Lower reliance on Government Grant also meant that the impact of austerity was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others.

4.4.2 RBWM has still had to make significant savings and has already delivered around £75m savings from the start of austerity. It has also been able to protect "discretionary" local services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models particularly around Children's and Adults services.

4.4.3 In more recent years RBWM has also embarked on significant investment in regenerating the borough which will in the medium to long term provide some financial benefits overall, both directly and indirectly in terms of helping to manage future demand for some services.

4.4.4 For all councils there is a fine line between financial security and a financial position that can give rise to concern. The tipping point will be different from council to council and ensuring that we understand both risks and opportunities is an important part of ensuring ongoing financial sustainability.

4.4.5 RBWM has a number of significant risks that need to be considered as part of its medium-term financial plans and any potential mitigations identified, where possible.

- **Council Reserves are under considerable pressure** – and are insufficient to absorb the financial pressure projected for 2023/24 and beyond, unless significant savings are made on an ongoing and sustainable basis. These have been strengthened over the last couple of years but this will need to remain a focus going forwards to ensure the council can remain financially resilient.
- **The Pension fund deficit** means that a growing share of council funding is required to cover pension deficits in the future
- **Substantial levels of borrowing** mean that an increasing share of the Council's budget is required to service debt before money can be spent on day to day services. There is also a reliance on capital receipts in future years.
- **Maintaining a low level of council tax**, means that the Council has missed out on additional revenue from raising council tax in previous

years. It also means that any future increases will generate less as they start from a lower base.

- **Growing pressures around Children and Adult Services and other demand lead services** have been widening the budget gap further. This is compounded by the inflexibility of having low spend and comparatively smaller numbers of clients in these services.
- **The longer-term consequences of the pandemic are not yet apparent.** Government support for the Council has ended but the full economic and health effects of the pandemic are yet to be revealed. This may lead to impacts on the Council's budget in terms of pent up demand for services and a more permanent change to the way in which residents and businesses operate **Inflation and interest rate risks.** Assumptions on these will be reviewed as part of the MTFP given the current inflationary and cost of living pressures that are becoming apparent.
- **Reforms to Adult Social Care.** Work is currently underway to identify the full impact of the proposed reforms on future Council budgets.
- **Reforms to future national funding arrangements.** Assumptions on these will be reviewed as part of the MTFP.
- **Other legislative changes.**

4.4.6 In short, there is a considerable level of uncertainty around financial plans for 2023/24 and beyond. The MTFP will review all of our assumptions and set out a range of medium term scenarios and the associated budget gaps for each one.

5 Medium Term Financial Position

5.1 Base position

The table below shows the base projected savings required during the period of the MTFS as set out in the budget papers in February 2022:

2023/24	2024/25	2025/26	2026/27
£4.883m	£1.638m	£2.834m	£3.303m

5.2 The Council may need to deliver total ongoing savings of £15m over the 5 year period 2023/28, unless government funding in the form of grant or council tax flexibility improves before the council identifies other interventions. This also does not take account of the significant changes that are affecting adult social care in the future and other legislative changes..

5.3 The Council has insufficient reserves to sustain a budget deficit, and will therefore have to generate substantial cost reductions or increased income plans. These will need to be linked to the Corporate Plan objectives.

6 Delivering a Sustainable Budget in line with Corporate Plan Objectives

- 6.1 RBWM continues to face considerable financial pressures. The only uncertainty is around the scale of the financial pressures in some areas.
- 6.2 All councils are having to make some tough choices around the way they manage their finances in order to remain financially viable.
- 6.3 This section sets out how the Council will align its financial objectives to several of those in the Corporate Plan and the objectives are based on the principles of the corporate plan.
- 6.4 The types of activities that will deliver against those objectives are indicated

Objective 1 – Empower and enable individuals, communities and businesses to maximise their potential

- 6.5 The Council will encourage the community to support the design of more efficient and effective services. This will produce long-term savings as part of the prevention agenda by investing in early intervention where possible and shift resourcing to activities that reduce future demand.
 - 6.6 The Council will continue to build partnerships with the voluntary sector and build its organisational resilience so that it can lead these initiatives.
- 6.6 The Council will also review service provision with other organisations and improve engagement with partners.

Objective 2 – Invest in prevention, and intervene early to address problems before they escalate

- 6.7 The Council will identify preventative and early measures to contain growth given we have both low unit cost and relatively low numbers.
- 6.8 The focus will remain on:
 - Adult Social Care
 - Children’s Services
 - Homelessness
- 6.9 This may require significant investment in preventative measures with savings or reduced growth requirements in later years so the council will review how it can fund those activities in the short term

Objective 3 – Shape our service delivery around our communities’ diverse needs and put customers at the heart of all we do

- 6.10 The Council will work with partners such as health and the police to integrate services for our communities to ensure that our focus is on our customers rather than organisational structure and boundaries.
- 6.11 The Council will review contracts and procurement activity to respond to legislative change and improve services and improve value for money.
- 6.12 The Council will undertake targeted reviews of specific services to improve efficiency and effectiveness and enhance the transformation agenda.

Objective 4 – Make the most effective use of resources – delivering the best value for money

- 6.13 The Council will continue to seek commercial and income generation opportunities where these support our delivery agenda.
- 6.14 The Council will undertake a fundamental fees and charges review on a regular basis to ensure that these are proportionate, fair and relevant
- 6.15 The Council will co-ordinate the introduction of several new systems to maximise the potential benefits from digitalisation of services. This will include a pilot of Robotic Process Automation.
- 6.16 The council will build on its transformation activities to date particularly in Adult Social care and look to identify opportunities to improve the way in which we do things and work with others to ensure we maximise the value for money opportunities in terms of service delivery.
- 6.17 The Council will make the best use of its assets for the benefit of our residents and local taxpayers including appropriate levels of investment, disinvestment and commercial activity

7 Summary and Conclusion

- 7.1 The proposed key themes of the strategy in this paper sets out a way forward for the Council to make its finances as sustainable as possible in the medium to long term.
- 7.2 Achieving sustainable finances is not going to be an easy task for the reasons outlined in this report and some tough choices will need to be taken to achieve long term stability but having a close link between our agreed corporate plan outcomes and the resources to deliver in a sustainable way is important.
- 7.3 In the current financial climate, there are no quick fixes and all councils face considerable financial uncertainty that is beyond their control.

- 7.4 All councils need to have a clear understanding of how that uncertainty can impact on their financial plans and ensure that they protect themselves as far as possible against that uncertainty.
- 7.5 The success of this strategy and subsequent financial plan will depend in part on decisions beyond the control of the council particularly Government decisions around future funding and council tax levels

8. LEGAL IMPLICATIONS

- 8.1 None at this stage of the budget process.

9. RISK MANAGEMENT

- 9.1 Failure to identify sufficient savings as part of the budget process would risk the Council being unable to maintain minimum levels of reserves.
- 9.2 The Council is already at a more significant risk because it has moved up the commercial risk curve and is anticipating income for charges and capital schemes.
- 9.3 Whilst not a current likelihood and because of all the factors mentioned in this report, the Council remains at significant risk of financial failure due to the inability to raise council tax income. Any significant unexpected financial change could have serious consequences.

10. POTENTIAL IMPACTS

- 10.1 **Equalities.** A full EQIA will be undertaken on the budget submitted to Council in February 2023 and a draft EQIA developed alongside the Medium Term Financial Plan and updated throughout the budget setting process as appropriate
- 10.2 **Climate change/sustainability.** The potential impact of budget recommendations will be considered once details of budget submissions are published.
- 10.3 **Data Protection/GDPR.** Not applicable.

11. CONSULTATION

- 11.1 The draft budget approved by Cabinet in November 2022 will be fully consulted on before final proposals are made to Cabinet and Council in February 2023. Appropriate consultation will also take place when developing proposals with our key stakeholders and partners

12 APPENDICES

- 4.5 12.1 None

13 BACKGROUND DOCUMENTS

13.1 Corporate Plan

14 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Mandatory:	Statutory Officers (or deputies)		
Adele Taylor	Executive Director of Resources/S151 Officer	9/6/22	14/6/22
Emma Duncan	Monitoring Officer & Director of Law, Strategy and Public Health	9/6/22	14/06/22
Deputies:			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	9/6/22	14/6/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	9/6/22	13/6/22
Other Directors:			
Duncan Sharkey	Chief Executive	9/6/22	
Andrew Durrant	Executive Director of Place	9/6/22	14/06/22
Kevin McDaniel	Executive Director of People Services	9/6/22	
Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Asset Management & Commercialisation, Finance and Ascot	Yes	

16 REPORT HISTORY

Decision type: Overview & Scrutiny for noting and comment	Urgency item? No	To Follow item? No
Report Author: Andrew Vallance, Head of Finance		

WORK PROGRAMME - CORPORATE OVERVIEW AND SCRUTINY PANEL

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

MEETING: 25th JULY 2022

ITEM	RESPONSIBLE OFFICER
Budget Build	Andrew Vallance , <i>Head of Finance</i>
Corporate Plan Performance Management and Q4 Performance Summary	Rebecca Hatch , <i>Head of Strategy</i>
Updated Workforce Profile 22/23	Nikki Craig , <i>Head of HR, Corporate Projects & IT</i>
Property Company Governance Action Plan Update	Adele Taylor , <i>Executive Director of Resources</i>
Customer Journey, Communication and the RBWM App	Dan Brookman , <i>Head of Transformation</i>
Work Programme	Panel Clerk

MEETING: 4th OCTOBER 2022

ITEM	RESPONSIBLE OFFICER
Annual Complaints and Compliments Report	Nikki Craig , <i>Head of HR, Corporate Projects & IT</i>
Corporate Plan Review	Key Officers
Corporate Plan Performance Management and Q1 Performance Summary	Rebecca Hatch , <i>Head of Strategy</i>
Work Programme	Panel Clerk

MEETING: 14th DECEMBER 2022

ITEM	RESPONSIBLE OFFICER
Budget 2023/24	Andrew Vallance , <i>Head of Finance</i>
Work Programme	Panel Clerk

MEETING: 30th JANUARY 2023

ITEM	RESPONSIBLE OFFICER
Corporate Plan Performance Management and Q2 Performance Summary	Rebecca Hatch, Head of Strategy
Work Programme	Panel Clerk

MEETING: 3rd APRIL 2023

ITEM	RESPONSIBLE OFFICER
Work Programme	Panel Clerk

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	COMMENTS
The delivery of Equality, Diversity & Inclusion within the community and Council	<i>Suggested by Cllr Price – discussion at June 2022 meeting. Scoping document required.</i>

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