

# Public Document Pack

## Notice of Meeting

### Corporate Overview and Scrutiny Panel

Councillors Chris Moriarty (Chair), Mark Howard (Vice-Chair), David Buckley, Maureen Hunt, Helen Price, Gary Reeves, Julian Sharpe, Julian Tisi and Mark Wilson

www.rbwm.gov.uk



**Monday 6 November 2023 7.00 pm**

**Council Chamber - Town Hall - Maidenhead & on [RBWM YouTube](#)**

### Agenda

Item	Description	Page
1	<b>Apologies for Absence</b> To receive any apologies for absence from Panel Members.	-
2	<b>Declarations of Interest</b> To receive any declarations of interest from Panel Members.	3 - 4
3	<b>Minutes</b> To consider and approve the minutes of the meeting held on 5 <sup>th</sup> September 2023.	5 - 10
4	<b>Quarterly Assurance Report</b>  A new Quarterly Assurance Report (QAR) has been introduced for routine consideration by Cabinet as a mechanism to support good governance. The QAR is focused on the latest available position in relation to performance indicators (Q1 2023/24 or where latest data is available until August 23) and the corporate risk register. Audit and Workforce insights are also included.  The first QAR was considered by Cabinet on 25 <sup>th</sup> October 2023 and is now shared with the Corporate Overview & Scrutiny Panel for scrutiny to support good governance.  The Panel are invited to consider whether there may be areas that would benefit from further scrutiny and analysis, as part of the Panel's forward work programme.	11 - 58
5	<b>2023/24 Month 5 Revenue Monitoring Report</b>  This report details the forecast outturn against budget for the 2023/24 financial year. It includes the revenue and capital budgets along with the financial reserve position at year end.  The report was considered by Cabinet on 25 <sup>th</sup> October 2023 and the Panel are provided with an opportunity to further scrutinise the current financial position of the council.	59 - 72

6	<p><b>Budget 2024/25 Progress</b></p> <p>To receive a verbal update from the Executive Director of Resources on the progress of setting the budget for 2024/25.</p>	Verbal Report
7	<p><b>Sale of Pickins Piece, Horton</b></p> <p>Land at Pickins Piece consists of 2.11 acres of agricultural land within the Horton Parish to the east of the Borough. It was historically leased as grazing land but has since been unused and attracts fly tipping.</p> <p>Terms have been agreed to sell the freehold interest in the property to Field House PS Ltd for a sum of £200,000. If the property is redeveloped within 20 years, the Council would receive an uplift in value of £50,000.</p> <p>Under the Council's Scheme of delegation Cabinet approval is required for disposals in excess of £100,000.</p> <p>The report will be considered by Cabinet on 29<sup>th</sup> November 2023. The Panel are asked to scrutinise the report and provide any relevant recommendations for consideration by Cabinet.</p>	To Follow
8	<p><b>Work Programme</b></p> <p>To consider what topics the Panel would like to consider over the course of the municipal year.</p>	73 - 74

By attending this meeting, participants are consenting to the audio & visual recording being permitted and acknowledge that this shall remain accessible in the public domain permanently.

Please contact Mark Beeley, [Mark.Beeley@RBWM.gov.uk](mailto:Mark.Beeley@RBWM.gov.uk), with any special requests that you may have when attending this meeting.



Published: 27<sup>th</sup> October 2023

## 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:

- a) any unpaid directorships
  - b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority
  - c) any body
    - (i) exercising functions of a public nature
    - (ii) directed to charitable purposes or
    - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
- of which you are a member or in a position of general control or management

### 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, or a body included under Other Registerable Interests in Table 2 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 financial interest or well-being of a body included under Other Registerable Interests as set out in Table 2 (as set out above and in 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 (referred to in the paragraph above) **affects** the financial interest or well-being:

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

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

### Other declarations

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

# Agenda Item 3

## CORPORATE OVERVIEW AND SCRUTINY PANEL

Tuesday 5 September 2023

Present: Councillors Mark Wilson (Chair), Jack Douglas, Alison Carpenter, Maureen Hunt, Helen Price, Julian Sharpe and Julian Tisi

Present virtually: Councillor Chris Moriarty

Also in attendance virtually: Councillor Genevieve Gosling

Officers: Mark Beeley, Mikey Lloyd and Nikki Craig

### Election of Chair for the meeting

The Chair and Vice Chair had submitted their apologies for not being able to attend the meeting. The Panel therefore needed to elect a Chair for the meeting.

Councillor Douglas proposed that Councillor Wilson was Chair for the meeting. This was seconded by Councillor J Tisi.

**AGREED UNANIMOUSLY: That Councillor Wilson was elected as Chair for the meeting.**

### Apologies for Absence

Apologies for absence were received from Councillor Howard, Councillor Buckley and Councillor Moriarty.

Councillor Douglas was attending as a substitute for Councillor Howard and Councillor Carpenter was attending as a substitute for Councillor Buckley.

### Declarations of Interest

There were no declarations of interest received.

### Minutes

Councillor Price requested that the word 'voluntary' was added to the following line to clarify that she was referring to voluntary organisations.

"Councillor Price said that the organisations needed to be considered as they were having their own cost of living issues, for example a rise in utility bills."

**AGREED UNANIMOUSLY: That this amendment was made to the minutes and that the minutes of the meeting held on 5<sup>th</sup> June 2023 were a true and accurate record.**

## Annual Complaints and Compliments Report 2022/23

Nikki Craig, Assistant Director of HR, Corporate Projects and IT, said that all local authorities had a statutory obligation to publish data related to complaints on adult and children's services. RBWM chose to also publish complaints relating to corporate services. The report contained information on complaints and compliments received across the 2022/23 municipal year. The key points of the report were:

- There had been a decrease in the number of contacts, a total of 1,408.
- Of these contacts, 269 were progressed as complaints. 168 of these were for service areas not covered by adult or children's services.
- 27% complaints were upheld.
- 23% were partially upheld.
- 40% were not upheld.
- The number of complaints for each listed reason was included in the report.
- The number of complaints responded to within timescales was not met in 51% of cases.
- 293 compliments had been received.
- Lessons had been learned and narrative on this was part of the report.
- Detail related to adult and children's services would be considered by the People Overview and Scrutiny Panel in October.

Councillor Price noted that the most common reason for complaints was on waste and recycling, this was a service area which affected all residents on a weekly basis. There had recently been a change to the contract of waste collection teams as they were now required to work a number of bank holidays across the year. Councillor Price wondered if this had an impact on morale and the quality of the service. She also felt that the council had promised a certain level of delivery for residents and therefore if this expectation was not met, it would lead to complaints. Councillor Price had tried to discuss resident issues with officers but she did sometimes not receive a reply, often the only solution was to advise the resident to submit a formal complaint.

Nikki Craig said that the employees on waste collection were not employed by RBWM, she was able to ask the Assistant Director of Neighbourhood Services for further details. It would be difficult for the council to judge whether the requirement to work on bank holidays had impacted on the quality of the service delivered. There were handheld devices used in trucks which could be used to record bins which had not been left out and to take pictures if necessary. The council not delivering what had been promised was a reason why residents could make a complaint, any patterns would be investigated by the relevant officer. There had been a reduction in complaints each year but officers wanted to ensure that any dissatisfaction from residents was addressed appropriately.

**ACTION – Nikki Craig to ask for further details on the contract change for staff employed by contractors on the waste contract.**

Councillor Hunt said that if she had any cases in her ward of bins being missed, she could contact the Waste Strategy Manager and they were always resolved promptly. Councillor Hunt felt that the contract was well managed by the council.

Councillor Douglas asked if the data from customer satisfaction surveys matched up with the complaints and compliments data.

Nikki Craig explained that the survey had been led by the Assistant Director of Strategy. The data from the survey was triangulated with a number of datasets but it was not in synch with the complaints and compliments report so there might not be a correlation. An external

organisation contacted residents on a random basis, which was broadly linked to the Corporate Plan.

Councillor J Tisi commented that there had been a lower number of complaints received, but the number responded to within timescales had gone down slightly. He queried whether there could be an issue there which needed to be explored.

Nikki Craig said that the lessons learned section of the report was honest about areas of improvement. Two of the areas considered the challenge of resources. The live data would be monitored on a regular basis by the Executive Leadership Team.

Councillor J Tisi noted that 'freeman of the land' was part of the complaints on council tax, he asked if these were individuals that refused to pay council tax as they did not believe it applied to them.

Nikki Craig confirmed that she believed this was correct.

Councillor Price pointed out that compliments should also be considered. The revenues, benefits, library and resident services team had received a significant number of compliments and Councillor Price asked if this good practise would be passed on to other service areas.

Nikki Craig explained that service areas often asked for feedback from residents and this was shared amongst service areas. She could discuss with the Assistant Director of Revenues, Benefits, Library and Residents Services to explore where best practise could be shared with peer groups from across the council.

**ACTION – Nikki Craig to explore with Assistant Director of Revenues, Benefits, Library and Residents Services, where best practise could be shared in relation to the number of compliments the team received.**

Councillor Price suggested that the timescales could be reviewed if 10 working days was unrealistic. It was important that the council provided residents with realistic expectations.

Nikki Craig confirmed that this had recently been reviewed. For children's services, the response was still required to be within 10 working days. For corporate complaints, this had been raised to a response being given within 20 working days. A further 10 day extension could be agreed with the complainant if the nature of the complaint was complex and required more time to be properly dealt with.

Councillor Moriarty said that many residents could have a frustration with a particular council service but did not deem it significant enough to be progressed as a formal complaint. Residents could use the report it tool instead, Councillor Moriarty asked if there was a link between the number of report it requests each service area received and the number of complaints.

Nikki Craig said that of 1,408 contacts, only 269 were progressed as complaints which meant that the rest were followed through as service requests. The report it page itself had a number of options to make officers aware of certain things, there was no system in place to triangulate this data but with the procurement process currently underway for a new Customer Relationship Management (CRM) system, it was hoped this could be addressed in the future.

Councillor Sharpe said that he often heard from residents who had reported something but no action had been taken. However, there had been more compliments than complaints so the council were doing things well overall. Setting expectations at the right level would help to reduce the number of complaints.

**AGREED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel noted the report and agreed:**

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

### Work Programme

Councillor Wilson requested a word change to his suggested topic, to consider whether the resourcing of staff across the council was appropriate.

Mark Beeley, Principal Democratic Services Officer – Overview and Scrutiny, said that performance reports would be considered in a different format to previous years. Performance would go to Cabinet for review and Corporate Overview and Scrutiny would be provided with an opportunity to focus on areas of concern at meetings. Plans on the draft budget would also be finalised and added into the work programme once confirmed.

Councillor Hunt asked what the proposed item on the RBWM Property Company was.

Mark Beeley was unable to confirm the details until Councillor Howard had sent through an initial scope.

Councillor J Tisi mentioned that Birmingham City Council had recently been issued a S114 notice, which effectively declared the council bankrupt. Given the financial situation at RBWM, he suggested that a finance update or budget monitoring report should be considered by the Panel.

Mark Beeley said that Corporate had previously considered budget monitoring reports, he would explore this with the Deputy Director of Finance.

**ACTION – Mark Beeley to speak to the Deputy Director of Finance to bring a report on the financial position at RBWM to the Panel.**

Councillor Price was concerned that items the Panel had previously scrutinised and should be considered on a yearly basis had not been coming through. She said that the Panel needed to ensure that items were brought forward and that there was tight grip on the work programme.

**ACTION – Mark Beeley to work with officers to ensure that statutory items were brought forward and once confirmed this would be shared with the Panel.**

Councillor Wilson felt that it would be useful to have a list of items which the Panel reviewed each year.

Mark Beeley said work was being done to update the Overview and Scrutiny webpages, a list could be added to the website. The work programme would also be updated so that the Panel were aware of what the Panel would be looking at.

**ACTION – Mark Beeley to circulate link to the website once ready and the updated work programme.**

Councillor Hunt asked if RBWM was in any danger of having a similar problem to what had occurred at Birmingham City Council, which had served a S114 notice due to equal pay claims.

Nikki Craig said that no organisation was safe from equal pay claims but felt that considering the job evaluation, grading system and the way recruitment was done she did not believe that RBWM had the same issue and nothing had been raised with her.



Councillor Sharpe said that there were routine reports which were missing, this should be added to the work programme to ensure the Panel was able to carry out its work effectively.

Councillor J Tisi asked about timescales involved in preparing the agenda.

Mark Beeley said that ideally officers should have 4 weeks' notice to be able to prepare items and write reports. The agenda for November should be confirmed by early October to ensure that there was adequate time.

The meeting, which began at 7.10 pm, finished at 8.10 pm

Chair.....

Date.....

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Report Title:	Quarterly Assurance Report Q1 2023/24 or where latest data is available until August 23.
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 06 November 2023
Responsible Officer(s):	Stephen Evans, Chief Executive Rebecca Hatch, Assistant Director of Strategy & Communications Andrew Vallance, Deputy Director of Finance
Wards affected:	All

## **REPORT SUMMARY**

*A new “Quarterly Assurance Report” (QAR) has been introduced for routine consideration by Cabinet as a mechanism to support good governance. The QAR is focused on the latest available position in relation to performance indicators (Q1 2023/24 or where latest data is available until August 23) and the corporate risk register. Audit and Workforce insights are also included.*

*The first QAR was considered by Cabinet on 25 October 2023 and is now shared with the Corporate Overview & Scrutiny Panel for scrutiny to support good governance.*

*The Panel are invited to consider whether there may be areas that would benefit from further scrutiny and analysis, as part of the Panel’s forward work programme.*

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

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

- i) Undertakes scrutiny of the Quarterly Assurance Report (Appendix A) and considers potential implications for the Panel’s forward work programme.**

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

- 2.1 The QAR (Appendix A) is a new combined assurance report, bringing together the latest available performance insights and risk information. Audit and Workforce insights are also included. The report is a mechanism to support good governance, and therefore there are no options associated with this report.

### **3. KEY IMPLICATIONS**

- 3.1 The council is developing a new Corporate Plan which will set out a vision for the borough over the coming years and describe the most important aims and priorities that the council will focus on delivering. The new Corporate Plan will therefore provide a framework for decision-making and resource allocation and will be presented to Full Council in February 2024.
- 3.2 Ahead of a new Corporate Plan and related performance indicators being developed, and in the interests of good governance, an interim performance management framework (PMF) has been developed for reporting in 2023/24 as part of new Quarterly Assurance reporting arrangements. Performance reporting for indicators is based on a traffic-light concept where green is on/above target, amber provides an early warning for possible intervention, and red suggests intervention may be necessary.
- 3.3 The intention is to bring the QAR to Cabinet on a quarterly basis. Following Cabinet, the QAR will be shared with the Corporate Overview & Scrutiny Panel for further scrutiny to support good governance.

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

- 4.1 This report combines the council's performance and risk. Robust information on performance and risk helps to inform future resource allocation decisions, including the current budgeting process.
- 4.2 The current predicted overspend, coupled with a potential budget gap in 2024/25 are significant risks. An update was provided to Cabinet on 27 September, summarising further, urgent action to address the financial risk.

### **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications arising from the recommendations.

### **6. RISK MANAGEMENT**

- 6.1 Specific risk management activities and consideration of the corporate risk register is included within the relevant sections of Appendix A. Failure to manage risks appropriately could have financial, reputational or other consequences. Risk owners are required to implement controls to mitigate risks and update these regularly.

### **7. POTENTIAL IMPACTS**

- 7.1 **Equalities.** This report does not have direct implications for equality and diversity.
- 7.2 **Climate change/sustainability.** This report does not have direct environmental impacts.

7.3 **Data Protection/GDPR.** There are no data protection impacts as a result of this report

## 8. CONSULTATION

8.1 No consultation was required in creating this report.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 The Quarterly Assurance Report set out at Appendix A provides an update on latest position in relation to performance and risk. There are no implementation items associated with this report.

## 10. APPENDICES

10.1 This report is supported by 1 appendix.

- Appendix A: Quarterly Assurance Report

## 11. BACKGROUND DOCUMENTS

11.1 There are no background documents.

## 12. CONSULTATION

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Mandatory: Statutory Officer (or deputy)</i>			
Elizabeth Griffiths	Executive Director of Resources & S151 Officer	<b>18.09.23</b>	<b>20.09.23</b>
Elaine Browne	Deputy Director of Law & Governance & Monitoring Officer	<b>18.09.23</b>	<b>22.09.23</b>
<i>Deputies:</i>			
Andrew Vallance	Deputy Director of Finance & Deputy S151 Officer	<b>18.09.23</b>	<b>26.09.23</b>
Jane Cryer	Principal Lawyer & Deputy Monitoring Officer		
<i>Mandatory: Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	<b>22.09.23</b>	<b>22.09.23</b>
<i>Directors (where relevant)</i>			
Stephen Evans	Chief Executive	<b>18.09.23</b>	<b>11.10.23</b>
Andrew Durrant	Executive Director of Place	<b>18.09.23</b>	<b>20.09.23</b>

Kevin McDaniel	Executive Director of Adult Social Care & Health	<b>18.09.23</b>	<b>11.10.23</b>
Lin Ferguson	Executive Director of Children's Services & Education	<b>18.09.23</b>	<b>22.09.23</b>

### REPORT HISTORY

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

Report Author: Radhika Thirunarayana-Govindarajan, Lead Performance Analyst
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## APPENDIX A

# Quarterly Assurance Report

Performance Data as at Q1 2023/24 or where latest monthly data is available until August-23.

<b>Report Author(s)</b>	
Radhika Thirunarayana-Govindarajan	Lead Performance Analyst
Rachel Kinniburgh	Service Lead – Strategy, Policy & Performance
Steve Mapple	Insurance & Risk Manager

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## 1. Executive Summary

### Performance

- Ahead of a new Corporate Plan being developed and presented to Council in February 2024, an interim suite of performance metrics (“the Interim PMF”) has been developed for reporting in 2023/24 as part of Quarterly Assurance reporting arrangements.
- The Interim PMF has a total of 65 metrics, with further metrics being identified for inclusion as appropriate over time. It is noted that the metrics reported in 2023/24 follow different frequencies (e.g. monthly, quarterly), and this report sets out the latest data available at the time of this report’s preparation, acknowledging that the report’s preparation has preceded availability of Q2 data for metrics reported on a quarterly frequency.
- Table 1 sets out a summary of latest performance by Directorate. There are 37 target-based metrics, and 28 non-targeted metrics are. Of the 37 target-based metrics, 81% are either green or amber (30/37) and 19% red. (7/37)

**Table 1: Latest available period performance with Directorate breakdown**

Directorate	Red	Amber	Green	Monitoring only	Total
Cross-cutting	1	1	2	9	13
Adult Social Care & Health	4	0	3	6	13
Children’s Services & Education	1	1	8	5	15
Place	0	2	8	8	18
Resources	1	2	3	0	6
<b>Total</b>	<b>7</b>	<b>6</b>	<b>24</b>	<b>28</b>	<b>65</b>

### **Key successes:**

- **Compliments Vs complaints:** Q1 2023/24 saw more than double the number of compliments (120) than complaints (53) for RBWM Formal Corporate complaints process. This is also a 52% increase from the previous quarter (79 compliments) owing to more compliments from residents and improved recording of the same.
- **Education, Health and Care Plans (EHCP):** The % of EHCP assessments completed within 20 weeks, including exceptions, has been above target for the last 2 quarters and currently stands at 97.8%, exceeding the target of 90% set for Q1 2023/24.
- **Leisure centre attendances:** The number of attendances to leisure centres are the highest over the last 6 years with the year-to-date figures (Aug-23) standing at 1,285,320, a 55% increase from same time in 2018/19.

- **Safeguarding concerns progressing to enquiries:** Safeguarding concerns progressing to inquiries are at 48.5%, surpassing the 34% target for Aug-23, with triage times reduced from 20 days to just 3 days.
- **Council Tax Collection:** Despite the continuing cost of living crisis and the challenges of a restructure within the department which has seen on-going recruitment taking place since April, the collection rate continues to be above target and, more importantly for the authority, the value of the cash collected has significantly increased compared to last year.
- **Voluntary turnover (YTD) for RBWM Staff:** In Aug-23 % voluntary turnover (YTD) is 6.47%, tracking well against the target for the month (5.38%). Over the past year, the council has successfully recruited and retained officers in key areas and turnover has stabilised following post Covid-19 pandemic staff movements (Mar:22 16.49% vs 12.90% target). Staff recruitment and retention, however, continues to be a key risk and challenge for the organisation.

#### **Key challenges:**

- **Residential care placements:** Optalis has highlighted challenges in rising residential costs especially for individuals who were previously self-funded. This has increased 12% pre-pandemic to around 33% of total admissions, impacting council budgets.
- **Households in temporary accommodation:** The current cost of living crisis has also impacted the housing service. This, combined with a growing number of asylum seekers, a limited housing stock, and increasing prices for rental properties has placed considerable strain on the provision of temporary accommodation within the borough (43.0% vs 50% target and flagging red).
- **Children referred to social care:** In Q1 2023/24 the number of children referred to social care per 10,000 population is 134 which projects 535 by end of 2023/24, indicative of a high level of need coming through the front door, in line with regional trends. Acknowledging the service's efforts to reduce demand by early intervention, nonetheless any additional placement has high financial impact.
- **Benefit Processing times:** While Benefits processing times are generally being met, this has been a key challenge for the team due to long term vacancies which were unable to be filled till August. Two new staff are now in training. The team has done well to maintain performance over the period with reduced numbers.

## **Risk**

- Risks potentially carrying the most damaging impacts on our measurement scale are classified as key risks. The inclusion of risks within any level of risk register does not mean there is an immediate problem but signifies officers are aware of potential risks and have devised strategies for the implementation of relevant mitigation measures towards the accepted appetite position. Table 2 sets out the current risk assessment status by Directorate.
- Elected Members are notified of the key risks where they are named as the risk owner, typically as part of a Member briefing. Officers are tasked with ensuring that any comments by Members are reflected in the assessment.
- If any risks are of such low impact that there is no good reason to continue referencing them then they are removed from the risk register or re-categorised with a lower risk assessment.

**Table 2: Current risk assessment status by Directorate**

	High	Medium/ high	Medium	Low
RBWM strategic risks	2	4	8	2
Adults, Social Care and Health	0	0	3	0
Chief Executive	0	0	1	0
Children's Services and Education	1	0	0	2
Place	0	4	0	2
Resources	0	0	2	0

## 2. RBWM Council

### **Performance**

2.1 Scorecard 1 sets out cross-cutting corporate metrics and reflects the latest data available at the time of this report's preparation. Please note that preparation of this report has preceded availability of Q2 data for metrics reported on a quarterly frequency.

#### **Information requests processed in time**

- This metric monitors the timeliness of processing Freedom of Information (FOIs), including Environmental Information Requests (EIRs) related to various environmental aspects. There is a one-month time-lag on reporting due to the 20 working days processing timeframe.
- Performance in Jul-23 was 86.2% (81/94), below the 90% target but still within acceptable tolerance thresholds, and a slight improvement on Jun-23 (86.0%, 80/93). Year to date performance is 90.2% (330/366), above the 90% target. This metric will be monitored to assess the need for any corrective actions as necessary.

#### **Sickness for RBWM staff:**

- The days lost to sickness (YTD) as at Aug-23 is green (1.36 vs target of 2.42) and an improvement on Jul-23 (1.10 vs target of 1.93, also green). It is also noted that Aug-23 sickness is lower than 1 year ago (1.92 in Aug-22).
- Hybrid working has seen a reduction in sickness absence as staff who feel that they are well enough to work from home may choose to do so. The council has started recording annual leave within iTrent (HR management system) and is planning an internal communication campaign to promote more sickness absence reporting too via iTrent.
- Trends will be monitored closely during the winter seasons when Covid Boosters and Winter flu vaccinations are rolled out by the NHS.
- Sickness is reported at a Directorate and service-level under "Workforce" in relevant sections of this report.

#### **Voluntary turnover (YTD) for RBWM staff**

- RBWM voluntary turnover includes those who choose to resign or retire. Turnover is calculated by dividing voluntary leavers by the average headcount (headcount at start and end of period / 2). It is acknowledged that some staff-churn is healthy for any organisation and so this measure is configured as a fixed target each month with appropriate tolerance-bandings both above and below the monthly target.
- At Aug-23 % voluntary turnover (YTD) is 6.47%, tracking well against the target for the month (5.38%) and showing an improvement from Jul-23 (5.96% vs 4.30%). The in-month % voluntary turnover for Aug-23 was 0.54%.
- In 2021/22, council turnover exceeded the target (16.42% vs 12.9%) due to post-Covid-19 staff movements. Since then, staff recruitment and retention has

stabilised. However, it remains a challenge and risk for the organisation. Voluntary turnover is reported at Directorate and service-level under “Workforce” in relevant sections of this report. It is noted that where services have fewer staff even a single staff leaving can heavily skew turnover percentages.

## Compliments and Complaints

- Q1 2023/24 saw more than double the number of compliments (120) than complaints (53) for RBWM Formal Corporate complaints process. This is also higher than the previous quarter (79), attributable to both general positive comments by residents/customers and also renewed diligence in various services reporting compliments. Some example compliments received are listed below:

*“Best council I’ve ever dealt with. In all areas: from the benefits section to library, refuse service etc. Every SINGLE person I had any communication with was friendly, polite (cheerful even!) and gave prompt, efficient service every time. Congratulations to whoever heads such a great team and thank you!”*

*“To the excellent team at the Royal Borough of Windsor and Maidenhead THANK YOU for your efficient, friendly and always good service in all the departments I contacted. Unlike some of the Councils I’ve dealt with, I found you all welcoming and helpful and I had none of the anxiety I’ve had with others. Best wishes to you all!”*

*“I contacted the Council regarding completing an SMI form on behalf of my husband. I also contacted the Council regarding completing a Blue Badge application. Each time the phones are answered really quickly (unheard of these days) and the department concerned answers promptly. “*

- The volume of complaints received for Q1 23/24 (53) is the same as last quarter (Q4 22/23: 53) and broadly the same as a year ago (Q1 22/23: 52). It is noted that complaints made to the council enter a process and may not necessarily be found to be upheld. Overall, the volume of complaints for RBWM Formal Corporate complaints process has seen a reduction year on year [20/21 (354); 21/22 (302); 22/23 (168)].
- It is acknowledged that “universal services” such as waste & recycling, council tax, parking) tend to see higher complaints volumes generally, however there can be volatility in volumes of complaints for these areas across quarterly reporting periods due to a range of factors including seasonality (e.g: annual billing for council tax, bin collection during holidays due to collection date changes). In Q1 23/24 the majority of complaints received related to planning applications (15.1%), housing options (15.1%), waste & recycling (13.2%) and parking (11.3%). Waste & recycling complaints showed a reduction from 11 in Q4 22/23 to 7 in Q1 23/24, parking complaints increased slightly from 4 in Q4 22/23 to 6 in Q1 23/24. The council produces an Annual Compliments and Complaints Report, providing detailed focus on volumes of compliments and complaints associated with each of the different complaints processes (Adults

Statutory, Children's Statutory, Children's Corporate, RBWM Formal Corporate), including reasons for complaints, outcomes and lessons learnt.

## Scorecard 1: Corporate cross-cutting performance

Corporate cross-cutting										
Information governance										
Measure	Date	Period Actual	Period trends	Last period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency	
[RBWM:IG1] % of information requests processed within 20 working days or within agreed timelines	Jul 23	86.2%		86.0%	↕	90.2%	90.0%	90.0%	Monthly	
Budget										
Measure	Date	Period Actual	Period trends	Last period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency	
[RBWM:M1] % forecast variance to service revenue budget	Aug 23	7.3%		7.3%	↔	7.3%	0.0%	0.0%	Monthly	
[RBWM:M2] % savings made or on track	Aug 23	45.0%		48.2%	?	45.0%		100.0%	Monthly	
[RBWM:M1a] Forecast variance to service revenue budget (£000s)	Aug 23	£6,707		£6,707	?	£6,707			Monthly	
[RBWM:M2a] Savings made or on track (£000s)	Aug 23	£4,871		£5,270	?	£4,871			Monthly	
[RBWM:M3] Overdue debts (excluding Housing Benefits over-payments) (£000s)	Aug 23	£6,706		£6,706	?	£6,706			Monthly	
Complaints & Compliments										
Measure	Date	Period Actual	Period trends	Last period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency	
[RBWM:C10] # of compliments received (RBWM Formal Corporate)	Jun 23	120		79	?	120			Quarterly	
[RBWM:C6b] # of contacts progressed as complaints (RBWM Formal Corporate)	Jun 23	53		53	?	53			Quarterly	
Workforce										
Measure	Date	Period Actual	Period trends	Last period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency	
[RBWM:P05] # of working days lost to sickness per headcount (YTD)	Aug 23	1.36		1.10	↕	1.36	2.42	5.80	Monthly	
[RBWM:P07] % voluntary turnover (YTD)	Aug 23	6.47%		5.96%	↕	6.47%	5.38%	12.90%	Monthly	
[RBWM:P01] Headcount	Aug 23	559		553	?	559			Monthly	
[RBWM:P02] FTE	Aug 23	505.71		499.71	?	505.71			Monthly	
[RBWM:P06] % voluntary turnover (Month)	Aug 23	0.54%		1.45%	?	0.54%			Monthly	

## **Risk**

2.2 Senior management undertook a comprehensive re-evaluation and revision of the entire strategic risk register during December 2022 and January 2023. Table 3 illustrates the outcomes of this exercise.

2.3 Several new risks were added to the council's strategic risk portfolio from that exercise:

- Impact of winter flu and possible future pathogen variants.
- Uncertainty around the viability and delivery of major schemes and commercial projects involved in regeneration across the entire borough.
- Maintaining workforce stability i.e. Problems in recruitment and retention of staff.
- Cost of living crisis results in increased levels of debt, community tension, and anti-social behaviour.
- Fraud and corruption.
- Mental Health crisis accelerates with impact on RBWM to support consequences.
- Change of political control affects strategic direction of RBWM (this risk has subsequently been removed from the strategic risk register following senior officer review).

2.4 Additional strategic risks added since that exercise:

- Accommodation pressures from increasing demand
- General election planning. This has been on the relevant service risk register for several years but it was felt it ought to be represented as a strategic risk.
- Financial implications arising from the state of the social care market and demand pressures.



**Table 3: Strategic Risks**

Risk	Directorate	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>CLIM12 - Climate change – extreme weather conditions, carbon emissions.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Climate strategy approved Dec 2020.</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>Develop a Climate Change Adaption plan.</li> </ul>	Executive Director Place	12	12	9	Static	29/03/23
<p>HOF6 - Financial strategy does not deal sufficiently with pressures. The council's financial strategy needs to be effective in dealing with pressures. Addressing the impact of several years of low CTax bills is still a major concern. Although the council has increased its reserves up to £10m over the last two years, they are still low compared to other unitary councils.</p> <p>The council currently has an overspend in the current financial year of around £7m and a predicted budget gap for 2024/25 of £6m. Together these would exhaust the council's reserves. It's essential that the council finds additional income or savings in the current budget round to achieve a sustainable balanced budget.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Corporate savings tracker noted monthly at ELT and Cabinet briefing.</li> <li>MTFP and forecast 24/25 budget gap noted at July Cabinet.</li> <li>Strategic business plan process presented at Cabinet briefing June 23.</li> </ul>	Executive Director Resources	12	16	8	Worsening	25/09/23

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Risk	Directorate	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>Bids and savings process to date has widened the budget gap thus departmental “star chambers” will be taking place in September and October 23 to achieve further savings or additional income.</li> </ul>						
<p>SDCHIL25 - Major safeguarding issue leads to significant and preventable harm/death to vulnerable people.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>MASH strengthens response to children and young people at risk of significant harm incl. CSE.</li> <li>Service’s business plan specifically addresses mitigating safeguarding risk.</li> <li>Revised adult and children’s safeguarding partnership arrangements implemented with external scrutineers engaged throughout.</li> </ul>	Executive Director of Adult Social Care & Health/ Executive Director Children's Services and Education	6	6	6	Target achieved	29/03/23
<p>CMT40 – RBWM cannot operate during an emergency or provide support to residents.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Joint Emergency Planning Unit contract.</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>Complete a suite of discrete service business continuity plans</li> </ul>	Executive Director Place	8	8	6	Static	29/03/23
<p>CORP7 - Uncertainty around major schemes and commercial projects.</p> <p>Key mitigations in place:</p>	Executive Director Place	6	6	6	Target achieved	29/03/23

Risk	Directorate	Q1 rating	Q2 rating	Target	Direction	Last review date
<ul style="list-style-type: none"> <li>Prop Co's risk register details regeneration risks with joint venture partners with quarterly board review.</li> <li>Appraisal of all our projects so there's complete understanding of each individual scheme.</li> <li>Introduction of improved governance for Prop Co including creation of new Sharehold Panel to hold company to account.</li> </ul>						
<p>HOF15 - Fraud and corruption leads to loss of council resources.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Strong protocols in place including anti-money laundering, prevention of bribery and anti-corruption policies.</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>SWAP/RBWM risk manager to identify services at risk of large-scale fraud.</li> </ul>	Executive Director Resources	4	4	4	Target achieved	16/08/23
<p>HR25 - IT infrastructure failure, cyber-crime, technological change.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Secure remote working.</li> <li>Networks protected by multiple security layers using firewall and other control technologies.</li> <li>Multiple data centres provide increased resilience.</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>External review of cyber policy.</li> </ul>	Executive Director Resources	8	8	3	Static	13/06/23
sHR26 – Maintaining workforce stability. Problems in recruitment and retention of staff.	Chief Executive	9	9	3	Static	13/06/23

Risk	Directorate	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>• Provision for salary increases in MTFP.</li> <li>• Salary gateways where appropriate.</li> <li>• Consider revisions to posts to attract suitably qualified candidates.</li> </ul> <p>Key mitigations in progress</p> <ul style="list-style-type: none"> <li>• Continual review of terms and conditions and further national benchmarking.</li> </ul>						
<p>POLPER20 - Failure to secure best value for contracted services.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>• Change control mechanisms.</li> <li>• Exit clauses/strategies negotiated.</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>• Improve governance on decentralised contract management.</li> </ul>	Executive Director Resources	8	8	4	Static	20/06/23
<p>POLPER21 - Legislation not responded to effectively leads to external intervention.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>• Assistant directors/managers keep up to date with service developments</li> <li>• Legal advice on decisions is a mandatory part of our report writing mechanism.</li> </ul>	Executive Director Resources	4	4	4	Target achieved	16/08/23
<p>RBWM16 - Impact of winter flu and possible future pathogen variants.</p> <p>Key mitigations in place:</p>	Executive Director of Adult Social Care & Health	16	12	8	Improving	29/03/23

Risk	Directorate	Q1 rating	Q2 rating	Target	Direction	Last review date
<ul style="list-style-type: none"> <li>RBWM Outbreak Control Plan.</li> <li>Hospitals have critical incident plans e.g., postpone non-urgent operations. Priority that beds are available for seriously ill patients.</li> </ul>						
<p>SDCHIL26 - Cost of living crisis - increased levels of debt, community tension, anti-social behaviour.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>HSF pilot well established.</li> <li>Active communication about ways of getting support (Here to Help).</li> <li>Engagement with voluntary sector to support with Household Support scheme.</li> </ul>	Executive Director of Adult Social Care & Health	6	6	6	Target achieved	28/06/23
<p>SDCHIL27 – a potential increase in residents suffering complex mental health disorders could impact on RBWM to support the consequences.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Engage with ICB and ICP to ensure that health services prioritise mental health services.</li> <li>Develop "Mental Health in School" teams across the borough</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>Public health strategy alignment.</li> <li>Progress in Frimley ICB.</li> </ul>	Executive Director of Adult Social Care & Health	9	9	3	Static	28/06/23
<p>New for Qtr 2 - Failures in running an election leads to loss of confidence by electorate in RBWM.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Mandatory training for staff involved.</li> </ul>	Deputy Director of Law and Governance		3	3	New strategic risk	n/a

Risk	Directorate	Q1 rating	Q2 rating	Target	Direction	Last review date
<ul style="list-style-type: none"> <li>Guidance provided by the Electoral Commission incl. polling station, verification and count centre risks.</li> <li>Election project group chaired by the RO, comprising senior officers. Group maintains an elections project risk register.</li> </ul>						
<p>New for Qtr 2 - increasing migration and movement of people placed in local hotels could result in an increased demand on RBWM's critical front-line services.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Local Berkshire and national meetings to ensure RBWM is notified of when asylum seekers are appearing.</li> <li>Work with the Home Office, Clearsprings etc to try and find a solution to growing numbers of asylum seekers in hotels.</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>Improve early notification process by having access to the asylum placement information portal.</li> <li>Recognised budget pressures and reflect in MTFP.</li> </ul>	Executive Director of Adult Social Care & Health/ Executive Director Children's Services and Education Executive Director of Place		9	3	New strategic risk	n/a
<p>New for Qtr 2 – financial implications arising from the state of the social care market and demand pressures.</p> <p>Key mitigations in place:</p> <ul style="list-style-type: none"> <li>Implementation of robust management controls in Optalis to manage funding packages and spend.</li> </ul> <p>Key mitigations in progress:</p> <ul style="list-style-type: none"> <li>Transitions strategy.</li> <li>Commissioning plan for supported housing</li> </ul>	Executive Director of Adult Social Care & Health/ Executive Director Children's Services and Education		9	6	New strategic risk	n/a

## Audit

2.5 The purpose of inclusion in this report is to monitor the implementation of the highest priority actions agreed (priority 1). The audits selected for monitoring are those where high corporate risks have been reported. These are listed in Table 4. Oversight of Internal Audit delivery is the responsibility of the Audit and Governance Committee.

**Table 4: Audits Priority 1**

<b>Name of Audit</b>	<b>Priority 1 Action</b>	<b>Responsible Officer</b>	<b>Agreed date for implementation</b>	<b>Progress Update</b>
Business Continuity Planning	All services to complete a Business Impact Analysis (BIA)	ED Place	31/01/2024	All services that have yet to complete a Business Impact Analysis will do so, with support from the Joint Emergency Planning Unit (JEPU), where necessary. This will include the recovery solutions needed to resume any critical business processes identified from the analysis.
	All services to complete a Business Continuity Plan (BCP)	ED Place	31/11/2023	In progress with 30% completed, 8 workshop sessions booked and aiming to complete by end of November.
	A corporate BIA to exercise to be completed and incorporated in the corporate BCP	Service Manager – Joint Emergency Planning Unit	31/01/2024	Once all services have completed their service BCPs and Business Impact Analysis, JEPU will update the corporate BCP and present this to CMT for approval.
	A process of review of BCPs to be put in place for all high value contracts.	ED Place	31/12/2023	Target critical service providers and liaise with our procurement colleagues to review the arrangements in place.
Contract Management	Implement a contract management framework and associated guidance	Procurement Manager	31/12/2023	On course for 31/12/2023
	Review the published contract register to ensure completeness and	Procurement Manager	31/03/2023	Review completed in August 2023 and now compliant with the Code.

Name of Audit	Priority 1 Action	Responsible Officer	Agreed date for implementation	Progress Update
	compliance with the Local Transparency Code 2015			
	Complete analysis to identify spend where a contract is needed and agree how compliance can be achieved	Procurement Manager	31/03/2023	Analysis completed. Agresso updated following spend reports and client updates.
	Deliver contract management training to all contract managers	Head of HR	31/03/2023 – <b>Overdue</b>	Procurement will arrange corporate training on contract management principles for all relevant officers by December 2023.
	Analysis undertaken to identify and take action in relation to all agency off-contract spend	Head of HR	31/12/2023	Agency usage is monitored by HR and shared with DMTs monthly
	Procedure to authorise alternatives to the agency corporate contract to be agreed.	Head of HR	31/12/2023	To be completed by the newly requested post
S106 Agreements	Agree a process which sets out roles and responsibilities and the arrangements for recording, monitoring and collecting financial contributions	Service Lead Infrastructure	30/09/2023	On track for completion by the end of September
	Agree a proactive approach to alerting a designated officer for each agreement when a contribution milestone is reached and payment is due.	Service Lead Infrastructure	30/09/2023	On track for completion by the end of September
	To maintain a full audit trail. To consider using Exacom or similar as a management system for S106 agreements and payments.	Service Lead Infrastructure	30/09/2023	On track for completion by the end of September



### 3. Adult Social Care & Health Directorate

#### **Performance**

- 3.1 Scorecard 2 sets out Key Performance Indicators (KPIs) for the Adult Social Care & Health Directorate and reflects the latest data available at the time of this report's preparation. Please note that preparation of this report has preceded availability of Q2 data for metrics reported on a quarterly frequency.
- 3.2 Of the 13 metrics reported there are: 4 red, 0 amber, 3 green and 6 non-targeted metrics for monitoring. There are 3 annual metrics sourced from the Adult Social Care Outcomes Framework (ASCOF) where data is available a year in arrears (2/3 ASCOF measures).
- 3.3 The “% of clients engaged in treatment that are showing ‘substantial progress’” is a new metric, and previous national metrics related to successful completions and re-presentation rates. Q1 23/24 figures are indicative, up to the month of May-23 due to a data lag from National Drug Treatment Monitoring System (NDTMS) at the time of this report's preparation. The Q1 figure is 42%, which is below the target of 55.4% (red), however it is broadly in line with national figure of 47%. There is an ongoing effort by NDTMS to improve data collection, currently standing at 89% data completeness.
- 3.4 The proportion of older people (aged 65 years and over) who were still at home 91 days after having a period of reablement discharged from hospital is a snapshot in time from October to March, i.e. relates to people who receive reablement in October, November and December. Since January 2023, the service has taken a “Home First” approach, jointly funded by the NHS, to provide patients with support at home or intermediate care, and those numbers are not included as part of this metric. The cohort of older people (aged 65+yrs) who are tracked within this metric is therefore very small, and are usually those extremely vulnerable going into reablement and who may therefore require repeat visits to hospitals or may unfortunately pass away within the 91-day time period after discharge. At Aug-23, this metric is 75%, below the target (80%) and flagging red for the first time since Apr-23. Going forward, we will ensure that both people who are supported by Home First and reablement from Short Term Services and Reablement are included in the cohort.
- 3.5 **Key successes:**
- Smoking Cessation**
- In Q1 2023/24 66.7% (64/96) service-users (tier 3) had successfully quit smoking at 4 weeks. Q1 performance follows a steady improvement trend from 57% in Q3 2022/23 and exceeds the target of 60%.
  - Public Health at RBWM and Bracknell Forest Council have commissioned a vaping insights project to explore young people's use of, and attitudes

towards, e-cigarettes and vaping. Public Health is linking with schools to share the most up-to-date information and guidance on managing vaping amongst children and young people.

### **Safeguarding concerns progressing as enquiries**

- The proportion of safeguarding concerns progressing to enquiries has seen a steady increase from 10.7% (Jun-23) to 48.5% in Aug-23. Referrals made to the safeguarding hubs is the first step to safeguarding adults. Referrals are considered and, if necessary, progressed to enquiry.
- The service acknowledges an improvement in allocation times reducing triage times from 20 days to 3 days.

### **3.6 Key challenges:**

#### **Statutory service establishment posts filled with permanent staff**

- As at Aug-23, % of statutory service establishment posts filled with permanent staff is at 72% below target of 90% (red). This metric has broadly been in the range of 70% since April and below target (90%). Wider factors contributing to unfulfilled vacancies include salary disparities with local authorities, an increased demand and a shortage of experienced staff, creating it a job seeker's market.
- The council is planning to undertake a study, under "invest to save" initiative, to explore long term benefits of recruiting permanent staff over agency staff for improved role stability in their roles and sustained service delivery.

#### **Admissions to care for those aged 65yrs + per 100,000**

- Aug-23 reports 38 admissions to care for those aged 65+ per 100,000, below the target of 56 and flagging green. August figures are, however, higher than previous months' and this reverses the positive downward trend from May to July.
- Almost a third of permanent admissions to care homes are for those that were previously self-funded. In Aug-23, 20% of new permanent admissions were those who were previously self-funded, down from previous months (in the range of 30%) however still higher than pre-pandemic period (around 10-12%). Post-covid impacts and increased costs of care are likely factors especially in placements to nursing care.
- The council is working closely with Property Company to find suitable properties for care homes.

## Scorecard 2: Adult Social Care & Health Directorate

Adult Social Care & Health Directorate										
Health improvement										
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening	YTD Actual	YTD Target	YE Target	Frequency	
% of service users (tier 3) who have successfully quit smoking at 4 weeks	Jun 23	66.7%		62.2%	↑	66.7%	60.0%	60.0%	Quarterly	
[DA2:19] % of clients engaged in treatment that are 'showing substantial progress' (Drug & Alcohol)	Jun 23	42.0%		42.0%	?	42.0%	55.4%	55.4%	Quarterly	
% of service-users who lost any amount of weight at the end of active intervention	Jun 23	68.4%			?	68.4%	75.0%	75.0%	Quarterly	
Complaints & Compliments										
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening	YTD Actual	YTD Target	YE Target	Frequency	
[Opt:C1b] # of contacts progressed as complaints (Adults)	Jun 23	11		6	?	11			Quarterly	
[Opt:C5] # of compliments received (Adults)	Jun 23	8		10	?	8			Quarterly	
Adult social care										
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening	YTD Actual	YTD Target	YE Target	Frequency	
% of safeguarding concerns progressing to enquiry	Aug 23	48.5%		34.0%	↑	48.5%	34.0%	34.0%	Monthly	
% of statutory service establishment posts filled with permanent staff	Aug 23	72.0%		72.0%	→	72.0%	90.0%	90.0%	Monthly	
[ASCOF] % of clients with Learning Disabilities in settled accommodation	Mar 22	79.3%			?	79.3%			Annual	
[ASCOF] % of Mental Health clients securing appropriate employment	Mar 22	11.0%			?	11.0%			Annual	
[ASCOF] % satisfied/very satisfied with the care & support services they receive (exc LD customers)	Mar 23	71.0%		65.1%	?	71.0%			Annual	
# of permanent admissions to care for those aged 65yrs+ per 100,000	Aug 23	38		26	↑	216	276	668	Monthly	
% of older people (aged 65 and over) who were still at home 91 days after discharge from hospital	Aug 23	75.0%		80.0%	↓	75.0%	80.0%	80.0%	Monthly	
% of permanent admissions to a care home for those aged 65yrs+ (previously self-funded)	Aug 23	20.0%		33.3%	?	20.0%			Monthly	

## Risk

3.7 Table 5 sets out the current key risks for the directorate.

**Table 5: Adult Social Care & Health Directorate key risks**

Risk	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>HSG0006 - Inadequate strategic planning between children's services, adults and health.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>• Robust management controls to manage funding packages and spend.</li> <li>• Procedures to plan and manage transitions between children's and adult services.</li> </ul>	8	8	6	Static	23/06/23
<p>HSG0009 - Failure to meet aspiration of suitably integrated health and social care.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>• Work with the NHS to develop the ICS as part of the NHS long term plan.</li> <li>• Strong governance - integrated health &amp; social care commissioning board takes risk-based decisions on BCF progress/performance.</li> </ul>	6	6	6	Static	28/06/23
<p>HSG0007 - Increased demand resulting from adult social care demographics.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>• Market management by strategic commissioning.</li> <li>• Collaborative commissioning with NHS and other East Berkshire authorities on a range of provision, including intermediate care.</li> </ul>	6	6	6	Static	28/06/23

## Workforce

3.8 Scorecard 3 outlines workforce information for the Adult Social Care & Health Directorate. Please note that the workforce data does not include figures for Optalis.

### Scorecard 3: Workforce: Adult Social Care & Health Directorate

Adult Social Care & Health Directorate Workforce								
Headcount								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Adult Social Care & Health Directorate	Aug 23	27		26	?			Monthly
Public Health	Aug 23	8		7	?			Monthly
Safeguarding Information & Advice	Aug 23	6		6	?			Monthly
Transformation & Community Partnerships	Aug 23	11		11	?			Monthly
FTE								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Adult Social Care & Health Directorate	Aug 23	23.43		22.43	?			Monthly
Public Health	Aug 23	7.60		6.60	?			Monthly
Safeguarding Information & Advice	Aug 23	3.68		3.68	?			Monthly
Transformation & Community Partnerships	Aug 23	10.65		10.65	?			Monthly
Working days lost to sickness per headcount YTD								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Adult Social Care & Health Directorate	Aug 23	0.29		0.30	↕	2.42	5.80	Monthly
Public Health	Aug 23	0.36		0.40	↕	2.42	5.80	Monthly
Safeguarding Information & Advice	Aug 23	0.14		0.14	↕	2.42	5.80	Monthly
Transformation & Community Partnerships	Aug 23	0.33		0.33	↕	2.42	5.80	Monthly
Voluntary turnover (Month)								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Adult Social Care & Health Directorate	Aug 23	0.00%		0.00%	?			Monthly
Public Health	Aug 23	0.00%		0.00%	?			Monthly
Safeguarding Information & Advice	Aug 23	0.00%		0.00%	?			Monthly
Transformation & Community Partnerships	Aug 23	0.00%		0.00%	?			Monthly
Voluntary turnover (YTD)								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Adult Social Care & Health Directorate	Aug 23	7.27%		7.41%	↕	5.38%	12.90%	Monthly
Public Health	Aug 23	23.53%		25.00%	↕	5.38%	12.90%	Monthly
Safeguarding Information & Advice	Aug 23	0.00%		0.00%	↔	5.38%	12.90%	Monthly
Transformation & Community Partnerships	Aug 23	0.00%		0.00%	↔	5.38%	12.90%	Monthly

## 4. Chief Executive Directorate

### Performance

4.1 There are no performance indicators reported by this Directorate.

### Risk

4.2 Table 6 sets out the current key risks for the directorate.

**Table 6: Chief Executive Directorate key risks**

Risk	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>CMT40 - Insufficient emergency response or business continuity planning (BCP) failure.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"><li>• Inter authority agreement with JEPU in place (RBWM, WBDC and BFBC) to provide resilience with experts in the field.</li></ul> <p>Mitigations in progress:</p> <ul style="list-style-type: none"><li>• Service BCPs continuing development.</li><li>• JEPU to run a BCP test in the form of a whole-council exercise during 2023-2024.</li></ul>	8	8	8	Static	23/05/23

### Workforce

4.3 Scorecard 4 outlines workforce information for the Chief Executive's Directorate. There are no concerns in relation to sickness, with number of days lost to sickness well below the target for Aug-23. There are no concerns in relation to % voluntary turnover (YTD) as reported amber values (12.50% for Chief Executive Directorate and 12.90% for Strategy, Performance & Communications Service) are due to staff leaving a small team, which significantly inflates reported percentages.

## Scorecard 4: Workforce: Chief Executive's Directorate

Chief Executive Directorate: Workforce								
Headcount								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Chief Executive Directorate	Aug 23	16		16	?			Monthly
Strategy, Performance & Communications	Aug 23	15		15	?			Monthly
FTE								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Chief Executive Directorate	Aug 23	15.41		15.41	?			Monthly
Strategy, Performance & Communications	Aug 23	14.41		14.41	?			Monthly
Working days lost to sickness per headcount YTD								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Chief Executive Directorate	Aug 23	0.05		0.05	↕	2.42	5.80	Monthly
Strategy, Performance & Communications	Aug 23	0.06		0.06	↕	2.42	5.80	Monthly
Voluntary turnover (Month)								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Chief Executive Directorate	Aug 23	0.00%		0.00%	?			Monthly
Strategy, Performance & Communications	Aug 23	0.00%		0.00%	?			Monthly
Voluntary turnover (YTD)								
Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Chief Executive Directorate	Aug 23	12.50%		12.50%	↕	5.38%	12.90%	Monthly
Strategy, Performance & Communications	Aug 23	12.90%		12.50%	↕	5.38%	12.90%	Monthly

## 5. Children's Services & Education Directorate

### Performance

5.1 Scorecard 5 sets out KPIs for the Children's Services & Education Directorate and reflects the latest data available at the time of this report's preparation. Please note that preparation of this report has preceded availability of Q2 data for metrics reported on a quarterly frequency. Of the 15 metrics reported there are: 1 red, 1 amber, 8 green and 5 non-targeted indicators for monitoring. The service is currently reviewing its targets and tolerance thresholds for all metrics, and this will be reflected in Q2 2023/24.

#### 5.2 Key successes:

- In Q1 23/24 8/10 targeted measures are green and 6/10 target-based measures have either maintained Q4 22/23 performance or improved.

#### **Education, Health and Care Plans assessments:**

- The percentage of Education, Health and Care Plan (EHCP) assessments (including exceptions) completed within 20 weeks (97.8%, 44/45), is above the 90% target for Q1 23/24 and exceeding the most recently published national average. Performance can be attributed to the realignment and training initiatives undertaken in the SEN Team, positively impacting staff, enabling them to enhance their knowledge and skills, resulting in more timely assessments.

#### **Care Leavers**

- The care leaver service is also acknowledged to have seen a rise in the proportion of care leavers in education, employment and training (19-21yr olds) to 67.3% (37/55) in Q1 23/24 compared to 58.3% (35/60) in Q4 22/23. Performance remains strong in relation to the proportion of care-leavers living in suitable accommodation (19-21yr olds) at 96.4% (53/55).

#### 5.3 Key challenges:

##### **Children referred to social care per 10,000 population (cumulative)**

- While it is acknowledged that referrals to social care is positive in relation to safeguarding children, and therefore welcome, the service is collaborating with GPs and schools to increase understanding of when a referral is appropriate in order to reduce the numbers of referrals which lead to no further action. This aims to ensure that staff are focusing on the right referrals.
- In Q1 23/24 the number of children referred to social care per 10,000 population is 134 which projects 535 by end of 23/24. Although lower than Q1 22/23 (173), this is still indicative of a high level of need coming through the front door. Quarterly South East Sector Led Partnerships (SESLIP) benchmarking data indicates that an increased level of demand continues to be seen across the South East region and, as at the end of Q4 22/23 (most recently available data) the regional average rate was 162.



- The service acknowledges that a strong early intervention service is in place to reduce demands, however where residential placements are required they are, like adults services, invariably at high-cost which is causing budget pressure.

### **In house foster placements**

- The percentage of children placed within in-house foster placements is green in Q1 23/24 with figures at 67.9% (53/78), above the target of 50%. It is noted that there has been a general decline in the number of children in foster placements over the two years (95 in Q1 20/21 to 78 in Q1 23/24). While the metric is consistently performing above targets, it is raised as a challenge because more elderly foster carers are likely to retire and there is a need to plan ahead to look for suitable alternatives.
- The service is implementing a 'Connected Carers' initiative, working with extended families of the children to provide them placements in a more familiar familial setting.
- The council views the affluence of the borough with higher percentage of detached and semi-detached properties as a positive opportunity to explore increases in in-house foster placements.

## Scorecard 5: Children's Services & Education Directorate

Children's Services & Education Directorate									
Domestic abuse									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
# of children in households of MARAC referrals (including repeats)	Jun 23	33		13	?	33			Quarterly
# of reports to police in RBWM (crimes + non-crimes)	Jun 23	712		771	?	712			Quarterly
Complaints & Compliments									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
[AfC:C1b] # of contacts progressed as complaints (Children's)	Jun 23	21		28	?	21			Quarterly
[AfC:C5] # of compliments received (Children's)	Jun 23	27		22	?	27			Quarterly
Children & young people									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
[AfC:16] # of children referred per 10,000 population (cumulative)	Jun 23	134.00		588.00	➡	134.00	115.75	463.00	Quarterly
[AfC:21] % of children subject to a CPP for 2+wks visited within last 10working days	Jun 23	96.5%		90.6%	➡	96.5%	95.0%	95.0%	Quarterly
[AfC:33] % of children placed with in-house foster placements	Jun 23	67.9%		64.9%	➡	67.9%	50.0%	50.0%	Quarterly
[AfC:35] % of care-leavers in education, training and employment (19-21yr olds)	Jun 23	67.3%		58.3%	➡	67.3%	50.0%	50.0%	Quarterly
[AfC:6] % of eligible children receiving a 6-8wk review within 8wks	Jun 23	86.2%		78.8%	➡	86.2%	70.0%	70.0%	Quarterly
[AfC:3] % of EHCP assessments completed within 20wks (inc exceptions)	Jun 23	97.8%		97.8%	➡	97.8%	90.0%	90.0%	Quarterly
[AfC:38] % of referrals closed in the period with a positive outcome	Jun 23	94.2%		97.1%	?	94.2%			Quarterly
[AfC:15] # of first-time entrants into youth justice system	Jun 23	6		3	➡	6	11	45	Quarterly
[AfC:2] % of borough schools rated by Ofsted as good/outstanding	Jun 23	90.9%		93.9%	➡	90.9%	95.0%	95.0%	Quarterly
[AfC:34] % of care-leavers living in suitable accommodation (19-21yr olds)	Jun 23	96.4%		96.7%	➡	96.4%	80.0%	80.0%	Quarterly
[AfC:7] % of children with a review at 2-2.5 years of age	Jun 23	72.0%		73.3%	➡	72.0%	70.0%	70.0%	Quarterly

## Risk

5.4 Table 7 sets out the current key risks to the directorate.

**Table 7: Children's Services & Education Directorate key risks**

Risk	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>SSS017 - Failure to improve standards in our schools.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>• Termly meetings with all Heads and Chairs of Governors, engaging regional Ofsted lead as appropriate, to drive education agenda.</li> <li>• Maintain the education and early years link approach with risk assessed identification of challenging schools.</li> </ul>	4	4	4	Static	21/07/23
<p>SSS018 - Exposure to health and safety risks in schools.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>• Ongoing programme of fire safety works.</li> <li>• Asbestos management surveys in place.</li> <li>• Electrical testing up to date.</li> </ul>	4	4	4	Static	21/07/23
<p>SSS019 - Maintain a satisfactory level of health or development for children with complex and multiple needs.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>• Capital funding secured to increase the number of special units attached to mainstream schools</li> <li>• Intensive Support team work to avoid children coming into the care of the council/reunify with their family when safe to do so.</li> </ul> <p>Mitigations in progress:</p> <ul style="list-style-type: none"> <li>• RBWM to have one of 33 new special free schools being created nationally.</li> </ul>	n/a	12	6	New risk from 21/07/23	21/07/23

## Workforce

5.5 Scorecard 6 outlines workforce information for the Children's Services & Education Directorate. Please note that the workforce data does not include figures for Achieving for Children. Key indicators related to vacancy and agency rates within Achieving for Children will be reportable from Q2 onwards.

### Scorecard 6: Workforce: Children's Services & Education Directorate

#### Children's Services & Education Directorate: Workforce

##### Headcount

Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Children's Services & Education Directorate	Aug 23	2		2	?			Monthly

##### FTE

Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Children's Services & Education Directorate	Aug 23	2.00		2.00	?			Monthly

##### Working days lost to sickness per headcount YTD

Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Children's Services & Education Directorate	Aug 23	2.00		2.00	↗	2.42	5.80	Monthly

##### Voluntary turnover (Month)

Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Children's Services & Education Directorate	Aug 23	0.00%		0.00%	?			Monthly

##### Voluntary turnover (YTD)

Org Structure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Children's Services & Education Directorate	Aug 23	0.00%		0.00%	↘	5.38%	12.90%	Monthly

#### Achieving for Children: Workforce

Measure	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
Vacancy rate in front line social worker posts	Sep 23				?			Quarterly
Agency rate in front line social worker posts	Sep 23				?			Quarterly

## 6. Place Directorate

### Performance

6.1 Scorecard 7 sets out KPIs for the Place Directorate and reflects the latest data available at the time of this report's preparation. Please note that preparation of this report has preceded availability of Q2 data for indicators reported on a quarterly frequency. Of the 18 metrics reported and where latest data (either Q1 23/24 or latest monthly data) is available, there are: 0 red, 2 amber, 8 green (where 1 metric relates to Q4 22/23 data) and 8 non-targeted metrics for monitoring.

#### 6.2 **Key successes:**

- At the time of preparation of the report, there has been in-period improvement of 5/8 green metrics and 2/8 being at 100% in the last 3 months.

#### **Leisure Centre attendances**

- The number of attendances at leisure centres (LC) has increased since Feb-23 reaching a record high of 312,154 in Aug-23, the highest since reporting began in 2017, and with high attendances at both the Braywick and Windsor leisure centres particularly. Contributing factors include the maturing offerings at Braywick LC, now in its third year since opening its doors in Summer 2020; initiatives like free youth swim sessions, and potentially inclement weather in summer driving indoor activities.

#### **Planning applications processed within timeframe**

- There has been overall improvement in planning applications processed in time, with all categories (major/minor/other) either above target for Q1 23/24 (major/minor) or showing an improvement over the last 2 quarters (minor/other). The Assistant Director for Planning acknowledges that voluntary turnover has previously impacted processing times and so while performance is seeing an improvement, there remains a backlog of applications.

#### **Incidents and complaints in relation to Anti-social behaviour**

- While there is no polarity or targets associated with the number of anti-social behaviour (ASB) incidents and complaints (142 in Q1), or the number of group dispersals across the borough (91 in Q1), it is noted that there has been an increase in both compared to Q4 22/23. Seasonality affects both indicators, however the number of ASB incidents & complaints shows a 492% increase in Q1 23/24 compared to Q1 22/23. This is due to active promotion of reporting lines by the Community Safety team in their Community Engagement & Crime prevention stands across the borough and there are currently no concerns about these metrics.
- It is also acknowledged that there is a grey area in what can be perceived as an ASB by a complainant and may not be so, however once a complaint is

received, community wardens are sent to assess the situation and take appropriate action.

### 6.3 Key challenges:

#### Households in temporary accommodation

- The number of households in temporary accommodation is 230 in Aug-23, broadly in line with monthly trends since Apr-21 but the highest it's been since Dec-22 (235). The % of households in temporary accommodation within the borough is 43% in Aug-23, below the target of 50% and following a month-on-month downward trend since May-23 (46.2%).
- There are significant challenges including limited housing stock, cost of living crisis, and increases in property prices and rents. Additional pressures faced by the Housing Service include housing asylum seekers, and Government decision to freeze Local Housing allowance rates for 2023/24.
- Separately, increases in rent for private rental properties, coupled with other factors like loss of jobs or cost of living crisis, also sees an increase in rough sleepers who are not placed in temporary accommodation.
- The service is looking at a range of options to secure more housing stock within the borough, including looking at its own assets and externally funding sources such as Community Infrastructure Levy (CIL) and central government funding. The service is also liaising with partners and charities to secure accommodation and work for rough sleepers.

#### Recycling rates

- *Latest waste management data has not been provided for this report due to the team being acutely short staffed and with a wide range of services in its remit in addition to waste and recycling.*
- Anecdotal evidence indicates the recycling rates might decline. There is potential to run a promotion campaign to encourage residents to recycle more, however with staff shortages this campaign is yet to be confirmed. Latest available data for the proportion of household waste sent for reuse, recycling (Q4 22/23) is 52.1% above target of 50% and green. Latest available data for the average number of missed collections per 100,000 collections relates to Jul-23 (19.25 vs target of 60 and flagging green).

## Scorecard 7: Place Directorate

Place Directorate									
Planning applications									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
[P:2] % of minor planning applications processed in time	Jun 23	80.6%		80.5%	↕	80.6%	70.0%	70.0%	Quarterly
[P:3] % of other planning applications processed in time	Jun 23	84.0%		80.3%	↕	84.0%	85.0%	85.0%	Quarterly
[P:1] % of major planning applications processed in time	Jun 23	80.0%		100.0%	↘	80.0%	65.0%	65.0%	Quarterly
Community safety									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
# of ASB interventions	Jun 23	0		3	?	0			Quarterly
# of group dispersals across the borough	Jun 23	91		6	?	91			Quarterly
Number of ASB incidents & complaints	Jun 23	142		129	?	142			Quarterly
Environmental health & Trading standards									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
[HEHTS:01] % food businesses that are broadly compliant with food law	Aug 23	86.4%		88.0%	↘	86.4%	80.0%	80.0%	Monthly
[HEHTS:02] # of properties/dwellings improved formally and informally	Jun 23	10			?	10			Quarterly
[HEHTS:03] % of complaints (noise) that result in abatement notices	Aug 23	0.0%		0.0%	?	0.0%			Monthly
[HEHTS: 04] # of test purchase operations (TPOs) for age restricted products	Jun 23	4		0	?	4			Quarterly
Leisure centres									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
# of attendances at leisure centres	Aug 23	312,154		269,932	↕	1,285,320	794,819	2,010,286	Monthly
Highways									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
(Vol:4) % of 24hr orders responded to on time	Aug 23	100.0%		100.0%	↔	98.9%	98.0%	98.0%	Monthly
(Vol:5) % of emergency 2hr orders responded to on time	Aug 23	100.0%		100.0%	↔	99.5%	98.0%	98.0%	Monthly

### Waste management & recycling

Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening	YTD Actual	YTD Target	YE Target	Frequency
(4.2.1) % of household waste sent for reuse, recycling	Mar 23	52.1%		51.2%	↑	51.7%	50.0%	50.0%	Quarterly
(Ser:1) Average no. missed collections per 100,000 collections	Jul 23	19.25		21.15	↓	19.33	60.00	60.00	Monthly

### Housing

Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening	YTD Actual	YTD Target	YE Target	Frequency
% of households in temporary accommodation that is located within the borough	Aug 23	43.0%		43.3%	↓	43.0%	50.0%	50.0%	Monthly
# of households in temporary accommodation	Aug 23	230		224	?	230			Monthly
% successful homelessness prevention activity for households subject to the Prevention/Relief duty	Aug 23	24.6%		33.1%	?	12.3%			Monthly

## Risk

6.4 Table 8 sets out the key risks to the directorate.

**Table 8: Place Directorate key risks**

Risk	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>HOUS02 - Costs of temporary accommodation increasing beyond capacity to fund.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>Prioritise and manage placements to ensure full occupancy.</li> <li>Homelessness and Rough Sleeping Strategy 18-23.</li> </ul> <p>Mitigations in progress:</p> <ul style="list-style-type: none"> <li>Seek out new providers, negotiating lower cost and ceasing high-cost placements.</li> <li>Look at alternative options such as social housing stock levels and private landlords.</li> </ul>	9	9	6	Static	21/06/23
HPLAND019 – Failure to undertake inspections of council trees and delivering works.	9	9	8	Static	13/12/22













Risk	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>Safety works are raised through the Arboriculture Services Framework.</li> <li>Inspections targeted at trees in urban areas, as this is where impacts on tree health are the most frequent and significant.</li> </ul> <p>Mitigations in progress:</p> <ul style="list-style-type: none"> <li>Contracted inspections ceased end of 21/22 financial year. Budget proposals for 23/24.</li> </ul>					
<p>IST02 - Flood risk is not sufficiently dealt with by preventative and responsive measures.</p> <p>Mitigations in place</p> <ul style="list-style-type: none"> <li>RBWM emergency plan and flooding risk management strategy</li> <li>Multi agency response plan co-ordinated by flood risk manager.</li> </ul> <p>Mitigations in progress:</p> <ul style="list-style-type: none"> <li>A workshop has been completed with JEPU to identify gaps with a flooding exercise planned for October 23.</li> </ul>	4	4	4	Static	22/05/23
<p>PPS013 - Failure to assess resources and demands resulting from cold weather.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>A comprehensive annual winter maintenance plan is in place detailing the roles and responsibilities of contractors.</li> <li>Risk assessments behind road treatment strategy. Contractors also have their own risk assessments for carrying out the works.</li> </ul>	2	2	2	Static	23/05/23

## Workforce

6.5 Scorecard 8 outlines workforce information for the Place Directorate. There are no concerns in relation to working days lost to sickness which is well below target for the Directorate as a whole and all related services in Aug-23.

### Scorecard 8: Workforce: Place Directorate

Place Workforce								
Headcount								
Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Place Directorate	Aug 23	215		213	?			Monthly
Housing and Environmental Health	Aug 23	57		57	?			Monthly
Infrastructure, Sustainability and Economic Growth	Aug 23	50		49	?			Monthly
Neighbourhood Services	Aug 23	52		53	?			Monthly
Planning	Aug 23	55		53	?			Monthly
FTE								
Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Place Directorate	Aug 23	199.50		197.50	?			Monthly
Housing and Environmental Health	Aug 23	55.16		55.35	?			Monthly
Infrastructure, Sustainability and Economic Growth	Aug 23	42.83		41.64	?			Monthly
Neighbourhood Services	Aug 23	48.94		49.94	?			Monthly
Planning	Aug 23	51.57		49.57	?			Monthly

### Working days lost to sickness per headcount YTD

Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Place Directorate	Aug 23	1.16		0.95	➔	2.42	5.80	Monthly
Housing and Environmental Health	Aug 23	2.15		1.90	➔	2.42	5.80	Monthly
Infrastructure, Sustainability and Economic Growth	Aug 23	0.05		0.00	➔	2.42	5.80	Monthly
Neighbourhood Services	Aug 23	1.55		1.11	➔	2.42	5.80	Monthly
Planning	Aug 23	0.74		0.68	➔	2.42	5.80	Monthly

### Voluntary turnover (Month)

Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Place Directorate	Aug 23	0.95%		0.95%	?			Monthly
Housing and Environmental Health	Aug 23	1.80%		1.80%	?			Monthly
Infrastructure, Sustainability and Economic Growth	Aug 23	0.00%		0.00%	?			Monthly
Neighbourhood Services	Aug 23	0.00%		1.92%	?			Monthly
Planning	Aug 23	1.75%		0.00%	?			Monthly

### Voluntary turnover (YTD)

Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Place Directorate	Aug 23	7.57%		6.65%	➔	5.38%	12.90%	Monthly
Housing and Environmental Health	Aug 23	9.01%		7.21%	➔	5.38%	12.90%	Monthly
Infrastructure, Sustainability and Economic Growth	Aug 23	4.30%		4.35%	➔	5.38%		Monthly
Neighbourhood Services	Aug 23	1.94%		1.92%	➔	5.38%	12.90%	Monthly
Planning	Aug 23	14.04%		12.50%	➔	5.38%	12.90%	Monthly

## 7. Resources Directorate

### Performance

7.1 Scorecard 9 sets out KPIs for the Resources Directorate and reflects the latest data available at the time of this report's preparation. Of the 6 metrics reported there are: 1 red, 2 amber, and 3 green.

#### 7.2 Key successes:

##### **Council Tax collection rates**

- At Aug-23, the % of council tax collected is 49.22%, above the target of 48.90% and above monthly targets for the last 3 months. In cash terms this is £3.5m more collected this year compared to same time last year. Latest benchmarking data puts RBWM's council tax collection rates for the year 2022/23 (98.55%) higher than England (96.02%).

##### **Processing new benefits claims (Housing Benefits)**

- The average number of days to process new claims is 9.59, flagging green for the first time in 2023/24 following a steady improvement trend. The year-to-date figure is 13.94 (amber), just short of target of 12. Council performance is better than both the South East and England over the last 12 months with the exception of Dec-22 (Mar -22 to Mar-23, latest benchmarking data).
- It is acknowledged that figures are retrospectively adjusted by the Department for Work and Pensions and these figures will be updated as confirmed by the DWP.

#### 7.3 Key challenges:







##### **Non-domestic rates collection**

- Staff shortages have impacted Revenue, Benefits, Library & Resident Services across a number of service-delivery areas, including difficulty filling an NNDR (National Non-Domestic Rates) vacancy from September 2022. This vacancy has now been filled but the officer has not yet started. This, coupled with processing other Government schemes, has impacted performance.
- The % of non-domestic rates collected is 49.53%, above the target of 49.00% for Aug-23 and has remained above target since May-23. Latest benchmarking data puts RBWM's non-domestic collection rates for 2022/23 (98.0%) higher than England (96.76%).

##### **Customer Service Centre Performance**

- In Aug-23, the % of calls answered within 2 minutes is at 79.1% slightly below target of 80% (amber), for the first time since Feb-22, however YTD figures are above target (85.5% Vs 80%). The % of calls abandoned after 5 seconds is at 5.0%, just above the target of 4% (amber). Nonetheless the year-to-date performance is green (3.7% Vs 4.0%). The slight dip in performance for both metrics is attributed to staff being on leave during the summer holidays coupled with some long-term sickness absence starting in July.

## Scorecard 9: Resources Directorate

Resources Directorate									
Revenues									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
(RB:1) Percentage of Council Tax collected	Aug 23	49.22%		40.06%	↑	49.22%	48.90%	98.50%	Monthly
(RB:2) Percentage of Non Domestic Rates (Business Rates) collected	Aug 23	49.53%		42.05%	↓	49.53%	49.00%	98.30%	Monthly
Customer service									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
(LRS:4) % of calls answered within 2 mins (monthly)	Aug 23	79.1%		82.9%	↓	85.5%	80.0%	80.0%	Monthly
(LRS:5) % of calls abandoned after 5 secs (monthly)	Aug 23	5.0%		4.5%	↓	3.7%	4.0%	4.0%	Monthly
Benefits Claims									
Measure	Date	Period Actual	Period trends	Last Period	Period Improving / Worsening ↑	YTD Actual	YTD Target	YE Target	Frequency
(RB:5) Average # of days to process new claims (Housing Benefits)	Aug 23	9.59		12.15	↓	13.94	12.00	12.00	Monthly
(RB:6) Average # of days to process changes in circumstances (Housing Benefits)	Aug 23	8.82		4.89	↓	5.87	5.00	5.00	Monthly

## Risk

7.4 Table 9 sets out the current key risks to the directorate.

**Table 9: Resources Directorate key risks**

Risk	Q1 rating	Q2 rating	Target	Direction	Last review date
<p>POLPER19 - Failure to comply with council constitution and code of conduct.</p> <p>Mitigations in place:</p> <ul style="list-style-type: none"> <li>Scheme of delegation and report writing sign off.</li> <li>There is no opportunity for an individual member to make a significant decision in isolation.</li> </ul> <p>Mitigations in progress:</p>	8	8	4	Static	31/05/23

Risk	Q1 rating	Q2 rating	Target	Direction	Last review date
<ul style="list-style-type: none"> <li>Constitution working group undertaking a review of the constitution.</li> </ul>					
PEN01 - Not bringing the fund back to a fully funded position by the agreed date of 31 March 2040.  Mitigations in place: <ul style="list-style-type: none"> <li>Triannual valuation signed off on 19 March 2023 including consideration of climate risk.</li> </ul> Mitigations in progress: <ul style="list-style-type: none"> <li>Arrange independent test of systems and recommend any further cyber security measures to implement.</li> </ul>	8	8	8	Static	20/06/23

## Workforce

7.5 Scorecard 10 outlines workforce information for the Resources Directorate.

### Scorecard 10: Workforce: Resources Directorate

Resources Directorate Workforce								
Headcount								
Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Resources Directorate	Aug 23	299		296	?			Monthly
Finance	Aug 23	51		50	?			Monthly
HR, Corporate Projects and IT	Aug 23	68		67	?			Monthly
Law & Governance	Aug 23	38		38	?			Monthly
Revenue, Benefits, Library and Resident Services	Aug 23	142		141	?			Monthly
FTE								
Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Resources Directorate	Aug 23	265.37		262.37	?			Monthly
Finance	Aug 23	49.06		48.06	?			Monthly
HR, Corporate Projects and IT	Aug 23	65.91		64.91	?			Monthly
Law & Governance	Aug 23	34.02		34.02	?			Monthly
Revenue, Benefits, Library and Resident Services	Aug 23	116.38		115.38	?			Monthly

Working days lost to sickness per headcount YTD								
Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Resources Directorate	Aug 23	1.68		1.33	↘	2.42	5.80	Monthly
Finance	Aug 23	0.27		0.13	↘	2.42	5.80	Monthly
HR, Corporate Projects and IT	Aug 23	0.49		0.43	↗	2.42	5.80	Monthly
Law & Governance	Aug 23	0.49		0.45	↗	2.42	5.80	Monthly
Revenue, Benefits, Library and Resident Services	Aug 23	3.05		2.41	↘	2.42	5.80	Monthly

Voluntary turnover (Month)								
Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Resources Directorate	Aug 23	0.33%		2.01%	?			Monthly
Finance	Aug 23	0.00%		7.69%	?			Monthly
HR, Corporate Projects and IT	Aug 23	1.49%		0.00%	?			Monthly
Law & Governance	Aug 23	0.00%		0.00%	?			Monthly
Revenue, Benefits, Library and Resident Services	Aug 23	0.00%		1.42%	?			Monthly

Voluntary turnover (YTD)								
Org Structure ↑	Date	Latest Actual	Trends	Last Period	Period Improving / Worsening	Latest Target	YE Target	Frequency
^Resources Directorate	Aug 23	5.34%		5.03%	↗	5.38%	12.90%	Monthly
Finance	Aug 23	9.52%		9.62%	↗	5.38%	12.90%	Monthly
HR, Corporate Projects and IT	Aug 23	4.48%		3.01%	↗	5.38%	12.90%	Monthly
Law & Governance	Aug 23	7.79%		7.79%	↗	5.38%	12.90%	Monthly
Revenue, Benefits, Library and Resident Services	Aug 23	3.53%		3.55%	↘	5.38%	12.90%	Monthly

## ANNEXE A: Oflog

### Background

In July 2023 the Department for Levelling Up, Housing and Communities (DLUHC) established the Office for Local Government (Oflog) as a new performance body focused on local government in England. Oflog collates, analyses and publishes existing data about the relative performance of councils via a new [Local Authority Data Explorer](#), giving councils the opportunity for peer comparison, and central government and its partners the opportunity to identify where there may be challenges and a need to step in to provide support where appropriate.

Initial indicators have been developed for reporting, with 18 indicators in total currently applicable to Unitary Authorities, Metropolitan and London Boroughs and covering Waste Management, Adult Social Care and Finance service-areas. These service areas will be expanded to cover the breadth of what local authorities do, and the initial list of indicators will be improved and expanded over time.

### Monitoring and reporting

With Oflog indicators updated at an annual frequency the Strategy, Policy & Performance unit will keep Oflog developments under review, including any mid-year expansion of the list of indicators reported.

The council will publish an annual statement in relation to performance against Oflog indicators within the council's routine Quarterly Assurance Report (QAR) at appropriate times.

### 2021/22 data

Figure 1 sets out the initial Oflog metrics with comparison of RBWM to the median values for CIPFA statistical nearest neighbours and England. Comparison of RBWM to neighbouring South East LAs (Bracknell Forest, Reading, Slough, West Berkshire, Wokingham) is also provided for interest. Figure 1 provides an indication of RBWM's relative position against its comparators ("Better" or "Worse" for metrics where there is a clear polarity, and "Higher" or "Lower" for metrics where there is no polarity). All data presented at Figure 1 relates to 2021/22 as published through Oflog's Local Authority Data Explorer.



Figure 1: Oflog metrics: comparison of RBWM with CIPFA median, England median, and neighbouring Berkshire authorities

OFLOG 2021/22 Metric comparison			Data								RBWM position in relation to:						
Area	KPI	Date	Windsor and Maidenhead Latest data	CIPFA Nearest Neighbours Median	England Median	Bracknell Forest	Reading	Slough	West Berkshire	Wokingham	CIPFA Nearest Neighbours Median	England Median	Bracknell Forest	Reading	Slough	West Berkshire	Wokingham
Waste management	Household waste recycling rate (Percentage)	2021/22	50.4%	51.7%	41.9%	56.2%	51.5%	26.7%	49.0%	54.2%	Worse	Better	Worse	Worse	Better	Better	Worse
	Residual household waste (kg per household)	2021/22	490.2	496.0	502.4	406.9	369.1	699.0	542.9	457.2	Better	Better	Worse	Worse	Better	Better	Worse
	Recycling contamination rate (Percentage)	2021/22	5.6%	5.8%	5.6%	6.3%	7.2%	2.9%	4.3%	5.8%	Better	Same	Better	Better	Worse	Worse	Better
Adult social care	Requests resulting in a service (per 100,000 population)	2021/22	1,708	1,476	1,709	1,505	1,669	1,479	1,721	2,343	Higher	Lower	Higher	Higher	Higher	Lower	Lower
	Workforce turnover rate (Percentage)	2021/22	25.5%	31.9%	28.7%	22.8%	17.4%	31.1%	33.0%	29.6%	Lower	Lower	Higher	Higher	Lower	Lower	Lower
	People in adult social care: quality of life (Score)	2021/22	0.405	0.406	0.409	0.409	0.379	0.433	0.406	0.369	Worse	Worse	Worse	Better	Worse	Worse	Better
	People who use services who found it easy to find information	2021/22	73.4%	68.4%	65.3%	68.3%	68.7%	64.2%	74.1%	70.8%	Better	Better	Better	Better	Better	Worse	Better
	Carers of people in adult social care: quality of life (Score)	2021/22	7.6	7.2	7.2	7.5	6.9	6.1	7.9	7.7	Better	Better	Better	Better	Better	Worse	Worse
	Carers who found it easy to find information about services	2021/22	61.9%	58.0%	57.3%	63.0%	44.4%	41.8%	56.8%	59.1%	Better	Better	Worse	Better	Better	Better	Better
	Short term service provision (Percentage)	2021/22	96.0%	74.9%	76.3%	76.0%	83.3%	Not available	64.1%	95.9%	Better	Better	Better	Better	Not available	Better	Better
Finance	Non-ringfenced reserves as percentage of net revenue expenditure (Percentage)	2021/22	49.6%	60.5%	54.9%	90.4%	42.0%	5.2%	23.7%	105.9%	Lower	Lower	Lower	Higher	Higher	Higher	Lower
	Non-ringfenced reserves as percentage of service spend (Percentage)	2021/22	42.8%	55.1%	44.6%	71.5%	35.6%	6.3%	24.2%	90.8%	Lower	Lower	Lower	Higher	Higher	Higher	Lower
	Total core spending power per dwelling	2021/22	£ 1,497.57	£ 1,763.89	£ 1,885.14	£ 1,763.05	£ 1,901.18	£ 1,931.82	£ 1,833.36	£ 1,969.16	Lower	Lower	Lower	Lower	Lower	Lower	Lower
	Level of Band D council tax rates	2021/22	£ 1,148.75	£ 1,593.55	£ 1,554.02	£ 1,403.19	£ 1,776.60	£ 1,490.30	£ 1,596.51	£ 1,620.14	Lower	Lower	Lower	Lower	Lower	Lower	Lower
	Council tax revenue per dwelling	2021/22	£ 1,592.78	£ 1,670.43	£ 1,293.42	£ 1,672.49	£ 1,631.01	£ 1,350.30	£ 1,884.34	£ 2,092.78	Lower	Higher	Lower	Lower	Higher	Lower	Lower
	Social care spend as percentage of core spending power	2021/22	64.9%	66.4%	66.4%	69.8%	66.4%	41.8%	66.3%	55.9%	Lower	Lower	Lower	Lower	Higher	Lower	Higher
	Debt servicing as percentage of core spending power	2021/22	6.0%	6.4%	9.0%	6.4%	15.5%	9.9%	18.1%	4.7%	Lower	Lower	Lower	Lower	Lower	Lower	Higher
	Total debt as percentage of core spending power	2021/22	197.2%	160.0%	226.7%	214.3%	388.8%	737.1%	175.2%	306.1%	Higher	Lower	Lower	Lower	Lower	Higher	Lower

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Report Title:	2023/24 Month 5 Revenue Monitoring Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Jones, Deputy Leader and Cabinet Member for Finance
Meeting and Date:	Cabinet – 25 <sup>th</sup> October 2023
Responsible Officer(s):	Elizabeth Griffiths, Executive Director of Resources Andrew Vallance, Deputy Director of Finance
Wards affected:	All



## REPORT SUMMARY

This report details the forecast outturn against budget for the 2023/24 financial year. It includes the revenue and capital budgets along with the financial reserve position at year end.

### 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet:

- i) notes the forecast revenue outturn for the year at M5 is an overspend on services of £7.312m which reduces to an overspend of £3.589m when including unallocated contingency budgets and changes to funding budgets (para 4);
- ii) notes that the Council’s approach to in-year budget monitoring and management is being strengthened – as part of a wider approach to improving corporate governance at RBWM - as set out in paragraph 5.1;
- iii) notes the forecast capital outturn is expenditure of £47.769m against a budget of £87.199m (para 10); and
- iv) agrees the virements in Appendix B.

### 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. SUMMARY

- 3.0 RBWM faces significant financial challenges. In the Cabinet meeting of 27<sup>th</sup> of September, the Chief Executive and S151 Officer gave an update to Cabinet on the M5 position reported below, stating that the Council's reserves would be so significantly depleted by the current forecast in year overspend and projected gap in next year's budget that the Council would no longer be able to finance its budget and is therefore at risk of issuing a S114 notice.
- 3.1 This briefing has since been repeated in three separate sessions attended by members of all parties with the opportunity to ask questions, and then discussed at an extraordinary Council session held on the 10<sup>th</sup> of October.
- 3.2 The key variances in each directorate are outlined below. The main pressures being an increase in both costs and usage in demand led services. These increases are being offset where possible by the use of external grants. The remainder is largely higher than expected inflationary increases in contracts. All of these increases have been negotiated down as much as possible but, as they stand, have been unavoidably incurred, are ongoing, and are therefore expected to flow into next year's budget requirement meaning that large offsetting savings must be found to compensate for them.
- 3.3 Every service area has been working to generate proposals for additional income, cost reduction, service efficiencies and transformation programmes in order to reduce the current year overspend and the corresponding gap in next year's budget. These have been reviewed and challenged in a series of meetings initially with Directors, Exec Directors, the Chief Exec, the S151 Officer and subsequently, Cabinet members.
- 3.4 A Spending Control Panel has been established which reviews and challenges all internally funded spending requests over £500 for revenue, capital or recruitment (temporary and permanent), unless they relate to a previously agreed contract, a clearly referenceable statutory obligation or an urgent need to safeguard vulnerable people. This review process is also being implemented by both Adult Services and Children's Services.
- 3.5 The cost of servicing debt remains a key concern and the forecast increase in interest costs is a large contributor to next year's budget gap. In order to address this, all current and proposed capital expenditure is under review in order to reduce any new borrowing requirements and all assets are being evaluated to identify any potential disposals which would generate capital receipts which could be used to repay some of the existing debt.
- 3.6 Monthly reviews of the financial position are given to the Executive Leadership Team and Cabinet. Improvements to the Governance of our Property Company and all outsourced partners are underway and new boards have either been set up, or are in the process of being set up, to monitor and drive performance, transformation and cross departmental projects.
- 3.7 The organisation as a whole is responding to the challenge with regular communications, staff Q&A sessions and member involvement. Both Cabinet and Council have voiced and agreed their support to resolving the situation.

## 4. KEY IMPLICATIONS

- 4.1 The Council faces considerable financial risks that could have a significant and immediate impact on its finances. However, whilst reserves are currently above the minimum level that the S151 Officer has deemed are required to protect against financial and service risks, they remain low compared to the optimum level that should be held. The Medium-Term Financial Plan agreed in February 23 assumed that the Council would deliver sustainable savings over the medium term and therefore remain above the minimum level of reserves identified by the S151 Officer (£7.900m).

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves	<£7.9m	£7.9m to £12m	£12m to £15m	> £15m	Ongoing

## 5. 2023/24 MONTH 5 REVENUE FORECAST OUTTURN

- 5.1 The month 5 forecast is an overspend on service budgets of £7.312m. Assuming the contingency budget is not used and the budgeted contribution to general reserves not made, this reduces to an overspend of £3.589m.

**Table 3: 2023/24 Month 5 Revenue Budget Forecast**

	Current Budget	Forecast Outturn	Over / (under) spend
	£000	£000	£000
Adult Social Care and Health	39,999	44,879	4,880
Children's Services	27,759	27,974	215
Place	11,672	14,648	2,976
Resources	12,300	11,508	(792)
Chief Executive Department	959	992	33
<b>TOTAL SERVICE EXPENDITURE</b>	<b>92,689</b>	<b>100,001</b>	<b>7,312</b>
Contingency and Corporate Budgets	3,037	541	(2,496)
Other funding and non-service expenditure	(95,726)	(96,953)	(1,227)
<b>DECREASE IN GENERAL FUND RESERVE</b>	<b>0</b>	<b>3,589</b>	<b>3,589</b>

<b>GENERAL FUND</b>		
Opening balance	(10,213)	(10,213)
Transfer out	0	3,589
<b>CLOSING BALANCE</b>	<b>(10,213)</b>	<b>(6,624)</b>

- 5.2 This would lead to the general reserve falling below the minimum required level of £7.9 million.
- 5.3 Appendix C details budget virements requiring Cabinet approval. The Council constitution states that any virements over £0.100m (or £0.025m where budget is moved between departments) require Cabinet approval.

**6. Strengthening in-year budget monitoring and management**

- 6.1 Steps are being taken to strengthen the Council’s approach to in-year budget monitoring and management. The following changes are being implemented:
  - All directorates have been asked to draw up action plans as to how they can reduce the overspend.
  - A spending review panel has been introduced scrutinising all non-essential spend above £500 and approving all recruitment.
  - Earmarked reserves are being actively reviewed to determine where these can be released.

**7. ADULT SOCIAL CARE AND HEALTH**

- 7.1 The Adult Social Care & Health directorate forecast outturn at M5 is an overspend of £4.880m.

**Table 4: Adult Social Care and Health**

	Budget £000	Forecast Outturn £000	Over / (under) spend £000
Executive Director and Commissioning	1,576	1,713	137
Adult Social Care	38,253	42,996	4,743
Transformation and Community	170	170	0
Public Health Spend	5,403	5,403	0
Public Health Grant	(5,403)	(5,403)	0
<b>Total</b>	<b>39,999</b>	<b>44,879</b>	<b>4,880</b>

- 7.2 The overspend is primarily due to residential care costs for older people. With continuing staffing challenges, previously planned savings in respect of staff costs are unlikely to be met. There are currently £1.27m (31%) of targeted revenue budget savings which remain RAG rated red, meaning that there is a significant risk that they won’t be achieved.

- 7.3 Actions in progress to address the overspend include establishing a rigorous panel process to review potential new care placements, the Homefirst project that seeks to support people as they leave hospital which reduces the need for care home placements, and a targeted review of care packages between August and November. There are early indications that the panel review and Homefirst are having positive impacts, but demand led services such as these can fluctuate unpredictably.
- 7.4 There is significant inflationary pressure from all providers, especially those not bound by long term contracts. This is particularly noticeable in residential and nursing home places where we are seeing requests for 8-16% uplifts on existing placements, having budgeted 5%.

**8. CHILDREN’S SERVICES**

8.1 The Children’s directorate forecast outturn at M5 is an overspend of £0.215m.

**Table 5: Children’s Services**

	<b>Budget</b>	<b>Forecast Outturn</b>	<b>Over / (under) spend</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Management & Business Services	3,158	3,315	157
Education	1,279	1,261	(18)
Special Educational Needs & Disabilities	3,676	3,891	215
Social Care and Early Help	21,043	20,806	(237)
Public Health	(11)	87	98
RBWM Retained Grant Budgets	(1,387)	(1,387)	0
<b>Total</b>	<b>27,758</b>	<b>27,973</b>	<b>215</b>

- 8.2 There are continuing pressures on SEN (special educational needs) Transport costs and Legal support costs. For the current year, this has been mostly mitigated by using appropriate government grants to offset costs.
- 8.3 Since month 3 there has been a high cost placement costing £14k per week. Cost outliers such as this cause disproportionate pressures on the budget and can quickly consume additional budget allowance for growth in demand, meaning that this expected growth then becomes an overspend.
- 8.4 There are currently £0.550m (18%) of targeted revenue budget savings which remain RAG rated RED, meaning there is a significant risk they will not be achieved.
- 8.5 Actions in progress to address the areas of budget pressure include increased scrutiny by the service around SEN appeals to ensure only eligible young people are offered transport.

## 9. PLACE

9.1 The Place directorate forecast outturn at M5 is an overspend of £2.976m.

**Table 6: Place**

	<b>Budget</b>	<b>Forecast Outturn</b>	<b>Over / (under) spend</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Executive Director of Place	20	20	0
Neighbourhood Services	9,277	11,615	2,338
Planning Service	1,331	1,661	330
Communities including Leisure	(1,250)	(882)	368
Housing	2,018	1,959	(59)
Property	(2,908)	(2,908)	0
Infrastructure, Sustainability & Transport	3,184	3,183	(1)
<b>Total</b>	<b>11,672</b>	<b>14,648</b>	<b>2,976</b>

9.2 The overspend includes the following significant factors:

- Contract costs, including £0.600m on the SERCO contract and £0.400m on the Volker highways contract, have risen sharply due to inflation staying higher than expected for longer than expected.
- Daily parking income has improved significantly but there remains an underachievement of parking income targets partly due to the continued lower levels of season ticket sales (1.020m). The service believe this to be due to the change in working habits post pandemic with more and more people working from home.
- There has been an increase in costs for waste recycling (£0.430m) with rates that are higher than anticipated, mainly due to the stockpiling of material in overseas markets and paper mills in Europe being shut due to the energy crisis.
- The leisure centre contract renewal is still in progress but the service is reporting a shortfall against budget of £0.560m.

9.3 There are currently, £0.220m (9%) of targeted revenue budget savings which remain RAG rated red, meaning that there is a significant risk they will not be achieved.

9.4 The Place Directorate Leadership Team have developed a range of in-year actions to address the overspend, these include:

- Increased contract Management – working within existing contract frameworks, officers are identifying potential cost saving opportunities, which are also informing future procurements.



- Improvement of parking income – Development of a parking strategy and communications campaign to increase parking use in key locations such as Maidenhead. There is also a review of additional on-street parking provision that will support ongoing service costs.
- Enforcement - consideration of options on moving traffic enforcement in relation to the award of a new Parking and Enforcement contract.

## 10. RESOURCES

10.1 The Resources directorate forecast at M5 is an underspend of £0.792m.

**Table 7: Resources**

	Budget	Forecast Outturn	Over / (under) spend
	£000	£000	£000
Executive Director of Resources	198	126	(72)
Revenues, Bens, Library & Res Services	4,380	3,811	(569)
Housing Benefit	(377)	(377)	0
Human Resources, Corporate Projects & IT	3,346	3,321	(25)
Corporate Management	(196)	(146)	50
Finance	1,580	1,575	(5)
Governance	2,392	2,363	(29)
Legal Services	977	835	(142)
<b>Total Resources</b>	<b>12,300</b>	<b>11,508</b>	<b>(792)</b>

10.2 The underspends in the table above are mainly related to staff vacancies and government grant funding, although some of the grant income forecast in this latter category this latter has not yet been received as it is typically notified by central government on an ad hoc basis throughout the year. There are no planned savings in this directorate which are RAG rated red.

## 11. SUNDRY DEBT

11.1 The current level of overdue sundry debt is £7.909m. On subsidiary systems there is also debt of £3.917m and £0.217m in relation to Housing Overpayments and Housing Rents respectively. This is an area of high focus with additional resource recently agreed.

11.2 Some of the efficiency savings in this year's budget relate to reductions in debt. As such, work is currently ongoing to establish a more holistic, corporate led approach to debt. This includes:

- clearer and more frequent reporting of debt to encourage directorates to engage in the debt recovery process.

- data cleansing, including write off of historic uncollectable debts, to allow efforts to be focused on collectable debts. Debts are only ever approved to be written off where they are truly uncollectable. This step is important as debt recovery is inevitably a time consuming process so available resource must be focused on debts which are actually recoverable.
- ensuring processes are in place for debt on subsidiary systems that do not automatically follow corporate procedures (e.g. Housing Rents)
- adopting tailored approached where relevant, such as Adult Social Care where Optalis has recently recruited a dedicated income collection officer.
- Review of billing processes and collection of current debtors. While increased effort has been put into the reduction of aged debt, it's important to improve early collection so the problem does not reoccur.

**Table 8: Aged Debt and bad debt provision**

	> 1 month	> 2 month	> 6 month	> 1 year	Total	Bad Debt Prov cost
	£000	£000	£000	£000	£000	£000
Adults & Health						
Adult Social Care	261	761	719	2,546	4,286	343
Deferred Payments	68	106	60	488	722	0
Children's Services	12	24	9	6	50	7
Place						
Housing	3	3	21	1332	1,359	100
Commercial property	1	700	99	118	918	186
Other Place	97	171	117	45	430	1
Resources	44	21	3	76	144	(21)
<b>Total</b>	<b>485</b>	<b>1,786</b>	<b>1,027</b>	<b>4,610</b>	<b>7,909</b>	<b>616</b>

**Debt on other systems:**

HB Overpayments	<b>2,917</b>	0
Housing Rents	<b>217</b>	64
<b>Total debt</b>	<b>10,981</b>	<b>7,232</b>

## 12. CAPITAL

- 12.1 The 2023/24 budget of £87.695m includes the original capital programme budget of £34.766m approved by Council in February 2023 and an expenditure slippage of budget of £52.929m carried-forward from 2022/23.

12.2 In light of RBWM’s current financial situation and the urgent need to reduce borrowing costs, all capital schemes are currently under review with the intention of removing the financial burden of additional borrowing costs where possible. Good progress is being made on this.

12.3 The capital budget for the current financial year is summarised in Table 9 below. At current PWLB rates, £20m borrowed and repaid over 20 years would incur an additional revenue cost of circa £1.5m per year.

12.4 **Table 9: Capital programme outturn**

	<b>Budget</b>	<b>Reprofiled to 24/25</b>	<b>Forecast 23/24 Outturn</b>	<b>YTD spend at M5</b>
	<b>£000</b>		<b>£000</b>	<b>£000</b>
ASC and Health	1,610	(1,005)	605	200
Children’s Services	15,009	(4,089)	10,920	2,597
Place	67,095	(34,294)	32,801	4,763
Resources	3,485	(42)	3,443	384
<b>Total</b>	<b>87,199</b>	<b>(39,430)</b>	<b>47,769</b>	<b>7,944</b>

12.5 Table 10 below summarises how the capital programme for 2023/24 is financed:

12.6 **Table 10: Financing of the capital programme**

	<b>Over / (under) spend</b>
	<b>£000</b>
	£000
Government Grants	15,921
Community Infrastructure Levy	9,073
S106	1,826
Capital Receipts & contributions	587
Borrowing	20,362
<b>Total</b>	<b>47,769</b>

**13. LEGAL IMPLICATIONS**

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

## 14. RISK MANAGEMENT

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

## 15. POTENTIAL IMPACTS

15.1 Equalities. There are no direct impacts.

15.2 Climate change/sustainability. There are no direct impacts.

15.3 Data Protection/GDPR. There are no direct impacts.

## 16. CONSULTATION

16.1 None.

## 17. TIMETABLE FOR IMPLEMENTATION

Implementation date if not called in: 'Immediately'.

## 18. APPENDICES

18.1 This report is supported by nine appendices:

Appendix A Revenue monitoring statement  
Appendix B Budget Virements

## 19. BACKGROUND DOCUMENTS

19.1 This report is supported by one background document, the budget report to [Council February 2023](#).

## 20. CONSULTATION

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Mandatory: Statutory Officers (or deputies)</i>			
Elizabeth Griffiths	Executive Director of Resources	11/10/23	13/10/23
Elaine Browne	Monitoring Officer	11/10/23	16/10/23
<i>Deputies</i>			
Andrew Vallance	Deputy Director of Finance	Report Author	
Jane Cryer	Principal Lawyer & Deputy Monitoring Officer	11/10/23	
<i>Directors</i>			
Stephen Evans	Chief Executive	11/10/23	
Andrew Durrant	Executive Director of Place	11/10/23	

Lin Ferguson	Executive Director of Children's Services	11/10/23	
Kevin McDaniel	Executive Director of Adult Services and Health	11/10/23	

Confirmation relevant Cabinet Member(s) consulted	Deputy Leader and Cabinet Member for Finance	Yes
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## REPORT HISTORY

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

Report Author: Andrew Vallance, Deputy Director of Finance, Elizabeth Griffiths, Exec Director of Resources
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Service	Current budget	Forecast outturn	Forecast variance
	£000	£000	£000
<b>Chief Executive Department</b>			
Chief Executive	258	291	33
Strategy & Performance	701	701	0
<b>TOTAL CHIEF EXECUTIVE</b>	<b>959</b>	<b>992</b>	<b>33</b>
<b>Children's Services</b>			
Director of Children's Services	(79)	(79)	0
Achieving for Children Contract	44,686	44,901	215
Children's Services - Retained	58,871	58,871	0
Dedicated Schools Grant - Income	(75,719)	(75,719)	0
<b>TOTAL CHILDREN'S SERVICES</b>	<b>27,759</b>	<b>27,974</b>	<b>215</b>
<b>Adult Social Care and Health</b>			
Executive Director and Commissioning	1,576	1,713	137
Adult Social Care	38,253	42,996	4,743
Better Care Fund - Spend	14,579	14,579	0
Better Care Fund - Income	(14,579)	(14,579)	0
Transformation and Community	170	170	0
Public Health Spend	5,317	5,317	0
Public Health Grant	(5,317)	(5,317)	0
<b>TOTAL ADULT SOCIAL CARE and HEALTH</b>	<b>39,999</b>	<b>44,879</b>	<b>4,880</b>
<b>Resources</b>			
Executive Director of Resources	198	126	(72)
Revenues, Benefits, Library & Resident Services	4,380	3,811	(569)
Housing Benefit	(377)	(377)	0
Human Resources, Corporate Projects & IT	3,346	3,321	(25)
Corporate Management	(196)	(146)	50
Finance	1,580	1,575	(5)
Governance	2,392	2,363	(29)
Legal services	977	835	(142)
<b>TOTAL RESOURCES</b>	<b>12,300</b>	<b>11,508</b>	<b>(792)</b>
<b>Place</b>			
Executive Director of Place	20	20	0
Neighbourhood Services	9,277	11,615	2,338
Planning Service	1,331	1,661	330
Communities including Leisure	(1,250)	(882)	368
Housing	2,018	1,959	(59)
Property	(2,908)	(2,908)	0
Infrastructure, Sustainability & Transport	3,184	3,183	(1)
<b>TOTAL PLACE</b>	<b>11,672</b>	<b>14,648</b>	<b>2,976</b>
<b>TOTAL SERVICE EXPENDITURE</b>	<b>92,689</b>	<b>100,001</b>	<b>7,312</b>
<b>Sources of funding and non-service expenditure</b>			
Contingency and Corporate Budgets	3,037	541	(2,496)
Precepts and Levies	2,066	2,066	0
Financing and investment (income) and expenditure	5,180	4,820	(360)
Taxation and non-specific grant income	(110,629)	(110,629)	0
Minimum Revenue Provision	3,139	3,268	129
Transfer to / (from) earmarked reserves	118	(878)	(996)
Contribution to Pension Fund deficit	4,400	4,400	0
<b>TOTAL FUNDING AND NON-SERVICE EXPENDITURE</b>	<b>(92,689)</b>	<b>(96,412)</b>	<b>(3,723)</b>
<b>(INCREASE) DECREASE IN GENERAL FUND</b>	<b>0</b>	<b>3,589</b>	<b>3,589</b>

**REVENUE BUDGET VIREMENTS**

Where revenue budget virements exceed £0.100m, or £0.025m when funds move between departments, the Council Constitution requires Cabinet sign off. The virements up to the end of Month 5 that required Cabinet sign off are set out below, along with an explanation as their purpose.

	<b>Debit /(Credit) £</b>	<b>Explanation</b>
Adult Social Care	380,750	This represents the draw-down of the Optalis Earmarked Reserve. This is required to partially mitigate the significant pressures on care package costs.
Technical Accounting	(380,750)	As above
Adult Social Care	43,020	Budget is being moved from contingency budget as it was previously agreed that the pressure from the Coroner's Service, which is a Berkshire-wide joint arrangement, would not be met from the Adult Social Care budget as it is not within the department's control.
Corporate and Contingency	(43,020)	As above

**CAPITAL BUDGET VIREMENTS**

Where capital budget virements exceed £0.100m, when funds move between schemes, the Council Constitution requires Cabinet sign off. The virements up to the end of Month 5 that required Cabinet sign off are set out below, along with an explanation.

	<b>Increase /(decrease) £</b>	<b>Explanation</b>
Commercial Investment Property Portfolio-Repairs	230,100	Budget is being moved here from the project below to combine both projects. This is just for housekeeping as there is no reason for them to be separate.
Operational Estate Improvements	(230,100)	As above
Affordable Housing-St Edmunds	2,734,000	This is the correction of a transposition error where the budget was added to the incorrect scheme. Again, it is a housekeeping adjustment.
Affordable Housing - 16 Ray Mill Ave East, Maidenhead	(2,734,000)	As above

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## WORK PROGRAMME - CORPORATE OVERVIEW AND SCRUTINY PANEL

<b>EXECUTIVE DIRECTORS</b>	<ul style="list-style-type: none"> <li>• Stephen Evans (Chief Executive)</li> <li>• Elizabeth Griffiths (Executive Director of Resources)</li> <li>• Andrew Durrant (Executive Director of Place)</li> <li>• Kevin McDaniel (Executive Director of Adult Services and Health)</li> <li>• Lin Ferguson (Executive Director of Children’s Services and Education)</li> </ul>
<b>LINK OFFICERS &amp; HEADS OF SERVICES</b>	<ul style="list-style-type: none"> <li>• Andrew Vallance (Deputy Director of Finance)</li> <li>• Elaine Browne (Deputy Director of Law and Governance)</li> <li>• Nikki Craig (Assistant Director of HR, Corporate Projects and IT)</li> <li>• Louise Freeth (Assistant Director of Revenues, Benefits, Library and Resident Services)</li> </ul>

### MEETING: 19<sup>th</sup> DECEMBER 2023

ITEM	RESPONSIBLE OFFICER
Budget 2024/25	<b>Elizabeth Griffiths</b> , <i>Executive Director of Resources</i>
Work Programme	<b>Mark Beeley</b> , <i>Principal Democratic Services Officer – Overview &amp; Scrutiny</i>

### MEETING: 29<sup>th</sup> JANUARY 2024

ITEM	RESPONSIBLE OFFICER
Budget 2024/25 – Fees and Charges	<b>Elizabeth Griffiths</b> , <i>Executive Director of Resources</i>
January In-Year Monthly Budget Update	<b>Elizabeth Griffiths</b> , <i>Executive Director of Resources</i>
Work Programme	<b>Mark Beeley</b> , <i>Principal Democratic Services Officer – Overview &amp; Scrutiny</i>

### MEETING: 11<sup>th</sup> APRIL 2024

ITEM	RESPONSIBLE OFFICER
Work Programme	<b>Mark Beeley</b> , <i>Principal Democratic Services Officer – Overview &amp; Scrutiny</i>

## ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	COMMENTS
Quarterly Assurance Report	<i>Either January 2024 or April 2024</i>
Contract management process	<i>Suggested by Councillor Reeves</i>

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

[Cabinet Forward Plan](#)