



CABINET

THURSDAY, 25TH NOVEMBER, 2021

At 7.00 pm

in the

GREY ROOM - YORK HOUSE, RBWM YOUTUBE

SUPPLEMENTARY AGENDA

PART I

| <u>ITEM</u> | <u>SUBJECT</u> | <u>PAGE NO</u> |
|-------------|---|--------------------|
| iv. | Draft Revenue Budget 2022/23 – Appendix C | 3 - 6 |

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| Ref: | Proposals | Category | Directorate | Service Area | Lead Member | Brief Description | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 |
|--------------------------|--|-------------------------|----------------------------|--------------------------------------|-------------------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Proposals - for Decision | | | | | | | | | | | |
| 1 | Supported Accommodation Savings | Contract Change | Adults, Health & Housing | Housing | Cllr McWilliams | A 10% cost saving is being sought on supported accommodation schemes in the Borough | 41 | 41 | 39 | 39 | 39 |
| 2 | Temporary Accommodation Management | Service Redesign/change | Adults, Health & Housing | Housing | Cllr McWilliams | The outsourced temporary accommodation management function is to be brought in-house to reduce costs by 10% | 65 | 65 | 65 | 65 | 65 |
| 3 | Savings resulting from the cessation of contracts in People Commissioning - Berkshire Vision | Contract Change | Adults, Health & Housing | Director of Adults, Health & Housing | Cllr Carroll | The service currently provides funding to Berkshire Vision on a three year contract. This contract expires on 31 March 2022. | 16 | 16 | 16 | 16 | 16 |
| 4 | Savings resulting from the cessation of contracts in People Commissioning - Alzheimer's Dementia Support | Contract Change | Adults, Health & Housing | Director of Adults, Health & Housing | Cllr Carroll | The service currently provides funding to Alzheimer's Dementia Support on a three year contract. This contract expires on 31 March 2022. | 45 | 45 | 45 | 45 | 45 |
| 5 | Review of resourcing | Service Redesign/change | Adults, Health & Housing | Director of Adults, Health & Housing | Cllr Carroll | Review of resourcing | 250 | 250 | 250 | 250 | 250 |
| 6 | Transitions | Transformation | Adults, Health & Housing | Director of Adults, Health & Housing | Cllr Carroll | Transitions - Earlier and smarter commissioning of services provided under the Care act rather than the Children's act should enable more resource effective services to be provided, in particularly support at home and towards independence. | 200 | 200 | 200 | 200 | 200 |
| 7 | Review of packages and right sizing | Transformation | Adults, Health & Housing | Director of Adults, Health & Housing | Cllr Carroll | Review of packages and right sizing -strengthening our reviewing function including for long term packages, to ensure consistent reviewing practice at the 6 week review where actual rather than anticipated needs are clear. | 275 | 275 | 275 | 275 | 275 |
| 8 | Implement shared lives scheme | Transformation | Adults, Health & Housing | Director of Adults, Health & Housing | Cllr Carroll | Expand current Shared Lives scheme - the scheme enables our customers with support needs to live in someone's home who supports them and is paid for the use of the house and the support provided. These arrangements are tailored, flexible and can be more resource effective than more formal placements in care settings. | 50 | 50 | 50 | 50 | 50 |
| 9 | Review Maintenance provision for Estate Shops | Service Redesign/change | Chief Executive | Property Services | Cllr Johnson | Reduce budget by £7K to reflect actual level of likely costs. Saving linked to capital bids for Commercial Investment Property Portfolio-Repairs | 7 | 7 | 7 | 7 | 7 |
| 10 | Therapy Provision | Transformation | Childrens Services | Childrens Services | Cllr Carroll | Further transform the therapy provision for Children in care | 10 | 10 | 10 | 10 | 10 |
| 11 | Health Contribution | Transformation | Childrens Services | Childrens Services | Cllr Carroll | Review health contributions for continuing health care | 101 | 101 | 101 | 101 | 101 |
| 12 | Multi Agency Safeguarding Hubs (MASH) | Transformation | Childrens Services | Childrens Services | Cllr Carroll | Review MASH working and partnership arrangement including partner contributions | 37 | 37 | 37 | 37 | 37 |
| 13 | Refocus of parenting work to edge of care | Transformation | Childrens Services | Childrens Services | Cllr Carroll | Develop edge of care approach to work with families | 114 | 114 | 114 | 114 | 114 |
| 14 | Sale of advertising and sponsorship on website | Income Generation | Governance, Law & Strategy | Communications & Marketing | Cllr McWilliams | Income from sale of advertising and sponsorship on website and other areas - income generation to be identified | 50 | 50 | 50 | 50 | 50 |
| 15 | Land Charges Income | Income Generation | Governance, Law & Strategy | Electoral and Information Governance | Cllr Rayner | Amend fees to bring RBWM more into line with neighbouring authorities. | 13 | 13 | 13 | 13 | 13 |
| 16 | Set up and facilitate local good causes lottery | Transformation | Governance, Law & Strategy | Democratic Services | Cllr Rayner/Cllr Hilton | Set up local good causes lottery and replace revenue funded small grants to local organisations, set up costs in year one - estimated £25k have reduced the saving in 22/23 | 25 | 50 | 50 | 50 | 50 |
| 17 | Remove parish elections budget | Service Redesign/change | Governance, Law & Strategy | Electoral and Information Governance | Cllr Rayner | Costs to be fully recharged to parishes. | 10 | 10 | 10 | 10 | 10 |
| 18 | Review of resources within Civic Services | Service Redesign/change | Governance, Law & Strategy | Civic and Facilities | Cllr Rayner | Review of resources within Civic Services | 15 | 15 | 15 | 15 | 15 |
| 19 | Review of resources within Facilities | Service Redesign/change | Governance, Law & Strategy | Civic and Facilities | Cllr Rayner | Review of resources within Facilities Services | 27 | 27 | 27 | 27 | 27 |

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| 20 | Commercialisation | Income generation | Governance, Law & Strategy | Deputy Director of Law & Strategy | Cllr Rayner | Identification and maximisation of income generating opportunities. A fixed term post initially would be required to review all of RBWM current fees and charges with a view to maximising sponsorship, advertising and identifying new opportunities. £100k growth, rising to £150k in 2026/27. | 50 | 100 | 100 | 100 | 150 |
| 21 | Review of resources within Communities | Service Redesign/change | Place | Communities | Cllr McWilliams | Review of resources within Communities | 73 | 73 | 73 | 73 | 73 |
| 22 | Allotments - operating model | Income Generation | Place | Infrastructure, Sustainability & Transport | Cllr Stimson | Review of operating model for allotments to increase charges and/or reduce cost of operating with the aim to be self-financing over time. | 10 | 10 | 15 | 20 | 20 |
| 23 | Energy | Service Redesign/change | Place | Infrastructure, Sustainability & Transport | Cllr Clark | We currently spend £330k on energy for street lighting and close to £20k on powering water fountains in the borough. Turning lights and fountains off overnight could help to reduce energy bills as well as other carbon and biodiversity benefits. | 20 | 35 | 35 | 35 | 35 |
| 24 | Review of resourcing of Insurance and Risk service | Service Redesign/change | Resources | Finance | Cllr Hilton | Review of funding and resourcing of Insurance and Risk service | 47 | 47 | 47 | 47 | 47 |
| Total Proposals - for Decision | | | | | | | 1551 | 1641 | 1644 | 1649 | 1699 |
| Proposals - to Note | | | | | | | | | | | |
| 25 | Subjective Savings | Service Redesign/change | All | All | Cllr Hilton | Subjective Savings eg employee mileage, stationery. | 350 | 350 | 350 | 350 | 350 |
| 26 | Rental Income-Clyde House | Income Generation | Chief Executive | Property Services | Cllr Johnson | Clyde House in occupation by external tenant-Agreed rental income £101K p.a. Termination of agreement scheduled for March 2023. Assumes building demolished 24/25 and related property costs saved of £68k | 101 | 0 | 68 | 68 | 68 |
| 27 | Development & Regeneration-Removal of revenue professional fees | Service Redesign/change | Chief Executive | Property Services | Cllr Johnson | Removal of provision for RBWM Property Company project management fees - these are now mainly capitalised against relevant projects | 40 | 40 | 40 | 40 | 40 |
| 28 | Review of NNDR provision-G10-G12 Alma Rd, Windsor & St Edmunds House, M'head | Service Redesign/change | Chief Executive | Property Services | Cllr Johnson | Reduce budget provision by £10k to match actual costs | 10 | 10 | 10 | 10 | 10 |
| 29 | Town Hall Electricity costs | Service Redesign/change | Chief Executive | Property Services | Cllr Johnson | Review Town Hall electricity / utilities budgets given reduced levels of occupation- electricity outturn anticipated saving £20k | 20 | 20 | 20 | 20 | 20 |
| 30 | Demolition of Waldeck House | Service Redesign/change | Chief Executive | Property Services | Cllr Johnson | Waldeck House to be vacated by 31-12-2021 as part of Maidenhead regeneration programme-net current budget £20K. Budget required 2022/23 to secure and maintain site until property demolished | 0 | 20 | 20 | 20 | 20 |
| 31 | St Mary's House-Utilities costs | Service Redesign/change | Chief Executive | Property Services | Cllr Johnson | Review St Mary's House -electricity / utilities budgets given reduced levels of occupation, £6k saving anticipated | 6 | 6 | 6 | 6 | 6 |
| 32 | St Mary's House-Occupation / Lease expiry | Service Redesign/change | Chief Executive | Property Services | Cllr Johnson | Termination of St Mary's lease - expires July 23, early surrender to be investigated. | 0 | 90 | 141 | 141 | 141 |
| 33 | Rental Income | Income Generation | Chief Executive | Property Services | Cllr Johnson | Rental income budget from estate shops brought into line with actual expected income. | 24 | 24 | 24 | 24 | 24 |
| 34 | Corporate Subscriptions | Service Redesign/change | Chief Executive | Chief Executive | none | Reduction of corporate subscriptions budget in line with actual costs . | 8 | 8 | 8 | 8 | 8 |
| 35 | External Legal Costs | Service Redesign/change | Childrens Services | Childrens Services | Cllr Carroll | Increased internal Legal triage to support consistent thresholds for seeking legal advice | 25 | 25 | 25 | 25 | 25 |
| 36 | Staff Transport Costs | Service Redesign/change | Childrens Services | Childrens Services | Cllr Carroll | Reduction in mileage budget to reflect new hybrid way of working | 30 | 30 | 30 | 30 | 30 |
| 37 | Traded services scope and cost | Income Generation | Childrens Services | Childrens Services | Cllr Carroll | Increase in fees for services traded with schools, and other local authorities | 67 | 67 | 67 | 67 | 67 |
| 38 | Full year effect of home to school transport reprocurement | Contract Change | Childrens Services | Childrens Services | Cllr Carroll | Following policy updates in 2021 and full contract retender process further efficiencies have been achieved. | 165 | 165 | 165 | 165 | 165 |
| 39 | Cross-skill role development | Transformation | Childrens Services | Childrens Services | Cllr Carroll | Increase resilience and flexibility of internal support teams including finance | 18 | 18 | 18 | 18 | 18 |
| 40 | Printing | Service Redesign/change | Childrens Services | Childrens Services | Cllr Carroll | Reflects increased use of digital information in Children's Services | 20 | 20 | 20 | 20 | 20 |
| 41 | Printing | Service Redesign/change | Governance, Law & Strategy | Civic and Facilities | Cllr Rayner | Reduction in printing requirements by officers | 30 | 30 | 30 | 30 | 30 |
| 42 | Centralised Stationery | Service Redesign/change | Governance, Law & Strategy | Civic and Facilities | Cllr Rayner | Reduced demand for stationery by officers | 5 | 5 | 5 | 5 | 5 |

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| 43 | Legal services saving | Service Redesign/change | Governance, Law & Strategy | Law | Cllr Rayner | Services delivered by shared service now provided by head of Law & Governance | 30 | 30 | 30 | 30 | 30 |
| 44 | Magistrates Court | Service Redesign/change | Governance, Law & Strategy | Law | Cllr Rayner | Reducing loan repayment liability | 8 | 8 | 9 | 9 | 9 |
| 45 | Land Charges Income | Income Generation | Governance, Law & Strategy | Electoral and Information Governance | Cllr Rayner | Increase income target for 22/23 only, in recognition of current economic activity. | 50 | (50) | 0 | 0 | 0 |
| 46 | Building control | Income Generation | Place | Planning Services | Cllr Johnson | BC fees to be set to contribute to reasonable RBWM overheads | 45 | 45 | 45 | 45 | 45 |
| 47 | Berkshire records office | Income Generation | Place | Infrastructure, Sustainability & Transport | Cllr Clark | There is £13.8k of S106 one-off funding available that could be put towards our revenue funding of the Berkshire Records office | 14 | (14) | 0 | 0 | 0 |
| 48 | Public transport funding | Income Generation | Place | Infrastructure, Sustainability & Transport | Cllr Clark | There is £84k of S106 funding that could be used to cover some of the growth bid for public transport subsidy during 2022/23 | 84 | (84) | 0 | 0 | 0 |
| 49 | Waste Management | Income Generation | Place | Infrastructure, Sustainability & Transport | Cllr Coppinger | There is S106 funding under waste management (£11.2k) that could be used as one-off support for the waste budget | 11 | (11) | 0 | 0 | 0 |
| 50 | Cemetery Income | Income Generation | Place | Infrastructure, Sustainability & Transport | Cllr Stimson | Income budget increase for one year only | 20 | (20) | 0 | 0 | 0 |
| 51 | Christmas Lights - Sponsorship | Income Generation | Place | Infrastructure, Sustainability & Transport | Cllr Rayner | Obtain sponsorship income to cover contract costs for Windsor Christmas Lights | 69 | 69 | 69 | 69 | 69 |
| 52 | Review of resources | Service Redesign/change | Place | Executive Director of Place | none | Surplus staff budget identified no longer required | 15 | 15 | 15 | 15 | 15 |
| 53 | Planning Fees | Income Generation | Place | Planning Services | Cllr Coppinger | Income target increased to align with anticipated activity levels, subject to annual review. | 125 | 125 | 125 | 125 | 125 |
| 54 | Street Lighting | Service Redesign/change | Place | Neighbourhood Services | Cllr Clark | Align expenditure budgets with actual expected costs | 30 | 30 | 30 | 30 | 30 |
| 55 | Cash Collection costs | Contract Change | Place | Neighbourhood Services | Cllr Cannon | Reduced cash collection requirements as customers increase use of pay by phone and card methods of payment | 25 | 25 | 25 | 25 | 25 |
| 56 | Cash Collection costs | Contract Change | Place | Neighbourhood Services | Cllr Cannon | Reduce cash collection costs - Libraries service - maintain cashless strategy | 30 | 30 | 30 | 30 | 30 |
| 57 | Increased parking enforcement | Service Redesign/change | Place | Neighbourhood Services | Cllr Cannon | Increase parking enforcement - two new officers within the NSL contract, expected to significantly improve enforcement around the borough. Income raised in penalties should fund this service and allow a contribution towards overheads. | 50 | 50 | 50 | 50 | 50 |
| 58 | Public Toilets | Service Redesign/change | Place | Neighbourhood Services | Cllr Coppinger | Council tax expenditure budget no longer required | 20 | 20 | 20 | 20 | 20 |

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| 59 | Waste Mobilisation | Service Redesign/change | Place | Neighbourhood Services | Cllr Coppinger | Budget no longer required | 50 | 50 | 50 | 50 | 50 |
| 60 | Concessionary Fares | Service Redesign/change | Place | Infrastructure, Sustainability & Transport | Cllr Clark | Align expenditure budgets with actual expected costs | 30 | 30 | 30 | 30 | 30 |
| 61 | Planning Policy | Service Redesign/change | Place | Planning Services | Cllr Coppinger | Align expenditure budgets with actual expected costs | 40 | 40 | 40 | 40 | 40 |
| 62 | Telephony Savings | Contract Change | Resources | Human Resources, Corporate Projects & IT | Cllr Rayner | Savings generated by moving to new telephony technologies and a reduction in mobile phones. | 70 | 70 | 70 | 70 | 70 |
| 63 | Contract re-negotiation saving - bank charges (One-off) | Contract Change | Resources | Finance | Cllr Hilton | Bank charges one-off sign up 18 month fee reduction £30k then £5k ongoing - reduction in 22/23 included in MTFP financing (Lloyds) | 0 | 15 | (10) | 5 | 5 |
| 64 | Weddings Income | Income Generation | Resources | Library & Resident Services | Cllr Rayner | Income from delayed weddings - one off impact as a result of the Covid-19 emergency restrictions. | 100 | (100) | 0 | 0 | 0 |
| 65 | Corporate - Business Development | Income Generation | Resources | Finance | none | Income target increased to align with activity levels | 10 | 10 | 10 | 10 | 10 |
| Totals Proposals - to Note | | | | | | | 1,845 | 1,311 | 1,685 | 1,700 | 1,700 |
| All Service / Directorates - all Proposals | | | | | | | 3,396 | 2,952 | 3,329 | 3,349 | 3,399 |
| Incremental Proposals included in MTFP | | | | | | | 3,396 | (444) | 377 | 20 | 50 |