

Public Document Pack

Head of Governance: Karen Shepherd: (01628) 796529

TO: EVERY MEMBER OF THE COUNCIL FOR THE ROYAL BOROUGH OF WINDSOR & MAIDENHEAD

YOU ARE HEREBY SUMMONED TO ATTEND the Meeting of the Council of the Royal Borough of Windsor & Maidenhead to be held in the **Council Chamber - Town Hall** on **Tuesday, 25 February 2020 at 7.00 pm** for the purpose of transacting the business specified in the Agenda set out hereunder.

Dated this Friday 14, February 2020



Duncan Sharkey
Managing Director

Rev Drake will say prayers for the meeting.

A G E N D A

PART I

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence

2. COUNCIL MINUTES

To receive the minutes of the meeting of the Council held on 17 December 2019.
(Pages 9 - 36)

3. DECLARATIONS OF INTEREST

To receive any declarations of interest
(Pages 37 - 38)

4. MAYOR'S COMMUNICATIONS

To receive such communications as the Mayor may desire to place before the Council
(Pages 39 - 40)

5. PUBLIC QUESTIONS

- a) Jane Stone of Belmont ward will ask the following question of Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health:**

How many organisations tendered for the contract which was currently with Ways into Work and has now been awarded to Optalis?

- b) Janet Hayes-Brown of Clewer and Dedworth West ward will ask the following question of Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health:**

How many clients can the new Optalis supported employment service work with for the £74,000 budget, and what targets, including job outcomes, will be set with the new provider?

- c) Susan Edwards of Furze Platt ward will ask the following question of Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health:**

My son has benefitted greatly from funding provided by RBWM to Ways into Work and works for the Council. He has multiple and complex issues including severe learning disability, hearing impairment and, difficulties with communication. Whoever supports him needs to know him well. By changing service provider to Optalis, how can you guarantee that he will not be disadvantaged?

- d) Lisa Hughes of Furze Platt ward will ask the following question of Councillor Johnson, Leader of the Council:**

Many residents with disabilities will be greatly affected by cuts of £166k to supported employment and £330k to the council tax reduction scheme plus increases to adult health and commissioning charges. Can RBWM provide evidence that due regard was given to its equality obligations in relation to residents with disabilities?

- e) Angela Clark of Cox Green ward will ask the following question of Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health:**

Ways into Work provides personalised employment support that enables residents with disabilities to be a part of the workforce, with commensurate benefits to their finances, health and well-being. Will the £166k of savings next year be realised by reducing the number of people supported or reducing the scope of the services provided?

- f) Paul Stretton of Clewer East ward will ask the following question of Councillor Coppinger, Lead Member for Planning and Maidenhead:**

During the Council meeting (Sept 2018), concerns of asbestos hazards, during demolition (surface and airborne) in the Dedworth area were raised. Authority to proceed with demolition was given by RBWM, without ensuring all planning

conditions had been met. What actions and recommendations have been implemented to protect and reassure the community from this and any such future suspected contaminations?

g) Andrew Hill of Boyn Hill ward will ask the following question of Councillor Hilton, Lead Member for Finance and Ascot:

On 26th March Simon Dudley announced at the St Mary's Church Areli/Tikehau meeting, that he had "... already entered into" an agreement to sell Central House, and our 50% freehold of the Nicholson centre to Areli. On what date did he enter into that agreement, and had any officer or Cabinet approved this massive agreement beforehand?

h) Andrew Hill of Boyn Hill ward will ask the following question of Councillor Coppinger, Lead Member for Planning and Maidenhead:

Why is the Local Planning Authority putting residents' health and safety at risk, and rewarding developers who significantly breach allegedly "strict" prior planning conditions, by retrospectively approving demolition management plans for sites where there had already been breaches of several statutes including the Control of Asbestos Regulations 2012?

i) Ray Hayes-Brown of Clewer and Dedworth West ward will ask the following question of Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health:

Currently 168 vulnerable adults are working in the borough, supported by WIW. You propose to continue this with Optalis on a third of the current budget. Have the council made proper assessment of the complex needs they all have, and risks they will be exposed too if their needs are not supported adequately? With impunity can you guarantee their safety?

j) Valerie Pike of Sunningdale and Cheapside ward will ask the following question of Councillor Cannon, Lead Member for Public Protection and Parking:

The council "...has now explicitly confirmed to the [Information] Commissioner" that it holds no information, such as a business case, for the £240k capital scheme (Chobham Road, Sunningdale New Parking Scheme) bid for in February 2018. Why did RBWM approve this spending without a submitted business case as to what benefits this scheme would deliver to residents and how?

k) Valerie Pike of Sunningdale and Cheapside ward will ask the following question of Councillor Hilton, Lead Member for Finance and Ascot:

When a Parish Council or the Police & Crime Commissioner submit their precept demands, what governance and scrutiny is undertaken by RBWM itself to ensure their demands are reasonable, fair and value for public money, and in keeping with relative size of that parish, or in proportion to the scale of the public services offered?

l) Adam Bermange of Boyn Hill ward will ask the following question of Councillor Cannon, Lead Member for Public Protection and Parking:

With the proposed savings in funding for our community wardens meaning the administration will not be able to fulfil its manifesto pledge to retain a 25 warden-strong unit, will the Lead Member commit to holding a public consultation before finalising the adjusted tasking of the remaining team?

m) Louis Wright of Hurley & Walthams ward will ask the following question of Councillor Stimson, Lead Member for Environmental Services, Climate Change, Sustainability, Parks and Countryside:

Since declaring a "climate emergency" and proposing a cross-party developed strategy to achieve carbon neutrality, how has the Royal Borough identified the minimum competencies and skills, within its own staff, to understand, develop and implement the aforementioned strategy?

n) Louis Wright of Hurley & Walthams ward will ask the following question of Councillor Stimson, Lead Member for Environmental Services, Climate Change, Sustainability, Parks and Countryside:

What plans does the Royal Borough have to engage with young people (children and teenage demographics) on the topic of climate change?

(A Member responding to a question shall be allowed up to five minutes to reply to the initial question and up to two minutes to reply to a supplementary question. The questioner shall be allowed up to one minute to put the supplementary question)

6. PETITIONS

To receive any petitions presented by Members on behalf of residents.

(Any Member submitting a petition has up to 2 minutes to summarise its contents)

7. REFERRALS FROM OTHER BODIES

To consider referrals from other bodies (e.g. Cabinet)

COUNCIL BUDGET 2020/21

i) COUNCIL TAX REDUCTION SCHEME (Pages 41-62)

ii) FEES AND CHARGES REPORT 2020/21 (Pages 63-118)

iii) CAPITAL PROGRAMME 2020/21 - 2022/23 (Pages 119-158)

iv) REVENUE BUDGET 2020/21 (Pages 159-258)

8. TREASURY MANAGEMENT STRATEGY

To consider the above report
(Pages 259 - 276)

9. LONG TERM EMPTY PROPERTY PREMIUM

To consider the above report
(To Follow)

10. 2020/21 PROGRAMME OF MEETINGS

To consider the above report
(Pages 277 - 282)

11. APPOINTMENT OF PANEL CHAIRMAN

To consider the following appointment:

RECOMMENDATION: That Councillor Coppinger be appointed Chairman of the Maidenhead Town Forum for the remainder of the municipal year.

12. APPROVAL OF 2020/21 PAY POLICY STATEMENT

To consider the above report
(Pages 283 - 294)

13. POLLING DISTRICT AND POLLING PLACES REVIEW 2019/2020

To consider the above report
(Pages 295 - 314)

14. MEMBERS' QUESTIONS

a) Councillor Larcombe will ask the following question of Councillor Cannon, Lead Member for Public Protection and Parking:

The progress towards prompt completion of the £640m River Thames Scheme project is important to the residents and businesses of Datchet, Horton and Wraysbury. There appears to be a significant delay due to lack of partnership funding. Is there a report detailing the RBWM portion of the partnership funding, the sources of those funds, funding timings and the associated risks?

b) Councillor Brar will ask the following question of Councillor Clark, Lead Member for Transport and Infrastructure:

In December 2019 a 13 year old was hit by a car on Switch Back Road, losing their life; the third fatality on this road since I lived in Cookham. The young man's mother and other residents have been lobbying for a speed camera. Will you assure residents that measures will be put in place for a speed camera?

c) Councillor Jones will ask the following question of Councillor Coppinger, Lead Member for Planning and Maidenhead:

Could the Lead Member for Planning give us an update on the status of the BLP and the estimated timescales for inspection?

(A Member responding to a question shall be allowed up to two minutes to reply to the initial question, and up to two minutes to reply to a supplementary question. The questioner shall be allowed up to one minute to put the supplementary question)

15. MOTIONS ON NOTICE

a) By Councillor Hill

This Council agrees to reduce the number of signatures required for a petition to be debated at Full Council from 1500 to 1000 in the interests of democracy by allowing residents to more easily get direct access to their elected representatives on issues of importance to them.

b) By Councillor W. Da Costa

Council is reliant on officers to create the strategy to deliver our ambitions on net zero carbon, strategic enhancement of biodiversity, and climate change resilience. The constitution allows Members to give notice that they will forgo any part of their allowances under the Members' Allowance Scheme. This motion aims to create a £12,000+ officer training fund missing from the budget.

This Council agrees to request all Members to give notice in writing to the Head of Governance that they elect to forgo 3% or more of their Basic Allowance and/or Special Responsibility Allowance (where applicable) as a special measure in 2020/21 to fund urgent Climate Change and Biodiversity training and awareness for relevant officers.

COUNCIL MOTIONS – PROCEDURE

- Motion proposed (mover of Motion to speak on Motion)
- Motion seconded (Secunder has right to reserve their speech until **later** in the debate)
- Begin debate

Should An Amendment Be Proposed: (only one amendment may be moved and discussed at any one time)

NB – Any proposed amendment to a Motion to be passed to the Mayor for consideration before it is proposed and seconded.

- Amendment to Motion proposed
- Amendment must be seconded BEFORE any debate can take place on it
(At this point, the mover and seconder of original Motion can indicate their acceptance of the amendment if they are happy with it)
- Amendment debated (if required). Members who have spoken on the original motion are able to speak again in relation to the amendment only
- Vote taken on Amendment
- If Agreed, the amended Motion becomes the substantive Motion and is then debated (any further amendments follow same procedure as above).
- If Amendment not agreed, original Motion is debated (any other amendments follow same procedure as above).

- The mover of the Motion has a right to reply at the end of the debate on the Motion, immediately before it is put to the vote.
- At the conclusion of the debate on the Motion, the Mayor shall call for a vote. Unless a named vote is requested, the Mayor will take the vote by a show of hands or if there is no dissent, by the affirmation of the meeting.
- If requested by any **5** Members the mode of voting shall be via a named vote. The clerk will record the names and votes of those Members present and voting or abstaining and include them in the Minutes of the meeting.
- Where any Member requests it immediately after the vote is taken, their vote will be so recorded in the minutes to show whether they voted for or against the motion or abstained from voting

(All speeches maximum of 5 minutes, except for the Budget Meeting where the Member proposing the adoption of the budget and the Opposition Spokesperson shall each be allowed to speak for 10 minutes to respectively propose the budget and respond to it. The Member proposing the budget may speak for a further 5 minutes when exercising his/her right of reply.)

Closure Motions

a) A Member who has not previously spoken in the debate may move, without comment, any of the following Motions at the end of a speech of another Member:

- i) to proceed to the next business;
- ii) that the question be now put to the vote;
- iii) to adjourn a debate; or
- iv) to adjourn a meeting.

b) If a Motion to proceed to next business is seconded, the Mayor will give the mover of the original Motion a right of reply and then put the procedural Motion to the vote.

c) If a Motion that the question be now put to vote is seconded, the Mayor will put the procedural motion to the vote. If it is passed he/she will give the mover of the original motion a right of reply before putting his/her motion to the vote.

d) If a Motion to adjourn the debate or to adjourn the meeting is seconded, the Mayor will put the procedural Motion to the vote without giving the mover of the original Motion the right of reply

Point of order

A Member may raise a point of order at any time. The Mayor will hear them immediately. A point of order may only relate to an alleged breach of the Council Rules of Procedure or the law. The Member must indicate the procedure rule or law and the way in which he/she considers it has been broken. The ruling of the Mayor on the matter will be final.

Personal explanation

A Member may make a personal explanation at any time with the permission of the Mayor. A personal explanation may only relate to some material part of an earlier speech by the Member which may appear to have been misunderstood in the present debate. The ruling of the Mayor on the requirement of a personal explanation will be final.

AT A MEETING OF THE BOROUGH COUNCIL held in the Grey Rooms, York House on Tuesday, 17th December, 2019

PRESENT: The Mayor (Councillor Sayonara Luxton), The Deputy Mayor (Councillor Gary Muir)

Councillors John Baldwin, Clive Baskerville, Christine Bateson, Gurpreet Bhangra, Simon Bond, John Bowden, Mandy Brar, Catherine Del Campo, David Cannon, Stuart Carroll, Gerry Clark, David Coppinger, Carole Da Costa, Wisdom Da Costa, Jon Davey, Karen Davies, Phil Haseler, Geoff Hill, David Hilton, Maureen Hunt, Andrew Johnson, Greg Jones, Lynne Jones, Neil Knowles, Ewan Larcombe, Ross McWilliams, Helen Price, Samantha Rayner, Joshua Reynolds, Julian Sharpe, Shamsul Shelim, Gurch Singh, Donna Stimson, John Story, Helen Taylor, Amy Tisi and Simon Werner

Officers: Mary Severin, Duncan Sharkey, Karen Shepherd, Maddie Pinkham and James Carpenter.

Also in attendance: Peter Robinson (CIPFA)

59. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Targowski and Walters.

60. COUNCIL MINUTES

RESOLVED UNANIMOUSLY: That:

i) **The minutes of the meeting held on 24 September be approved, subject to an amendment to page 24 to record Councillor Stimson's response to the supplementary question g) as 'Why don't you just ask them yourself?'**

ii) **The minutes of the meeting held on 23 October 2019 be approved.**

61. DECLARATIONS OF INTEREST

Councillor Werner declared a Personal Interest in motion e) as he worked for Guide Dogs for the Blind who were currently running a campaign on fireworks.

Councillors Werner, Bateson and Cannon declared Personal Interests in motion a) as members of the Royal Berkshire Fire Authority.

62. MAYOR'S COMMUNICATIONS

The Mayor had submitted in writing details of engagements that the Mayor and Deputy Mayor had undertaken since the last ordinary meeting, which were noted by Council.

The Mayor welcomed Councillor G Jones, as this was his first full Council meeting following the Riverside by-election.

63. PUBLIC QUESTIONS

a) Ed Wilson of Clewer and Dedworth West ward asked the following question of Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health:

Will the Lead Member advise if he has received any proposals from members that safeguard the future of the Dedworth Sensory Garden?

Councillor Carroll responded that he could confirm that he had received no proposals from Members that would safeguard the future of the Dedworth Sensory Garden.

However, he could confirm that, following an approach from Councillor Price, the Director of Adults, Health and Commissioning had met with her on site to discuss what options there were available for the council to help. Regrettably, the conclusion of the meeting was that there was nothing that the council could do. However, Councillor Price was advised to contact the council's delivery partners, such as Volker Highways and Tivoli, who may be able to support the local community to reopen the garden with practical help. He understood that some practical help had been provided and that there had been some wider interest from the local community to see the garden reopened and then maintained.

By way of a supplementary question, Mr Wilson stated that he was disappointed that there were no formal proposals on the table. A group of residents was looking to form a charity. Would the Lead Member commit to meeting residents and potential trustees to discuss a way forward.

Councillor Carroll responded that he would be delighted to do so.

b) Ed Wilson of Clewer and Dedworth West ward asked the following question of Councillor Johnson, Leader of the Council:

Will the Leader of the Council meet with me and Dedworth residents who would like to display large remembrance poppies along Dedworth Rd and Maidenhead Road in years to come?

Councillor Johnson responded that the Royal Borough had been, and would continue to be, committed to events and initiatives which supported Remembrance Day.

The council had previously worked with residents and other organisations to display large poppies on the highway and was very happy to continue to do so. There appeared to be differing arrangements in different localities with some providing their own poppies and others being provided and displayed by the Royal Borough.

In order to ensure that there was no miscommunication or misunderstanding in future years a short policy would be developed led by the museum and arts team. He would be happy to meet with any interested party.

Mr Wilson confirmed that he did not have a supplementary question.

64. PETITIONS

No petitions were presented.

Councillor Werner indicated he would in future have a petition to present relating to speeding outside his daughter's school. The Leader had already indicated his support. Councillor Johnson commented that he had spoken to officers and asked them to undertake a speed survey in the area.

65. REFERRALS FROM OTHER BODIES

None for this meeting

66. APPOINTMENT OF STATUTORY OFFICER

Members considered appointment of the S151 Officer.

Councillor Hilton explained that the constitution required full Council approval of the appointment of the Section 151 officer. The proposed candidate, Adele Taylor, had extensive experience. Her appointment would bring greater intellectual capability to the management team. Alongside the management of the council's finances, she would be responsible for Revenues and Benefits, Libraries and Resident Services, ICT, HR, Corporate projects and would also oversee the audit function and the pension fund. Members noted Adele Taylor's experience as detailed in the appendix.

Councillor Rayner commented that she had been a member of the interview panel; all had agreed that Adele would be a strong addition to the council. She was confident that Ms Taylor would embrace the council's culture and would be open to discussions with Councillors and residents.

Councillor Werner stated that he supported the proposal but was concerned at the comment that Ms Taylor would embrace the council's culture given the recent criticisms by CIPFA on the financial culture of the organisation.

Councillor Hilton responded that the council was already on the process of changing its culture. Financial reporting was already more clear and transparent than in the past. He would look to Adele Taylor to carry on down that road towards better practice.

Councillor Rayner highlighted that there had already been a change in culture with a new Leader and Managing Director.

It was proposed by Councillor Hilton, seconded by Councillor Rayner, and:

RESOLVED UNANIMOUSLY: That Council notes the report and appoints:

- i) Adele Taylor as the Council's Section 151 Officer following her appointment to the role of Director of Resources.**

67. OLD WINDSOR NEIGHBOURHOOD PLAN - FORMAL MAKING OF THE PLAN

Members considered making the Old Windsor Neighbourhood Plan part of the Development Plan for the Royal Borough of Windsor and Maidenhead and for it to be

used in decision making for relevant planning applications in the neighbourhood plan area.

Councillor Coppinger commented that the council had and continued to support neighbourhood plans. There were currently 10 in progress across the borough. Old Windsor was the fourth to reach this stage. The NPPF gave local communities direct powers to ensure sustainable development where it was needed. The Group had undertaken a series of consultations on the plan and developed evidence to support its proposals. The independent examiner had agreed it could move to referendum with some minor modifications.

The referendum had taken place on 10 October 2019. Of 763 votes, 709 had voted to approve the plan. He therefore asked Council to accept the result and formally make the plan part of the development plan for the borough.

Councillor L. Jones commented that neighbourhood plans were truly community-led. She thanked the Neighbourhood Plan Group for producing a plan that fully reflected the views of residents. She particularly thanked Jane Dawson, Chairman of the Parish council, for her efforts.

Councillor Hilton commented that it was an incredible task for local people to bring forward a document that stood the test of the Planning Inspector. It would be essential for all Development Management Panel members to understand the plan when considering applications in Old Windsor.

Councillor Bateson commented that it was amazing that every area of the borough was involved in neighbourhood planning.

Councillor Jones requested that the second recommendation include consultation with the Neighbourhood Plan Group. Councillor Coppinger accepted the amendment.

It was proposed by Councillor Coppinger, seconded by Councillor Jones, and:

RESOLVED UNANIMOUSLY: That Council notes the report and:

- ii) **That the Council make the Old Windsor Neighbourhood Plan part of the Development Plan for the Royal Borough of Windsor and Maidenhead; and**
- iii) **Delegates authority to the Executive Director, in consultation with the Lead Member for Planning and the Old Windsor Neighbourhood Plan Group, to make minor, non-material, amendments to the Neighbourhood Plan prior to its publication.**

68. CONSTITUTION CHANGES - SCHOOL IMPROVEMENT FORUM TERMS OF REFERENCE

Members considered amendments to the terms of reference for the School Improvement Forum.

Councillor Carroll explained that since he had become Lead Member in May he had focussed on the importance of every child, regardless of background or social

circumstances, being able to access the best possible education. The School Improvement Forum, which he chaired, allowed for additional scrutiny in local schools and helped to identify how the council could best support schools in achieving better outcomes. He wished to refocus the Forum to make its key priority about disadvantaged children and how to remove barriers restricting optimal attainment. The current terms of reference focussed on Ofsted ratings, however 94% of borough schools were now rated Good or Outstanding; none were considered inadequate. He wished to refocus the forum on disadvantaged children. He had discussed the proposal with Councillor Del Campo, the opposition representative on the forum, and confirmed that the changes would not mean other items could not be brought to the Forum. The idea was to set a clear priority and vision.

Councillor Del Campo thanked Councillor Carroll for the commitment to enable the forum to do other things. A focus on disadvantaged pupils was important but the 6% of schools not considered Good or Outstanding should not be forgotten; in addition other groups such as Gifted and Talented pupils also needed support.

Councillor Bhangra commented on his ward work alongside Councillor Carroll to support disadvantaged children.

Councillor Knowles commented that it was a fabulous idea to bring the terms of reference up to date. One of the key drivers was poverty. It would therefore be helpful if the forum could develop a whole support mechanism. The forum could also be a useful way of allocating additional SEND funding around the borough in consultation with headteachers.

Councillor Tisi stated that she was pleased with the changes. She highlighted that a number of schools had not been inspected for up to 10 years therefore it would be important to leave the option open if any slipped down the rankings. She also liked the fact that the forum met regularly.

Councillor Sharpe commented that it was wholly commendable to focus resources on supporting disadvantaged children to have the best start in life.

Councillor Coppinger commented that he was also a member of the Forum. As a former Chair of Governors at a primary school he had been pleased with the opportunity for political leaders to meet with educational leaders in the borough.

Councillor Davey asked who created the Inclusion Charter Mark referred to in the terms of reference.

Councillor Carroll commented that he was passionate about high performance. If needed, the forum would provide the time to address performance issues. Discussions over the Charter Mark had begun. The Corporate Parenting Forum already brought in Children in Care to get their views and he hoped this model could be developed for the School Improvement Forum. He explained that the Schools Forum also brought headteachers together with the Director of Children's Services, for holistic discussions. He was aware of the challenges to get those in the educational system to adopt a collaborative spirit. He would be happy to discuss the issues with those Members with experience.

Councillor McWilliams suggested all Members should encourage headteachers in their wards to attend the Schools Forum and input their views.

It was proposed by Councillor Carroll, seconded by Councillor McWilliams, and:

RESOLVED UNANIMOUSLY: That full Council notes the report and:

i)Agrees the terms of reference for the School Improvement Forum as detailed in Appendix B.

69. IMPLEMENTING THE CARE ACT - PEOPLE IN RESIDENTIAL ACCOMMODATION

Members considered approval of a policy to apply the provisions of the Care Act around costs where the Royal Borough became responsible for funding people in care homes who had previously funded their own care costs or had them paid by the NHS.

Councillor Carroll explained that adult social care operated on the basis of ability to pay therefore there was a significant element of means testing. The increasing demographic burden on adult social care was a national challenge. This was a positive challenge as it meant people were living longer, it should be celebrated but there was a need to ensure the system was equitable.

The borough had a statutory responsibility to meet the eligible care needs of adults including those who moved into care homes in the borough and subsequently ran out of money. The cost was usually then more than the council would pay for people with similar needs. The council would always look to negotiate down the costs but usually the council would exercise its discretion to allow a person to remain in their current care home.

The proposal, consistent with other local authorities, was to set a personal budget for accommodation in a suitable place with a view to only fund to that level or lower. The wellbeing principle would always apply in all cases. If medical evidence confirmed that moving an individual would have detrimental and significant impacts then the individual would be allowed to remain even if costs were higher. This would ensure all were treated equitably and ensure sufficient resources for all eligible residents.

Councillor Coppinger highlighted that the borough had more care homes beds per head of population than any other authority. New care homes were told that they needed to ensure an individual could afford the accommodation for the rest of their life however some did not in the knowledge that there would always be someone who picked up the cost in the end. The proposals ensured equity for all.

Councillor Davey commented that if the cost was £1,000 a week to provide care, 1,329 beds equated to £64m a year. The council needed to learn from its neighbours in Slough using 30% of the beds for the same population however the culture in some families there was also to keep elderly people in the family home. Councillor Davey suggested that an alternative would be to pay families to host an older person at £1,000 month. In a perfect world this would save £50m and the mother could be at home for the children, who would feel more loved and there would be less chance they would get into bother. The old person would feel loved and would add value to the family, for example helping with homework.

Councillor Carroll explained that the council was required to source care for those unable to pay under the means tested threshold. The council commissioned care from providers at some of the most competitive unit costs in the country. The report dealt with when people ran out of money and the council had the legal responsibility to look after the individual but the costs could be higher than the negotiated unit rate. All would be offered the same level of care unless there were specific circumstances.

Councillor Reynolds questioned whether there was a definition of 'detrimental and significant impacts'. Moving people would always have some form of detrimental impact. He also questioned why the report stated at paragraph 4.1 that there were no direct financial implications when the report was designed to save the council money. The proposals were at the expense of the most vulnerable.

Councillor Knowles accepted that the council needed to be able to negotiate with care homes. However towards the end of a person's life they became vulnerable to change of any sort. He understood medical conditions would be taken into account but to show compassion he felt there needed to be a form of appeal process.

Councillor Carroll accepted the proposed amendment to include an appeal process. There was already provision under the legislation but a localised process was a good idea. He highlighted that the wellbeing principle was a legal requirement in the Care Act. He was strongly in favour of equity; the system should not be skewed to those at one end of the financial spectrum.

Councillor C. Da Costa commented that she worked in the medical field and had an elderly grandmother who had died a few years previously therefore she understood the scenario of someone being moved from one care home to another. Any move was always detrimental and often caused confusion. Most people did not do as well in a new home even if of a higher quality. She highlighted the need to ensure safeguards were in place to ensure moves were as minimal as possible. She asked how many people the council was currently required to pay for at a higher level.

Councillor Johnson commented that he endorsed the need for a robust, transparent appeals process but there was a need to introduce a system to ensure equitable outcomes for both those in care homes and those who had to pay for the care, the council taxpayer. Every judgement would be based on hard medical evidence but in a compassionate manner taking into account the views of the individual and their family. The policy would give the council the ability to negotiate an equitable level. Along with Councillor Carroll he would meet with ministers in the new government to push for fairer funding and reform of the system.

Councillor Jones welcomed the introduction of an appeals process. Her position was to ensure people could stay in their own homes as long as possible. She felt it would be better to offer a personal budget that people could top up themselves if they wished for in-home care. She requested that the professionals making decisions on the wellbeing principle be outside the budget constraint process.

Councillor Carroll referred Members to paragraph 2.5 which showed the number of additional individuals the council was responsible for that had previously been self-funded. 15 individuals had been funded between Apr-Nov 2019 at a cost of £0.5m. He confirmed that healthcare professionals would make the wellbeing principle decisions and they were not budget constrained. He would discuss with officers the legality of

Councillor Jones' suggestion relating to in-home carers. He was aware that safety assessments had to be undertaken and a safety-first principle was always applied.

There was a need to reform adult social care and he would push ministers in the new government to ensure the large Conservative majority did not just get Brexit done but also addressed adult social care as well.

It was proposed by Councillor Carroll, seconded by Councillor Coppinger, and:

RESOLVED: That Council notes the report and:

- i) Approves the policy to apply the provisions of the Care Act around costs where the Royal Borough becomes responsible for funding people in care homes who have previously funded their own care costs or had them paid by the NHS.**
- ii) Supports an appeals process to take into account the needs and wishes of individuals, family members and the wider social group, in line with the Care Act.**

70. TREASURY MANAGEMENT UPDATE 2019/20

Members considered an update on the delivery of the Treasury Management Strategy approved by Council on 26 February 2019.

Councillor Hilton highlighted a typographical error in the report summary, section 2c which should refer to 2019/20. He asked Members to note the details of long term debt in Appendix C and the borrowing requirements on page 172. The table showed money held on behalf of the Local Enterprise Partnership; these were included in the calculation of debt. Investments were shown in Appendix B and included deposits with the Property Company, credit facilities and money market deposits. Arlingclose had recommended to continue to use short term borrowing to allow the markets to settle following the election but to take longer term borrowing to cover the £61.5m reported as the borrowing requirement and to do so before the end of February 2020. The operational boundary for debt had been confirmed as £159m. The authorised limit was £181m. Both remained unchanged.

Councillor Hilton explained that the council currently used the straight line method for calculating MRP. However the annuity method was very similar to repayment of a mortgage where the MRP was charged to the end of the asset's expected life. The charges went up over time. As there was a plan to pay the debt off early this would not be an issue. This method was increasingly common in local authorities.

Councillor Jones asked what impact changes to the MRP would have on the revenue budget. She also asked for an explanation of paragraph 4.1.8.

Councillor W. Da Costa stated that he broadly agreed with the strategy but had a few questions. In relation to the £14.3m – £16m on deposit and the maximum amount that could be deposited with any particular bank was now reduced to £5m, how much money had been moved to get maximum deposits in banks to £5m per bank? Given also that the previous minimum credit rating was BBB+, assuming an average of £15m deposits, had the interest income received therefore dropped and, if so by how much?

Councillor W. Da Costa commented that, with regard to the Minimum Revenue Provision, if the change meant the council charged more costs in future years than now, it seemed not as prudent as charging it now. What difference would changing to a less prudent method have and what would the benefit be? Did the limits and constraints also apply to RBWM Trading Companies? By changing asset lives, or using a different internal rate of return, the council could manipulate the amount of money it charged to the budget, to make it look better. He asked for assurance that any changes in asset lives and internal rates of return would be first scrutinised by the Corporate Overview & Scrutiny Panel. If this could be done, he requested that the motion be amended.

Councillor Hilton responded that the proposal reduced the impact on the MRP in the early years and had a positive impact on the revenue budget; this would grow over time. Over time there would also be inflation. He had not done the calculation, however if run over 50 years, the council would end up paying the net present value whichever way it managed the process. In relation to 4.1.8 the council prepaid its pension contributions and it received a return on the money that would achieve a better rate of return than if invested in one of its counterparties.

Councillor Hilton explained that with relatively small amounts of money involved, no more than £16m, nothing would need to move. The report was just reflecting on what was happening now. Investment income had not dropped, it was 0.11% more than LIBOR which was pretty good with short money. Small sums of money went in and out as money was loaned overnight to ensure it did not sit doing nothing. There would be no effect on the trading companies as the council just had deposits with them from time to time. The MRP methodology had been supported by CIPFA. The new method was therefore considered to be prudent.

The report did mention asset lives would be set after discussion with valuers. Once an asset life was set, unless something catastrophic happened, if the council believed the value of an asset should change in the annual statement of accounts, then there would be a discussion with the valuers. It was not within the gift of the council to change the value, it would ultimately need to be approved by the auditors.

Councillor Hill highlighted that net borrowing to 31 March 2020 as £158m. Structural debt was £57m and short term debt was circa £120m. He asked how it would be repaid and what assets would need to be sold to do so. He also believed there was a deficit in the pension fund and asked how that would be covered.

Councillor Hilton explained that the actuaries had reported to the Pension Fund Panel the evening before that the additional provision for the deficit could be reduced from the previous £800,000 to £200,000. There was a schedule of cash flows indicating when all debt would be repaid.

Councillor Price commented that some of the organisations listed in Appendix A did not seem to have Fitch ratings. Councillor Hilton stated that he would check and get back to Cllr Price. If they were other local authorities, then they did not receive Fitch ratings.

Councillor Baldwin commented that he did not understand bullet point four in recommendation iii) but he was not the Lead Member for Finance. He relied on the Lead Member to calm his fears; he was concerned at comments such as 'I have not

done the calculations'. Councillor Hilton responded that it was the council's policy to repay debts early because it had a known positive cash flow to enable this to happen. Long term debt would be paid when completed otherwise premium had to be paid. He did understand bullet point four in recommendation iii) but would ask CIPFA to provide an explanation.

Councillor Knowles asked if the debt repayment schedule could be published even if on a confidential basis to Councillors. Councillor Hilton stated that he would discuss with officers; the plan was for the schedule to be published with the budget papers.

Councillor W. Da Costa commented that the figure of £20m referred to by Councillor Price was the maximum that could possibly be lent; what was actually lent to individual organisations were smaller amounts. In relation to bullet point four in recommendation iii) he explained that the Secretary of state could determine the treatment of specific items such as development of a computer programmes and, in relation to options 3 & 4, for no longer than 50 years except for PFI and professional valuations.

Councillor Werner expressed concern at being asked to support the recommendations when many councillors had not seen the debt repayment schedule. It would be useful to see even with the caveat it may change. He asked why it could not be shared.

Councillor Hilton commented that the Corporate Overview and Scrutiny Panel had met to discuss the CIPFA report; Councillor Werner had been present. At that meeting it had been Peter Robinson from CIPFA that had said the debt repayment schedule could not be discussed whilst it was a work in progress. The Managing Director reminded Members that the debt being discussed had already been generated. Members were not approving the debt, they were being asked to approve changes in the counterparty limits. Full information was available about the recommendations in the report. Papers had been published in previous years with the income forecast for capital; they were currently under review to improve accuracy.

Councillor Werner commented that he understood the debt had already been accumulated but Members were being asked to approve a strategy for repayment on the basis the council could sell assets in future.

Councillor Johnson commented that he was not aware the Opposition had asked for the schedule before the meeting. Early in 2020 the administration would present a comprehensive budget which Members would have the opportunity to question. He was different to former Leaders of the Council but he was still a fiscal Conservative. The capital strategy would be underpinned by an asset management strategy which would look at each asset in turn to identify its most effective use.

Councillor Carroll commented that he felt Councillor Hilton was doing an excellent job and had presented a complex paper in a human and accessible way.

It was proposed by Councillor Hilton, seconded by Councillor Carroll, and:

RESOLVED: That full Council notes the report and approves the following:

- i) Lower the Counter Party limits for investments with external bodies from the current limit of £10m to £5m and only lend to institutions with a Fitch rating of A- and above to reduce risk.**

ii) Lower the Counter Party limit with the Council's bankers, Lloyds from £12.5m to £7.5m to reduce risk.

iii) Having regard to current Guidance on MRP issued by MHCLG and the "options" outlined in that Guidance and to even out the financing costs of assets over their anticipated life, the Council is recommended to approve the following MRP Statement to take effect from 1 April 2019:

- for all capital expenditure, MRP will be based on expected useful asset lives (Option 3 – asset life), calculated using the annuity method;
- asset lives will be arrived at after discussion with valuers, but on a basis consistent with depreciation policies set out in the Council's annual Statement of Accounts, and will be kept under regular review;
- MRP for finance leases and service concession contracts shall be charged over the primary period of the lease, in line with the Guidance;
- For expenditure capitalised by virtue of a capitalisation direction under section 16(2)(b) of the Local Government Act 2003 or Regulation 25(1) of the 2003 regulations, the 'asset' life should equate to the value specified in the statutory Guidance.

71. MEMBERS' QUESTIONS

a) **Councillor Larcombe asked the following question of Councillor Coppinger, Lead Member for Planning and Maidenhead:**

Unauthorised construction of raised earth bunds on flood plain are a problem in my Datchet, Horton and Wraysbury Ward. These embankments inhibit overland flood flows, take up flood storage capacity and raise flood levels. The simultaneous neglect of the ancient land drainage infrastructure exacerbates flooding. As lead local flood authority what action is RBWM taking to remedy the issues?

Councillor Cannon, as relevant Lead Member, responded that from a planning perspective the council was not aware of any unauthorised bunds in the Datchet, Horton and Wraysbury area. There were sites in the area that had bunds but these were either lawful through planning permission or by virtue of S171B of the Town and Country Planning Act i.e. they were immune from enforcement action.

There was a site in Datchet that had piles of wood that were stored as part of an unauthorised timber processing site, to which Councillor Larcombe may have been referring. These were not strictly bunds but their removal was required by an extant enforcement notice to which the owner had failed to comply. This offence, i.e. failure to comply with the terms of the enforcement notice, had been referred to the Council's legal team to pursue prosecution.

If there were other sites in the area with alleged unauthorised bunding, Councillor Cannon asked Members to report them to the Planning Enforcement team so that the matter can be formally investigated.

With regard to the land drainage infrastructure, actions being progressed included recommencing an annual weed spraying programme on the Wraysbury Drain in the Spring 2020; guidance to be issued on riparian responsibilities relating to the ancient infrastructure, on conclusion of the legal work; where the watercourse was impeded and there was restriction to flow, subject to legislation, undertake enforcement action using the council's powers under the Land Drainage Act 1991; and to continue working with the local community. With regard to the 'Ardmore' site at Hythe End, the planning enforcement notice for removal of the hardstanding, including reinstatement of the ditch, had a deadline of Christmas for compliance. The council would instruct legal to issue a Land Drainage enforcement notice if further ditch restoration works were needed.

By way of a supplementary question, Councillor Larcombe commented that the Flood and Water Management act 2010 identified the responsibilities of different types of flooding. As a unitary authority the borough was the Lead Local Flood Authority with overall responsibility. He realised his ward was a remote and minor outpost but he believed the council should do more to ensure proper maintenance. The emerging Borough Local Plan stated that 'the de-culverting and promotion of natural water systems should be encouraged'. He asked for confirmation that these issues would get proper consideration in conjunction with the climate change adaptation strategy.

Councillor Cannon responded that if issues were reported to the council they would be addressed. He disagreed with the comments about remoteness, but it was down to ward Members to report issues.

The meeting adjourned at 9.11pm and resumed at 9.16pm.

b) Councillor Larcombe asked the following question of Councillor Coppinger, Lead Member for Planning and Maidenhead:

What is the total cost of the Borough Local Plan to date please?

Councillor Coppinger responded that the local plan had been in development for a number of years, and for this reason there was not a precise figure. Costs incurred towards the pre-regulation 18 stage were circa £600,000. The costs to get to Submission version in January 2018 were circa £850,000 and it was expected that costs to get the plan to be resubmitted to the Inspector early in 2020 be circa £540,000. There would also be costs associated with the Inspector's time and any further work that was required.

This cost was of course offset as investment in the future of the Borough through the future delivery of new homes for families, children, and key workers, the development of new jobs, economic growth and the associated business rates, as well as setting a clear agenda for both sustainability and place making.

It was anticipated that the new development the Borough Local Plan sought to deliver would bring in circa £3m a year in Community Infrastructure Levy to be spent in and by local communities and the council, and that was why the council was also busy supporting local communities with their development of neighbourhood plans to

enable them to maximise the ability to further shape local developments and secure the financial and infrastructure benefits of development.

All councils were required to have a plan in place, and clearly the implications of not having a plan in place, including a lack of control over the location and type of development, were clear and present reasons an adopted plan was needed.

Councillor Larcombe confirmed that he did not have a supplementary question.

c) Councillor Price asked the following question of Councillor Clark, Lead Member for Transport and Infrastructure:

Where there are broken/uneven pathways, lack of dropped kerbs/tactile paving, residents with disabilities, and indeed the elderly, are deterred from venturing out, thus increasing the incidence of loneliness, isolation, and physical inactivity. Will the Lead Member consider prioritising repairs/improvements where there are clusters of such residents in line with the RBWM Strategic Priority of Health, Skilled and Independent residents?

Councillor Clark responded that he had personal experience as he was a carer for his disabled mother.

The Royal Borough had made and continued to make significant investment in highway infrastructure in recent years and the capital programme approved by Council on 26 February 2019 included investment of £11.8m to maintain and improve highway infrastructure including roads, footways, bridges, street lighting, etc.

Part of this overall investment was £300,000 specifically for footways seeking to meet the aims of the Local Transport Plan to '*...improve access to services*. This also supported the delivery of the broader aims of the strategic priority of 'Healthy, Skilled and Independent Residents'.

Therefore, he was very happy to continue to prioritise improvements. He requested Members, residents and carers help identify issues and report them so they could be prioritised.

By way of a supplementary question, Councillor Price asked if a pilot could be undertaken in her ward to identify key routes to access local services, particularly around care homes. The results could then be used to consider extending it to other parts of the borough.

Councillor Clark responded that local knowledge was key. He would be pleased for the pilot to be implemented and the results discussed, he asked then to be informed of the resources needed so he could ensure prioritisation in future.

d) Councillor Davey asked the following question of Councillor McWilliams, Lead Member for Housing, Communications and Youth Engagement:

What funding has cabinet allocated to support rough sleepers over the Christmas period and into the New Year around the Borough and how might we work better with community groups and voluntary organisations to raise awareness and sign post provision to maximise resources for all?

Councillor McWilliams responded that the council had a statutory duty under SWEP. The council had taken the decision to rehome people from the end of November this year. On top of the statutory obligations, £138,000 in grant funding had been received. Of this, £88,000 was for the rough sleeping initiative which funded a rough sleeping co-ordinator and an outreach worker. The remaining £50,000 for cold weather provision funded an additional outreach worker and supported the rough sleeper pathway which would be rolled out at John West House in the coming days. It would include wrap-around support to move to long term solutions; this was a sea change in approach. The three principles he applied to the issue were compassion, thoroughness and co-operation.

By way of a supplementary question, Councillor Davey asked as there had already been a few nights of very cold weather, why had implementation not already taken place?

Councillor McWilliams responded that if residents had come forward and contacted the council via SWEP they had already been housed. However this was not a long-term solution. The council was looking at sites in Windsor and Eton to provide services similar to John West House, to ensure more comprehensive support rather than at isolated units dotted around the borough.

e) Councillor Davey asked the following question of Councillor Johnson, Leader of the Council:

With RBWM in a very serious financial situation is it now time to make use of the skills of all councillors, across parties, rather than simply relying on the Conservative Administration trying to go it alone?

Councillor Johnson responded that it was fair to say that there was a focus as an authority on significant financial challenges, some driven by demographics and some service-related pressures. The borough was in a comparable situation to others in the southeast facing constricted budgeting issues. His administration was committed to presenting a balanced budget. It would look to discuss with all interested parties; the Opposition would be able to comment at Scrutiny Panels and at Cabinet. Any ideas how to improve the financial position would be welcomed. He would be calling on the new majority Conservative government to look at the entirety of the local government financial settlement.

By way of a supplementary question, Councillor Davey asked if a cross-party working group including officers could be set up to look at the issues.

Councillor Johnson responded that the administration was working on a draft budget, which would go through the scrutiny process. Opposition Members would have the opportunity to suggest ideas and could contact individual Lead Members if they had contributions in specific areas.

f) Councillor Davies asked the following question of Councillor Carroll, Lead Member for Adult Social Care, Children's Services, Health and Mental Health:

Nationally 30,000 children - UK resident but EU nationals - may not receive settled status, despite being entitled to it, due to "irregular family contexts". Of these, 5,000

are children in care. Are there any children in our care whose settled status is uncertain for this reason? And if so, what practical and legal support are they receiving?

Councillor Carroll responded that as of 16 December 2019, the council did not have any children in its care who were UK resident EU nationals that would require an application for settled status. However if that situation changed, council staff would stand ready to support any children in care for whom settled status was required, including care leavers.

More generally parents who were EU nationals and had children who were born in the UK should check with the Home Office to ensure that their children had settled status.

By way of a supplementary question, Councillor Davies asked what risks had been identified with regard to Brexit preparedness in Adult and Child Services in the case of a No Deal Brexit and how would the council cope given that it was known that there were not the 'very healthy reserves' that were referred to by the former leader of the council when this question was asked by Windsor for EU earlier in the year?

Councillor Carroll responded that given the general election result, a no deal scenario was unlikely. However, if it occurred the council would coordinate with colleagues in the Home Office to understand any additional implications. Children's Services had not identified any immediate risks with any of the possible Brexit scenarios. The Prime Minister had made it clear that EU nationals were welcome to apply for settled status.

g) Councillor L. Jones asked the following question of Councillor Hilton, Lead Member for Finance and Ascot:

The finance update is showing an estimated £3.61m forecast overspend at the end of the financial year. This is the 'net figure' after 'saving mitigations' have already been implemented. What assurances can the Lead Member give council that this figure can be mitigated and will not continue to rise?

Councillor Hilton responded that with demand led services there could be no certainties and in the December Finance monitoring report, which had already been published, he had declared an additional £132,000 overspend.

By way of a supplementary question, Councillor L. Jones asked, with the information available at the moment, what impact would this have on the 2020/21 budget and what was the current total estimated shortfall that needed to be met.

Councillor Hilton responded that the figures were still moving and it would be inappropriate for him to talk about it at the moment.

h) Councillor Hill asked the following question of Councillor Clark, Lead Member for Transport and Infrastructure:

Given the recent tragic deaths of 2 Oldfield Ward Residents when are we going to see the pedestrian crossing built on Braywick Road and safety upgrades to the 2 crossings near Oldfield School on Bray Road?

Councillor Clark responded that the deaths of two residents in road accidents was tragic and his thoughts and condolences were with the families and friends of those affected.

Every fatal collision was investigated by Thames Valley Police in conjunction with road safety specialists from the Royal Borough and any points which emerged from the process would be reviewed and actioned. On average there were four road deaths per year in the borough.

The Royal Borough approved funding and committed to delivering a pedestrian crossing on Braywick Road earlier in 2019. This approach responded positively to a local petition and an extensive public consultation and the council made a commitment to deliver in advance of the opening of the new leisure centre. This timeline remained with works due to start in April 2019.

With respect to the crossings on Bray Road, a meeting had been undertaken between Members, residents and officers to listen to concerns and identify any potential improvements which could be introduced.

Councillor Hill confirmed he did not not have a supplementary question but commented that officers had been very helpful and a way forward had been identified, subject to funding.

i) Councillor Hill asked the following question of Councillor Clark, Lead Member for Transport and Infrastructure:

It was agreed after two petitions were raised to review pedestrian crossings on Stafferton Link Road that all crossing points on the road would be examined with a view to improve pedestrian safety. When will this be complete and improved safer crossings be installed?

Councillor Clark responded that safety and easy access to services and facilities was a priority for the Royal Borough and was embraced in the 'Local Transport Plan' and throughout other policies and strategies (for example: the 10-Year Cycle Action Plan adopted by Cabinet).

There were a number of key crossing points along Stafferton Link which were being, or had been, reviewed and assessed by officers. He welcomed the opportunity to update on the good progress. The existing zebra crossing adjacent to Vicus Way had been reviewed and was being considered to be upgraded to a signalised crossing due to the changing nature of the area.

The existing signalised crossing adjacent to 'Lidl' was installed relatively recently to link the north-south cycle network and integrate with the waterways.

The eastern end at the junction with Bray Road and Forlease Road had been investigated, seeking to manage the large volumes of children and parents walking to and from Oldfield School. There were practical constraints in introducing a controlled crossing in this area but dialogue was ongoing to find a deliverable solution.

In addition, a meeting had been undertaken that afternoon between Members, residents and officers to listen to concerns and identify any potential improvements which could be introduced in addition to the normal review procedures.

Councillor Hill confirmed he did not have a supplementary question but commented that officers had come up with a proposal for a crossing at the eastern end near Green Lane. The western end was more problematic.

72. MOTIONS ON NOTICE

Motion a)

Councillor Cannon introduced his motion. He explained that in the Royal Berkshire Fire Authority Annual Plan 2019 – 2020, the Fire Authority had committed to:

- Promote and influence the fitting of sprinklers in all buildings where appropriate.
- Engage with local authorities and encourage the retrofitting of sprinklers where it supported both occupants and firefighter safety.
- Continue to work with building developers and designers to introduce sprinklers as a part of an alternative design package; ensuring the appropriate levels of fire safety are maintained.

In support of these objectives Royal Berkshire Fire and Rescue Service (RBFRS) proactively endorsed the installation of sprinklers systems in educational, domestic, industrial, commercial and residential premises. Currently, under the Building Regulations in England sprinklers should be fitted in schools, warehouse premises of 20,000m², buildings over 30m high and single and multi-storey shops over 2000m².

On behalf of the UK fire and rescue service, the National Fire Chiefs Council (NFCC) had published a clear position on sprinklers and Automatic Water Suppression Systems (AWSS) with a view to save lives, property and ensuring residents and firefighters were as safe as possible. In addition to lobbying for the creation of a legal requirement to fit sprinklers or AFSS in buildings, Fire Authority members had been asked to put the motion to their councils for adoption.

Councillor Cannon amended recommendation iii to replace the words ‘the planning application or building control processes’ with ‘building regulations’.

Councillor Larcombe raised concerns about the costs of the proposal and how enforceable it would be. He was also concerned it did not refer to buildings with flammable cladding.

Councillor Werner stated his support for the motion, with the amendment.

Councillor Hill commented that he had undertaken fire risk assessments therefore he knew them to be very lengthy. He was concerned that fire officers did not visit private landlord premises. He felt an inspection process should be introduced to approve and certify the installation of sprinklers and AWSS.

Councillor Bateson commented that it was important to recognise the role sprinklers played. They were the most effective way to extinguish a fire before the fire service arrived. They saved lives, protected fire fighters and reduced damage to properties. The report from the Fire Chiefs Council had highlighted that when suppression systems operated, they were 99% effective at containing or extinguishing the fire.

It was proposed by Councillor Cannon, seconded by Councillor Bateson, and:

RESOLVED UNANIMOUSLY: That this Council:

- i) Acknowledges that sprinklers and other Automatic Fire Suppression Systems (AFSS) save lives, protect property, reduce the impact of fire on the environment, reduce interruption to business and improve safety for individuals in the community in general and firefighters. In recognising these benefits support the National Fire Chief's Council position on sprinklers by writing to Central Government to express support for the creation of a legal requirement to fit sprinklers or AFSS in buildings.**
- ii) Commit to installation of sprinklers or other AFSS within its own building stock when planning for and constructing new buildings or as a retrofitted solution when undertaking major refurbishments of existing buildings.**
- iii) Through building regulations, promote and support the installation of sprinklers or other AFSS for all new or refurbished buildings and particularly those that present the most significant risk to the public and firefighters.**

Motion b)

Councillor Taylor introduced her motion. She highlighted that 2019 had brought many extremes of weather to the UK. Along with severe flooding there were record breaking hot spells with temperatures reaching 38.7 degrees. Spells of hot weather would become more common and the UK was a country that traditionally was not used to dealing with the issue. Extreme weather affected residents, especially those who were most vulnerable or homeless, pneumonia and flu could cause serious illness and as a result the council had to provide additional support via SWEP and CWP.

NHS England, along with the Met Office, sent out weather warnings during times of extreme heat. Heat exhaustion and heat stroke could be fatal, especially in the most vulnerable and elderly who were less able to regulate body temperature. In 2017/18 almost 3000 people were admitted to hospital due to heat related ailments and in 2018/19 this rose to 8700. Heat was something that could seriously affect residents' health even those that were not vulnerable and put an increased strain on the NHS.

The NHS website offered advice during times of hot weather but for people without the internet this would be hard to access. She wished to see the advice echoed on information sheets in libraries, council buildings, charities, doctor's surgeries and other community centres. Simultaneously, the council could encourage social landlords to send the literature to their residents, along with regular updates on the council's social media.

Refill was a national campaign. There were currently 31 Refill outlets in Maidenhead and 41 in Windsor. They encouraged people to ditch single use plastic and to stay hydrated. She would like the council to explore the possibility of installing outdoor water fountains in both town centres.

Councillor Taylor had raised her concerns with Theresa May, MP, earlier in the year. She had assured Councillor Taylor that the government was working to implement

legislation to overcome the issue with new builds. During the climate hustings she had also recognised that current housing stock would need to be retrofitted. Building sustainable housing was not enough. The council needed to ensure those responsible for maintaining and repairing the properties understood the systems being used. Residents also needed to be informed of ways they could make their homes more comfortable at little or no cost.

The relevant minister had written to Councillor Taylor via Mrs May's office in October 2019 with information on what the government was doing in relation to heat mitigation and a link to research undertaken, to determine costs for house builders and home owners should this mitigation be retrofitted. He had also highlighted in relation to residents in rented accommodation that under the Housing Act 2004, local authorities had powers to tackle poor property conditions including excess heat which impacted on health. In many countries air conditioning was the solution but it was costly in the UK. Planning permission may also be an issue in conservation areas.

Councillor Taylor stated that she would like to see a review on repairs that social landlords carried out. During winter months some repairs were prioritised for the most vulnerable residents to ensure they were not cold. Heat rises therefore those on the higher levels of buildings suffered more. When lifts broke down, those with disabilities could not get up and down the stairs easily. She would like to see a system of priority repairs during hot weather as well as cold. The council should be proactive so that when legislation was passed it was ready with an idea of costs. Social landlords would have the daunting task of retrofitting their housing stock so it would be in residents' interest to research in advance what could be done.

Councillor Taylor was asking Council to establish a Heat Mitigation Research Working Group to pull all the necessary information together and start a plan of action. It could liaise with charities and other organisations including social landlords to ensure all were informed. Councillor Taylor stated that she had worked with Councillor Stimson to ensure that efforts were not being duplicated with the Climate Emergency Group.

Councillor Stimson comments that when legislation came through pockets of money would become available. If the council was ready in would be in a position to take advantage.

It was proposed by Councillor Taylor, seconded by Councillor Stimson, and:

RESOLVED UNANIMOUSLY: That this Council:

- i) Ensures that correct and helpful information is provided via the council's communications channels and libraries to assist people during periods of hot weather.**
- ii) Liaises with other support groups / charities to see what help can be offered to those who are most vulnerable in the Borough.**
- iii) Establishes a Heat Mitigation Research Working Group to discuss what responsibilities the council may have moving forwards to tackle the inevitable changes to a wider range of issues including building regulations, responsibilities for existing housing stock and general heat relief.**

At this point in the meeting, and in accordance with Rule of Procedure Part 4A C25.1 of the council's constitution, the Chairman called for a vote in relation to whether or not the meeting should continue, as the time had exceeded 10.00pm.

Upon being put to the vote, those present voted in favour of the meeting continuing.

RESOLVED UNANIMOUSLY: That the meeting continue after 10.00pm to conclude the outstanding business on the agenda.

Motion c)

Councillor Davey introduced his motion. Members noted that Berkshire Youth had said that young people wanted support to:

- grow in confidence;
- improve communication skills;
- learn leadership skills;
- increase personal resilience; and
- improve their personal relationships/friends and social skills.

If the support and guidance needed was provided, youngsters were less likely to get into trouble. Creating an environment for young people to thrive had to be a priority for any sane society. While that responsibility rightly fell firmly at the feet of parents and schools, it could hugely benefit from positive contributions and leadership from members of the local community.

Young people aged 15 - 18 naturally challenged societal norms to find out who they were but with too little family, school and community support to provide boundaries then things could go wrong. There was also a growing mental health crisis amongst young people. The Green Room in Windsor was providing support but only to the seriously deprived. Support was needed for all young people

Councillor McWilliams commented that there were some extraordinary young people in the borough. He did agree with the point about stronger communities; he was trying to achieve this in his ward. The youth services website had a lot of information on services available including self-esteem groups and the Girls Policy Forum. Schools and the voluntary sector also provided a lot of support. Councillor McWilliams highlighted the consultation on family hubs that was due to start in January 2020. He had a personal project to restart the Youth Council.

Councillor McWilliams proposed an additional recommendation:

Encourages all residents & stakeholders to take part in the RBWM's consultation on transforming RBWM's early help services into an integrated Family Hub model 0-19 (up to 25 years for young people with a learning difficulty or disability).

Councillor Davey accepted the amendment.

Councillor Carroll highlighted the excellent youth service, the Youth Ambassadors project and the Brighter Berkshire campaign.

Councillor W. Da Costa highlighted the Thames Valley Police cadet scheme in the borough. He referred to issues in South London where youth clubs had been closed leading to more negative influences on young people. This had led to an increase in issues such as knife crime. He never wanted that situation to occur in the borough therefore he urged more funding for youth centres. He also felt it was important not to outsource the services but have people involved who knew the young people and their communities.

Councillor Jones stated that she saw no reason not to support the motion as it was simply asking the council to look again at what could be done to support teenagers, particularly in the after school period.

Councillor Sharpe commented that some of the most deprived areas in the borough were in South Ascot; more youth facilities were needed there. Along with Sunningdale these areas were often overlooked.

Councillor Werner commented that each ward had areas of deprivation. Over the last ten years there had been a number of cuts to the youth services provision. If the council was going to tackle the issue it needed to ensure funding. Investment would be a saving for society in the long run. Pre-school years were also important therefore he encouraged residents to respond to the consultation to keep Children's Centres in north west Maidenhead.

Councillor C. Da Costa commented on two successful programmes for young people in the borough: upcycling of clothes that had been destined for landfill and the Food Academy. Funding was needed in all areas, not just deprived ones.

Councillor Hilton commented that not everything needed to be driven through the Council. This issue was raised by the Clerk at Sunninghill Parish Council at the Ascot Neighbourhood Action Group meeting in November 2019. The Clerk held the view that Charters School tended to look after pupils up to 16 years and it was 16 to 20-year olds who seemed to drift aimlessly and occasionally cause problems. The provision of something meaningful for them to do was thought to be of value. The issue was discussed again in December when Rob Hathorn, a Borough Lead Youth Worker attended the meeting. The Ascot NAG was made up of representatives of two parish councils, the police, community wardens, a YOT volunteer, two sixth form boys from Charters School and public members.

Rob Hathorn provided an example of where the Youth Services team had successfully tackled groups of youths (15 – 18-year olds) in Maidenhead via twice weekly initial visits to chat to the group which then progressed to a 10 – 12 week project. This had good outcomes but there was no ongoing programme. He had found it interesting that the two sixth form boys confirmed that 12-16 year olds were not interested in youth clubs, and preferred online gaming at home. At age 16 they start going out with mates. The sixth formers also made the point that anything organised had to be relatable to the young people.

A lot of ideas were presented at the meeting including the National Crime Prevention Awards and if the Youth Council at Charters had an interest, they could assist in setting up a programme which could potentially gain them an award. This idea would be taken to the Student Leadership group which would be a good starting point to find out what young people at school would like and where.

Councillor Hilton believed there were three requirements for success: finding someone to own the project and see it through, an appropriate location to meet and necessary funding and lastly would the young people in question engage. He did not see an issue with the first two but the challenge would be how to engage young people.

Councillor Price commented that at a recent Windsor Town Forum the police had reported on their initiatives and funding available. She urged liaison with the police to take advantage.

Councillor Davey highlighted that young people who were struggling received a lot of attention, including from social services. Those being monitored would not be approached by people trying to get young people involved in things like county lines. Therefore support was needed for all.

Councillor Carroll confirmed that the council was coordinating efforts with the police to pool funding. The Children's Commissioner report on the first 1000 days of a child's life had highlighted the need to use funding in a targeted way. The Integrated Family hub model was evidence based. There were some Children's Centres that were not being used therefore better targeting was needed.

It was proposed by Councillor Davey, seconded by Councillor McWilliams, and:

RESOLVED UNANIMOUSLY: That this Council:

- i) Recognises many 15-18 year olds could benefit from community support after school for approximately 3 hours a day.**
- ii) Commits to working harder to find solutions to give our youth the best possible start in life.**
- iii) Encourages all residents & stakeholders to take part in the RBWM's consultation on transforming RBWM's early help services into an integrated Family Hub model 0-19 (up to 25 years for young people with a learning difficulty or disability).**

Motion d)

Councillor Del Campo introduced her motion. She explained that the draft Borough Local Plan proposed building on Green Belt sites which was to the detriment of residents and wildlife. Some were in areas of flood risk and there were numerous highways and infrastructure issues. Given the recent declaration of a climate emergency the council needed to preserve green spaces. Her motion proposed offsetting the 766 empty homes in the borough against the various sites identified for development.

She amended her motion to remove the word 'empty'; from the third recommendation.

Councillor Brar seconded the motion. She felt the Inspector should be made aware of the 766 empty homes. There were sites, especially in Cookham, that should be removed from the Borough Local Plan to avoid destroying the Green Belt and wildlife.

Councillor Coppinger stated that the suggestion that 766 empty homes diminished the overall local plan housing requirement was incorrect. The Strategic Housing Market Availability Assessment (SHMAA), which had informed the housing figure in the Local Plan already took into account the fact that there were empty homes in the Borough as part of natural turnover in the housing market. In any case the housing figure was a minimum target and seeking to remove 766 units from the projected housing requirement would be without justification and would potentially render the plan unsound for failing to meet its objectively assessed housing need.

Councillor Coppinger explained that to seek to do so would be an entirely flawed position for the Council to take, given the submitted position to the Planning Inspector of the council that recognised the need to deliver homes, and the fact that this would require a very small amount of Green Belt release.

Councillor W. Da Costa commented that Green Belt land was vital for carbon capture but also for maintaining biodiversity. He asked, if the SHMAA included empty homes, was this figure 766 or lower? If it were lower, could the difference be utilised to reduce the objectively assessed need?

Councillor Baskerville commented that he had worked with officers ten years previously to bring empty properties in his ward back into use. The previous administration had tried to tackle the subject with little success. Experienced officers with commitment and determination were needed. Bringing properties back into use demonstrated a clear message to owners that the council would persevere, was a more efficient use of space and improved the quality of the local environment.

Councillor McWilliams highlighted that only six EDMOs had been used across the country because of the criteria required. Legislation had not been a great success. Of the 766 empty properties, only 268 had been empty over two years. Only 97 had been empty over 5 years. Since the Empty Homes Strategy was implemented in 2017, the number of empty over two years had reduced from 303 to 268. The ambition was to reduce this further but the policy of 100% council tax premium had encouraged movement.

Councillor McWilliams explained that he was able to support the first two recommendations as the council was already doing what they requested, but he could not support the third recommendation with its linkage to the BLP.

Councillor Hill supported the principle because he did not think the council did enough to bring empty homes back into use, although he accepted the motion was flawed. In his view the BLP was in a dire state anyway. It planned for 16000 homes when only 14500 were needed. 766 therefore did not need to be built on the golf course site. He objected to the objectively assessed need figure.

Councillor Del Campo commented that she was not attempting to derail the BLP; she knew it had to be done. She also knew the council could not edit the plan but it could write to the Inspector to urge her to consider the proposal.

Members voted on the motion as amended by a show of hands; the motion fell.

Motion e)

Councillor Baldwin introduced his motion. He explained that according to the RSPCA 62% of dogs, 54% of cats and 55% of horses showed signs of distress during firework displays. The British Horse Society reported 20 deaths, 10 severe injuries, and 88 mild to moderate injuries in horses since 2010.

The relationship between for example 60 decibels and 70 decibels for the same sound source was not the same as that between 60 and 70 miles per hour on the speedometer of a car. The decibel scale was logarithmic: a change of 10dB was accepted as the difference in level that is perceived by most listeners as twice as loud. The Firework Regulations of 2004 prohibited any firework that detonated at a higher level than 120 decibels. This was already the equivalent of being in the front row at a loud rock concert. However, fireworks designated as F2 and F3, i.e. those that could be purchased by anyone over the age of 18, were routinely sold with a detonation decibel output of 150 to 175 decibels. This was not at the lower end only 25% louder than it should be, but was nearer eight times louder than it should be.

Councillor Baldwin stated that the council needed to educate firework users of the dangers to which they were exposing themselves, their families, their neighbours and those animals that surrounded them. There was much that could be done without coercion or enforcement and some of those suggestions were detailed in the motion. However, even more could be achieved by raising the general level of awareness. Members could use their connections and contacts within the wards to help spread the word. Lead Councillors could do even more through their contact with senior officers and Heads of Departments.

Councillor Del Campo seconded the motion.

Councillor Cannon commented that this was a national issue rather than a council one. He did not think it was enforceable therefore he did not see how the council could take it forward.

Councillor Davies stated that Members should support the motion as the council would be able to promote the campaign, write to the government and encourage suppliers in the borough. She was aware of the impact on dogs as she had previously volunteered with a dog rescue charity. Fireworks also had an impact on retired servicemen as they could trigger PTSD.

Councillor Knowles commented that the council could write to the government to urge for a change in legislation. Military veterans suffered three weeks of hell around bonfire night. Private displays were generally manageable but the large public displays were a problem.

Councillor Bhangra commented that fireworks were used in festivals such as Diwali. Fireworks had been used for hundreds of years. He did not think it was an issue the council could decide on; it was a national issue to introduce legislation.

Councillor W. Da Costa stated that the council had a duty of care to residents and their pets. Windsor was a garrison town and many military families stayed in the area. He felt the council could easily undertake a public information campaign in Around the Royal Borough. He acknowledged that the last recommendation would be difficult for the council to control but it could adopt a leadership position on the issue.

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Councillor Haseler referred to a national petition calling for the banning of the sale of fireworks to the public. He felt that introducing the motion one year after the issue had been debated at the national level could be fruitless.

Councillor Reynolds commented that the issue came up on local social media groups. Approving the motion would be a profoundly positive thing to do in the eyes of residents. Just because something had happened for hundreds of years did not mean it should continue in the same way. If the council could do something, however small, it should do so.

Councillor Price commented that Legoland was in her ward; the regular displays had been reported as a real issue for her residents. Community wardens monitored the situation to keep the displays within limits but they did affect the community. She therefore agreed with the motion in terms of informing people of steps they could take to mitigate the impact.

Councillor Johnson commented that to enact change would require a change in primary legislation. He suggested that Members could write to the two local MPs to ask them to raise the issue with ministers. He would be prepared to speak to Theresa May to urge her to raise the issue with ministers. If the motion had been brought in the summer an article in Around the Royal Borough could have been considered along with a social media campaign. An article could be included next autumn.

Councillor Singh commented that he had been a retailer of fireworks for 20 years. A number of changes had occurred over that time including raising the age to purchase to 18 and the banning of noisy fireworks such as bangers. The council was restricted in what it was able to do.

Councillor Baldwin commented that Members seemed to have read the motion in very different ways. He was not asking for a change in primary legislation but just for a letter to be written. He thanked Councillor Johnson for acknowledging there may be an appropriate time for an article and social media campaign.

Members voted on the motion by a show of hands; the motion fell.

Motion f)

Councillor Hill introduced his motion. He explained that recently a member of the public had lost their life on Bray Road; they had been on the crossing when they were hit. There was an increased amount of traffic with all the new development. Residents had undertaken a detailed survey which alleged drivers were recorded speeding across the crossing and failing to stop. The council needed to do its utmost to avoid another tragedy.

Councillor Clark commented that he agreed with the sentiment of the motion but it implied this was not something that was already being done. There was already a policy in place that looked at all routes. Routes were considered to be acceptable if the following criteria were met:

- A road with heavy traffic flow must have continuous adequate footway provision.

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- Roads with light traffic flow must have adequate step- off areas with good sight lines.
- Roads with low traffic flow do not require step-off areas, but should have sufficiently good sight lines to be able to see approaching vehicles.
- If there is a need to cross roads there must be sufficient gaps in the traffic flow and sight lines to allow enough opportunities to cross safely, or there must be traffic calming, formal / informal crossing facilities or a school crossing patrol.

He therefore proposed that the motion be amended to read:

This Council agrees to continue to review and evaluate all pedestrian crossings on safe walking routes to school and in the vicinity of schools, with particular emphasis given to crossings on main roads, and put in place measures to mitigate identified risks.

Councillor Hill stated that he did not disagree that the crossings complied with the regulations but traffic flows may have changed and people used different routes therefore assessments could be a few years out of date.

Councillor Clark highlighted that the school travel plans were reviewed regularly and there was an approved capital budget entitled 'Safe Routes to Schools' which was targeted at delivering measures identified through the travel planning process.

As part of the contract with 'Project Centre Ltd' there was a requirement to review, develop and promote school travel plans and deliver road safety training and education in schools. He therefore suggested that update on the status of all travel plans be sought.

Councillor Hill accepted the amendment proposed by Councillor Clark.

Councillor W. Da Costa commented that a child had been knocked down outside a school in Dedworth in March 2019. A meeting had been convened with the police, community wardens, PCSOs, highways officers and school representatives. At the meeting on 3 April it had been decided to ask for a crossing but since then there had been no progress; nothing had been heard from the council. Councillor Da Costa had put in a capital bid in August 2019 but again he had heard nothing.

Councillor Clark asked Councillor W. Da Costa to email him with the details.

Councillor Larcombe commented that because of stationary traffic vehicles often drove over a crossing on the wrong side of the road in Datchet. Another crossing was needed on Slough Road near Churchmead School.

Councillor Sharpe commented that a crossing was required in South Ascot for children going to school. Officers had turned it down. The whole area needed review.

Councillor Reynolds commented that he had been working with Councillor Del Campo and Furze Platt Junior School and Furze Platt Infant School for a safer crossing. He was pleased to say a council bid for £30,000 had been put in. It was important that routes and crossings were reviewed. For example, the route to Furze Platt Senior School included a pavement which was not ideal. He would welcome the Lead Member looking into this issue.

COUNCIL - 17.12.19

It was proposed by Councillor Hill, seconded by Councillor Jones, and:

RESOLVED UNANIMOUSLY: That this Council agrees to continue to review and evaluate all pedestrian crossings on safe walking routes to school and in the vicinity of schools, with particular emphasis given to crossings on main roads, and put in place measures to mitigate identified risks.

The meeting, which began at 7.30pm finished at 11.16pm.

CHAIRMAN.....

DATE.....

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MEMBERS' GUIDE TO DECLARING INTERESTS IN 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 DPI or Prejudicial 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.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (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 made in respect of any expenses occurred in carrying out member duties or 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 relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, 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.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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MAYOR'S COMMUNICATIONS

Since the last Council meeting the Deputy Mayor and I have carried out the engagements detailed below.

Meetings

- Twinning Committee meetings
- Spoore Merry Rixman Foundation
- Pooles and Rings Charity
- Mayor's Charity Ball committee meetings

Schools/Clubs/Community

- Informal Christmas visits to staff, Maidenhead Police Station, Heatherwood Hospital and Wexham Park Hospital
- "Carols by Candlelight", Holy Trinity Garrison Church, Windsor
- Maidenhead Rotary Club 12th night lunch for senior citizens
- Maidenhead Swimathon
- Citizenship Ceremonies
- Attended the memorial service for former councillor Adam Smith
- Windsor, Eton and District Royal Warrant Holders Association President's Dinner
- Update meeting/visit at Thames Hospice
- Windsor Lions Club Presentation Evening
- Holocaust Memorial event at Norden Farm in the presence of HRH Earl of Wessex
- Private View of exhibition "An Artist's View of Maidenhead" at Maidenhead Heritage Centre
- Rotary Club Windsor St George dinner
- Participated in the Royal East Berks Agricultural Association Tractor Run
- Mayoral presentation at school assembly Queen Anne Royal Free CE First School, Windsor
- Primary Dance Festival, Magnet Leisure Centre, Maidenhead
- National Association of Agricultural Contractors dinner
- Windsor and Eton Society Annual Dinner

Concerts/Show

- Quince Players opening night gala charity performance "Sleeping Beauty"

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Report Title:	Council Tax Reduction Scheme
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Cllr Johnson Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property.
Meeting and Date:	Full Council – 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director Louise Freeth, Head of Revenues, Benefits, Library and Resident Services.
Wards affected:	All

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REPORT SUMMARY

1. Council Tax Reduction (CTR) provides financial assistance to council tax payers on a low income. This report seeks to provide the results of a recent public consultation.
2. The report proposes a change to CTR levels to bring them into line with other neighbouring authorities and the administration arrangements adopted for Housing Benefit and Universal Credit.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and:

- i) **Approves the revised (20%) contribution levels for the 2020/21 Council Tax Reduction scheme with effect from 1 April 2020.**
- ii) **Approves the associated changes to the Council Tax Reduction scheme to align them to rules governing Housing Benefit and Universal Credit.**

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

- 1.1 Since April 2013, billing authorities have been responsible for devising their own Council Tax Reduction (CTR) schemes to assist working age council tax payers who are on a low income.
- 1.2 Local CTR schemes replaced a previous national scheme of Council Tax Benefit.
- 1.3 MHCLG provides councils with regulations governing CTR for those of pensionable age, which means that they may still receive up to 100% of their council tax paid via this scheme.

- 1.4 The Royal Borough's CTR scheme for 2019/20 enables working age customers to receive up to 91.5% of their council tax charge through this form of assistance. However, the Local Government Finance Act 1992 (amended) places a requirement on councils to consider amendments to their scheme on an annual basis.
- 1.5 Councils are required to consult on any changes which they wish to make to the operation of their scheme. They must first consult with their major precepting authorities as it has a direct financial impact upon them. They must also consult anyone else who may be affected i.e. recipients of CTR and the wider council tax payers.
- 1.6 A CTR scheme may only be changed once a year and those changes proposed must be approved by full Council prior to 11th March preceding their introduction.
- 1.7 Unfortunately, national statistics on % contributions charged by each English Council are no longer collated. However, the table below shows the current and proposed contribution across the Berkshire authorities.

Council	% Contribution 2019/20	Proposed % Contribution 2020/21
Bracknell Forest	20%	20%
Reading	35%	35%
Royal Borough of Windsor and Maidenhead	8.5%	20%
Slough	20%	20%
West Berkshire	30%	30%
Wokingham	22%	22%

- 1.8 The Royal Borough also has the lowest level of Council Tax outside of London which means the payment by CTR claimants will be lower than in other councils. An example by Berkshire Authorities at Band D is set out below:

Council	Proposed % Contribution 2020/21	Band D Council Tax Level 2019/20	Payment PA by CTR claimants on Maximum Subsidy £
Bracknell Forest	20%	1,303.83	260.77
Reading	35%	1,627.23	569.53
Royal Borough of Windsor and Maidenhead	20%	1,036.07	207.21
Slough	20%	1,366.98	273.40
West Berkshire	30%	1,505.21	451.56
Wokingham	22%	1,483.93	326.46

Table 1: Options

Option	Comments
<p>Do not amend the 2020/21 CTR scheme</p> <p>Not the recommended option.</p>	<p>The Royal Borough's CTR scheme for working age customers remains largely based on the original Default Regulations issued by MHCLG and the recommended 8.5% contribution.</p> <p>Central government funding is not provided for the scheme therefore to maintain the scheme at the current level costs the council £2.19m pa.</p> <p>In addition, the change proposed to mixed aged couples would bring the scheme into line with entitlement rules for other welfare benefits. Not to do so would cause confusion for both customers and staff.</p>
<p>Amend the CTR scheme for 2020/21 to make the maximum subsidy payable 65%, a 35% minimum charge</p> <p>Not the Recommended Option</p>	<p>This would increase the amount payable by CTR claimants significantly in one year and the increase in bad debts could nullify the additional income received.</p>
<p>Amend the CTR scheme for 2020/21 by including the changes proposed.</p> <p>The recommended option.</p>	<p>Although the results of the public consultation do not support making the proposed changes, the effect of not making these changes would be increased budgetary pressure on the council, affecting not just the 2,621 CTR customers but, potentially, the 65,193 households within the Royal Borough.</p> <p>It is acknowledged that these customers may be financially vulnerable but mitigation already exists in the form of discretionary powers to remit charges on an individual basis should they suffer financial hardship.</p> <p>The number of responses was low</p>

3. KEY IMPLICATIONS

- 3.1 At present, there are 2,621 working age customers receiving CTR. Their average Council Tax liability is £19.51 per week and they receive, on average £16.25 assistance against this per week.

- 3.2 The current scheme requires that customers of working age pay at least 8.5% of their liability themselves, limiting assistance to 91.5% of their bill with a collection rate of 83.8%, which is currently on target to be achieved.
- 3.3 In 2019/20 there was no change to this aspect of the scheme.
- 3.4 If the amount of contribution was increased for working age residents from April 2020, and the same percentage (83.8%) was collected, then an additional sum of £330,000 of Council Tax income would be achieved for the council.
- 3.5 As this is a complex means tested form of public assistance it is not possible to outline the impact on each individual. However the following table provides outline information and some examples of three types of customer who will be affected by the increase in % contribution proposed.

								Volume of customers	Financial Value
Total number of working age Council Tax Support Customers								2,621	£2,192,654
Average Liability								£19.51	
Average CTR award								£16.25	
Customers									
Band A	B	C	D	E	F	G	H		
318	810	858	469	93	55	18	0		
Example 1:									
Customer in receipt of a passported benefit i.e. either Income Support, Jobseekers Allowance (Income Based) or Employment Support Allowance (Income Related) in a band H property in White Waltham.									
Current weekly charge = £3.91					Per annum = £206.96				
Proposed weekly charge = £9.31					Per annum = £487.01				
Example 2.									
A lone parent in a Band C property in Windsor who is working and has gross weekly income of £281.11 of which £62.80 is disregarded.									
Current weekly charge = £17.22					Per annum = £900.36				
Proposed weekly charge = £19.95					Per annum = £1,043.10				
Example 3.									
A single disabled person in receipt of Employment Support Allowance and Personal Independence Payment living in a Band D property in Maidenhead. Gross weekly income of £343.15 of which £148.85 is fully disregarded.									
Current weekly charge = £ 2.27					Per annum = £118.63				
Proposed weekly charge = £ 5.34					Per annum = £279.12				

- 3.6 The benefit of the higher Council Tax income could not be accounted for in the 2020/21 budget but it would be reflected in the Collection Fund Account, generating a surplus. This benefit would accrue as additional income in 2021/22 creating a positive impact on reserves that could be reported in the first budget monitoring report and noted in the 2020/21 budget report.
- 3.7 In addition to the change proposed, to increase the contribution level from working age customers, it is also recommended that the opportunity is taken to align the existing CTR scheme with the rules regarding Housing Benefit and Universal Credit. This should be done on an annual basis as approximately 80% of customers receiving CTR also receive either Housing Benefit or the Housing Element of Universal Credit.
- 3.8 While aligning the rules across both schemes would not save the council any sums financially, it would ensure that the cost of administering the scheme is minimised as far as possible. The changes proposed would include:
- Adopting the same uprating as the DWP apply for Housing Benefit within the means tested calculation; and
 - Treating mixed age couples, where one is of pensionable age and the other working age, under the same rules as Housing Benefit

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Working age CTR scheme updated and aligned	Working age CTR scheme remains as is	Scheme updated by 31 March 2020	Scheme updated by 29 February 2020	N/A	1 April 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Council has reviewed the operation of the scheme as it is required to do. This shows that contribution levels for the Royal Borough are out of step from other neighbouring councils and that the administration arrangements are out of step with the Housing Benefit scheme.
- 4.2 The proposals within this report aim to address this by bringing contribution levels for the Royal Borough into line with other neighbouring councils and ensuring that the administration of the scheme is streamlined to bring it into line with the Housing Benefit Scheme.
- 4.3 The current CTR scheme costs the council £2.19m pa. The proposed changes will reduce this subsidy to £1.885m pa, increased income of £0.330m pa. This will depend on:
- (i) Any change in collection levels

- (ii) Any changes in the eligibility levels as the profile of CTR customers' change over time.

4.4 The proposals suggested will lead to all working age CTR customers receiving less financial assistance and therefore increase their liability. This increase may prove difficult for some customers to meet and therefore could have an impact on council tax collection.

5. LEGAL IMPLICATIONS

5.1 Section 13A of the Local Government Finance Act 1992 (as amended) ("the 1992 Act") requires each billing authority in England to make a scheme specifying the reductions which are to apply to amounts of council tax payable by persons, or classes of person, whom the billing authority considers are in financial need. The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 (as amended in 2020) prescribe matters which must be included in such a scheme in addition to those matters which must be included in such a scheme by virtue of paragraph 2 of Schedule 1A to the 1992 Act.

5.2 The 1992 Act also requires an authority reducing CTR to consider the issue of whether to award such transitional protection as it sees fit to affected customers. It is proposed that, since the primary purpose of these changes is to ensure a budget saving and mitigation already exists for those individuals suffering financial hardship as a result, to create a complex transitional protection scheme would not be appropriate.

5.3 The council has existing powers under S13A(1)(c) of the 1992 Act where an affected customer believes they have suffered financial hardship as a result of these changes. This power enables the council to reduce the amount which a council tax payer is liable to pay, as respects the dwelling and the day, to such extent as it thinks fit on an individual basis.

5.4 The 1992 Act also places a requirement on councils to consult with anyone who may be affected i.e. recipients of CTR assistance and Council Tax Payers, should they wish to make any amendments to their scheme. This follows consultation with the major preceptors i.e. Thames Valley Police and Royal Berkshire Fire and Rescue.

6. RISK MANAGEMENT

6.1 The proposals listed above will lead to working age CTR customers receiving less financial assistance and therefore increase their liability. This increase may prove difficult for some customers to meet and therefore could have an impact on Council Tax collection.

6.2 The council is however retaining existing protection for vulnerable customers within its current scheme. These include:

- Disregarding income received from Child Benefit and Child Maintenance for both couples and lone parents with children.

- Disregarding eligible child care costs up to £175 per week for one child and £300 per week for two or more children.
- Disregarding income received from Disability Benefits such as Attendance Allowance, Disability Living Allowance and Personal Independence Payments.

6.3 The council has existing powers under S13(A)(1)(c) of the Local Government Finance Act where an affected customer believes they have suffered financial hardship as a result of these changes. This power enables the council to reduce the amount which a council tax payer is liable to pay, as respects the dwelling and the day, to such extent as it thinks fit on an individual basis. It is proposed that this existing power is used in the event of customers facing financial hardship as a result of this change.

6.4 The examples below provide further detail regarding how much more individuals may have to pay.

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Existing customers affected by the change could suffer hardship	Medium	S13(A)(1)(c) permits cases to be considered on an individual basis	Low
Collection rates in respect of Council Tax will not be achieved	Medium	The Revenues Team will ensure the focus remains on collection and that this is monitored monthly.	Low

7. POTENTIAL IMPACTS

- 7.1 The council has to give due regard to its Equalities Duties, in particular with respect to general duties arising pursuant to the Equality Act 2010, section 149. Having due regard to the need to advance equality involves, in particular, to the need to remove or minimise disadvantages suffered by persons who share a relevant characteristic that are connected to that characteristic.
- 7.2 The council tax system is programmed to identify all CTR accounts. There is no evidence to indicate that groups with protected characteristics have been disproportionately affected by the operation of the scheme previously and while the changes proposed may reduce support available to individuals this would be based on the individual's circumstances rather than merely because they share a protected characteristic.
- 7.3 The powers provided within S13A(1)(c) of the Local Government Finance Act also provide further mitigation.
- 7.4 Standard questions relating to Equality and Diversity were included on the survey but it was made clear that answering these was not compulsory. While

141 responses were received, not all respondents chose to complete the questions regarding their circumstances or ethnic background.

7.5 **Climate change/sustainability:** no impact identified.

7.6 **Data Protection/GDPR:** no impact identified.

8. CONSULTATION

8.1 A public consultation exercise was undertaken during the period from 23 December 2019 to 07 February 2020. The survey was available on-line but promoted through a variety of channels:

- A link was available on the Royal Borough's website
- All visitors to both Maidenhead and Windsor library were made aware of the survey and offered assistance to complete it by way of a hard copy flyer
- A paper flyer was enclosed with all Housing Benefit or CTR correspondence issued during this time.
- Automated messages highlighting the consultation were placed on the generic Council Tax and Benefit e-mail addresses.
- E-mails were issued to community groups or charities identified as likely to be in contact with CTR customers.

8.2 In total there were 141 responses received via the on-line consultation plus an e-mail response received on behalf of RBWM Windsor and Maidenhead Liberal Democrats.

8.3 Supplementary questions were asked, for monitoring purposes, to determine whether respondents were currently in receipt of CTR or were completing the consultation on behalf of a representative body.

8.4 Of those who chose to respond to these questions, 21 (15.11%) of respondents stated that they were currently in receipt of CTR and 22 (15.6%) advised that they were of working age.

8.5 The consultation exercise was based on three questions to residents of the Royal Borough, two of which required specific responses with the remaining one being less direct and allowing a degree of free text response regarding any additional changes that respondents would wish to see. Standard Equality and Diversity questions were also asked but it was made clear that providing this information was voluntary.

8.6 The proposal was presented to the Corporate Overview and Scrutiny Panel on 04 February 2020 but without the responses to the public consultation exercise which did not close until 07 February 2020. The Panel made the following comments:

8.7 **Consultation Responses:**

The full results of both the on-line consultation and the RBWM Windsor and Maidenhead Liberal Democrats e-mail response are reproduced in Appendix A and B respectively.

The latter raised three concerns:

- This is a very significant increase for those who can least afford it because they are already living at the financial margin and no doubt struggling to make ends meet
- If it pushes people over the edge it will simply increase the default rate and be self-defeating as the council will not only lose the tax increase but the whole council tax liability
- The second proposal on couples where one is a pensioner and the other working-age could affect more people than the first and, in many cases, means that women approaching retirement age will again lose out.

In summary, analysis of the 141 on-line consultation responses reveals the following:

- 44 respondents (13.21%) supported the increase in the percentage contribution while 97 (68.79%) did not
- 66 respondents (47.48%) supported the change to mixed aged couples while 72 (51.8%) did not. There were also 37 narrative comments associated with this question.
- Only 3 respondents were submitted on behalf of representative bodies such as the Citizens Advice Bureau.
- The majority, 101 respondents (74.81%), described themselves as English/Welsh/Scottish/Northern Irish or British
- 75 respondents (55.97%) were female
- 19 respondents (13.67%) stated that they were disabled with the majority choosing “other” as a description of that disability
- 76 respondents chose to make further narrative comments when asked if there were any other changes they would like to see made to the scheme, although some of these subsequently stated “no” or “n/a” in this field.

9. TIMETABLE FOR IMPLEMENTATION

9.1 If approved, the changes to the CTR scheme would have effect from 01 April 2020.

10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A – On-Line Consultation Responses
- Appendix B – RBWM Windsor and Maidenhead Liberal Democrat response

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Equality Impact Assessment

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	12/02/20	13/02/20
Cllr Johnson	Leader of the Council	12/02/20	13/02/20
Duncan Sharkey	Managing Director	06/02/20	13/02/20
Russell O'Keefe	Director of Place	12/02/20	
Terry Neaves	Interim Section 151 Officer	06/2/20	07/2/20
Elaine Browne	Head of Law	06/02/20	10/02/20
Nikki Craig	Head of HR, Corporate Projects & ICT	12/02/20	
Louisa Dean	Communications	12/02/20	
Kevin McDaniel	Director of Children's Services	12/02/20	
Hilary Hall	Director of Adults, Commissioning & Health	12/02/20	13/02/20
Karen Shepherd	Head of Governance	06/2/20	10/2/20
	Other		

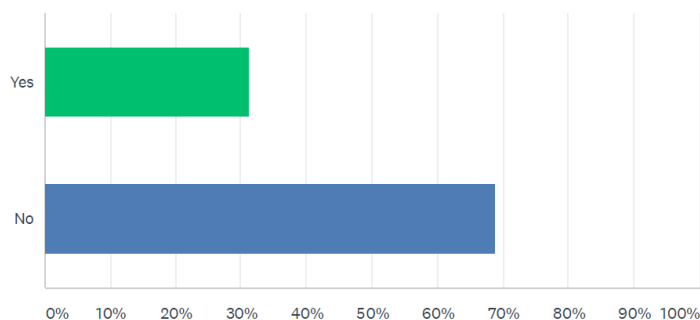
REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Council decision	No.	No
Report Author: Louise Freeth, Head of Revenues, Benefits, Library and Resident Services. Tel: 01628 685664.		

Appendix A: On-line consultation responses

Q1 Do you agree that the maximum level of support available for working age customers should be changed from 91.5% to 80%

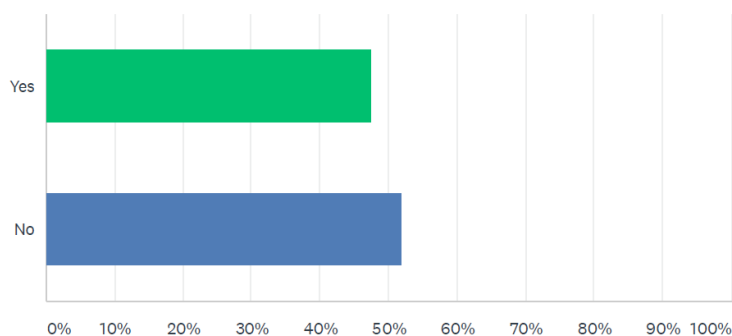
Answered: 141 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	31.21%	44
No	68.79%	97
TOTAL		141

Q2 Housing Benefit customers, who are part of a mixed age couple i.e. where one is a pensioner and the other is of working age, are now treated under the working age regulations which are slightly less generous. Do you agree that the same should apply to Council Tax Support customers?

Answered: 139 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	47.48%	66
No	51.80%	72
TOTAL		139

- We should be more generous to pensioners
- There is enough funds with good management to continue to support OAP's who are the most vulnerable of our society
- Two bad changes don't make a good change
- You are penalizing people who are more in need
- This may seem like a drop in the ocean to some but for our most vulnerable residents, this support is vital; if not, why introduce it in the first place?
- Just because people are working, doesn't mean they earn enough to support a pension
- These are our most vulnerable - I don't support any reduction in their support now
- Better to raise tax from those who can afford it. So increase CT on higher band properties
- Do not understand question
- A job seeker could be living with a grandparent and this would be unfair for them to have extra outgoings
- Penalising people already struggling is morally wrong
- No. This is going to hit people on benefits and low incomes the worst. The council can EASILY cut budgets for non essential services, such as banner as advertising itself!
- Targeting the poorer is disgusting. Target the well off.
- I believe this should be means tested. A lot of retired people are on basic level pensions and their working partner on minimum wage.
- We should be helping our more vulnerable citizens
- If they qualify for Housing Benefit, the assumption is that their combined income is insufficient to pay for an increase in Council tax contributions
- Dont know
- I disagree
- It is iniquitous to lower support people are relying on
- I think everyone on housing benefit should be given the maximum possible assistance with Council Tax
- They should be included as one entity not separate
- We need more people to pay tax, not fewer
- Single parents should be privileged
- I do not understand the question -worded very confusingly.
- They are already probably struggling on benefits !
- Why should the pensioner be penalised for loving someone younger than them?
- Only where the younger person is an active job seeker
- I don't think someone who is older should suffer more
- Poorer people affected
- Those currently on low income are to suffer disproportionately from higher than inflation increases in food and utilities. They shouldn't be hit hard again.
- One may be working because they cannot afford everyday expenses. Now they have to pay extra. Some people have to provide care. It is getting harder for pensioners.
- I disagree with the treatment of the mixed age couple
- Should be according to the joint income
- Just because one of you is retired and the other is working age doesn't mean that you can actually work. You may be a career for the older partner!
- People on benefits cannot afford to live as it is - yet again the poorest have to pay, that's why food banks are so busy

- This will disproportionately affect couples where the wife is younger and is in a lower paid job.
- Your initial question was too obtuse to elicit a meaningful response from members of the public. Please employ someone competent to create such surveys in the future

Q3 Are there any other changes you would like to see to the Council Tax Support scheme 2020/21 or general comments regarding Council Tax Support?

Answered: 76 Skipped: 66

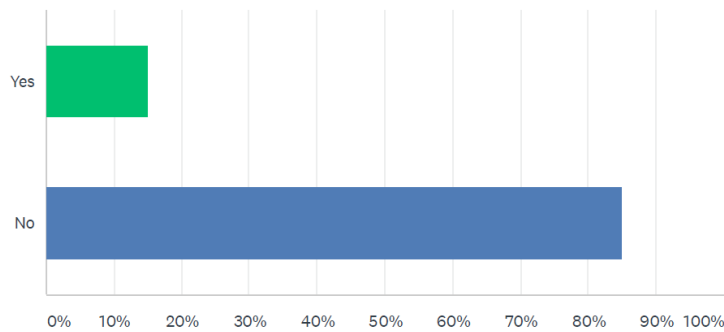
- The process for applying for support should be made less complex.
- Reduced band rates for working people. More support with payments I.e. more flexible payment plan
- Don't reduce the support
- Cut LATCo as this is not what councils were set up for and councils do not have the skill set to operate, costing tax payers for council failures.
- The poorest residents should not have their payment increased, just increase the payments from the wealthiest I the borough.
- An equal proportional increase in all bands of tax.
- Help for carers
- Increase council tax on median size properties upwards.
- No
- No
- Most people needing council tax support are on the bread line for whatever reason...me because my health has declined. You want less people having to use food banks yet you want to make changes that will ensure poverty prevails. Bad enough money has been spent redoing pavements that are now less disabled friendly than before now you want us to pay for unusable roads and pavements through council tax we don't even have suitable housing for most people. By the way I've lived here nearly 40 years and it's just going more and more down hill.
- I used to work for the Windsor Homeless project as a guest and tenancy support worker. I worked with the most vulnerable adults who struggled to pay council tax even with support so doubling the amount that have to pay may well lead to eviction. Please do not do this .
- No, just keep it as it is.
- How will this affect diagnosed Vascular Dementia who presently get discount
- None
- Agree with discount but think that no household should get away with not paying anything.
- Everyone should have to pay their fair share. People who do nothing should not get everything free the should be made to give back to the community in some way if they are not working and paying into the system! As those of us who have to pay full price for everything because we work have far less left to spend each week than people who can work and don't bother because you give everything to them for free.
- See above. Target those who are better able to afford it, not those on low incomes
- Exemption if one partner is a student and the other is not(just graduates for a year)
- No

- It is essential that help is given to the vulnerable in our society. I help at WHP and see how difficult life is for them trying to cope.
- Yes, an increase for the people in the top brackets who are in a better position to afford an increase of a few pounds a week
- No
- Yes, I'd like to see the level of CT support increased!
- No
- No
- No
- More assistance before bailiffs are sent in more holistic view of struggling families
- In an ideal world it would increase, but as long as it stays the same that would be acceptable. In no way should it be reduced to put our more vulnerable residents in a worse position.
- No
- It should be a sliding scale. Rents are already high enough and now with parking charge increases and paying for permits this is impacting on our most vulnerable
- No
- Na
- No
- Kindly fix the hole your own incompetence has created in the financed by other means than punishing the poorest residents in the Borough.
- No
- Taking more money from those who already struggle to make ends meet is not the answer. There are plenty of wealthy residents who have had council tax charged at an unrealistically low level for too long.
- The calculation of Housing Benefit and Council Tax Support needs to be more rigorous so that we don't end up with recipients being overpaid and unable to fulfil the repayment of the overpayment as generally they spend what has been banked into their accounts as soon as it arrives!
- Cut the benefits that councillors are allowed to claim
- Council tax support should remain at 91.5% and RBWM should have a referendum to see if residents want council tax increased to pay from the black hole in RBWM finances created by RBWM Tory councillors.
- I would like to see you leave it alone.
- Help more as it's putting a lot of people in debt and can't afford to eat
- I would like the rate of council tax support to remain the same. It will cost you more if bailiffs are being sent out to collect unpaid council tax from those who can't afford it.
- Put the council tax up instead of punishing the poorest for your cockups
- I'd like to see the level remain the same and higher band Council tax raised
- No
- It is not generous now and should not be decreased. In a wealthy borough, we should raise CT for those who can afford to pay
- I would like to see the Council Tax Support scheme remain the same as it is and a higher council tax rise applied instead to wealthier members of the borough (including myself)
- Step back and look at the services which the borough really needs. Social care, roads etc and then look at all of the services which don't really impact many people and think about whether they are needed
- Leave as it is - do not penalise the poor to pay for the council's poor financial control. Get the money from higher council tax for the full payers

- No
- I wouldn't like to see those who can ill afford it being charged for the financial mismanagement at the council. The benefits they are given are considered what they 'need' to live on given the charges of food etc.. further charges to that is barbaric
- Could additional support be available where the payment of unsupported council tax is made upfront?
- Remove it. This is an extremely costly service that does not support RBWM improving for the future

Q4 Are you currently in receipt of Council Tax Support?

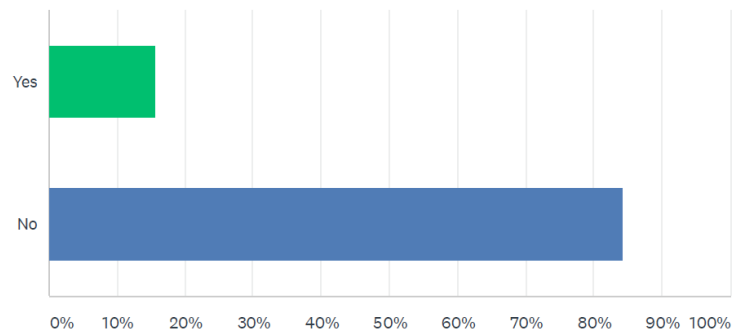
Answered: 139 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	15.11%	21
No	84.89%	118
TOTAL		139

Q5 Are you a pensioner?

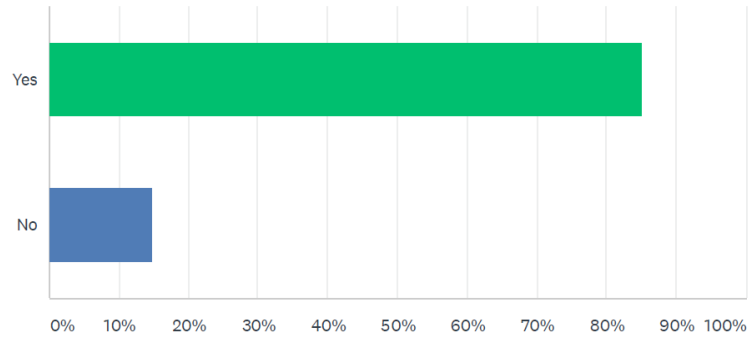
Answered: 141 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	15.60%	22
No	84.40%	119
TOTAL		141

Q6 Are you of working age?

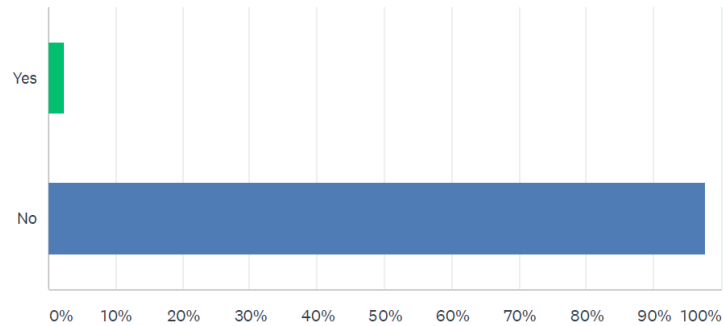
Answered: 141 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	85.11%	120
No	14.89%	21
Total Respondents: 141		

Q7 Are you completing this on behalf of a representative body such as the Citizen Advice Bureau or Age Concern?

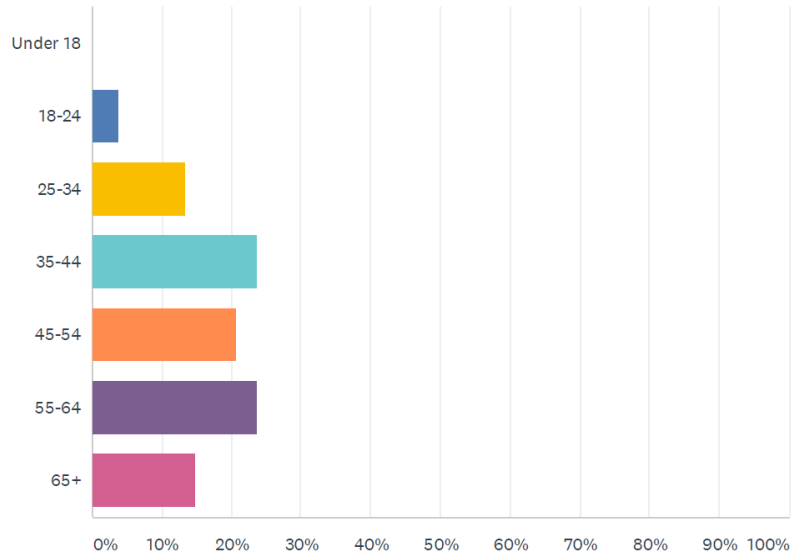
Answered: 134 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	2.24%	3
No	97.76%	131
TOTAL		134

Q8 Age

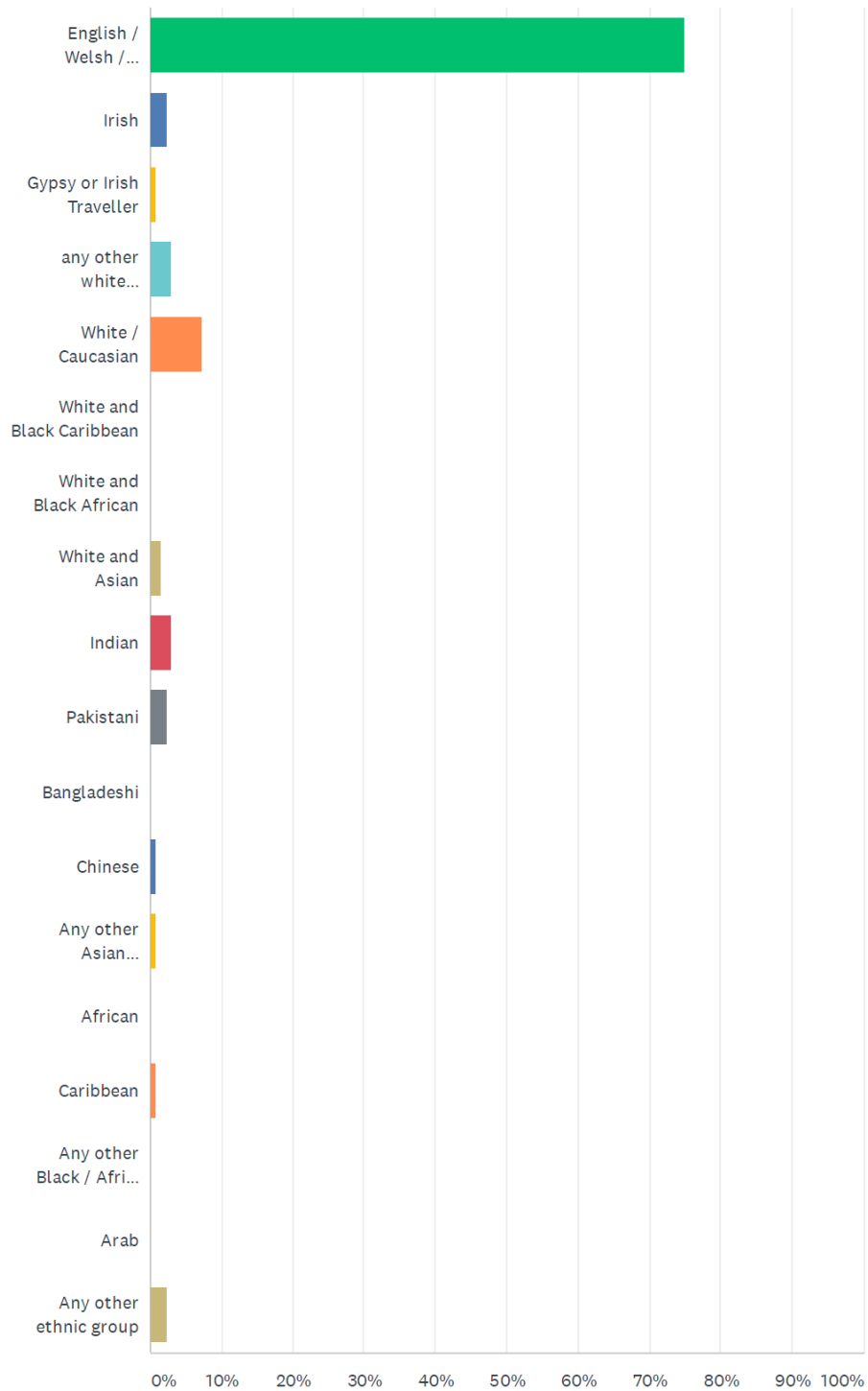
Answered: 135 Skipped: 7



ANSWER CHOICES	RESPONSES
Under 18	0.00% 0
18-24	3.70% 5
25-34	13.33% 18
35-44	23.70% 32
45-54	20.74% 28
55-64	23.70% 32
65+	14.81% 20
TOTAL	135

Q9 Which race/ethnicity best describes you? (Please choose only one.)

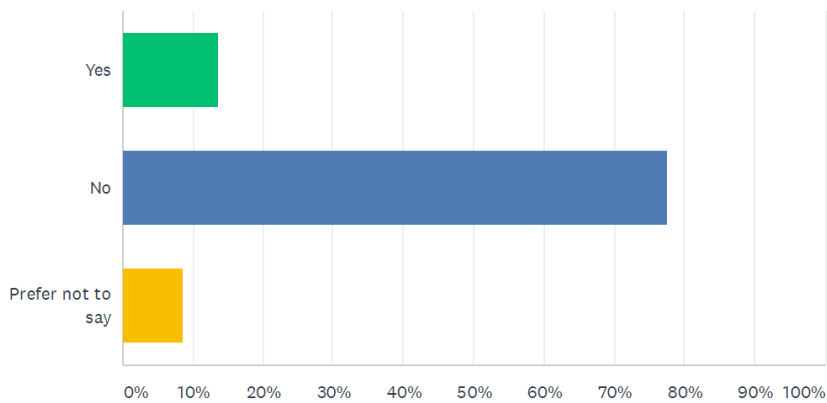
Answered: 135 Skipped: 7



ANSWER CHOICES	RESPONSES	
English / Welsh / Scottish / Northern Irish / British	74.81%	101
Irish	2.22%	3
Gypsy or Irish Traveller	0.74%	1
any other white background	2.96%	4
White / Caucasian	7.41%	10
White and Black Caribbean	0.00%	0
White and Black African	0.00%	0
White and Asian	1.48%	2
Indian	2.96%	4
Pakistani	2.22%	3
Bangladeshi	0.00%	0
Chinese	0.74%	1
Any other Asian background - please specify below	0.74%	1
African	0.00%	0
Caribbean	0.74%	1
Any other Black / African / Caribbean background - please specify below	0.00%	0
Arab	0.00%	0
Any other ethnic group	2.22%	3
TOTAL		135

Q10 Do you consider yourself to be a disabled person?

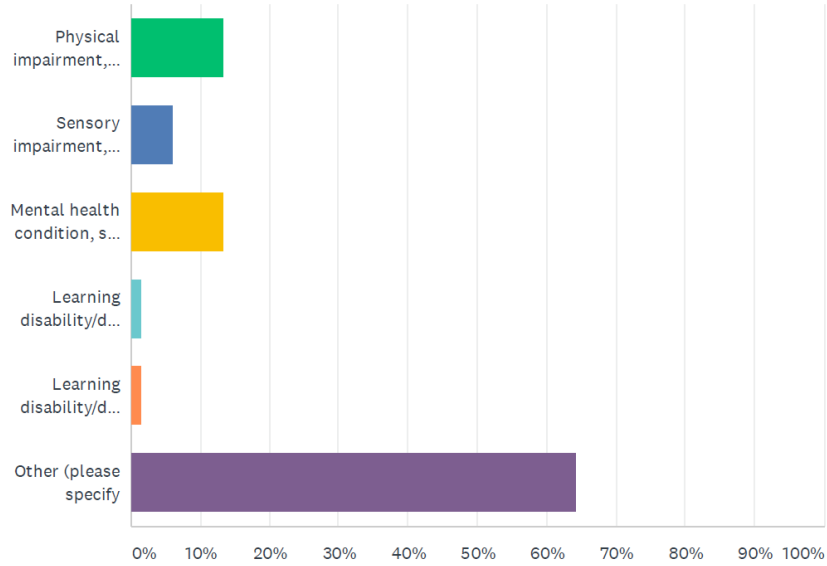
Answered: 139 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	13.67%	19
No	77.70%	108
Prefer not to say	8.63%	12
TOTAL		139

Q11 Please state the type of impairment that applies to you. Please indicate as many that may apply. If none of the categories apply, please mark 'Other' and specify the type of impairment.

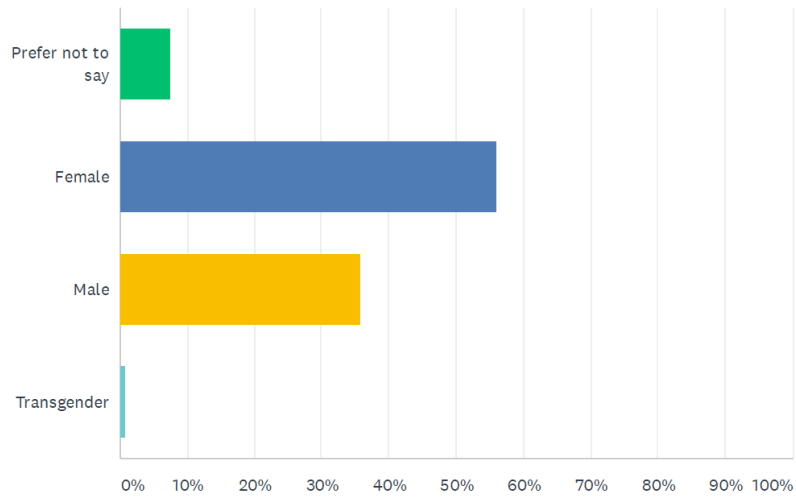
Answered: 67 Skipped: 75



ANSWER CHOICES	RESPONSES	
Physical impairment, such as difficulty using your arms or mobility issues which means using a wheelchair or crutches	13.43%	9
Sensory impairment, such as being blind/ having a serious visual impairment or being deaf/ having a serious hearing impairment	5.97%	4
Mental health condition, such as depression or schizophrenia	13.43%	9
Learning disability/difficulty, such as Down's Syndrome or dyslexia or cognitive impairment, such as autistic spectrum disorder	1.49%	1
Learning disability/difficulty, such as Down's Syndrome or dyslexia or cognitive impairment, such as autistic spectrum disorder	1.49%	1
Other (please specify)	64.18%	43
TOTAL		67

Q12 Gender

Answered: 134 Skipped: 8



ANSWER CHOICES	RESPONSES	
Prefer not to say	7.46%	10
Female	55.97%	75
Male	35.82%	48
Transgender	0.75%	1
TOTAL		134

Appendix B

From: Cllr Bond <Cllr.Bond@RBWM.gov.uk>
Sent: 01 February 2020 14:28
To: Louise Freeth <Louise.Freeth@RBWM.gov.uk>
Subject: Council Tax Support Consultation response

Dear Louise Freeth

I would like to submit the following as a response to the consultation on Council Tax Support please. I'm emailing it as it does not fit into the survey format. Hope that's OK.

We have three concerns about the council's proposals:

- This is a very significant increase for those who can least afford it because they are already living at the financial margin and no doubt struggling to make ends meet
- If it pushes people over the edge it will simply increase the default rate and be self-defeating as the council will not only lose the tax increase but the whole council tax liability
- The second proposal on couples where one is a pensioner and the other working-age could affect more people than the first and in many cases means that women approaching retirement age will again lose out.

The details

The council is proposing two changes to their Council Tax Support Scheme under which those on low incomes can apply for a reduction in their Council Tax. They are proposing to reduce maximum assistance from 91.5% to 80% (after any other discounts or exemptions (pensioners on low incomes remain eligible for up to 100% assistance). Currently the lowest rate of Council Tax (Band A) for Maidenhead town is £893.11 pa (could be very slightly different if you live somewhere with a Parish Council). The proposal for working-age people on the lowest incomes and eligible for maximum assistance would therefore increase Council Tax by £102.71 pa (from £75.91 to £178.62), an increase of 135%. Windsor & Maidenhead does not publish its assistance for different income levels but desk research suggests maximum assistance applies to those with an income between £4,000 (single) and £12,600 (family with children), ignoring all other factors such as any savings.

The second proposed change is that where one of a couple is a pensioner and the other is working-age, the council will treat them as working-age in line with Housing Benefit. This means that Council Tax for those on the lowest incomes could increase by £178.62 for those in a Band A property. This could affect more people than the first proposal, for example where a husband is retired but a wife has not and has low-pay employment.

Council Tax arrears are estimated to be in the region of £4m, owed by about 2,000 residents (RBWM, December 2018 & February 2019). The collection rate is 98.4% (RBWM, January 2018).

This consultation response is from RBWM Windsor & Maidenhead Liberal Democrats

Best wishes - Simon Bond
Councillor for Belmont ward

Report Title:	Fees and Charges Report 2020/21
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Full Council - 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim S151 Officer
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. This report sets out the Council's proposed fees and charges for 2020/21 which are detailed in Appendix A.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION:

That Full Council approves:

- i) **The Fees and Charges for 2020/21 as set out in Appendix A**

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

- 2.1 The Council provides a wide range of services and the ability to charge for some of these services has always been a key funding source to support the cost of providing the service.
- 2.2 Some charges are statutory, such as planning fees which are set nationally.
- 2.3 Other charges are discretionary and the Council can choose to set the level.
- 2.4 Charges are based on the cost of providing the service and what is reasonable. In determining reasonableness the Council compares the charges made for the same service by other councils and the private sector.
- 2.5 There are other circumstances where a charge is set to manage demand to meet the Council's overall objectives such as mitigating the impact of climate change. An example of this is increasing parking charges to encourage the use of public transport.
- 2.6 Charges are generally increased by estimated inflation, 3.0% has been used for 2020/21.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The fees and charges set out in the report have been used to estimate the level of income in the 2020/21 revenue report.
- 4.2 The main levels of income, above £100k, from charges in this report are set out in the table below:

	£'000
Parking	10,244
Planning & Development	1,473
New Roads and Street Works Inspections/Permits	720
Green Waste Subscribed Collection Service	840
Marriage and Civil Partnership Ceremonies	402
Cemeteries and Churchyards	321
Highway Licences	292
Local Land Charges	253
Temporary Traffic Regulation Orders	154
Hire of Public Halls	113

5. LEGAL IMPLICATIONS

- 5.1 Local authorities have a variety of powers to charge for specific statutory services set out in statute.
- 5.2 The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services.
- 5.3 The Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services.
- 5.4 Where authorities have a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard. However, service delivery beyond that point may constitute a discretionary service for which a charge can be made.

6. RISK MANAGEMENT

- 6.1 In proposing the fees and charges for 2020/21 the impact of increases adversely affecting demand have been assessed. This risk will be monitored through the budget monitoring process.

7. POTENTIAL IMPACTS

7.1 As set out in the report

8. CONSULTATION

8.1 Consultations have taken place with the following Overview and Scrutiny Panels;

Communities - 28/01/20

Adult, Children and Health – 29/01/20

Infrastructure – 03/02/20

Corporate – 04/02/20

The feedback from these panels can be found in Appendix N to the Revenue Budget Report 2020/21

9. TIMETABLE FOR IMPLEMENTATION

9.1 The revised fees and charges will be implemented from 1 April 2020.

10. APPENDICES

10.1 Appendix A – Fees and Charges Schedule

11. BACKGROUND DOCUMENTS

5.1. None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	23/01/20	28/01/20
Cllr Johnson	Leader of the Council	23/01/20	27/01/20
Duncan Sharkey	Managing Director	23/01/20	27/01/20
Russell O'Keefe	Director of Place	23/01/20	24/01/20
Terry Neaves	Interim Section 151 Officer	23/01/20	23/01/20
Elaine Browne	Head of Law	23/01/20	28/01/20
Nikki Craig	Head of HR, Corporate Projects & ICT	23/01/20	28/01/20
Louisa Dean	Communications	23/01/20	28/01/20
Kevin McDaniel	Director of Children's Services	23/01/20	28/01/20
Hilary Hall	Director of Adults, Commissioning & Health	23/01/20	28/01/20
Karen Shepherd	Head of Governance	23/01/20	23/01/20

Name of consultee	Post held	Date sent	Date returned
	Other		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	Not applicable
Report Author: Terry Neaves, Interim S151 Officer, 01628 796222		

	Unit Cost	2020/21 £	2019/20 £	% Increase
COMMUNICATIONS & MARKETING				
Film Unit Tariff - Price on application (POA)				
Primary Rate				
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.		POA	POA	
-Large Production Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance		POA	POA	
- Medium Production Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+		POA	POA	
- Small Production -Student & Charity Productions Student films or charitable/community purpose, little disruption.		POA 30	POA No Charge	
Facility Fee				
-Standard Application Processing Application provided with over 1 weeks notice of filming date		85	80	6.3%
-Late Application Processing Application provided within 1 weeks notice of filming date		150	150	0.0%
-Additional Roads Processing - per every 5 additional roads Application lists 10 or more roads under locations to be processed on street works systems		41	40	2.5%
-Application Amendment		103	100	3.0%
-Location Advice Any advice or research required that exceeds 1 hour of officer time	per hour	31	30	3.3%
-Site Visit Any requests for a film officer to visit the filming site on the day	per hour	51	50	2.0%
-Drone Use Any use of a drone during filming		50	New Fee	
-Cancellation Application has been processed but requires cancellation 100% of agreed facility fees already incurred				

Unit Cost	2020/21 £	2019/20 £	% Increase
<p>Notes Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application Primary rates 'per day' can be negotiated at the officer's discretion When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included Primary rates may vary depending on the size of the crew</p>			

	Unit Cost	2020/21		2019/20		% Increase	% Increase
		£	£	£	£		
CARE FOR ADULTS		(*) - all service user contributions towards cost of care					
RESIDENTIAL CARE		(**) - all OLA & health income for day centres. Service					
		RBWM residents & PBH	OLA	RBWM residents & PBH	OLA	RBWM residents & PBH	OLA
Homes for Older People - residential care in RBWM commissioned homes							
Maximum charge							
Residential Home placements	week	Full cost recovery		Full cost recovery			
Nursing Home placements (FNC to be deducted where applicable)	week	Full cost recovery		Full cost recovery			
Homes for People with Learning Disability - residential care							
Homeside Close and Winston Court - Standard Charge to other local authorities	week	1,603		1,554		3.2%	
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.							
COMMUNITY CARE & RESPITE CARE							
OLA is an abbreviation for "Other Local Authority"							
PBH is an abbreviation for "Personal Budget Holder"							
		RBWM residents & PBH	OLA & Full Cost Payers	RBWM residents & PBH	OLA & Full Cost Payers	% Increase	% Increase
Homes for People with Learning Disability - Respite care							
		RBWM - PBH		160		3.0%	
		OLA - Weekdays Mon-Thurs		468		3.0%	
		OLA - Weekends Fri-Sun		545		3.0%	
Administration Fee for Self-Funders Receiving Care at Home							
Administration fee for setting up care arrangements	one-off	300		300		0.0%	
Annual fee for ongoing management of care arrangements	annual	250		250		0.0%	
Homecare							
Standard Charge	hour	Full cost recovery		17.95		NEW	
Meals on Wheels							
	per meal	4.95				NEW	

ADULT, HEALTH AND COMMISSIONING DIRECTORATE FEES AND CHARGES 2020/21

Appendix A

	Unit Cost	2020/21		2019/20		% Increase	% Increase
		£	£	£	£		
Learning Disability: day activity charge							
morning or afternoon session in daycentre for							
ratio 1:1	session	92.10	115.20	89.40	111.80	3.0%	3.0%
ratio 1:2	session	46	81.80	44.70	79.40	2.9%	3.0%
ratio 1:3	session	30.60	58.20	29.70	56.50	3.0%	3.0%
ratio 1:5	session	18.30	37.40	17.80	36.30	2.8%	3.0%
ratio 1:10	session	9.10	21.50	8.80	20.90	3.4%	2.9%
LEARNING DISABILITY: OLA midday meal supervision							
ratio 1:1			54.70		53.10		3.0%
ratio 1:2			38		36.90		3.0%
ratio 1:3			26.30		25.50		3.1%
ratio 1:5			16		16		3.2%
ratio 1:10			7.90		7.70		2.6%
Learning Disability: Transport	per journey		7.40		7.20		2.8%
Room Hire - Learning Disability Day Centres							
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday							
Ground Floor, Hall & Kitchen	hour	25.10		24.40		2.9%	
Dance Studio	hour	18.10		17.60		2.8%	
Music / Art Room	hour	15.20		14.80		2.7%	
There is an additional charge for public liability insurance and staffing when required							
Older Persons: Day Centres	RBWM - PBH	day	64		62.10		3.1%
transport single Journey to day centre/activity (max 2 charges per session)		per journey	5.20		5		4.0%
Blue Badge		per badge	10		10		0.0%
Older Persons: Residential Respite		week	749		728		2.9%
In residential and nursing homes, arranged by the Council							

	Unit Cost	2020/21		2019/20		% Increase	% Increase
		£	£	£	£		
ALLOWANCES							
Direct Payments - Rates payable to service user							
Standard Rate - care provided by homecare agency	hour	17.95		17.95		0.0%	
Sleeping Night Service	night	63.80		62		3.1%	
<u>Rates payable for employment of Personal Assistant</u>							
Start up and emergency reserve	one-off	500		500		0.0%	
Composite Rate for a Personal Assistant	hour	15.70		15.20		3.3%	
Standard Rate including all oncosts	hour	13.60		13.20		3.0%	
Enhanced Rate including all oncosts	hour	25		24.30		2.9%	

	2020/21 £	2019/20 £	% Increase
WASTE			
Special Collection Service, Trade Waste & Other			
-special collection service -one item	35	34	2.9%
-special collection service -two items	40	39	2.6%
-special collection service -three items	47	46	2.2%
-special collection service -four items	53	51	3.9%
-special collection service -five items (maximum)	59	57	3.5%
-special collection service -fridges/freezers per unit	35	34	2.9%
Green Waste Subscribed Collection Service			
-annual subscription	65	37	75.7%

	2020/21 £	2019/20 £	% Increase
HOME TO SCHOOL TRANSPORT			
(To AfC 1/8/2017)			
Charges take effect from the beginning of each academic year in September.			
Pupils not entitled to free transport			
Residents not entitled to free transport (mainstream and SEN)	639	620	3.1%
Eton Wick residents not entitled to free transport	336	320	5.0%
Non-resident fare payers	893	850	5.1%
Commercial bus routes - contact the relevant operator to purchase passes			
Post 16 Reduced Fare Railcard	N/A	£80 + £15 admin charge	
Replacement travel pass	23	22	4.5%

	Unit Cost	2020/21 £	2019/20 £	% Increase
EARLY HELP AND SAFEGUARDING - TRANSFERRED TO AFC				
<p>Early Help and Safeguarding charges have historically been linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set in line with the DfE guidelines. AFC moved to a new shared Fostering Service from April 2019 - fostering allowances are now standardised across the organisation.</p>				
Parental contribution towards cost of children in care	Per week	Up to the full amount of the fostering allowance	Up to the full amount of the fostering allowance	
Foster care placements - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Administration charge to other local authorities for foster care placements and short term breaks.	Per week	100	100	0.0%
Flying High Play Scheme	Per day	25	25	0.0%

			2020/21		2019/20		% Increase	% Increase
			£	£	£	£		
LIBRARIES								
OVERDUE RETURNS (PER LOAN PERIOD):			Per Day	Max. per Item	Per Day	Max. per Item		
Adult Books & Magazines			0.26	10.82	0.25	10.50	4.0%	3.0%
Children's/Teenage Books & Magazines			0.05	10.82	0.05	10.50	0.0%	3.0%
CDs/Tapes/Playaway Audio Books			0.26	10.82	0.25	10.50	4.0%	3.0%
DVDs / CD-ROMs/Video Games			0.60	10.82	0.25	10.50	140.0%	3.0%
AUDIO / VISUAL LOAN CHARGES:			Non Adv Card Holder	Adv Card Holder	Non Adv Card Holder	Adv Card Holder		
Adult - CDs	per item for 3 weeks							
	1 to 2 discs		2.70	2.50	2.60	2.45	3.8%	2.0%
	3 to 6 discs		3.40	3.20	3.30	3.10	3.0%	3.2%
	7 or more discs		3.40	3.20	3.30	3.10	3.0%	3.2%
Adult - Tapes	per item for 3 weeks							
	1 to 2 tapes		2.10	1.90	2.00	1.85	5.0%	2.7%
	3 or more tapes		2.10	2	2.05	1.95	2.4%	2.6%
DVDs	per item for 1 week							
	New released titles-first 8 weeks in stock		3.60	3	3.50	2.95	2.9%	1.7%
	Single Disc in stock for longer than 8 weeks		2.60	2.60	2.50	2.50	4.0%	4.0%
RESERVATIONS:								
Adult books & Magazines	Books from SELMS partnership libraries		3	-	3	-		
Inter-Library Loans	Standard Rate		10	8	7.50	7	33.3%	14.3%
Inter-Library Loans	Student Discount Rate (with ID)		2	2	2	2	0.0%	0.0%
Urgent and Specialists	Current full British Library charges will apply		Plus 7.50		Plus 7.50			
			Admin Cost	-	Admin Cost	-	-	-
			Plus 7.50		Plus 7.50			
Music scores and play sets	Current full courier charges will apply		Admin Cost	-	Admin Cost	-	-	-
LIBRARY EVENTS:								
	Children (minimum)		3.80	3.30	3.70	3.20	2.7%	3.1%
	Adults (minimum)		5.90	5.40	5.70	5.20	3.5%	3.8%

RESOURCES DIRECTORATE FEES AND CHARGES 2020/21

Appendix A

		2020/21		2019/20		% Increase	% Increase
		£	£	£	£		
LIBRARY SCHOOL OFFERS							
RDS	200 books per year, unlimited exchange	915		890		2.8%	
RDS	400 books per year, unlimited exchange	1,580		1,531		3.2%	
RDS	750 books per year, unlimited exchange	2,665		2,586		3.1%	
RDS	950 books per year, unlimited exchange	3,200		3,116		2.7%	
REFERENCE LIBRARY SERVICES:							
Printing from Electronic Information sources - per A4 sheet							
	Black and White	0.25	0.25	0.25	0.20	0.0%	25.0%
	Colour	0.50	0.50	0.40	0.40	25.0%	25.0%
Copying of photographs - per print							
	Scan and laser print	7.70	6.70	7.50	6.50	2.7%	3.1%
	Photographic print	33	31	32	30	3.1%	3.3%
	Per 15 minutes (or part) (first 30 minutes free)						
Research		10.30	8.20	10	8	3.0%	2.5%
PHOTOCOPYING:							
Per A4 copy	Black and White	0.25	0.25	0.25	0.20	0.0%	25.0%
Per A3 copy	" " "	0.50	0.50	0.40	0.40	25.0%	25.0%
Per A4 copy	Colour	0.50	0.50	0.40	0.40	25.0%	25.0%
Per A3 copy	Colour	1	1	0.80	0.80	25.0%	25.0%
FAX:							
Sending in UK							
	1st sheet	1.60	1.40	1.60	1.35	0.0%	3.7%
	Each subsequent sheet	0.80	0.70	0.75	0.70	6.7%	0.0%
Sending to European Countries							
	1st sheet	3.10	2.70	3	2.60	3.3%	3.8%
	Each subsequent sheet	1.70	1.60	1.65	1.55	3.0%	3.2%
Sending to rest of world							
	1st sheet	5.10	4.60	5	4.50	2.0%	2.2%
	Each subsequent sheet	2.90	2.60	2.80	2.50	3.6%	4.0%
Receiving - per message							
		1.80	1.50	1.75	1.45	2.9%	3.4%
Printing from Microform & Microfiche							
	Per A4 copy	0.50	0.50	0.50	0.50	0.0%	0.0%
	Handling P&P (minimum)	2.10	2.10	2	2	5.0%	5.0%
	Printing from customer's microform	0.50	0.50	0.50	0.50	0.0%	0.0%

		2020/21		2019/20		% Increase	% Increase
		£	£	£	£		
LOST AND DAMAGED ITEMS:							
Out of print adult books		15	15	15	15	0.0%	0.0%
Out of print children's books		8	8	7.50	7.50	6.7%	6.7%
Damaged Books & Magazines -per volume / issue							
Damage to new items	Full replacement cost						
One or more pages damaged to affect	Full replacement cost						
Water damage / Chewed books	Full replacement cost						
Scribbling all over book, underlining et	Full replacement cost						
LOST AND DAMAGED ITEMS:							
Audio Visual Items - Tapes	Full replacement cost			25	25	-100.0%	-100.0%
Audio Visual Items - CDs	Full replacement cost			25	25	-100.0%	-100.0%
Replacement membership card		2.60	2.60	2.50	2.50	4.0%	4.0%
ROOM & EXHIBITION HIRE (All Libraries):							
Commercial Organisations-per hour		41		40		3.0%	
Commercial Organisations-per 1/2 day		93		90		3.0%	
Commercial Organisations-per day		155		150		3.3%	
Non-Commercial Organisations (charged services) per hour		28		27		3.0%	
Non-Commercial Organisations (charged services) per 1/2day		56		54		3.0%	
Non-Commercial Organisations (charged services) per day		85		83		3.0%	
Other Borough Based Community Groups-per hour		12		12		3.0%	
Other Borough Based Community Groups-per 1/2day		32		31		3.0%	
Other Borough Based Community Groups-per day		42		41		3.0%	
(Kitchen facilities included in all rates per hire, refreshments price ph on app.)							
Cancellation fee for bookings cancelled within one month		20% of fee		20% of fee			
Weekly or 'subsequent day' rates negotiable							

		2020/21		2019/20		% Increase	% Increase
		£	£	£	£		
INTERVIEW ROOM							
	Commercial Organisations-per hour	21		20		3.0%	
	Commercial Organisations-per 1/2 day	46		45		2.9%	
	Commercial Organisations-per day	74		72		2.9%	
	Non-Commercial Organisations (charged services) per hour	15		15		2.7%	
	Non-Commercial Organisations (charged services) per 1/2day	30		29		2.8%	
	Non-Commercial Organisations (charged services) per day	46		45		2.9%	
	Other Borough Based Community Groups-per hour	5		5		2.0%	
	Other Borough Based Community Groups-per 1/2day	15		15		2.7%	
	Other Borough Based Community Groups-per day	24		23		3.0%	
USE OF LIBRARY COMPUTER:							
	Per half hour, to 'Guest' (non-members)	1		1		0.0%	
	Per half hour, to Library Members	0.50		0.50		0.0%	
	(Advantage Card Holders to have 45 minutes use per day free of charge)						
	Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	
IMAGE USE CHARGES:							
		<u>EU Rights</u>	<u>World Rights</u>	<u>EU Rights</u>	<u>World Rights</u>		
Commercial Use	Book	68	79	66	77	3.0%	3.0%
	Exhibition	68	79	66	77	3.0%	3.0%
	Journal / Magazine	68	79	66	77	3.0%	3.0%
	Book Jacket	87	98	84	95	3.0%	3.0%
	TV/Film per image screened	87	98	84	95	3.0%	3.0%
	DVD or CD-Rom	87	98	84	95	3.0%	3.0%
	Postcard:Calendar: Publicity Brochure etc	87	98	84	95	3.0%	3.0%
	Website	N/A	98	N/A	95		3.0%
Other Use		POA	POA	POA	POA		
Invoice Admin Fee		62	61	60	59	3.0%	3.0%

	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
RESIDENT PARKING PERMITS AND VISITOR VOUCHERS						
Residents Permits (first)	50		New			
Second permit	70		New			
Third and subsequent (Where residents are entitled to more permits)	100		New			
Visitor Vouchers:						
2 hour voucher	1		Free			
4 hour voucher	2		New			
24 hour voucher	4		2		100.0%	
(No restriction on the number of vouchers purchased)						

	2020/21 £	2019/20 £	% Increase
STREET NAMING & NUMBERING			
Fees are inclusive of VAT			
- Research into Archives (where not part of statutory function) set as a minimum of	228	221	3.2%
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	58	56	3.6%
- Provision of Hard Copy of Plans (A4)	58	56	3.6%
- Provision of Supplementary Information	121	117	3.4%
Street Naming and Numbering of Existing Properties (Fees are inclusive of VAT)			
-Change of address for existing properties	135	131	3.1%
-Street Name Change	410	398	3.0%
-Rename street where requested by residents - base charge	40	39	2.6%
-Rename street where requested by residents - advertising	1,609	1,562	3.0%
-Rename street where requested by residents - street name plate charges (charge is variable)	Charge Varies	Charge Varies	
Street Naming and Numbering of New Properties (Fees are exempt of VAT)			
Includes the registration of replacement dwelling of same name and property conversions			
-New Developments 1	135	131	3.1%
-New Developments 2	270	262	3.1%
-New Developments 3	405	393	3.1%
-New Developments 4	540	524	3.1%
-New Developments 5	675	655	3.1%
-New Developments 6-25	960	932	3.0%
-New Developments 26+	1,335	1,296	3.0%
Additional charge for naming of building	199	193	3.1%

	2020/21 £	2019/20 £	% Increase
DEPUTYSHIP			
Estates Winding Up Fee - Level 1			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:			
Notify DWP			
Notify Court of Protection / Office of the Public Guardian			
Notify other financial institutions			
Complete BD8			
Settle funeral and other final bills			
Distribute estate to executors			
	243	236	3.0%
Estates Winding Up Fee - Level 2			
Work undertaken would include some or all the basic requirements above, plus any of the additional work required:			
Completion of final account report for Court of Protection			
Advising or assisting on the completion of Probate applications			
Referring the estate to Treasury Solicitors			
Liaising with Treasury Solicitors			
	300	290	3.5%
Estates Winding Up Fee - Level 3			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:			
Collecting Death Certificate			
Registering the death			
Arranging the funeral			
	420	408	3.0%

	2020/21 £	2019/20 £	% Increase
OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION	<u>Statutory</u>	<u>Statutory</u>	
Remuneration of Local Authority deputies - Fees are exempt of VAT			
Fees set by the Court of Protection			
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy:			
Category I - Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	745	745	0.0%
Category II - Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order:			
a) For the first year	775	775	0.0%
b) For the second and subsequent years	650	650	0.0%
Where the net assets of 'P' are below £16,000, the local authority Deputy for property and affairs may take an annual management fee not exceeding 3% of P's net assets on the anniversary of the court order appointing the local authority as deputy			
Category III - Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc. or the ongoing maintenance of property including management and letting of a rental property.	300	300	0.0%
Category IV - Preparation and lodgement of an annual report or account to the Public Guardian	216	216	0.0%

	2021/22 £	2020/21 £	2020/21 £	2020/21 £	2019/20 £	2019/20 £	% Increase	
	Super-intendent Registrar		Registrar	Super-intendent Registrar	Registrar			
LIBRARY & RESIDENT SERVICES								
General Searches								
General Search in indexes in Office not exceeding 6 successive hours		18		18				0.0%
Certificates								
		Statutory		Statutory				
Issue of Certificate (Standard 14-day despatch) NEW		11		11				
Issue of Certificate (Express 24-48 hours despatch) NEW		35		35				
Multilingual Standard Form (MSF) NEW		11		11				
Attestation of Foreign Pensions (Proof of life)			20					
Marriages								
Attending outside office to be given notice of marriage of house-bound or detained person		46		46				0.0%
Entering a notice of marriage in a marriage notice book		35		35				0.0%
Attending a Marriage at a registered building			84			84		0.0%
Attending a Marriage at the Register Office		46		46				0.0%
Certification Of Worship And Registration For Marriage								
Certification of a place of meeting for religious worship		28		28				0.0%
Registration of a building for the solemnisation of marriages		120		120				0.0%
Licensing an outside venue for weddings and civil partnerships		1,878		1,823				3.0%
Additional rooms		569		552				3.0%
Marriage and Civil Partnership Ceremonies:								
Mondays to Thursdays	547	531		531	514		3.0%	3.3%
Fridays and Saturdays until 5pm	607	589		589	571		3.0%	3.2%
Friday and Saturday after 5pm	673	653		653	633		3.0%	3.2%
Sundays and Bank Holidays until 5pm	673	653		653	633		3.0%	3.2%
Sundays and Bank Holidays after 5pm	711	690		690	670		3.0%	3.0%
Maidenhead Ceremony Room								
Monday to Thursday	258	250		250	240		3.0%	4.2%
Friday to Saturday	309	300		300	290		3.0%	3.4%
Saturday after 12	412	400		400	390		3.0%	2.6%
Sunday	494	480		480	460		3.0%	4.3%
Bank Holiday	608	590		590	580		3.0%	1.7%

	2021/22	2020/21	2020/21	2020/21	2019/20	2019/20	% Increase
	£	£	£	£	£	£	
LIBRARY & RESIDENT SERVICES	Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar	
CITIZENSHIP CEREMONIES							
Per Ceremony		80		80	Statute		0.0%
Private Citizenship Ceremonies - Register Office							
Mondays to Thursdays		165		160			3.0%
Fridays and Saturdays		309		300			3.0%
The ceremony room is not available for Sunday Bookings							
Baby Naming And Reaffirmation (inclusive of VAT)							
Register Office - Monday to Thursday		268		260			3.0%
Register Office - Friday and Saturday (up to 12pm)		309		300			3.0%
Register Office - Saturday (after 12pm)		397		385			3.0%
Register Office - Sunday		458		445			3.0%
Register Office - Bank Holidays		515		500			3.0%
Outside Venues - Monday to Thursday		376		365			3.0%
Outside Venues - Friday and Saturday		494		480			3.0%
Outside Venues - Sunday		567		550			3.0%
Outside Venues - Bank Holidays		597		580			3.0%
Changing the name on a venue license		36		35			3.0%

		2020/21		
		£		
PUBLIC HALLS				
GUILDHALL, WINDSOR				
COMMERCIAL RATES:		1 Hour	4 Hours	6+ Hours
Day Hire - 8am - 5pm				
Mon - Thurs		600	850	1,000
Fri - Sun		850	1,200	1,500
Evening Hire - 5pm - 11.30pm		850	1,700	2,000
ADVANTAGE CARD HOLDERS:				
Day Hire - 8am - 5pm				
85	Mon - Thurs	450	700	850
	Fri - Sun	650	950	1,250
Evening Hire - 5pm - 11.30pm		800	1,300	1,800
BOROUGH BASED REGISTERED CHARITIES:				
Day Hire - 8am - 5pm		200	650	850
Evening Hire - 5pm - 11.30pm		200	800	1,000
Weddings over 50 guests require an additional £100 staffing fee.				

	2019/20		
	£		
PUBLIC HALLS			
GUILDHALL, WINDSOR	Chamber	Room	Building
COMMERCIAL RATES:			
Morning 8am - 1pm	700	330	
Afternoon 1pm - 5.30pm	700	330	
Evening 6pm - 11pm	1,630	444	
All Day 8am - 11pm	2,680	720	
NON-COMMERCIAL RATES - WHOLE SUITE:			
Borough Based Registered Charities Per hour/Per Room	118	74	170
WEDDINGS AND CIVIL PARTNERSHIPS CEREMONIES		2019/20	
		Groom or	from
Monday-Friday Per Hour		410	580
Saturday Per hour		575	815
Sunday / Bank Holiday Per Hour		630	870

	2020/21				2019/20				% Increase			
	£				£							
DESBOROUGH SUITE	Morning 8am- 1pm	Afternoon 1pm- 6.30pm	Evening 6.30pm- 11.30pm	All Day 8am- 11.30pm	Morning 8am- 1pm	Afternoon 1pm- 6.30pm	Evening 6.30pm- 11.30pm	All Day 8am- 11.30pm				
COMMERCIAL RATES												
Desborough Suite	1,201	1,201	1,606	2,919	1,166	1,166	1,559	2,834	3.0%	3.0%	3.0%	3.0%
Auditorium	870	870	1,130	1,978	845	845	1,097	1,920	3.0%	3.0%	3.0%	3.0%
Receptions / Dinner Dance	482	482	1,201	1,810	468	468	1,166	1,757	3.0%	3.0%	3.0%	3.0%
Meeting Rooms (per hour/per room)	110	110	138	110	106.92	106.92	133.77	106.92	3.0%	3.0%	3.0%	3.0%
Additional time per hour, or part of, after 11.30pm				453				440				3.0%
NON-COMMERCIAL RATES - WHOLE SUITE												
DANCE SCHOOLS / THEATRE GROUPS / BOROUGH BASED REGISTERED CHARITIES												
Rehearsal / Set up (Mon-Fri)	82	82	144	238	80.06	80.06	140	231	3.0%	3.0%	3.0%	3.0%
Rehearsal / Set up (Saturday)	116	116	182	254	113	113	177	247	3.0%	3.0%	3.0%	3.0%
Rehearsal / Set up (Sunday)	116	116	199	343	113	113	193	333	3.0%	3.0%	3.0%	3.0%
Performance / Function	183	183	249	565	178	178	242	549	3.0%	3.0%	3.0%	3.0%
Additional time per hour, or part of, after 11.30pm				132				128.61				3.0%

	2020/21 £	2019/20 £	% Increase
LOCAL LAND CHARGES			
Table Of Search Fees (Excluding VAT)			
Standard Official Search (LLC1 and CON29R)	127	123	3.0%
Official Certificate of Search (Form LLC1 only)	41	40	3.0%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	85	83	3.0%
Additional Parcels of Land (each)	66	64	3.0%
CON 29O Optional Enquiries of Local Authorities questions (dealing with all questions)*	155	150	3.0%
CON 29O Enquiries-with the original search (dealing with individual questions)	43	42	3.0%
*Standalone CON29R and CON29O searches attract an additional fee (one per search)	3	3	3.0%
Repeat Searches (LLC1 and CON29R) within 3 months of original search	55	53	3.0%
Component Data for CON29R Questions	On request	On request	
LEGAL FEES (Excluding VAT)			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3,261	3,166	3.0%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	3,261	3,166	3.0%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£647 Min-£1,293 Max	£628 Min-£1,255 Max	
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£647 Min-£1,293 Max	£628 Min-£1,255 Max	
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£647 Min-£1,293 Max	£628 Min-£1,255 Max	
Legal Fees - Rectification of Community Register	1,143	1,110	3.0%

		2020/21 £	2019/20 £	% Increase
PARKING SERVICE				
CAR PARKS				
	No. of Spaces			
	Chargeable Free			
Residents with fully electric vehicles: parking in all Royal Borough car parks - NEW		FREE		
NO DISCOUNTED TARIFFS				
Alexandra, Windsor (see separate tariff for Windsor Dials)				
	198			
Charges apply Monday - Sunday between 9am-Midnight (including Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.20	3.20	0.0%
2 To 3 Hours		5	5	0.0%
3 To 4 Hours		7	7	0.0%
4 To 5 Hours		10.50	10.50	0.0%
Over 5 Hours		13	13	0.0%
Evening Charge (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		370	360	2.8%
Season Tickets (6 Months)		735	710	3.5%
Season Tickets (Per Annum)		1,450	1,400	3.6%
Alma Road, Windsor (See separate tariff For Windsor Dials)				
	130			
Charges apply Monday - Sunday between 9am-Midnight (including Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.20	3.20	0.0%
2 To 3 Hours		5	5	0.0%
3 To 4 Hours		7	7	0.0%
4 To 5 Hours		10.50	10.50	0.0%
Over 5 Hours		13	13	0.0%
Evening Charge (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		370	360	2.8%
Season Tickets (6 Months)		735	710	3.5%
Season Tickets (Per Annum)		1,450	1,400	3.6%

MANAGING DIRECTORS DIRECTORATE FEES AND CHARGES 2020/21

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			2020/21 £	2019/20 £	% Increase
Ascot High Street	98		0.00	0.00	
The Avenue, Datchet	113				
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)					
Up To 1 Hour			1	1	0.0%
1 To 2 Hours			1.50	1.50	0.0%
2 To 3 Hours			3.10	3.10	0.0%
3 To 4 Hours			4	4	0.0%
Over 4 Hours			7	7	0.0%
Season Tickets (3 Months)			225	220	2.3%
Season Tickets (6 Months)			425	410	3.7%
Season Tickets (Per Annum)			830	800	3.8%
Boulton Lock, Maidenhead	87				
Charges apply Mon - Sun between 9am-midnight (Incl Bank holidays)					
Up To 3 Hours			1	1	0.0%
Over 3 Hours			1.50	1.50	0.0%
Evenings (6pm - Midnight)			1	1	0.0%
Bowden Rd, Sunninghill	15		0.00	0.00	
Braywick Nature Park, Maidenhead (8am - 9pm)	12		0.00	0.00	
Braywick Park, Maidenhead (Mon - Fri 9am - 5pm) >	48				
Less than 3 Hours			1	1	
Over 3 Hours			5.50	5.50	0.0%
Season Tickets (3 Months)			150	145	3.4%
Season Tickets (6 Months)			290	280	3.6%
Season Tickets (Per Annum)			570	550	3.6%
Brockenhurst Road, S. Ascot					
Centrica, Windsor *	134		0.00	0.00	
(Saturdays, Sundays & Bank Holidays In Peak Periods Only- Locked at 7pm)					

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			2020/21 £	2019/20 £	% Increase
Clewer Memorial, Windsor (Dawn To Dusk)	50		0.00	0.00	
Coronation Road, Littlewick Green	24		0.00	0.00	
Desborough Park, Maidenhead	18		0.00	0.00	
East Berks College, Windsor	112				
Charges apply Mon-Sun (Including Bank Holidays) between 9am-Midnight					
<i>Please note: change on the Sunday/ Bank Holiday tariff is subject to approval from East Berkshire College</i>					
Up To 1 Hour			1.40	1.40	0.0%
1 To 2 Hours			2.00	2	0.0%
2 To 3 Hours			2.80	2.80	0.0%
3 To 4 Hours			4.40	4.40	0.0%
Over 4 Hours			8.80	8.80	0.0%
Evenings (6pm - Midnight)			2	2.0	0.0%
Eton Court, Eton	57				
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)					
Up To 1 Hour			1.60	1.60	0.0%
1 To 2 Hours			3.10	3.10	0.0%
2 To 3 Hours			4.50	4.50	0.0%
3 To 4 Hours			8	8	0.0%
4 To 5 Hours			9	9	0.0%
Over 5 Hours			11	11	0.0%
Season Tickets (3 Months)	1,200	25.5%	310	300	3.3%
Season Tickets (6 Months)	1,180	50.2%	610	590	3.4%
Season Tickets (Per Annum)			1,215	1,175	3.4%
Eton Wick (Haywards Mead)	25		0.00	0.00	
Grenfell Park, Maidenhead (Dawn - Dusk)	18		0.00	0.00	
Grove Road, Maidenhead (2 Hours max. stay except after 6pm)*	82				
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)					
Up To 1 Hour			1.40	1.40	0.0%
1 To 2 Hours			2.80	2.80	0.0%
Evenings (6pm - Midnight)			1.80	1.80	0.0%

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		2020/21 £	2019/20 £	% Increase
Guards Club, Maidenhead (Dawn - Dusk)	20	0.00	0.00	
Hines Meadow Multi Storey Maidenhead	1,280			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 1 Hour		1.10	1.10	0.0%
1 To 2 Hours		2.20	2.20	0.0%
2 To 3 Hours		3.40	3.40	0.0%
3 To 4 Hours		5.20	5.20	0.0%
4 To 5 Hours		5.90	5.90	0.0%
Over 5 Hours		9.50	9.50	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		270	260	3.8%
Season Tickets (6 Months)		530	510	3.9%
Season Tickets (Per Annum)		1,035	1,000	3.5%
Home Park, Windsor >	181			
Charges apply Mon - Fri between 9am-4pm (Weekends and Bank Holidays free)				
Signs will indicate when the car park is not in use due to events or functions				
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.90	0.90	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		1.80	1.80	0.0%
2 To 4 Hours		4	4	0.0%
2 To 4 Hours Discounted		3.60	3.60	0.0%
Over 4 Hours		7	7	0.0%
Over 4 Hours Discounted		6	6	0.0%
Season Tickets (3 Months)		225	220	2.3%
Season Tickets (6 Months)		445	430	3.5%
Season Tickets (Per Annum)		880	850	3.5%
Horton Road, Datchet	60			
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)				
Up To 1 Hour		0.20	0.20	0.0%
1 To 2 Hours		0.50	0.50	0.0%
2 To 3 Hours		1	1	0.0%
3 To 4 Hours		1.50	1.50	0.0%
Over 4 Hours		5	5	0.0%

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		2020/21 £	2019/20 £	% Increase
High Street, Hurley	60	0.00	0.00	
King Edward VII Ave, Windsor	192			
Charges apply Mon-Sun between 9am-Midnight (Including Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		2.90	2.90	0.0%
2 To 3 Hours		4.70	4.70	0.0%
3 To 4 Hours		6.50	6.50	0.0%
4 To 5 Hours		8	8	0.0%
Over 5 Hours		9.30	9.30	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		325	315	3.2%
Season Tickets (6 Months)		640	620	3.2%
Season Tickets (Per Annum)		1,265	1,225	3.3%
King Edward VII Hospital, Windsor	150			
Charges apply Saturdays, Sundays and Bank Holidays between 9am-6pm				
Up to 2 Hours		1	1	0.0%
2 to 4 Hours		2	2	0.0%
Over 4 Hours		5	5	0.0%
Meadow Lane, Eton	102			
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)				
Up to 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.10	3.10	0.0%
2 To 3 Hours		4.50	4.50	0.0%
3 To 4 Hours		8	8	0.0%
4 To 5 Hours		9	9	0.0%
Over 5 Hours		11	11	0.0%
Season Tickets (3 Months)		310	300	3.3%
Season Tickets (6 Months)		610	590	3.4%
Season Tickets (Per Annum)		1,215	1,175	3.4%

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		2020/21 £	2019/20 £	% Increase
Nicholsons MultiStorey, Maidenhead	734			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 30 Mins		0.70	0.70	0.0%
30 Mins To 1 Hour		1.30	1.30	0.0%
1 To 2 Hours		2.30	2.30	0.0%
2 To 3 Hours		3.60	3.60	0.0%
3 To 4 Hours		4.70	4.70	0.0%
4 To 5 Hours		9.50	9.50	0.0%
Over 5 Hours		13.50	13.50	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (1 Month)		155	150	3.3%
Season Tickets (3 Months)		450	435	3.4%
Season Tickets (6 Months)		895	865	3.5%
Season Tickets (Per Annum)		1,760	1,700	3.5%
Oakengrove, Maidenhead (Dawn - Dusk)	50	0.00	0.00	
Oak Lane (Annual Contract Spaces For Residents Only)		60	60	0.0%
Queens Road, Sunninghill	52	0.00	0.00	
River St, Windsor	145			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		5	5	0.0%
1 To 2 Hours		7.70	7.70	0.0%
2 To 3 Hours		9.90	9.90	0.0%
3 To 4 Hours		13.20	13.20	0.0%
4 To 5 Hours		15.40	15.40	0.0%
Over 5 Hours		18.70	18.70	0.0%

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		2020/21 £	2019/20 £	% Increase
Romney Lock, Windsor	94			
Charges apply Mon-Sun between 9am-Midnight (Incl Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		2.90	2.90	0.0%
2 To 3 Hours		4.70	4.70	0.0%
3 To 4 Hours		6.50	6.50	0.0%
4 To 5 Hours		8	8	0.0%
Over 5 Hours		9.30	9.30	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		325	315	3.2%
Season Tickets (6 Months)		640	620	3.2%
Season Tickets (Per Annum)		1,265	1,225	3.3%
Stafferton Way Multi Storey, Maidenhead	576			
Charges apply Mon - Sat between 9am-7pm				
Daily charge - Saturday		3	n/a	
Daily charge - Sunday to Friday		7.50	7.50	0.0%
Evenings (6pm - Midnight)		1.80	1.80	0.0%
Season Tickets (3 Months)		270	260	3.8%
Season Tickets (6 Months)		530	510	3.9%
Season Tickets (Per Annum)		1,035	1,000	3.5%
Sunningdale (London Road) (Closed between 6.45pm - 8.45am)	210	0.00	0.00	
Sutton Road, Cookham	18	0.00	0.00	
Town Moor, Maidenhead (Blackamoor Lane)	28	0.00	0.00	
Charges apply Mon - Sun between 9am-Mdnight (Incl Bank holidays)				
Up To 3 Hours		1	1	
Over 3 Hours		1.50	1.50	
Evenings (6pm - Midnight)		1	1	

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			2020/21 £	2019/20 £	% Increase
Upper Village Road, Sunninghill		28	0.00	0.00	
Victoria Street Multi Storey, Windsor	206				
Charges apply Mon - Sun between 9am-Midnight (Incl Bank Holidays)					
Up To 1 Hour			2.20	2.20	0.0%
1 To 2 Hours			3.60	3.60	0.0%
2 To 3 Hours			5.60	5.60	0.0%
3 To 4 Hours			10	10	0.0%
4 To 5 Hours			11	11	0.0%
Over 5 Hours			15.50	15.50	0.0%
Evenings (6pm - Midnight)			2.20	2.20	0.0%
West Street, Maidenhead	59				
Charges apply Mon - Sat between 9am-Midnight					
Up To 1 Hour			1.40	1.40	0.0%
1 To 2 Hours			2.80	2.80	0.0%
2 To 3 Hours			4	4	0.0%
Evenings (6pm - Midnight)			1.80	1.80	0.0%
Windsor Dials (via Alma Road), Windsor	250				
Car Park only available on Saturdays, Sundays, Bank Holidays					
Up To 1 Hour			1.60	1.60	0.0%
1 To 2 Hours			3.20	3.20	0.0%
2 To 3 Hours			5	5	0.0%
3 To 4 Hours			7	7	0.0%
4 To 5 Hours			10.50	10.50	0.0%
Over 5 Hours			13	13	0.0%
Evenings (6pm - Midnight)			2	2	0.0%

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		2020/21 £	2019/20 £	% Increase
Windsor Library	15			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 30 Mins		0.30	0.30	0.0%
Up To 1 Hour		2.50	2.50	0.0%
1 To 2 Hours		5	5	0.0%
Evenings (6pm - Midnight)		1.80	1.80	0.0%
York House, Windsor	92			
Charges apply Mon-Sun between 9am-midnight (Incl Bank Holidays)				
Weekends & Bank Holidays (Up To 4 Hours Charge)		3.50	3.50	0.0%
Weekends & Bank Holidays (Over 4 Hours Charge)		7	7	0.0%
Evenings (Any Day) (6pm - Midnight)		1.80	1.80	0.0%
Coach Park (Alma Road), Windsor	74			
Charges apply Mon-Sun between 9am-6pm (Incl Bank Holidays)				
Up To 1 Hour - Entry		11	11	0.0%
Prepaid Tickets (1 Hour)		11	11	
Up To 4 Hours		22	22	0.0%
Prepaid Tickets (4 Hours)		18.50	18.50	0.0%
Up To 10 Hours (equivalent to all day as evenings free)		33	33	0.0%
Prepaid Tickets (10 Hours) (equivalent to all day as evenings free)		26	26	0.0%
Christmas Period (cars only)		2.50	2.50	0.0%
Magnet Leisure Centre - Maidenhead >	248			
Charges apply Mon - Sun (Incl Bank Holidays) between 9.30am-Midnight				
Up to 60 mins		1.10	1.10	0.0%
Up to 90 mins		1.50	1.50	0.0%
Up to 2 Hours		2.20	2.20	0.0%
Up to 3 Hours		3	3	0.0%
Up to 4 Hours		7.20	7.20	0.0%
Over 4 Hours		9.50	9.50	0.0%

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		2020/21 £	2019/20 £	% Increase
Windsor Leisure Centre >	249			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Up to 60 mins		1.20	1.20	0.0%
Up to 2 Hours		1.80	1.80	0.0%
Up to 3 Hours		3.70	3.70	0.0%
Up to 4 Hours		11	11	0.0%
Up to 5 Hours		13	13	0.0%
Over 5 Hours		17.50	17.50	0.0%

	2020/21 £	2019/20 £	% Increase
On-Street Parking			
Barry Avenue			
Up To 1 Hour	2.10	2.10	0.0%
1 To 2 Hours	4.20	4.20	0.0%
St. Leonards Road (Shops)			
Up To 1 Hour	0.60	0.60	0.0%
1 To 2 Hours	1.80	1.80	0.0%
Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard & Thameside (1 Hour Maximum Stay) *			
Up To 1 Hour	1.20	1.20	0.0%
Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. * (Where Charges Apply Mon-Fri 8.30am - 5.30pm)			
Up To 1 Hour	0.50	0.50	0.0%
1 To 2 Hours	1.20	1.20	0.0%
Alma Rd, Clarence Rd, St Leonards Rd. * (Where Charges Apply Mon-Sun 8am - 8pm)			
Up To 1 Hour	0.50	0.50	0.0%
1 To 2 Hours	1.20	1.20	0.0%
Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd *			
Up To 1 Hour	0.80	0.80	0.0%
The Avenue & Windsor Road (Datchet) *			
Up To 1 Hour	0.80	0.80	0.0%
1 To 2 Hours	1.50	1.50	0.0%
2 To 3 Hours	3	3	0.0%
3 To 4 Hours	3.60	3.60	0.0%
Over 4 Hours	6	6	0.0%
Eton (2 Hour Maximum Stay) *			
Up To 30 Mins	0.40	0.40	0.0%
Up To 1 Hour	2	2	0.0%

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	2020/21 £	2019/20 £	% Increase
<u>Other Parking Fees And Charges</u>			
Penalty Charge Notices			
Higher Level Contraventions	70	70	0.0%
-Discounted If Paid Within 14 Days	35	35	0.0%
Lower Level Contraventions	50	50	0.0%
-Discounted If Paid Within 14 Days	25	25	0.0%
Business Permits			
Business Parking Permits			
Windsor: Outer Areas			
First Permit	650	650	0.0%
Second Permit	750	750	0.0%
Third Permit	850	850	0.0%
Windsor: Inner Areas			
Eton and Datchet:			
First Permit	175	175	0.0%
Second Permit	375	375	0.0%
Third Permit	525	525	0.0%
Fourth Permit	725	725	0.0%
Parking Suspensions and Dispensations			
Suspension Of Parking Bay (Per Bay)	20	20	0.0%
Parking Dispensations - Late Charge	50	50	0.0%
Parking Dispensations - 1st Day	20	20	0.0%
Parking Dispensations - Additional Days	5	5	0.0%
Parking Dispensations - 1 Week	40	40	0.0%
Parking Dispensations - 2 Weeks	70	70	0.0%
Parking Dispensations - 3 Weeks	100	100	0.0%
Parking Dispensations - 4 Weeks	125	125	0.0%
Special Parking/ Access Permit	50	50	0.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
COMMUNITY, PROTECTION & ENFORCEMENT SERVICES				
ENVIRONMENTAL PROTECTION				
Standard FPN for Environmental Protection Property		94	91	3.0%
Scrap Metal Licensing				
- Collector Licence		221	214.35	3.0%
- Site Licence		331	321.26	3.0%
Fixed Penalty Notice for Fly Tipping (New Fee)		400	400	N/A
Fixed Penalty Notice for Failing to Produce Documentation for the Transfer of Waste		300	300	N/A
ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES				
Freezer Failure Certificate		153	148.24	3.0%
Water Sampling-Laboratory costs plus officer hourly rate		-	-	
Private Water Supplies-Laboratory costs plus officer hourly rate, subject to statutory maximums		-	-	
Food Hygiene Rescore Visit		206	200	3.0%
Health & Safety Work Act S28-Cost Of Officer Time + 15% Admin, Minimum Charge Of:		80.27	80.57	-0.4%
Riding Establishments:				
- first application (plus vet's fees)				
- renewal (plus vet's fees if appropriate)				
Animal Boarding, Breeding Of Dogs, Pet Animals & Shops:				
- first application				
- renewal (plus vet's fees if appropriate)				
Dangerous Animals:				
- first application				
- renewal (plus vet's fees if appropriate)				
Performing Animals:				
Zoo Licence First Application.				
Zoo Licence Renewal.				
Ear Piercing/Acupuncture/Electrolysis and Tattooing				
- registration of premises and one practitioner		232	225	3.0%
- each additional practitioner		77	75	3.0%
- existing Licence amendment		40		
- replacement of operator certificate	Min fee:	31	30	3.0%

**Fees & Charges
will be agreed
by delegation
with the
Lead Member
and published
on RBWM website**

PLACE DIRECTORATE FEES AND CHARGES 2020/21

	Unit Cost	2020/21 £	2019/20 £	% Increase
TRADING STANDARDS				
Weights & Measures Fees	Weights & Measures Inspector Hourly Rate Of:	65.52	62.52	4.8%
Petroleum Licences	Set Externally - See Website			
Explosives Licences	Set Externally - See Website			
Poisons Licences	Set Externally - See Website			
RESIDENTIAL SERVICES				
Domestic Pest Control Service	Set by SDK Environmental Ltd- See website			
Housing Act Notice	Officer time			
Enforcement - Works in default	Officer time			
Houses In Multiple Occupation (HMO Licences)				
-basic compliance with 5 bedrooms		824	800	3.0%
-additional rooms	Per Additional Room:	27	26.34	3.0%
-renewal of licence and second and subsequent properties		758	736	3.0%
Follow ups of Incomplete applications	Per Hour:	40		
Copy Licence		11		
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges				
First offence	£2,000 reduced to £1000 if paid within 14 days			
Second offence		3,000	3,000	0.0%
Third and subsequent offences		5,000	5,000	0.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR				
*Dog Faeces Fixed Penalty Notice	*£100 reduced to £75 if paid within 14 days	100	52	92.3%
*Fixed Penalty Notice for Breach of Public Space Protection Officer (PSPO)		100	100	0.0%
*Fixed Penalty Notice for Breach of Community Protection Notice (CPN)		100	100	0.0%
*Fixed Penalty Notice for Littering		100	100	0.0%
*Fixed Penalty Notice for Graffiti (New Fee)		100	100	0.0%
*Civil Penalty of Littering for Vehicle (New Fee)		100	100	0.0%
LICENSING/ ENFORCEMENT TEAM				
Licensing Of Hackney Carriages And Private Hire Vehicles				
For 1-5 Vehicles		265	265	0.0%
For 6-10 Vehicles		440	440	0.0%
For 11-15 Vehicles		615	615	0.0%
For 16-20 Vehicles		790	790	0.0%
For 21 Vehicles And Over		1,035	1,035	0.0%
For 30 Vehicles And Over		1,420	1,420	0.0%
Drivers Annual Licence		100	100	0.0%
Drivers Dual Licence		160	160	0.0%
Transfer Of Driver Or Vehicle Licence		37	37	0.0%
Badge Replacement		10	10	0.0%
Knowledge Test		16	16	0.0%
Meter Test		27	27	0.0%
Carriage Licence		255	255	0.0%
Replacement Plate		10	10	0.0%
Licensing Act 2003				
Personal Licences	Prices set by statute - See Website			
Annual Fee for Premises Licences:-	Prices set by statute - See Website			
Sexual Venue Licensing (Per Premises)		5,000	5,000	0.0%
Sex Shop Licences (Per Premises)		5,000	5,000	0.0%

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	Unit Cost	2020/21 £	2019/20 £	% Increase
Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)				
Betting Premises (excluding Tracks)				
New Application		3,000	3,000	0.0%
Annual Fee		600	600	0.0%
Application To Vary		1,500	1,500	0.0%
Application To Transfer		1,200	1,200	0.0%
Application For Re-Instatement		1,200	1,200	0.0%
Application For Provisional Statement		3,000	3,000	0.0%
Licence Application (Provisional Statement Holders)		1,200	1,200	0.0%
Copy Licence		25	25	0.0%
Notification Of Change		50	50	0.0%
TRACKS				
New Application		2,500	2,500	0.0%
Annual Fee		1,000	1,000	0.0%
Application To Vary		1,250	1,250	0.0%
Application To Transfer		950	950	0.0%
Application For Re-Instatement		950	950	0.0%
Application For Provisional Statement		2,500	2,500	0.0%
Licence Application (Provisional Statement Holders)		950	950	0.0%
Copy Licence		25	25	0.0%
Notification Of Change		50	50	0.0%
Safety of Sports Ground Act 1975				
Issuing of a safety certificate		1,105	1,073	3.0%
Amendment of a safety certificate		553	537	3.0%
Replacement of a safety certificate		553	537	3.0%
Transfer of a safety certificate		553	537	3.0%
Cancellation of a safety certificate		553	537	3.0%

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	Unit Cost	2020/21 £	2019/20 £	% Increase
Adult Gaming Centre				
New Application		2,184	2,184	0.0%
Annual Fee		1,095	1,095	0.0%
Application To Vary		1,095	1,095	0.0%
Application To Transfer		1,315	1,315	0.0%
Application For Re-Instatement		1,315	1,315	0.0%
Application For Provisional Statement		2,184	2,184	0.0%
Licence Application (Provisional Statement Holders)		1,314	1,314	0.0%
Copy Licence		32	32	0.0%
Notification Of Change		32	32	0.0%
Other Statutory Licences				
Street Trading		3,000	3,278	-8.5%

	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
OUTDOOR FACILITIES						
ALLOTMENTS	Non-Res.	Res.	Non-Res	Res.	Non-Res	Res.
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot -	619	310	601	301	3.0%	3.0%
A	165	82	160	80	3.1%	2.5%
B	143	72	139	70	2.9%	2.9%
CEMETERIES AND CHURCHYARDS	Non-Res.	Res.	Non-Res	Res.	Non-Res	Res.
STANDARD BURIAL:						
Grant of exclusive right of burial for 50 yrs including right to erect memorial Burial Fees	2,745	1,371	2,665	1,331	3.0%	3.0%
For three - Braywick Cemetery only	2,693	1,349	2,615	1,310	3.0%	3.0%
For two	2,297	1,151	2,230	1,117	3.0%	3.0%
For two - Oakley Green Cemetery only	2,297	1,151	2,230	1,117	3.0%	3.0%
For one	2,075	1,039	2,015	1,009	3.0%	3.0%
Child 7 to 17 years	989		960		3.0%	
Child up to 6 years	474		460		3.0%	
Additional charge for a casket	886	442	860	429	3.0%	3.0%
Re-open for 2nd burial 6ft depth	1,151	1,151			New	
Re-open for 2nd burial 4ft depth	1,039	1,039			New	
INFANT BURIAL:						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial Burial Fee	671		651		3.1%	
	266		258		3.1%	
CREMATION PLOT:						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial New Cremation Plot (2 caskets per plot)	1,337	668	1,298	649	3.0%	2.9%
Re-open for a second interment of ashes	720	361	699	350	3.0%	3.1%
	361	361			New	
CREMATION CHAMBER:						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,437	718	1,395	697	3.0%	3.0%
Renew grant of exclusive right of burial for a further 10 years	708	353	687	343	3.1%	2.9%
Re-open for a second interment of ashes	247	247	480	240	-48.5%	2.9%

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	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
MEMORIALS:						
Additional inscription / replacement stone	48	48	94	47	-48.9%	2.1%
Wall plaque	61	61	118	59	-48.3%	3.4%
Cremation tablet	61	61	118	59	-48.3%	3.4%
Vase or book on cremation plot or grave	61	61	118	59	-48.3%	3.4%
Reservation of wall plaque for 7 years	61	61	117	59	-47.9%	3.4%
Stake in Ground Plaque - prices from:-	174	174	186	169	-6.5%	3.0%
MISCELLANEOUS:						
Record research fee	61	61	62	59	-1.6%	3.4%
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,349	674	1,310	654	3.0%	3.1%
Inter cremated remains in Garden of Remembrance	207	207	403	201	-48.6%	3.0%
Interment outside prescribed hours (minimum charge)	484	242	470	235	3.0%	3.0%
Minimum cost for specific needs	484	242	470	235	3.0%	3.0%
Private grave registration transfer	61	61	118	59	-48.3%	3.4%
Use of chapel at Oakley Green only	176	176	343	171	-48.7%	2.9%
Copy of Deed	61	61	118	59	-48.3%	3.4%
PARKS AND OPEN SPACES	<u>Per Season</u>		<u>Per Season</u>			
FOOTBALL:						
Grade A Pitch	1,824		1,771		3.0%	
Grade B Pitch	1,381		1,341		3.0%	
Mini Football Pitch - Marked 2hr session						
RUGBY:						
Braywick / Home Park	2,311		2,244		3.0%	
Mini Rugby Pitch - Marked 2hr session						
CRICKET:						
Home Park	3,128		3,037		3.0%	
LAWN TENNIS:						
Home Park	1,438		1,396		3.0%	
MISCELLANEOUS:						
Royal Windsor Dog Show	8,512		8,264		3.0%	
Triathlon	7,295		7,083		3.0%	
Horse Show	8,512		8,264		3.0%	
Ockwells Dog Show	718		697		3.0%	

PLACE DIRECTORATE FEES AND CHARGES 2020/21

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	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAYS & TRANSPORT				
Consultation with Highways	Price on application			
Other Highway Services				
Provision Of Accident Information (For 3 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	147	143	2.8%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Accident Information (For 5 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	244	237	3.0%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Existing Traffic Signal Data	Flat Fee:	183	178	2.8%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	244	237	3.0%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	244	237	3.0%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	124	120	3.3%
Provision Of Junction Traffic Model Data	Price on application - dependant on complexity of model:			
Access To/Use Of Borough Traffic Computer Model		5,837	5,667	3.0%
Research Into Archives (Where Not Part Of Statutory Function)	Min' Charge Applies:	233	226	3.1%
- charge after 3 hrs	Per Hour:	59	57	
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		63	57	10.5%
Provision Of Supplementary Information		124	113	9.7%
Provision Of Hard Copy Of Statutory Records - EXPEDITED SERVICE		95	N/A	
Provision Of Supplementary Information - EXPEDITED SERVICE		186	N/A	
Site Inspection:				
- up to 3 hours	Per Inspection:	152	148	2.7%
- over 3 hours	Per Inspection:	244	237	3.0%

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	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAY LICENCES				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		525	510	2.9%
Fee for 'straight forward' renewals -		122	118	3.4%
-street cafes- area fee	Per m2:	122	118	3.4%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	525	510	2.9%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	122	118	3.4%
Display of goods Area fee (For 3 years)	Per m2:	122	118	3.4%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	122	118	3.4%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	25	24	4.2%
S116 Extinguishment Of Adopted Highways And Rights Of Way	Act' cost + advertising cost, min of:	5,837	5,667	3.0%
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	64	62	3.2%
- weekly charge (Week1)	Plus:	20	19	5.3%
- weekly charge (Weeks 2 - 4)	Plus:	23	22	4.5%
- weekly charge (Thereafter)	Plus:	36	35	2.9%
- removal of builders skips	Act' Costs, At A Min' Of:	237	230	3.0%
S169 Scaffolding Licences				
- residential		160	153	4.6%
-commercial				
Minor Road (less than 50m2)	0 to 2 Months	495		New
Minor Road (less than 50m2)	3 to 4 Months	825		New
Minor Road (less than 50m2)*	5 to 6 Months	1,195		New
Minor Road (More than 50m2)	0 to 2 Months	2,430		New
Minor Road (More than 50m2)	3 to 4 Months	2,655		New
Minor Road (More than 50m2)*	5 to 6 Months	3,020		New
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	990		New
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,655		New
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,390		New
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,865		New
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,310		New
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,040		New

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	Unit Cost	2020/21 £	2019/20 £	% Increase
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				
S172 Hoarding Licences				
-commercial				
Minor Road (less than 50m2)	0 to 2 Months	495		New
Minor Road (less than 50m2)	3 to 4 Months	825		New
Minor Road (less than 50m2)*	5 to 6 Months	1,195		New
Minor Road (More than 50m2)	0 to 2 Months	2,430		New
Minor Road (More than 50m2)	3 to 4 Months	2,655		New
Minor Road (More than 50m2)*	5 to 6 Months	3,020		New
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	990		New
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,655		New
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,390		New
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,865		New
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,310		New
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,040		New
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				
Other Structures - inc cranes	Flat fee plus area fee	542	526	3.0%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%
Mobile Access Platforms. Flat fee Plus area fee below Per Week Or Part:		271	263	3.0%
- additional charge (per m2)	Plus Charge Per m2:	5	5	0.0%
Filming - inc internal consultation	Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic		160	153	4.6%
- admin fee commercial (Heavy Duty)		680	660	3.0%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- Min' charge (discretion to reduce fees) for non-commercial	Min':	586	569	3.0%
- Min' charge (discretion to reduce fees) for commercial	Min':	1,171	1,137	3.0%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Act' Costs, To A Min' Of:	365	354	3.1%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		232	225	3.1%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below):		180	175	2.9%
-licence fee	Plus:	124	120	3.3%
S179 Control Of Construction Of Cellars Under Streets	Cost Plus 20% Admin Fee			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Cost Plus 20% Admin Fee			
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee	698	678	2.9%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%

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	Unit Cost	2020/21 £	2019/20 £	% Increase
TEMPORARY TRAFFIC REGULATION ORDERS				
S14. Road Traffic Regulations (if advertising covered by applicant discount of £800 applies)	Flat Fee including Advertising Costs:	1,868	1,814	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 1 road or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	2,709	2,630	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 2 - 5 roads/PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	5,150	5,000	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 6 - 9 roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	6,180	6,000	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 10 and over roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	7,725	7,500	3.0%
Unauthorised Road Closure	Flat Fee	2,730	2,650	3.0%
Access Protection Markings		118	115	2.6%
Suspension of Parking Controls	Flat fee for 4 weeks period	936	909	3.0%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,868	1,814	3.0%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	96	93	3.2%
N.B. Charges for Charitable and Community Interest events will be reduced at the discretion of the Director of Communities , with the agreement of the Lead Member for Highways. The organisers will however remain responsible for all costs associated with advertising.		138	134	3.0%
Lane closure request on dual carriageway (Not NRSWA)	Flat fee	258	250	3.2%
Road space booking for works (Not NRSWA)	Flat fee max 2 weeks	206	200	3.0%
Road space booking for events	Flat fee	515	500	3.0%
Road space bookings for Charitable and Local Community Interest events	Flat fee	139	135	3.0%
Unauthorised placement of Traffic Management measures on the Highway (Not NRSWA)	Flat fee	1,030	1,000	3.0%

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	Unit Cost	2020/21 £	2019/20 £	% Increase
OTHER TRAFFIC MANAGEMENT CHARGES				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		185	180	2.8%
Switching On/Off Permanent Traffic Signals				
- working hours:	Min. Charge:	359	349	2.9%
- evenings, and saturdays:	Min. Charge:	542	526	3.0%
- sundays and bank holidays:	Min. Charge:	719	698	3.0%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	187	182	2.7%
- other streets	Per Hour	62	60	3.3%
- surcharge for peak hour operation	Per Hour	155	150	3.3%
Special Signing				
-application of tourist/ visitor information signs		127	123	3.3%
-installation of tourist/ visitor information signs	Act' Cost Plus 20% Admin Fee	-	-	
-application of shopping/ business signs		248	241	2.9%
-installation of shopping/ business signs	Act' Cost Plus 20% Admin Fee	288	280	2.9%
Removal of illegal signage relating to Local Event	Fee per sign	103	100	3.0%
Removal of illegal signage relating to Developer	Fee per sign	361	350	3.1%
Repeat offender removal of illegal signage relating to Developer	Fee per sign	515	500	3.0%
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		127	123	3.3%
Unauthorised Survey Equipment On The Highway		248	241	2.9%
Bike-ability Training	Per Pupil	5	5	0.0%

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	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS				
S38/278 Fees (based on costs of infrastructure construction - index linked)				Incl
-up to £1.0m construction costs (Min' Charge £2,500)	13% but Min' charge of	3,499	3,397	3.0%
-over £1.0m construction costs	13% but Min' charge of	3,499	3,397	3.0%
-For structures/roads not being adopted- Technical Approval		Act' Cost Plus 20% Admin Fee	Act' Cost Plus 20% Admin Fee	
-renegotiation of S278/38 Contract Period		1,166	1,132	3.0%
-4.8m wide block paved road + two 2m verges		1,216	1,181	3.0%
-5.0m wide road, two 2m footways and two 1m verges		1,514	1,470	3.0%
-5.5m wide road, two 2m footways and two 1m verges		1,835	1,782	3.0%
-6.7m wide road, two 2.5m footways and two 1m verges		2,432	2,361	3.0%
-individual 2.0m footpath including lighting		547	531	3.0%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		967	939	3.0%
-Checking and approving interim and final travel plans standard developments (one off fee)		1,934	1,878	3.0%
-Checking and approving interim and final travel plans large/complex developments (one off		3,870	3,757	3.0%
Auditing Of Road Safety Audits		525	510	2.9%
Design Of Street Lighting Schemes		409	397	3.0%
Relocation Of Street Light Equipment				
-Residential with Advantage Card	Single Item:	Actual Cost	Actual Cost	
-Commercial		Act' Cost Plus 20% Admin Fee	Act' Cost Plus 20% Admin Fee	
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		696	676	3.0%
-Complex Installation		1,166	1,132	3.0%

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	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAY COMMUTED SUMS:				
-soakaways over 20 years		19,623	19,051	3.0%
-high friction surfacing over 5 years	Per m2:	10	10	0.0%
-pumping stations over 10 years	Min':	18,043	17,517	3.0%
-standard street lighting over 20 years		1,216	1,181	3.0%
-ornamental lighting over 20 years	Per Item:	2,006	1,948	3.0%
-traffic signals over 20 years per single pole	Per Item:	13,957	13,550	3.0%
-extra height pole	Per Item:	15,145	14,704	3.0%
-cantilever pole	Per Item:	16,516	16,035	3.0%
-illuminated traffic signs and bollards over 10 years)/m2 & £1,100 over 1m2			
-illuminated traffic signs and bollards over 10 years				
-road markings 50% of initial cost	Min':	912	885	3.1%
-CCTV cameras over 10 years	Per Item:	15,830	15,369	3.0%
-structures (Cost to be agreed between local authority and contractor)	50% of initial cost			
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)	50% of initial cost			
Trees on adopted highway (standard tree up to 12cm girth) each		608	590	3.1%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		735	714	2.9%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,117	1,084	3.0%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	£1,245 min to £5,400 max			
Grass cutting on adopted highway	Per m2	10	10	0.0%
Shrubs and planting areas maintenance	Per m2	105	102	2.9%
Other Commuted Sums	ull cost or by agreement			
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		122	118	3.4%
-Inspection Fee		72	70	2.9%
-Removal Of Illegal Directional Signs	Per sign	232	225	3.1%
Removal of illegal signs for repeat offenders	Flat fee	515	500	3.0%

PLACE DIRECTORATE FEES AND CHARGES 2020/21

Appendix A

Unit Cost	2020/21 £	2019/20 £	% Increase
RIGHTS OF WAY			
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways. Act' Costs Plus Advertising Min' Of:	1,398	1,357	3.0%
S119 Diversion of Footpaths, Bridleways and Restricted Byways. Act' Costs Plus Advertising Min' Of:	1,398	1,357	3.0%
S257 Town & Country Planning Act 1980 Diversion Orders. Act' Costs Plus Advertising Min' Of:	1,398	1,357	3.0%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders. Act' Costs Plus Advertising costs (NB- Advertising costs above include Vat.)			
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)	59	57	3.5%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)	292	284	2.8%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration	59	57	3.5%
New Roads & Street Works Act Inspections/ Permits			
S74 NRSWA Charges For Late Completions. Fees range depending on circumstances and are set by statute	-	-	-
S76 NRSWA Inspection Fees. Fees range depending on circumstances and are set by statute	-	-	-
S50 NRSWA private apparatus in the highway licences. First application flat fee	515	500	3.0%
S50 NRSWA private apparatus in the highway licences. Second and subsequent application flat fee.	257	250	2.8%

	Unit Cost	2020/21 £	2019/20 £	% Increase
BUILDING CONTROL				
Fees set by Shared Service				
PLANNING & DEVELOPMENT				
Pre-Application Advice (Including VAT)				
The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement. Charges for using the transport model are in addition to those set out below and will be agreed prior to instruction. Charges for review of viability studies also sit outside of this and will be agreed on a case by case basis.				
Parish Councils, Local community groups (at the discretion of the Head of Planning) for all categories of development				
		50% off respective fee		
Level 1 - Householder Pre App (Extensions, Alterations and Outbuildings) (In principle advice from planning officer)		125	-	
Level 2 - Householder pre-app (Extensions, Alterations and Outbuildings) (involves some internal consultation at discretion of planning officer - dependent on submission documents)		166	148	12.0%
Follow up meeting to a level one or level 2 householder pre-app (Planning Officer attendance only)		90	-	
Advertisements		152	148	3.0%
Telecommunications		351	341	3.0%
Listed buildings works to a single dwelling house		152	148	3.0%
Residential				
1 unit		285	300	-5.0%
2-5 units		550	523	5.3%
6-9 units		869	840	3.5%
10-24 units		1,166	1,110	5.0%
25-49 units		2,717	2,640	2.9%
50-99 units		5,690	5,530	2.9%
100-149 units		7,847	7,626	2.9%
150+ units		9,996	9,800	2.0%

PLACE DIRECTORATE FEES AND CHARGES 2020/21

Appendix A

	Unit Cost	2020/21 £	2019/20 £	% Increase
Non-residential				
Less than 200 sq. m. floor space		540	523	3.2%
200-999 sq. m. floor space		1,006	977	3.0%
1,000-1,999 sq. m. floor space		2,100	2,042	3.0%
2,000-4,999 sq. m. floor space		3,314	3,217	3.0%
5,000-9,999 sq. m. floor space		5,700	5,532	3.0%
10,000+ sq. m. floor space		7,854	7,625	3.0%
All forms of development that does not fall in to above categories		Contact for quote		
Minerals / waste proposals		Contact for quote		
Complex heritage/conservation proposals		Contact for quote		
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts		220	214	3.0%
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts		220	214	3.0%
Planning History Search excl. VAT				
- Householder	per application	32	31	3.0%
- All other cases	per application	103	100	3.0%
Planning decisions and related documents		13	12	3.0%
Retrieval and copying from Archive of Planning Documents		£1.55 for A4 1st page / 40p per sheet thereafter	£1.50 for A4 1st page / 40p per sheet thereafter	3.0%
Administration fee for checking validity of a planning application		25% of application fee	25% of application fee	
Use of RBWM Transport Model data by Developers.		On Request-bespoke charge dependent on application requirement	On Request-bespoke charge dependent on application requirement	

PLACE DIRECTORATE FEES AND CHARGES 2020/21

Appendix A

	Unit Cost	2020/21 £	2019/20 £	% Increase
Hourly Rates & attendance at requested meetings (Where requests are accepted by LPA)				
Head of Service	Hourly Rates	200	-	
Deputy Head of Service or Policy Manager	Hourly Rates	150	-	
Team Leader	Hourly Rates	130	-	
Principal Officer	Hourly Rates	120	-	
Senior Officer	Hourly Rates	100	-	
Planning Officer / Conservation Officer	Hourly Rates	90	-	
Specialist Advice - e.g.. trees, ecology, highways, environmental protection	Hourly Rates	100	-	
Trees and High Hedges				
Pre-application fees for Tree TPO works	min fee	152	148	3.0%
High Hedges Complaints		757	735	3.0%
TPO- Hard Copy per TPO	Per TPO	32	31	3.0%
S106 Management, Maintenance, Compliance & Monitoring				
Major applications - non-refundable charge		824	800	3.0%
Minor and Other applications - non-refundable charge		421	409	3.0%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)		112	108	3.0%
Monitoring of non-financial S106 Obligations		220	214	3.0%
Monitoring & Management of Viability appraisals for development	Hourly Rate		Hourly Rate	
Confirmation that the obligations of a S106 legal agreement have been discharged (Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)		156	152	3.0%
Legal fees S106 Bilateral - hourly rates		107	104	3.0%
Legal fees S106 unilateral undertakings (including proforma):- Legal checking fees - Dependent on complexity		£1,200 min, thereafter £108 per hr	£1,165 min, thereafter £105 per hr	3.0%
Legal fees S106 Deed of Variation		£396 min, thereafter £108 per hr	£385 min, thereafter £105 per hr	3.0%
Legal Fees S111 Agreement (SANG mitigation)		£553 min, thereafter £108 per hr	£537 min, thereafter £105 per hr	3.0%
STRATEGIC ACCESS MANAGEMENT MONITORING				
Bedsit/1 bed dwelling		464	450	3.0%
2 bed dwelling		612	594	3.0%
3 bed dwelling		824	800	3.0%
4 bed dwelling		937	910	3.0%
5+ bed		1,224	1,188	3.0%

Report Title:	Capital Programme 2020/21 – 2022/23
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Full Council - 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. The report sets out the Council's proposed Capital Programme for 2020/21 – 2022/23 and Capital Strategy 2020/21 – 2024/25.

1. DETAILS OF RECOMMENDATION(S)

That Full Council approves:

- i) The Capital Strategy 2020/21 – 2022/23 as set out in Appendix A
- ii) The proposed additions to the capital programme 2020/21 – 2022/23 as detailed in appendix B, C and D and summarised in table 4.1.8.
- iii) Approves an additional capital budget of £489,000 in 2019/20 that represents capitalised debt charges on schemes with a construction period greater than one year.
- iv) Approves fully funded capital budget of £100,000 in 2019/20 for Ascot High Street Public Realm and Highway Improvements Design Study as set out in 4.3.8.

That Full Council Notes:

- a) The estimated spending against the capital programme in 2019/20 set out in Appendix E and the planned spend proposed to be carried forward to 2020/21 in para 4.1.8
- b) The consolidated capital programme for 2020/21 – 2022/23 in appendix E including previously approved schemes and the proposed new schemes in section i) above
- c) The progress against major schemes in appendix F
- d) The capital cashflow in appendix G

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

- 2.1 This report sets out the proposed capital programme for 2020/21 – 2022/23 and the capital strategy. Once agreed the Council can confirm the implications on its future borrowing and the implications on its revenue budget and Medium Term Financial Strategy.
- 2.2 The report links very closely to two other reports on this agenda.
 - a) **The Treasury Management Strategy** that sets out how the council will fund and afford its planned level of capital investment in 2020/21 and beyond This also assesses the affordability of capital investment plans in the context of the revenue budget and its Prudential Indicators
 - b) **The Budget Report 2020/21 and Medium Term Financial Strategy 2020/21 – 2024/25.** This sets out the Council’s revenue spending for 2020/21 and indicative spending plans for 2021/22 - 2024/25 and the challenging financial position the Council is in that sets the context for the affordability of the capital programme.
- 2.3 The financial context the Council is now operating within means that no new discretionary spending is included as an addition to the proposed capital programme with new schemes either self-funded or essential to maintain service provision.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 **Introduction**
 - 4.1.1 The Capital Strategy, appendix A, provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are integrated.
 - 4.1.2 Like many councils, RBWM has chosen to capitalise certain council spending e.g. on maintenance and replacement of equipment to ease the pressure on its revenue budget. The Council has also invested heavily in the regeneration of the borough as well as schemes that will help to generate future income for the borough,

- 4.1.3 This strategy has been assisted by a period of unprecedented low interest rates, which has made the cost of substantial investment more affordable.
- 4.1.4 The Council has recognised the impact that this level of investment is having on its revenue budget through servicing this increased borrowing, albeit at low interest rates. It has therefore sought to restrict its capital investment in 2020/21 and beyond.
- 4.1.5 For 2020/21 this means that the Council has had to focus on:-
- Fully-funded schemes, where the cost of the scheme is fully or largely met by external funding.
 - Income generating schemes – where the business case confirms a substantial return that more than offsets the borrowing cost in the short and medium term.
 - Unavoidable capital investment – predominantly relating to immediate maintenance requirements and replacement of essential equipment.
- 4.1.6 The capital programme, using this strategy, is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational.
- 4.1.7 These are funded from either Capital Grants, Developer Contributions, Partner Contributions, Revenue Contributions, Capital Receipts or Prudential Borrowing the cost of which is funded from the revenue budget.
- 4.1.8 The table below shows the 2020/21 capital programme in detail together with the sources of funding in 2020/21. It also provides indicative figures for the cost of the relevant capital schemes in the following two years.

Proposed Capital Programme 2020/21 - 2022/23	Scheme Cost Gross	S106	Grant	Other Income	2020/21 Net Cost	2021/22 Net Cost	2022/23 Net Cost	Net Cost over three years
	£000	£000	£000	£000	£000	£000	£000	£000
Estimated Slippage to 2020/21	14,198	(300)	(3,558)	-	10,340			10,340
Pre-approved Schemes 2020/21	28,747	(6)	-	(12,836)	15,905	27,024	10,567	53,496
Fully Funded Schemes 2020/21	4,833	(80)	(4,753)	-	-			-
Income generating schemes	820				820			820
Pre-approved /Fully Funded Total	48,598	(386)	(8,311)	(12,836)	27,065	27,024	10,567	64,656
New Bids 2020/21								
Transformational 2020/21	1,000				1,000			1,000
Capitalised debt charges	475				475	509	656	1,640
Annual maintenance/statutory schemes	2,986	(161)		(137)	2,688	1,866	1,816	6,370
Refurbishment & enhancement schemes	2,411	(77)		(26)	2,308	1,500	-	3,808
ICT renewal schemes	1,190	(40)		-	1,150	-	-	1,150
New Bids 2020/21 Total	8,062	(278)	-	(163)	7,621	3,875	2,472	13,968
Total Capital Programme	56,660	(664)	(8,311)	(12,999)	34,686	30,899	13,039	78,624

- 4.1.9 The total capital programme for 2020/21 is £56.6m, of which the largest share (£48.598m) relates to ongoing cost of existing capital schemes. New capital investment amounts to £8.062m. After taking into account funding from a range of sources, the net cost of the 2020/21 programme to be funded from borrowing is £34.6m.
- 4.1.10 The overall three-year capital programme will increase borrowing by £78.6m, of which again the largest share (£64.6m) relates to schemes approved in

previous years. The remaining cost of £13.9m relates to proposed new schemes in 2020/21.

4.1.11 The above figures are reflected in the revenue budget and medium term financial projections, which also assume additional capital investment of £5m in the next two financial years. £10.3m of proposed capital spending relates to spending that was originally expected in 2019/20 and has been slipped to 2020/21. This has had a positive impact on the revenue budget for 2019/20.

4.1.12 From 2019/20, major schemes of over a year's duration now have their interest costs capitalised until the scheme is complete to recognise that the value of the asset will not be realised until complete. A capital budget approval of £489,000 is required in 2019/20 to capitalise debt charges on schemes within this category. This creates a revenue saving of the equivalent amount.

4.1.13 MRP, essentially the principal repayment is calculated on an annuity basis over the life of the asset starting in the year following completion in line with the Treasury Management Policy.

Developer Contributions

4.1.14 Developer Contributions in the form of S106 money and CIL contributions are playing an increasing role in helping to fund the capital programme.

4.1.15 The 2020/21 capital programme includes £0.7m of s106 funding. In total the Council has the following resources as set out in the table below.

S106 & CIL January 2020		Income £'000
Developer Contributions by Service Area		
Admin Costs		6.5
Affordable Housing		3,134.3
Air Quality		98.2
Allotments		24.5
Archiving		15.6
Biodiversity		2.6
Community Facilities		228.1
Economic Development		16.4
Education		1,382.4
Highways		1,731.1
Indoor Sports		249.6
Landscape		2.8
Library Services		448.6
Open Space		1,366.5
Public Art		233.3
Public Transport		29.3
Special Protection Area (SPA)		1,118.1
Town Centre Enhancements		10.9
Community Infrastructure Levy		4,591.2
Total		14,689.9

4.1.16 It is important that there is transparency in the way that these developer contributions are used. They can only be used once to fund capital priorities in line with the capital strategy.

4.2. Major schemes in Programme

4.2.1. The Programme includes 11 Major Schemes totalling £53.4m. These schemes are of major importance to the borough and are listed below with further detail in Appendix F.

- Braywick Leisure Centre
- Affordable Housing – commencing in 2021/22
- Vicus Way Car Park
- Nicholsons' Walk Shopping Centre and Central House – sale of freehold interest
- Braywick Road Pedestrian Crossing
- Maidenhead Local Plan (LEP) – Housing Site Enabling Works
- Maidenhead Station (LEP)
- Maidenhead Missing Links (LEP)
- River Thames – Environment Agency Scheme.

4.2.2. The total cost of these schemes is £124.9m, some will enable the generation of future capital receipts, such as the Braywick Leisure centre. Other schemes will generate future revenue income, after taking into account debt financing costs, e.g, Broadway and Vicus way car parks.

4.2.3. Larger schemes are mostly for regeneration of the Borough. All larger schemes above £1m in value are described below.

4.3. Proposed Additions to the Capital Programme requiring Approval

Fully Funded Schemes £4.8m – Appendix B

4.3.1. These schemes are either funded from s106 allocations from developers or specific grant and have no net cost to the Council but need to be approved and monitored through the year to ensure spending is within budget and the scheme is delivered as planned. They are set out in appendix B.

Income Generating/Spend to Save Schemes £0.820m – Appendix C

4.3.2. These schemes will enable future capital receipts to repay elements of council borrowing and are set out in Appendix C

Borough Funded Schemes £6.146m – Appendix D

- 4.3.3. These schemes are mostly funded from additional borrowing, Annual maintenance/statutory schemes, refurbishment or enhancement schemes and ICT renewal schemes. The total value of these schemes will be £10.787m over three years.
- 4.3.4. In previous years the Council has also approved a number of discretionary schemes that have added to borrowing costs and impacted on the revenue budget so but due to affordability only essential schemes are being proposed for 2020/21 – 2022/23 as additions to the programme. These are set out in appendix D.
- 4.3.5. Ideally the Council would fund the bulk of these schemes from revenue due to their repetitive and ongoing requirement and has done so in the past. However, for affordability reasons, it will take some time before the Council is in a position to include an annual allocation for these works within the revenue budget.
- 4.3.6. It has been agreed that all expenditure below £20k is de minimis for capital purposes and expenditure below this amount must now be funded from within revenue budgets. This decision has the benefit of a reducing the number of capital projects, enabling more focus on larger schemes when approving and monitoring spend.

Transformational Schemes

- 4.3.7. A sum of £1m has been set aside to be funded from capital receipts to fund further transformational costs that the council will incur over the next year as it moves to a more sustainable budget. The transformation plan is set out within the revenue budget report.

Ascot High Street Public Realm and Highway Improvements

- 4.3.8. The Borough is seeking to deliver a public realm improvement scheme for Ascot High Street. The scheme aims to enhance the High Street to give it a greater 'sense of place' and coordinate it with the emerging development for new housing and community buildings to the north and south of the High Street. With this study, the council is seeking to develop an outline design to demonstrate the potential of the High Street. TVLEP have made available £100,000 of Business Rates Retention Funding in 2019/20 for the development of an outline proposal and business case.

It is recommended that £100,000 of fully funded budget is added to the 2019/20 capital programme.

4.4 Key Schemes within the Capital Programme

- 4.4.1 The Capital Programme represents a substantial investment in the regeneration and development of the Royal Borough coupled with the transformation within the Council.

Regeneration Schemes

4.4.2 Many of these projects relate to either new Highways schemes, Town Centre regeneration or Leisure and further detail is provided below on a number of these key projects.

I. Maidenhead Station Interchange and Car Park £4.6m

The construction of a multi-modal transport interchange on Maidenhead Station forecourt in preparation for Cross-Rail. The project includes improved pedestrian and cycle links, with environmental enhancements on the forecourt. It will also include the construction of replacement commuter parking at Vicus Way, a multi-storey car park. Traffic management improvements (converting Broadway to two-way operation) are also included in the project. Planned completion 2020/21, part funded by the Thames Valley Local Enterprise Partnership (LEP).

II. Maidenhead Missing Links £2.8m.

A package of measures to improve cycling facilities, connecting residential areas to the north of Maidenhead across the A4 to Maidenhead Town Centre and links in with proposed improvements at Maidenhead Railway Station. Completion is due during 2020/21 with £2.2m funded by the LEP.

III. Maidenhead Housing Site Enabling Works £5.2m.

A package of traffic management measures to deliver additional capacity at eight key junctions around Maidenhead where modelling has indicated that peak hour congestion is likely to occur as a result of planned development and regeneration activities. Planned completion 2020/21, entirely LEP funded.

IV. Windsor Town Centre £1.5m.

A package of measures to support the visitor economy in Windsor by improving pedestrian priority and the streetscape around Windsor Castle to improve security and visitor facilities, and support expansion of outdoor seating for restaurants, cafes and pubs. Planned completion 2020/21, entirely LEP funded.

V. Vicus Way Car Park £5.6m

The construction of this car park at a total cost of £13m is part of a wider parking masterplan for the town, designed to ensure adequate and appropriate provision is made in the short, medium and long term to support local business, future planned growth and anticipated increases in rail demand. The proposals at Vicus Way will form an important part of this strategy and provide c. 500 long-stay spaces, primarily for use by commuters and town centre employees, supporting local businesses and freeing up other town centre parking. Planned completion 2021/22. The scheme will provide a revenue return to the Council on an ongoing basis.

VI. Braywick Leisure Centre £3.3m.

The new iconic Leisure facility will replace the existing Magnet Leisure Centre in the centre of Maidenhead that will release a major development site that will enable further regeneration of the town. When complete in the summer of 2020, at a total cost of £36.3m, it will feature a 10-lane swimming pool, larger training and splash pools, a 200-station gym, four squash courts, a larger sports hall and improved accessibility for disabled users. It will also use 70% less energy than the existing leisure facility.

Operational Schemes

4.4.3 Roads Resurfacing-Transport Asset & Safety £2m.

This annual scheme is essential to improve road safety through surface skid resistance treatment and prevent further deterioration to preserve the structure and serviceability of the highway asset.

Efficiency Schemes

4.4.4 HR, Corporate Projects and IT

I. Modern Workplace Project-Phase 2 - £800k

This project will replace all obsolete computer hardware and software and is planned to complete during 2020/21.

II. Transformation Programme - £1m

The transformation programme will enable the council to reduce its costs while meeting its overall objectives, full details are set out in the revenue budget for 2020/21. Although the spending is revenue related the government, under its Capitalisation flexibility, have permitted Councils to fund prescribed transformation spending from capital receipts.

5. RISK MANAGEMENT

5.1.1 Funding maintenance and assets with a short life from capital means that an increasing share of the capital programme is required for essential day to day capital spending. This spending is often unavoidable with the need to repair and maintain key buildings along with the need to update and replace obsolete technology.

5.1.2 This creates a risk that the Council will have even less money to invest in major new schemes.

5.1.3 Over time the Council needs to look to fund its more immediate capital needs from its revenue budget rather than using capital resources to fund them.

5.1.4 At this stage it is not feasible to do this, given the pressures on the revenue budget but this is something that the Council will need to address.

6 POTENTIAL IMPACTS

6.1.1 This report contains a number of proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

7 CONSULTATION

- 7.1.1 Consultations have taken place with the local chambers of commerce in February 2020. The Lead member for Finance and Ascot attended, together with officers. The meetings served to consult on the proposals within this paper.
- 7.1.2 Consultation has also taken place with the Leader of the Opposition, the Lead Member for Finance and Ascot, Cabinet and officers, this meeting served to consult on the proposals within this paper.
- 7.1.3 Consultations have taken place with the following Overview and Scrutiny Panels;
 - Communities - 28/01/20
 - Adult, Children and Health – 29/01/20
 - Infrastructure – 03/02/20
 - Corporate – 04/02/20

The feedback from these panels can be found in Appendix N to the Revenue Budget Report 2020/21

8 TIMETABLE FOR IMPLEMENTATION

8.1.1 Residents will be notified of their council tax in March 2020. Budgets will be in place and managed by service managers from 1 April 2020.

Table 3: Implementation timetable

Date	Details
By 31 March 2020	Residents notified of their council tax.
1 April 2020	Budgets will be in place and managed by service managers.

9 APPENDICES

9.1 The table below details the Annexes to this report

Annex	
A	Capital Strategy
B	Capital Programme – Fully funded schemes

C	Capital Programme - Income generating schemes
D	Capital Programme – Borough funded schemes
E	Full Capital Programme 2019/20 – 2022/23
F	Pre-approved major Schemes
G	Capital Cashflow

10 BACKGROUND DOCUMENTS

10.1 None

11 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	23/01/20	28/01/20
Cllr Johnson	Leader of the Council	23/01/20	27/01/20
Duncan Sharkey	Managing Director	23/01/20	27/01/20
Russell O’Keefe	Director of Place	23/01/20	24/01/20
Terry Neaves	Interim Section 151 Officer	23/01/20	23/01/20
Elaine Browne	Head of Law	23/01/20	28/01/20
Nikki Craig	Head of HR, Corporate Projects & ICT	23/01/20	28/01/20
Louisa Dean	Communications	23/01/20	28/01/20
Kevin McDaniel	Director of Children’s Services	13/01/20	28/01/20
Hilary Hall	Director of Adults, Commissioning & Health	13/01/20	28/01/20
Karen Shepherd	Head of Governance	13/01/20	23/01/20
	Other		

REPORT HISTORY

Decision type: Key decision	Urgency item? No	To Follow item? Not applicable
Report Author: Terry Neaves, Interim S151 Officer, 01628 796222		

Royal Borough of Windsor and Maidenhead Medium Term Capital Strategy 2020/21 – 2024/25

1. Introduction

- 1.1 The Royal Borough of Windsor and Maidenhead has ambitious plans to invest in the regeneration of the borough and deliver high quality facilities to its residents.
- 1.2 The Capital Strategy provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are integrated.

The Strategy is informed by the Council's priorities and links to other key strategy documents notably the Council Plan, Medium Term Financial Plan, Treasury Management Strategy.

- 1.3 The document also provides an overview of the delivery mechanisms and decision processes that RBWM will use to determine and deliver its future capital priorities.

2. What is Capital Investment?

- 2.1 Capital investment can be put into a number of different categories as follows:-
- (i) **Major Projects** – this can include the provision of a new school, library or leisure centre or a major highways investment.
 - (ii) **Invest to Save Schemes** – this can be where the council invests in a project on the understanding that it will pay for itself over a reasonable period of time.
 - (iii) **Equipment Replacement** – the council needs to replacement certain equipment e.g. IT when it becomes obsolete.
 - (iv) **Repairs and Maintenance** – most assets need to be repaired and maintained on a regular basis.
- 2.2 In some cases projects may be fully funded by Government Grants or partner contributions.
- 2.3 There is a fine dividing line, when deciding whether spending should be charged as day to day revenue spending or included within the capital programme.

- (i) **Spending less than £20,000** is considered to be revenue spending. This is the de minimis level that the council sets.
- (ii) **Annual maintenance** is considered to be revenue spending

2.4 Ideally, RBWM should aim to cover recurring spending from its revenue budget and only borrow to fund spending of a longer term lasting nature.

3. RBWM Council Priorities

3.1 The Council's priorities must be at the heart of any capital strategy. In many ways they inform one another.

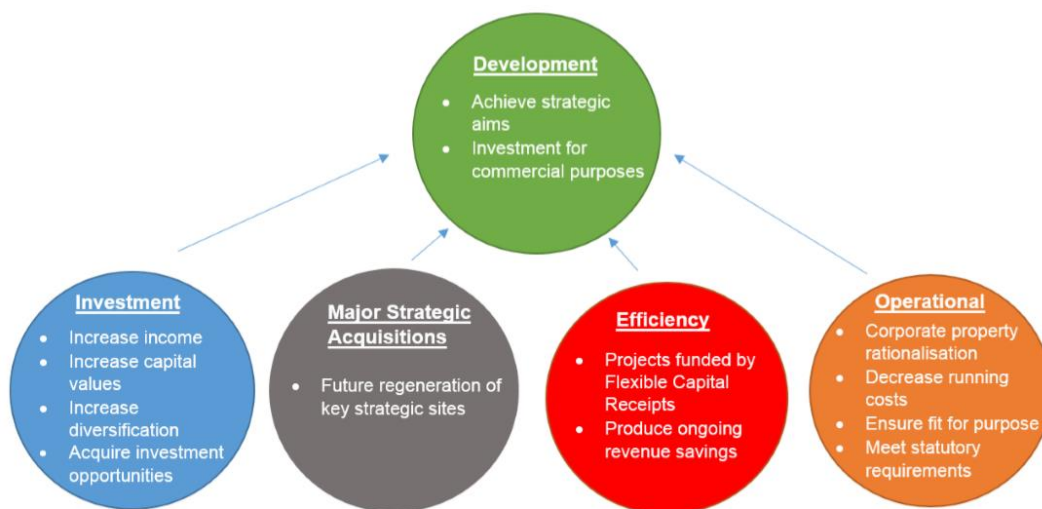
3.2 Finance is both the enabler that allows the Council to deliver these key priorities and the constraint that the Council needs to work within as it makes tough decisions between those priorities.

3.3 The key priorities for Windsor and Maidenhead are:-

- Protecting the Vulnerable
- Healthy, skilled and independent residents
- Safe and vibrant communities
- An excellent customer experience
- Growing economy, affordable housing
- Attractive and well-connected borough that recognises its environmental footprint.
- Well-managed resources delivering value for money

3.4 A number of these priorities involve long term capital investment in the Royal Borough.

3.5 The Council's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



4. National Financial Context

4.1 The main sources of capital funding are:-

- Capital Grants** – either general grants or specific grants towards specific projects e.g. highways and schools.
- Developer Contributions** – towards the costs of local infrastructure stemming from new development.
- Partner Contributions** – council partners may make a contribution towards the cost of capital projects.
- Revenue Contributions** – where the revenue budget meets the cost of ongoing capital spending e.g. maintenance of buildings etc.
- Capital Receipts** – from the disposal of council assets.
- Prudential Borrowing** – this enables councils to borrow to fund capital investment provided that it is affordable.

4.2 Over recent years all unitary authorities have faced significant cuts as a result of austerity. This has had a significant impact on major investment decisions

- Government capital grants for funding capital projects have been cut significantly
- Pressures on revenue budgets mean that councils are finding it harder to meet significant borrowing costs stemming from capital investment.

- 4.3 Council budgets have come under unprecedented pressure. Some councils have capitalised certain spending. This has allowed them to borrow to spread the cost of this spending over a number of years and ease the immediate pressure on the revenue budget.
- 4.4 Some councils have taken a more commercial approach to their assets. For example they may have built or expanded car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.
- 4.5 Unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment.
- 4.6 While this position has not changed substantially, recent increases in PWLB rates, the main source of council borrowing, indicate future borrowing costs are starting to increase.
- 4.7 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment.

5. Financial Context RBWM

- 5.1 RBWM has the advantage of substantial and valuable land holdings. It has been pro-active and innovative in using these land holdings to generate capital receipts for new investment.
- 5.2 In some cases the Council has used the capital receipt generated from the closure of a facility to largely fund its replacement. Unfortunately the disposal can only take place once the new facility is built, which means that
- (i) The Council needs to borrow to fund the new facility initially
 - (ii) The Council carries the risk of holding and disposing of the previous asset.
- 5.3 In other cases RBWM has been able to use developer contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.
- 5.4 RBWM has also invested in its assets to generate income to support its revenue budget. This has included:-
- (i) Converting and investing in council land to generate additional income from car parking provision.
 - (ii) Investing in commercial property to increase council rents

- 5.5 This has resulted in significant capital investment in recent years. Council borrowing is projected to rise by some £60m in 2019/20 to some £160m.
- 5.6 In turn the cost of funding this borrowing will add some £1m to the revenue budget in 2020/21, although this may reduce in future years as disposals of council assets are used to repay some of this borrowing. At the same time this investment has also generated considerable income that will help the Council repay this debt.
- 5.7 The Council recognises that it cannot continue to support this level of investment and has restricted its capital investment in 2020/21 to only essential works and committed schemes.
- 5.8 Overall, RBWM has sought to keep Council tax levels to a minimum. This has meant that it has tightly controlled spending within its revenue budget, which in turn has had consequences for its capital budget.
- (i) The council has funded significant spending on maintaining assets from borrowing rather than funding this from within its revenue budget
 - (ii) The council has used capital to fund a number of short term asset replacements.
 - (iii) The council has prioritised spending to generate future income to contribute to its revenue budget.
- 5.9 In the short term this has helped to spread the cost of this investment over a number of years and reduce the impact on the revenue budget.
- 5.10 In the longer term as borrowing increases, this places more and more pressure on the revenue budget.
- 5.11 This also means that as the Council tries to control borrowing costs, most of its capital programme is devoted to short term asset maintenance and replacement rather than longer term capital investment.
- 5.12 Currently some £3m of ongoing regular capital investment is within the Capital Programme. Over time the Council needs to aim to meet a larger share of this spending from a revenue contribution. This will enable it to allocate a larger share of its capital programme to long term projects.

- 5.13 Given the current pressures on the revenue budget, it will take some time to redress this balance. The Council has a longer term aim to fund this spending from its revenue budget.

6. Financial Risks

- 6.1 Planning for the future can never be an exact science. There are many factors that the Council cannot control completely, which can have a significant impact on the viability of future capital plans.

- (a) **Revenue Budget** – ultimately the cost of funding capital investment has to be met by the revenue budget. This means that the sustainability of the revenue budget as set out within the Budget Strategy is a key risk factor that impacts on the affordability of capital spending.
- (b) **Government Grants** – although Government Grants have reduced over time they still make a significant contribution towards the costs and viability of major schools and highways schemes.
- (c) **Interest Rates** – although currently at a very low level, any rise in interest rates will impact on the affordability and viability of key capital projects.
- (d) **Project Creep** - projects delivered over a period of time are inherently risky. Tight cost control is needed to ensure that the project keeps within the spending envelope.
- (e) **Contractual Risk** – the cost of major projects can be heavily dependent on the level of competition that influences bids to deliver the scheme.

- 6.2 Capital Projects are inherently risky. There are significant risks that the costs of capital schemes can exceed the original capital programme allocation. There is also a delivery risk that projects can be late.

- 6.3 Funding capital investment represents a significant pressure on the revenue budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the project:

- (i) meets the council's objectives
- (ii) is self-funding
- (iii) delivers a realistic pay back in the case of invest to save schemes

7. RBWM Capital Strategy

Developing Capital Plans

- 7.1 Decisions around future capital investment should not be taken lightly as they often involve significant sums of money, which has a significant future impact on council finances.
- 7.2 The Council therefore always needs to balance the immediate benefit of investing in a new capital asset against the future financial sustainability of council finances.
- 7.3 To strike this tough balance the council will:-
- (a) **Have clear capital investment priorities for all of its key services** – this will allow it to balance the needs of individual services against one another.
 - (b) **Develop clear business cases for major projects** – so that there is a clear understanding about the benefits that the project will deliver and whether these are worth the level of investment required.
 - (c) **Set clear objectives** – for example it needs to be clear about the payback period it expects from commercial invest to save schemes.
- 7.4 This prioritisation will be assisted by having
- (a) **Surveys of all council assets** that set out maintenance requirements and the level required over time
 - (b) **Clear replacement strategies** – that show when assets need to be replaced and updated e.g. IT equipment and systems.
- 7.5 Given the long term nature of capital investment, the Council should be able to plan ahead effectively and avoid the need for capital schemes to emerge at the last minute.
- 7.6 The council faces some tough choices against competing priorities. One of these tough choices will be whether to borrow to develop council assets to create long term revenue streams or whether to dispose of assets to help to reduce borrowing costs.
- 7.7 Above all, there is a need for an effective process to assess competing capital priorities and develop more long term capital plans.

Delivering Capital Projects

- 7.8 The Council has established a Capital Programme Working Group which will oversee the delivery of the capital programme. I think we need more detail about what the working group will actually do – what decision making powers does it actually have, who will sit on it, some draft terms of reference?
- 7.9 All capital projects over £100,000 will be subject to a gateway process that requires them to set out:-
- (a) Procurement Strategy for the project
 - (b) Project timetable and delivery plan
 - (c) An updated financial assessment including the revenue implications
 - (d) A clear assessment of project benefits and how these will be delivered and assessed.
- 7.10 The Working Group will be able to approve the delivery of all projects up to £250,000, while projects above this level will be approved by cabinet.
- 7.11 Cabinet will receive a quarterly report on the delivery of capital schemes.

8. Service priorities for investment

- 8.1 The council's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, see table 1.
- 8.2 The council also needs to be flexible enough to respond to external funding and grant opportunities that arise for which some capital investment from the council will be required in order to lever in the additional funding.

Table 1: RBWM service priorities for investment

Directorate	Service priorities	Link to statutory or other plan	Link to Council priority
Adults, Health and Commissioning	<ul style="list-style-type: none"> • New accommodation provision for vulnerable people • Maintenance and 	Adult Social Care Transformation Programme	Healthy, skilled and independent residents

	improvement of existing accommodation provision.		
	<ul style="list-style-type: none"> Investment in highways infrastructure, including bridges and footpaths Investment in alternative transport linked to climate change Investment in road safety 	Local Transport Plan Asset Management Plan Cycling Strategy	Safe and vibrant communities Attractive, well connected borough
	<ul style="list-style-type: none"> One off pump priming investment in digital and communications infrastructure. 	Council Transformation Strategy	Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Office accommodation provision for commissioned services 		Well managed resources, delivering value for money
Children's Services	<ul style="list-style-type: none"> Education: capacity to keep up with growth in population in partnership with Academy schools 	Infrastructure Plan	Healthy, skilled and independent residents, Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Education: capacity for children with additional needs in mainstream schools 	Inclusion Strategy	Healthy, skilled and independent residents, Well managed resources
	<ul style="list-style-type: none"> Social Care: 18-25 supported accommodation for care leavers and those with additional needs 	Inclusion Strategy, Sufficiency Strategy,	Healthy, skilled and independent residents, Well managed resources

		Council Transformation Strategy	
	<ul style="list-style-type: none"> • Social Care: 5-10 residential children's home places to challenge the marketplace 	Sufficiency Strategy, Council Transformation Strategy	Healthy, skilled and independent residents, Well managed resources, delivering value for money
	<ul style="list-style-type: none"> • Office accommodation for services 		Well managed resources, delivering value for money
	<ul style="list-style-type: none"> • Modern technology platform for mobile and partnership working 	Council transformation Strategy	Well managed resources, delivering value for money

9. Summary and Conclusion

- 9.1 Capital investment decisions involve substantial sums of money and represent a long term, which can extend well beyond the term of the existing Council.
- 9.2 Decisions on future capital investment therefore need to balance a range of different long term priorities, often within tight financial constraints.
- 9.3 The strategy sets out some clear criteria for determining capital spending and deciding on the competing priorities.
- 9.4 Just as important the strategy also set out a key delivery mechanism designed to deliver effective implementation of capital plans.

Terry Neaves
Interim s151 officer

Fully funded Capital schemes to be approved 2020/21

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
1	Resurfacing of roads to maintain transport asset and improve safety - main programme	The highway network is assessed annually through condition surveys to establish a priority list of roads that require a more significant treatment beyond basic maintenance. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks. The increased budget also includes a provision for find and fix.	1,900	-	1,900	-
2	Traffic Management	This funding is an essential part of improving traffic management throughout the borough. We currently received no funding in 19/20, and have a backlog of schemes to progress. The Local Transport plan is a key RBWM strategic plan that sets out our objectives for the medium-term. We report our performance against targets to government each year. Annual capital programmes of approx. £4m need to be delivered to support these targets and objectives. Currently no funding is available to carry out feasibility studies, investigations, consultations and develop programmes for future years. This funding would enable RBWM to prepare schemes and better target programmes for the next year in parallel to the delivery of the current year's programmes. In addition, suitable schemes would be developed that may attract grant funding. Benefits - efficient and delivery of targeted projects that: maintain our assets, improve safety, address congestion, improve access. In addition, capacity improvements developed as part of the Borough Local Plan will need to be developed from an outline concept stage through to costed outline designs. This is a contractual commitment.	225	15	210	-
3	Traffic Management Control System & Traffic Signal Improvements	This capital bid is essential for hosting and improving the background system which controls the borough car park VMS, traffic counting, traffic signals and links to other LA's equivalent equipment. This system counts car parks spaces and controls the number of spaces shown on the car park signs. This system also controls the boroughs traffic counting systems and allows access to the on line data. This system will also be used for interlinking the various systems to allow them to control one another to provide automatic displays such as queue warnings, delays and event notifications. Without this, the systems will not function and the existing car park VMS will go blank or continue to show the incorrect number of free spaces we currently have.	85	-	85	-
4	LTP Feasibility Studies, Investigation and Scheme Development	Currently no funding is available in revenue for the development of traffic and road safety projects. This budget is necessary in order to carry out feasibility studies, investigations, consultations and develop programmes for future years. This funding would enable RBWM to prepare schemes and better target programmes for the next year in parallel to the delivery of the current year's programmes. In addition, suitable schemes would be developed that may attract grant funding. Benefits - efficiency and delivery of targeted projects that: maintain our assets, improve safety, address congestion, improve access. In addition, capacity improvements developed as part of the Borough Local plan will need to be developed from an outline concept stage through to costed outline designs.	150	25	125	-
5	Local Safety Schemes	Programme to improve road safety and reduce the number of personal injuries as a result of road crashes. Road crash data is analysed in order to identify a prioritised schedule of sites. Casualty numbers have fallen to a historic all-time low but innovation is required to contribute to on-going casualty reduction.	175	10	165	-

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
6	Cycling	<p>The manifesto makes commitments to "develop and maintain cycle routes" and "provide more cycle racks at our parks and other places to encourage cycling". The Local Transport Plan contains policies to:</p> <ul style="list-style-type: none"> Develop high quality and continuous cycle networks with appropriate levels of segregation or priority over the motor traffic on busy roads, Create traffic conditions that are appropriate for cycling, Work with partner organisations to provide cycle parking at key destinations, <p>The Cycling Strategy (Action Plan) has been approved by cabinet in January 2019 in conjunction with the cycle forum, identifies cycling schemes across the borough. These have been prioritised on the basis of:</p> <ul style="list-style-type: none"> Modelled impact of the scheme in terms of increased cycling number by 20%, - adopted by cabinet Increased satisfaction to 60% - adopted by cabinet Improved connectivity for cyclists, Improved road safety and predicted reductions in cycle casualties by 20% - adopted by cabinet, Improved cycle security and predicted reductions in the number of cycle thefts. 	50	20	30	-
7	Disabled Facilities Grants	<p>Local Authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs adaptations fund and provide an essential mechanism for supporting people with disabilities to live independently within their home. Common adaptations include providing residents access to their bedrooms, bathroom and undertaking tasks such as cooking within the home. Ramps, widening doorways, and, stair lifts.</p> <p>Adaptations prevent admissions to hospital and residential care. DFGs are also able to prevent or decrease social care costs as the number of carers and the frequency of carers attending the property is likely to be decreased following an adaptation that allows the resident to undertake the task independently.</p> <p>DFGs also improve quality of life by enabling disabled people to live independently in their homes, to be more active in their community and maintain and sustain employment.</p>	650	-	650	-
8	Resurfacing of roads to maintain transport asset and improve safety - Find & Fix programme	<p>The highway network is assessed annually through condition surveys to establish a priority list of roads that require a more significant treatment beyond basic maintenance. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks. The increased budget also includes a provision for find and fix.</p>	100	-	100	-
9	Bus Stop Waiting Areas	<p>To provide new/enhanced bus shelters and bus stop infrastructure (including signing, lighting, seated, information displays etc.). This will support the manifesto commitment to "continue to improve bus stops". It also aims to improve the passenger experience and satisfaction with public transport as measured by the annual residents survey. There is a list of potential locations of required works including Sheet Street outside York House.</p>	20	10	10	-
10	Electric Vehicle Charging Points. OLEV grant funding may be available.	<p>To continue the roll out of electric vehicle charging points across the borough on street and in our car parks</p>	85		85	-

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
11	Reducing Congestion & Improving Air Quality	This programme incorporates a number of different initiatives to help reduce congestion and improve air quality for residents. This includes a review of traffic measures in areas with identified air quality issues and initiatives to improve traffic flow, where this does not impact road safety. Measures can include introducing MOVA control systems to existing traffic signals to increase traffic flows at existing signalised junctions, also fitting modern equipment such as LEDs in signal heads to help towards energy and carbon reduction. This programme can also include removing existing traffic signals where improvements in traffic flow can be demonstrated without impacting upon road safety.	60		60	-
12	VMS Support & Traffic Counter Maintenance	On going software support is required to support the free flow of traffic throughout the borough and to provide driver information/messages. This will be through reactive and preventative maintenance on all 23 of the boroughs VMS, 14 car park variable messaging systems, 47 traffic monitoring counters and 14 car parking counting systems to name a few. This capital bid will also include the maintenance of our fixed traffic counter sites through out the borough	50		50	-

CHILDRENS SERVICES 2020/21 BIDS - December 2019 Cabinet

13	Alexander School Kitchen Refurbishment	Kitchen Feasibility and commencement of works. The floor in the kitchen is uneven and is a trip hazard. Some of the equipment is inadequate. The kitchen needs to be remodelled to improve operations and refurbished and some of the equipment replaced.	100		100	-
14	School kitchen safety works	The school kitchens need upgrading to meet current safety standards: Filters, CO2 detection systems and access for cleaning ducting. Programme of investigation and implementation of recommendations from the reports.	50		50	-
15	School Feasibility / Survey works	Preparatory and investigative works for schemes and projects in the capital programme.	180		180	-
16	School water pipework: Oakfield school and The Lawns Nursery	School has rotten pipework, with underground leaks and high costs. The project will replace pipework.	40		40	-
17	Urgent school safety works	To respond to emergency works required and not yet identified.	50		50	-
18	School Boiler upgrade works: Boyne Hill school	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	100		100	-
19	School boiler upgrade: Wraysbury	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	87		87	-
20	School boiler upgrade: Maidenhead Nursery	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	30		30	-
21	Roof Works in schools 2020-21:	School roof repairs and replacements	110		110	-
22	Structural Works / building fabric: Homer school	The screed under the hall flooring has perished and the floor needs replacing / repairing.	40		40	-
23	Internal upgrade: Wessex Nursery	The nursery lighting, ceiling and general ambiance of this building is now very out-dated and unsuitable for teaching young nursery children. It needs considerable improvement. This project would investigate options to upgrade the building and begin works to improve the learning environment.	60		60	-
24	School window and door replacements	Continuing programme of window replacements	90		90	-
25	Schools Devolved Formula Capital	DFC allocation	196		196	-
26	Fire Compartmentalisation Works for Maintained Schools	Works relating to fire safety compliance, and health/safety works at community and voluntary controlled schools.	150		150	-
	GRAND TOTAL		4,833	80	4,753	-

Income generating schemes to be approved 2020/21

No.	Scheme Name	Scheme Description	Scheme Cost £'000k
1	Regeneration Improvement Projects (York Rd, St Cloud Way, West St & Reform Rd)	Associated fee to enable JV partner to deliver sites for development - Legal fees & consultant fees. Fees in relation to regeneration schemes, including RBWM PropCo, to enable sites for development. Costs will be recouped through future capital receipts from 2023/24. To be applied to individual projects during the year.	720
2	York Rd Ph2 (JV Countryside) - Purchase of 'Access Rights' from Shanly Homes	Purchase of Access Rights over road for Ph2 redevelopment for York Rd Town Centre Regen. Required secure land receipt from Countryside.	100
TOTAL			820

Borough funded capital schemes to be approved 2020/21 - 2022/23

No.	Scheme Name	Scheme Description	Gross Scheme Total Cost £000	2020/21			2021/22 Cost £000k	2022/23 Cost £000k	Total Net Cost £000	
				Gross Cost £000s	S106	Other Income £000s				Net Cost £000
1	Commercial Investment Property Portfolio	Fire, Legionella and Asbestos Compliance Surveys and remedial works	750	400			400	200	150	750
2	Library and Resident Reactive Maintenance	Funding to cover essential maintenance and security,, statutory service contracts and furniture and equipment essential replacement and repair for Borough Libraries to ensure libraries can continue to meet their statutory requirements in terms of building safety and repair, and replace furniture and equipment as required, ensuring essential maintenance is carried out and that the Council's health and safety obligations are met. With over sixty thousand visits per month, this high level of footfall results in wear and tear and deterioration of buildings, furniture and equipment. The Council prides itself in its libraries and residents have high standards, expecting public spaces to be safe, legally compliant and enjoyable to use.	174	58	8	-	50	58	58	166
3	Operational Estate Improvements	Remedial Works resulting from the EPC's & Condition Surveys	1,100	500			500	300	300	1,100
4	Annual programme of repair and replacement for Leisure Centres	To maintain the RBWM aspects of the leisure centre contract, repairing and replacing the buildings - Magnet, Windsor, Charters, Furze Platt and Cox Green Leisure Centres (CZ42)	600	200	19	-	181	200	200	581
5	Street lighting column replacement, improvements and new lighting schemes	The capital bid is part of the contractual commitment to replace a proportion of the street lighting stock yearly to ensure they meet the safety standards required. Street lighting is essential for the reduction of accidents on our roads and to help combat actual crime and perceived fear of crime. This project is aimed at replacing columns in the Borough which are identified as hazardous, along with life expired columns and light units. It therefore contributes to both the Getting About and Safe and Secure themes. Our Highways stocks, particularly in Urban areas are getting old and in many cases well beyond its design life and below current lighting standards. As a consequence equipment is obsolete and columns are becoming structurally unsound and a risk to the public. Following a survey carried out in 2019-20, it was highlighted that the replacement of columns is significant (approx. 2000 columns)and will need to be looked at over the next 3 years. this budget reflects the first phase of replacement.	626	300	18	137	145	163	163	471
6	Telemetry System Replacement	RBWM has a radio telemetry system which was installed in the mid-nineties to monitor water levels at 5 critical locations on watercourses in the Windsor / Old Windsor area, 6 pedestrian subway pumping stations (4 in Maidenhead and 2 at Clarence Road roundabout in Windsor) and 2 surface water pumping stations in Ascot (Winkfield Road and Prides Crossing). A review of the current system and an options assessment is underway with the aim of installing a replacement system initially monitoring the critical watercourse locations in 2020-21.	50	50	9		41			41
7	Bridge Assessments & Minor Strengthen Schemes	We have a statutory duty to undertake specific inspections of bridges and highways structure to ensure basic safety responsibilities are being delivered. These inspections include assessing roads that are frequently taking abnormal loads, column impact assessments, as well as carrying out further detailed inspections that have been highlighted from the principal and general inspection that are highlighting a potential safety issues. These assessments allow the council to plan a works programme for essential capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Also the assessments may identify a structure in need of more extensive strengthening works.	825	275	4	-	271	275	275	821
8	Elizabeth Bridge strengthening works, Royal Windsor Way	Funding was allocated in 2019-20 to carry out essential strengthening works to this structure. The detailed design has been produced and it is found that there are additional structural repairs that need to be accommodated following further assessments. Therefore the total cost of the scheme is now £1.2m leaving a shortfall of £400k. This bid is a supplementary budget to complete the works. Works are planned to take place in January 2020 due to the potential disruption from the traffic management, and co-ordination with Highways England M4 Smart Motorway works.	400	400	29	-	371			371
9	Maidenhead Library Public Toilet Refurbishment and installation of water coolers or fountains	Maidenhead Library which opened in 1973 currently has over 300,000 physical visits per year. Regeneration around the library is likely to increase footfall further. The public toilet facilities, which are already heavily used, are in need of refurbishment. The current sink units are too small and often fail to effectively contain the volume of water generated during hand washing. This excess water presents a potential slip hazard. Flooring also needs to be upgraded to a modern slip resistant surface. The facilities are old fashioned and difficult to keep clean. A modern public toilet would utilise features to discourage misuse of the facilities and to ensure the library remains effective as a designated safe space for children and vulnerable people. New facilities would also make it more environmentally friendly. Water is currently sold at Maidenhead Library by the bottle and this facility is very popular. As the Council turns to more sustainable options, a water fountain or cooler that allows town centre visitors to fill up their own re-usable water bottle would be more in line with Council ambitions and commitments. This bid also includes water fountain or coolers at other appropriate library locations across the Borough.	16	16		16	-			-
10	Maidenhead Library Heating	The heating at Maidenhead Library (public areas and staff areas) is very poor and not fit for purpose. During winter the working conditions often drop below 16°C and on occasion below 12°C. The service has purchased fleeces for library staff for the past two years but staff occasionally still have to work in their outdoor Winter coats and last winter a number of customers have made complaints to staff as well. Due to the nature of the building and its listed status, it is not easy to supply heating. The space frame, brick and metal structure does not hold in heat. Design work is currently being undertaken which has been commissioned by Shared Building Services to ascertain the best option to provide heat in Maidenhead Library and a number of options have been reviewed in discussion with the Conservation Officer.	250	250			250			250
11	Maintenance and improvement of waste transfer station, depot & household waste and recycling centre	Ongoing maintenance of waste transfer station and household waste and recycling centre - at Vicus Way, Maidenhead & Tinkers Lane, Dedworth. Contract requirement.	65	65			65			65
12	Highway fencing, safety barrier and bridge parapet works	We have a statutory duty to undertake specific inspections of bridges and highways structure to ensure basic safety responsibilities are being delivered. These inspections include assessing roads that are frequently taking abnormal loads, column impact assessments, as well as carrying out further detailed inspections that have been highlighted from the principal and general inspection that are highlighting a potential safety issues. These assessments allow the council to plan a works programme for essential capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Also the assessments may identify a structure in need of more extensive strengthening works.	300	100	24	-	76	100	100	276

No.	Scheme Name	Scheme Description	Gross Scheme Total Cost £000	2020/21			2021/22 Cost £000k	2022/23 Cost £000k	Total Net Cost £000	
				Gross Cost £000s	S106	Other Income £000s				Net Cost £000
13	Major Footway Construction/Maintenance	Footways are assessed annually to ensure that they are at a safe standard for pedestrians and cyclists. This bid is for footways that are beyond basic maintenance and require a more significant treatment. This bid is necessary to maintain the standard of footways throughout the borough and is essential that they are maintained in a safe condition, as well as adjoining footpaths to create a footpath to fill the 'missing link'. The works will also make a provision for providing disabled crossing points where appropriate and will help to enhance the visual appearance of the environment benefiting local residents, pedestrian, and people with disabilities. This funding will be used borough wide to tackle footways that are beyond minor repair, protect residents from potential trips, which will reduce insurance claims. There is a list of schemes of potential locations of required works.	600	200	19	-	181	200	200	581
14	Guildhall Heating	Design & Spec for the replacement of the existing heating system	70	70	3	-	67			67
15	Library Public PCs Replacement Programme	The IT equipment needs moving to Windows 10 as the current software will soon be unsupported. Many of the old PCs cannot support Windows 10. This is a bid to continue the replacement of all public PCs. The libraries affected will be: Boyn Grove, Cookham, Cox Green, Datchet, Eton, Eton Wick, Old Windsor and Sunninghill. This follows the replacements that are due to be installed during the current year at Windsor, Maidenhead, Ascot and Dedworth libraries. Replace 62 Public PCs.	40	40	40	-	-			-
16	Town Hall Cooling System	Design & Spec for the upgrade of the existing cooling system ground floor office space	100	100			100			100
17	Cookham Bridge	A feasibility and detailed design is currently undertaken for the refurbishment of this bridge (£200k allocated in 2019-20). This bid to fund the works element of this scheme. The cost of the scheme is estimated at £2.5m, which can be split over two financial years. £950k in 2020-21 and £1500k in 2021-22.	2,450	950	4	-	946	1,500		2,446
18	Goswell Hill (and surrounding) Night Time Economy - measure to reduce ASB and Noise impacts on local residents	Measures to address antisocial behaviours linked to the night-time economy, causing significant impacts on residents in Bridgewater Terrace and adjacent properties, including railway arches and flats, and to revise public right of way to time restricted permitted path.	50	50	1	-	49			49
19	Flood Prevention & Highway Drainage schemes	The Flood Prevention budget is used for further investigations and works arising from flood events as part of the Boroughs ongoing management of flood risk. The budget makes provision for urgent flood risk management works and ongoing extended maintenance of flood risk assets and monitoring systems.	510	170	10	-	160	170	170	500
20	Oak Processionary Moth (OPM) - removal/ treatment	OPM caterpillars have been found on private trees within the Borough, and are spreading moving from the east. Nest removal and chemical treatment likely to be required on our Oaks in high risk public areas next summer, to deal with public health hazard.	20	20		-	20			20
21	Grants to Voluntary Organisations	The Council operates an annual scheme, administered by Democratic Services, and supported and operated by Grants Officers in the various service directorates. Decisions relating to the amount of grant funding awarded to individual organisations are taken by the Grants Panel; recommendations are made to Cabinet for consideration as part of the overall Council budget, followed by delegated authority to the Grants Panel for the remainder of the financial year to consider interim grants.	500	200			200	150	150	500
22	Registered Provision for Vulnerable Adults	Kitchens - Winston Ct & Homeside	20	20			20			20
23	Key Infrastructure Upgrades and Hardware + NEW for implementation of Websense and Farm replacements	Capital investment for project support to deliver the IT strategy and supporting partners IT strategies.	200	200		-	200			200
24	Road marking safety programme	This programme includes the review and replacement of lining at major junctions in order to improve junction operation and road safety. Also provides for the replacement and upgrading of coloured safety surfaces and high-friction surfaces. There are also potential insurance risks if not maintained effectively. If this bid is no funded there will be a pressure on the revenue budget.	150	50	8		42	50	50	142
25	Customer Relationship Management (CRM) system	Investment for the new replacement CRM system following the contract coming to an end with the current supplier as well as ongoing as other associated costs including development.	150	150			150			150
26	Tree works for Highways Year 3	Tree works for Highways Year 3 - Following inspections being restarted	200	200			200			200
27	Traffic signal replacement & refurbishment	Annual programme for prioritisation	168	168	30	-	138			138
28	Car Park Essential Annual Maintenance	There is currently no planned maintenance schedule for the councils 52 car parks and in order to keep all car parks to an acceptable standard for users, it is essential that planned maintenance is carried out. The planned maintenance will include repairs and replacement of damaged signs, fences, lighting, posts, lining and will also enable redecoration of stairwells, entrances and exits.	100	100	21	-	79			79
29	M4 Smarter Motorways	The construction of the M4 Smarter motorway project has started with anticipated completion in Spring 2022. The scheme is likely to have a significant impact upon traffic within RBWM as a result of the construction activity. In order to minimise the risk of traffic disruption, additional resources will be required in order to maintain dialogue with Highways England and their contractors throughout the construction period. As well as assessment of drainage implications, the reconstruction of the existing hard shoulder as a traffic lane, the scheme involves replacement bridges at a number of locations across the Borough.	35	35	22	-	13			13
30	Windsor Coach Park Lift Upgrade	Improvements to lift mechanisms to bring in line with current standards. This will include a new safety gear assembly to prevent uncontrolled lift movement by locking lift into position. The main reason for the improvements is reliability and support, but as part of the proposed works we recommend the lift is brought in line with current standards where possible.	85	85	9	10	66			66
31	Borough Local Plan	Progression of plan making. Improves the value of all the land and assets in the plan including those owned by the Council.	95	95			95			95
32	Mineral and Waste Joint Plan	Progression of plan making. Improves the value of all the land and assets in the plan including those owned by the Council.	120	120			120			120
33	Supplementary Planning Documents	Production of SPD's e.g. Parking/Affordable Housing to support plan implementation. Part of local plan.	75	75			75			75
34	Energy Performance Certificates	EPC Surveys for the commercial estate to assist Asset Management Strategy. Improves the value of the commercial assets as they can't be let without them beyond a certain date.	75	75			75			75
35	Phase 2 Modern Workplace Project	This project will replace all obsolete computer hardware and software and is planned to complete during 2020/21.	800	800	-		800			800
			11,769	6,587	278	163	6,146	3,366	1,816	11,328

CAPITAL PROGRAMME 2020/21 & ONWARDS

	Total Budget 2019/20			2020/21 (including Slippage)			2021/22			2022/23		
	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
Portfolio Summary												
Managing Director												
Head of Governance	67	0	67	0	0	0	0	0	0	0	0	0
Total Managing Director	67	0	67	0	0	0	0	0	0	0	0	0
Resources Directorate												
Revs & Bens, Lib & Residential Svcs	1,164	(103)	1,061	713	(64)	649	58	0	58	58	0	58
HR, Corporate Projects & IT	2,379	0	2,379	2,475	0	2,475	509	0	509	656	0	656
Total Resources Directorate	3,543	(103)	3,440	3,188	(64)	3,124	567	0	567	714	0	714
Adults, Health & Commissioning Directorate												
Head of Commissioning - Infrastructure	14,044	(5,885)	8,159	25,975	(19,935)	6,040	2,908	0	2,908	1,408	0	1,408
Head of Commissioning - People	220	(200)	20	20	0	20	0	0	0	0	0	0
Total Adults, Health & Commissioning	14,264	(6,085)	8,179	25,995	(19,935)	6,060	2,908	0	2,908	1,408	0	1,408
Children's Services Directorate												
Non Schools	1,058	(162)	896	200	0	200	150	0	150	150	0	150
Schools - Non Devolved	11,116	(2,359)	8,757	2,987	(1,087)	1,900	0	0	0	0	0	0
Schools - Devolved Capital	938	(938)	0	196	(196)	0	196	(196)	0	196	(196)	0
Total Children's Services Directorate	13,112	(3,459)	9,653	3,383	(1,283)	2,100	346	(196)	150	346	(196)	150
Place Directorate												
Communities & Enforcement & Partnerships	33,203	(2,565)	30,638	4,417	(690)	3,727	200	0	200	200	0	200
Housing	416	(391)	25	0	0	0	0	0	0	0	0	0
Planning Service	2,370	(594)	1,776	410	0	410	0	0	0	0	0	0
Property Service	24,225	(159)	24,066	19,268	(3)	19,265	27,074	0	27,074	10,567	0	10,567
Green Spaces & Parks	610	(181)	429	0	0	0	0	0	0	0	0	0
Total Place Directorate	60,824	(3,890)	56,934	24,095	(693)	23,402	27,274	0	27,274	10,767	0	10,767
Total Committed Schemes	91,810	(13,537)	78,273	56,661	(21,975)	34,686	31,095	(196)	30,899	13,235	(196)	13,039

External Funding	£000	£000	£000	£000
Government Grants	8,966	8,311	196	196
Developers' Contributions	2,328	665	0	0
Other Contributions	2,243	12,999	0	0
Total External Funding Sources	13,537	21,975	196	196
Total Corporate Funding	78,273	34,686	30,899	13,039

MANAGING DIRECTOR

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Head of Governance													
CY10	Green Redeem Scheme	32	0	32	0	0	0	0	0	0	0	0	0
CY16	Member Ward Budgets	35	0	35	0	0	0	0	0	0	0	0	0
Total Head of Governance		67	0	67	0	0	0	0	0	0	0	0	0
TOTAL MANAGING DIRECTOR CAPITAL PROGRAMME		67	0	67	0	0	0	0	0	0	0	0	0

RESOURCES

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Revs & Bens, Lib & Residential Svcs													
CY98	Eton Information Centre-Library&Resident Services	50	0	50	0	0	0	0	0	0	0	0	
CC15	Del Diff - Imp and Intro of SS at Datchet Library	17	0	17	0	0	0	0	0	0	0	0	
CC16	Del Diff - Imp & Prov of SS at Eton Library	8	0	8	0	0	0	0	0	0	0	0	
CC22	Del Diff - Digitisation of Historic Registers	4	0	4	0	0	0	0	0	0	0	0	
CC23	New Container Library	87	0	87	0	0	0	0	0	0	0	0	
CC39	Old Court Improvements	63	0	63	0	0	0	0	0	0	0	0	
CC45	Annual IT Replacement Budget for L&RS	16	0	16	0	0	0	0	0	0	0	0	
CC53	Contact Centre - Ventilation & Back-up Generator	112	0	112	74	0	74	0	0	0	0	0	
CC65	Refurbishment M/head, Windsor, Ascot , Eton Libs	148	0	148	0	0	0	0	0	0	0	0	
CC68	Royal Borough Ambassador Equipment	8	0	8	0	0	0	0	0	0	0	0	
CC97	Eton Wick Library - General Repairs	9	0	9	0	0	0	0	0	0	0	0	
CC98	Datchet Lib - External Signage and Internal Decor	11	0	11	0	0	0	0	0	0	0	0	
CC99	Eton Library – Open Access and Shop Front Repair	39	0	39	21	0	21	0	0	0	0	0	
CL87	Old Windsor Library-Extension	119	(12)	107	20	0	20	0	0	0	0	0	
CLB2	Sunninghill Library Lease Repairs	10	0	10	17	0	17	0	0	0	0	0	
CLB6	MALS Digital Offer	29	(29)	0	0	0	0	0	0	0	0	0	
CLB8	Improvements at Cookham Library 2016-17	4	0	4	0	0	0	0	0	0	0	0	
CLC2	Collection Care and Storage	24	(24)	0	0	0	0	0	0	0	0	0	
CLC5	Heritage Education Space Old Windsor 2016-17	20	(20)	0	0	0	0	0	0	0	0	0	
CLE1	Cox Green Lib - Building Repairs Etc	4	0	4	11	0	11	0	0	0	0	0	
CLE2	Dedworth Lib - Payment Kiosk, Replace Public PCs	23	0	23	0	0	0	0	0	0	0	0	
CLE4	Cookham Library - Entrance Canopy & Repairs	2	0	2	2	0	2	0	0	0	0	0	
CLE5	Maidenhead Lib - Redesign Reception & Repairs	84	0	84	0	0	0	0	0	0	0	0	
CLE6	Upgrade Public PCs	25	0	25	40	(40)	0	0	0	0	0	0	
CLE7	Ascot Library - Installation of Security System	0	0	0	0	0	0	0	0	0	0	0	
CLE8	Container Library 1 – Power Post Move at Shifford	5	0	5	0	0	0	0	0	0	0	0	
CLE9	Windsor Lib - Replacement Public PC and Laptops	6	0	6	0	0	0	0	0	0	0	0	
CLF4	WRBM Audio Upgrade	20	0	20	0	0	0	0	0	0	0	0	
CLF5	Registrars Office - Redecoration	0	0	0	50	0	50	0	0	0	0	0	
CLG3	General Library Improvements	0	0	0	58	(8)	50	58	0	58	0	58	
CLG5	Maidenhead Library-Public Toilet Refurbishment	0	0	0	16	(16)	0	0	0	0	0	0	
CLG6	Maidenhead Library-Heating	0	0	0	250	0	250	0	0	0	0	0	
CM00	Revenues & Benefits-Document Management System	170	0	170	0	0	0	0	0	0	0	0	
CN80	CRM Upgrade / Jadu Contract	0	0	0	150	0	150	0	0	0	0	0	
CYKH	York House - Customer Services	23	0	23	0	0	0	0	0	0	0	0	
CZ77	P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	6	0	6	0	0	0	0	0	0	0	0	
CZ95	WRBM Improvements	4	(4)	0	0	0	0	0	0	0	0	0	
CZ96	Archive Exhibitions	13	(13)	0	0	0	0	0	0	0	0	0	
CZ97	Arts in the Park	1	(1)	0	0	0	0	0	0	0	0	0	
CZ98	Heritage Signage	0	0	0	4	0	4	0	0	0	0	0	
Total Revs & Bens, Lib & Residential Svcs		1,164	(103)	1,061	713	(64)	649	58	0	58	58	0	
HR, Corporate Projects & IT													
CA11	Desktop PC Replacement Project	935	0	935	0	0	0	0	0	0	0	0	
CA12	Modern Workplace Project-Phase 2	0	0	0	800	0	800	0	0	0	0	0	
CA13	Key Infrastructure Upgrades & Hardware	0	0	0	200	0	200	0	0	0	0	0	
CN00	Key Systems Infrastructure & Hardware Upgrades	255	0	255	0	0	0	0	0	0	0	0	
CNXY	Capitalised Debt charges	489	0	489	475	0	475	509	0	509	656	0	
CNXX	Transformation projects	700	0	700	1,000	0	1,000	0	0	0	0	0	
Total HR Corporate Projects & IT		2,379	0	2,379	2,475	0	2,475	509	0	509	656	0	
TOTAL RESOURCES CAPITAL PROGRAMME		3,543	(103)	3,440	3,188	(64)	3,124	567	0	567	714	0	

ADULTS, HEALTH & COMMISSIONING

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Head of	Commissioning - Infrastructure												
CC25	M4 Smart Motorway	23	0	23	50	(22)	28	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	11	(11)	0	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	86	0	86	0	0	0	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	32	0	32	0	0	0	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	18	0	18	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	60	0	60	0	0	0	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	55	(55)	0	115	(90)	25	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	180	(180)	0	200	0	200	0	0	0	0	0	0
CC61	Local Flood Risk Management Strategy Review	1	(1)	0	0	0	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (LEP Match Funded)	301	(729)	(428)	3,969	(3,342)	627	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	280	(280)	0	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	0	0	0	18	(10)	8	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	14	0	14	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	5	(5)	0	30	(23)	7	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance	300	(150)	150	200	(19)	181	200	0	200	200	0	200
CC86	VMS Support and Maintenance	35	(35)	0	50	(50)	0	0	0	0	0	0	0
CC88	Junction works -Dedworth Rd/Hatch Ln/Pasonage Ln	150	(6)	144	0	0	0	0	0	0	0	0	0
CC89	Elizabeth Bridge	500	(50)	450	750	(29)	721	0	0	0	0	0	0
CC90	Boulton Lock Car Park Extension	210	0	210	0	0	0	0	0	0	0	0	0
CC91	Fly Tipping Reduction Measures	2	0	2	18	0	18	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	10	(5)	5	0	0	0	0	0	0	0	0	0
CC93	Bridge Scour Risk Assessments	5	0	5	5	0	5	0	0	0	0	0	0
CC94	Clarence Road Roundabout Safety Battery Back-up	15	0	15	0	0	0	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	100	0	100	950	(4)	946	1,500	0	1,500	0	0	0
CD01	LTP Feasibility Studies/Investigation/Develop	85	(85)	0	150	(150)	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	50	(25)	25	50	(8)	42	50	0	50	50	0	50
CD10	Traffic Management	0	0	0	225	(225)	0	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	1,900	(1,750)	150	2,000	(2,000)	0	0	0	0	0	0	0
CD13	Bridge Assessments	267	(100)	167	305	(4)	301	275	0	275	275	0	275
CD14	Bridge Parapet Improvement Works	29	(29)	0	120	(44)	76	100	0	100	100	0	100
CD17	Replacement Street Lighting	402	(402)	0	300	(155)	145	163	0	163	163	0	163
CD18	Highway Drainage Schemes	60	0	60	0	0	0	0	0	0	0	0	0
CD22	Safer Routes to School	44	0	44	0	0	0	0	0	0	0	0	0
CD23	Local Safety Schemes	263	(26)	237	175	(175)	0	0	0	0	0	0	0
CD27	Cycling Capital Programme	30	(20)	10	50	(50)	0	0	0	0	0	0	0
CD28	School Cycle / Scooter Parking	5	0	5	25	0	25	0	0	0	0	0	0
CD32	Verge Parking Measures	43	0	43	0	0	0	0	0	0	0	0	0
CD34	Winter Service Community Facilities	100	(100)	0	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	50	(28)	22	60	(60)	0	0	0	0	0	0	0
CD37	Car Park Improvements	75	(25)	50	100	(21)	79	0	0	0	0	0	0
CD39	Decriminalised Parking Enforcement Review	50	0	50	0	0	0	0	0	0	0	0	0
CD42	Maidenhead Station Interchange & Car Park	1,442	(1,442)	0	5,638	(4,750)	888	0	0	0	0	0	0
CD43	Flood Prevention	175	0	175	170	(10)	160	170	0	170	170	0	170
CD45	Public Conveniences-Refurbishment 2015-16	25	0	25	0	0	0	0	0	0	0	0	0
CD50	Waste Transfer Station Apron-Refurbishment	0	0	0	65	0	65	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	285	0	285	450	0	450	450	0	450	450	0	450
CD72	Preliminary Flood Risk-Assessments	33	(33)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	34	(34)	0	0	0	0	0	0	0	0	0	0
CD74	Footways-Assessments	3	0	3	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	12	(12)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	0	0	0	20	(20)	0	0	0	0	0	0	0
CD77	Real-Time Bus Information Improvements	26	0	26	0	0	0	0	0	0	0	0	0
CD78	PAVE Dedworth	29	0	29	0	0	0	0	0	0	0	0	0
CD79	A329 London Rd/B383 Roundabout-Scheme Development	316	0	316	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	80	0	80	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	40	(20)	20	85	(85)	0	0	0	0	0	0	0

ADULTS, HEALTH & COMMISSIONING

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD83	Traffic Signal Review	0	0	0	168	(30)	138	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	107	(21)	86	0	0	0	0	0	0	0	0	0
CD86	Vicus Way & Tinkers Lane – Site Works	225	0	225	0	0	0	0	0	0	0	0	0
CD87	Pothole Action Fund-DfT Grant	121	(121)	0	0	0	0	0	0	0	0	0	0
CD90	Maidenhead LP Housing Site Enabling Works - LEP	0	0	0	5,281	(5,281)	0	0	0	0	0	0	0
CD91	Windsor Town Centre Package - LEP	0	0	0	1,563	(1,563)	0	0	0	0	0	0	0
CD92	Telemetry System Replacement	0	0	0	50	(9)	41	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	40	(40)	0	0	0	0	0	0	0	0	0	0
CF03	Braywick Road Crossing	20	0	20	130	(6)	124	0	0	0	0	0	0
CF04	Pelican Crossing at Eton Wick	55	0	55	0	0	0	0	0	0	0	0	0
CF05	Waste Vehicles	4,100	0	4,100	400	0	400	0	0	0	0	0	0
CF06	£965k Local Highways Fund	965	0	965	0	0	0	0	0	0	0	0	0
CF09	Maidenhead Local Plan Site Works	65	(65)	0	2,040	(1,700)	340	0	0	0	0	0	0
Total Head of Commissioning - Infrastructure		14,044	(5,885)	8,159	25,975	(19,935)	6,040	2,908	0	2,908	1,408	0	1,408
Head of Commissioning - People													
CT36	Boyn Grove - Air Conditioning	20	0	20	0	0	0	0	0	0	0	0	0
CTXX	Registered Provision for Vulnerable Adults	0	0	0	20	0	20	0	0	0	0	0	0
CT62	Adult Services Case Management System	200	(200)	0	0	0	0	0	0	0	0	0	0
Total Head of Commissioning - People		220	(200)	20	20	0	20	0	0	0	0	0	0
TOTAL ADULTS, HEALTH & COMMISSIONING CAPITAL PROGRAMME		14,264	(6,085)	8,179	25,995	(19,935)	6,060	2,908	0	2,908	1,408	0	1,408

CHILDREN'S SERVICES

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Non Schools													
CKVH	2Yr old capital entitlement	6	(6)	0	0	0	0	0	0	0	0	0	0
CKVL	Hurley Canoe Centre Storage Facility	35	(35)	0	0	0	0	0	0	0	0	0	0
CKVM	Youth Centre upgrades-2015-16	4	(4)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVP	Children's Centres buildings-2015-16	9	0	9	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme	80	(80)	0	0	0	0	0	0	0	0	0	0
CKVX	Pinkneys Green Storage Facility	7	(7)	0	0	0	0	0	0	0	0	0	0
CKVY	Youth Voice Youth Choice	34	0	34	0	0	0	0	0	0	0	0	0
CKVZ	Rebuild of Windsor Youth Workshop Garage	50	0	50	0	0	0	0	0	0	0	0	0
CKWA	The Manor Youth Centre Refurbishment	20	0	20	0	0	0	0	0	0	0	0	0
CM60	Grants - Outside Organisations	286	0	286	200	0	200	150	0	150	150	0	150
CT60	New JADU Form Builder	37	0	37	0	0	0	0	0	0	0	0	0
CT61	AfC Case Management System	460	0	460	0	0	0	0	0	0	0	0	0
Total Non Schools		1,058	(162)	896	200	0	200	150	0	150	150	0	150
Schools - Non Devolved													
CSDQ	Urgent Safety Works Various Schools	107	(107)	0	50	(50)	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	261	(261)	0	180	(180)	0	0	0	0	0	0	0
CSFB	Secondary & middle sch. Expans. Feasibil. 2015-16	5	(5)	0	0	0	0	0	0	0	0	0	0
CSFC	Ascot Primaries Feasibilities-2015-16	39	(39)	0	0	0	0	0	0	0	0	0	0
CSFD	Trevelyan class sizes Phase 2 - 2015-16	0	0	0	0	0	0	0	0	0	0	0	0
CSFF	School Kitchens	17	(17)	0	50	(50)	0	0	0	0	0	0	0
CSGR	Charters Expansion	51	(51)	0	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	111	(80)	31	0	0	0	0	0	0	0	0	0
CSGW	Furze Platt Senior expansion Year 1 of 3	4532	(609)	3923	0	0	0	0	0	0	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	513	(100)	413	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	200	0	200	0	0	0	0	0	0	0	0	0
CSHP	Wraysbury school - Staffroom Extension	8	0	8	0	0	0	0	0	0	0	0	0
CSHU	Windsor Girls Expansion	158	(128)	30	0	0	0	0	0	0	0	0	0
CSHV	Lowbrook Expansion	31	0	31	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	1037	0	1037	1500	0	1500	0	0	0	0	0	0
CSHX	Newlands Girls School	107	(8)	99	0	0	0	0	0	0	0	0	0
CSHY	Furze Platt Infant School Boiler Replacement	2	(2)	0	0	0	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	325	(295)	30	110	(110)	0	0	0	0	0	0	0
CSJF	Structural Works at Various Schools	39	(39)	0	0	0	0	0	0	0	0	0	0
CSJJ	Replacement and Repair of Windows Various Schools	221	(221)	0	90	(90)	0	0	0	0	0	0	0
CSJL	Courthouse Junior School Drainage Renovation Work	20	(20)	0	0	0	0	0	0	0	0	0	0
CSJM	Primary School Paths and Access Routes	87	(87)	0	0	0	0	0	0	0	0	0	0
CSJR	Works to explore expansions for all Schools	575	0	575	400	0	400	0	0	0	0	0	0
CSJT	Hilltop Water Supply Pipework	3	(3)	0	0	0	0	0	0	0	0	0	0
CSJU	Wessex Primary Boiler Replacement	144	(125)	19	0	0	0	0	0	0	0	0	0
CSJV	Homer First School Boilers Replacement	80	(80)	0	0	0	0	0	0	0	0	0	0
CSJW	School Gutters, Soffit Replacements	30	(30)	0	0	0	0	0	0	0	0	0	0
CSJX	St Peters Middle	2400	(39)	2361	0	0	0	0	0	0	0	0	0
CSJY	Hilltop School Water Main Replacement	13	(13)	0	0	0	0	0	0	0	0	0	0
CSKA	Alexander School Kitchen Refurbishment	0	0	0	100	(100)	0	0	0	0	0	0	0
CSKC	Boyne Hill School Boiler Conversion & Upgrade	0	0	0	100	(100)	0	0	0	0	0	0	0
CSKD	Sch Water Pipework Rplment-Oakfield & The Lawns	0	0	0	40	(40)	0	0	0	0	0	0	0
CSKE	Wraysbury Boiler Replacement and Upgrade	0	0	0	87	(87)	0	0	0	0	0	0	0
CSKF	Maidenhead Nursery Boiler Replacement & Upgrade	0	0	0	30	(30)	0	0	0	0	0	0	0
CSKG	Internal Upgrade - Wessex Nursery	0	0	0	60	(60)	0	0	0	0	0	0	0
CSKH	Schools-Fire Safety Compliance / H&S Works	0	0	0	150	(150)	0	0	0	0	0	0	0
CSKJ	Homer School Hall Floor Replacement	0	0	0	40	(40)	0	0	0	0	0	0	0
Total Schools - Non Devolved		11,116	(2,359)	8,757	2,987	(1,087)	1,900	0	0	0	0	0	0

CHILDREN'S SERVICES

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	938	(938)	0	196	(196)	0	196	(196)	0	196	(196)	0
	Total Schools - Devolved Capital	938	(938)	0	196	(196)	0	196	(196)	0	196	(196)	0
TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME		13,112	(3,459)	9,653	3,383	(1,283)	2,100	346	(196)	150	346	(196)	150

PLACE

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Property Service													
CC40	Borough Parking Provision 201720	187	0	187	0	0	0	0	0	0	0	0	
CC78	Vicus Way Car Park	3,307	0	3,307	5,600	0	5,600	5,600	0	5,600	0	0	
CC80	Temp Parking Provision-Maidenhead Regeneration	1,430	0	1,430	0	0	0	0	0	0	0	0	
CI14	Maidenhead Waterways Construction phase 1	165	(159)	6	0	0	0	0	0	0	0	0	
CI29	Broadway Car Park & Central House Scheme	4,664	0	4,664	6,100	0	6,100	16,384	0	16,384	3,000	3,000	
CI49	Maidenhead Golf Course	83	0	83	100	0	100	0	0	0	0	0	
CI54	Maidenhead Waterways-Weir Project	856	0	856	0	0	0	0	0	0	0	0	
CI60	Regeneration Improvement Projects	0	0	0	120	0	120	0	0	0	0	0	
CI62	Hines Meadow CP - Dilapidations	110	0	110	0	0	0	0	0	0	0	0	
CI70	Siena Court - Purchase	7,500	0	7,500									
CI72	RBWM Prop Co-Management Fee (MGC CALA)	0	0	0	500	0	500	0	0	0	0	0	
CI73	York Road-Ph2 (JV Countryside)	0	0	0	100	0	100	0	0	0	0	0	
CX41	Commercial Investment Property Portfolio-Repairs	592	0	592	400	0	400	200	0	200	150	150	
CI33	Clyde House	182	0	182	0	0	0	0	0	0	0	0	
CM53	Theatre Royal-Soffit/Roof Light Ventilation 15-16	35	0	35	0	0	0	0	0	0	0	0	
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	35	0	35	0	0	0	0	0	0	0	0	
CN63	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	110	0	110	0	0	0	0	0	0	0	0	
CX22	St Mary's Hse-External replace/decor roof 2014-15	24	0	24	0	0	0	0	0	0	0	0	
CX25	Wessex Way Shopping Parade Repairs	60	0	60	0	0	0	0	0	0	0	0	
CX40	Operational Estate Improvements	749	0	749	500	0	500	300	0	300	300	300	
CX43	Affordable Housing-St Edmunds	1,332	0	1,332	5,113	0	5,113	0	0	0	0	0	
CX46	Affordable Key Worker Hsing-Riverside Mokattam RM	1,955	0	1,955	0	0	0	0	0	0	0	0	
	RBWM Affordable Housing	0	0	0	0	0	0	4,490	0	4,490	7,017	7,017	
CX49	Bell Farm, Eton Wick-Demolition Unsafe Structures	80	0	80	0	0	0	0	0	0	0	0	
CX50	Guildhall-Render Repair & Redecoration	150	0	150	0	0	0	0	0	0	0	0	
CX51	Theatre Royal-Sub Stage / Orchestra Pit Refurb	50	0	50	0	0	0	0	0	0	0	0	
CX52	12, Church St, Windsor-External Repairs	80	0	80	0	0	0	0	0	0	0	0	
CX53	Legionella Compliance Work	85	0	85	0	0	0	0	0	0	0	0	
CX59	16a Hampden Road, Maidenhead-Refurbishment	65	0	65	0	0	0	0	0	0	0	0	
CX60	Nicholson Shopping Centre Development	270	0	270	470	0	470	100	0	100	100	100	
CX61	Fire Compartmentalisation Works	69	0	69	95	0	95	0	0	0	0	0	
CX62	Guildhall Heating	0	0	0	70	(3)	67	0	0	0	0	0	
CX63	Town Hall Cooling System	0	0	0	100	0	100	0	0	0	0	0	
	Total Property Service	24,225	(159)	24,066	19,268	(3)	19,265	27,074	0	27,074	10,567	10,567	
Housing													
CT29	Low Cost Housing (S106 Funding)	161	(161)	0	0	0	0	0	0	0	0	0	
CT51	Key Worker DIYSO	195	(195)	0	0	0	0	0	0	0	0	0	
CT55	Brill House Capital Funding	35	(35)	0	0	0	0	0	0	0	0	0	
DG50	Assisted Transfer Scheme	25	0	25	0	0	0	0	0	0	0	0	
	Total Housing	416	(391)	25	0	0	0	0	0	0	0	0	
Planning Service													
CI32	Borough Local Plan-Examinations / Submissions	396	0	396	95	0	95	0	0	0	0	0	
CI47	Neighbourhood Plan-Consultation/Exams/Referendums	115	0	115	45	0	45	0	0	0	0	0	
CI56	Design Quality – Planning Service	294	(250)	44	0	0	0	0	0	0	0	0	
CI57	Joint Minerals and Waste Plan	108	0	108	120	0	120	0	0	0	0	0	
CI59	Traveller Local Plan	228	0	228	0	0	0	0	0	0	0	0	
CI63	Planning Service - Transformation Programme	120	0	120	0	0	0	0	0	0	0	0	
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	20	0	20	0	0	0	0	0	0	0	0	
CI65	Conservation Area Appraisals	40	0	40	0	0	0	0	0	0	0	0	
CI00	Ascot High Street Design Study	100	(100)	0	0	0	0	0	0	0	0	0	

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	680	(80)	600	0	0	0	0	0	0	0	0	0
CI67	Wider Area Growth Study	164	(164)	0	0	0	0	0	0	0	0	0	0
CI68	Windsor Placemaking-Public Realm Improvements	30	0	30	0	0	0	0	0	0	0	0	0
CI69	Supplementary Planning Documents-SPDs	75	0	75	75	0	75	0	0	0	0	0	0
CI74	Energy Performance Certificates	0	0	0	75	0	75	0	0	0	0	0	0
Total Planning Service		2,370	(594)	1,776	410	0	410	0	0	0	0	0	0
Communities & Enforcement & Partnerships													
CV35	WLC-Replacement of Flumes	353	0	353	0	0	0	0	0	0	0	0	0
CZ18	Braywick Leisure Centre	25,486	0	25,486	3,341	0	3,341	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	511	0	511	200	(20)	180	200	0	200	200	0	200
CZ44	Charters & Oaks L.C. Project	350	0	350	0	0	0	0	0	0	0	0	0
CKVT	Marlow Rd Youth Centre Roofing & Maintenance Work	36	0	36	0	0	0	0	0	0	0	0	0
CR24	Windsor Squash Courts	20	(20)	0	0	0	0	0	0	0	0	0	0
CV21	New Power Points-High Street Events	6	0	6	0	0	0	0	0	0	0	0	0
CV22	New Power Points-Ascot High Street Events	10	0	10	0	0	0	0	0	0	0	0	0
CX29	Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	10	0	10	0	0	0	0	0	0	0	0	0
CX64	Windsor Coach Park Lift Upgrade	0	0	0	85	(19)	66	0	0	0	0	0	0
CX65	Goswell Hill-Night Time Economy Measures / ASB	0	0	0	50	(1)	49	0	0	0	0	0	0
CX66	Oak Processional Moth Treatment	0	0	0	20	0	20	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	20	0	20	0	0	0	0	0	0	0	0	0
CY12	Social Enterprise Grant	10	0	10	0	0	0	0	0	0	0	0	0
CY13	Economic Development	22	(22)	0	0	0	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	25	0	25	0	0	0	0	0	0	0	0	0
CY15	Bright Ideas Competition	5	0	5	0	0	0	0	0	0	0	0	0
CI01	Acquisition of Land off Lower Cookham Rd, M'head	122	0	122	0	0	0	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	92	(92)	0	0	0	0	0	0	0	0	0	0
CI22	Tree Planting & Maintenance	388	0	388	0	0	0	0	0	0	0	0	0
CLC8	Paintings Collection Conservation	27	0	27	0	0	0	0	0	0	0	0	0
CLF1	Desborough Theatre Improvements	8	0	8	0	0	0	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	136	(136)	0	0	0	0	0	0	0	0	0	0
CV29	Shurlock Row - Communities Open Space	52	0	52	0	0	0	0	0	0	0	0	0
CV36	Ockwells Park-Thriftwood Scheme & Bridge	19	0	19	0	0	0	0	0	0	0	0	0
CV37	4, Marlow Road-Essential Annual Maintenance	20	0	20	0	0	0	0	0	0	0	0	0
CV38	Advantage Card System-Replacement	40	0	40	0	0	0	0	0	0	0	0	0
CV39	Ockwells Park-Phase 3 Improvements	350	(80)	270	0	0	0	0	0	0	0	0	0
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	150	0	150	0	0	0	0	0	0	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	350	0	350	0	0	0	0	0	0	0	0	0
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	375	(375)	0	0	0	0	0	0	0	0	0	0
CV43	Braywick Park-Sports Pitch Improvements	200	(200)	0	0	0	0	0	0	0	0	0	0
CZ49	Playing Pitch Improvements, Ascot United Football	151	(151)	0	0	0	0	0	0	0	0	0	0
CC47	CCTV Replacement	1,107	0	1,107	0	0	0	0	0	0	0	0	0
CC60	Hostile Vehicle Mitigation Measures for Windsor	1,691	(908)	783	0	0	0	0	0	0	0	0	0
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	0
CD46	Alley Gating	0	0	0	10	0	10	0	0	0	0	0	0
CD47	Replace DPPO's with Public Space PO Signage	0	0	0	5	0	5	0	0	0	0	0	0
CD56	Night Time Economy Enforcement Equipment	0	0	0	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	(1)	0	(1)	7	0	7	0	0	0	0	0	0
CE07	Digitalisation-Environmental Health Documentation	18	0	18	0	0	0	0	0	0	0	0	0
CE08	Air Quality Monitoring	146	(86)	60	0	0	0	0	0	0	0	0	0
CT52	Disabled Facilities Grant	495	(495)	0	650	(650)	0	0	0	0	0	0	0
CY03	Energy Savings Initiative	75	0	75	0	0	0	0	0	0	0	0	0
CY04	Water Meters	29	0	29	0	0	0	0	0	0	0	0	0
CY17	Adopt a Highway Scheme / Street Scheme	10	0	10	0	0	0	0	0	0	0	0	0
CY20	Community Warden Vehicles	0	0	0	49	0	49	0	0	0	0	0	0

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CY21	Pop-up Market Stalls Programme	12	0	12	0	0	0	0	0	0	0	0	0
CY22	Highway Barriers & Floral Towers	40	0	40	0	0	0	0	0	0	0	0	0
CY23	Maidenhead Wayfinding	20	0	20	0	0	0	0	0	0	0	0	0
CY26	Christmas Lights-Old Windsor	33	0	33	0	0	0	0	0	0	0	0	0
CY28	AV Systems	45	0	45	0	0	0	0	0	0	0	0	0
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	50	0	50	0	0	0	0	0	0	0	0	0
CY30	Tinkers Lane Depot-Updates Site Management	60	0	60	0	0	0	0	0	0	0	0	0
CY31	Victoria Street MSCP-Measures to Reduce ASB	12	0	12	0	0	0	0	0	0	0	0	0
CY32	Marketing Strategy-Make Maidenhead	10	0	10	0	0	0	0	0	0	0	0	0
Total Communities & Enforcement & Partnerships		33,203	(2,565)	30,638	4,417	(690)	3,727	200	0	200	200	0	200
Green Spaces & Parks													
CC13	North Town Moor Open Space-Car Park Improvements	1	(1)	0	0	0	0	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	7	0	7	0	0	0	0	0	0	0	0	0
CC44	Allotments Windsor & Maidenhead	15	(15)	0	0	0	0	0	0	0	0	0	0
CC64	Prevention of Unauthorised Encampments	122	0	122	0	0	0	0	0	0	0	0	0
CC77	Purchase of Land-Cooley's Meadow, Eton Wick	36	0	36	0	0	0	0	0	0	0	0	0
CC82	Braywick Compound Works	77	(77)	0	0	0	0	0	0	0	0	0	0
CC87	Public Rights of way - General	40	0	40	0	0	0	0	0	0	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	40	0	40	0	0	0	0	0	0	0	0	0
CF08	Ray Mill Island Access Works	40	0	40	0	0	0	0	0	0	0	0	0
CLC9	Nicholas Winton Memorial	14	0	14	0	0	0	0	0	0	0	0	0
CV03	Parks Improvements	194	(74)	120	0	0	0	0	0	0	0	0	0
CV30	Play Areas - Replacement Equipment	10	0	10	0	0	0	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Ph 2 (2014/15)	14	(14)	0	0	0	0	0	0	0	0	0	0
Total Green Spaces & Parks		610	(181)	429	0	0	0	0	0	0	0	0	0
TOTAL PLACE CAPITAL PROGRAMME		60,824	(3,890)	56,934	24,095	(693)	23,402	27,274	0	27,274	10,767	0	10,767

Pre-approved Major Schemes 2020/21 onwards

Scheme Name	2020/21				2021/22 Net Cost £000k	2022/23 Net Cost £000k	Total Net Cost	Expenditure to Q3 2019/20 £'000	Total scheme cost including previous years £'000
	Scheme Cost £'000k	S106 £'000	Other Income £'000	Net 2020/21 £'000					
Braywick Leisure Centre	3,341	6		3,335	-	3,335	25,172	36,386	
RBWM Affordable Housing	-			-	4,490	7,017	11,507	13,599	
Broadway Car Park, Maidenhead	6,100			6,100	16,384	3,000	25,484	34,843	
Vicus Way Car Park, Maidenhead	5,600			5,600	5,600	11,200	-	13,207	
Sale of Freehold Interest in Nicholsons Walk Shopping Centre and Central House, Maidenhead	270			270	100	100	116	470	
Braywick Road Pedestrian Crossing	150			150	-	-	20	150	
Maidenhead Local Plan Housing Site Enabling Works - LEP - Cabinet Decision Already Made	5,281		5,281	-			-	5,758	
Windsor Town Centre Package - LEP	1,563		1,563	-			-	1,563	
Maidenhead Station - LEP	3,750		3,750	-			1,603	4,265	
Maidenhead Missing Links - LEP	2,242		2,242	-			257	4,630	
River Thames EA - Council Decision	450	-	-	450	450	450	1,204	10,000	
Total	28,747	6	12,836	15,905	27,024	10,567	33,854	124,871	

Major Capital Cashflows - Proposed & Agreed

Based on a Short term interest rate of 1.5%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7 to 17	
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 to	Total
	£'000	£'000	£'000	£'000	£'000	£'000	2035/36	£'000
							£'000	
Capital Receipts								
Maidenhead station	625	-	-	-	-	-	-	625
CIL - Projections	2,750	3,200	3,200	3,200	3,200	3,200	28,800	47,550
Development Partnerships Receipts	1,288	10,199	23,595	20,199	10,006	29,750	246,900	341,937
Front of Maidenhead Station	1,442	4,750	-	-	-	-	-	6,192
Missing links	301	3,342	-	-	-	-	-	3,643
Maidenhead Local Plan Housing Site								
Enabling Works - LEP Roadworks	-	5,281	-	-	-	-	-	5,281
Police funding of hostile vehicle mitigation measures for Windsor	250	-	-	-	-	-	-	250
Windsor Town Centre Package - LEP	-	1,563	-	-	-	-	-	1,563
Total Capital Receipts	6,656	28,335	26,795	23,399	13,206	32,950	275,700	407,041
Capital Expenditure								
Development Partnerships								
Expenditure	7,770	1,290	100	14,200	-	-	-	23,360
Broadway Car Park expansion	4,664	6,100	16,384	3,000	-	-	-	30,148
Braywick Leisure Centre	25,486	3,341	-	-	-	-	-	28,827
Front of Maidenhead Station	1,442	5,638	-	-	-	-	-	7,080
Net Capital Programme	5,983	6,346	5,000	5,000	5,000	5,000	55,000	87,329
RBWM affordable housing development	3,287	5,113	4,490	7,017	-	-	-	19,907
Vicus Way Car Park	3,307	5,600	5,600	-	-	-	-	14,507
River Thames Scheme	-	450	450	450	8,650	-	-	10,000
Investment need - Education	-	-	-	-	-	-	50,000	50,000
Schools expansion projects July 2016 Cabinet	6,579	-	-	-	-	-	-	6,579
Maidenhead Local Plan Housing Site								
Enabling Works - LEP	-	5,281	-	-	-	-	-	5,281
Windsor Town Centre Package - LEP	-	1,563	-	-	-	-	-	1,563
St Peters Middle	2,061	-	-	-	-	-	-	2,061
Modern Workplace Project	900	800	-	-	-	-	-	1,700
Braywick Pedestrian crossing	-	150	-	-	-	-	-	150
Missing links	301	3,969	-	-	-	-	-	4,270
Temporary parking provision	1,617	-	-	-	-	-	-	1,617
CCTV Replacement	1,107	-	-	-	-	-	-	1,107
Hostile vehicle mitigation measures	1,691	-	-	-	-	-	-	1,691
Waterways	863	-	-	-	-	-	-	863
Waste Vehicles	4,500	-	-	-	-	-	-	4,500
Eton Info Centre	50	-	-	-	-	-	-	50
Capitalised debt charges	489	475	509	656	-	-	-	2,129
Capital Programme slippage in	8,791	11,072	20,000	20,000	20,000	20,000	20,000	119,863
Capital Programme slippage out	(11,072)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(131,072)
Total Capital Expenditure	69,816	37,188	32,533	30,323	13,650	5,000	105,000	293,510
Increases/Reductions in Debt	63,160	8,853	5,738	6,924	444	(27,950)	(170,700)	(113,531)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7 to 17	
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 to 2035/36	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing								
Cumulative L.T. debt	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049
New L.T. borrowing	0	0	0	0	0	0	0	0
Debt repayment	0	0	0	0	0	0	0	0
Total debt at year end	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049
Cumulative S.T. debt	71,952	135,112	143,965	149,703	156,627	157,071	129,121	129,121
Increases/Reductions in Debt	63,160	8,853	5,738	6,924	444	(27,950)	(170,700)	(170,700)
Repayment of S.T. debt	-	-	-	-	-	-	-	-
Total S.T. debt at year end	135,112	143,965	149,703	156,627	157,071	129,121	(41,579)	(41,579)
Total Debt	192,161	201,014	206,752	213,676	214,120	186,170	15,470	15,470
Capitalised debt interest on specific projects	(489)	(475)	(509)	(656)	0	0	0	0
Interest on L.Term Debt	2,600	2,600	2,600	2,600	2,600	2,600	28,600	28,600
Revenue cost of S.T. debt interest - B/Fwd whole year	720	2,027	2,159	2,246	2,349	2,356	4,780	4,780
Revenue cost of S.T. debt interest assuming four months new debt	211	30	19	23	1	(93)	(569)	(569)
MRP	1,652	1,829	1,954	1,817	2,388	2,462	24,034	24,034
Total cost of Capital Finance	4,693	6,010	6,224	6,030	7,339	7,325	56,845	56,845

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Report Title:	Revenue Budget 2020/21
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Full Council - 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director and Terry Neaves, Interim S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. This report sets out the council's proposed budget for 2020/21 and spending plans for 2021/22 - 2024/25.
2. The revenue budget along with the Capital Programme represents considerable investment in the Royal Borough. Future spending plans are set against clear policy objectives under the banner of 'creating a borough of opportunity and innovation' of continuing to protect the most vulnerable in the community and investing in the future economic development and regeneration opportunities while increasingly ensuring that the council recognises its commitments with regard to climate resilience and its overall environmental impact.
3. The council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for Children's Services and Adult social care. Together with other pressures this means that the total cost of services, before inflation, are forecast to increase by £11.693m in 2020/21 compared to 2019/20, approximately 12% of the net council budget.
4. The position for the Royal Borough is more acute than other councils, due to its very low level of reserves. These are barely adequate to cover its current risks and are insufficient to cover future projected funding shortfalls in 2021/22 and beyond. Uncertainty around future central government funding and the relatively low level of provision for bad debts and appeals adds to the scale of this risk.
5. The council therefore needs to urgently consider the affordability of its services and ensure that service users meet the cost of the services they receive where they can afford to do so as is the case in other neighbouring councils. This report include an outline transformation plan and it is essential that the council is committed to transforming its services to keep within the ever tighter financial constraints it is likely to face.
6. The council has identified substantial savings in 2020/21 of £5.826m to partially offset budget pressures in 2020/21. While every attempt has been made to protect key services, these savings will inevitably impact on service levels in some areas. This, together with council tax and grant increases and a £2.218m contribution from reserves, enables the council to set a balanced budget for 2020/21.

7. If the government funding settlement for 2021/22 to 2023/24 reduces funding for the council and does not give flexibility to increase council tax above 2%, the council will not be in a position to set a balanced budget in 2021/22, unless further significant savings are identified and delivered. If the council cannot set a balanced budget in 2021/22 or if its financial position markedly deteriorates in 2020/21 to a point reserves did not cover any overspend, the Council S151 Officer would have to issue a s114 notice.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That full Council:

Notes and takes into account the statutory s25 statement of the S151 officer in paragraph 5 in determining its:

- I) Proposed budget for 2020/21;**
- II) Longer term financial plans for 2021/22 – 2024/25;**
- III) Level of reserves**

Notes:

- a) The comments from the Overview and Scrutiny Panels on the proposed budget;**
- b) Equality impact assessments have been taken into consideration and has informed the final budget proposals.**

Approves:

- i) The Budget Strategy and medium-term financial projections as set out in Appendix A;**
- ii) The 2020/21 budget of £94.677m and the associated contribution from reserves of £2.218m as set out in paragraph 4.5;**
- iii) The Proposed growth in service budgets of £11.693m as set out in Appendix E including a contingency of £1.700m as set out in para 4.6.5;**
- iv) The proposed opportunities and savings of £5.826m as set out in Appendix F;**
- v) The Business rate tax base calculation, as detailed in Appendix G;**
- vi) The calculations for determining the council tax requirement for the year 2020/21 in accordance with the Local Government Finance Act 1992 as set out in Appendix K;**
- vii) An increase in council tax of 3.99% increasing the band D charge from £1,036.07 to £1,077.41 for the Royal Borough of Windsor and Maidenhead in 2020/21, based on:**

- a. A 1.99% increase in base council tax in 2020/21
 - b. An additional 2.0% to reflect an increase in the Adult Social Care Precept;
- viii) Approves the policy and the special expenses precept of £34.31 for 2020/21 for the unparished areas of Windsor and Maidenhead in accordance with Section 35 of the Local Government Finance Act 1992 as set out in Appendix M;
- ix) Notes the following Precepts
 - a. Parish Precepts Appendix L
 - b. The Police and Crime Commissioner for Thames Valley - £216.28 (para 4.21.3)
 - c. The Royal Berkshire Fire Authority –£67.60 (para 4.21.3);
- x) The council plan for transformation and use of flexible capital receipts as set out in Appendix J;
- xi) The allocation of the £122.475m dedicated schools grant as set out in Appendix H. The Director of Children’s Services and S151 officer in consultation with the Lead Members for Finance and Children’s Services be given delegated authority to amend the total school’s budget to reflect the actual Dedicated Schools Grant levels once received;

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

- 2.1 This report sets out the financial plans for the Royal Borough of Windsor and Maidenhead and its budget requirement for 2020/21 and associated council tax level for 2020/21.
- 2.2 The report is linked to four other reports on this agenda.
 - a) **Council Tax Reduction Scheme** sets out the proposed level of discount for Council Tax Support included within the 2020/21 budget proposals.
 - b) **Fees & Charges report** sets out the proposed increases in Fees and Charges that have been included within the 2020/21 budget proposals.
 - c) **The Capital Programme report** sets out the council’s plan for capital investment in 2020/21 and the indicative five year plan up to 2024/25.
 - d) **The Treasury Management Strategy** sets out how the council will fund and afford its planned level of capital investment in 2020/21 and beyond. This also assesses the affordability of capital investment plans in the context of the revenue budget and its Prudential Indicators.
- 2.3 The policy and financial context for setting the budget is set out within the Budget Strategy, which forms part of this report.

- 2.4 The report proposes a total budget of £94.677m and associated band D council tax of £1,077.41.
- 2.5 This budget will require some £2.218m to be taken from reserves to support the budget during 2020/21. This will bring the level of general fund reserves to £6.521m.
- 2.6 While much work has been done to make the budget more sustainable, further work is still required. The report sets out a budget strategy in Appendix A for delivering more sustainable council finances.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

- 4.1.1 This report sets out the budget for the Royal Borough of Windsor and Maidenhead for 2020/21 together with spending projections up to 2024/25.
- 4.1.2 This budget is set during a period of considerable uncertainty in the medium term, particularly around future funding for councils. A government spending review is planned in 2021/22 which is expected to include changes to the allocation and retention of business rates. This could impact significantly on the overall funding for the council in 2021/22 and beyond.
- 4.1.3 Pressures around spending on Children’s Services and Adult Social Care have had a major impact on council spending plans and the scale of this impact in 2020/21 and beyond continues to be uncertain.

4.2 Current Position

- 4.2.1. The Royal Borough of Windsor and Maidenhead has focussed on managing costs and delivering value for money. This means that it is a low spending council in comparison to its nearest statistical neighbours.

4.3 Financial Context

- 4.3.1. Like many councils, the Royal Borough faces considerable financial challenges, particularly increasing numbers and costs of supporting vulnerable people and children in care. However, the council's level of reserves are low which means that it has less time and potentially fewer options than others to bring its budget into balance. These issues are set out within the Budget Strategy at Appendix A, which includes the medium-term financial forecast. This is explained in detail later in the report.
- 4.3.2. The Royal Borough's pension funding level is estimated to be 73.7% with an overall deficit of £85.5m. The Berkshire Pension Fund has one of the highest proportional deficits of all council pension funds which means that all Berkshire authorities must make significant employer's deficit recovery contributions each year to reach a fully funded level by 2040. The council's contribution to this deficit is £4.217m in 2020/21, in addition to the standard employer's pension contributions.
- 4.3.3. The Royal Borough has made a substantial commitment to the regeneration of Maidenhead and to the development of the local economy. To fund this important investment borrowing has substantially increased which are impacting on the revenue budget.
- 4.3.4. In the current year council spending has come under considerable pressure and a year-end overspend of £3.408m is projected based on spending to December 2019 as shown in Appendix B. In the main this is due to projected service pressures of £2.153m in adults and children's social care. The council has also found it harder to deliver savings than it had expected, which has also meant that some savings targets have not been achieved. These additional pressures are reflected in the 2020/21 budget.

4.4 Policy Context

- 4.4.1. The council will still be spending over one hundred million pounds in 2020/21 delivering services to the residents of Windsor and Maidenhead and investing in the future of the borough through major capital schemes.
- 4.4.2. It is important that the council considers how best it can continue to meet its policy objectives within the tighter financial constraints that it faces.
- 4.4.3. This will undoubtedly require a level of prioritisation and these budget plans focus on the following key policy objectives:
- (i) Protecting the most vulnerable and ensuring that the council can continue to meet its significant and growing commitment on Children's Services and Adults Social Care;

- (ii) Creating opportunities across the borough and continuing to invest in its regeneration and development;
- (iii) Enabling the council to meet its existing capital commitments as well as starting to invest in new technology to help it become more efficient and innovative in the way it delivers services in the future;
- (iv) Ensuring that the council adopts a more sustainable and carbon neutral approach to the environment in line with its commitments around climate change.

4.4.4. These policy objectives are not achievable without sustainable council finances. The proposals within this report have been developed to help make the finances of the council more financially viable in the future.

4.4.5. The council has had to consider the affordability of the services it provides, adopting the principle of 'the user pays', so council tax-payers do not have to subsidise non-core council services.

4.5 Proposed Budget 2020/21

4.5.1. The proposed budget for the Royal Borough of Windsor Maidenhead is set out in the table below, with further detail provided in the Directorate budgets in Appendix C and changes are analysed in Appendix D.

	Base Budget 2019/20 £'000	Other Changes £'000	Savings	Proposed Budget 2020/21 £'000
Managing Director	2,754	399	(114)	3,039
Resources*	7,860	3,612	(708)	10,764
Adults, Health & Commissioning	46,411	4,266	(2,365)	48,312
Childrens Services Place	21,980	2,634	(1,429)	23,185
	2,150	(134)	(810)	1,206
Total Service Budgets	81,155	10,777	(5,426)	86,506
Capital Financing	4,778	1,232		6,010
Pension Deficit Recovery	4,017	200		4,217
Transfer to (from) reserves	3,458	(5,676)		(2,218)
Central and One-Off Budgets	459	(297)		162
Net Council Spend	93,867	6,236	(5,426)	94,677
Financed By:-				0
Special Expenses	1,094	123		1,217
Council Tax	70,819	3,189		74,008
Locally Retained Business Rates	16,312	(997)		15,315
Collection Fund Surplus (deficit)	3,091	(3,204)		(113)
Income from Trading Companies	210	0		210
New Homes Bonus	2,089	13		2,102
Government Grants	315	1,687		2,002
Parish Equalisation Grant	(63)	(1)		(64)
Total Financing	93,867	810	0	94,677

* Included in the Resources Directorate budget is the £1.700m contingency and £1.181m for demographic growth in Adult Care and Children's Social Care

4.5.2. The budget is based on the following key assumptions:

- Inflation is expected to increase by 2.4% (R.P.I.).
- No pay award is provided for in 2020/21 with provision for a consolidated increase provided in each year thereafter.
- The cost of new borrowing is expected to be 1.5% throughout the year.
- No change in grant or business rate criteria is anticipated in 2020/21.

4.6 Budget Pressures

4.6.1 Next year cost pressures are expected to amount to some £11.693m. These are driven by a number of factors:

- a) **Previous spending decisions** – for example high borrowing costs due to substantial capital investments made by the council.
- b) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase. To an extent this will be matched by additional council tax income.
- c) **Spending pressures on Children’s Services and Adult Care** are placing increased pressure on council budgets.
- d) **External changes beyond the council’s control**, such as changes to grant allocations from central government.
- e) **Under-delivery of savings** – some of the savings identified for 2019/20 have not been delivered and therefore have an impact on the 2020/21 budget.
- f) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

4.6.2 The table below summarises the main cost pressures that are reflected in the 2020/21 budget and exceed £200,000. Further detail is provided in Appendix E.

Growth and Pressures 2020/21	
Scrutiny Panel/Description	£000
Adults Childrens and Health	
Children's Services	
Cost of Children's Placements	1,238
Children's employee budgets shortfall, including agency costs	590
Non achievement of children's savings now included in 2020/21 budget	356
Legal costs arising from children's complex court cases	223
Adult Social Care	
Care costs for adults with learning disability	896
Residential and nursing care placements	406
Personal budget for homecare and daycare	402
Costs above inflation of block nursing home contracts	329
Communities	
Temporary Accommodation costs	200
Corporate	
Contingency	1,700
Adults and Children's Demography	1,181
Housing subsidy debtors	360
Ten Pin bowling site income	237
Infrastructure	
Parking income shortfall	550
Pressures under £200k	3,025
Total growth and pressures	11,693

4.6.3 Pressures of £1.957m in Capital Financing costs have been mitigated by changing the Minimum Revenue Provision Policy (MRP) to an annuity basis, reducing the required provision by £1.451m in 2020/21. Capitalising interest on large schemes with a project life of more than two years until they come

into use has mitigated it by a further £0.475m to give a net additional cost for 2020/21 of £31,000.

4.6.4 Further pressure has been avoided by not making an allowance for a staff pay-award to council, Optalis and Achieving for Children employees in 2020/21. Provision has been made in each of the future years of the budget strategy for a pay-award however this will be reviewed for affordability each year.

4.6.5 The above pressures include a contingency for pressures that are less certain and will be managed centrally. This totals £1.700m as set out in the table below:

Contingency	£'000
Savings Delivery	1,300
Potential Increases in Contract Costs	400
Total	1,700

4.6.6 The savings contingency is based on a risk-based assessment of savings and covers potential shortfalls in delivery and slippage. This will be managed centrally with Directors still expected to deliver their proposed savings that have been removed from their budgets. Savings will be monitored and reported to Cabinet as part of the budget monitoring process.

4.6.7 If the council is able to make better progress in delivering on its savings plans, then it will need less of this contingency and any unused contingency can then be added to reserves to help rebuild them.

4.6.8 Pressures also include a budget of £1.181m for demographic growth. This includes £0.750m in Adult Social Care and £0.431m in Children's Social Care. This amount will be held centrally and allocated based on actual growth in each service through the year.

4.7 Proposed Savings

- 4.7.1 In total the council proposes to deliver £5.826m of savings. The main areas of proposed savings over £200,000 are set out below and all savings are shown in detail in Appendix F.

Opportunities and Savings above £200k	
Efficiency Description	Estimated saving 2020/21
	£000
Optimise costs of placements for children in the care of the local authority	700
Remove Advantage Card discounts for parking.	650
Deliver adult social care transformation programme	495
Transform youth and early years services to be targeted at the most vulnerable	450
Review of Council Tax Reduction Scheme Discount levels	330
Additional Management Fee from Countryside	300
Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	250
Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	250
Post Deletions	231
Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	220
Other Savings under £200k	1,950
Total Savings	5,826
Collection Fund Savings - see paragraph 4.7.3	(400)
Total General Fund Savings in the 2020/21 Budget	5,426

- 4.7.2 An assessment of all savings has been carried out to assess their deliverability during 2020/21 and accordingly a sum of £1.300m has been set aside as a contingency against non-delivery of these savings. For example, some savings may not be able to be delivered from the start of the financial year. This forms part of the contingency set out above.
- 4.7.3 Potential savings of £400,000 have been included in the above table relating to additional collection fund income. This includes a review of the council tax reduction scheme (£330,000) and a reduction in empty properties relief (£70,000). Although these savings will take effect from April 2020, they have been agreed after the setting of the Council Tax base in January 2020.
- 4.7.4 These additional savings cannot be taken into account when setting the budget for 2020/21 but the surplus on the collection fund of £400,000, generated by the savings, will partly replenish the reserves in 2021/22 that have been used to balance the 2020/21 budget. This means effectively £1.818m of reserves will have been used to balance the 2020/21 budget.

4.8 Funding

- 4.8.1 Over 70% of funding for the council is from Council Tax paid by residents.
- 4.8.2 Cabinet set the Council Tax Base at 68,691 properties an increase of 338 (0.5%) over the 2019/20 base. The council is projecting a collection rate of 99.5%.
- 4.8.3 The council projects that there will be a deficit of some £142,000 on the Collection fund in 2019/20 to be met by the major precepting bodies. The share for the Royal Borough is £113,000 and this has been taken into account within the budget for 2020/21.

4.9 Business Rates

- 4.9.1 The next largest funding stream relates to Business Rates. The council is estimating that it will collect some £90m of Business Rates in 2020/21. 50% of this is returned to Government and 1% passed to the Fire Authority.
- 4.9.2 In theory the council should retain the remaining 49% but Business Rates are re-distributed across the country based on assumed need and a top-up and tariff system equalises business rate income across the country.
- 4.9.3 The council is only estimated to benefit from £15.3m of Business Rates in 2020/21, around 17% of the total collected, as a large tariff is applied to the Borough. This re-distributes business rates to more deprived councils that collect less business rates and receive top-up funding.
- 4.9.4 Business rates income can be subject to significant volatility; one or two empty properties or appeals can have a substantial impact on the level of business rates collected. This makes it difficult to predict with accuracy the level of business rate income. A specific reserve of £0.750m is available to manage this volatility.
- 4.9.5 The council is required to prepare an estimate of business rates income by 31.01.20 that is submitted to MHCLG via the NNDR 1 form that is attached as Appendix G. This statement shows an estimated deficit of £1.767m in 2019/20, £1.214m relating to 2018/19. Provision has been made within the 2019/20 accounts to cover this deficit so that it does not impact on the 2020/21 revenue budget.
- 4.9.6 Berkshire local authorities were successful in securing business rates retention pilot status for a second year in 2019/20, retaining 74% rather than 49% business rates, albeit with a larger tariff. This meant the council had a one-off benefit of £1.530m that will not recur in future years.

4.10 Business rates reliefs

- 4.10.1 During 2019/20 it is expected that the council will have awarded over £800,000 through discretionary business rate relief to local businesses. The council intends to continue, as in previous years, to maintain all locally controlled discretionary business rate reliefs for 2020/21.

4.11 Revenue Support Grant

4.11.1 In the past Revenue Support Grant was added to the council's annual funding but the council, like many others, will not receive this grant in 2020/21.

4.11.2 The Government uses a complex formula to allocate funding to councils. This formula includes a wide range of social, economic and demographic factors. Due to the Royal Borough having a low level of deprivation the Government previously notified the council that it would have "negative RSG" in 2020/21 of £2.200m. The Government settlement identified additional funding to protect any council from having negative RSG, benefiting the council.

4.11.3 Under the new Fairer Funding, planned to be introduced in 2021/22, it is possible that the council will lose this protection.

4.12 New Homes Bonus

4.12.1 The council receives new homes bonus as an incentive for housing growth, this equates to an expected £2.102m as part of the financial settlement in 2020/21 and this amount has been assumed in the budget for the year.

4.13 Adult Social Care Funding

4.13.1 The council will receive a £1.687m share of the £1bn of extra government funding in 2020/21 in addition to the additional funding of £1.480m provided by the 2% precept increase for social care.

4.13.2 It will also continue to receive the previous Adult Social Care Grant of £0.814m.

4.13.3 The Adult Social Care budget relies on £9.777m of Better Care Funding (BCF) via the NHS, £1.803m improved Better Care Funding (iBCF) and £0.476m for Winter Pressures from government.

4.14 Medium Term Funding Risks

4.14.1 The funding formula that allocates money to councils is extremely complex. The formula assesses each authority's "need" for funding and then assumes a standard level of council tax will be raised locally to offset this, which we estimate is based on the average band D tax of £1,465.

4.14.2 This clearly disadvantages councils who set a Council Tax below this level and favours those with higher council tax levels. This estimated standard level of council tax is some £388 above the Council tax that the Royal Borough set under existing Council Tax limits. Effectively this means that the Government assumes that the council is generating £26.600m more funding when it allocates grant to the Royal Borough.

4.14.3 The council faces the following funding risks:

- (i) The 2020 spending review may not deliver additional funding to the Royal Borough unless there is a fundamental review of the way that the formula operates (as explained above).

- (ii) Any review of the business rates threshold could reduce the level of business rates that the council can retain. Business Rates retention is planned to be reviewed in 2021/22, delayed due to the General Election where it is proposed councils will retain 75% of their Business Rates. This will include a business rates reset which could mean that any gain the council has made since the scheme was implemented in 2013/14 would be re-distributed based on need. The council could be £1.600m pa worse off under any proposals if they are implemented immediately as set out in the more pessimistic range of projections.
- (iii) The council is likely to lose funding from this as a larger tariff will be applied and/or additional burdens placed on it, e.g. the Public Health Grant maybe removed.
- (iv) The new homes bonus is expected to reduce significantly from £2.102m in 2020/21 to £284k in 2021/22, £220k in 2022/23 with funding removed completely from 2023/24 onwards.

4.14.4 Overall this creates a risk that future council central funding will reduce, which is reflected in the medium-term financial projections for 2021/22 and beyond.

4.14.5 On a more positive note, there is some potential for this loss of funding to be mitigated if the government relaxes council tax limits or provides flexibility for a further additional precept to meet additional costs relating to children's and adult social care.

4.15 Schools Budgets

4.15.1 The Dedicated Schools Grant (DSG) is made up of four blocks of funding: Schools, High Needs, Early Years and the Central School Services block.

4.15.2 The Indicative settlement for the Royal Borough for 2020/21 (including Academy schools) is currently £122m, an increase of £5m when compared to the 2019/20 final settlement.

4.15.3 The deficit brought forward on the High Needs Block to 2019/20 was £0.783m. Significant pressure remains in the High Needs block and based on current cohort of provision and early indications of future demand the deficit to be carried forward to 2020/21 is forecast to increase, potentially exceeding 1% of the total DSG. If the cumulative deficit exceeds 1% local authorities are required to submit a recovery plan to the DfE.

4.15.4 Appendix H provides more detail about the dedicated schools grant allocations and associated reserves levels.

4.16 Income

4.16.1 The proposed fees and charges for 2020/21 are set out earlier on this agenda and their impact is reflected within this report.

4.16.2 Overall the following principles have been used to review fees and charges:-

- a) **Charges should be broadly in line with other neighbouring councils** – in some cases charges set by the borough are lower than neighbouring

councils. Charges have therefore been reviewed to bring them into line with other councils.

- b) **Charges should reflect cost increases incurred by the council**, accordingly the majority of charges have been increased by 3% in line with estimated inflation.
- c) **Charges should recognise demand for the service** – in some cases where income is falling, increasing charges can have a negative impact on overall income.

4.16.3 The table below summarises the main sources of income for the council over £100,000, estimated values in 2020/21.

	£'000
Parking	10,244
Property Income	3,995
Planning & Development	1,473
Green Waste Subscribed Collection Service	840
New Roads and Street Works Inspections/Permits	720
Marriage and Civil Partnership Ceremonies	402
Cemeteries and Churchyards	321
Highway Licences	292
Local Land Charges	253
Temporary Traffic Regulation Orders	154
Hire of Public Halls	113

4.16.4 This above analysis excludes recovered social care fees.

4.17 Reserves & Financial Risks

4.17.1 Councils hold reserves for the following reasons:-

- a) **Covering unforeseen spending pressures** – for example a major flood or other incident could have a big, uninsurable, impact on council services. This would place undue pressure on the current year's budget.
- b) **Manage general risk and uncertainty** – councils operate in very uncertain times, where there can be significant changes to in year funding. This means that councils need to hold reserves to protect themselves against big funding shifts and buy them time to bring their budget into balance.
- c) **Meeting known risks and future commitments** – often these are known as earmarked reserves. These are reserves held for a specific purpose, for example an insurance reserve.
- d) **Holding monies on behalf of other bodies** – the schools revenue balances are an example of this.

4.17.2 RBWM has total reserves of some £22.359m, which are split between general reserves of £9.489m and earmarked reserves of £12.870m. These are set out in the table below:-

	£000
General Reserve	7,220
NNDR Volatility Reserve	2,269
Total Usable Reserves	9,489
Insurance Fund	2,095
Schools Revenue Balances	1,312
General DSG Reserve	(917)
Earmarked DSG Reserve	134
Earmarked Capital Grant	4,023
Community Infrastructure Levy – For Capital use only	4,429
Better Care Fund	317
Public Health Reserve	88
Optalis Development Reserve	81
Brexit Funding	299
Graves in perpetuity maintenance fund	8
Arthur Davies Nature Reserve Fund	123
Old Court Maintenance Fund	25
Capital Receipts Unapplied	853
Total Earmarked Reserves	12,870
Total Reserves	22,359

4.17.3 The table below shows how the budget proposals will impact on the level of general fund reserves.

	£000
General Reserve	7,220
Release of NNDR Volatility Reserve (balance £0.750m)	1,519
Projected General Reserves 31.03.20	8,739
Proposed Use of Reserves required for 2020/21 budget	(2,218)
Projected General Fund Reserve balance 31.03.21	6,521

4.17.4 Reserves represent tax-payers' money that has not yet been spent on delivering services. This means that care should be taken when building reserves and ensuring that their level can be justified.

4.17.5 This has to be balanced against the important role that reserves can play in managing risks and uncertainty. Reserves play an important part in helping councils adjust their financial position to manage sudden changes in funding, without having an immediate and adverse impact on service users.

4.17.6 There is no mathematical formula for assessing the level of reserves but clearly the financial risks that the council faces can provide a guide as to the level of reserves that the council should maintain.

4.17.7 The projected level of reserves set out above are barely above the council's minimum level of reserves of £6.370m, which are assessed based on the analysis set out in Appendix I.

4.17.8 The council has low levels of reserves, which provide very limited scope to manage the pressures that the council faces. The council cannot immediately bring its reserves to a more realistic level.

4.17.9 Over time the council must plan to increase reserves. A reasonable guide to this would be to have:-

- a) A minimum level of reserves of £6m to meet the council's unforeseen and immediate spending pressures. This also needs to reflect the low level of earmarked reserves
- b) A budget management reserve of £7m to ensure that the council has sufficient funds to meet its underlying budget deficit for at least two years.
- c) A transformation reserve to manage the changes required to reduce overall council spending to a more manageable level. The aim would be to set this at £1m
- d) Earmarked reserves to cover unquantified risks, such as Business Rates revaluation that can be backdated

4.17.10 The table below shows the financial impact of the above assessment.

	£m
a) General Reserve - Minimum Level	6.0
b) Budget Management Reserves	7.0
c) Transformation Reserve	1.0
Target Level of Sustainable Reserves	14.0

4.17.11 Given the financial challenges that the council faces, it will not be possible to rebuild reserves within this budget, although it is important that the council looks to rebuild reserves to the level outlined above in the medium to long term.

4.18 Medium Term Financial Projections

4.18.1 The financial decisions and budget that is set for this year will have implications for the future financial viability of the council. This section shows the projected impact on council finances over the next 5 years up to 2024/25.

4.18.2 The table below shows the projected savings required during the period of the MTFS above those already agreed:

Summary Year-End Position	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Savings Target	7,643	4,223	2,637	4,758	3,572	22,832
Savings Identified	(5,426)	(2,035)	67	-	-	(7,394)
Use of Reserves(from)/to	(2,218)					
Savings Required	-	2,188	2,703	4,758	3,572	15,438
Savings required cumulative	2,218	4,405	7,109	11,866	15,438	
Estimated Year End Reserves	6,521	2,115				

From the above table it is clear that the council will:-

- (i) Need to deliver ongoing additional savings of some £3m to £4m in each of the following three years
- (ii) Reserves will fall below a minimum level and may be depleted completely if the council is unable to deliver against its savings target in these years.

4.18.3 The table shows that without additional savings, council tax income, business rates or grant income the council would not have sufficient reserves to set its 2022/23 budget.

4.18.4 There is also a risk that if there is an unforeseen spending event or budget pressure, reserves could be depleted sooner.

4.18.5 These projections are based on mid-range assumptions. If more pessimistic assumptions are used the deficit could be even greater. In particular there is a significant risk around a future spending review, unless the amount of resources allocated overall to councils increases.

4.18.6 This is balanced by the potential for other more favourable funding outcomes, which are used on the more optimistic assumption. This includes:-

- (i) Greater flexibility in council tax setting
- (ii) Retaining existing thresholds for business rates

4.18.7 The following table shows the potential impact on the budget deficit using

- (i) more pessimistic assumptions based on the loss of £1.600m in Business Rates from 2021/22 and negative RSG of £1.700m in 2020/21 increasing to £3.400m in 2024/25.
- (ii) more optimistic assumptions based on an additional 4% flexibility to increase council tax (together with a further ASC levy).

	2021/22	2022/23	2023/24	2024/25
	£000	£000	£000	£000
<u>Optimistic Assumption</u>				
Budget Deficit	2,915	1,131	3,100	1,828
Cumulative Budget Deficit		4,046	7,146	8,974
<u>Base Assumption</u>				
Budget Deficit	4,405	2,703	4,758	3,572
Cumulative Budget Deficit		7,109	11,866	15,438
<u>Pessimistic Assumption</u>				
Budget Deficit	7,410	2,195	4,249	3,063
Cumulative Budget Deficit		9,605	13,854	16,917

4.18.8 The above table demonstrates the impact of Government decisions on spending levels, which can have a significant impact on the future sustainability of council spending.

4.18.9 At this stage the council has to plan on the basis of the base projection but it is important be aware of the potential range of future outcomes.

4.19 Budget Strategy

4.19.1 The medium-term financial projections indicate that the council faces a significant financial challenge to make its budget more sustainable in the medium to long term.

4.19.2 This challenge is set out within the proposed Budget Strategy at **Appendix A**, which explains the financial challenge that the council faces and highlights the key steps that the council needs to take to make its budget more sustainable. These are summarised below:-

- a) Fund basic capital needs from revenue rather than capital. A large share of the capital programme funds day to day maintenance and replacement of council assets. The Royal Borough should aim to provide capacity within the revenue budget to enable it to fund this spending from revenue.
- b) Ensure that the long-term consequences of capital spending are clearly understood along with their impact on the revenue budget. It is essential that this impact is considered carefully before funding significant capital investment.
- c) Consider increasing Council Tax levels in line with Government limits
- d) Ensure that council fees and charges are in line with other neighbouring authorities and keep pace with inflation.
- e) Maintain a realistic level of reserves that reflect the financial risks that the council faces)

4.19.3 Given the level of financial challenge that the council faces, it may not be possible to achieve the aims set out within the Strategy in one year.

4.19.4 The delivery of the Strategy in 2020/21 will also rely heavily on having robust plans to implement the significant savings that form part of the budget proposals.

4.19.5 Once the 2020/21 budget is set, further steps need to be taken to identify additional savings and budget reductions to bring the budget into balance during 2020/21 and beyond. These include: -

- a) A review of contracts – the council delivers a large share of its services through third party contracts. This includes a review of existing council contracts to ensure that they provide value for money and that the service level within them is affordable, whilst maintaining quality service provision.
- b) A review of managerial and discretionary services. This means that there is a need to challenge current service provision and consider a range of delivery options and service levels. The council is already

implementing a system of vacancy control, which will challenge the need to fill vacancies as and when they arise.

- c) A review of delivery options for Children’s and Adult Social Care. Given the substantial share of the council budget that is spent in this area, the council needs to ensure that the current delivery model is appropriate and whether there are any other viable options that it can pursue.
- d) Review of the council property portfolio. A substantial and increasing share of the council’s budget is taken up with servicing debt. The council will need to consider whether it is able to liquidate some of its assets to reduce the heavy burden of debt repayments.

4.19.6 The council also needs to make its case to the Government for more assistance to enable it to manage the increased pressures that it faces. This includes

- a) Protecting existing council funding in the form of government grants and business rates
- b) Lobbying government to ensure that central funding better reflects the demographic pressures that the Royal Borough is facing around Children’s and Adult Social Care
- c) Seeking greater flexibility to raise council tax to help offset the cost and demographic pressures that the Royal Borough is facing. This needs to reflect the fact that the Royal Borough has the lowest level of Council tax nationally as a unitary authority.

4.19.7 The outline transformation plan set out in Appendix J sets out the council’s initial plans to transform its services within these tighter financial constraints. These will be developed further during 2020 and it is proposed that the council earmarks capital receipts to fund the potential costs of change outlined within the outline plan.

4.20 Council Budget 2020/21 and Associated Council Tax level

4.20.1 The table below shows the band D council tax for RBWM over the last five years and how the current level of band D council tax compares to neighbouring Berkshire Authorities.

	2015/16	2016/17	2017/18	2018/19	2019/20
Council Tax	£906.95	£925.09	£961.46	£1,008.16	£1,036
(ASC Precept included above)	(nil)	(£18.14)	(£45.89)	(£74.74)	(£74.74)

Band D Council Tax Levels 2019/20					
RBWM	Bracknell	Slough	Wokingham	West Berkshire	Reading
£1,036	£1,304	£1,367	£1,484	£1,505	£1,627
100%	126%	132%	143%	145%	157%

4.20.2 Local authorities have the flexibility to increase their core band D council tax by up to 2%, without the requirement to undertake a referendum of its residents. The increase, if approved, will increase base Council Tax by 1.99%.

4.20.3 In 2020/21 local authorities are also allowed to increase their Council Tax by an additional 2% for the Adult Care precept.

4.20.4 Councils also have the further option of a local referendum if they wish to increase council tax above this level. The council incurs the costs of the referendum, which can range from £0.5m to £1m and would have to agree two budgets, one with the 1.99% increase and one with the proposed increase.

4.20.5 The Royal Borough is heavily reliant on Council Tax income, which meets over 75% of its budget requirement. The table below shows the revenue that the varying levels of Council Tax will produce in 2020/21.

	Band D Council Tax	Increase	Council Tax Income	Impact on Proposed Budget Positive/(negative)
No Council Tax Increase	£1,036	£nil	£66.170m	(£2.647m)
4% Increase	£1,077	£41	£68.817m	-
10% increase – would require a referendum	£1,140	£104	£72.787m	£3.970m
41% increase to achieve an average band D Council Tax – would require a referendum	£1,465	£429	£100,817m	£32.000m

The budget is based on setting the Council Tax in line with the Council Tax limit for 2020/21

4.21 Parish Precepts and Special Expenses

4.21.1 Part of the council area is parished. These parishes set their own precept and certain council related spending is charged direct to Parishes. These precepts are charged in addition to the Council Tax for the Royal Borough and are set out in Appendix L

4.21.2 Windsor and Maidenhead towns are not parished and where the council delivers services specific to these areas this is charged as a special expense. These are set out in Appendix L.

Police and Fire Precepts

4.21.3 In addition to the above precepts, the Royal Borough also collects precepts on behalf of the Police and Fire service. These precepts have not been set but provisional amounts are set out in the table below.

	Estimated Increase	Band D Precept
PCC for Thames Valley	4.85%	£216.28
Royal Berkshire Fire Authority	1.99%	£67.60

5. LEGAL IMPLICATIONS

5.1. The provisions of the Local Government Finance Act 1992 (LGFA 1992) set out what the council has to base its budget calculations upon and require the council to set a balanced budget with regard to the advice of its Chief Finance (section 151) Officer. The setting of the budget is a function reserved to Full Council which will consider the draft budget which has been prepared by the Cabinet. Once the budget has been agreed by Full Council the Cabinet cannot make any decisions which conflict with it, although virements and in-year changes can be made in accordance with the council's Finance Procedure Rules (set out in Part 8 of the council's Constitution).

5.2. Section 30(6) LGFA 1992 provides that the council must set its budget before 11 March in the financial year preceding the one in respect of which the budget is set.

5.3. The provisions of section 25, Local Government Act 2003 require that, when the council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance (section 151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored.

5.4. Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered as agreed and that new expenditure is contained within available resources.

- 5.5. Members, who are two months or more in arrears with their Council Tax, must declare this to the full Council meeting and must not vote on budget recommendations, as to do otherwise can be a criminal offence.

6. Chief Financial Officers Robustness/S25 Report

- 6.1. Section 25 of The Local Government Act 2003 includes the following statutory duty in respect of the budget report to Full Council:

“the Chief Financial Officer (CFO) of the authority must report to it on the following matters:

- a) the robustness of the estimates made for the purpose of the calculations; and
- b) the adequacy of the proposed financial reserves.”

- 6.2. The Council is required to take this report into account when making that decision.

- 6.3. Section 26 of the same Act places an onus on the Chief Finance Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget.

Overall Conclusion

- 6.4. The Interim Section 151 Officer, having taken external advice from the Chartered Institute of Finance and Accountancy (CIPFA) considers:

- a) the estimates in 2020/21 to be robust subject to the risks set out in the report below and;
- b) the level of reserves are barely adequate to cover unforeseen demands.

- 6.5. The financial challenges facing the Royal Borough are substantial. These are set out within this report and the associated financial strategy. This has had an impact on the budget preparation in the following ways:

- a) Ensuring that spending plans are robust and realistic – this includes taking account of demographic pressures;
- b) Ensuring that pressures currently experienced within the current year (2019/20) are realistically reflected within the 2020/21 budget;
- c) Ensuring that realistic targets are set for income that recognise market conditions and do not over-inflate income targets;
- d) Ensuring that there is coverage in reserves for areas of high volatility e.g. business rates income.

- 6.6. The council has taken reasonable steps to identify deliverable savings in 2020/21 and has not avoided difficult decisions in proposing the budget to Full Council.

- 6.7. Current projections for future grants and Council Tax levels show that council reserves will fall below an adequate level to meet unforeseen pressures in 2021/22 unless prompt action is taken to further reduce council spending.
- 6.8. The Medium-Term Financial Strategy as it stands is not therefore sustainable and further prompt action is required to develop further plans to reduce spending in 2021/22.
- 6.9. The Section 151 officer will need to monitor closely the delivery of the savings and the viability of the further transformation plans when considering whether to issue a S114 notice in the future i.e. in the event that the Council does not have sufficient resources to fund its statutory duties.

Robustness of Financial Estimates

- 6.10. The budget is set in a period of considerable uncertainty. Estimates are based on current information available, but it is important that the council is aware of the significant risks it faces in terms of central funding and business rates in the medium term. A new Government makes it even harder to plan realistically.
- 6.11. The budget process has identified substantial budget pressures of £11.693m. In part these reflect a thorough review of existing council spending that takes into account: -
 - (i) Current levels of over-spending
 - (ii) Pressures on the delivery of income targets
 - (iii) Non-delivery of certain savings targets.
- 6.12. Income targets have been reviewed to ensure that they are realistic, which has scaled back certain income targets within budget plans.
- 6.13. Business Rates income is subject to considerable volatility and a Business Rates volatility reserve of £0.750m has been set aside to manage this volatility.
- 6.14. While every attempt has been made to identify all the pressures that will impact on the 2020/21 budget, there are concerns around the level of pressure emerging in the areas of Children's and Adult Social Care.
- 6.15. These services are outside the direct control of the council and further work is required as a matter of urgency to better understand the pressures that the council faces in these areas and receive satisfactory assurance that these are being managed and controlled effectively.
- 6.16. The budget proposals rely on the delivery of substantial savings. A risk-based assessment of these savings has been carried out and a provision of £1.300m has been made for non-delivery of total savings based on this risk assessment.
- 6.17. In providing the challenge on savings and the level of contingency consideration has been given to previous years' estimates and outturn reported.

2019/20 £3.4m overspend reported based on December 2019 projections and £0.6m of unbudgeted costs charged against the general fund reserve.

2018/19 *£4.1m overspends in service budgets and £0.3m of one-off costs charged against the general fund reserve.*

- 6.18. Given the level of savings identified and previous under-delivery of savings, the council needs to assure itself that there are robust plans and processes to deliver and report on the delivery of savings during 2020/21.
- 6.19. Given the scale of the financial challenge in 2020/21 it is essential that the council takes advantage of the flexibility to increase its council tax by a total of 3.99%.(including the ASC precept). Failure to do this would result in the loss of some £2.647m of funding in 2020/21 and in future years. This would significantly worsen the council's financial position.

Adequacy of Reserves

- 6.20. Council reserves are barely adequate to address the level of financial risk that the council faces.
- 6.21. In comparison to other unitary councils, the level of reserves is one of the lowest as a proportion of net revenue expenditure. The council's reserves at 31.03.20 are projected to reduce to approximately 10% of net expenditure
- 6.22. CIPFA's resilience index highlights the level of reserves in the Royal Borough as being high risk.

As a comparison at 31.03.18 the Royal Borough's revenue reserves (excluding schools and public health) as a proportion of net revenue expenditure were 15%, Bracknell Forests were 45% and Wokingham 56%.

- 6.23. The report sets out a more realistic level of reserves required. It will take some time for the council to achieve this level given the financial challenges that it faces.
- 6.24. The council has significant outstanding debt which includes approximately £4.700m for Housing Benefits overpayments. Although payment plans are in place for some of this debt, it only has provision of £0.800m for debt write-offs. Again this could impact on the overall level of reserves if bad debts exceed this provision.
- 6.25. The council collects £89m of Business Rates pa, there is a risk of outstanding backdated revaluation appeals exceeding the provision for appeals, this could impact on the in-year council budget or its level of reserves.
- 6.26. The above risks would not be as significant if the council had higher reserves, that could cover these risks without impact on the revenue budget or taking reserves below an adequate level.
- 6.27. For greater financial stability, the council needs to have available reserves over and above the general reserve to cover its projected deficit for two years. Based on current projections the council would need to have additional reserves of some £7m to achieve this.
- 6.28. Further work is required to develop more sustainable council finances. The budget strategy sets out the scale of the financial challenge that the council

faces and outlines the action that the council needs to take to make its finances more sustainable.

- 6.29. Cabinet is committed to this work and realises that this remains an ongoing challenge for the council that cannot wait until the next 2021/22 budget setting process.
- 6.30. It is essential that this Budget Strategy gets the support of the council and that there is genuine commitment to take forward the strategy.
- 6.31. Indeed, if further action is not taken there is a risk that further reserves will be needed to support the 2020/21 budget as they have been required to be used in the previous two years. This will depend on:
 - (a) The delivery of savings proposals
 - (b) Controlling spending on children and adult social care.
 - (c) The development of viable transformation plans
 - (d) Future government funding announcements in 2020/21 and the potential to increase council tax beyond 2%.
- 6.32. The Section 151 officer will need to monitor the above position very closely to ensure that the council still has sufficient funding to meet its statutory commitments. If this is not the case then this would result in the Section 151 officer issuing a S114 notice.

7. RISK MANAGEMENT

- 7.1. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver.
- 7.2. This risk has been mitigated by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 7.3. A key risk for the council is that its finances are not sustainable in the long term and it does not have enough reserves to enable it to effectively manage the financial risk that it faces in the medium term.
- 7.4. The budget strategy sets out the steps that the council needs to take as a matter of urgency to make its finances more sustainable. This includes the need to build its reserves to a more realistic level in the medium term.

8. POTENTIAL IMPACTS

- 8.1. This report contains proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

9. CONSULTATION

- 9.1. Consultations will take place with the local chambers of commerce in February 2019.

9.2. Consultations on the savings proposals in this report took place with the following Overview and Scrutiny Panels:

- Communities - 28/01/20
- Adult, Children and Health – 29/01/20
- Infrastructure – 03/02/20
- Corporate – 04/02/20

The feedback from these panels can be found in Appendix N

10. TIMETABLE FOR IMPLEMENTATION

10.3. Residents will be notified of their council tax in March 2020. Budgets will be in place and managed by service managers from 1 April 2020.

Table 3: Implementation timetable

Date	Details
By 31 March 2020	Residents notified of their Council Tax.
1 April 2020	Budgets will be in place and managed by service managers.

11. APPENDICES

11.1. The table below details the Annexes to this report

Appendix	
A	Budget Strategy (including Medium Term Financial Projections)
B	Projected Budget Outturn 2019/20 (December)
C	Directorate Budgets 2020/21
D	Budget Movements
E	Growth and Budget Pressures
F	Opportunities and Savings
G	Business Rates Projections – NNDR1
H	Allocation of Dedicated Schools Grant (DSG)
I	Reserves Risk Assessment
J	Transformation Plan – use of Flexible Capital Receipts
K	Statutory Council Tax Calculations
L	Parish Precepts
M	Special Expenses for non-parished areas
N	Overview and Scrutiny panel's comments

12. BACKGROUND DOCUMENTS

12.1. None

13. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	23/01/20	28/01/20
Cllr Johnson	Leader of the Council	23/01/20	27/01/20
Duncan Sharkey	Managing Director	23/01/20	27/01/20
Russell O'Keefe	Director of Place	23/01/20	24/01/20
Terry Neaves	Interim Section 151 Officer	23/01/20	23/01/20
Elaine Browne	Head of Law	23/01/20	28/01/20
Nikki Craig	Head of HR, Corporate Projects & ICT	23/01/20	28/01/20
Louisa Dean	Communications	23/01/20	28/01/20
Kevin McDaniel	Director of Children's Services	23/01/20	28/01/20
Hilary Hall	Director of Adults, Commissioning & Health	23/01/20	28/01/20
Karen Shepherd	Head of Governance	23/01/20	23/01/20
	Other		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	Not applicable
Report Author: Terry Neaves, Interim S151 Officer, 01628 796222		

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Royal Borough of Windsor and Maidenhead Medium Term Financial Strategy 2020/21 – 2024/25

1. Introduction

- 1.1 Just like many other councils, the Royal Borough of Windsor and Maidenhead faces considerable financial challenges.
- 1.2 Unlike many other councils, low levels of reserves and council tax, coupled with increasing levels of borrowing have made the RBWM financial position more challenging.
- 1.3 This document explains the financial context for RBWM and provides an assessment of the scale of the financial challenge that it is likely to face over the next four years.
- 1.4 Finally, the document provides an initial assessment of how RBWM may close the budget gap and the strategies that it may need to adopt to do this.

2. Corporate Priorities

- 2.1 The Council's priorities must be at the heart of any financial strategy. In many ways they inform one another.
- 2.2 Finance is both the enabler that allows the Council to deliver these key priorities and the constraint that the Council needs to work within as it makes tough decisions between those priorities.
- 2.3 The key priorities for Windsor and Maidenhead are:-
 - Protecting the Vulnerable
 - Healthy, skilled and independent residents
 - Safe and vibrant communities
 - An excellent customer experience
 - Growing economy, affordable housing
 - Attractive and well-connected borough that recognises its environmental footprint.
 - Well-managed resources delivering value for money
- 2.4 A number of these priorities involve long term capital investment in the Royal Borough. This budget strategy recognises this and links closely to the Capital Strategy for the Council.
- 2.5 **Annex B** sets out the Social and Demographic Profile for RBWM.

3. Financial Climate

- 3.1 Over recent years all unitary authorities have faced significant cuts as a result of austerity, at a time when pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care.
- 3.2 The impact of austerity has generally had the greatest impact on councils who are most dependent on grant. Some of these councils have also faced the most significant increases in Children's and Adults social care costs.
- 3.3 This has placed considerable pressure on discretionary services, including refuse collection and library services.
- 3.4 Councils have also adopted different approaches to address their budget gap. This has included outsourcing key services and entering into service delivery partnerships with other councils.

4. Financial Context RBWM

- 4.1 RBWM is on the face of it better placed than some councils to meet the financial challenges that it faces.
 - Low levels of deprivation mean that it does not have the same level of pressure on Adult Care and Children's Services that some councils have experienced.
 - Significant capital assets have enabled it to continue to fund its capital program at a time when government support for capital schemes has diminished.
 - Lower reliance on Government Grant also meant that the impact of austerity was less than in some other councils.
- 4.2 RBWM has still had to make significant savings and has delivered some £57m savings from the start of austerity. It has also been able to protect "discretionary" local services to a greater extent than other councils.
- 4.3 In more recent years RBWM has also embarked on significant investment in regenerating the borough.
- 4.4 For all council's there is a fine line between financial security and a financial position that can give rise to concern. The tipping point may be different from council to council.

4.5 RBWM has now reached the tipping point, which means that it can no longer absorb the significant pressures on its finances.

- **Council Reserves are under considerable pressure** – and are insufficient to absorb the financial pressure projected for 2020/21 and beyond, unless significant savings are made.
- **The Pension Deficit on the pension fund** means that a growing share of council funding is required to cover pension deficits in the future, before any money is spent on council services.
- **Substantial levels of borrowing** mean that an increasing share of the council's budget is required to service debt before money can be spent on day to day services.
- **Maintaining a low level of council tax**, means that the council has missed out on additional revenue from raising council tax. It also means that any future increases will generate less as they start from a lower base.

4.6 More recently growing pressures around Children and Adult Services are widening the council's budget gap further.

4.7 Annex C sets out some core financial information about RBWM

5. Financial Risks

5.1 Planning for the future can never be an exact science. There are many factors that the Council cannot control completely, which can have a significant impact on the viability of future plans.

- (a) **Inflationary Pressures** can have a significant impact on costs, particularly pay levels. Contracts may help to protect RBWM from the impact of inflation, although there is an even greater risk when the contract is renewed.
- (b) **Interest Rates** have a particularly high impact on RBWM due to the overall level of borrowing for the council. This impact is exacerbated by the high and increasing level of short-term borrowing, which means that rate rises have an immediate impact on council finances.

A 1% increase in interest rates would increase costs by £1m in 2020/21, £1.3m in 2024/25.

- (c) **Government Grant (RSG)** – the previous formula review resulted in a potentially substantial loss in grant for RBWM. The Government introduced protection arrangements which limited the amount councils would lose. The current methodology for

distributing grants, Fair Funding has been delayed one year with a planned implementation 2021/22. This is likely to mean the loss of protection over the MTFP period.

RBWM currently receives some £5m in grant protection.

- (d) **Business Rates** has delivered a significant benefit to RBWM as the local economy has expanded. The Government intends to reset Business Rates in 2021/22, which will effectively scale back the business rate benefit for RBWM

RBWM is projected to receive £16.4m in 2020/21 from business rate income towards the cost of council services.

- (e) **Pension Deficit** RBWM has an estimated £87m deficit on its pension fund approximately 73% funded which is planned to be repaid by 2040. Pension deficits are common for the majority of councils. The next revaluation of the pension fund will take effect in 2020/21. There is a risk that this may result in a higher contribution to the pension fund.

RBWM pension fund contributions to recover the deficit are currently £4.2m pa.

5.2 To some extent financial risks can be balanced by some factors that can potentially improve the financial position of the council.

- (a) **Overall Government support** – the spending review may result in an increase in overall government support for Local Government. If the Government increases the level of overall grant this may have little impact for RBWM as it may simply mean that it does not need as much protection as it currently receives. RBWM is more likely to benefit from targeted support.
- (b) **Council Tax** – greater flexibility in setting council tax levels, either on the overall level of council tax or the social care levy would benefit RBWM to a greater extent than many other councils because its Council Tax is lower than many other Councils. The relatively low Council Tax reduces the potential benefit of this greater flexibility. A comparison of Unitary Council Tax levels is set out in appendix B, RBWM has by far the lowest level.

5.3 All the above risks can impact on the medium-term financial projections and can make it difficult to plan with certainty.

6. Future National Funding Picture

- 6.1 There is considerable uncertainty around future funding for local councils with a spending review planned in 2020, which will lead to a multi-year settlement from 2021/22.
- 6.2 It is too early to judge how this will impact on councils with:-
- Potential changes in grant distribution and business rates retention
 - Additional grant for new spending pressures around social care.
 - Further flexibility in council tax levels.
- 6.3 This clearly creates the risk of more fundamental changes and a reduction in support to councils. This depends on whether the Government decides to allocate additional funding to councils overall or enables them to raise more in council tax to bridge funding gaps.
- 6.4 The 2020/21 settlement is a 1 year settlement. Based on Government announcements reasonable assumptions are:-
- Council tax referendum limit remaining at 2% with the additional social care precept also staying at 2%.
 - Expected changes to funding streams including Fairer Funding, Business Rate Retention and Better Care Funding will be delayed until 2021/22.
 - Some limited additional funding for childrens and adult's social care, schools and public health.
 - Protection for councils including RBWM, who would otherwise have to repay revenue support grant.
 - New Homes Bonus Funding will remain as forecast for 2020-21, £2,033k , but with only legacy payments from 2018-19 and 2019-20 paid for 2021-22 onwards which will mean reductions to £284k in 2021/22, £220k in 2022/23 and zero from then on.
- 6.5 In short, there is a reasonable level of certainty around financial plans for the next financial year 2020/21 but considerable uncertainty from 2021/22 and beyond.

7. Medium Term Financial Plan

Base financial projection

- 7.1 The table below shows the base projected savings required during the period of the MTFs above those already agreed for RBWM for the next 5 years.

Summary Year-End Position	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Total £'000
Savings Target	7,643	4,223	2,637	4,758	3,572	22,832
Savings Identified	(5,426)	(2,035)	67	-	-	(7,394)
Use of Reserves(from)/to	(2,218)					
Savings Required	-	2,188	2,703	4,758	3,572	15,438
Savings required cumulative	2,218	4,405	7,109	11,866	15,438	
Estimated Year End Reserves	6,521	2,115				

- 7.2 A detailed analysis of financial projections for the next five years is set out in Annex A.
- 7.3 Key assumptions included above are that:-

- (i) Council tax levels increase in line with national limits 4% (2% + 2%) and 2% thereafter.
- (ii) Interest rates of 1.5% per annum
- (iii) Government funding levels remain stable until 2020/21 and then £5m of grant protection is phased out over 4 years
- (iv) Adult Social Care Grant continues at current levels.
- (v) Inflation is in line with current government projections.
- (vi) The projected savings of £5.826m are delivered in year 1.
- (vii) The council does not make any further substantial capital investment
- (viii) Growth projections based on spending at 30th September 2019.
- (ix) Reserves balances are based on using all general fund reserves and an earmarked reserve of £0.750m set aside for business rates and grant volatility. Other revenue reserves of £3m are committed to anticipated liabilities

Sensitivity Analysis

- 7.4 Projecting the future financial challenge is not an exact science and many factors are beyond the control of the council. The overall scale of the financial challenge is heavily influenced by Government decisions around funding levels and council tax limits. This is shown in the sensitivity analysis below.

	2021/22	2022/23	2023/24	2024/25
	£000	£000	£000	£000
<u>Optimistic Assumption</u>				
Budget Deficit	2,915	1,131	3,100	1,828
Cumulative Budget Deficit		4,046	7,146	8,974
<u>Base Assumption</u>				
Budget Deficit	4,405	2,703	4,758	3,572
Cumulative Budget Deficit		7,109	11,866	15,438
<u>Pessimistic Assumption</u>				
Budget Deficit	7,410	2,195	4,249	3,063
Cumulative Budget Deficit		9,605	13,854	16,917

7.5 While many of the factors will be beyond the control of the council, it does have control over some key factors that will influence the financial projection and scale of the financial gap that it faces. These include decisions on:-

- (i) Council Tax levels – council tax contributes to some 72% of net council expenditure. If the council does not decide to increase council tax up to the maximum level then this has a significant impact on the scale of the financial gap that it faces.
- (ii) Capital investment – if the council chooses to invest significantly in capital projects, which are not fully funded or do not deliver savings, then this will have a big impact on the financial gap. The impact will be even greater if interest rates rise.
- (iii) Service Expansion – none of the above scenarios provide for significant service expansion. Clearly if the council wishes to do this then this will significantly increase the size of the budget gap.

A deteriorating financial outlook.

7.6 At this stage the Council can only plan on the basis of its mid-range projection. It is still useful for the Council to know the financial boundaries that it may be working within. The key messages from the baseline projections for 2020/21 are:-

(i) The council may need to deliver total ongoing savings of £15m over the 4 year period 2021/25, unless government funding in the form of grant or council tax flexibility improves.

(ii) The Council has insufficient reserves to sustain the scale of budget deficit for more than one year.

7.7 In 2021/22 the base projections indicate that the Council will reach a serious financial tipping point. At this stage:-

(i) The council faces reserves falling to below the minimum recommended level in 2021/22 and moving into deficit in 2022/23, unless it takes early action to deliver further savings for 2021/22

7.8 The council therefore needs to give early consideration to more fundamental changes to bring its budget into balance in 2021/22 and beyond without the use of reserves.

7.9 Clearly this scale of this challenge will become even more difficult over the period of the Medium Term Financial Plan unless the Government act to improve funding levels for local government.

8. Principles for Delivering a Sustainable Budget

8.1 There is little doubt that RBWM faces considerable financial pressures the only uncertainty is around the scale of the financial pressures.

8.2 All councils are having to make some tough choices around the way they manage their finances in order to remain financially viable.

8.3 The level of RBWM reserves mean that it is likely to face a financial tipping point earlier than many other councils.

- 8.4 This section sets out some key principles that the Council needs to in the short and medium term to manage the financial uncertainty that it faces.

Principle 1 – an adequate level of reserves

- 8.5 RBWM faces considerable financial risks that can have a potentially significant and immediate impact on council finances.
- 8.6 Reserves are currently barely adequate to protect the council from these financial risks as well as potential service risks that it may also face.
- 8.7 The Council should aim to ensure that it has a specific reserve that is sufficient to cover at least two years of the projected budget gap above the minimum level of reserves. This will give it the time to deliver the savings it needs to deliver to close the gap, without having to make changes that potentially can have a damaging impact on service delivery.

Principle 2 – raise council tax in line with Government limits

- 8.8 Council tax contributes to a large share of the council’s budget. The council already faces the potential need to make further reductions to services and scale back investment. This position will only be made more challenging if it does not increase council tax.
- 8.9 The council should therefore commit to increasing council tax in line with the limits set by central government.
- 8.10 The Medium Term financial forecast demonstrates the need to take advantage of any flexibility that the Government offers to increase council tax, if the council is to remain financially viable.

Principle 3 – Optimise income generation.

- 8.11 The Council should continue to look at opportunities to generate income including its property portfolio.
- 8.12 The Council should aim to ensure that its fees and charges keep pace within inflation and are comparable with other neighboring authorities.

Principle 4 – Greater scrutiny of capital investment

8.13 Funding capital investment represents a significant pressure on the revenue budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the investment:-

- (i) meets the councils policy objectives
- (ii) is self-funding
- (iii) delivers a realistic pay back in the case of invest to save schemes

8.14 The council should set a realistic payback principles for all capital investment.

8.15 Over time the council should aim to fund more of its ongoing maintenance and equipment replacement from its revenue budget.

Principle 5 – the council needs to focus on tight financial control of in year budgets and the delivery of savings programmes.

8.16 The Council needs to keep tight control of its spending to ensure that the scale of the financial challenge does not worsen even further. This means that it will need to challenge any new spending pressures at an early stage.

8.17 The Council needs to deliver substantial savings to balance its budget again there needs to be a focus on monitoring and delivering savings in 2020/21.

Principle 6 – the council should keep the level of short term borrowing under review

8.18 In recent years council borrowing has increased substantially to enable the council to invest in the regeneration of the borough and core council services.

8.19 Potentially a lot of this investment can be funded through asset sales, although this can take time. Accordingly the council has a relatively high level of short term borrowing, which exposes it to the risk of interest rate increases.

8.20 The council should keep the level of short term borrowing under review and consider the potential to fix rates in the medium to long term to manage the risk and potential financial impact of interest rate increases.

Principle 7 – Lobby for additional central government funding

- 8.21 The Council should maintain pressure on Central Government to deliver a fairer funding model for RBWM. That provides:-
- (i) Additional grant to support the service pressures that it faces for Children and Adults
 - (ii) Greater flexibility to increase council tax.

9. Closing the Budget Gap

- 9.1 The immediate challenge is to close the budget gap for 2020/21 to enable the council to set a balanced budget for 2020/21.
- 9.2 Considerable work has been carried out to reduce the reliance on reserves to fund the 2020/21 budget.
- 9.3 This will rely on the delivery of substantial savings in excess of £6m in 2020/21.
- A more fundamental review of council spending
- 9.4 Delivering a balanced budget for 2020/21 will bring a level of stability to Council finances but it still needs to act urgently to make more long- term decisions around the way the council will bridge the more significant budget gaps that it faces in the future.
- 9.5 There is considerable uncertainty around the size and scale of future budget gaps and a lot of this will depend on Government funding decisions.
- 9.6 Unfortunately, the Council's financial position and level of reserves does not give it the flexibility to wait until the position on Government funding is clearer. Projections show that 2021/22 will be a key tipping point where the council is at risk of having sufficient reserves to sustain any budget gap that it faces.
- 9.7 While there is always room to be more efficient, RBWM is already a low spending council which constrains it from reducing costs.
- 9.8 On this basis it would be unwise to assume that the projected budget gap could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service.

9.9 Future savings plans will therefore need to focus on:-

- (i) **A review of Children’s and Adult Services Contracts** – this is an area of substantial budget pressure for the council and it needs to reassure itself that this area of spending is effectively managed and look at options to achieve further cost reductions.
- (ii) **A review of managerial and discretionary services.** This means that there is a need to challenge current service provision and consider a range of delivery options and service levels. The council is already implementing a system of vacancy control, which will challenge the need to fill vacancies as and when they arise.
- (iii) **Review of contracts** – the council delivers a large share of its services through third party contracts. This includes a review of existing council contracts to ensure that they provide value for money and that the service level within them is affordable.
- (iv) **A review of delivery options for Children and Adult Social Care.** Given the substantial share of the Council budget that is spent in this area, the Council needs to ensure that the current delivery model is appropriate and whether there are any other viable options that it can pursue.
- (v) **Review of the council property portfolio.** A substantial and increasing share of the Council’s budget is taken up with servicing debt. The Council will need to consider whether it is able to liquidate some of its assets to reduce the heavy burden of debt repayments.

10. Summary and Conclusion

10.1 This strategy sets out a way forward for the Council to make its finances as sustainable as possible in the medium to long term.

10.2 Achieving sustainable finances is not going to be an easy task for the reasons outlined in this report and some tough choices will need to be taken to achieve long term stability.

10.3 In the current financial climate, there are no quick fixes and all councils face considerable financial uncertainty that is beyond their control.

- 10.4 All councils need to have a clear understanding of how that uncertainty can impact on their financial plans and ensure that they protect themselves as far as possible against that uncertainty.
- 10.5 RBWM is likely to face a financial tipping point in 2021/22 when usable reserves may be completely depleted, which places the council at considerable financial risk.
- 10.6 This strategy sets out how best RBWM can manage these risks and start to make its finances as sustainable as they can be in the medium to long term.
- 10.7 The success of this strategy will depend in part on decisions beyond the control of the council in particular Government decisions around future funding and council tax levels

Terry Neaves
Interim s151 officer.

SUMMARY MTFP 2020-21 TO 2023-24

Headline	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
RPI at Sept of year prior to budget year	3.30%	2.40%	2.40%	2.40%	2.40%	2.40%
CPI	2.40%	1.70%	1.70%	1.70%	1.70%	1.70%
Average contract inflation	1.77%	1.43%	1.91%	2.13%	2.13%	2.13%
Total Band D Council Tax %	2.99%	3.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Band D (£.p)	961.33	981.95	1,003.39	1,025.26	1,047.56	1,070.34
ASC Precept Band D (£.p)	74.74	95.46	95.46	95.46	95.46	95.46
Total Band D Council Tax (£.p)	1,036.07	1,077.41	1,098.85	1,120.72	1,143.02	1,165.80

Detail		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Line	Description	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000
<i>Managing Director</i>							
1	Base Budget	71,019	73,007	74,609	75,027	77,686	80,540
2	Inflation	829	888	1,436	1,692	1,954	2,216
3	Service Pressure - Adults	7,471	2,539	750	750	750	750
4	Service Pressure - Childrens		2,672	150	150	150	150
5	Service Pressure - Other		1,222	100			
6	FYE/Rev Effects previous year decisions	131	(1,313)	-	-	-	-
7	Effect of Grants adjustments	-	-	-	-	-	-
8	Use of Better Care Funding(Winter Pressures 19/20)	(476)	-	-	-	-	-
9	Social care 19/20 grant	(814)	-	-	-	-	-
10	Directorate Savings	(4,784)	(4,040)	(2,017)	67	-	-
11	Inter-directorate transfers	(369)	(366)	-	-	-	-
12	Managing Director Total	73,007	74,609	75,027	77,686	80,540	83,656
<i>Communities</i>							
13	Base Budget revised following restructure	3,871	5,448	6,559	6,575	6,593	6,610
14	Inflation	(73)	17	18	18	17	16
15	Service Pressure	2,225	1,643	100	-	-	-
16	FYE/Rev Effects previous year decisions	154	(90)	16	-	-	-
17	Effect of Grants adjustments	-	-	-	-	-	-
18	Directorate Savings	(729)	(1,011)	(118)	-	-	-
19	Inter-directorate transfers	-	551	-	-	-	-
20	Communities Total	5,448	6,559	6,575	6,593	6,610	6,626
<i>Place</i>							
21	Base Budget revised following restructure	2,889	2,701	2,546	2,912	3,106	3,453
22	Inflation	14	(87)	41	194	347	500
23	Service Pressure	10	736	-	-	-	-
24	FYE/Rev Effects previous year decisions	690	(244)	225	-	-	-
25	Effect of Grants adjustments	-	-	-	-	-	-
26	Directorate Savings	(1,271)	(375)	100	-	-	-
27	Inter-directorate transfers	369	(185)	-	-	-	-
28	Place Total	2,701	2,546	2,912	3,106	3,453	3,953
<i>General</i>							
29	General pressures and savings b/f	500	300	2,793	188	(1,366)	(4,973)
30	Pay reward / award	300	-	1,150	1,150	1,150	1,150
31	Reallocation of prior year's pay reward / award	(500)	(300)	-	-	-	-
32	Other pressures including Contingency	-	1,700	750	-	-	-
33	Demographic Growth	-	1,181	-	-	-	-
34	Insurance budget to be allocated to services	-	(88)	(100)	-	-	-
35	Surplus or (savings) required	0	(0)	(4,405)	(2,703)	(4,758)	(3,572)
36	Total Service Expenditure	81,455	86,506	84,702	86,019	85,630	86,840

SUMMARY MTFP 2020-21 TO 2023-24

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CPI	2.40%	1.70%	1.70%	1.70%	1.70%	1.70%
Average contract inflation	1.77%	1.43%	1.91%	2.13%	2.13%	2.13%
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Detail	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Line Description	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000
37 Non Service Costs						
38 Debt Finance cost	5,979	6,010	6,224	6,030	7,339	7,325
39 Interest on Balances	(54)	-	-	-	-	-
40 Revenue Contributions to / (from) Capital	(1,148)	0	0	0	0	0
41 Environment Agency Levy	159	162	165	168	171	174
42 Pensions deficit recovery	4,017	4,217	4,217	4,217	4,517	4,817
43 (From) / to reserves	3,458	(2,218)	-	-	-	-
44 Total Non Service Costs	12,412	8,172	10,606	10,415	12,027	12,316
45 TOTAL BUDGET COST	93,867	94,678	95,308	96,434	97,657	99,156
Support						
46 Business Rate Support	(16,312)	(15,315)	(15,004)	(14,296)	(13,588)	(12,879)
47 Income from NNDR Pilot	-	-	-	-	-	-
48 Revenue Support Grant	-	-	-	-	-	-
49 Parish equalisation grant	63	64	64	64	64	64
50 Transition grant	-	-	-	-	-	-
51 Education Services Grant	(315)	(315)	(315)	(315)	(315)	(315)
52 Other unringfenced Grant	-	(1,687)	(1,687)	(1,687)	(1,687)	(1,687)
53 New Homes Bonus	(2,089)	(2,102)	(284)	(220)	-	-
54 Income from trading companies	(210)	(210)	(210)	(210)	(210)	(210)
55 Collection Fund - Council Tax (Surplus) / Deficit	454	113	(800)	(400)	(400)	(400)
56 Collection Fund - Business Rates (Surplus) / Deficit	(3,545)	1,767	200	-	-	-
57 Business rates deficit provision	-	(1,767)	-	-	-	-
57 Less Special expenses	(1,094)	(1,217)	(1,241)	(1,266)	(1,291)	(1,317)
58 Sub Total Support	(23,048)	(20,669)	(19,278)	(18,330)	(17,427)	(16,745)
59 NET BUDGET REQUIREMENT	70,819	74,008	76,031	78,104	80,230	82,411
60 Council Tax Base (Band D)	68,353	68,691	69,191	69,691	70,191	70,691
61 RBWM Council Tax Band D (£.p)	961.33	981.95	1,003.39	1,025.26	1,047.56	1,070.34
62 ASC Precept Band D (£.p)	74.74	95.46	95.46	95.46	95.46	95.46
63 Total Band D Council Tax (£.p)	1,036.08	1,077.41	1,098.85	1,120.72	1,143.02	1,165.80

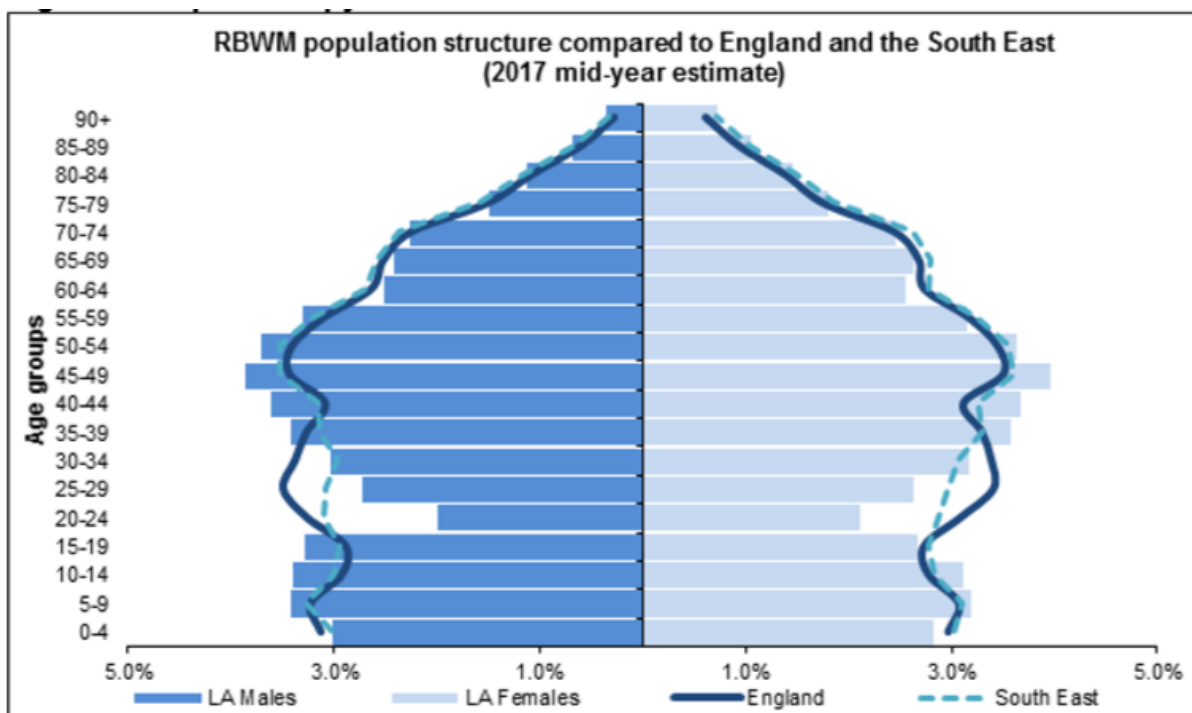
Borough Characteristics (source JSNA 2017, more current data is available at <https://rbwm.berkshireobservatory.co.uk/>)

The Royal Borough of Windsor and Maidenhead is 79 square miles, located in Berkshire at the heart of the Thames Valley, less than 30 miles west of central London. It comprises three main settlements; Ascot, Maidenhead and Windsor, and enjoys a predominantly rural setting, including Green Belt, Crown Estate and National Trust land, with 60 parks and open spaces.

The estimated population of the borough was 150,140 in June 2017, with **** living in Ascot (**), Maidenhead (***) and Windsor (***) . The median age was 41.8, compared to 39.8 in England. The population in the borough continues to age with 18.4% of the population aged 65 and over in 2017. This is similar to the England average figure of 18.0%.

Population Profile

In terms of overall breakdown, the chart below demonstrates that the borough’s population profile is similar to the national picture. However, there are some differing trends when looking at particular age groups. For instance, the borough has a lower proportion of adults aged 20-34 and a higher proportion of adults aged 35-59. There is also a slightly higher than average percentage of school-age children (5-19 years) when compared to the England average.



The Borough is one of the affluent local authorities in the country. Based on Index of Multiple Deprivation 2015, the borough is ranked 306 out of 326 local authorities. Although no wards within the borough fall within the 10% most

Annex B

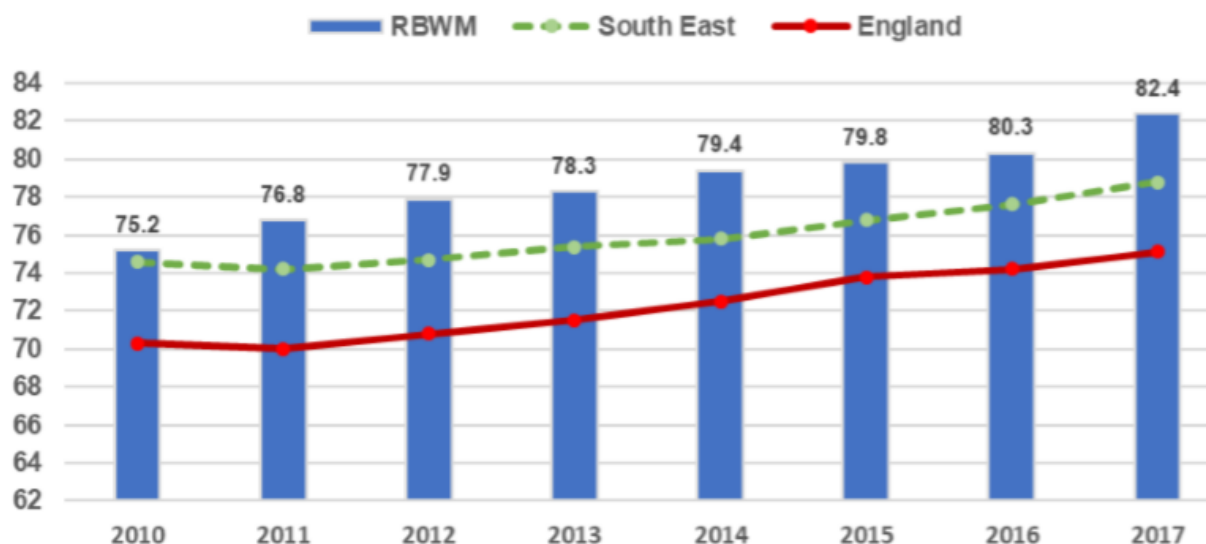
deprived wards nationally, there are areas of relative deprivation, such as Clewer North and Oldfield.

Life expectancy at birth for males is 81.6 and 84.6 for females better than the England average and the South East region.

Employment Profile

The borough has a workforce that is generally more economically active, higher qualified and better paid compared with other regions of the UK. In 2017, 61.1% of the workforce was reported as employed within professional, managerial and/or technical roles.

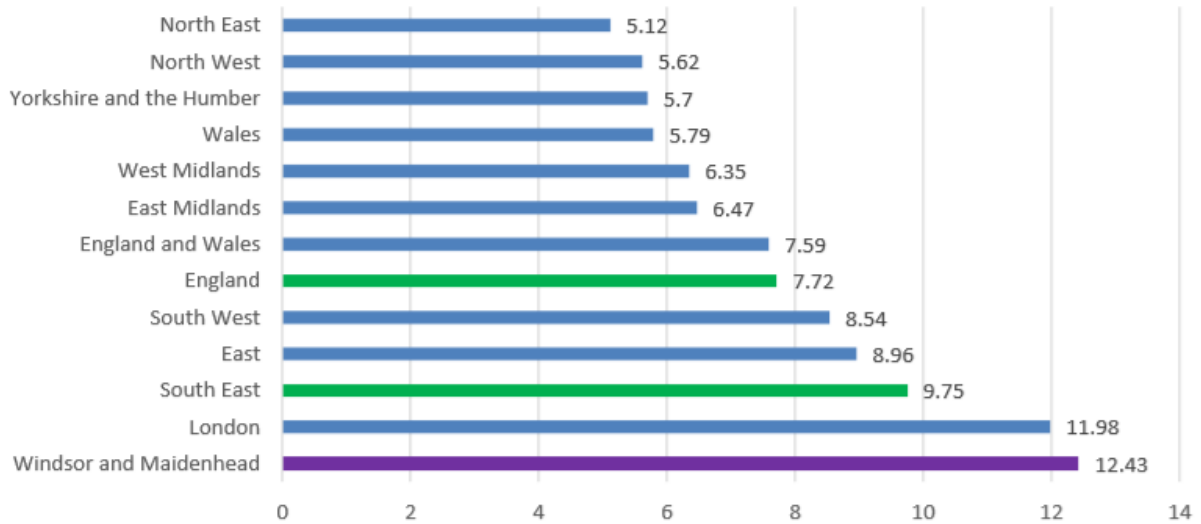
In 2017, 82.4% of people aged 16-64 years old were classed as employed. This was higher than the South East region (78.8%) and England (75.1%) and reflects a broadly upward trend in employment since 2011/12 in the borough.



The borough has over 67,200 domestic dwellings. Housing growth is expected to continue if not accelerate over the coming years. Issues relate to affordability, quality and reducing homelessness which has seen a growth nationally, has also affected the borough.

The median house price in the south east (year ending Sept 2017) was £310,000 and the median annual gross earnings in the south east were £31,644. The ratio of median gross house price to earnings in the south east was, therefore, 9.79. In Windsor and Maidenhead for the same period, the median house price was £485,000, the median annual gross earnings were £39,021 and the ratio of house price to earnings 12.43. This compares to a ratio of 7.72 for England as set out in the chart below.

Ratio of median gross house price to earnings by region

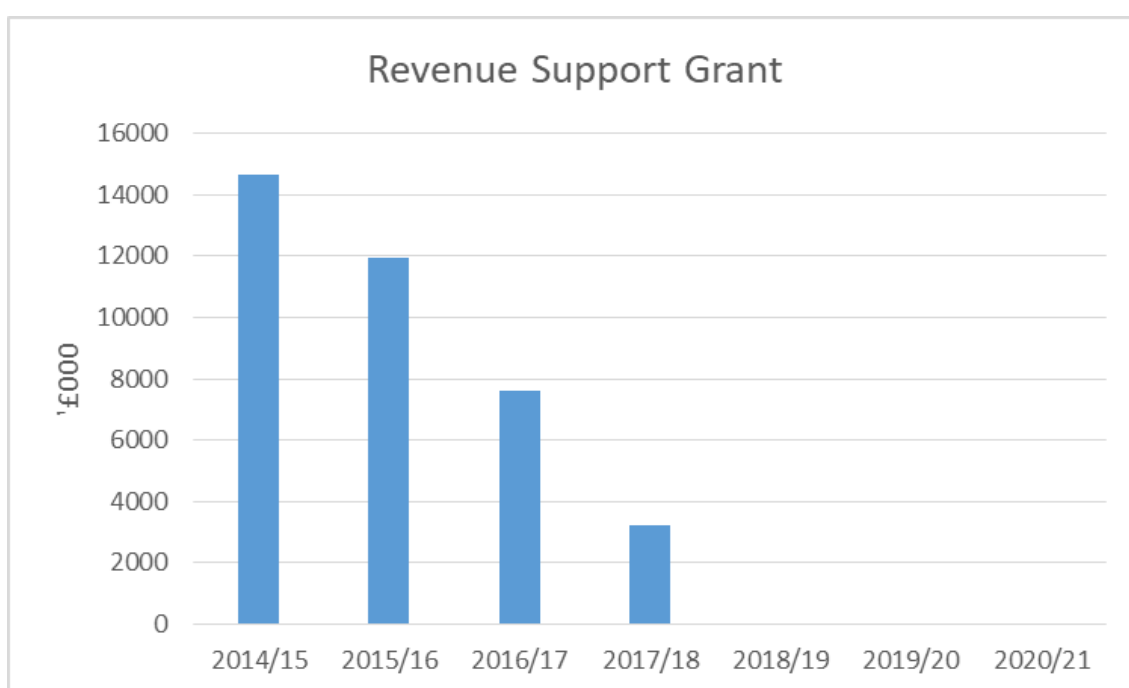


The borough is developing a range of housing options through large regeneration projects including addressing priorities for key workers. This will provide market rent, sub market rent (affordable, social and shared ownership) and provide affordable housing with a priority focus on key workers.

Current Council Budget

The Council's net budget of £93,867k approved in February 2019 comprised £81,455k of service expenditure and £12,412k of non-service expenditure which includes debt charges and repayment of the pension deficit. It was funded mostly from Council Tax of £70,818k, the Council's share of business rates, £19,857k, special expenses of £1,094k and New Homes bonus of £2,089k.

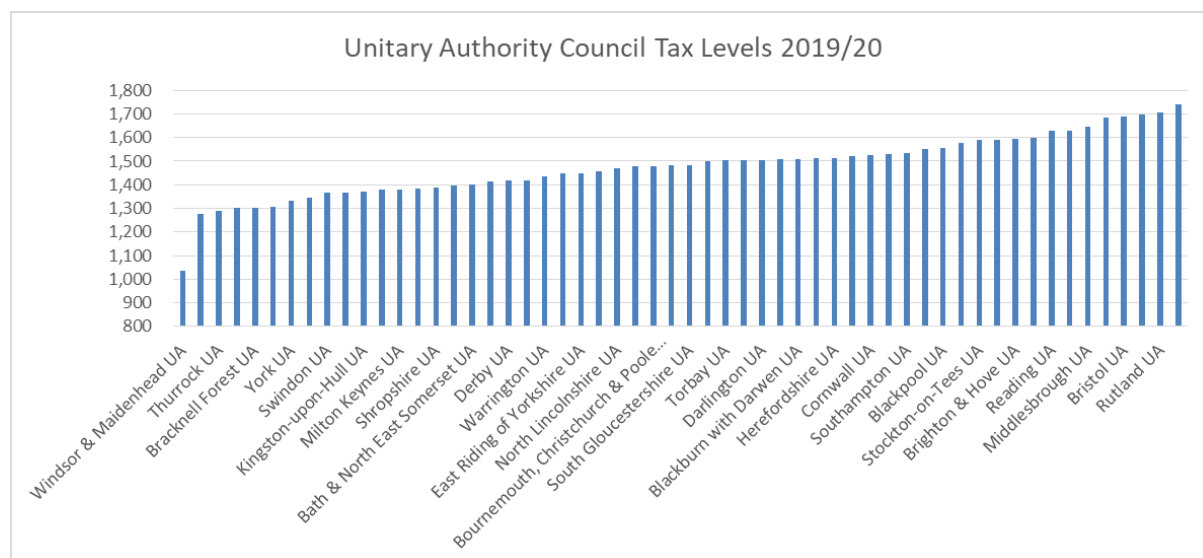
Revenue support grant from government has reduced significantly over the past five years, from £14,640k in 2014/15 to zero in 2018/19 and going forward. Initially this was proposed to be negative in 2019/20 and 2020/21 pending the Fair Funding review. Set out in the chart below:



Together with additional demand and inflation this has meant the Council has had to make significant savings which are becoming more difficult to identify.

Council Tax Levels

Council Tax at £1,036 for a Band D property is the lowest of all single purpose authorities outside of London. A chart comparing all Unitary Councils 2019/20 Council Tax levels is set out below:

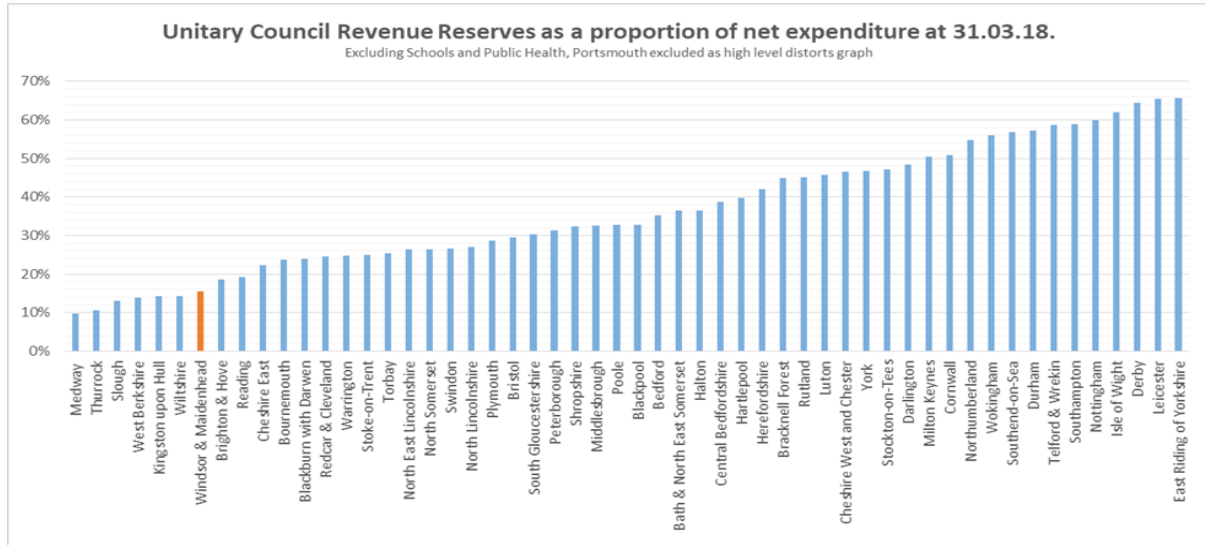


The average Council Tax for all Unitary Councils at Band D in 2019/20 is £1,477, with the highest, Nottingham at £1,739. The Royal Borough's Council Tax level is 30% less than the average and 40% lower than the highest level.

The Council has assumed it will increase Council Tax by the Maximum 2.0% in 2020/21 and a further increase of 2% for the Adult Social Care levy, 4.0% in total to £1,064.81 at Band D, £41.34. This will raise £74,183k for the year. As a comparison is the borough was at average it would be able to increase its Council Tax level by £59.08. So if capping levels remain in place in monetary terms its Council Tax level in monetary terms will fall further below the average. An authority with the same Council Tax based levying average Council Tax could increase its overall income to £107,756k pa, £31,573k more.

The net budget of £94,467k was approved by Council in February 2019, as at the end of August 2019 a projected overspend of £4,179k was forecast, set out in the table below.

Council Reserves



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Revenue Monitoring Statement 2019/20 as at January 2020				
Original Budget	SUMMARY	Revised Budget	Projected Variance	Change on last month
£000		£000	£000	
398	Management	806	0	10
466	Communications & Marketing	475	211	23
1,293	Human Resources	1,201	24	24
1,898	Law & Governance	1,907	50	0
2,101	Commissioning & Support	2,016	40	12
9,826	Commissioning - Communities	10,357	985	300
24,526	AfC Contract - Children's Services	24,524	1,747	217
11,140	AfC Contract - Dedicated Schools Grant	11,140	60	86
(2,546)	Children's Services - Retained	(2,546)	(126)	(164)
53,293	Dedicated Schools Grant - Retained	52,718	(177)	(182)
29,199	Adult Social Care - Optalis Contract	29,976	1,893	(27)
16,335	Adult Social Care - Spend	15,797	229	(51)
(11,725)	Adult Social Care - Income	(11,958)	(1,473)	49
12,728	Better Care Fund	13,287	0	0
4,659	Public Health	4,659	(72)	(72)
(80,585)	Grant Income	(80,570)	117	96
1,143	Finance	1,200	23	0
74,149	Total Managing Director's Directorate	74,989	3,531	321
141	Executive Director of Communities	187	0	0
830	Revenues & Benefits	902	385	235
1,327	Communities, Enforcement & Partnerships	1,680	(20)	(187)
3,150	Library & Resident Services	3,195	86	78
1,351	ICT	1,320	160	(66)
6,799	Total Communities Directorate	7,284	611	60
365	Executive Director of Place	275	(138)	(149)
1,086	Housing	1,085	87	(35)
1,302	Planning Service	1,332	(247)	(127)
(2,546)	Property Service	(2,587)	(202)	(170)
207	Total Place Directorate	105	(500)	(481)
81,155	TOTAL EXPENDITURE	82,378	3,642	(100)

Original Budget	SUMMARY	Revised Budget	Projected Variance
£000		£000	£000
81,155	Total Service Expenditure	82,378	3,642
3,458	Contribution to / (from) Reserves	3,458	0
4,017	Pensions deficit recovery	4,017	0
300	Pay reward	5	0
	Transfer from Provision for Redundancy	(320)	0
	Provision for Business rates deficit	0	1,767
	Release of creditors provision	0	(464)
159	Environment Agency levy	159	0
	Variance on Business Rates income	0	0
4,778	Capital Financing inc Interest Receipts	4,778	(1,537)
93,867	NET REQUIREMENTS	94,475	3,408
(1,094)	Less - Special Expenses	(1,094)	0
0	Transfer to / (from) balances	(608)	(3,408)
92,773	GROSS COUNCIL TAX REQUIREMENT	92,773	0
	General Fund		
	Opening Balance	7,778	
	Contribution to / (from) Reserves	3,458	
	Budget Transfers (from) Balances	(608)	
		<u>10,628</u>	
	Transfers (from) Balances, Variance	(3,408)	
	Budget General Fund Outturn	<u>7,220</u>	

REVENUE BUDGET 2020/21			
	2018/19 Actual	2019/20 Budget	2020/21 Budget
DIRECT COST SUMMARY	£000	£000	£000
Managing Director			
Managing Director	368	310	351
Governance	2,549	2,444	2,688
Total Managing Directors Directorate	2,917	2,754	3,039
Children's Services			
Director of Children's Services	406	(79)	(79)
Children's Services - Achieving for Children Contract	24,328	24,526	25,799
Children's Services - Retained	(2,479)	(2,467)	(2,535)
Dedicated Schools Grant - Achieving for Children Contract	11,583	11,139	11,135
Dedicated Schools Grant - Retained	51,174	53,293	55,175
Dedicated Schools Grant - Income	(62,758)	(64,432)	(66,310)
Total Children's Services Directorate	22,254	21,980	23,185
Adults, Health and Commissioning			
Director of Adults, Health & Commissioning	146	90	162
Commissioning	3,270	1,842	1,776
Commissioning - Infrastructure	8,486	8,769	9,041
Adult Social Care - Optalis Contract	29,490	29,199	30,921
Adult Social Care - Spend	15,966	16,335	17,111
Adult Social Care - Income	(12,033)	(11,725)	(12,634)
Better Care Fund - Spend	12,103	12,728	13,288
Public Health - Spend	4,782	4,658	4,657
Grant & BCF Income	(15,653)	(16,153)	(16,713)
Transformation & Systems	292	301	290
Communications & Marketing	508	367	413
Total Adults, Health & Commissioning Directorate	47,357	46,411	48,312
Resources			
Executive Director of Resources	193	141	210
Revenues, Benefits, Library & Resident Services	4,313	4,104	3,734
Housing Benefit Subsidy	96	(170)	90
Human Resources, Corporate Projects & ICT	3,093	2,644	2,926
Corporate Management & Contingency	142	163	2,805
Finance	974	978	999
Total Resources Directorate	8,811	7,860	10,764
Place			
Executive Director of Place	280	365	245
Housing	2,303	2,037	2,357
Planning Service	1,094	1,302	1,090
Communities	1,005	750	(225)
Infrastructure, Sustainability & Transport	(2,921)	(2,524)	(2,733)
Property Service	416	220	472
Total Place Directorate	2,177	2,150	1,206
TOTAL EXPENDITURE	83,516	81,155	86,506

REVENUE BUDGET 2020/21			
DIRECT COST SUMMARY	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	5	3,458	(2,218)
Increase / (decrease) in provision for redundancy costs	(177)		
Income Resulting from VAT claim	(31)		
Royal Wedding	130		
Increase to provision for bad debt	178		
Variance on Business Rate Income	(4,926)		
Apprentice Levy			0
Estimated cost of pay inflation	(6)	300	
Pensions deficit recovery	3,176	4,017	4,217
Levies-			
Environment Agency	156	159	162
Capital Financing inc Interest Receipts	5,373	4,778	6,010
	<u>5,373</u>	<u>4,778</u>	<u>6,010</u>
NET REQUIREMENTS	87,394	93,867	94,677
Less - Special Expenses	(1,047)	(1,094)	(1,217)
Transfer (from)/ to balances	(1,003)		
GROSS COUNCIL TAX REQUIREMENT	<u>85,344</u>	<u>92,773</u>	<u>93,460</u>
New Homes Bonus	(2,691)	(2,089)	(2,102)
Business Rate Support	(14,095)	(16,312)	(15,315)
Other unringfenced Grant			(1,687)
Estimated income from business rate pilot	(1,272)		
Education services grant	(315)	(315)	(315)
Transition grant			
Income from trading companies	(160)	(210)	(210)
Parish equalisation grant	63	63	64
Collection Fund (Surplus) / Deficit (Business Rates)	2,943	454	
Collection Fund (Surplus) / Deficit (Council Tax)	(1,647)	(3,545)	113
	<u>(17,174)</u>	<u>(21,954)</u>	<u>(19,452)</u>
NET COUNCIL TAX REQUIREMENT	<u>68,170</u>	<u>70,819</u>	<u>74,008</u>
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	67,618	68,353	68,691
RBWM Tax levy (on Band D property)	£ 933.42	£ 961.33	£ 981.95
Adult Social Care precept (on Band D property)	£ 74.74	£ 74.74	£ 95.46
<i>General Fund Balances:</i>			
Working Balance	8,925	7,033	8,739
Transfer to/ (from) General Fund	(1,003)	3,458	(2,218)
	<u><u>7,922</u></u>	<u><u>10,491</u></u>	<u><u>6,521</u></u>

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Growth and Pressures 2020/21

Scrutiny Panel/Description	£000
Adults Childrens and Health	
Children's Services	
Cost of Children's Placements	1,238
Children's employee budgets shortfall, including agency costs	590
Non achievement of children's savings plans now included in 2020/21 budget	356
Legal costs arising from children's complex court cases	223
Childrens services retained reduction in grant for Adoption service	140
Transfer of responsibilities relating to continuing health care services in childrens	125
Adult Social Care	
Care costs for adults with learning disability	896
Residential and nursing care placements	406
Personal budget for homecare and daycare	402
Costs above inflation of block nursing home contracts	329
Loss of eligibility of continuing health care in adult care	155
Care costs for adults with mental health problems	117
Cost of share of the emergency duty team - Adults	75
Adult social care income	68
Additional cost of administering Deprivation of Liberty safeguards	46
Homecare Income	45
Communities	
Temporary Accommodation costs	200
Communities Managed Vacancy factor	119
Tourism reinstate budget saving from 19/20	73
Cemetery Service income shortfall	60
Comms and Marketing posts	60
Full time Ecologist post	43
CCTV	40
Guildhall income shortfall	40
Libraries outreach savings target removal	36
Income from Taxi Licensing	30
Reversed capitalisation of library maintenance posts	30
Community Safety Partnership	28
Statutory Waste analysis	20
Domestic violence fund	16
Openscape	16
Internal IP Phone Communication Recharge	15
Reversal of CLASS saving	15
Income from licensing	12
Burial of the Dead costs for statutory service	10
Make Maidenhead	10
Towage costs	7
Ceremonial wardens	5
Flexible Home Improvement Loan subscription	5
Fixed Penalty Income	5

Corporate	
Contingency	1,700
Adults and Children's Demography	1,181
Housing subsidy debtors	360
Ten Pin bowling site income	237
Building Control and Building Services Shared service	180
Management restructure	178
Pension valuation contribution	130
ICT Reversed capitalisation into revenue for software licences and support charges	116
IT staffing growth bid	115
Finance restructure	100
IT Microsoft Licences	100
Property	88
Communities Directorate Telephony	55
Land Charges Income	50
Cloud hosting charges	40
Mobile phone contracts savings not deliverable	36
Executive Director of Place	11
Registrars Income shortfall	10
Infrastructure	
Parking income shortfall	550
Street Lighting - Energy	140
Highways winter service/gritting	110
Highways fees that were capitalised	100
Total growth and pressures	11,693

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Children and Health	ClIr Carroll	Review of posts in Optalis	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	512	31	31	31	31
Adults Children and Health	ClIr Carroll	Review of posts in commissioning function	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	300	20	20	20	20
Adults Children and Health	ClIr Carroll	Transform youth and early years services to be targeted at the most vulnerable	The delivery of services will be through two Family Hubs, focusing on statutory services and targeted support for vulnerable groups. Subject to the priorities established through consultation, it is expected that there will be no universal services provided on a "drop in" basis.	1,482	450	600	600	600
Adults Children and Health	ClIr Carroll	Optimise the provision of carers services	This is an opportunity to improve the effectiveness of services for carers by joining up provision, providing quality advice and guidance to carers in one place.	826	75	75	75	75
Adults Children and Health	ClIr Carroll	Optimise the delivery of the supported employment service by integration with council-owned services	More effective, efficient and responsive delivery of the supported employment service through joining up with existing Optalis teams. This will include recruiting a full time headcount within Optalis to provide a full service to residents providing greater opportunities to integrate the service in collaboration with local employers. Communication with local employers is already in place, for example, promotion of workplace health by the Lead Member and Director of Public Health.	241	166	166	166	166

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OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Children and Health	Clr Carroll	Deliver befriending service in a new and different way	We will seek to continue to deliver the service through the voluntary sector.	35	35	35	35	35
Adults Children and Health	Clr Carroll	Deliver adult social care transformation programme	This is a key opportunity to deliver improved services for residents of the borough by embedding prevention and promoting community enablement to maximise independence. The programme has been presented to the Health and Wellbeing Board which includes NHS partners and Healthwatch and was unanimously approved and endorsed.	51,192	495	1,700	1,700	1,700
Adults Children and Health	Clr Carroll	Optimise the delivery of the Recovery College	A needs based review has been undertaken which has endorsed the Royal Borough's commitment to deliver the core principles of the Recovery College in partnership with the NHS. Investment and spend on mental health serviced in the NHS is increasing year on year in line with the NHS settlement and the Long Term Plan. The Royal Borough plays an active role in the Integrated Care System, working with NHS partners.	115	35	35	35	35
Adults Children and Health	Clr Carroll	Implement technology enabled care across adult services	Improved provision for residents, maximising the use of recent developments in technology to maximise independence to ensure that people remain in their own homes for as long as possible.	6,600	120	300	300	300
Adults Children and Health	Clr Carroll	Optimise costs of placements for children in the care of the local authority	RBWM has increased capacity and capability within AfC to monitor and track the financial packages of care alongside the social work team through a fortnightly "resource panel". Case level tracking of progress will be shared openly between AfC and RBWM through the commissioning meeting arrangements.	7,945	700	700	700	700

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Children and Health	Clr Carroll	Optimise the delivery of health checks	A review of health checks has been undertaken with the outcome of targeting the service to those in most need, and leveraging the impact of NHS campaigns.	60	10	10	10	10
Adults Children and Health	Clr Carroll	Allocation of Public Health reserve to meet current needs	This maintains Public Health services and optimises use of resources. Public Health England does not encourage Local Authorities to maintain reserves.	88	46	0	0	0
Adults Children and Health	Clr Carroll	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Analysis and best practice in other authorities has shown that moving to online financial assessment improves the process for the benefit of residents, making it more efficient and is in line with the council's digital aspirations.	197	0	70	70	70
Adults Children and Health	Clr Carroll	Remove additional local authority support for school improvement in Academy schools	Academy schools are directly funded by the DFE for school improvement. At the end of December 2019, 94% of all schools are Good or Outstanding with two Academy schools judged Requires Improvement. No schools are currently judged Inadequate.	75	20	20	20	20
Adults Children and Health	Clr Carroll	Recruitment drive to improve Social Worker workforce stability and outcomes	A service-wide Social Worker recruitment drive to run through the final quarter of 2019/20 which seeks to secure at least 5 permanent social workers to deliver savings, reduce reliance upon interim social workers and improve outcomes	420	100	100	100	100
Adults Children and Health	Clr Carroll	Legal savings in Achieving for Children	The legal services contract across Achieving for Children is due to end 31-03-20 and has been recommissioned. The use of a single supplier provides cashable efficiencies and improves delivery of the service.	635	25	25	25	25

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OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Children and Health	Clr Carroll	Operational efficiency within the Achieving for Children finance team	Reduced back office resource as a result of managers becoming more effective in their use of the finance system and self-reporting tools. RBWM finance officers will take over monitoring of capital projects.	25	25	25	25	25
Adults Children and Health	Clr Carroll	Delete a vacant post in the Achieving for Children Management team	Efficiency in Achieving for Children Operational Management Team with continued shared leadership of the Inclusion priority for the Directorate.	110	110	110	110	110
Communities	Clr Cannon	Refocus Community Wardens on problem solving, achieving staff savings	Review and adjust the overall tasking of the Community Wardens to reflect the current priorities of the Council, to reduce the total number of Wardens who will cover all the aspects of the Wardens responsibilities	639	180	200	200	200

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OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
221 Communities	CLlr Rayner	Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	Staffing provision was increased in order to provide the customer facing RBWM services from York House. Moving back into the Library will provide economies of scale, allowing for a reduction in staffing. Encourage more 24/7 digital iteration with the council through its website, providing residents, businesses and visitors with easy access at a time that suits them. This will enable the council to deliver services more efficiently and reduce officer time and cost. Propose reducing library opening hours by 123 per week following detailed analysis of current usage. This includes Sunday opening, alternative delivery in Woodlands Park and Eton (Mobile/Container) and other reductions, subject to public consultation. Reduce Contact Centre operating hours to Monday, Tuesday, Thursday and Friday 9-5 and Wednesday 10-5. This means weekends and evenings (5-7pm) will cease. While it is hoped that staff reductions may be achieved through negotiation with staff these proposals will require a change to contracted hours resulting in staff being put at risk and a redundancy consultation undertaken. Vacancies and reduced casual hours will mitigate some of the impact on staff wherever possible.	2,004	220	265	265	265
Communities	CLlr Cannon	Removal of PCSO funding	New national funding has been awarded to Police Services to increase staffing resources. Discussion with local Police Area Commander commenced November 2019 to remove this LA funding for Policing roles.	74	74	74	74	74
Communities	CLlr Rayner	WAM Get Involved support	This will cease the current SLA with local voluntary coordinators to reduce their role, there will still be scope for those interested in volunteering to be signposted to volunteering opportunities through a single central route via the Borough's revised website Know Your neighbourhood facility. going live later in 2020	45	33	45	45	45

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Communities	CLlr Rayner	STRIVE	Support for new support initiatives, to be provided by local Housing Association and to return focus for support to Department of Work and Pension, and Job Centre Plus, who have the statutory role to support in this area.	8	8	8	8	8
Corporate	CLlr Rayner	Deliver system efficiencies through the new customer relationship management system	Better connectivity of internal systems and ability to configure customer relationship management system in line with business processes.	113	25	50	50	50
Corporate	CLlr Rayner	Review grant payments in line with developing voluntary sector funding strategy	Community Grant funding levels will revert to recent levels prior to the increase introduced through additional revenue funding in addition to capital funding which will be maintained at current levels.	100	100	100	100	100
Corporate	CLlr Rayner	Citizens Advice Bureau grant	CAB provide a cost effective support and engagement with residents who would otherwise be unlikely to engage with the Council at an early stage. Informal notice was given in November 2019 about the intended change in October 2020. This acknowledges additional national Government funding provided direct to CAB's.	124	16	31	31	31
Corporate	CLlr Rayner	Reduce the current grant provision for The Old Court, Windsor from September 2020.	Reduce the grant provided to The Old Court by £17,000 per annum from September 2020. The in-year reduction for 2020/21 would be £8,500	80	9	17	17	17
Corporate	CLlr Rayner	Reduce the current grant provision for Norden Farm from September 2020	Reduce the grant provided to Norden Farm by £33,000 per annum from September 2020. The in-year reduction for 2020/21 would be £16,500	158	17	33	33	33
Corporate	CLlr Rayner	Cease the provision of the GROW service with residents being signposted to alternative forms of assistance.	Residents will be signposted by customer services or the call centre to alternative forms of assistance.	63	64	64	64	64

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	Clr Johnson	Cease support for the One Stop Shop in Datchet	Viability of the OSS may be affected if they are unable to find alternative funding. The organisation has submitted an application to the Grant Panel for consideration.	1	1	1	1	1
Corporate	Clr Rayner	Rationalise the council's current mobile phone usage to reduce operating costs	Optimising the deployment and usage of mobile phones to reduce operating costs	106	10	10	10	10
Corporate	Clr Johnson	Remove budget for individual members to attend conferences/training	Could lead to pressure on service areas to fund member attendance at service area specific conferences/training.	3	3	3	3	3
Corporate	Clr Rayner	Removal of all refreshments from council meetings, member briefings and member training sessions	Saving can only be achieved if all refreshments are ceased for all council meetings/briefings/training sessions.	10	10	10	10	10
Corporate	Clr Johnson	No longer print and distribute Council Tax leaflet with bills	Provide access to the Council Tax leaflet on the council's website, providing efficiency savings and reduced carbon footprint	89	5	5	5	5
Corporate	Clr McWilliams	Optimise use of digital distributing Around the Royal Borough	Through increasing our digital distribution of Around the Royal Borough and orientating away from print, we will contribute to decarbonising the council and ensuring we are more accessible to residents.	59	23	23	23	23
Corporate	Clr Johnson	Empty Properties Relief - reduction	Increase the council tax premium on empty homes to encourage them back into use.	Collection Fund	70	70	70	70
Corporate	Clr Johnson	Review of Council Tax Reduction Scheme Discount levels	Reduce the maximum discount for working age claimants, subject to consultation, from 91.5% to 80% in line with other councils.	Collection Fund	330	330	330	330
Corporate	Clr Johnson	Vacancy Factor/Recruitment Freeze	Hold vacancies to reduce the prospect of making compulsory redundancy for permanent staff in at risk posts.	5,383	100	100	100	100

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24	
Corporate	ClIr Rayner	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers. 2 hour vouchers - £1 per voucher. 4 hour vouchers - £2 per voucher 24 hour voucher - £4 per voucher. Discounts apply to electric vehicles and residents of pensionable age and in receipt of Council Tax reduction.	-	250	250	250	250	
Corporate	ClIr Johnson	Additional Management Fee to Countryside	This would result in additional income through a management fee from Countryside for the St Clouds Way development in addition to the capital receipt. It is subject to approval of the site proposal and signing of the development agreement.	3,995	300	200	200	200	200
Corporate	ClIr Johnson	Post Deletions	Efficiencies across the organisation made up from deleting vacant posts.	5,383	231	231	231	231	231
Infrastructure	ClIr Stimson	Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	A potential reduction in subscriptions may occur and there is an increased risk of contamination of waste streams. Clear messaging and alternatives will be required to minimise the external impact	577	250	250	250	250	250
Infrastructure	ClIr Stimson	Remove free Saturday garden waste collection	The alternative to the free Saturday green waste collection service is to subscribe to the green waste scheme and receive a fortnightly service.	25	25	25	25	25	25
Infrastructure	ClIr Cannon	Remove Advantage Card discounts for parking.	A comprehensive review of the tariffs and a post-installation review of parking machines has identified a complicated tariff structure across the parking estate. Removing discounted tariffs will offer equality of provision across the borough whilst retaining the technology to offer targeted / seasonal discounts.	7,813	650	650	650	650	650

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OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24

225

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Infrastructure	CLlr Cannon	Advertising on car park tickets/car parks	Research with other authorities have shown that income potential through advertising on the parking estate is possible. Initial proposals have been developed and are being pursued.	-	30	30	30	30
Infrastructure	CLlr Cannon	Parking season ticket income	Inflationary increase on season tickets. There is a risk that some businesses and/or individuals may choose not to renew as a result of the increased charge.	1,248	50	50	50	50
Infrastructure	CLlr Clark	Review and optimise the number of subsidised bus routes	The council currently subsidises a network of bus routes, to supplement the commercial network (for example: weekend, evening and areas of low patronage) at a cost of approximately £850k per annum. A comprehensive review will be undertaken to evaluate usage patterns; reasons for travel and identify alternative options to deliver a more efficient network. Alternative models which are 'greener'; support the climate change agenda and minimise the impact on users will be sought.	800	100	200	200	200
Infrastructure	CLlr Clark	Traffic signal costs - capital spend	Service standards will remain unchanged.	65	65	65	65	65
Infrastructure	CLlr Clark	Efficiency saving from traffic counter machines	New contract with neighbouring councils will generate efficiency savings in the cost of traffic counter machines.	41	15	15	15	15
Infrastructure	CLlr Clark	Concessionary Fares	The concessionary fares scheme will be altered to align with the statutory requirements. Free travel will be available from 09.30 rather than unlimited as at present. This aligns with other areas, reduces congestion and increases capacity for commuters on peak time bus services.	1,169	100	100	100	100
				£000	£000	£000	£000	£000

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
			TOTAL		5,826	7,527	7,527	7,527
			Collection fund savings		400	400	400	400
			TOTAL SAVINGS EXCLUDING COLLECTION FUND		5,426	7,127	7,127	7,127

NATIONAL NON-DOMESTIC RATES RETURN - NDR1**2020-21**

Please e-mail to: nndr.statistics@communities.gov.uk by no later than 31 January 2020.
In addition, a certified copy of the form should be returned by no later than **31 January 2020** to the same email address

All figures must be entered in whole £.

If you are content with your answers please return this form to MHCLG as soon as possible

Select your local authority's name from this list:

Authority Name
E-code
Local authority contact name
Local authority contact number
Local authority e-mail address

Windsor and Maidenhead UA
E0305
Carol Noctor-Greenham
01628 796418
carol.noctor@rbwm.gov.uk

Ver 1.2

PART 1A: NON-DOMESTIC RATING INCOME**COLLECTIBLE RATES**

1. Net amount receivable from rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs and accounting adjustments **£ 90,801,068**

TRANSITIONAL PROTECTION PAYMENTS

2. Sums due to the authority **0**

3. Sums due from the authority **468,422**

COST OF COLLECTION (See Note A)

4. Cost of collection formula **236,763**

5. Legal costs **0**

6. Allowance for cost of collection **236,763**

SPECIAL AUTHORITY DEDUCTIONS

7. City of London Offset : Not applicable for your authority **0**

DISREGARDED AMOUNTS

8. Amounts retained in respect of Designated Areas **0**

9. Amounts retained in respect of Renewable Energy Schemes (see Note B) **16,748**

of which:

10. sums retained by billing authority **16,748**

11. sums retained by major precepting authority **0**

12. Amounts retained in respect of Shale Oil and Gas Sites Schemes (see Note C) **0**

NON-DOMESTIC RATING INCOME

13. Line 1 plus line 2, minus lines 3, 6 - 9 and 12 **90,079,135**

NATIONAL NON-DOMESTIC RATES RETURN - NDR1
2020-21

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Local Authority : Windsor and Maidenhead UA

Ver 1.2

PART 1B: PAYMENTS

This page is for information only; please do not amend any of the figures
The payments to be made, during the course of 2020-21 to:

- i) the Secretary of State in accordance with Regulation 4 of the Non-Domestic Rating (Rates Retention) Regulations 2013;
 - ii) major precepting authorities in accordance with Regulations 5, 6 and 7; and to be
 - iii) transferred by the billing authority from its Collection Fund to its General Fund,
- are set out below

	Column 1 Central Government	Column 2 Windsor and Maidenhead UA	Column 3	Column 4 Berkshire Fire Authority	Column 5 Total
Retained NDR shares					
14. % of non-domestic rating income to be allocated to each authority in 2020-21	£ 50%	£ 49%	£ 0%	£ 1%	£ 100%
Non-Domestic Rating Income for 2020-21					
15. Non-domestic rating income from rates retention scheme	45,039,568	44,138,776	0	900,791	90,079,135
16. (less) deductions from central share	0	0	0	0	0
17 TOTAL:	45,039,568	44,138,776	0	900,791	90,079,135
Other Income for 2020-21					
18. add: cost of collection allowance		236,763			236,763
19. add: amounts retained in respect of Designated Areas		0			0
20. add: amounts retained in respect of renewable energy schemes		16,748	0		16,748
21. add: amounts retained in respect of Shale oil and gas sites schemes		0	0	0	0
22. add: qualifying relief in Designated Areas		0	0	0	0
23. add: City of London Offset		0			0
24. add: additional growth retained in Additional Growth Pilots		0	0	0	0
25. add: in respect of Port of Bristol hereditament		0			0
Estimated Surplus/Deficit on Collection Fund					
	£	£	£	£	£
<u>Percentages to be used to distribute the collection fund surplus/deficit</u>					
26. % for distribution of "in-year" surplus/deficit (ie 2019-20)	25%	74%	0%	1%	100%
26a. "In-year" surplus (positive) /deficit (negative)	-398,020	-1,178,138	0	-15,921	-1,592,079
27. % for distribution of "prior-year" surplus/deficit (ie 2018-19)	0%	99%	0%	1%	100%
27a. "Prior-year" surplus (positive) / deficit (negative)	0	-1,242,401	0	-12,550	-1,254,951
28. Estimated Surplus/Deficit at end of 2019-20	-398,020	-2,420,539	0	-28,471	-2,847,030
TOTAL FOR THE YEAR					
29. Total amount due to authorities	£ 44,641,548	£ 41,971,748	£ 0	£ 872,320	£ 87,485,616

**NATIONAL NON-DOMESTIC RATES RETURN - NDR1
2020-21**

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Local Authority : Windsor and Maidenhead UA

Ver 1.2

PART 1C: SECTION 31 GRANT (See Note D)

This page is for information only; please do not amend any of the figures

Estimated sums due from Government via Section 31 grant, to compensate authorities for the cost of changes to the business rates system announced in the 2013 to 2016 Autumn Statements and 2017 (March and November), 2018 (October) Budgets

	Column 2 Windsor and Maidenhead UA	Column 3	Column 4 Berkshire Fire Authority	Column 5 Total
	£	£	£	£
Multiplier Cap				
30. Cost of cap on 2014-15, 2015-16 and post-2018-19 small business rates multipliers	1,769,760	0	36,104	1,805,864
Small Business Rate Relief				
31. Cost of doubling SBRR & threshold changes for 2020-21	1,488,400	0	30,376	1,518,776
31a. Additional compensation for loss of supplementary multiplier income	188,547	0	3,848	192,395
32. Cost to authorities of maintaining relief on "first" property	0	0	0	0
Rural Rate Relief				
33. Cost to authorities of providing 100% rural rate relief	3,097	0	63	3,160
Supporting Small Businesses Relief				
34. Cost to authorities of providing relief	4,901	0	100	5,001
Discretionary Scheme				
35. Cost to authorities of providing relief	10	0	0	10
Designated Areas qualifying relief in 100% pilot areas				
36. Cost to authorities of providing relief	0	0	0	0
Telecoms Relief				
37. Cost to authorities of providing relief	0	0	0	0
Retail discount				
38. Cost to authorities of providing relief	1,108,204	0	22,616	1,130,820
TOTAL FOR THE YEAR				
39. Amount of Section 31 grant due to authorities to compensate for reliefs	4,562,919	0	93,107	4,656,026

NB To determine the amount of S31 grant due to it, the authority will have to add / deduct from the amount shown in line 39, a sum to reflect the adjustment to tariffs / top-ups in respect of the multiplier cap (See notes for Line 39)

Certificate of Chief Financial Officer / Section 151 Officer

NDR1 2020-21

I confirm that the entries in this form are the best I can make on the information available to me and amounts are calculated in accordance with regulations made under Schedule 7B to the Local Government Act 1988. I also confirm that the authority has acted diligently in relation to the collection of non-domestic rates.

Name of Chief Financial Officer
or Section 151 Officer :

RUTH WATKINS

Signature :



Date :

4/2/2020

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Allocation of the Dedicated Schools Grant 2020-21

- 1 Background:
 - 1.1 The dedicated Schools Grant (DSG) funds both maintained schools and academies and is ring fenced for schools & pupil activity as defined by the School and Early years Finance (England) Regulations. The grant is notionally split between four funding blocks: Schools, central school services, early years, and high needs. Its use is split between the:
 - Individual School's Budget (ISB) or delegated budget. This is the funding that is passed directly to schools and is mainly formula driven, and
 - The Centrally Retained School's Budget (non-delegated budget).
 - 1.2 There is limited flexibility for Local Authorities to transfer funding between the four blocks, but it cannot be used for other purposes. The Education and Skills Funding Agency have the limited the movement of funds from the Schools Block to 0.5% of the total Schools Block allocation, but only with the agreement of the Schools Forum after having consulting with all schools.
 - 1.3 Overspends on the DSG are carried forward and a first call on the subsequent year's allocations. Underspends are carried forward to support the future year's school's budget. Monitoring the outturn position is therefore necessary to inform the new financial year's budget position.
 - 1.4 The Authority has a responsibility to ensure that the DSG is deployed in accordance with the conditions of grant and the School and Early Years Finance (England) Regulations. The arrangements for 2020-21 are detailed by the Education and Skills Funding agency (ESFA) "Schools operational guide 2020 to 2021" published December 2019, the "High needs funding 2020 to 2021 operational guide" published October 2019 and the "Early Years operational guide 2020 to 2021 operational guide" published December 2019.
 - 1.5 From 2019-20 onwards, EFSA will require a report from any LA that has accumulative DSG deficit of more than 1% as at 31 March each year, to explain how it plans to bring the DSG account back into balance.
 - 1.6 Schools Forum is consulted on all aspects of the DSG and have termly meetings with council officers. All reports and minutes are published on the [council website](#) .

2 DSG Allocations for 2020-21 Financial Year.

2.2 The latest DSG allocations for 2020-21 were published by the Government on 19th December 2019. Table 1 provides a summary.

Table 1 DSG Allocations by Block.

Dedicated Schools Grant	2020-21 Provisional Settlement Autumn 2019	2020-21 19 th Dec 2019 Notification	2019-20 Final Settlement	Change in Funding Between Years
DSG Block Funding allocations	£'000s	£'000s	£'000s	£'000s
High Needs Block	21,911	21,992	20,394	1,598
Indicative Early Years Block	9,547	9,697	9,547	150
Central Services Block	1,058	1,073	1,133	(60)
Schools Block – Growth Fund	952	954	846	108
Schools Block – Delegated Formula funding (Gross)	89,007	90,808	85,311	5,497
Gross Grant Estimate	122,475	124,524	117,231	7,293
High Needs – Direct Funding	(2,241)	(2,330)	(2,054)	(276)
Schools Block – Academy School Recoupment	(53,924)	(55,968)	(51,320)	(4,648)
Net LA Grant Estimate	66,310	66,226	63,857	2,369

2.3 The council budget for 2020-21 reflects a DSG estimate per block based on the autumn 2019 provisional DSG allocations received by local authorities. The update funding will be reflected in the council budget working estimates in April 2020.

2.5 The allocations for the Schools and central block are now final. A small proportion of the High needs block is subject to change by the ESFA and will be confirmed in March. An estimate has been included for the direct funding element. The local authority will receive a revised in year estimate for the Early years block and this will not be finalised until July 2021, to reflect the 7/12ths revised allocation based on the January 2020 early years providers Census data.

2.6 Updated block allocations are reported to the Schools Forum at the Termly meetings, along with the latest budget monitoring forecasts.

3. DSG Reserves

- 3.1 At the Schools Forum meetings the monitoring reports state the latest projected estimate for the DSG general and earmarked reserves. The table below lists the total General and Earmarked Reserves for the DSG from 2015-16 to 2019-20.

Table 2 DSG General & Earmarked Accumulative Reserves.

Year End DSG Reserves	£'000s	Surplus / deficit
2015-16	737	Surplus
2016-17	(398)	Deficit
2017-18	(980)	Deficit
2018-19	(783)	Deficit
2019-20 Forecast	(666)	Deficit

- 3.2 The DSG has been in deficit for a number of years, due to spending pressures in the high needs block in relation to increasing numbers of pupils receiving Education Health & Care Plans (EHCPs), increasing complex needs, and increasing costs of provision, particularly those outside the local authority.
- 3.3 Year end block underspends for Early Years and Central Services have in recent years been used to offset high needs block overspends and reduce the accumulative deficit on the DSG.
- 3.4 In 2017-18 block transfer was agreed by the Schools forum allowing £416,000 to be deducted from School budgets and transferred to High Needs to enable a project to be run for the prevention of exclusions. The long term outcome is hoped to reduce the cost of Alternative Provision and placements funded from the High Needs Block.
- 3.5 The council's DSG deficit reserves are currently below 1% of the total DSG funding.

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Justification of level of reserves

	Potential Cost £000	Risk	Average Risk £000
Economic risks			
Inflation increases in excess of Medium Term Financial Plan	500	20%	100
Lower than expected NNDR collection	2,000	50%	1,000
Lower than expected Council Tax collection by 1%	700	25%	175
Short-term interest rates increase to 2.5%	1,000	20%	200
Environmental risks			
Emergency/Disaster Relief such as major flooding (up to the level above which government grant would be received under the Bellwin Formula)	250	25%	63
Regulatory risks			
Major planning inquiry	500	50%	250
Borough Local Plan not delivered	500	25%	125
Major data breach	500	25%	125
Savings risks			
Inability to implement fully £5.8m of savings by 30% - Risk above £1.3m contingency	440	30%	132
Impact of Service Increases			
Council owned companies or major contractors fail to deliver as per contract	2,000	25%	500
Significant Safeguarding Issues	2,000	25%	500
Withdrawal of PCT funding for Continuing Health care	800	25%	200
Adult Services - Better Care Fund - hospital admissions target missed	500	25%	125
Homelessness - cost of temporary accommodation	500	25%	125
Adult Care Pressures	2,000	25%	500
Housing Benefit Overpayment Recovery Shortfall	500	25%	125
Total of potential risks (unlikely all to coincide)	14,690		
Total Average Risk in Single Year			4,245
Minimum level of reserves - Provide for 18 months to enable corrective action			6,370

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Council Plan for Transformation and use of Flexible Capital Receipts

The Royal Borough of Windsor and Maidenhead is an innovative council that has a history of transforming the way that it delivers services to meet the needs of local residents.

More recently the Council has had to transform to enable it to continue to deliver important services within ever tighter financial constraints. This continues to be the case and the Council is determined that it will look at further ways to transform and innovate so that it can continue to create opportunities for its residents and protect the most vulnerable in the borough.

The Council intends to achieve this by

- **Taking a Commercial Approach** to the way it operates and look at ways to generate income to contribute towards the cost of the services that it provides. This includes exploring ways to generate alternative income by making the best use of its assets.
- **Maximising the use of Technology** – the Council knows that it must continue to look at alternative more cost-effective ways of delivering services. Technology is playing a big part in helping many businesses to become more efficient and the Council intends to learn from this.
- **Reduce our Carbon Footprint** – the Council is committed to reducing its Carbon Footprint and promote reductions across the Royal Borough. This will shape key Council plans in the future.
- **Listen to Residents and Partners** – the Council will always be guided by the priorities of its residents. It wants to work with partners to deliver the best possible outcomes for its residents.

Above all the Council is committed to delivering sustainable council finances that mean that it has already had to take tough decisions to make its current budget more sustainable.

Just like many other Councils the Royal Borough needs to deliver significant savings to become financially sustainable in the medium and long term. In order to do this it must invest in change and the transformation of service delivery to facilitate service improvement.

The budget for 2019/20 and the budget for 2020/21 and the Medium Term Financial Strategy all include significant savings initiatives that have associated costs, both in terms of project management and staff severance costs.

The Medium Term Financial Strategy, Appendix A of this report sets out the need to identify in the region of £23m of ongoing savings by 2024/25. £6m of these savings have been included in the 2020/21 budget.

This appendix sets out the estimated costs of delivering these plans and its plans for the use of flexible capital receipts in 2019/20 and 2020/21.

Ordinarily the cost of delivering savings and service improvements would not be eligible to be capitalised. However, to assist local authorities in investing in long term efficiency and improvement initiatives, the Minister for Housing Communities & Local Government (MHCLG) issued [Guidance](#) in March 2016 (subsequently [updated](#) in February 2018) which gave local authorities the freedom to use qualifying capital receipts from the sale of their own assets to help fund the revenue costs of transformation projects and savings delivery. Specifically the Guidance requires that expenditure:

- is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners;
- is properly incurred for the financial years that begin on 1 April 2016, 1 April 2017, 1 April 2018, 1 April 2019, 1 April 2020 and 1 April 2021; and
- that expenditure treated as capital expenditure in accordance with it is only to be met from capital receipts.

Although set-up and implementation costs of any new processes or arrangements can be classified as qualifying expenditure, the ongoing revenue costs of the new processes or arrangements are excluded. Failure to comply with the conditions of the Direction could result in such expenditure having to be charged back to the revenue budget.

An important feature of this flexibility requires the Council to demonstrate the highest standards of accountability and transparency, and each individual project that will be funded or part-funded through capital receipts flexibility must be disclosed and approved by full Council.

The Council is well advanced in delivering its savings but the transformation programme itself will be more fully developed and reported on in 2020/21. Council are requested to approve the following funds committed to in delivering the 2019/20 and 2020/21 budgets.

Delivery Fund

	2019/20 £000	2020/21 £000	Total £000
Staff Severance Costs	500	500	1,000
Project Costs	200	500	700
Total	700	1,000	1,700

Project costs will be fully broken down through the new reporting structure. In 2019/20 these include the Adult Care Transformation Programme, the Transformation of Youth and Early Years services, Adult Care and Children's Social Care Review of Commissioning and the Development of the Council's overall Transformation programme.

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BUDGET 2020/21**RECOMMENDATIONS**

The Council is required, by law, to make some of its resolutions regarding the budget and the setting of Council Tax in a prescribed format. Due to their technical nature, a short explanation is included in italics under each part of the resolution. It is important to ensure that all the necessary areas are covered and Council is asked, therefore, to make resolutions in the form set out below:-

- a) i) That the revenue estimates for 2020/21, which show the direct costs as set out in Appendix C, together with the approved estimates for 2019/20 be confirmed (or amended) for inclusion in the Budget Book.
- ii) and that following approval of these estimates the Head of Finance be instructed to allocate overheads across all services, using appropriate methods of apportionment, in order that the estimates conform to the Best Value Accounting Code of Practice requirement to show full costs of services.
- c) Calculate that the Council Tax requirement for the Council's own purposes for 2020/21 (excluding Parish precepts) is £74,008,035.
- d) That the following amounts be calculated for the year 2020/21 in accordance with Sections 31 to 36 of the Act:
- i) £96,253,840
being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
(Explanatory Note: This is the net expenditure of the Council (including parish precepts, Adult Social Care precept and Special Expenses)
- ii) £19,452,000
being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
(Explanatory Note: This figure includes the Revenue Support Grant, other non-specific grants, and Business Rate income due to the Council from the Government Exchequer together with any surplus on the Council's Collection Fund.)
- iii) £76,801,840
being the amount by which the aggregate at (e) (i) above exceeds the aggregate at (e) (ii) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act).
(Explanatory Note: This is the council tax requirement of the Council (including parish precepts, Adult Social Care precept and Special Expenses)
- iv) £1,118.08
being the amount at (e) (iii) above (Item R), all divided by Item T ((c) (i) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
(Explanatory Note: This figure is the average Band D Council Tax including Parish Precepts, Adult Social Care precept and Special Expenses.)
- v) £9,351,048
being the aggregate amount of all special items (Precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix F).
(Explanatory Note: This figure is the aggregate of Parish Precepts, Adult Social Care precept and Special Expenses.)

vi) £1,077.41

being the amount at (e) (iv) above less the result given by dividing the amount at (e) (v) above by Item T (c) (i) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special expense relates.
(Explanatory Note: This figure is the Band D Council Tax excluding Parish Precepts, and Special Expenses.)

- e) To note that the Thames Valley Police and Crime Commissioner and the Berkshire Fire and Rescue Authority have issued or will shortly issue precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table in appendix L.
- f) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix L1 as the amounts of Council Tax for 2020/21 for each part of its area and for each of the categories of dwellings.
- g) Determine whether the Council's basic amount of Council Tax for 2020/21 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

The following table shows the 2020/21 Council Tax for each Parish:-

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (incl. Fire & Police) (c)								
Royal Borough of Windsor & Maidenhead (incl Adult Social Care Precept)	718.27	837.99	957.70	1,077.41	1,316.83	1,556.26	1,795.68	2,154.82
Police and Crime Commissioner for Thames Valley	144.19	168.22	192.25	216.28	264.34	312.40	360.47	432.56
Royal Berkshire Fire Authority	45.07	52.58	60.09	67.60	82.62	97.65	112.67	135.20
<i>Parishes</i>								
Bisham (a)	28.05	32.72	37.40	42.07	51.42	60.77	70.12	84.14
(b)	746.32	870.71	995.10	1,119.48	1,368.25	1,617.03	1,865.80	2,238.96
(c)	935.58	1,091.51	1,247.44	1,403.36	1,715.21	2,027.08	2,338.94	2,806.72
Bray (a)	25.98	30.31	34.64	38.97	47.63	56.29	64.95	77.93
(b)	744.25	868.30	992.34	1,116.38	1,364.46	1,612.55	1,860.63	2,232.75
(c)	933.51	1,089.10	1,244.68	1,400.26	1,711.42	2,022.60	2,333.77	2,800.51
Cookham (a)	27.91	32.56	37.21	41.86	51.16	60.46	69.76	83.71
(b)	746.18	870.55	994.91	1,119.27	1,367.99	1,616.72	1,865.44	2,238.53
(c)	935.44	1,091.35	1,247.25	1,403.15	1,714.95	2,026.77	2,338.58	2,806.29
Cox Green (a)	32.89	38.37	43.85	49.33	60.29	71.25	82.22	98.66
(b)	751.16	876.36	1,001.55	1,126.74	1,377.12	1,627.51	1,877.90	2,253.48
(c)	940.42	1,097.16	1,253.89	1,410.62	1,724.08	2,037.56	2,351.04	2,821.24
Datchet (a)	42.47	49.54	56.62	63.70	77.86	92.01	106.17	127.40
(b)	760.74	887.53	1,014.32	1,141.11	1,394.69	1,648.27	1,901.85	2,282.22
(c)	950.00	1,108.33	1,266.66	1,424.99	1,741.65	2,058.32	2,374.99	2,849.98
Eton (a)	34.68	40.46	46.24	52.02	63.58	75.14	86.69	104.03
(b)	752.95	878.45	1,003.94	1,129.43	1,380.41	1,631.40	1,882.37	2,258.85
(c)	942.21	1,099.25	1,256.28	1,413.31	1,727.37	2,041.45	2,355.51	2,826.61
Horton (a)	48.45	56.52	64.60	72.67	88.82	104.97	121.12	145.35
(b)	766.72	894.51	1,022.30	1,150.08	1,405.65	1,661.23	1,916.80	2,300.17
(c)	955.98	1,115.31	1,274.64	1,433.96	1,752.61	2,071.28	2,389.94	2,867.93
Hurley (a)	25.41	29.64	33.88	38.11	46.58	55.05	63.52	76.22
(b)	743.68	867.63	991.58	1,115.52	1,363.41	1,611.31	1,859.20	2,231.04
(c)	932.94	1,088.43	1,243.92	1,399.40	1,710.37	2,021.36	2,332.34	2,798.80
Old Windsor (a)	44.52	51.94	59.36	66.78	81.62	96.46	111.30	133.56
(b)	762.79	889.93	1,017.06	1,144.19	1,398.45	1,652.72	1,906.98	2,288.38
(c)	952.05	1,110.73	1,269.40	1,428.07	1,745.41	2,062.77	2,380.12	2,856.14

PARISH COUNCIL TAX

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (incl. Fire & Police) (c)								
Shottesbrooke (a)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
(b)	718.27	837.99	957.70	1,077.41	1,316.83	1,556.26	1,795.68	2,154.82
(c)	907.53	1,058.79	1,210.04	1,361.29	1,663.79	1,966.31	2,268.82	2,722.58
Sunningdale (a)	37.01	43.17	49.34	55.51	67.84	80.18	92.51	111.02
(b)	755.28	881.16	1,007.04	1,132.92	1,384.67	1,636.44	1,888.19	2,265.84
(c)	944.54	1,101.96	1,259.38	1,416.80	1,731.63	2,046.49	2,361.33	2,833.60
Sunninghill & Ascot (a)	20.67	24.11	27.56	31.00	37.89	44.78	51.67	62.00
(b)	738.94	862.10	985.26	1,108.41	1,354.72	1,601.04	1,847.35	2,216.82
(c)	928.20	1,082.90	1,237.60	1,392.29	1,701.68	2,011.09	2,320.49	2,784.58
Waltham St. Lawrence (a)	24.05	28.05	32.06	36.07	44.09	52.10	60.12	72.14
(b)	742.32	866.04	989.76	1,113.48	1,360.92	1,608.36	1,855.80	2,226.96
(c)	931.58	1,086.84	1,242.10	1,397.36	1,707.88	2,018.41	2,328.94	2,794.72
White Waltham (a)	66.49	77.57	88.66	99.74	121.90	144.06	166.23	199.47
(b)	784.76	915.56	1,046.36	1,177.15	1,438.73	1,700.32	1,961.91	2,354.29
(c)	974.02	1,136.36	1,298.70	1,461.03	1,785.69	2,110.37	2,435.05	2,922.05
Wraysbury (a)	26.43	30.84	35.24	39.65	48.46	57.27	66.08	79.30
(b)	744.70	868.83	992.94	1,117.06	1,365.29	1,613.53	1,861.76	2,234.12
(c)	933.96	1,089.63	1,245.28	1,400.94	1,712.25	2,023.58	2,334.90	2,801.88
Unparished Areas (a)	22.87	26.69	30.50	34.31	41.93	49.56	57.18	68.62
(b)	741.14	864.68	988.20	1,111.72	1,358.76	1,605.82	1,852.86	2,223.44
(c)	930.40	1,085.48	1,240.54	1,395.60	1,705.72	2,015.87	2,326.00	2,791.20

Parish Precepts compared to last year.

Parish	2019/20			2020/21			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
Bisham	743.03	25,702	34.59	740.12	31,139	42.07	21.6%
Bray	4,215.39	156,796	37.20	4,400.09	171,460	38.97	4.8%
Cookham	2,949.74	91,975	31.18	2,961.79	123,973	41.86	34.3%
Cox Green	3,091.23	146,909	47.52	3,047.57	150,341	49.33	3.8%
Datchet	2,233.96	142,818	63.93	2,242.14	142,818	63.70	-0.4%
Eton	1,815.81	78,168	43.05	1,819.55	94,647	52.02	20.8%
Horton	465.87	25,430	54.59	461.73	33,556	72.67	33.1%
Hurley	1,011.06	35,124	34.74	1,006.31	38,351	38.11	9.7%
Old Windsor	2,412.96	153,500	63.61	2,403.26	160,500	66.78	5.0%
Shottesbrooke	73.73	0.00	0.00	80.97	0.00	0.00	0.0%
Sunningdale	3,451.10	184,214	53.38	3,465.80	192,379	55.51	4.0%
Sunninghill & Ascot	6,528.63	171,507	26.27	6,506.19	201,690	31.00	18.0%
Waltham St. Lawrence	668.39	24,500	36.66	679.24	24,500	36.07	-1.6%
White Waltham	1,264.64	128,605	101.69	1,270.21	126,687	99.74	-1.9%
Wraysbury	2,147.06	81,700	38.05	2,138.78	84,800	39.65	4.2%
Unparished Areas	35,280.22	1,094,294	31.02	35,467.21	1,216,965	34.31	10.61%
TOTAL / AVERAGE	68,352.82	96,463	43.59	68,690.96	105,123	47.61	9.2%

RBWM and Major Preceptors compared to last year.

	2019/20	2020/21	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
Royal Borough of Windsor & Maidenhead (incl. Adult Social Care precept)	1,036.07	1,077.41	3.99%
Police and Crime Commissioner for Thames Valley	206.28	216.28	4.85%
Royal Berkshire Fire Authority	66.28	67.60	1.99%
SUB-TOTAL	1,308.63	1,361.29	4.0%
Parish (average)	43.59	47.61	9.2%
TOTAL	1,352.22	1,408.90	4.2%

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Special Expenses for Non-Parished Areas 2020/21

Special expenses are costs incurred for the provision of an amenity or service that is primarily for the benefit of one locality. For the Royal Borough these expenses are levied by the Council to cover the costs of local services in the Maidenhead and Windsor Town areas which elsewhere would be dealt with by one or more parish councils.

In accordance with Section 35 of the Local Government Finance Act 1992 the Council has taken the decision in previous years to treat all expenses of the Council as general expenses other than those identified as special expenses that are listed in the table below.

It is recommended that the policy is endorsed again.

Estimated Cost of Special Expenses in 2020/21 for unparished areas

2020/21 Budget	£
Allotments	14,648
Street and Footway lighting	297,021
Recreation Grounds & Open Spaces	902,046
Administration of the Town Forum	3,250
Total	1,216,965

	Council Tax Base	
	2019/20	2020/21
Maidenhead	21,633.37	21,792.39
Windsor	13,646.85	13,674.82
Total	35,280.22	35,467.21
Precept	1,094,284	1,216,965
Council Tax Band D	31.02	34.31
% Increase in Band D		10.61%

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Overview and Scrutiny panel's comments

The following comments from scrutiny panels have been collated by the Panel clerks and are not the approved minutes. Lead Members attended their appropriate panels to listen to comments and answer any questions.

Communities O&S Panel:

The Communities Overview and Scrutiny Panel discussed the Budget Report 2020/21 in detail and submitted the following comments to Cabinet on Appendices A, B and C:

- The reduction of Community Wardens was raised with the main issue being around the rural areas. The Panel were informed that there would be fewer Community Wardens however their work would be prioritised and tasked differently, so that they would still deliver what they were currently delivering but tasking would be prioritised to reflect need. The Community Wardens would continue to focus on problem solving. The police and the Community Wardens would continue to work closely together in the community.
- York House, The Lead Member reported that the usage of York House had been trialled and it had been found not to be well used hence all RBWM front facing customer services currently operating from there were moving back to the library. The decision was totally resident lead. There were now three private rooms there for confidential conversations. The use of York House for RBWM was raised, only currently used by Optalis, Housing, Town Centre Management, CLT, Members, staff Smarter Working, Visitors Services, colleagues from the Guildhall and some meetings.
- Concerns over the reduction in library hours was discussed. The Panel were informed that the hours were being cut but our libraries would still be above the average compared to other neighbouring libraries. It was stated that a member had concerned about children who did not have the facilities at home. The Panel were reassured that the library would still be open in the evening but with slightly reduced hours.
- Going digital in the library and the RBWM website were discussed and residents feeling alienated as a member felt they could not use the technology and this may cost the council more in the long term. The Panel were informed that members of staff would always be on hand assisting residents. Currently there was a major project being undertaken to improve the RBWM website to make it more user friendly with a better search facility. All digital subscriptions would remain as they were and work was taking place in the community to provide information.
- The loss of WAM Get Involved support was raised however the Lead Member and Lead Officer informed the Panel that WAM Get Involved were based in Slough and the SLA with RBWM was naturally coming to an end and RBWM would change the way RBWM engaged with and supported captured

volunteers. The "Know your Neighbourhood" function on the website was in the process of being refreshed and it could be used to help interested residents find local volunteering opportunities.

- STRIVE was discussed and the Panel were informed that RBWM did not provide match funding this year. Housing Solutions had done so instead. Radian would be contacted to see if they offered something similar in the Windsor.
- Some items such as CAB, Old Court and Norden Farm grants were not being considered by the Communities O & S Panel even though in some cases the annual progress reports, updates and annual performance reports were considered by the Panel. It was confirmed that these currently would be considered by Corporate Overview and Scrutiny Panel as they were grant funded activity. This overlap with the Communities interest in these activities would be reconsidered for the budget process next year.
- The charges for green waste collection were discussed. The Panel were advised that even after the increase, RBWM were still offering good value for money.
- The proposed increases in Fly tipping and dog fouling fines were warmly welcomed by the Panel.

Infrastructure O&S Panel

The Chairman informed the Panel that this was the Panel's opportunity to ask Lead Members questions regarding the proposed budget and agree any appropriate comments to Cabinet.

The Panel were informed that they would only be considering areas that come under the Panels remit, other O&S Panels were also being ask to comment on the budget prior to the report going to Cabinet and then Council to approve. Corporate O&S Panel would be looking the whole budget.

A local resident Mr Scarborough had registered to speak and addressed the Panel. Mr Scarborough said that he did not feel that the proposed savings would positively influence behaviours to address the environment and climate emergency which the Council had recently declared. Increasing green bin charges would result in more bonfires, more queuing at the tip, more waste in black bins and thus increase emissions. On public transport, cutting subsidies cannot be the right way to go and parking charges being increased can lead to longer journeys as people try and find cheaper spaces.

Cllr Clark, Lead Member for Transport and Infrastructure, informed the Panel that with regards to bus subsidies he had found out that some subsidies that the council were paying for a journey were more than the cost of a full ticket so savings were possible, there were also subsidised large buses doing rounds that were often not used that would be better served with smaller buses and services that met public need. There were also plans to look at the possibility of having electric buses, although this was for future years.

Cllr Stimson, Lead Member for Environmental Services, Climate Change, Sustainability, Parks and Countryside, informed the Panel that she was currently working on a climate change strategy and this would include looking at garden waste. With regards to the cost it was planned to bring costs in line with other authorities, especially as council tax was so low. Even with the increase, paying £2.50 for garden waste collection was excellent value for money and better than having to drive to a recycling centre.

Cllr W Da Costa said that with regards to green bins and Saturday waste collection there was a planned increase from £37 to £65 but predicting no change in volume was this realistic and should there be a prudent 10% drop in usage. The Lead Member for Finance and Ascot replied that it was anticipated that at the start there would be a small drop in use but as it was realised the value for money that the service provided the public would revert to using the service as it only cost £2.50 per week collected.

Cllr W Da Costa said that anticipated savings were overstated by £50,000 for a 10% fall in users. Ben Smith replied that the line should read £25,000 and thus would be amended for Council.

Cllr Werner asked if the reduced usage for the increased charges had been factored into the budget and also the increase in black bin volume. The Panel were informed that there were over 17,000 users of the service and in increasing the costs it had been modelled with a 20 to 25% decrease in use, although this was not anticipated.

Cllr Werner also asked if the administration had considered giving free food green waste bins and was informed that when introduced they were provided for free and thus those that needed them had already received them.

Cllr Brar said that she had concern that there would be an increase in black bin usage and fly tipping. Cllr Taylor mentioned that there was a need to educate residents towards better recycling and suggested that was there an alternative to using green waste that could be useful for allotments.

Cllr Haseler mentioned that local residents had contacted him regarding the parking tariff reduction re the advantage card and asked if it had been considered the impact on town centre footfall, especially during Maidenhead regeneration. Cllr Canon, Lead Member for Public Protection and Parking, stated that parking charges had been frozen and were and were considerably lower than comparable authorities.

Cllr W Da Costa raised considerable concern about the disparity between the car parking charges and loss advantage card discount for residents between Windsor and Maidenhead, especially as Windsor charges had been considerably increased over the past years. He asked had the administration considered how many trips utilise the advantage card. He mentioned that the number of residents not using the cars parks will increase, which then starts a snowball effect of reduced footfall, loss making local businesses, increased shop closures, greater numbers of unemployed and, reduced business rates. He asked that Windsor residents be taken in consideration and have parking discounts maintained.

Cllr Brar reiterated that by removing car parking discount would have an adverse effect on town centre footfall and said the administration should consider the loss of residents using car parks. The Panel were informed that car parking charges remained cheaper than other authorities and analysis had been done on potential impact of the proposals.

Cllr Davey gave examples of neighbouring authorities car parking charges to illustrate that there were cheaper alternatives for shoppers. Lead Members informed that comparisons had been undertaken with appropriate statistical authorities and RBWM charges remained excellent value for money, it was noted that you needed to compare like for like and not just picking the cheapest charges from other authorities.

Cllr Taylor said that residents would not like the loss of a parking discount and that the offer in neighbouring authorities would increasingly look more attractive. She recommended that a basic discount should be retained for people such as careers who provided an important service for vulnerable residents.

Cllr Tissi also mentioned that there were workers who relied on car parking discounts in Windsor who would be affected by the increased charges as their pay remained the same as areas such as Maidenhead. She also recommended that consideration be given to reviewing parking season tickets so shorter-term tickets could be purchased.

Cllr Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property, said that they had to make difficult decisions to present a balanced budget. There was a balance to make between having realistic bus substances and appropriate car parking charges. The borough retained good value for money.

Cllr C Da Costa mentioned that there were a number of disabled drivers that had to be considered especially as they may have individual needs that meant they could or could not walk qualifying distances for a blue badge and she asked Cabinet to consider parking discounts for them or how blue badges were issued.

Cllr Werner reiterated the discussion regarding division between parking charges between Windsor and Maidenhead, the need for advantage card discounts to alleviate this and said that Members should be provided with the figures that the decision was based upon.

Cllr Davey questioned the £100,000 predicated savings from buses and asked what routes would be affected. Cllr Clark replied that due to the adverse discount provided he was confident that the savings would be made, as for routes this would be subject to a review before any decision was made. Cllr Werner questioned how a saving could be included within the budget before a review had been undertaken and how concessionary fares savings could be included without data. Cllr Da Costa also felt that members should be provided with the data behind the proposed savings at Council even if it had to be part II.

Cllr W Da Costa asked about revenue from advertising and was informed that this varied between adverts on tickets or within parking areas.

Cllr Hilton mention how in Ascot there were volunteer services that provide local bus services and transport for residents to get to shops and hospital appointments.

Cllr W Da Costa reiterated the need for councillors to have the data that informed the administrations decisions being made on proposed savings such as figures for the effect of increasing green bin charges, explain what the £2.8 million Saturday waste related to and any assessment done on how many residents would stop using car parks with the loss of the advantage card discount and the effect this would have on town centre vibrancy and drop in business rates.

Cllr Werner questioned how the Lead Member had come up with a saving figure of exactly £100,000 from concessionary fares. Cllr Da Costa also asked how the savings would be materialised and were users being expected to pay more. The Panel were informed that there were instances where a bus route was subsidised and at the same time some passengers were getting discounted fares that the council also paid for. Also, about 12% of trips discounted were made before 9.30am when charges were higher. A change in behaviour could see some people travelling later or using different forms of transport.

Cllr W Da Costa requested that the supporting data behind the savings and the predicted effect of increasing fees and charges be provided to councillors for Council.

The Panel noted the proposed budget report.

Adults, Children and Health Overview & Scrutiny Panel

Councillor Story said that the Panel had a direct responsibility for vulnerable people and that two of the changes that had been made in the proposed budget were applicable to the directorate.

Before the main debate on the item, the Chairman invited two members of the public to speak on the item. Janet Hayes-Brown explained that her son had a disability but had benefitted from 'Ways into Work' which had helped him gain a job. The service provided ongoing support for those that were part of the scheme, and there was concern that the Budget cuts would affect the level and quality of the service that Ways into Work provided.

Becky Beechen, who was representing Ways into Work, explained to the Panel that funding was needed to continue to provide employment opportunities. RBWM had been closing the disability employment gap and support had been provided to over 90 participants on the programme. A reduced workforce would not be able to provide the same level of support and service as before and this would directly affect the opportunities available.

Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health, said that the council was not looking to remove things that were already there and was looking instead to transform and

change existing services. He said that it was important to still deliver a good quality of service to residents but to also gain value for money.

Councillor C Da Costa asked if the changes that had been made would therefore have been made anyway. Councillor Carroll said that they would have due to the financial pressure that the council currently found itself in. He passed on his gratitude for the work that Ways into Work had done but said that the strategy was to consider which services needed to be outsourced. By working with Optalis, RBWM could save money will still providing the same high level of service as Ways into Work.

Hilary Hall, Director of Adults, Health and Commissioning, Strategy and Commissioning, said that they wanted to work with Ways into Work and form a close partnership.

Councillor Story stated that he would like to know more about the youth and early services that the council provided, as well as placements for children.

Kevin McDaniel, Director of Children's Services, said that placements are covered by third party providers to look after children in care. They were focussing on work which would help to promote independent living and they were optimistic that the amount of money spent could be streamlined.

Councillor C Da Costa said that it was important that young children in care were ready and well equipped to live independent lives.

Kevin McDaniel confirmed that Ofsted had recently conducted a visit to ensure that children in care were achieving the expected levels and the result of this inspection would be available towards the end of February. He also told Members that a Cabinet paper would be created which would be a consultation on how RBWM could combine services into a 'family hub'. This would enable more efficient targeting in services for the most vulnerable in society and a reduction in the number of duplicated services that were being offered.

Councillor Tisi said that by already making the saving in the budget, the process of holding a consultation was pointless as the decision had already been made.

Kevin McDaniel said that all services were open between set times and that they were not closing down any routes which would enable access to these services for the most vulnerable in society.

Councillor Werner commented that he believed the consultation to be pointless as the savings had already been agreed. Councillor Carroll reiterated his commitment to holding a consultation.

Councillor Del Campo asked about those children that 'slipped through the net' and were not picked up their families, and what support they would now be getting. Kevin McDaniel said that there was a wide degree of training in order to spot any signs at sessions.

Councillor Tisi asked what would happen to parent led groups at children's centres. She was told that children centre buildings were well used but did not know which services were valued.

Councillor Jones expressed concern about the area that would be invested, saying that in 2012 there was a cut of £400,000 but this was not built back into the Budget.

Hilary Hall said that there would be investment in prevention and ensuring that residents in the borough were stay healthier for longer. Councillor Carroll said that he thought the savings were achievable.

Councillor Werner said that Optalis had not yet confirmed what their proposals would be regarding Ways into Work. He said that he would need to see the plans before he could support the Budget.

Councillor Carroll responded by saying that there would be investment in the service through Optalis but could not guarantee an exact delivery on the timescales.

Duncan Sharkey, Managing Director, said that the council needed to continue to deliver excellent services and that additional resources would be needed to deliver on the change.

Councillor Tisi asked if there was sufficient incentives offered that would encourage social workers to come and work in the borough. Kevin McDaniel said that it was a high priority and that they needed an organisation where it was safe for social workers to practise.

Councillor Jones said the council needed to ensure that the terms and conditions of contracts were attractive, as it was the conditions rather than the money which were important in retaining social workers to a particular area.

At the end of item, the Panel noted the recommendation and agreed that comments made in the debate on the item would be passed on to Cabinet for consideration.

Corporate O&S Panel

Councillor Hilton, Lead Member for Finance, informed the Panel that they had been given the proposed savings, fees and charges and capital schemes in the Budget for 2020/21. The Panel was asked for its comments on the Budget, which would be passed on to Cabinet for consideration.

The Chairman said that the Panel would look at four key savings that had been picked out in advance of the meeting for scrutiny. With regard to parking, the Chairman said that it was fair to have a paid residential parking scheme to tackle the problem of commuters taking up parking. However, this charge could be dependent on the council tax band of individual residents, along with discounts for electric vehicles and key workers.

Councillor Werner asked how the saving figure for parking had come about and what would happen if a resident wanted to opt out of the parking scheme.

Councillor Haseler said that the parking scheme in poorer areas of the borough could hit some residents hard and that the council should find a way to give those who may struggle to pay the parking permit charge some sort of exemption or discount.

Councillor Jones said that increasing the price of visitor vouchers, which was higher than neighbouring councils, would hit residents hard. She said that this needed to be looked at. Councillor Price said that volunteers who would need to park would also be hit, for example those that volunteer to care and look after the elderly.

Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, said that RBWM not charging for parking permits was very unusual as the majority of other councils do charge their residents. It was planned to be £50 for the first permit and £70 for the second. They were currently considering how to link the permits to council tax bands to ensure that the system was fair.

Angela Huisman, Library and Resident Contact Lead, said that the £250,000 figure that was in the savings for parking took into account two thirds of residents adopting new paid parking permit scheme, with the other third deciding not to apply for one. There was an easy process in place to remove the permit if it was no longer wanted available to residents and there would be an increase in visitor vouchers. It was also confirmed that the borough received the funding from tickets given out, this applied to any area under the enforcement of RBWM.

Councillor Sharpe said that the schemes were currently in place where parking had been deemed a problem and that in his view residents felt that a parking permit was worthwhile paying for.

Councillor Werner said that the process to apply for a permit was not clear, so questioned how the process of opting out would be made clear for residents. The costs versus the income gained from enforcing parking permits was meant to be cost neutral.

Councillor Johnson, Leader of the Council, confirmed to the Panel that residents with an electric vehicle would receive an exemption from having to pay for a parking permit. Other discounts would also be considered in due course. He compared figures from Reading, which had increased parking permits from £30 to £40 for the first car, while a second parking permit would cost £150.

Councillor Taylor asked if parking permit schemes that were issued by Housing Solutions but enforced by RWBM would also have a charge. Councillor Cannon, Lead Member for Public Protection and Parking, said that there were around 30 streets in the borough which had private schemes in place, where the permits were issued and managed externally but RBWM was responsible for enforcing. These schemes would remain running for another year before anything was to change.

Councillor Davey said that electric cars needed to be in a certain spot to allow them to be charged and therefore this would prove to be a challenge when parking and issuing parking permits for certain areas. Councillor Clark, Lead Member for Transport and Infrastructure, said that it would be based on demand and that it was not an issue directly relating to the permits.

Councillor Werner asked for confirmation on whether the permits would be cost neutral. Councillor Cannon said that parking permits incurred costs to enforce them and for things like appeals, so therefore a charge was needed to cover this cost.

Moving to grant payments, Councillor Jones said that in the previous years budget, grants had been increased yet this year they had been decreased again. She asked why the amount of funding was decreasing, especially as community groups that benefit from the grants can help the council.

Councillor Rayner said that it had indeed increased a few years ago, but due to financial pressures they had taken the decision to reduce them again. Councillor Hilton suggested that there were other sources of funding available to groups and charities, and that they should not rely on the council's grants scheme.

The Chairman said that that had been a reduction in funding for Norden Farm to put into CAB grants.

The debate then moved to look at the council tax level being increased. Councillor Werner said that it would hit the most vulnerable in society and asked how many people would be affected.

The Leader of the Council said that RBWM had the lowest level of council tax outside of London and was less expensive when compared to other Berkshire authorities. He said that the rise was fair and affordable and for the 6,000 residents who received council tax benefits would only be paying a modest amount on their bill.

Councillor Price asked if residents had been informed of the increase. Louise Freeth said that they would consult with individuals about the rise and would raise awareness of this through social media, emails and leaflets.

Councillor Jones raised concerns for Norden Farm and asked if RBWM had been in communication with them regarding the cut in funding, especially as they did a lot of educational work. Councillor Rayner confirmed that there had been discussions with them to ensure that they would still be able to cope with a reduction in funding.

Councillor Werner asked about 'Around the Royal Borough', which was a newsletter about events in the borough, and whether this would be sent digitally or still have hard copies produced. The Leader of the Council said that they were looking to move fully digital but that residents could request a hard copy if they wished.

Councillor Jones asked if mobile phones that RBWM gave out to staff were being used effectively. Nikki Craig, Head of HR, ICT and Corporate Projects, said that they had been ensuring that all phones were being used and any that were not being used had the contract cancelled so as not to waste money. Councillor Werner queried if posts in the council which would be made redundant had been identified. Duncan Sharkey said that there were no specific posts and that all but one were currently vacant.

The Chairman said that, in the capital programmes section of the Budget, that the library heating was a significant sum of £250,000, along with the cost of the cooling system in the Town Hall.

Angela Huisman said that the heating system was old but they were looking at ways to reduce the amount of time that the heating was on for. The Leader of the Council said that the Town Hall would need to be renovated to meet modern day standards and also to meet carbon targets.

Councillor Davey asked about the 24-hour pothole pledge scheme and why this investment was not listed as part of the budget. Duncan Sharkey said that the pothole pledge was not part of last year's budget because it was implemented in the middle of the year. Councillor Clark said that the commitment was not required anymore as targets had regularly reached 100% and it was felt that other things were more of a priority.

Looking at the fees and charges, Councillor Jones and Werner expressed concern that residents who lives in the areas surrounding Windsor would be unable to easily access the town centre due to this increase in parking charges. It was suggested that this should be looked at, especially to continue to allow Windsor's shops and high streets to remain open and vibrant.

Councillor Werner suggested that the advantage card discount for parking could still be kept in Windsor. Councillor Taylor said that another option could be to give an advantage card discount for the first hour of parking for residents.

Councillor Jones reiterated that she would like Cabinet to consider the number of visitor vouchers, to ensure that there were no barriers to opting out of the scheme and that anything agreed in regard to Norden Farm went through the Communities O&S Panel for consideration.

With regards to fees and charges, Councillors Jones and Werner expressed concern that residents who live in the areas surrounding Windsor would be unable to easily access the town centre due to this increase in parking charges. It was suggested that this should be looked at, especially to continue to allow Windsor's shops and high streets to remain open and vibrant.

The Panel agreed that the comments made **by Members would be passed on to Cabinet for consideration.**

Report Title:	Treasury Management Strategy & Prudential Indicator Report 2020/21
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Economic Development
Meeting and Date:	Full Council - 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim Section 151 Officer
Wards affected:	All

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REPORT SUMMARY

1. In accordance with the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 and the CIPFA Prudential Code, the council is required to approve a Treasury Management Strategy before the start of each financial year. This report fulfils that obligation.

2. The Treasury Management Strategy 2020/21 as set out in section 4 of this report has been written to comply with the CIPFA Code of Practice. It sets out the parameters for the council's planned treasury activity.

3. The council's self-imposed limits on sustainable, affordable and prudent borrowing and investment, the Prudential Indicators that need to be approved by Full Council, are set out in Appendix B.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council approves:

- i) **The Council's Treasury Management Strategy for 2020/21 as set out in section 4 of this report.**
- ii) **The Council's Prudential Indicators set out in Appendix B.**
- iii) **The Council's associated counterparty list as set out in Appendix C**

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

2.1 The Authority has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of the financial year.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
No. of days that counterpart limits are exceeded	>0	<=0	N/A	N/A	May 2020
No of days that the operational boundary for long-term debt is exceeded	>0	<=0	N/A	N/A	May 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

Treasury Management Strategy 2020/21

Introduction

- 4.1 The council’s Treasury Management Strategy for 2020/21 considers
- (i) impact of anticipated capital and revenue cash flows,
 - (ii) maintenance of existing loan debt,
 - (iii) availability and use of internal sources of finance such as reserves, capital funds and capital receipts unapplied.
 - (iv) Where surplus cash is available the strategy considers the extent to which these should be invested.
 - (v) The strategy considers the need for the Council to consider alternative financing options such as borrowing and reviews the potential trends in interest rates.

Integral to the strategy is the setting of the various Indicators required by the Prudential Code that Cabinet will monitor.

- 4.2 The council has cash balances which are used to fund day to day service operations and support capital funding through the use of internal resources. Any surplus funds are invested within constraints set out by the Secretary of State. The council also has debt which has built up over time to fund its fixed assets. The S151 Officer manages both the day to day cash requirements (including the investment of surplus funds) and the borrowing requirements of the council through an in-house treasury management team. Cash investment

earnings are included in the council's revenue budget which also reflects the financial implications of the proposed capital programme.

- 4.3 The council's investment and borrowing policies are governed by the Local Government Act 2003 and the Secretary of State's Investment Code. These contain regulations backed up by various Codes of Practice. The CIPFA Treasury Management Code of Practice, which the council has formally adopted and the Secretary of State's Investment Code, both require the S151 Officer, before the beginning of each financial year, to present an Annual Treasury Management Strategy for the forthcoming year for approval by the full Council. The council also implemented the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 requiring Council to approve an Annual Statement of Minimum Revenue Provision which is the amount set aside from revenue for the repayment of debt principal relating to the General Fund only.
- 4.4 The CIPFA Prudential Code for Capital Finance in Local Authorities sets out indicators that are used to support capital expenditure plans and treasury management decisions. Section 3 of the Local Government Act 2003 requires the Council to approve an "affordable borrowing limit". This is the maximum level of loan debt that may be outstanding at any point in time. The proposed Prudential Indicators and borrowing limits to be approved by the Council are set out in Appendix B. These have been set having regard for the overall treasury management strategy and will be monitored during the year.
- 4.5 Finally, it is a statutory requirement under S33 of the Local Government and Finance Act 1992 for the council to produce a balanced budget, and in particular this includes the impact of revenue costs flowing from capital expenditure financing decisions. The Interim S151 Officer confirms that the capital expenditure plans comply with the statutory requirement to set a balanced budget.

Capital Financing Strategy

- 4.6 The current ("Prudential") System of capital controls allows the council to determine its own level of capital investment. However, the council must demonstrate that its capital programme is affordable, prudent and sustainable. In the short-term the proposed capital programme will be financed from external borrowing. Any delays in receiving cash from anticipated receipts will be covered through the temporary use of unsupported short-term borrowing.
- 4.7 Although the capital programme is planned with reference to the total level of resources available to finance capital expenditure, the method of financing individual capital schemes will be determined by the s151 Officer at the end of the financial year. The order of use of sources of finance for the capital programme is:
1. Capital Grants
 2. Capital Contributions from outside bodies e.g. Section 106 / CIL
 3. Capital Receipts
 4. Direct Revenue Contributions – mainly for short life assets
 5. Draw down from accumulated investments (set aside to repay debt)

6. Prudential Borrowing (unsupported) to finance 'invest to save' schemes and pending the arrival of future known capital receipts
7. Leasing will also be considered if more cost effective.

- 4.8 Capital Grants and external contributions are likely to have been received for specific schemes and therefore cannot be used for any other purpose. For other schemes, capital receipts are to be used in preference to revenue contributions or borrowing.
- 4.9 Capital Receipts will be fully applied in the year in which they are received if possible, to reduce the level of Minimum Revenue Provision (MRP) i.e. the monies that the council sets aside for debt repayment. As noted in the Budget Strategy the council will earmark capital receipts that it can use to fund the revenue costs of its transformation strategy and savings delivery plan.
- 4.10 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's main objective when borrowing is to strike a balance between securing low interest rates and achieving cost certainty over the period for which funds are required. This position provides short-term savings with the flexibility to secure longer dated loans as and when financial forecasts indicate that external borrowing rates may increase.

Minimum Revenue Provision (MRP) Policy

- 4.11 Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 ('the 2003 Regulations') requires local authorities to 'charge to a revenue account a minimum revenue provision (MRP) for that year'. The minimum revenue provision is an annual amount set aside from the General Fund to meet the cost of capital expenditure that has not been financed from available resources, namely: grants, developer contributions (e.g. s.106 and community infrastructure levy) revenue contributions, earmarked reserves or capital receipts.
- 4.12 Setting aside MRP is sometimes referred to as setting aside monies for borrowing, implying that this is setting aside money for repaying external borrowing. In fact, the requirement for MRP set aside applies even if the capital expenditure is being financed from the council's own cash resources and no external borrowing or new credit arrangement has been entered into.
- 4.13 Regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended (Statutory Instrument 3146/2003) requires full Council to approve a Minimum Revenue Provision (MRP) Statement setting out the policy for making MRP and the amount of MRP to be calculated which the council considers to be prudent. This statement is designed to meet that requirement.

4.14 In setting a prudent level of MRP local authorities are required to “have regard” to guidance issued from time to time by the Secretary of State for Housing, Communities and Local Government. The latest version of this guidance (version four) was issued by Ministry of Housing, Communities and Local Government (MHCLG) in February 2018.

4.15 In setting a level which the council considers to be prudent, the Guidance states that the broad aim is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits to the council.

4.16 The Guidance sets out four “possible” options for calculating MRP, as set out below:

Option	Calculation method	Applies to
1: Regulatory method	Formulae set out in 2003 Regulations (later revoked)	Expenditure incurred before 1 April 2008
2: CFR method	4% of Capital Financing Requirement	Expenditure incurred before 1 April 2008
3: Asset life method	Amortises MRP over the expected life of the asset	Expenditure incurred after 1 April 2008
4: Depreciation method	Charge MRP on the same basis as depreciation	Expenditure incurred after 1 April 2008

4.17 Two main variants of Option 3 are set out in the Guidance: (i) the equal instalment method and (ii) the annuity method. The annuity method weights the MRP charge towards the later part of the asset’s expected useful life and is increasingly becoming the most common MRP method for local authorities.

4.18 The Guidance also includes specific recommendations for setting MRP in respect of finance lease, investment properties and revenue expenditure which is statutorily defined as capital expenditure under the 2003 Regulations (also referred to as revenue expenditure funded from capital under statute or REFCUS). Examples of REFCUS include: capitalised redundancy costs, loans or grants to third parties for capital purposes, and the purchase of shares in limited companies.

4.19 Other approaches are not ruled out however they must meet the statutory duty to make prudent provision each financial year.

4.20 Having regard to current Guidance on MRP issued by MHCLG and the “options” outlined in that Guidance and to even out the financing costs of assets over their anticipated life, on 3rd December 2019 Full Council approved the following MRP Statement to take effect from 1 April 2019:

- for all capital expenditure, MRP will be based on expected useful asset lives (Option 3 – asset life), calculated using the annuity method;
- asset lives will be arrived at after discussion with valuers', but on a basis consistent with depreciation policies set out in the Council's annual Statement of Accounts, and will be kept under regular review;

4.21 The annuity method is a similar approach to a repayment mortgage where the principal repayments increase through the life of the asset in comparison to a straight-line method which repays the same amount of principal each year. This will result in the Council paying less for its capital financing costs over the medium-term than it otherwise would have under the old methodology, although principal repayments will increase as interest rate payments reduce over the life of the asset. An approach now being taken by most large authorities as more accurately reflecting the value of the asset.

4.22 MRP for finance leases and service concession contracts shall be charged over the primary period of the lease, in line with the Guidance,

4.23 For expenditure capitalised by virtue of a capitalisation direction under section 16(2)(b) of the Local Government Act 2003 or Regulation 25(1) of the 2003 regulations, the 'asset' life should equate to the value specified in the statutory Guidance.

In applying 'Option 3':

- MRP should normally begin in the financial year following the one in which the expenditure was incurred. However, in accordance with the statutory guidance, commencement of MRP may be deferred until the financial year following the one in which the asset becomes operational;
- the estimated useful lives of assets used to calculate MRP should not exceed a maximum of 50 years except as otherwise permitted by the guidance (and supported by valuer's advice);
- if no life can reasonably be attributed to an asset, such as freehold land, the estimated useful life should be taken to be a maximum of 50 years;

Interest Rate Assumptions

4.24 The Bank of England maintained the Bank Rate at 0.75% in December. The recent worse than expected performance of the UK economy and low levels of inflation have increased the possibility of a reduction in interest rates by the Bank of England. The current expectation is that interest rates will remain at low levels for longer than previously expected.

Borrowing

4.25 The table below shows the council's current borrowing projection to the end of 2024/25, with increasing borrowing required to fund the Capital Programme:

Borrowing Type	Actual 31/03/2019	Projected 31/03/2020	Projected 31/03/2021	Projected 31/03/2022	Projected 31/03/2023	Projected 31/03/2024	Projected 31/03/2025
	£000	£000	£000	£000	£000	£000	£000
Long term	57,049	57,049	57,049	56,264	56,264	56,264	56,264
Short term	92,336	147,100	155,400	159,900	165,000	174,000	151,000
Investments	(11,603)	(13,018)	(13,444)	(13,444)	(13,444)	(13,444)	(13,444)
Loans to partners*	(8,781)	(8,556)	(8,556)	(8,556)	(8,556)	(8,556)	(8,556)
Net Borrowing	129,001	182,575	189,153	192,382	199,321	208,319	185,088

*Cashflow loans to AfC and the Property Company

Borrowing Strategy

4.26 The council has prepared and published a three-year capital expenditure plan to 2022/23 and will undertake short-term borrowing to ensure the affordability and delivery of the capital programme.

4.27 With the council's borrowing levels due to increase over the next four years, the council's strategy is to increase the level of long-term borrowing to gain greater certainty of borrowing costs and to protect against future rises and volatility in interest rates. With interest rates now expected to remain at low levels for longer the council will continue to carefully monitor future interest rate projections to decide the best time to take out new long-term borrowing.

4.28 The council inherited much of its borrowing maturity following the transfer of ex-Berkshire debt from Reading Borough Council. The S151 Officer will ensure that future borrowings to limit the proportion of borrowing maturing in any one financial year and in doing so safeguarding against the possibility of borrowing at a time of unfavourable interest rates.

4.29 The debt portfolio also consists of two Lenders Option Borrowers Options (LOBOs) totalling £13 million. The first option is not due for several years. The lenders for the LOBOs are Barclays and Dexia. Barclays have withdrawn their option to change the rate, so the Barclays loan is now effectively a fixed rate/fixed-term loan. Dexia have retained their option which can be taken every 5 years on the 25 January, with the next option date being 25 January 2023. However, if the current low bank rates continue it is unlikely that Dexia would exercise their options for repayment and the reasonable assumption is that LOBOs will run to full-term.

4.30 With regard to Public Works Loan Board (PWLB) debt, the S151 Officer will ensure the prudent planning of any new loans taken out. The S151 Officer will continue to review the potential to restructure the older and more costly debt

and, where it is economic to do so, will recommend implementing debt restructuring strategies where feasible to reduce refinancing risk and increase value for money.

- 4.31 The authorised limit for external borrowing is the highest level of borrowing expected during the year to cover any exceptional adverse cash flow movements when payments run ahead of receipts and/ or any changes in borrowing which could arise to cover capital schemes funded through prudential borrowing. Once agreed it is a ceiling which should not be exceeded without further Council approval. The authorised limit is shown in Appendix B.
- 4.32 The operational boundary is the maximum borrowing that should be required if there are no exceptional cash flow movements. This is to ensure that in normal circumstances borrowing is only used to finance capital expenditure. The operational boundary is shown in Appendix B.

Investment Strategy

- 4.33 S12 of the Local Government Act 2003 gives a local authority power to invest for “any purpose relevant to its functions under any enactment or for the prudent management of its financial affairs”. S15(1) of the 2003 Act requires an authority to “have regard to such guidance as the Secretary of State may issue”, and the Secretary of State issued an Investments Code in 2004. The S151 Officer confirms that the strategy set out below complies with these requirements.
- 4.34 Since the collapse of the Icelandic banks and the problems experienced by the banking sector the S151 Officer has kept the counter party lending list under constant review having good regard to the balance between risk and return. The S151 Officer has consulted key Cabinet members in establishing a revised counter party listing which reflects the level of exposure to investment risk the council is prepared to support and establish a list of banks, building societies and banking institutions which minimise the council’s risk and the limit of exposure using the Fitch credit rating methodology. The investment limit of each counter party and the current exposure is shown in Appendix C.

Managing Treasury Management Performance

- 4.35 The Treasury Management function is provided by a small in-house team and regular meetings take place with the Chief Accountant and S151 Officer at which the current situation for investments and borrowing are reviewed.

Prudential Indicators

- 4.36 The objectives of the CIPFA Prudential Code for Capital Finance in Local Authorities are to ensure that local authorities’ capital investment plans are affordable, prudent and sustainable. In addition, treasury management decisions must reflect good professional practice and support prudence, affordability and sustainability. The Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and proper option appraisal. To demonstrate that the objectives are being fulfilled, and to support and record local decision-making

councils are required to set specific Prudential Indicators. These are not designed to be inter-authority comparative performance indicators and each authority sets its own limits or ratios.

- 4.37 The proposed indicators over the three year planning period are detailed in Appendix B.

Fixed/Variable Interest Rate Exposure

- 4.38 This indicator is set to control the council's exposure to interest rate risk.

Upper limit on proportion of borrowing that is fixed rate	100%
Upper limit on proportion of borrowing that is variable	80%

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Statutory Determinations

- 4.39 The council must "determine and keep under review" how much money it can afford to borrow – the Affordable Borrowing Limit. This is the maximum amount of loan debt that may be outstanding at any point in time and includes both borrowing for capital purposes and an allowance for temporary revenue borrowing.
- 4.40 It is proposed that the Affordable Borrowing Limit should be set at the maximum estimated borrowing level for each year. These limits are included in the Prudential Indicators in Appendix B.

Monitoring and Reporting

- 4.41 The treasury management activities during the year will be included in Finance Update reports to the Cabinet.

Financial Implications

- 4.42 It is a statutory requirement under S33 of the Local Government and Finance Act 1992 for the Council to produce a balanced budget, and this includes the impact of revenue costs flowing from capital expenditure financing decisions in particular. The S151 Officer confirms that the capital expenditure plans comply with the statutory requirement to set a balanced budget.
- 4.43 The strategy for treasury management is to maximise, in a prudent fashion, investment income and to minimise interest payments on debt.

5. LEGAL IMPLICATIONS

5.1 This report assists the council in fulfilling its statutory obligation to set out its Treasury Strategy for borrowing and to prepare an Annual Investment Strategy for the coming year setting out the council’s policies for managing its borrowing and investments and giving priority to the security and liquidity of those investments.

6. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
That a counterparty defaults on repayment of a loan resulting in a loss of capital for the Council	MEDIUM	Loans are only made to counterparties on the approved lending list. The credit ratings of counterparties on the lending list are monitored regularly Counterparty limits reviewed and reduced to limit individual exposure.	LOW
That funds are invested in fixed-term deposits and are not available to meet the council's commitment to pay suppliers and payroll.	MEDIUM	A cashflow forecast is maintained and referred to when investment decisions are made to ensure that funds are available to meet the council’s commitment to pay suppliers and payroll.	LOW

7. POTENTIAL IMPACTS

- 7.1 Equalities. None identified.
- 7.2 Climate change/sustainability. None identified
- 7.3 Data Protection/GDPR. None identified.

8. CONSULTATION

8.1 None identified

TIMETABLE FOR IMPLEMENTATION

9.1 The strategy will be used from 1 April 2020 in line with the commencement of the 2020/21 budget.

9. APPENDICES

9.1 This report is supported by three appendices:

- Appendix A Treasury Management Principles
- Appendix B Prudential Indicators
- Appendix C Counterparty Lending List

10. BACKGROUND DOCUMENTS

10.1 None

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	23/01/20	28/01/20
Cllr Johnson	Leader of the Council	23/01/20	
Duncan Sharkey	Managing Director	23/01/20	27/01/20
Russell O'Keefe	Director of Place	23/01/20	
Terry Neaves	Interim Section 151 Officer	23/01/20	23/01/20
Elaine Browne	Head of Law	23/01/20	23/01/20
Nikki Craig	Head of HR, Corporate Projects & ICT	23/01/20	
Louisa Dean	Communications	23/01/20	
Kevin McDaniel	Director of Children's Services	23/01/20	
Hilary Hall	Director of Adults, Commissioning & Health	23/01/20	25/01/20
Karen Shepherd	Head of Governance	23/01/20	23/01/20
	Other		

12. REPORT HISTORY

Decision type: Council decision	Urgency item? No	To Follow item? Not applicable
Report Author: Terry Neaves, Interim Section 151 Officer		

TREASURY MANAGEMENT POLICIES

In the preparation of this treasury management strategy a number of key areas are considered to be fundamental to our treasury management activity. They are listed below and covered in more detail in the body of this strategy.

- Risk Management
- Performance Measurement
- Decision-making and analysis
- Approved instruments, methods and techniques
- Organisation, clarity and segregation of responsibilities, and dealing arrangements
- Reporting requirements and management information arrangements
- Budgeting, accounting and audit arrangements
- Cash and cash flow management
- Money laundering
- Training and qualifications
- Use of external service providers
- Corporate governance

SECTION 1 RISK MANAGEMENT

General statement

The S151 Officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report annually to Cabinet on their adequacy and suitability. Any actual or likely difficulty in achieving the organisation's objectives will be reported to Cabinet in accordance with the procedures set out in *Reporting requirements and management information arrangements*.

Credit and counter party risk management

The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counter party lists and limits reflect a prudent attitude towards organisations with whom it trades. It also recognises the need to have and maintain, a formal counter party policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

Liquidity risk management

The Council will ensure it has adequate cash resources, borrowing arrangements, overdraft or standby facilities to enable it to have the level of funds available necessary for the achievement of its business / service objectives.

The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

Interest rate risk management

The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, in line with the amounts provided in its budget.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues. At the same time retaining a degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.

Any decision will be subject to the consideration of this strategy and, if required, approval of Cabinet or Council.

Exchange rate risk management

The Council will manage any exposure to fluctuations in exchange rates, in order to minimise any detrimental impact on its budgeted income/ expenditure levels.

Refinancing risk management

The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented. The maturity profile of the monies raised will be managed with a view to obtaining terms for refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

Legal and regulatory risk management

The Council will ensure that all of its treasury management activities comply with its statutory powers. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities.

The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

Fraud, error and corruption, and contingency management

The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

Market risk management

The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

SECTION 2 PERFORMANCE MEASUREMENT

The Council is committed to the pursuit of value in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in the Council's Treasury Management Strategy.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements.

SECTION 3 DECISION-MAKING AND ANALYSIS

The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

SECTION 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the appendices to this document, and within the limits and parameters defined in *Section 1 Risk Management*.

SECTION 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the S151 Officer will ensure that the reasons are properly reported in accordance with *Section 6 Reporting requirements and management information arrangements*, and the implications properly considered and evaluated.

The S151 Officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The S151 Officer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out.

The S151 Officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

The S151 Officer will fulfil all such responsibilities in accordance with the policy statement.

SECTION 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum:

Cabinet will receive:

- An annual report on the strategy and plan to be pursued in the coming year
- An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's treasury management policy statement.

SECTION 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

The S151 Officer will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with *Sections 1 Risk management, 2 Performance measurement, and 4 Approved instruments, methods and techniques*. The S151 Officer will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with *Section 6 Reporting requirements and management information arrangements*.

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

SECTION 8 CASH AND CASH FLOW MANAGEMENT

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the S151 Officer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the S151 Officer will ensure that these are adequate for the purposes of monitoring compliance with *Section 1 liquidity risk management*.

SECTION 9 MONEY LAUNDERING

The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained.

SECTION 10 TRAINING AND QUALIFICATIONS

The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The S151 Officer will recommend and implement the necessary arrangements.

The S151 Officer will ensure that members of the Audit and Performance review and Corporate Overview and Scrutiny panels have access to training relevant to their needs and responsibilities

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively

SECTION 11 USE OF EXTERNAL SERVICE PROVIDERS

The Council recognises that the responsibility for treasury management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure that it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid overreliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed.

SECTION 12 CORPORATE GOVERNANCE

The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

The Council has adopted and has implemented the key principles of the Code. This, together with the other arrangements detailed in the schedule to this document, are considered vital to the achievement of proper corporate governance in treasury management, and the S151 Officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

Prudential Indicators 2018/19 TO 2022/23

1. Introduction

The prudential indicators are prepared in accordance with the CIPFA Prudential Code for Capital Financing in Local Authorities

The actual figures for 2018/19 and the estimates for 4 further years are shown below.

The figures include this council's share of the old Berkshire County Council debt that is now managed by the Royal Borough.

2. Capital Financing Requirement

In order to ensure that over the medium term borrowing will only be for a capital purpose, the council must ensure that its debt does not, except in the short term, exceed the total of the Capital Financing Requirement (CFR) in the preceding year plus the estimates of any additional CFR for the current and next two financial years.

This allows some flexibility for early borrowing in advance of need, but ensures that borrowing is not undertaken for revenue purposes. This is a key indicator of prudence and is set out in the table below.

Capital Financing Requirement	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
Total CFR	106.0	138.1	199.6	206.6	210.4
Net Capital Programme	34.5	63.2	8.9	5.7	6.9
less MRP	(2.4)	(1.7)	(1.8)	(2.0)	(1.9)
Closing CFR	138.1	199.6	206.6	210.4	215.5
less Internal Borrowing	(9.1)	(17.0)	(15.7)	(15.7)	(15.7)
Net Borrowing Requirement	129.0	182.6	190.9	194.7	199.8
Less: long-term borrowing	(57.1)	(57.1)	(57.1)	(56.4)	(56.4)
plus Investments	11.6	13.0	13.0	13.0	13.0
Loans to partners	8.8	8.6	8.6	8.6	8.6
Estimated further borrowing	92.3	147.1	155.4	159.9	165.0

3. Summary of Council's Expenditure Plans

The table below is a summary of the Council's annual capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

Capital Expenditure and Financing	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
Capital Programme	52.0	69.8	37.2	32.5	30.3
Total Expenditure	52.0	69.8	37.2	32.5	30.3
Grants & Contributions	11.9	0.2	0.0	0.0	0.0
S106 & CIL	2.7	3.2	3.2	3.2	3.2
Capital Receipts	2.9	3.3	25.1	23.6	20.2
Borrowing	34.5	63.2	8.9	5.7	6.9
Total Financing	52.0	69.8	37.2	32.5	30.3

4. Operational Boundary

The Operational Boundary for external debt is based on the probable external debt needed during the course of the year. It is not a limit and actual borrowing could vary for short times during the year.

It acts as an early warning indicator to ensure the authorised limit is not breached.

Similarly to the authorised limit it also provides scope for the council to borrow in advance of need.

Operational Boundary	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
	152	190	252	259	263

5. Authorised Limit

The Authorised Limit for External Debt sets the maximum level of external borrowing that the Council can incur.

It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable.

It is the Council's expected maximum borrowing need with headroom for unexpected cashflow.

The limit also provides scope for the Council to borrow in advance of need.

Authorised Limit	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
	173	212	275	283	288

6. Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
Loan financed	6.2%	4.9%	5.0%	5.1%	5.0%

Royal Borough of Windsor & Maidenhead Approved Counterparty List
(Approved by Cabinet on 03/12/2019)

<u>Fitch Ratings</u>	FITCH ShortTerm Rating	FITCH Long Term Rating	FITCH Outlook	Max. Sum To Be Lent £m
UK				
Government				
Debt Management Office	F1+	AA	Negative (watch)	no limit
Banks				
Abbey National Treasury	F1	A	Stable	5
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays Bank	F1	A+	Stable	5
Clydesdale Bank	F2	A-	Negative (watch)	5
HSBC	F1+	A+	Negative (watch)	5
Lloyds Banking Group	F1	A+	Negative (watch)	7.5
National Australia Bank Ltd	F1+	AA-	Negative	5
Royal Bank of Canada	F1+	AA	Stable	5
Royal Bank of Scotland	F1	A	Negative (watch)	5
Santander UK	F1	A+	Negative (watch)	5
Standard Chartered	F1	A	Stable	5
Ulster Bank	F1	A-	Negative (watch)	5
Building Societies (max £3m per loan)				
All Building Societies with total group assets greater than £6 billion and FITCH Long term rating of BBB or better				
Coventry	F1	A-	Stable	5
Nationwide	F1	A	Negative (watch)	5
Yorkshire	F1	A-	Stable	5
Leeds	F1	A-	Stable	5
Skipton	F1	A-	Stable	5
Local Authorities				
All UK Local Authorities, with the exception of those with reported financial irregularities.				5
Money Market Funds				
All money market funds with a Fitch AAA long term credit rating, including:				
Federated Short Term Sterling Prime Fund		AAA		5
Invesco Sterling Liquidity Fund		AAA		5
Aberdeen Sterling Liquidity Fund		AAA		5
Insight GBP Liquidity Fund		AAA		5
LGIM Sterling Liquidity Fund		AAA		5
Revolving Credit Facility				
AFC				11.7
Financial Services Companies				
Kames Capital				1
Legal & General				1.5
RBWM associated companies				
Flexible Home Improvement Loans Ltd				0.5
RBWM Property Company Ltd				1.5

SHORT TERM RATING

Expectation of timely repayment of financial commitments.

F1+ is most likely to repay on time, **F1** Highest Credit, **F2** Good, **F3** Fair, **B** Speculative, **C** High Default Risk

LONG TERM RATING

Expectation of credit risk. **AAA** is the least risky, ie little credit risk. **AA** Very High Credit, **A** High, **BBB** Good.

Below BBB indicates non-investment grade

Report Title:	2020/21 Programme of Meetings
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Johnson, Leader of the Council
Meeting and Date:	Full Council - 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director
Wards affected:	All

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REPORT SUMMARY

This report sets out the programme of meetings for the Council, Cabinet and the various panels, forums etc for the 2020/21 Municipal Year, for Council approval.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council notes the report and:

- i) Approves the programme of meetings for the 2020/21 Municipal Year, attached as Appendix A.

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

- 2.1 The proposed council meetings programme for 2020/21 (attached as Appendix A) has been developed to align with the committee, panel and forum structure set out in the council constitution.
- 2.2 Start times for key council meetings (full Council, Cabinet, Overview and Scrutiny Panels and Development Management Panels) have been aligned at 7.00pm.
- 2.3 A number of panels, sub committees and forums meet on an ad hoc basis. Dates for such meetings will be publicised as and when arranged, in consultation with the relevant Chairman.
- 2.4 Meeting dates for a number of forums considered as outside or associated bodies, but administered by Democratic Services and supported by council officers from the relevant service area, have been included in the schedule to ensure alignment with the corporate calendar. They are therefore included in Appendix A, but under a separate section.

Table 1: Options

Option	Comments
Approve the programme of meetings for 2020/21 Recommended option	It is considered that the proposed schedule best reflects the operation of the council from May 2020 onwards.
A number of variances to the 2020/21 meeting dates could be developed if Council wishes.	Although a number of variances to the meeting dates could be developed, it is considered that the proposed schedule best reflects the operation of the council as detailed in the constitution.

3 KEY IMPLICATIONS

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Full programme of council meetings approved for the start of the 2020/21 municipal year.	<100%	100%	n/a	n/a	Meetings to take place from 26 May 2020 onwards

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The costs of holding the meetings detailed in Appendix A are contained within revenue budgets.

5 LEGAL IMPLICATIONS

- 5.1 There are a number of Acts of Parliament, Regulations, Statutory Instruments and guidance which govern meetings of the Council; the principal ones being the Local Government Act 1972, the Local Government Act 2000 and the Localism Act 2011.

6 RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Council business not transacted in a timely manner	Medium	Agreed programme of meetings in place	Low

7 POTENTIAL IMPACTS

- 7.1 Equalities. None identified.
- 7.2 Climate change/sustainability. None identified
- 7.3 Data Protection/GDPR. None identified.

8 CONSULTATION

- 8.1 Directors and Heads of Service have been consulted to ensure the programme aligns with the budget and policy framework. Partner organisations have been consulted where appropriate.

9 TIMETABLE FOR IMPLEMENTATION

Table 4: Implementation timetable

Date	Details
26 May 2020 onwards	Meetings to take place following Annual Council 26 May 2020

10 APPENDICES

- 10.1 This report is supported by one appendix:
- Appendix A – draft programme of meetings 2020/21

11 BACKGROUND DOCUMENTS

- 11.1 This report is supported by one background document:
- The [council constitution](#).

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council	6/2/20	13/2/20
Duncan Sharkey	Managing Director	4/2/20	5/2/20
Russell O’Keefe	Executive Director	4/2/20	10/2/20
Terry Neave	S151 officer	25/1/20	27/1/20
Elaine Browne	Head of Law	4/2/20	11/2/20
Mary Severin	Monitoring Officer	4/2/20	4/2/20
Nikki Craig	Head of HR, Corporate Projects and IT	4/2/20	4/2/20
Louisa Dean	Communications	4/2/20	13/2/20
Kevin McDaniel	Director of Children’s Services	4/2/20	7/2/20

Name of consultee	Post held	Date sent	Date returned
Hilary Hall	Director Adults, Commissioning and Health	4/2/20	13/2/20
Louise Freeth	Head of Revenues, Benefits, Library and Residents Services	4/2/20	4/2/20
David Scott	Head of Communities	4/2/20	7/2/10

REPORT HISTORY

Decision type: Council decision	Urgency item? No	To Follow item? No
Report Author: Karen Shepherd, Head of Governance 01628 796529		

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PROGRAMME OF MEETINGS 2020/2021													
MEETING	May	June	July	August	September	October	November	December	January	February	March	April	May
Council (7.00pm)	26 (Annual)	23	28			27		15		23 (Budget)		27	25 (Annual)
Cabinet (7.00pm)	28	25	30	27	24	29	26	17	28	4 (Budget) & 25	25	29	27
Corporate Overview and Scrutiny Panel (7.00pm)*	27 (annual accounts)	15			29				26 (Budget)			19	
Adults, Children and Health Overview & Scrutiny Panel (7.00pm)*		11			30				21 (Budget)			22	
Infrastructure Overview & Scrutiny Panel (7.00pm)*		16				17			19 (Budget)			6	
Communities Overview & Scrutiny Panel (7.00pm)*		9			3				18 (Budget)			13	
Maidenhead Area Development Management Panel (7.00pm)		17	15	19	16	21	18	16	20	17	17	21	19
Windsor Area Development Management Panel (7.00pm)		3	1	5	2	7	4	2	6	3	3	7	5
Borough-wide Development Management Panel (7.00pm)		10	8	12	9	14	11	9	13	10	10	14	12
Licensing Panel (6.00pm)			21			13				2		20	
Employment and Member Standards Panel (6.30pm)			2		10		3		20		30		13
Berkshire Pension Fund Panel & Advisory Panel (5.00pm)		22			21			14			22		
Grants Panel (10.00am)					30				5				
Windsor Town Forum (6.30pm)			22		23		25		27		24		26
Maidenhead Town Forum (6.30pm)			14		8		17			1	31		18
Aviation Forum (7.00pm)				20			12			11			20
Corporate Parenting Forum (6.30pm)		18			7	22		10		24		15	
School Improvement Forum (5.00pm)		24				20				9			
Health and Wellbeing Board (3.00pm) <i>dates tbc</i>													
* Overview and Scrutiny Panels set their own work programme and schedule of meetings at their first meeting of the municipal year, held within 30 days of Annual Council. Dates other than May/June 2020 are therefore tbc													
N.B. Council meetings programmed on an ad hoc basis: Constitution Sub Committee, Appeals Panel, Licensing and PSPO Sub Committee, Employment Appeals Sub Committee, Member Standards Sub Committee, Rights of Way and Highway Licensing Panel, Independent Remuneration Panel, Statutory Officer Panel, Berkshire Pension Fund Panel Sub Committee.													
OUTSIDE/ASSOCIATED BODY ADMINISTERED BY RBWM													
Parish Conference (7.00pm) - <i>dates tbc</i>													
One Borough (10.00am) - 2021 <i>dates tbc</i>		16			15			8					
Rural Forum (5.30pm)							19				18		
Flood Liaison Group (6.00pm)			29			28			13			28	
Standing Advisory Council on Religious Education (6.00pm)			7				10				9		
Local Access Forum (6.30pm)		30					30						
Schools Forum (2.00pm)			16		22	15	19		21			22	
Disability and Inclusion Forum (11.00am)		22			14			14			15		

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Report Title:	Approval of 2020/21 Pay Policy Statement
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Rayner, Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor
Meeting and Date:	Council 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Nikki Craig, Head of HR, Corporate Projects and ICT
Wards affected:	None

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REPORT SUMMARY

1. This report deals with the approval of an updated Pay Policy Statement for 2020/21 as required by the Localism Act 2011. It recommends that full Council approves the updated Statement for 2020/21. This recommendation is being made because the Council is required to review, approve and publish a Pay Policy Statement by 31 March annually.
2. The Pay Policy Statement enables residents to understand the Council's pay policy for senior staff and how it relates to the salaries of the lowest paid. It provides transparency and enables residents to assess whether salaries paid represent value for money.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and:

- i) Approves the updated Pay Policy Statement for 2020/21.
- ii) Notes that further revisions will be required to the statement when the Government's reforms to public sector exit pay arrangements are implemented.

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

Options

Table 1: Options arising from this report

Option	Comments
Approve the updated 2020/21 Pay Policy Statement.	In accordance with the Localism Act an updated version of the statement must be approved by full Council each year.
This is the recommended option	
Reject the updated 2020/21 Pay Policy Statement.	Council has to approve an updated statement and publish it by 31 March 2020.

2.1 The Localism Act 2011 requires the council to review its Pay Policy Statement annually and publish an updated statement for 2020/21 by 31 March 2020. The updated statement was approved by the Employment and Member Standards Panel on 14 January 2020.

2.2 The Pay Policy Statement, attached as appendix A, has been updated to reflect:

- Latest structure for ‘Chief Officers’.
- Updating of the pay ratio between the Managing Director and the median and average pay.
- Updating of employee numbers in section 11.

The pay ratio between the Managing Director’s salary and the lowest paid employee and the average salary has remained the same. The ratio between the Managing Director’s salary and the median salary has decreased very slightly from 5.3 last year to 5.22 this year. And the ratio between the Managing Director’s salary and the average has also decreased very slightly from 4.51 to 4.48.

2.3 The Government is introducing regulations regarding the recovery of exit payments and limiting the total value of exit payments that will apply to organisations in the public sector. These were expected in the spring of 2018, but were delayed. The Government launched a further consultation in the spring of 2019. At the time of writing, these regulations were still not finalised and there was no information available on the timescale, therefore the Pay Policy Statement will need to be revised once the regulations are in place.

3. KEY IMPLICATIONS

3.1 Key implications are detailed in Table 2.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Approve and publish statement by 31 March 2020	> 31 March 2020.	By 31 March 2020.	By 17 March 2020.	By 1 March 2020.	31 March 2020.

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 None.

5. LEGAL IMPLICATIONS

- 5.1 The amended Pay Policy Statement 2020/21 meets the requirements of the Localism Act 2011.
- 5.2 The Council was required by Sections 38-39 of the Localism Act 2011 to approve and publish its first pay policy statement by 31 March 2012 for the financial year 2012/13 and annually thereafter. Any changes during the year have to be approved by full Council. Failure to do so would be contrary to the council's statutory duty under the Localism Act and could result in a number of adverse steps against it including judicial review for failing to comply with statutory duties.

6. RISK MANAGEMENT

- 6.1 Table 3 highlights risk.

Table 3: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to approve and publish the revised Pay Policy Statement on the council website by 31 March 2020, results in contravention of the council's obligations under the Localism Act.	High.	Statement approved at Council 25 February 2020 and published by 31 March 2020.	Low.

7. POTENTIAL IMPACTS

- 7.1 Equalities: The original EQIA was not reviewed as there are no significant changes to the updated statement.
- 7.2 Climate change/sustainability. There are no climate change/sustainability issues associated with this policy.
- 7.3 Data Protection/GDPR: No Data Protection Impact Assessment was necessary. The Council processes its employees personal in accordance with the HR Privacy Statement that is published on the Council's website.

8. CONSULTATION

- 8.1 The updated statement contains minimal changes of factual information and therefore no consultation has been undertaken.

9. TIMETABLE FOR IMPLEMENTATION

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

Table 4: Implementation timetable

Date	Details
14 January 2020	Employment and Member Standards Panel approves pay Policy Statement
25 February 2020	Full Council approves Pay Policy Statement
31 March 2020	Deadline for publication on website

10. APPENDICES

- 10.1 This report is supported by one appendix:

- Appendix A – Updated Pay Policy Statement for 2020/21.

11. BACKGROUND DOCUMENTS

- 11.1 There are no background documents:

12. CONSULTATION (MANDATORY) N/a as same report as that approved by EP 14/1/2020

Name of consultee	Post held	Date sent	Date returned
Cllr Rayner	Lead Member for HR, IT and Legal		
Duncan Sharkey	Managing Director		
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
Ruth Watkins	Deputy S151 officer		
Elaine Browne	Head of Law		
Mary Severin	Monitoring Officer		
Nikki Craig	Head of HR, Corporate Projects and ICT		
Louisa Dean	Communications		
Kevin McDaniel	Director of Children's Services		
Hilary Hall	Director Adults, Commissioning and Health		
Karen Shepherd	Head of Governance		
	Other e.g. external		

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? No
Report Author: Karin Zussman-Ward, Lead HR Policy and Reward Advisor 01628 796211		

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD Pay Policy Statement for the year 2020/21

1. INTRODUCTION

- 1.1 Under sections 38 to 43 of the Localism Act 2011, Local Authorities are required to prepare, approve by full Council (as a Part 1 item) and publish on their website, a pay policy statement by 31 March 2020, for the financial year 2020/21.
- 1.2 This statement must be reviewed, updated, approved by full Council and published by 31 March annually for the immediately following financial year.
- 1.3 The Council may amend this statement during the financial year in which it is effective; however any change must be approved by full Council. Any amended statement will be published on the website within 10 working days of the Council meeting.
- 1.4 In drawing up this statement, the Council has taken into account the guidance issued by the Department of Communities and Local Government and the advice supplied jointly by the Local Government Association and the Association of Local Authority Chief Executives (ALACE).
- 1.5 Links to external websites:
 - [CLG Guidance](#)
 - [CLG Supplementary Guidance](#)
- 1.6 This statement does not include employees based in the Council's schools as this is outside the scope of the legislation.
- 1.7 This statement was approved by full Council on 25 February 2020.
- 1.8 The Council fully endorses and supports the requirement to be open and honest about the reward packages of senior employees.

2. REMUNERATION OF CHIEF OFFICERS

- 2.1 Under the current structure of the Council, the following posts are included in the definition of 'Chief Officer':
 - Managing Director
 - Executive Director of Place

- Director of Adults, Health and Commissioning
- Director of Children's Services*
- Director of Children's Social Care and Early Help*
* Seconded to Achieving for Children
- Director of Resources and S151 Officer
- Head of Commissioning – Infrastructure
- Head of Commissioning - People
- Head of Communities
- Head of Finance
- Head of Governance
- Head of Housing
- Head of HR, Corporate Projects and IT
- Head of Infrastructure, Sustainability and Transport
- Head of Planning
- Head of Revenue, Benefits, Libraries and Resident Services
- Strategic Director of Public Health

Salaries

- 2.2 The Managing Director is paid within a salary band of £122,400 to £149,083. Executive Directors and Directors are paid within a salary band of £97,869 to £134,997.
- 2.3 Heads of Service are paid within a salary band of £66,912 to £93,460.
- 2.4 Appointments are made on a market benchmarked 'spot salary'. Individual posts are market tested as and when required.

Other payments

- 2.5 The Head of Communities performs the role of the Council's Returning Officer, appointed for this role under the Representation of the People Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are determined by a formula operated by the Government for determining fees to all Returning Officers across the country.
- 2.6 There are no other regular payments made to the post holders in the roles listed in section 2.1.

Instant Reward Scheme

- 2.7 An Instant Reward Scheme applies to all employees including Chief Officers.

Salary reviews

- 2.8 The annual pay review is undertaken by the Council and any pay award is determined by the Employment and Member Standards Panel. The annual pay review date is 1 April.

- 2.9 There was no pay award in 2019 and at the time of writing, there was no decision on the 2020 pay award.

Expenses and benefits

- 2.10 The Council has a comprehensive Expenses policy, which applies to all employees.
- 2.11 The Council will pay for one annual membership of a professional body, where the membership/qualification is required for the post held.
- 2.12 All other benefits are available to all employees and identified in point 3.7.

Remuneration on appointment

- 2.13 In the event of a vacancy the market levels for the post, see 2.4, may be reassessed and any appointment would be made in accordance with the market comparability evidence.

Termination payments

- 2.14 RBWM does not treat the Managing Director, Executive Directors, Directors and Heads of Service differently to other Council employees in relation to termination payments. See section 6.

Other terms and conditions

- 2.15 Since 1 March 2013 the terms and conditions for this group of employees have been wholly locally determined and set out in the Council's Employee Handbook.
- 2.16 All employees receive 28 days annual leave plus 8 bank holidays each year.

Use of interim managers in senior roles

- 2.17 The Council would not normally appoint a consultant to a permanent post, unless specific expertise was required.
- 2.18 There may be occasions when the Council has a short term need for an interim senior manager, for example pending a permanent appointment or for maternity cover etc. In these cases the Council may use a consultant appointed via their temporary worker agency or a direct consultancy agreement, both routes being in accordance with Contract Rules.
- 2.19 The Council would consider appointing a senior manager via their agency or on a consultancy contract for a fixed period where they have been unable to recruit to the post. Such appointments would be in accordance with Contract Rules and regularly reviewed.

3. DEFINITION AND REMUNERATION OF THE LOWEST PAID EMPLOYEES

Definition of the Council's lowest paid employees

- 3.1 The simplest definition to use is that of the lowest pay point that the Council uses.
- 3.2 The reasons for adopting this definition is because it is recommended by the JNC for Chief Executives in their guidance to local authorities.

Salaries

- 3.3 The hourly rate of the lowest paid employee is £8.78, which equates to an annual salary of £16,954.
- 3.4 The Council's lowest paid employees are slightly above the national living wage (NLW) rate of £8.72 per hour from April 2020.

Other payments

- 3.5 It is unlikely that this particular pay level would receive any additional payments. The Council's pay and benefits policy sets out the policy on additional payments such as shift pay, stand by etc.

Salary review and increments

- 3.6 Since 2010, the annual pay review for this group of employees has been undertaken by the Council and any pay award is determined by the Employment and Member Standards Panel. The pay review date is 1 April.

Benefits

- 3.7 The Council offers a range of benefits to its employees:
 - Advantage card – for those employees who are non-residents (residents automatically qualify)
 - Bike Lease Scheme via salary sacrifice
 - Buy and sell annual leave
 - Car Lease Scheme via salary sacrifice
 - Contributory pension scheme (employee contribution rates from 5.5% to 11.4% and the Council's employer contribution rate of 14.3%)
 - AVC scheme via salary sacrifice
 - Employee Assistance Programme (EAP)
 - Employee Benefits Portal
 - Eye care vouchers for designated DSE users
 - Car parking at work
 - Physiotherapy – subject to criteria
 - Season ticket loan
 - Discounted rail travel to Maidenhead on Great Western routes.

4. RELATIONSHIP BETWEEN THE REMUNERATION OF CHIEF OFFICERS AND THE LOWEST PAID EMPLOYEES

- 4.1 The salary for the Managing Director is £149,000, plus employer's pension contributions.

- 4.2 The remuneration of the lowest paid employee is £16,954, which represents solely basic salary as no other allowances are payable.
- 4.3 Using a remuneration figure for the Managing Director of £149,000 and a remuneration figure of £16,954 for the lowest paid employee, the pay multiple is the same as last year.
- 4.4 The ratio between the highest paid employee, the Managing Director and the average pay including permanent allowances of all Council employees is 1:4.48 and the median pay of all employees is 1:5.22.
- 4.5 The Hutton Review of Fair Pay in the public sector, published in March 2011, did not recommend a defined pay multiple, but instead recommended that the public sector should publish, track and explain their pay multiples over time. Table 1 shows the pay multiples since 2012.

Table 1: Pay multiples

Year	Pay multiples highest to lowest pay
2012/13	12
2013/14	11.3
2014/15	9.6
2015/16	9.6
2016/17	9.2
2017/18	9.46
2018/19	8.31
2019/20	8.79
2020/21	8.79

- 4.6 The trend since 2012 has generally been a reduction of the pay multiple. This reflects a number of changes and reductions in the management structure. The small increase in 2019/20 was the result of the appointment of a new Managing Director.
- 4.7 The policy regarding the pay of senior employees aims to ensure that the Council can recruit and retain the calibre of employee that is needed to deliver continuous improvement in service delivery. The Council will use market comparability to determine pay levels to ensure that they are not over or underpaying for these key roles.

5. RE-EMPLOYMENT OF THOSE IN RECEIPT OF SEVERANCE PAY OR RETIREMENT PENSION

- 5.1 If an individual is in receipt of a severance payment or retirement pension from another local authority or the Royal Borough, that would not be taken into account in the decision as to whether or not to employ them.
- 5.2 Under Regulation 70 of the Local Government Pension Scheme (LGPS) (Administration) Regulations 2008, the Berkshire Pension Fund is required to determine its approach to the abatement of pensions in the event that

the recipient re-enters Local Government employment. The Pension Fund Panel determined on 20 October 2003 (under the previous LGPS Regulation 109) that no abatement would be exercised for those returning to local government employment within the Berkshire fund area.

- 5.3 The Government is consulting on regulations regarding the recovery of public sector exit payments. Once the regulations are approved, then this section of the pay statement will be reviewed.

6. POLICIES ON REDUNDANCY AND PENSION ENTITLEMENT

Redundancy

- 6.1 The policy and procedure for redundancy, early retirements on the grounds of efficiency of the service and ill health defines how the Council will approach redundancy including redundancy pay.
- 6.2 The Council uses its discretionary powers to calculate redundancy pay using the individual's actual weekly salary.
- 6.3 The Council does not enhance the number of statutory week's redundancy pay an individual is entitled to under the Employment Rights Act 1996.

Pension enhancement

- 6.4 The LGPS contains provision for employers to enhance pension payments. Employers are required to determine how they will use these discretionary provisions. The Council has determined generally not to use its discretion to enhance pension payments by either additional years or additional pension, the Council will however consider any application on its merits.
- 6.5 The Government is consulting on regulations regarding the reforms to public sector exit payments. Once the regulations are approved, then this section of the pay statement will be reviewed.

Early retirement or flexible retirement

- 6.6 In certain circumstances, eligible employees may request early retirement or flexible retirement. (Flexible retirement gives access to accrued pension, whilst allowing the scheme member to continue working). In both these cases, there must be sufficient financial or other benefit to the Council for such retirements to be approved.

7. APPROVAL OF SALARY PACKAGES OVER £100,000

- 7.1 Under the terms of the Constitution the appointment of the Managing Director is approved by full Council following a recommendation by the Employment and Member Standards Panel.
- 7.2 For Directors and Heads of Service and for posts attracting a remuneration package exceeding £100,000, the terms of recruitment for and appointments of these posts will be made by the Employment and Member Standards Panel.

7.3 Arrangements for appointments are set out in Part 8 B of the Constitution.

8. HOW DECISIONS ON PAY AND REWARD POLICIES ARE MADE

8.1 All of the pay and reward policies are approved by the Council's Employment and Member Standards Panel.

8.2 All of the policies are reviewed regularly and updated to reflect legislation, best practice and organisational changes.

9. PUBLICATION AND ACCESS TO INFORMATION AND REMUNERATION OF CHIEF OFFICERS

9.1 In accordance with the Accounts and Audit (England) Regulations 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes annually the remuneration of the Managing Director and Directors on its website.

10. OTHER RELEVANT COUNCIL DOCUMENTS

- Expenses policy
- Flexible retirement
- Instant Reward Scheme
- Pay & benefits policy
- Pension abatement policy
- Pension's discretion policy
- Redundancy and early retirements' policy.

11. NUMBER OF EMPLOYEES AND SALARY BANDS

11.1 This table shows the number of employees within specified pay bands:

Pay band* £	Number of staff*
> 16,000 <20,000	72
>20,000 <25,000	119
>25,000 <35,000	199
>35,000 <45,000	135
>45,000 <55,000	46
>55,000 <65,000	15
>65,000 <80,000	8
>80,000 <100,000	6
>100,000	7
Total	607

* Excludes casual workers. Multiple job holders counted individually. All data based on Full Time Equivalent salary and permanent allowances only.

Report Title:	Polling district and polling places review 2019/2020
Contains Confidential or Exempt Information	No - Part I
Member reporting:	Councillor Rayner, Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor.
Meeting and Date:	Full Council - 25 February 2020
Responsible Officer(s):	Karen Shepherd, Head of Governance David Scott, Returning Officer
Wards affected:	Clewer & Dedworth West, Furze Platt, Oldfield.

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REPORT SUMMARY

1. This report sets out the recommendations of the cross-party Polling District and Polling Places Working Group and the Returning Officer for reviewing the boundaries of the Borough's parliamentary polling districts and designation of polling places for all types of elections.
2. The Council has a duty to review polling districts and polling places to ensure that they are located in positions that are convenient and accessible to the majority of electors. The Council must also seek to ensure that, so far as is reasonable and practicable, the polling places it designates are accessible to all electors, including taking into account the accessibility needs of people with disabilities.
3. The last polling district and polling places review took place in 2018 following the electoral review of the Borough's ward boundaries. The changes to the scheme took effect at the local elections in May 2019. Following the local elections, it was agreed to carry out an interim polling district review. The interim review makes recommendations for three minor changes made to the current scheme.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and:

- i) **The revised polling district boundaries and designation of the polling places affecting the following wards be approved, (as detailed in Appendix 1):**
 - **Clewer & Dedworth West, Furze Platt, and Oldfield.**

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

- 2.1 Following the implementation of the revised polling district and polling places scheme which took effect at the May 2019 elections, the decision was made to

review the suitability of the new polling places after the elections. The polling district and polling places review working group reconvened in the autumn of 2019 and met three times between September and November 2019 to assess the suitability of the current polling places and boundaries in light of voting experiences at the 2 May and 23 May 2019 polls (at the Borough, Parish and Euro elections).

- 2.2 The polling district review for 2019/2020 is an interim review as it concerns only limited recommendations for change affecting three wards; Clewer & Dedworth West, Furze Platt and Oldfield. The general principle underpinning the interim review has been to recommend further change or revisions to the scheme only where necessary, in light of feedback raised about the suitability of venues at the polls taking place in May 2019, with the aim of further improving voter experience.
- 2.3 A limited public consultation on the changes affecting the three wards commenced on 13 January 2020 and ran for three weeks until 2 February 2020. The council consulted directly with a number of stakeholders directly affected by the changes proposed, including Borough councillors, parish councils, and the booking co-ordinators of polling station venues. There were six formal, written representations received, which supported the working group's proposed changes.
- 2.4 **Clewer & Dedworth West**
The polling place for Dedworth Green (WCDW3) is Tinkers Lane Depot. Officers have recommended that future use of Tinkers Lane as a polling station should discontinue as it does not conform to elector accessibility criteria as specified by the Electoral Commission. Electoral Services have received numerous complaints from electors about the suitability of this venue at previous elections in recent years, relating specifically to health and safety concerns when accessing the site and the conflict with other users of the depot.
- 2.5 An alternative polling place for Dedworth Green has been sought. It is proposed to relocate electors from Tinkers Lane to the Gospel Hall (Kerith Church) on Ruddlesway. As the existing polling place for electors at the Willows, the venue already satisfies the criteria to operate as a polling station. The number of electors currently allocated to this venue is modest (751 electors as at May 2019) and the venue could easily operate as a double polling station, serving both the electors of Dedworth Green and the Willows. In addition, the Gospel Hall is in very close proximity to Tinkers Lane Depot and electors would not be required to travel very much further than they do already to access their polling station. It is therefore recommended that the Gospel Hall replaces Tinkers Lane Depot as the polling place for Dedworth Green (WCDW3).
- 2.6 **Furze Platt**
Feedback had been received at the May 2019 polls from polling station staff working at St Mary's School, the polling place for Furze Platt East, relaying concerns that the polling place was too small to accommodate the number of people allocated to the venue. The number of electors allocated to St Mary's School was 2,166 electors at the May 2019 elections whereas only 1,117 electors were allocated to the neighbouring polling place for Furze Platt

Central at St Peter’s Church. It is proposed to revise the polling district boundary between Furze Platt Central (MFP2) and Furze Platt East (MFP3) and to distribute electors more equally between the two polling districts. It is proposed to transfer properties in the northern pocket of Furze Platt East (properties north of Gardner Road and east of Switchback Road North) to Furze Platt Central. Electors at these properties would vote at St Peter’s Church instead of St Mary’s School. The roads affected by this change are: Abingdon Walk, Burcot Gardens, Culham Drive, Grafton Close, Hambleden Walk, Hungerford Drive, Mapledurham Walk, Osney Road, Radcot Close, Shifford Crescent and Whitchurch Close. Approximately 500 electors are expected to be affected by this change and there are no concerns about St Peter’s Church being unable to accommodate the additional number of electors allocated to this venue.

2.7 Oldfield

Forest Bridge School is a new polling station introduced at the May 2019 elections serving the Fisheries (MOF3) and Oldfield North (MOF4). Following the elections in May 2019, the school expressed its concerns that a disproportionate amount of disruption is caused to children and parents when facilitating an election for approximately 700 electors between both polling districts. Furthermore, the room on site allocated to polling is too small with poor facilities; the lighting is inadequate and access from the main school entrance is not ideal. An alternative venue for Forest Bridge School is recommended. The alternative venue is Desborough Bowls Club on Green Lane. Officers visited the venue to carry out a site inspection in October 2019 and deemed the building to meet accessibility criteria to serve as a polling station. It is therefore proposed to relocate electors for the Fisheries (MOF3) and Oldfield North (MOF4) from Forest Bridge School to Desborough Bowls Club.

Options

Table 1: Options arising from this report

Option	Comments
<p>1. Council supports and approves the polling district and/or polling places proposed affecting ALL wards as detailed in the report and summarised in Appendix 1 of the polling district schedule.</p> <p>This is the recommended option</p>	<p>The changes affect only five polling districts in three wards (Clewer & Dedworth West, Furze Platt and Oldfield).</p>
<p>2. To make no changes to the boundaries of the current polling districts and designation of polling places.</p>	<p>The council has a duty to ensure that the most appropriate buildings are designated as polling places and accessible to all electors.</p>
<p>3. To agree a different allocation of polling places and</p>	<p>The polling districts and polling places for use at the Police & Crime Commissioner elections on 7 May</p>

Option	Comments
alternative ward boundaries where changes are required.	2020 must be approved by the end of February 2020 so that preparations for the elections can commence.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Electors are able to cast their vote in a place that is convenient and accessible.	All electors are unable to cast their vote.	All electors are able to cast their vote and turnouts at previous elections are maintained.	All electors are able to cast their vote and there is a notable (3%) increase in the turnout at future elections.	All electors are able to cast their vote and there is a significant (more than 3%) increase in the turnout at future elections.	May 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications arising from the recommendations, although it is anticipated that the overall costs associated with booking venues may be slightly higher than in previous years, as it is proposed that an additional, private hire venue is used (Desborough Bowls Club).

5. LEGAL IMPLICATIONS

- 5.1 The Electoral Administration Act 2006 places a duty on councils to conduct a review of polling places and polling districts every four years. Although the last full review was only undertaken as recently as 2018, it was agreed to carry out an “interim” review following the local elections in 2019 to assess the suitability of the new polling places and polling districts introduced at the May 2019 elections.
- 5.2 In making recommendations for the designation of suitable polling places and polling districts, officers have acted in accordance with all appropriate legislation, principally the Representation of the Peoples Act, Electoral Administration Act and the Disability Discrimination Act.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Failure to carry out a review of polling districts and polling places.	Failure to carry out a review could result in a legal challenge.	Ensure that the review is undertaken.	Carry out a review of polling districts and polling places following each electoral event in accordance with published guidance.

7. POTENTIAL IMPACTS

- 7.1 The Council must seek to ensure that, so far as is reasonable and practicable, the polling places it designates are accessible to all electors, including taking into account the accessibility needs of people with disabilities.

8. CONSULTATION

- 8.1 A Notice of Review was published in January to advise the public that the consultation on the proposed changes for the three affected wards would run from 13 January until 2 February 2020.
- 8.2 The Council's website was also updated and stakeholders contacted directly, including Borough councillors, Parish councils and booking contacts for current and new polling station venues. The cross-party polling district and polling places working group have considered all responses and comments received during the consultation which have been used to formulate the recommendations for the three changes to the existing polling district scheme.

9. TIMETABLE FOR IMPLEMENTATION

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

Table 4: Implementation timetable

Date	Details
25.02.2020	Full Council endorse the revised Polling District & Polling Places schedule for 2020 as recommended unanimously by the cross-party working group.
07.05.2020	The revised polling district and polling places scheme takes effect at all elections from March 2020; the next elections scheduled to be the Police & Crime Commissioner elections on 7 May 2020.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix 1 – Polling district and polling places schedule 2020

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two sets of background documents:

- Polling district and polling places working group – Terms of Reference
- Summary notes from polling district and polling places working group meetings (September – November 2019)

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Rayner	Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	13.2.20	17.02.20
Elaine Browne	Head of Law	17.02.20	17.02.20
Karen Shepherd	Head of Governance	13.2.20	14.02.20
David Scott	Returning Officer	13.2.20	13.02.20

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Council decision	No	No
Report Author: Suzanne Martin, Electoral & Information Governance Services Manager, 01628 682935		

Appendix 1 – Polling District & Polling Places Schedule 2020

Ward	Polling District	Polling District Code	Polling Place	Polling Station Electorate (May 2019)	No. Polling Stations required at Polling Place	Recommendations of the Acting Returning Officer
Belmont 301	Belmont West	MBE1	Mobile unit, St.Marks Hospital, St. Marks Road, SL6 6DU	2,659	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors.
	Belmont East	MBE2	St.Luke's Community Hall, Norfolk Road, SL6 7AX	1,727	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Bisham & Cookham	Bisham	MBC1	Bisham Primary School, Church Lane, SL7 1RW	657	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors

Appendix 1 – Polling District & Polling Places Schedule 2020

302	Cookham	MBC2	Rogers Room, Holy Trinity Parish Centre, Churchgate, SL6 9SP	403	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Cookham Rise	MBC3	Pinder Hall, Lower Road, SL6 9EH	1,224	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Cookham West	MBC4	Cookham Dean Village Hall, Church Road, SL6 9PD	1,170	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Boyn Hill	Boyn Hill Central	MBH1	All Saints Parish Centre, Church Close, Boyn Hill Road, SL6 4HE	2,188	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Boyn Hill West	MBH2	St.Edmund Campion Parish Centre, 40a Altwood Road, SL6 4PY	2,107	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no

Appendix 1 – Polling District & Polling Places Schedule 2020

						adverse comments received from electors
303 Bray	Bray Village	MBR1	Bray Village Hall, High Street, SL6 2AR	1,874	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Holyport	MBR2	Holyport Primary School, Stroud Farm Road, SL6 2LP	2,185	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Oakley Green and Fifield	MBR3	Braywood Memorial Hall, Fifield Road, SL6 2NX	697	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Cox Green	Cox Green South	MCG1	Cox Green Community Centre, 51 Highfield Lane, SL6 3AY	1,288	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Cox Green North	MCG2	Cox Green Community Centre, 51 Highfield Lane, SL6 3AY	1,560	1	No change. An established polling district boundary and polling place which have been

Appendix 1 – Polling District & Polling Places Schedule 2020

						used successfully for a number of years with no adverse comments received from electors
	Cox Green East	MCG3	The Scout Hut, Cox Green Road, SL6 3ED	1,898	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
304 Furze Platt	Furze Platt West	MFP1	Furze Platt Memorial Hall, Furze Platt Road, SL6 7NG	1,527	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Furze Platt Central	MFP2	St.Peter's Church, St Peters Road, SL6 7QU	1,117	1	Change to polling district boundary. Properties north of Gardner Road and east of Switchback Road North to transfer from MFP3 to MFP2.
	Furze Platt East	MFP3	St Mary's RC School, Cookham Road, SL6 7EG	2,166	1	Change to polling district boundary. Properties north of Gardner Road and east of Switchback Road North to transfer from MFP3 to MFP2.
Hurley & Walthams	Hurley North	MHW1	Hurley Village Hall, High Street, Hurley, SL6 5LT	602	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no

Appendix 1 – Polling District & Polling Places Schedule 2020

305						adverse comments received from electors
	Hurley South	MHW2	Knowl Hill Village Hall, The Terrace, Bath Road, RG10 9XB	603	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Shottesbrooke	MHW3	White Waltham Parish Hall, Holly Cottage, Waltham Road, SL6 3SG			No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Waltham St Lawrence	MHW4	The Neville Memorial Hall, Milley Road, RG10 0JP	847	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Littlewick Green	MHW5	Gilchrist Memorial Hall, Littlewick Green, SL6 3RF	311	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	White Waltham and Paley Street	MHW6	White Waltham Parish Hall, Holly Cottage, Waltham Road, SL6 3SG			No change. An established polling district boundary and polling place which have been

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						used successfully for a number of years with no adverse comments received from electors
	Woodlands Park	MHW7	Woodlands Park Village Centre, Manifold Way, SL6 3GW	1,238	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
306 Oldfield	Oldfield West	MOF1	Larchfield Community Centre, Desborough Park, SL6 2TN	2,523	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Oldfield Central	MOF2	Ascot/Bray rooms, Town Hall, St Ives Road, SL6 1RF	878	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Fisheries	MOF3	Forest Bridge School, Chiltern Road, SL6 1XA	191	1	Change to polling place. Relocate polling place from Forest Bridge School to Desborough Bowling Club, Green Lane.
	Oldfield North	MOF4	Forest Bridge School, Chiltern Road, SL6 1XA	586	1	Change to polling place. Relocate polling place from Forest Bridge School to

Appendix 1 – Polling District & Polling Places Schedule 2020

						Desborough Bowling Club, Green Lane.
307	Pinkneys Green South	MPG1	The Methodist Church, St Mark's Crescent, SL6 5DG	2,314	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Pinkneys Green North	MPG2	Pinkneys Green Youth & Community Centre, Blenheim Road, SL6 5HE	2,208	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Riverside	Maidenhead Riverside West	MRS1	Riverside Children's Centre, West Dean, SL6 7JB	970	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Maidenhead Riverside North	MRS2	Mill House Family Centre, 18-20 Ray Mill Road East, SL6 8ST	1,333	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Maidenhead Riverside South	MRS3	Thames Hotel, Ray Mead Road, SL6 8NR	2,199	2	No change. An established polling district boundary and

Appendix 1 – Polling District & Polling Places Schedule 2020

						polling place which have been used successfully for a number of years with no adverse comments received from electors
308	St Mary's North	MSM1	Marlow Road Community Centre, 4 Marlow Road, SL6 7YR	1,677	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	St Mary's South	MSM2	Council Chamber, Town Hall, St Ives Road, SL6 1RF	2,284	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Ascot & Sunninghill	North Ascot	WAS1	All Saints Church Hall, London Road, Ascot Heath, SL5 8DQ	2,782	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	South Ascot	WAS2	South Ascot Church Hall, Church Road, South Ascot, SL5 9DP	2,295	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors

Appendix 1 – Polling District & Polling Places Schedule 2020

	Sunninghill	WAS3	Ascot District Day Centre, Bagshot Road, Sunninghill, SL5 9PD	1,817	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
303 Clewley & Dedworth East	Dedworth Manor	WCDE1	The Manor Youth Centre, Hanover Way, SL4 5NW	1,929	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Clewley Hill	WCDE2	The Spencer Denney Centre, Park Corner, Clewley Hill Road, SL4 4EB	1,924	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	St Leonard's	WCDE3	Mobile unit at St Leonard's Hill, SL4 4AL	707	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Clewley & Dedworth West	Dedworth Riverside	WCDW1	Dedworth Middle School, Smiths Lane, SL4 5PE	2,094	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no

Appendix 1 – Polling District & Polling Places Schedule 2020

						adverse comments received from electors
	Willows	WCDW2	Windsor Gospel Hall, Ruddlesway, SL4 5SJ	751	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Dedworth Green	WCDW3	Tinkers Lane Depot, Tinkers Lane, Dedworth, SL4 4LR	1,901	2	Change to polling place. Relocate polling place from Tinkers Lane Depot to Windspr Gospel Hall, Ruddlesway.
310 Clewer East	Clewer New Town	WCE1	Clewer First School, Hatch Lane, SL4 3RL	1,588	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Oakfield	WCE2	Kipling Court, York Road, SL4 3NX	1,945	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Clewer Village	WCE3	Clewer Youth & Community Centre, 39A Parsonage Lane, SL4 5EW	806	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no

Appendix 1 – Polling District & Polling Places Schedule 2020

						adverse comments received from electors
Datchet, Horton & Wraysbury	Datchet West	WDHW1	Datchet Village Hall, Allen Way, Datchet, SL3 9HR	1,569	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Datchet East	WDHW2	Datchet Village Hall, Allen Way, Datchet, SL3 9HR	1,721	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Horton	WDHW3	The Champney Hall, Stanwell Road, Horton, SL3 9PA	731	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Wraysbury	WDHW4	Wraysbury Village Hall, The Green, Wraysbury, TW19 5NA	2,745	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Eton & Castle	Castle South	WEC1	All Saints Church Hall, Alexandra Road, SL4 3AJ	2,738	2	No change. An established polling district boundary and polling place which have been

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312						used successfully for a number of years with no adverse comments received from electors
	Castle North	WEC2	St.Stephen's School Rooms, St Stephen's Church, Vansittart Road, SL4 5EA	1,873	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Eton	WEC3	Eton Town Council Office, 102 High Street, Eton, SL4 6AJ	1,038	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Eton Wick	WEC4	Eton Wick Youth Centre, Eton Wick Road, Eton Wick, SL4 6LT	1,636	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Old Windsor	Great Park	WOW1	The York Club, Windsor Great Park, SL4 2HT	206	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors

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313	Old Windsor	WOW2	Old Windsor Memorial Hall, Straight Road, Old Windsor, SL4 2RN	3,189	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Home Park	WOW3	Old Windsor Memorial Hall, Straight Road, Old Windsor, SL4 2RN	76	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Boltons	WOW4	Gardener's Hall, 213 St. Leonard's Road, SL4 3DR	1,312	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
Sunningdale & Cheapside	Cheapside	WSC1	Cheapside Village Hall, Cheapside Road, Ascot, SL5 7QH	544	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
	Sunningdale North	WSC2	Sunningdale Village Hall, Church Road, Sunningdale, SL5 0NJ	1,914	2	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no

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						adverse comments received from electors
	Sunningdale South	WSC3	Mobile unit at Waitrose carpark, London Road, Sunningdale, SL5 0HD	1,317	1	No change. An established polling district boundary and polling place which have been used successfully for a number of years with no adverse comments received from electors
				90,359	81	