

# 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 as a **Virtual Meeting - Online access** on **Tuesday, 23 February 2021 at 6.15 pm** for the purpose of transacting the business specified in the Agenda set out hereunder.

Dated this Friday 12 February 2021



Duncan Sharkey  
Managing Director

Rev Stileman will say prayers for the meeting.
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## **A G E N D A**

### **PART I**

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence

2. COUNCIL MINUTES

To receive the Part I minutes of the Annual meeting held on 15 December 2020 and the ordinary meeting held on 15 December 2020.  
(Pages 7 - 32)

3. DECLARATIONS OF INTEREST

To receive any declarations of interest  
(Pages 33 - 34)

4. MAYOR'S COMMUNICATIONS

To receive such communications as the Mayor may desire to place before the Council  
(Pages 35 - 36)

5. PUBLIC QUESTIONS

*The deadline for public questions (which must be directly related to the budget) is midday on Tuesday 16 February 2021. A supplement listing valid questions received will be added to the agenda after the deadline.*

(The Council will set aside a period of 30 minutes to deal with public questions, which may be extended at the discretion of the Mayor in exceptional circumstances. The Member who provides the initial response will do so in writing. The written response will be published as a supplement to the agenda by 5pm one working day before the meeting. The questioner shall be allowed up to one minute to put a supplementary question at the meeting. The supplementary question must arise directly out of the reply provided and shall not have the effect of introducing any new subject matter. A Member responding to a supplementary question will have two minutes to respond).

6. PETITIONS

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

*(Notice of the petition must be given to the Head of Governance not later than noon on the last working day prior to the meeting. A Member submitting a Petition may speak for no more than 2 minutes to summarise the contents of the Petition).*

7. COUNCIL TAX REDUCTION SCHEME

To consider the above report  
(Pages 37 - 86)

8. REFERRALS FROM OTHER BODIES

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

i) 2021/22 Budget

9. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 10 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

10. MINUTES

**Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972**

To receive the Part II minutes of the meeting of the Council held on 15 December 2020.

(Pages 401 - 402)

## 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.

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**AT THE ANNUAL MEETING OF THE BOROUGH COUNCIL held as a Virtual Meeting - Online access on Tuesday, 15th December, 2020**

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, Leo Walters and Simon Werner

Officers: David Cook, Tracy Hendren, Kevin McDaniel, Andrew Scott, Mary Severin, Duncan Sharkey, Karen Shepherd and Adrien Waite

57. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Targowski.

58. DECLARATIONS OF INTEREST

None received.

59. ELECTION OF MAYOR FOR THE REMAINDER OF THE 2020/21 MUNICIPAL YEAR

The Mayor, Sayonara Luxton, welcomed everyone to the Annual Meeting and gave a brief résumé of her year in office. She explained that it had been an honour to serve the residents of the Royal Borough as the Mayor once again. Due to the Covid-19 pandemic the term of office had been a little longer than anticipated. It had in fact stretched to 19 months but it had been a privilege to be able to help the community at such a difficult time.

Although since March the Mayor had been unable to host or attend the traditional events, virtual ways of communicating had been used instead. It was not the same as meeting face to face but it was lucky that the technology was in place to keep people in touch.

The Mayor commented that it had been humbling to see how the community had pulled together. She had been overwhelmed by the response to her scrubs appeal and delighted that she had been able to continue fundraising for her chosen charity, Thames Hospice. It had been disappointing to have to cancel the annual Mayoral Charity Ball but heartening to receive so many donations via Just Giving and to have a successful on line auction. The Mayor thanked all those who had supported her by making financial contributions, sewing scrubs or donating prizes. Over £40,000 had been raised for Thames Hospice and it had been her pleasure to present a cheque to their CEO the previous day.

## COUNCIL - 15.12.20

The Mayor also thanked her husband Ian and her family for all their support over the extended mayoralty and also the mayoral team for their support, friendship and guidance. They had been excellent.

Despite the sadness, illness and bereavement of 2020 there had been many positive stories as well and if there was a silver lining, it was the community spirit that had thrived. She hoped the good work would continue and that things would be a little brighter for everyone in 2021.

Councillor Hunt commented that the Mayor had stepped up at a difficult time and had been magnificent. She had been invaluable in all her Mayoral duties and activities including raising the sum of £40,000, which had taken huge effort and hard work.

The Mayor invited nominations for the election of the Mayor of the Royal Borough for the remainder of the 2020/21 municipal year.

In proposing Councillor Story, Councillor Johnson commented that he would be a fine first citizen of the borough. It was not an easy time to take on the role; Councillor Luxton had conducted herself with absolute splendour during her term, in the most challenging time any Mayor had faced in the post-War period. Councillor Johnson had a high degree of confidence that Councillor Story would undertake the role with a high degree of aplomb and rigour. Every Mayor brought different qualities. Councillor Johnson explained that he had previously undertaken the role in a different authority. He could attest to what a wonderful experience it was both in being able to represent the borough on the regional and national stage and really engage with all parts of society.

In seconding the motion, Councillor Shelim explained that Councillor Story's family had a long and close association with the Royal Borough. His wife, Barbara, was the Royal Borough's Local Studies Librarian, spending much of her time responding to residents' local history enquiries. She had first worked in Maidenhead Library just after it opened, and before Covid-19 she was, with one or two gaps in between, still working there, as well as in Windsor Library and in the museum in the Guildhall. Barbara was also very active in the local community and was Vice Chair of Sunninghill and Ascot Parish Council. Their son, Michael, was born in Windsor and was now a partner in a consultancy business. Councillor Story's brother and his family had lived in Maidenhead, in Riverside, for many years and before that they lived in Sheet Street in Windsor.

It was moved by Councillor Johnson, seconded by Councillor Story and:

**RESOLVED UNANIMOUSLY: That Councillor John Story be elected Mayor of the Royal Borough of Windsor and Maidenhead for the remainder of the 2020/21 Municipal Year.**

The Managing Director declared Councillor Story duly elected Mayor.

Councillor Story made the Declaration of Acceptance of Office.

THE MAYOR (COUNCILLOR STORY) IN THE CHAIR

## COUNCIL - 15.12.20

In making his speech of acceptance, Councillor Story explained that he had a long and close association relationship with the Royal Borough and it was an honour and a privilege to be elected as Mayor. At the Annual Council meeting 18 months previously, he had nominated Councillor Luxton to be Mayor and he was very glad he had done so. He was enormously thankful for the work Councillor Luxton had undertaken and the enormous amount of money she had raised for charity. He thanked her for staying on for extra time due to the Covid-19 crisis. The Mayor also thanked Councillor Muir for the work he had undertaken as Deputy Mayor including fundraising for a number of charities.

The Mayor commented that the news of a vaccine was good but it would not make a difference for a while yet. He asked all to be mindful of the risks, especially over the holiday period. Until the crisis was over, taking personal responsibility was the best way an individual could protect both themselves and others.

### 60. ELECTION OF DEPUTY MAYOR FOR THE REMAINDER OF THE 2020/21 MUNICIPAL YEAR

The Mayor invited nominations for the election of the Deputy Mayor of the Royal Borough for the remainder of the 2020/21 municipal year.

In proposing Councillor Muir, Councillor Luxton explained that he was originally from Blackpool, but had been educated at Henley College, before becoming the youngest ever Area Manager for the Association of Retailers of America. After that he spent a decade working in Jeddah, Saudi Arabia. He moved back from the Middle East in 1989 and started his own business, providing hygiene systems to large food manufacturers throughout the UK. He raised two sons, Christopher and Jonathan.

Councillor Muir was elected to the Royal Borough in a by-election in 2007. He had been the Deputy Mayor for 19 months and would again continue in that role. He was a great guy to work with, very polite and always ready to step in when required. She had enjoyed working with him and had a few good laughs. Councillor Muir had raised funds for a number of local charities. He was the current Chairman of the Datchet Branch of the Royal British Legion. In 2018 he campaigned and successfully relaunched the Windsor Branch which had been closed for many years. It was a proud moment when the Windsor Standard took centre stage at Remembrance Sunday in 2020. In his spare time he volunteered at his much loved Blue Acre Horse Rescue charity with fundraising and other support.

In seconding the motion, Councillor Rayner explained that Caron North had been the Deputy Mayoress since May 2019. Caron would be honoured and privileged to carry on this role supporting local communities and charitable good causes within The Royal Borough of Windsor and Maidenhead.

Caron was born and educated in Sheffield. After college in 1985 she moved to Old Windsor where she studied Equestrian Science and Husbandry. Caron's life had been full of her passion for horses and the community. Caron had had several jobs where she had worked, trained and cared for horses. This had led to her driving horse-drawn carriages in Windsor 34 years ago where she met for the first time her now closest friend Bob Reagan. This was a turning point in her life and she then began working on Bob's farm, driving HGV lorries. She bought her own horse and rescued many animals. In 2002 Caron and Bob founded The Blue Acre Horse Rescue. Caron had

created a sanctuary where she gave 24-hour care to not just horses but chickens, ducks, goats and dogs.

Caron's community dedication also included working with the Ways Into Work scheme helping disadvantaged young people. Many children and young adults visited the farm which gave them a much needed escape. Caron also worked part time at the Old Windsor Club. Caron was a truly remarkable lady who would be a fabulous ambassador for The Royal Borough of Windsor and Maidenhead.

It was moved by Councillor Luxton, seconded by Councillor Rayner, and:

**RESOLVED UNANIMOUSLY: That Councillor Gary Muir be elected Deputy Mayor of the Royal Borough of Windsor and Maidenhead for the remainder of the 2020/21 Municipal Year.**

(Councillors Baskerville and Walters did not take part in the vote)

The Managing Director declared Councillor Muir duly elected Deputy Mayor.

Councillor Muir made the Declaration of Acceptance of Office.

61. POLITICAL BALANCE AND APPOINTMENT OF COMMITTEE/PANEL/FORUM MEMBERSHIP AND CHAIRMEN/VICE CHAIRMEN FOR THE REMAINDER OF THE 2020/21 MUNICIPAL YEAR

Members considered the memberships of the council's panels, committees and forums for the remainder of the municipal year.

It was confirmed that Councillor Story would step down from a number of positions as he had now been elected as Mayor.

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

**RESOLVED UNANIMOUSLY: That Full Council notes the report and:**

- i) **Notes the political balance of the council detailed in Table 1, as reviewed and agreed by full Council at its last meeting on 27 October 2020.**
- ii) **Approves the membership of the committees, panels and forums for the remainder of the Municipal Year as detailed in Appendix A.**
- iii) **Appoints the Chairmen and Vice-Chairmen for the remainder of the Municipal Year as detailed in Appendix A.**
- iv) **Delegates authority to the Head of Governance to amend/make further appointments on the nomination of the relevant Group Leader.**

The meeting, which began at 6.15pm, finished at 6.48pm.

CHAIRMAN.....

DATE.....

**AT A MEETING OF THE BOROUGH COUNCIL held as a Virtual Meeting - Online access on Tuesday, 15th December, 2020**

PRESENT: The Mayor (Councillor John Story), 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, Sayonara Luxton, Ross McWilliams, Helen Price, Samantha Rayner, Joshua Reynolds, Julian Sharpe, Shamsul Shelim, Gurch Singh, Donna Stimson, Helen Taylor, Amy Tisi, Leo Walters and Simon Werner

Officers: David Cook, Tracy Hendren, Kevin McDaniel, Mary Severin, Duncan Sharkey, Adele Taylor, Karen Shepherd and Adrien Waite

62. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Targowski.

63. COUNCIL MINUTES

It was proposed by Councillor Story, and:

**RESOLVED UNANIMOUSLY: That:**

- i) The minutes of the meeting held on 27 October 2020 be approved**
- ii) The Part I minutes of the Extraordinary meeting held on 23 November 2020 be approved**

64. DECLARATIONS OF INTEREST

None received

65. MAYOR'S COMMUNICATIONS

The Mayor had submitted in writing details of engagements that the Mayor and Deputy Mayor had undertaken since the last meeting, which had been limited due to COVID-19. These were noted by Council

66. PUBLIC QUESTIONS

- a) 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 advise what is the Council's vision for Furze Platt?

Written response: *The emerging Borough Local Plan sets out the Council's vision for future development within the whole Royal Borough. Within the emerging Borough Local Plan there are specific policies relating to areas where it is proposed to focus future growth. Furze Platt is not proposed to be an area of significant growth or change and so there are no specific policies relating to it. The future vision for the area is for it to be part of a thriving Royal Borough where people can live and work in a safe, healthy and sustainable environment.*

By way of a supplementary question, Mr Wilson thanked Councillor Johnson for confirming the council had a generic, rather than a specific, vision for Furze Platt and asked if he would outline how this vision would become a reality for residents?

Councillor Johnson responded that this would happen through the continued implementation of a range of policies that sought to secure and embed economic recovery from COVID-19, to ensure the most vulnerable in society were protected and to ensure future opportunities, in particular economic opportunity. The broader planning policy framework was also key. It would also be important that the administration continued to attract and retain businesses in the borough, including through promotion of inward investment opportunities and attracting economic growth. The ambitions for Furze Platt would be realised in the short term by the ward councillors playing a constructive part in helping the administration to deliver its policies, for which it had a mandate.

**b) Ed Wilson of Clewer and Dedworth West ward asked the following question of Councillor Hilton, Lead Member for Finance and Ascot:**

The CIFPA Report under the Clewer & Dedworth Improvement Plan concludes that members were able to circumvent the Council's approved policies without appropriate challenge from officers. It also states that the plan was included after consideration at the Members Budget Steering Committee. Can he advise what challenge was made by officers at this meeting?

Written response: *There is no record of discussion of the Clewer and Dedworth Neighbourhood proposals in Budget Steering Group minutes and therefore no record of any challenge by officers.*

*However, there is no doubt that the Dedworth and Clewer Neighbourhood scheme for roads and footway improvements did not go through the formal prioritisation process which ensures investment in roads maintenance is made based on greatest need. The Clewer and Dedworth proposals circumvented that process to the benefit of one ward. Not only did the roads maintenance avoid the prioritisation process but other schemes relating to works in parks and at a day centre were added to the scheme. It may be that these were approved by the then Managing Director but as detailed in the CIFPA report, the Monitoring Officer agreed that virements from the PAVE scheme, to pay for the parks and works to the Day Centre, were beyond the authority of the Managing Director and ultra vires*

By way of a supplementary question, Mr Wilson commented that the report stated that Members were able to circumvent the council's approved policies without appropriate challenge from officers. Councillor Hilton had confirmed that this did not happen at Budget Steering Group, nor at the Cabinet meeting in May 2018 as Members discussed a paper that said officers had assessed the improvements on a technical basis to form a revised programme that benefitted three wards. If this did not happen



at Budget Steering Committee or at Cabinet, Mr Wilson asked where did the officer challenge take place? Mr Wilson asked Councillor Hilton to write to him with the details.

Councillor Hilton responded that the key individuals involved no longer worked for the council so it was not possible to ask them. He had asked the finance team to look through the minutes of the Budget Steering Group and there was no record there. Councillor Hilton explained that he was personally very involved in the CIPFA work and made comments that led to some other individual lines of enquiry. Not every statement in the report that was critical was pinpoint accurate. He had not challenged this because, in the round, the report correctly highlighted the cultural and financial governance issues. These had been recognised and a monitored programme had been established to resolve them. Councillor Hilton agreed to write to Mr Wilson although he commented that he did not know what the content would be. The council was happy to receive questions but however many times Mr Wilson asked, the answer would not change, in that the Clewer and Dedworth scheme breached the council's governance rules.

67. PETITIONS

No petitions were submitted.

68. ORDER OF BUSINESS

The Mayor explained that the previous day the council had received a request for a petition to be presented to the council in person. The petition had closed on 30 November 2020 with 1,649 signatures. On 1 December 2020 the council had emailed the lead petitioner asking him how he wished to formally submit the petition. The former Mayor agreed that under the circumstances the lead petitioner should be able to speak for up to 5 minutes at the start of the item 'Motion on Notice' which would enable Members to take the petition into consideration when debating the related motion. The Mayor confirmed he was in agreement with the former Mayor's decision and proposed that the order of business be varied to bring the item 'Motion on Notice' forward in the agenda.

It was proposed by Councillor Story, seconded by Councillor Knowles, and:

**RESOLVED UNANIMOUSLY: That the order of business as set out in the agenda be varied.**

69. MOTIONS ON NOTICE

Mr Brian McCormack, lead petitioner, for the following petition, was invited to speak:

*'We the undersigned petition the Royal Borough of Windsor and Maidenhead to offer free parking for residents over the important Christmas retail period to help boost Windsor footfall'*

Mr McCormack explained that he had been admitted to hospital with a suspected heart attack the previous day. He was suffering from chronic fatigue as a result of working constantly since 15 June 2020 to keep his business going. He had heard

about the removal of the Advantage Card scheme earlier in the year and understood the reasons for doing so. Just before his petition had closed, Councillor Cannon had announced the Sunday and Wednesday concessions. Once the petition closed, Mr McCormack had sent an email to Councillors Cannon and Rayner. Parking in Maidenhead was already free on Sundays and he felt there should be parity for Windsor.

Mr McCormack explained that his business was currently down by 39.7% down on the 52 weeks. He had one of the stronger positions in the town centre but this was no position for any business to be in. He understood that the revenue the council received would have been impacted by a reduction in season tickets but he felt it was unfair to penalise residents who were paying tourist fees for parking. He understood that the Advantage Card discount had been removed until further notice and would be brought back in if possible. It was now half way through December and he accepted that the concession was lost from 1-15 December, but he felt it would be a gesture of goodwill to give a concession for the remainder of the month. He would normally serve between 500-600 customers a week at this time of year but this was not happening because of the pandemic. Saturday and Sunday were equally busy in the town centre so if free parking was being offered on one day then it should be offered on the other one too. Anything would help the retail sector for the last few days, it was important to get Windsor residents shopping in their own town centre.

Councillor Davey introduced his motion. He explained he wished to amend his motion, following advice from officers. The amended motion had been costed at 20% of the original motion that had been put forward. The original motion was along the lines of what Mr McCormack was requesting but he understood the financial implications. Councillor Davey read out his amended motion:

*This Council agrees to extend the Christmas parking for the majority of RBWM car parks with immediate effect for a 3 hour period between 9am and 12pm on Mondays and Tuesdays until the end of the year to boost local retail sales and support RBWM retailers.*

Councillor Davey felt that he should not have needed to bring the motion or promote the petition so widely. The main concerns were about COVID-19 and keeping people apart, but Sundays were responsible for 18% of revenue in Windsor. This was the second busiest day so the excuse of busy days did not stand. Mondays, Tuesdays and Wednesdays brought in just 10% each day therefore logically more residents were needed on those days. Older residents and parents preferred daylight hours when the children were at school. Councillor Davey commented that surely the council could find £30,000 for Monday and Tuesday mornings to alleviate the stress that retailers were going through. He was unsure why others could not see the future as he did. He asked how much money the council had spent on consultants on the Local Plan in recent weeks. He had seen in the news that the telecommunications company '3' was leaving Maidenhead. The council did not own the building but received a chunk of the £2.2m business rates. He was advised that the rateable value was £2.2m. The council was investing £60,000 in an Economic Development Manager. Their job would be far easier if, when searching for RBWM on the internet, a story came up about how the council had helped retailers. The council was spending £400,000 on maximising the digital distribution of *Around the Royal Borough* next year. Councillor Davey asked if any of the current year's budget was available for a good cause. There had been

talk of visitors to Windsor tapping to pay £3 to fund the homeless; he suggested this could be used to raise the necessary funds for retailers.

Councillor Hill seconded the amended motion.

Councillor Cannon commented that he would like to support businesses more and the council had done so in years past; but this was not years past but a unique year. Despite Councillor Davey's assumptions, the Town Managers had said that extra people were not needed in the towns on Saturdays because of overcrowding. This was the reason Sunday had been chosen. Councillor Cannon highlighted a number of practical issues with the motion, including signage. He had been advised by officers that the proposal was not feasible. He questioned what other services Councillor Davey would wish to see cut to fund his proposal.

Councillor Singh commented that he believed the motion was vital to support the towns, the residents of the borough and others who visited. It was an important motion for his ward. The town centres were suffering; they were very quiet even on Saturdays. The loss of the Advantage Card discount was starting to pinch families. Mr McCormack had done a fantastic job with his petition to highlight the problems retailers were experiencing. The issue of funding the proposal had been raised. Councillor Singh commented that one coffee shop in a town centre would pay rates of £30,000. If the motion saved one business, it would therefore pay for itself.

Councillor Werner commented that he felt it was astounding that the council would not agree to such a small thing to help those who ran businesses, worked in or used the businesses in the town centres. Councillor Johnson had earlier talked about the importance of keeping businesses in the borough. This would be a small sign to them. The cost to the council was small but the financial benefits were large. The lack of support reflected the financial short-termism that had been a feature of the last ten years and had left the council in its current difficult financial situation. Without every bit of support possible, more shops would close. The business owners and employees would be devastated. This would affect the finances of the council as it would lead to increased council tax benefits being paid out. Fewer shops meant less parking income in future. Encouraging people to shop on Mondays and Tuesdays would spread the footfall therefore there was a strong COVID argument. The signage argument was bizarre; a sign saying 'free parking until 12 noon' would suffice.

Councillor Rayner thanked Mr McCormack for this petition and the time he had given her when she had visited his shop. It was with a heavy heart that she could not support any more free parking. She fully appreciated the enormous difficulties businesses were facing and the importance of the Christmas shopping period. The motion was however not possible due to operational, COVID-19 and financial reasons. Members had been working with the Town Manager on ideas. The council was extremely grateful that Windsor Yards had agreed to match the free parking offer already in place. The owners of Windsor Dials had also agreed to open up their car park after construction finished on 24 December 2020, which would help with the sales period. Councillor Rayner highlighted the communications that were being promoted, including the My Royal Borough website hub, a digital magazine, a video by key stakeholders, competitions on social media and a 'shop local' campaign. Regular meetings were being held with partners and stakeholders to resolve issues. The council was also working with the police and the Community Wardens to keep area safe.

Councillor Hill commented that in an email exchange he had seen, Members had been told that the £30,000 cost would put pressure on the delivery of other savings; in other words, the money could be found. The forecast for reserves at the end of the year was still very healthy. The motion would help spread footfall and keep businesses going. Many businesses were just hanging on and relied on the Christmas period to make a decent profit. If business failed there would be no business rates and no council tax; people would have to make the choice between food and fuel and children may go hungry. If Members voted against the motion, they would be voting against the businesses, the families they supported and the economic health of the borough.

Councillor McWilliams commented that he wished to differentiate between the sentiment and the cold light of reality. No one disagreed with the need for all to do as much as possible within what could be done to support local businesses, He had shopped local and encouraged others to do so. The council had proposed a £70m investment in local recovery and infrastructure in the draft budget. Alongside policies at the national level including the vaccination programme, track and trace, the continuation of furlough schemes, the break on evictions and business rate support, this would be what rescued the economy.

All Members had received a briefing note on the technical problems with implementation of the original motion, including the distinction between resident and non-resident and the fact that there were more Advantage Cards in circulation than residents. Councillor Davey had suggested using funding allocated for rough sleepers. This was the opposite of Robin Hood. Councillor McWilliams commented that the figure of £413,000 related to the entire communications budget for the year rather than one edition of *Around the Royal Borough*.

Councillor Carole Da Costa commented that for a charitable organisation to pay the amount of parking fees at the moment was extortionate. A volunteer went to collect some goods from the town centre. She was only in the store for seven minutes but this had cost over £2 in parking. If the parking costs could not be dropped for Christmas to help retailers, she asked the council to think long term how it protected the most vulnerable in society, how to stop the retailers from losing their jobs and becoming the vulnerable.

Councillor Tisi commented that she had been to Windsor on the last two Sundays and it had been heaving. This was not because of free parking but because it was nearly Christmas. On the first Sunday there had been no signage at the college car park and people were unsure. The next week the signage at Victoria Street had fallen down. Therefore the council may not have lost as much income as it thought. It would have been better to spread footfall out across the week and in daylight hours.

Councillor Stimson commented that her experience of Maidenhead was that it was busy at weekends. In the last four or five weeks the Cabinet had been having discussions on how to balance the budget, it was a hideous situation and you could not say it was 'just' £30,000.

The Mayor advised Members that the 30 minute limit had been reached.

Councillor Davey concluded the debate by commenting that the draft budget stated the council would lose £1m in parking revenue, possibly another £2m. these were very

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round numbers yet Members were being told £30,000 could not be found? Mr McCormack was one of many business people working 24/7 to keep their business going and the council could not be bothered to find £30,000 because the motion had been proposed by Councillor Davey rather than a member of the administration. Those who voted against the motion would be putting a nail in the coffin for local retailers.

On being put to the vote, the motion fell.

<b>Motion on Notice a) (Motion)</b>	
Councillor John Baldwin	No vote recorded
Councillor Clive Baskerville	For
Councillor Christine Bateson	Against
Councillor Gurpreet Bhangra	Against
Councillor Simon Bond	For
Councillor John Bowden	Against
Councillor Mandy Brar	For
Councillor Catherine del Campo	For
Councillor David Cannon	Against
Councillor Stuart Carroll	Against
Councillor Gerry Clark	Against
Councillor David Coppinger	Against
Councillor Carole Da Costa	For
Councillor Wisdom Da Costa	For
Councillor Jon Davey	For
Councillor Karen Davies	For
Councillor Phil Haseler	Against
Councillor Geoffrey Hill	For
Councillor David Hilton	Against
Councillor Maureen Hunt	Against
Councillor Andrew Johnson	Against
Councillor Greg Jones	Against
Councillor Lynne Jones	For
Councillor Neil Knowles	For
Councillor Ewan Larcombe	For
Councillor Sayonara Luxton	Against
Councillor Ross McWilliams	Against
Councillor Gary Muir	Against
Councillor Helen Price	For
Councillor Samantha Rayner	Against
Councillor Joshua Reynolds	For
Councillor Julian Sharpe	Against
Councillor Shamsul Shelim	Against
Councillor Gurch Singh	For
Councillor Donna Stimson	Against
Councillor John Story	Against
Councillor Helen Taylor	For
Councillor Amy Tisi	For
Councillor Leo Walters	Against
Councillor Simon Werner	For
<b>Rejected</b>	

70. REFERRALS FROM OTHER BODIES

i) Asset Disposal & Redevelopment

Members considered the disposal and redevelopment of a council asset.

Councillor Johnson explained that following the service reorganisation of the Family Centres, and to reflect that the existing buildings at Ray Mill Road East were no longer fit for purpose, the report proposed a partial disposal of the two properties to fund investment in much needed affordable housing. The service delivery would be reprioritised to the Pinkneys Green Centre. He thanked the work of Marius Gilmore in fighting for the long term survival of the centre.

Councillor Johnson highlighted the reference to the potential redevelopment opportunity at Ray Mill Road East and explained this was not a driving factor. In fact the car park of the Ray Mill centre would potentially be lost. The real driver had been the service reorganisation and the asset management review. Once the costs of refurbishment had been deducted, the council would also receive a useful capital receipt to reinvest or pay down debt.

Councillor Werner welcomed the move of the Family Centre to Pinkneys Green. He had been a staunch defender throughout the process so had been very pleased. He had held discussions with officers on the layout and design. Following his representations the design brief had been changed to emphasise the need for flexibility. He had no guarantee but he understood this would be taken into account. He suggested that some of the proceeds be used to build a new hall on the site. He was pleased that one of the old houses was going to be kept to generate revenue but he felt the 80% level would not be affordable to most people he knew. He suggested it be divided in a different way to allow for a real social rent.

Councillor Greg Jones commented that he was familiar with the current Family Centre and it was looking very tired. It was also in a poor location with difficult traffic flows. He fully supported the proposals.

Councillor McWilliams explained that he had mentioned during the Cabinet discussion that the involvement of Members and community champions was key, to ensure the most was made of the community development. He hoped all Members had looked at the recommendations in the proposed Housing Strategy. Councillor McWilliams thanked Marius Gilmore for his bipartisan and constructive approach, which was the best way to deliver for residents.

Councillor Davey commented that he was shocked at the number of references to a former councillor. The report was about the refurbishment of a property for the benefit of the wider community and this should be the focus.

Councillor Carroll commented that he was pleased with progress being made. The council had been seeking from the beginning to refocus the service in line with the evidence base on family hubs. He thanked Marius Gilmore for engaging on the issue.

Councillor Hill commented that he agreed with Councillor Davey. Although he appreciated the Conservatives were trying to get the former councillor re-elected, he felt it was an appalling display.

Councillor Rayner stated she felt the proposal was appropriate as the council would be managing its assets to provide a better family centre and affordable housing. She thanked the Director of Place and MD of the RBWM Property Company for their work on the project.

Councillor Johnson responded to the question about the 80% market rate. He explained that the property had been targeted at those ineligible for social housing yet who could not afford to pay open market rates. In terms of sections of housing need, it was aimed at the 'squeezed middle'. The future of the family centre had been secured following approval by Cabinet. It was a shame that some misinformation had been spread, which had rightly been pulled up by residents.

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

**RESOLVED UNANIMOUSLY: That Council notes the report and:**

- i) Approves the investment report at appendix A.**
- ii) Approves a capital budget of £272,500 for the project.**

(Councillor Baldwin did not take part in the vote as he had not been in the meeting for the entire debate)

71. CONSTITUTIONAL AMENDMENTS UPDATE - DEVELOPMENT MANAGEMENT PANELS

Members considered an update on the procedures for Development Management Panels.

Councillor Coppinger referred Members to the decision taken on 26 May 2020 to create a single Development Management Panel to allow virtual meetings to take place as part of the council's response to COVID-19. At the time a 6 month review was agreed, with a Working Group being set up. Following a proposal by a Member of the Opposition at the May meeting, he had agreed an amendment to increase the number of Members on the Panel. Unfortunately, despite attempts, the Working Group had not met, for which he apologised to both Members and parishes. Whilst there was a strong chance of emerging from the crisis before the summer, the country was in a worse state in terms of infections.

Councillor Coppinger explained that the Panel had met on six occasions, with a seventh meeting scheduled for the following day. It had considered 22 applications; all but three had been in line with officer recommendations. There had been a real improvement in the discussions between Members and Officers before the meetings, meaning a number of issues had been resolved. In terms of public participation, as with all meetings, there had been a massive increase in public attendance. Parish representatives and the public had been able to address the Panel as usual and many had commented that they could now clearly see the presentations. The October 2020 meeting had over 1000 views; this was democracy in action. The only real issue was caused by a misunderstanding by the public and other organisations of the role of Panel Members. Councillors were appointed to make decisions based on national and local planning law; they were not appointed to represent their ward. The notification process to parishes and others and opportunities to speak were the same as before. Excluding Slough and Reading, the borough was the smallest Berkshire authority in area. Only one, West Berkshire, had two Panels before the COVID-19 crisis, but it

was 3.5 times the size of the borough. Councillor Coppinger asked 'Should the single panel carry on indefinitely?' His answer was no, a review was needed and the Working Group must meet long before that date.

Councillor Reynolds commented that at the May meeting Members had been told the most important safeguard on moving to one panel was that it was time limited and had to finish in December 2020. There was a promise to set up a Working Group in September, but Members were now told this had not been possible. He pointed out that it had been possible to convene six Panel meetings though. Councillor Reynolds had undertaken some research and had struggled to find anyone who had been asked to be a member of the Working Group. His colleagues had predicted the intention never to bring back separate panels. He hoped this was not the case. Some meetings had run to 10pm or 11pm and no one could make good decisions at such a late hour.

Councillor Tisi highlighted that the report talked of the need for robust and efficient virtual meetings and suggested that having only one panel was the only way to achieve this. There was nothing efficient about meetings that went on from 6.15pm to 11pm, plus a technical briefing in advance. With the changes to call-ins the panel was seeing a lot more major developments requiring longer discussion. As each agenda included items for Windsor, Maidenhead and the rest of the borough, increasingly longer meetings were taking place. The council was prioritising efficiency over people. The increase in public participation was welcome but it was utterly unreasonable to expect them to sit through four hours of discussion before being able to make their representations. Officers would have done a full day's work before the meeting even started. As Members had to be present for the full debate, it was not possible to slip away. Councillor Tisi suggested maintaining one Chairman for shorter meetings, or two Chairmen splitting the allowance paid for the role. For officers the same number of reports would be needed but the workload was spread out. The report said there were no inequality issues however one Member of the Panel relied on hearing aids. He had said repeatedly that meetings over four hours drained the batteries. Councillor Tisi welcomed a proper review based on feedback from all those involved.

Councillor Hunt was pleased that the Lead Member had included the need for a Working Group; it would be helpful for the council to hear the views from parishes. It had been mentioned that there was a misunderstanding of the role of Panel Members by residents and parish councils, but they were fully aware of the politics behind this and that the Panel Members had to take into account planning policy. However at a recent Panel, they were very alarmed that an important issue was raised and wrongly stated by an officer. However, there had been no recourse for them to respond. This was why it was important to have someone who knew the area on the Panel. The issue at the recent meeting had been raised with the Head of Planning; no response had yet been received.

Councillor Knowles confirmed that long meetings were an issue for him as his hearing aids could only hold so many charges. During a day he could spend 14 hours in virtual meetings; it was not just officers that had full time jobs. He understood that the events in September/October with SERCO were probably a distraction in terms of getting the Working Group going. Some parishes did receive an email asking them what they thought; this seemed a bit strange in isolation. Localism was important: It was the reason Members were not invited to sit on Bracknell's panel meetings. Local knowledge was an important thing. The balance of the way the panels were formed previously was good. Although Members were not there to represent their wards they



had a vested interest because it was around them. The length of meetings was arduous. There had been a technical argument to move to one panel to make the technical workload easier. This argument was rewinding as most people were now comfortable in the virtual environment. The officers produced plans for their geographic area anyway. Some of the more complex meetings meant a large number of officers were present. He had understood the move to the single panel and why the Working Group had not been able to meet but he was uncomfortable with a further six months before a review. The Working Group could be set up after a return to two panels.

Councillor Brar commented that parish councils had only received the email a couple of days ago so had not had time to respond to the paper. Officers were obviously finding it hard as she had been challenged by officers to withdraw her call-ins. She questioned whether Panel Members were visiting other areas and if not, how could they make valid decisions. She was disappointed that the Working Group had not been set up.

Councillor Davey commented that there were two sides to every coin. Members were not there to represent their ward specifically but planning law was there to be interpreted. By definition Members would be more interested in applications within their ward because residents would be knocking on their door and it was important to listen to residents. Councillor Davey explained that for the Aldi application had had chosen not to be on the Panel so he could represent his ward. He had learned a great deal from Councillor Hilton; he respected his independence and focus on detail. Panels were better with a mix of Members but a strength on local issues.

Councillor Rayner commented that when a single panel had first been agreed, it was not thought that COVID-19 would be around for so long. It was appropriate for a single panel to remain until the situation changed, alongside the Working Group review.

Councillor Hill commented that he struggled to support the proposal as the Working Group had not considered the situation. He believed there should be two panels. All were so used to the technology that the meetings could be pulled off with ease. He suggested that if a large agenda was anticipated, the applications be split over two meetings. Better knowledge of a local area was important.

Councillor Singh commented that he had received an email from a White Waltham parish councillor who was strongly against the proposals for a number of reasons. As part of the constitution, Members needed to listen to parishes. If local knowledge and skill was lost, mistakes could be made on big planning decisions.

Councillor Hilton commented that councillors everywhere liked to be involved in planning. Under the current circumstances it was important to stay with a system that worked. Once the Working Group was set up, it should consider other changes that came in with the formation of a single panel including the system of delegation.

Councillor Del Campo commented that it was not clear why it had not been possible to convene the Working Group.

Councillor Johnson commented that a lot of valid points had been raised. The issues would be reflected upon, particularly in terms of the Member meetings and balancing out the agenda whilst also getting business transacted. As a former Panel Member he

recalled a number of late night finishes even when just considering business for Maidenhead. Agenda management was key.

Councillor Walters commented that local knowledge was very important and was best served by two panels. One panel was very unpopular and it took too long, leading to unsatisfactory decisions. He would vote for the 6 month continuation, but purely because of the virus. It was human nature to be more interested in your own area that you knew so well. Site visits were very important.

Councillor Sharpe commented that he did not think it was an ideal situation and it was not popular with people in the area. He suggested getting the working Group set up but then not wait for 6 months to undertake the review. He suggested a review at the end of March when hopefully the COVID-19 situation would have improved.

Councillor Baldwin agreed with Councillor Sharpe's comments. The Working Group should have been working 6 months ago and it was unconscionable that it had done zero. The excuses it could not be constituted were farcical given that the very panel it was meant to be considering had met six times and would be for a seventh time the next day. He endorsed Councillor Sharpe's comments and called upon the Lead Member to make sure the Working Group was properly constituted and up and running, from the following day.

Councillor Wisdom Da Costa commented that if the proposal for a three month review was moved as an amendment, he would second it.

Councillor Hill stated that he would be happy to propose the amendment, to change recommendation ii to read:

- ii) Agrees a further update report and review to be presented to Full Council in *March* 2021.**

Councillor Wisdom Da Costa seconded the amendment.

Members noted that there was no full Council meeting scheduled for March 2021, the next meeting was April 2021.

Councillor Hill therefore proposed the following amendment:

- ii) Agrees a further update report and review to be presented to Full Council in *February* 2021.**

Councillor Wisdom Da Costa seconded the amendment.

Councillor Coppinger stated that he did not accept the amendment as it would not be possible to meet this timeline.

Councillor Hill therefore proposed the following amendment:

- ii) Agrees a further update report and review to be presented to Full Council in *April* 2021.**

Councillor Wisdom Da Costa seconded the amendment.

Councillor Coppinger stated that he did not accept the amendment.

Members debated the amendment.

Councillor Price asked for clarification that whether or not the amendment was approved, the Working Group would take place.

Councillor Coppinger explained that in his closing statement he had intended to apologise yet again that the Working Group had not been set up, and say that it would be started as soon as possible.

Councillor Cannon commented that some Members were requesting a review by a certain date prior to June 2021. Others were saying the decision should be to revert back to two meetings before a review. He was unable to support the amendment as he felt that it was setting a timeline for Member convenience rather than the asking officers and the Lead Member for a suitable timeline for a report to be put together. There was some inconsistency in the debate.

Councillor Hilton commented that he did not see the value of the amendment. The report suggested a review in six months' time. Two months was a nonsense; now Members were debating four months. He failed to see the difference with the proposal in the report. He wished to highlight the importance of giving due consideration during the process rather than taking a decision in haste. The current process was working remarkably well.

Councillor Walters stated that he could not support the amendment; it should be left to the Lead Member to decide the date.

Councillor Knowles commented that people were just trying to stop any drift in the Working Group being set up. He did not enjoy the meetings the way things were but he would like a mechanism to ensure the Working Group moved forward.

Councillor Carole Da Costa commented that nothing would necessarily be decided in two or four months but just that it should be reviewed, so it did not wander on and in six months the council found itself in the same position as today.

Councillor Carroll agreed with Councillor Walters' comments.

Councillor Taylor agreed with Councillor Knowles. Her concern was that the Working Group would be delayed in set up, therefore she asked the Lead Member to put a time frame on the set up of the Working Group.

Councillor Baldwin commented that, whether it happened the following week, or the month after, or the month after that, it was already six months behind. The Working Group was promised on 26 May. It had not met and to the best of his knowledge nobody had been approached to be on the Working Group. He certainly had not received any information, neither had any of his group. It was clear to him that when the lead councillor spoke about it on 26 May he had, as he had tonight, absolutely no intention of ever initiating it.

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Councillor Luxton commented that the debate had covered all the issues and she suggested moving to the vote.

Councillor Hilton commented that Members had forgotten that the planning team had been absolutely focussed on the Local Plan and it did not surprise him that the proposal had taken second place.

Councillor Wisdom Da Costa commented that residents were not happy with the way things were moving forward. It was becoming onerous to put everything into one panel and closure on the issue was needed.

Councillor Coppinger commented that he had never before been called a liar by a fellow councillor. He would not say any more until the return to the full debate.

Councillor Hill explained that he had been trying to be helpful in proposing the amendment. The public wanted a return to two panels. The council moved to one panel incredibly quickly for a good reason. He believed a return to two panels could be instigated very quickly.

Upon being put to the vote, the motion fell.

<b>Constitutional Amendments Update - DM Panels - Amendment (Amendment)</b>	
Councillor John Baldwin	For
Councillor Clive Baskerville	For
Councillor Christine Bateson	Against
Councillor Gurpreet Bhangra	Against
Councillor Simon Bond	For
Councillor John Bowden	Against
Councillor Mandy Brar	For
Councillor Catherine del Campo	For
Councillor David Cannon	Against
Councillor Stuart Carroll	Against
Councillor Gerry Clark	Against
Councillor David Coppinger	Against
Councillor Carole Da Costa	For
Councillor Wisdom Da Costa	For
Councillor Jon Davey	For
Councillor Karen Davies	For
Councillor Phil Haseler	Against
Councillor Geoffrey Hill	For
Councillor David Hilton	Against
Councillor Maureen Hunt	Against
Councillor Andrew Johnson	Against
Councillor Greg Jones	Against
Councillor Lynne Jones	For
Councillor Neil Knowles	For
Councillor Ewan Larcombe	For
Councillor Sayonara Luxton	Against
Councillor Ross McWilliams	Against
Councillor Gary Muir	Against
Councillor Helen Price	For
Councillor Samantha Rayner	Against
Councillor Joshua Reynolds	For
Councillor Julian Sharpe	Against

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Councillor Shamsul Shelim	Against
Councillor Gurch Singh	For
Councillor Donna Stimson	Against
Councillor John Story	Against
Councillor Helen Taylor	No vote recorded
Councillor Amy Tisi	For
Councillor Leo Walters	Against
Councillor Simon Werner	For
<b>Rejected</b>	

Members returned to debate the original motion

Councillor Haseler explained he had chaired the single panel since its formation. It had met on six occasions and dealt with 22 applications. The Panel operated effectively with Members adapting to the virtual meeting environment very well. He thanked Members for their efforts and perseverance. All meetings had been streamed live on YouTube, making them more accessible to local communities. The single virtual panel had been subject to criticism. The main issue being that decisions were being made by Members from wards across the borough, with the perception that they did not possess sufficient local knowledge to make sound decisions. This concern was unsubstantiated. The Panel's role was to make defensible planning decisions based on valid planning reasons in accordance with planning policy and development plans, not to please people. Councillor Haseler did not believe Members had been unable to make sound decisions on applications in other wards. Any such claim was unwarranted and derogatory. Ward Members were able to address the Panel, along with Parish Councillors, objectors and supporters. This gave the Panel a broad spectrum of views to consider alongside the officer report and site visits. Decisions made by the panel would be scrutinised and could be subject to appeal or judicial review. Any such appeal would be decided by an Inspector or judge with likely far less local knowledge than Members of the Panel. Sadly COVID-19 was likely to be around for a while and therefore it would be some time before face to face meetings in the Council Chamber were possible. He could not see any justifiable reason at the current time to change the existing format.

Councillor Coppinger concluded by highlighting that he had already apologised that the Working Group had not met. He promised that the first meeting would be held at the end of January. It would take a number of meetings to complete the review. Officers were supportive of this proposal. He commented that when Members wanted to call in absolutely everything, he felt that officers had the right to ensure sound planning reasons were given for call-ins. Planning was a quasi-judicial role. If planning law was not followed appeals were made and the council could lose, which wasted everybody's time.

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

**RESOLVED: That full Council notes the report and:**

- i) Agrees to retain the amendments to the constitution as previously approved on 26 May 2020.**
- ii) Agrees a further update report and review to be presented to Full Council in June 2021.**

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<b>Constitutional Amendments Update - Development Management Panels (Motion)</b>	
Councillor John Baldwin	Against
Councillor Clive Baskerville	Against
Councillor Christine Bateson	For
Councillor Gurpreet Bhangra	For
Councillor Simon Bond	Against
Councillor John Bowden	For
Councillor Mandy Brar	Against
Councillor Catherine del Campo	Against
Councillor David Cannon	For
Councillor Stuart Carroll	For
Councillor Gerry Clark	For
Councillor David Coppinger	For
Councillor Carole Da Costa	Against
Councillor Wisdom Da Costa	Against
Councillor Jon Davey	Against
Councillor Karen Davies	Against
Councillor Phil Haseler	For
Councillor Geoffrey Hill	Abstain
Councillor David Hilton	For
Councillor Maureen Hunt	For
Councillor Andrew Johnson	For
Councillor Greg Jones	For
Councillor Lynne Jones	Against
Councillor Neil Knowles	Against
Councillor Ewan Larcombe	Against
Councillor Sayonara Luxton	For
Councillor Ross McWilliams	For
Councillor Gary Muir	For
Councillor Helen Price	Against
Councillor Samantha Rayner	For
Councillor Joshua Reynolds	Against
Councillor Julian Sharpe	For
Councillor Shamsul Shelim	For
Councillor Gurch Singh	Against
Councillor Donna Stimson	For
Councillor John Story	For
Councillor Helen Taylor	No vote recorded
Councillor Amy Tisi	Against
Councillor Leo Walters	For
Councillor Simon Werner	Against
<b>Carried</b>	

72. MEMBERS' QUESTIONS

**a) Councillor Larcombe asked the following question of Councillor Hilton, Lead Member for Finance:**

The River Thames Scheme (Datchet to Teddington) was developed in order to give Datchet, Horton, Wraysbury and Old Windsor a similar level of flood protection as that enjoyed for eighteen years by Maidenhead, Windsor and Eton. My question is when was this Council first aware of the requirement for approximately £50m of partnership funding contribution?

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Written response: *Cabinet Regeneration Sub Committee on 26 September 2017 considered recommending to Council a future funding commitment to assist in delivery of the River Thames Scheme. The minutes record that the Council were aware that the Environment Agency had originally asked for £50m contribution.*

*Council considered a report on 26th September 2017 and resolved:*

- (i) £10m, split over four years, is added to the capital programme commencing 2020/21 (subject to delivery of the full scheme).*
- (ii) There is an agreement in principle of paying a flood levy of up to £500,000 per annum to the Environment Agency as a contribution to the operating and maintenance costs (subject to new legislation being enacted to make provision for this)*
- (iii) A delegation to the Head of Finance in conjunction with the Lead Member for Finance to develop and introduce a flood levy be approved.*

*Discussions about funding continued internally and with the Environment Agency River Thames Programme Board. Council considered the 2020/21 capital programme on 25th February 2020 and approved a capital programme which includes £10m over four financial years commencing 2020/21.*

By way of a supplementary question, Councillor Larcombe thanked Councillor Hilton for his precise response, from which he saw that the 22 September 2017 minutes of the Cabinet Regeneration Sub Committee (CRSC) recorded that the council was aware the Environment Agency (EA) had originally asked for a £50m contribution. Councillor Larcombe's original question asked when the council was first aware of the partnership funding requirement. The CRSC meeting began at 5.30pm. The report included a reference to a funding scheme gap of £228m but no reference to the sum of £50m. The minutes recorded that Councillor Love asked how the figure of £10m had been determined and the Chairman explained that the EA had originally asked for £50m which was beyond the means of the local authority. After debate, the CRSC agreed the recommendation. The Council meeting itself commenced at 7.30pm. The CRSC recommendation was item 10. It was Councillor Larcombe's observation that the Council was not aware of the £50m or that without the Royal Borough funding, it would not progress. After all these years, he asked who precisely was accountable for the failure of a £640m project?

Councillor Hilton responded that the fact that the council could not contribute £50m had not sunk the project; most of it was going ahead downstream. As far back as 2017, in order to fund the £10m, the council would have needed to set a precept or levy to raise the money over a period of time. The government refused to allow councils to set a precept and the money could not be borrowed because the council's finances did not have the capacity. The figure of £10m remained in the budget and would not be removed. The council would do all it could to fund the project affordably.

**b) Councillor Larcombe asked the following question of Councillor Cannon, Lead Member for Public Protection and Parking:**

When were you first aware of the requirement for approximately £50m of partnership funding contribution from RBWM towards the cost of the River Thames Scheme Channel One through Datchet, Horton and Wraysbury?

Written response: *I can confirm that I was elected as Ward Councillor for Datchet in November 2018 and then elected as Ward Councillor for Datchet, Horton and Wraysbury in May 2019. At this time I was invited to join the Cabinet as Lead Member for Public Protection.*

*In July 2019, at the request of the then Leader of RBWM (Cllr Simon Dudley), I was asked to attend the River Thames Scheme Sponsorship Group, to be held on 22nd July 2019, in his stead.*

*It was at this meeting that I first became aware of the details and nature of the proposed funding requirement for the partnership funding, above the £10 million already in our budget line.*

By way of a supplementary question, Councillor Larcombe commented that apparently at the borough's Flood Liaison meeting on 29 October 2019, chaired by Councillor Cannon, the Environment Agency stated that Surrey County Council had approved funding and that meant funding for the scheme was now in place. He therefore asked, if Councillor Cannon had been aware of the borough's partnership funding problem since 22 July 2019 and the contradicting information since October 2019, what action did he take to highlight or remedy the situation.

Councillor Cannon responded that he had been made aware in July 2019 of the funding need. Ever since the council became aware, it was established with officers what communications had been made with the government about the levy. The statements by Surrey, misinterpreted by some people, that the scheme was fully funded, related to their contribution to the scheme being fully funded. At no time had the borough misled anyone over the fact that any contribution was subject to getting the levy from central government. Unfortunately they had been uncooperative over that matter despite representations by the Lead Member, Managing Director and other officers. The council was unable to fund the £43m required for Channel 1 to go ahead, but the council remained fully committed to the project and any funding needed when it could be afforded.

**c) Councillor Brar asked the following question of Councillor Coppinger, Lead Member for Planning, Environmental Services and Maidenhead:**

Judging from his comments in the local media the lead member seems content with the standard of service now being delivered by Serco. His rosy view is contradicted by reports of difficulties, particularly with assisted collections. What assurances could he give to the most vulnerable residents in the Borough that their collections will return to an acceptable level and when?

Written response: *We are aware that the standard of service offered to some residents receiving an assisted collection has been unacceptable and that there have been missed collections. We are working with Serco to focus on the areas of service that still need to improve. Work is ongoing to ensure that all crews are aware of the locations of assisted collections and that they are collecting and returning the bins of those residents receiving this service, on the scheduled collection day.*

By way of a supplementary question, Councillor Brar referred to Bigfrith Lane, Lower Road, and Anchor Court. She asked Councillor Coppinger to refer these specific locations to SERCO and advise her when this had been done.



Councillor Coppinger responded that he had given all councillors a full update earlier that day. He acknowledged that a number of areas in the borough had suffered the worst, including Eton, Windsor, Sunningdale and Bisham & Cookham. The service was now where it should be but there was always room to improve. SERCO had responded well to his requests to get the service back to where it should be.

**d) Councillor Brar asked the following question of Councillor Coppinger, Lead Member for Planning, Environmental Services and Maidenhead:**

For many years the residents of Cookham have been able to leave their Christmas trees for collection and disposal at a drop-off point in the car park on Cookham Moor. Last year service was withdrawn. Will this service be re-introduced for this Christmas season?

*Written response: Last year the owners of the car park on Cookham Moor did not give permission for the site to be used as a drop off point. This year permission has been given and the site will be available as a drop off point for local residents.*

*The following locations will be available across the borough from 4<sup>th</sup>-17<sup>th</sup> January. In addition Alexander Devine Children's Hospice and Thames Hospice will be offering collections of Christmas trees to raise money for the great work they do, on the 6<sup>th</sup>, 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> January. Details of how to book collections can be found on their websites. Residents who have a garden waste subscription will also be able to put their tree in their garden waste bin to be collected during January.*

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<b>Area</b>	<b>Location</b>
<b>Ascot</b>	<i>Recreation ground car park, Victoria Road</i>
<b>Bray</b>	<i>Car park, High Street</i>
<b>Cox Green</b>	<i>Ockwells Park, Ockwells Road</i>
<b>Datchet</b>	<i>Village hall car park, Allen Way</i>
<b>Eton Wick</b>	<i>Recreation ground car park, Haywards Mead</i>
<b>Hurley</b>	<i>Car park, High Street</i>
<b>Knowl Hill</b>	<i>Village hall car park</i>
<b>Moneyrow Green</b>	<i>Memorial Hall car park</i>
<b>Maidenhead</b>	<ul style="list-style-type: none"><li>• <i>Household Refuse &amp; Recycling Centre</i></li><li>• <i>Stubbings Nursery</i></li></ul>
<b>Old Windsor</b>	<ul style="list-style-type: none"><li>• <i>Church Road Allotments</i></li><li>• <i>Recreation ground, Robin Willis Way</i></li></ul>
<b>Sunningdale</b>	<i>Broomhall Recreation Ground, Broomhall Lane</i>
<b>Sunninghill</b>	<i>Victory Fields Recreation Ground, London Road</i>
<b>Windsor</b>	<i>Community Centre, Hanover Way</i>
<b>Wraysbury</b>	<i>Village Hall car park</i>
<b>Cookham</b>	<i>Cookham Moor Car Park</i>

By way of a supplementary question, Councillor Brar commented that every Member would welcome the useful list of locations. She asked how far in advance collection points were agreed and could the list be issued for 2021 at the earliest possible moment

Councillor Coppinger responded that he was sure that officers would issue the list as soon as possible, but negotiations with parties concerned took time and they often did not want to commit too early. He referred to the fantastic service offered by the Alexander Devine hospice and Thames Hospice to collect trees in exchange for a donation.

**e) Councillor Knowles asked the following question of Councillor Clark, Lead Member for Transport and Infrastructure:**

During the full council on the 28th July you undertook to provide me with a copy of the report on the trial street side EV charging points and the user information and reports

from the residents who benefitted from the free EV for one year offer. When am I likely to get this report?

Written response: *Connected Kerb have provided a briefing note to us capturing the headline outcomes from the trial, I have asked for some more information and this will be shared with Cllr Knowles once received; I anticipate this will be before the Christmas break.*

By way of a supplementary question, Councillor Knowles explained that the reason he was pushing for it was because he had heard from residents in the Boltons area that they had seen no effective kerb side charging, which had been an obstacle to electric vehicle ownership. It was not practical if you lived in a Victorian terrace on Bolton Avenue to run a cable across the street, so infrastructure needed to be in place. He was keen that the trial gained traction.

Councillor Clark responded that he had some information from the trial but he would have a lot more by the end of the week. He would be happy to share this with Councillor Knowles and to see how it could benefit residents especially those who did not have the option of off-street charging.

Councillor McWilliams raised a point of order. He had been sent a clip of an earlier section of the meeting in which his speech had been interrupted by Councillor Baldwin. He would be seeking advice from the Monitoring Officer on what he considered to be an offensive personal attack.

73. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC

**RESOLVED UNANIMOUSLY:** That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 12-13 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act

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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

Unfortunately, due to the ongoing Covid-19 pandemic, lockdown 3 and social distancing measures, many of the traditional local events have had to be cancelled this winter. However, the Deputy Mayor and I have continued to support the Royal Borough community and residents as best we can virtually. We have also carried out the following engagements since the meeting of Annual Council on 15 February:-

- Chaired virtual meeting of full Council
- Met virtually with the Mayor's Chaplain (Maidenhead) Rev Will Stileman
- Attended virtual meetings of the Spoore, Merry and Rixman Foundation and Pooles and Rings charity
- Met virtually with the mayoral support team
- Met virtually with the new Monitoring Officer, Emma Duncan
- Attended a virtual meeting of the Royal Borough's Twinning Committee
- Participated in a zoom "happy chat show" with Community Connections (group of adults with learning disabilities) in New York and made initial contact with our local branches of Mencap.

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Report Title:	<b>Council Tax Reduction Scheme</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Cllr Hilton Lead Member Finance and Ascot
Meeting and Date:	Full Council – 23 February 2021
Responsible Officer(s):	Adele Taylor – Director of Resources.  Louise Freeth, Head of Revenues, Benefits, Library and Resident Services.
Wards affected:	All

www.rbwm.gov.uk



## 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 in particular notes the feedback from the consultation and:

- i) **Approves the existing 20% contribution level for the 2020/21 Council Tax Reduction scheme with effect from 1 April 2020.**
- ii) **Approves the continuation of the 20% contribution level for the 2021/22 Council Tax Reduction scheme with effect from 1 April 2021.**
- iii) **Re-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 enabled 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 At Council, on 25 February 2020, it was agreed that the maximum level of help available should reduce to 80%. However, the legality of the consultation was subsequently challenged. The Royal Borough agreed to settle rather than defend this legal challenge and a Consent Order was made on 9 July 2020. Due to the pandemic this was not sent quickly and was not received by the Council until 19 August 2020.
- 1.7 The Consent Order required that a fresh consultation should be undertaken and the results brought to Councillor's Attention before requesting that they remake the decision and that another Equalities Impact Assessment be provided, in light of the consultation results.
- 1.8 That consultation has now been undertaken and a new Equality Impact Assessment prepared.
- 1.9 This report covers the requirements to reconsider the decision made last year, in light of the Consent Order, as well as determining the Council's position on CTR in 2021-22. A CTR scheme may only be changed once a year and those changes proposed must be approved by full Council prior to 11<sup>th</sup> March preceding their introduction.
- 1.10 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.

<b>Council</b>	<b>% Contribution 2020/21 and capital cut off</b>	<b>Proposed % Contribution 2021/22</b>
Bracknell Forest	20%	20%
Reading	35% (£3k)	35% (£3k)
<b>Royal Borough of Windsor and Maidenhead</b>	<b>20% (£16k)</b>	<b>20% (£16k)</b>
Slough	20% - 100% 6 rates based on income bands	20% - 100%
West Berkshire	30% (£6k)	30% (£6k)
Wokingham	22% - 100% 5 rates based on income bands	22% - 100%

1.11 The Royal Borough also has one of the lowest levels of Council Tax which means the payment, by CTR claimants, is lower than in other councils. An example by Berkshire Authorities at Band D is set out below:

<b>Council</b>	<b>Proposed % Contribution 2020/21</b>	<b>Band D Council Tax Level 2020/21</b>	<b>Payment PA by CTR claimants on Maximum Assistance £</b>
Bracknell Forest	20%	1,728.39	345.68
Reading	35%	1,976.04	691.61
<b>Royal Borough of Windsor and Maidenhead</b>	<b>20%</b>	<b>1,392.60</b>	<b>278.52</b>
Slough	20% - 100%	1,703.35	340.67 – 1,703.35
West Berkshire	30%	1,895.15	568.55
Wokingham	22% - 100%	1,892.91	416.44 – 1,892.91

**Table 1: Options**

<b>Option</b>	<b>Comments</b>
<p>Do not re-approve the 2020/21 CTR scheme changes nor the continuation of those changes in 2021/22</p> <p><b>Not the recommended option.</b></p>	<p>The Royal Borough's CTR scheme for working age customers had been 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 £1.89m pa compared with £2.19m in 2019/20.</p> <p>The change proposed to mixed aged couples brought the scheme into line with entitlement rules for other welfare benefits. Not to do so would have caused confusion for both customers and staff.</p> <p>Although this option is not supported by the small number of residents who completed the survey, further consequences of not re-making the decision made by Council on 25 February 2020 would also include having to recalculate, rebill and potentially refund any credits owing to working age CTR claimants for the financial year 2020/21.</p>
<p>Re-approve the 2020/21 CTR scheme changes but not the continuation of</p>	<p>While re-approving the 2020/21 CTR changes would negate the requirement to recalculate, rebill and potentially refund any credits owing to working age CTR claimants for the current financial year, further changes for 2021/22 are not recommended.</p>

Option	Comments
<p>those changes in 2021/22</p> <p><b>Not the recommended option.</b></p>	<p>Further increasing the percentage contribution for working age recipients in 2021/22 would impact on the customer's ability to pay, at a time of economic crisis, although this would provide further savings for the council.</p> <p>Further decreasing the percentage contribution for working age recipients in 2021/22 would increase the cost of the CTR scheme for the council at a time when the effect of the ending of the Government's Coronavirus Job Retention Scheme is not yet known.</p>
<p>Re-make the decision made by Council on 25 February 2020 for the 2020/21 financial year. including the changes proposed.</p> <p><b>The recommended option.</b></p>	<p>This decision is confirmed by the results of the re-run public consultation with 41% of respondents agreeing that the level of support should have changed from 91.5% to 80%, compared with 21% disagreeing.</p> <p>The effect of not making these changes would be increased budgetary pressure on the council, affecting not just the 2,512 CTR customers but, potentially, the 65,513 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 and, for 2021 – 2022, the Council Tax Hardship Fund.</p>

### 3. KEY IMPLICATIONS

- 3.1 In February 2020, there were 2,621 working age customers receiving CTR. Their average Council Tax liability was £19.51 per week and they received, on average £16.25 assistance against this per week.
- 3.2 In February 2021, there are 2,512 working age customers receiving CTR. Their average Council Tax Liability is £20.48 per week and they receive, on average £14.70 assistance against this per week. However, it should be noted that this figure is dynamic and fluctuates throughout the year as residents can receive CTR for short periods, coming on and off the scheme as their financial circumstances change.
- 3.3 Prior to 2020/21, the CTR scheme required that customers of working age pay at least 8.5% of their liability themselves, limiting assistance to 91.5% of their bill.
- 3.4 If the amount of contribution had not been increased for working age residents from April 2020, then the CTR scheme would have cost the council approximately an additional £300,000.

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.

**Table 1.**

								<b>Volume of customers</b>	<b>Financial Value</b>
Total number of working age Council Tax Support Customers								2,512	£1,897,994
Average Liability								£20.48	
Average CTR award								£14.70	
<b>Customers</b>									
<b>Band A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>		
152	562	877	663	164	63	30	1		
Details above shows February 2021 data.									
<b>Example 1:</b>									
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				
<b>Example 2.</b>									
A couple in a Band G property in Datchet who are working and have a gross weekly income of £252.53 of which £27.10 is disregarded.									
As a result of having income above their needs allowance, they have to contribute £33.93 per week to their Council Tax charge, irrespective of the maximum support permitted.									
In addition:									
Weekly contribution to Council Tax at 8.5%					£3.87				
Weekly contribution to Council Tax at 20%					£9.11				

3.6 In addition to the change proposed, to increase the contribution level from working age customers, it was also recommended that the opportunity was 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.

3.7 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**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Working age CTR scheme updated and aligned	Working age CTR scheme remains as is	Scheme updated by 31 March 2021	Scheme updated by 29 February 2021	N/A	1 April 2021

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

- 4.1 The Council reviewed the operation of the scheme, as it was required to do, in February 2020 and again in February 2021. This showed that contribution levels for the Royal Borough were out of step from other neighbouring councils and that the administration arrangements were out of step with the Housing Benefit scheme.
- 4.2 The proposals within this report aim to continue to address this by re-making the decision of 25 February 2020 and confirming that they will continue into the 2021/2 financial year. Contribution levels for the Royal Borough would be brought into line with other neighbouring councils and this decision would ensure that the administration of the scheme continues to be streamlined and brought into line with the Housing Benefit Scheme.
- 4.3 In 2019/20, the CTR scheme cost the council £2.19m pa. In 2020/21 the CTR scheme costs £1.8m. While there are currently 109 less working age customers in receipt of CTR, this figure does fluctuate and, based on their average CTR award, accounts for only £1,602 saving. The increase in the % contribution accounts for the majority of the £0.3m reduction in expenditure while acknowledging that this continued reduction 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 current caseload statistics, for working age CTR recipients, are largely unchanged from 12 months ago, despite the current economic crisis and continued promotion of the scheme. This may change following the end of the Government's Coronavirus Job Retention Scheme and any increase in caseload will lead to a direct increase in expenditure for the council.
- 4.5 The proposals suggested will re-confirm that all working age CTR customers receive less financial assistance in 2020/21 than 2019/20, therefore increasing their liability. This would also be continued into 2021/22.

- 4.6 If the decision made on 25 February 2020 is not re-approved, each working age CTR recipient will need to be re-billed for the current financial year as the level of their CTR award would need to be recalculated. This may also involve refunding sums to these residents where they have over-paid.
- 4.7 While maintaining the 20% minimum contribution rate may prove difficult for some customers to meet, and therefore could have an impact on council tax collection, it is in some part mitigated by the introduction, and maintaining, of the Council Tax Reduction Hardship Fund outlined at 6.4 below.

## **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 which allows for the reduction of the charge, as the Borough sees fit. The Borough's policy specifies that where an affected customer believes they have suffered severe financial hardship this discretionary power maybe utilised. 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 As part of the Government response to the Covid pandemic, the Ministry of Housing, Communities and Local Government (MHCLG) provided local authorities with additional funding to assist those economically vulnerable. This is referred to as the Council Tax Reduction Hardship Fund and required authorities to use their S13(A)(1)(c) powers to provide residents with additional support including working age Council Tax Reduction customers who could receive up to £150 additional reduction in their council tax liability. The Royal Borough received £564k additional funding and, at the time of writing, has awarded £480k to 3,083 residents. The fund has to cover anyone in receipt of Council Tax Reduction, at any point, up to 31 March 2021 and it is therefore anticipated that it will be fully utilised at that point.

6.5 Government have also announced that the Royal Borough will receive a further £599k in additional funding for the financial year 2021/22 and the council intends to replicate this form of assistance to ensure that those working age customers in receipt of Council Tax Reduction are further supported. However, the final details of this scheme remain under consideration as the council is mindful that sums may need to be adjusted to take account of economic factors on the overall caseload e.g. the ending of the furlough scheme and other potential hardship cases.

**Table 4: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
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	Medium	The Revenues Team will ensure the focus remains	Low



<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Council Tax will not be achieved		on collection and that this is monitored monthly.	

## 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 191 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 14 October 2020 to 08 January 2021. The survey sought views from respondents on both the 2020/21 changes and the proposal to maintain those changes into 2021/22. It was available on-line but paper copies were available upon request. 1 paper copy was requested. The consultation was promoted through a variety of channels during this time:
- A link was immediately available on the Royal Borough's website.
  - Automated messages highlighting the consultation were immediately placed on the generic Council Tax and Benefit e-mail addresses.
  - A paper flyer was produced, of all live consultations, and a distribution house engaged to issue it to every household within the Borough from 21<sup>st</sup> to 26<sup>th</sup> October 2020
  - A newspaper advert, of all live consultations, was placed in the local press during the week commencing 17<sup>th</sup> November 2020
  - E-mails were issued to 303 community groups or charities, identified from various sources, on 3<sup>rd</sup> November 2020. Members were asked to advise on

any other community groups or charities missing from the list of 303, but none were identified

- An e-mail, together with a copy of the leaflet, was sent to 10,286 Council Tax liable parties on 30<sup>th</sup> November. That being the number of e-mail addresses held against live Council Tax accounts.

8.2 In total there were 191 responses received, compared with the 141 responses received last year.

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. While only 2 respondents advised that they were completing the survey on behalf of a representative body, a total of 7 respondents then went on to state which group in the community they represented. Analysis of the 7 shows that only 1 respondent was in fact representing a specific group i.e. RBWM Liberal Democrats. The remaining 6 stated they were “resident” (x2), “working man”, “pensioner”, “tax paying resident” or “carer”.

8.4 Of those who chose to respond to these questions, 27 (14.21%) of respondents stated that they were currently in receipt of CTR and 38 (86.36%) advised that they were of working age.

8.5 The consultation exercise was based on five questions to residents of the Royal Borough, three of which required specific responses with the remaining two allowing free text responses regarding any alternative savings proposals, or 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 In summary:

- 150 respondents (79%) did not agree that the level of support should have been decreased. This compares with 97 respondents (68.79%) in February 2020.
- 114 respondents (64.04%) did agree that the CTR should have been aligned with those of Pensioners and working age Housing Benefit Customers
- 110 respondents (58.51%) did not agree that the level of support available for working age customers in 2021/22 should continue at 80%

8.7 In making its decision, in relation to the CTR Scheme, the Council must conscientiously take into account the feedback from the consultation process.

## **9. TIMETABLE FOR IMPLEMENTATION**

9.1 If approved, the proposals would re-confirm the 2020/21 changes to the CTR scheme which were effective from 01 April 2020.

9.2 Maintaining the changes for 2021/22 would take effect from 01 April 2021.

## 10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A – On-Line Consultation Responses

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Equality Impact Assessment which may also be found here:  
<https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

## 12. CONSULTATION (MANDATORY)

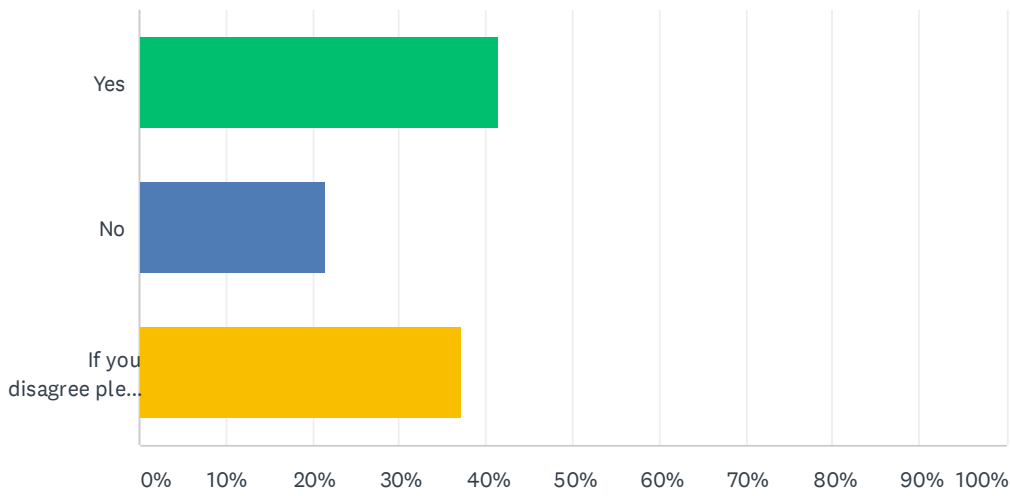
Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	05.02.21	07&12.02.21
Cllr Johnson	Leader of the Council	05.02.21	
Duncan Sharkey	Managing Director	05.02.21	08.02.21
Adele Taylor	Director of Resources/S151 Officer	05.02.21	10.02.21
Kevin McDaniel	Director of Children's Services	05.02.21	05.02.21
Hilary Hall	Director of Adults, Health and Commissioning	05.02.21	05.02.21
Emma Duncan	Monitoring Officer and Deputy Director of Law and Strategy	05.02.21	
Elaine Browne	Head of Law	05.02.21	09.02.21
Nikki Craig	Head of HR, Corporate Projects & ICT	05.02.21	08.02.21
Louisa Dean	Communications	05.02.21	
Karen Shepherd	Head of Governance	05.02.21	12.02.21

## REPORT HISTORY

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

## Q1 Do you agree that the level of support available for working age customers should have been changed from 91.5% to 80%?

Answered: 191 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	41.36%	79
No	21.47%	41
If you disagree please write your reasons here	37.17%	71
<b>TOTAL</b>		<b>191</b>

Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

#	IF YOU DISAGREE PLEASE WRITE YOUR REASONS HERE	DATE
1	We need to support our vulnerable people	1/9/2021 12:25 AM
2	Where is the impact assessment to support such a decrease?	1/8/2021 7:30 PM
3	This is not the time to reduce the help given to the poorest residents in the Borough.	1/8/2021 6:29 PM
4	It is a huge jump downwards. £330k is not a lot of money in relation to the total budget but for people on low incomes it is a lot of money to lose.	1/8/2021 6:20 PM
5	I am concerned for those that rely on the support.	1/8/2021 6:11 PM
6	They need max support, raise Council Tax to pay for this	1/8/2021 5:59 PM
7	People are struggling financially already they won't be able to afford to live	1/8/2021 5:19 PM
8	Benefits are gradually being pushed downwards and I fail to see how anyone can manage let alone pay an increase	1/8/2021 5:09 PM
9	The people who need financial help are those most affected by this decision. It may on paper look like a tiny increase but a lot of people's payment more than doubled and when you have little money another £10 + a month is a sizeable amount of money to raise	1/7/2021 8:15 PM
10	The percentage increase is far higher than it is for standard rbwm residents and why should these people be made to pay much higher percentage.	1/6/2021 5:07 PM
11	My council tax payment would be increased from £9 to £19 per month	1/4/2021 11:14 PM
12	Council tax is one of the highest monthly bills after rent/mortgage - therefore can quickly become unaffordable.	1/4/2021 2:57 PM
13	People on benefits cannot afford the extra money they struggle to survive now with kids going hungry	1/4/2021 10:10 AM
14	Decreasing maximum support to 80% combined with two years of above inflation Council Tax increases (twice the previous year's rate of inflation in 2020/21 and sixteen times for the proposed increase for 2021/22) means the most financially vulnerable households face an increase of over 150% in their Council Tax bill, even after taking inflation into account.	12/29/2020 4:44 PM
15	Why should people be penalised because the Council failed to maintain their accounts properly?	12/26/2020 12:24 PM
16	Unfair for vulnerable people	12/25/2020 1:13 PM
17	This was a disproportionate increase for those on low incomes.	12/24/2020 7:37 AM
18	Those who are least well off are being penalised at a time they can ill afford it, further plunging them further into debt and all that entails.	12/23/2020 11:09 PM
19	It will force lower income families out of the area	12/23/2020 5:58 PM
20	Council tax is already regressive and the worst-off pay disproportionately too much.	12/19/2020 10:30 AM
21	From the example given poorer households would need to find an extra £5.24 per week, £272 per year in council tax. Clearly for those on low incomes, in an expensive part of the country this is a significant loss. Much better that council tax raised for the more well off residents.	12/14/2020 3:44 PM
22	Hardship means what it says. It would be wrong and immoral for our council to make life ven harder for these residents.	12/12/2020 10:18 AM
23	Because it's just not what we should be doing	12/12/2020 9:11 AM
24	We have a wealthy borough with nationally low tax. We can afford to support our most vulnerable residents and should.	12/11/2020 7:33 PM
25	This is an affluent area, but the 'poor' don't have the ability to reduce spend in other areas	12/11/2020 5:57 PM
26	Due to the Virus many family's are already struggling	12/10/2020 3:44 PM
27	This is a terrible time at which to make people on low incomes even poorer	12/9/2020 7:00 AM
28	Why penalise those least able to afford it? Where is the illustration of how much this would add to the highest band properties if it were done that way?	12/9/2020 6:26 AM
29	No account is made of ability to afford such a rise in cost to the recipient. Covid disruption makes finding a job harder and furlough payments do not cover 100% of wages.	12/8/2020 8:15 PM

## Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

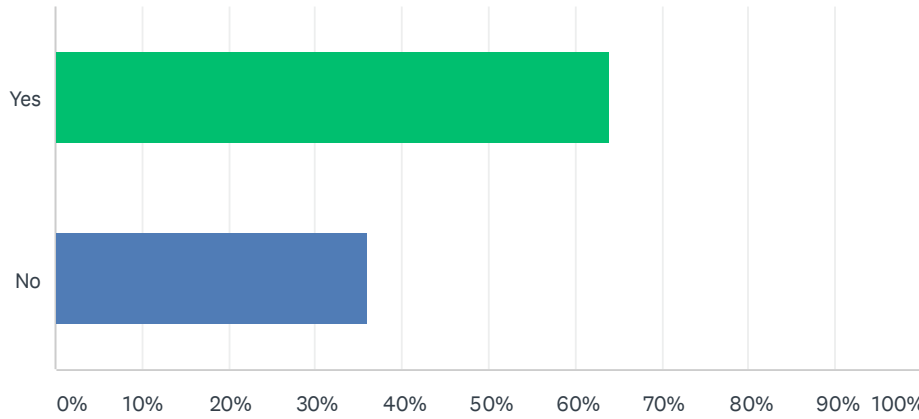
30	If people need help it should be means tested and made available to those needs not to fit an algorithm	12/1/2020 8:09 PM
31	As they are already struggling why make them struggle further?	12/1/2020 5:06 PM
32	The increase should be paid by those of us on higher incomes who can better afford it	12/1/2020 2:15 PM
33	It is wrong that the poorest in our towns should be made to suffer due to the poor financial planing and management of the council.	11/30/2020 9:52 PM
34	11.5% is far too steep , it hits the poorest hardest and this is a reduction that is essential to enable people to help keep head above water	11/27/2020 4:28 PM
35	those who need extra help are probably less likely to be able to make successful individual appeals using your discretionary relief scheme	11/23/2020 11:51 AM
36	There seems to be enough evidence for me that those who have the lowest earnings are struggling disproportionately. I also am uncomfortable that working age people are not afforded the same support as non working age people. To a degree the latter "discrimination" seems to be acknowledged as problematic where a couple has one of working age and one not.....	11/17/2020 11:34 AM
37	Year 2020 is already bad as it is	11/7/2020 11:24 AM
38	Now is not the time to increase the costs on the lowest paid in our society.	11/3/2020 9:26 AM
39	You are trying to making savings from those least able to cope or deal with the additional burden. These people are already on the breadline.	11/2/2020 9:26 AM
40	If people have already been assessed as in need of Council Tax Support, why are you then expecting them to pay more with money they don't have?	11/1/2020 1:48 PM
41	While these sums look small, they may damage the ability of people to keep up to date with their payments	10/31/2020 4:09 PM
42	I am on UC and cannot afford new proposed rate	10/30/2020 6:23 PM
43	I objected to this before. I object even more strongly now that we are in the financial disarray of Covid-19. Mismanagement of funds by previous Conservative administrations should not be reclaimed from the poorest in our community	10/30/2020 5:43 PM
44	the better off should help those in need under this gov the gap between poor and rich has widened	10/30/2020 5:34 PM
45	Living on a lower income is so difficult and every penny counts, having to find money to pay a higher council tax means money will need to come from other vital areas, eg food, heating , clothing	10/30/2020 5:33 PM
46	People should not be able to get reduction at all. I am tired of having to work and pay for others. We get no benefits and reductions. Our costs also just go up. People should move into smaller accommodation with cheaper rates.	10/30/2020 5:30 PM
47	Covid 19 has seriously affected these people in particular and they should be supported as much as possible.	10/30/2020 5:20 PM
48	These are among the poorest, and we are in unprecedented times	10/29/2020 11:20 AM
49	Covid 19 has hit lower income groups badly	10/28/2020 5:02 PM
50	I'm an ill health pensioner aged 56 and lone parent to a 16 year old daughter. My pension was £6147.32 last year and we are already living in poverty.	10/28/2020 4:13 PM
51	Because the government states thatI have an amount to legally live on and the council is taking from that pot and somebody who is disabled the impact is greater because my expenses for day to day items are higher	10/28/2020 12:12 PM
52	Unfair per person usage of services	10/28/2020 8:35 AM
53	Now is not the time to hit the lowest paid with extra bills, instead you should raise the general level of council tax instead.	10/26/2020 4:03 PM
54	why pick on the poorest?	10/26/2020 2:25 PM
55	We need to support the most vulnerable in our society.	10/26/2020 11:59 AM
56	Council budget shortfalls should never be funded by taking money from the poorest and most vulnerable members of society	10/26/2020 11:48 AM

## Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

57	Council budget shortfalls should never be funded by taking money from the poorest and most vulnerable members of society	10/26/2020 8:53 AM
58	Most people in the borough can afford a slight increase in overall tax to help the less well off	10/26/2020 8:50 AM
59	Those that are already struggling shouldn't have to pay for the council's mis-management of its finances	10/26/2020 7:33 AM
60	It is unlawful for any service provider to treat disabled people less favourably because they are disabled (ie direct discrimination). It is equally unlawful for them to indirectly discriminate against disabled people, or treat them unfavourably because of something arising as a consequence of their disability (ie discrimination arising from disability), unless there is a clear reason to do so. I did not ask to be born disabled!	10/26/2020 1:28 AM
61	The poorest of our residents ended up paying a larger increase in council tax than others. They can least afford to pay this	10/26/2020 12:41 AM
62	It is unfair to make the poorest people pay for higher costs	10/25/2020 8:42 PM
63	Making savings on the backs of the poorest is immoral	10/25/2020 8:38 PM
64	Because for many people the sole earner is all they have and it depends on how disabled or sick or how old the non working person is and may have care that needs paying for. Wages for the low paid are not in line with inflation and most people needing support are on wages below or scanning n the minimum wage.	10/25/2020 6:54 PM
65	This government provides scant help for people with income difficulties, the borough should not be reducing this form of help.	10/24/2020 8:54 PM
66	The amount should be raised instead by levying a bit more on residential properties whose value is >£3million. You can easily raise £330k this way.	10/24/2020 3:07 PM
67	Reducing help for people who are financially compromised already will not help them through Brexit and Covid pandemic.	10/24/2020 1:36 PM
68	People need more financial help npw not less	10/24/2020 9:08 AM
69	This decrease in support leads to a de facto increase In Council Tax well above the % cap and disproportionately impacts residents with protected characteristics, particularly disability. The Council failed in its Public Sector Equality Duty when making this decision.	10/23/2020 7:45 PM
70	Due to increasing inflation and reduced jobs available, more support is required from the state	10/23/2020 7:38 PM
71	This would lead to further hardship for people already in the lowest income bracket of the Royal Borough.	10/19/2020 2:34 PM

## Q2 Do you agree that changes, for working age Council Tax Reduction customers, should have been aligned with those of Pensioners and working age Housing Benefit customers?

Answered: 178 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes	64.04%	114
No	35.96%	64
Total Respondents: 178		



**Q3 Are there any alternate ways in which you could suggest savings, in the region of £330,000 per year, could be made? Please write your answers below**

Answered: 117 Skipped: 74

Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

#	RESPONSES	DATE
1	Reduce board salaries at Zrbwm	1/9/2021 9:35 PM
2	cut the amount some of the councillors manage to get in expenses' And my be have the accounts done by outside auditors more often.	1/9/2021 4:21 PM
3	Cut the number of council leaders and senior management Increase council tax	1/9/2021 12:25 AM
4	<p>Yes. There are around 5-8 millions of pounds set aside to cover these cost outlined in the RBWM draft budget document for 21/22. Any of these (non ring-fenced) savings can be directed in way RBWM desire, including allocating money towards CTRS. Hence the £330k saving is already identified, and this question is redundant.</p> <p><a href="https://www.rbwm.gov.uk/media/2208/download/">https://www.rbwm.gov.uk/media/2208/download/</a> Incidentally, in addition to those savings, there is also no need for RBWM to (effectively) have two managing directors (Duncan Sharkey and Barbara Richardson). The RBWM Property Company should be dissolved and the assets returned to RBWM itself, saving approximately £160k just on the MD's salary, and far more once pension benefits are accounted for fully. There are also additional staff costs, and pension contributions etc, that all represent real-terms savings upon dissolution given that the company has no external customers, and few assets currently to be managed. The assets could be sold for approximately £1.5-2m, funding this scheme for at least 5 years, for example. I would also recommend the immediate end to all special allowances to Councillors, with the exception of their basic allowance. It is a privilege to Chair panels, not a burden, and any Chair who believes that this must be remunerated is perfectly free to decline the honour if it carries no additional special allowance. This would have the benefit of weeding out those whose focus is not primarily on the public interest. These are luxuries. CTRS is not a luxury - it represents a very important safety net that must be preserved for the most vulnerable at the 8.5/91.5% level.</p>	1/8/2021 11:18 PM
5	Raise Council Tax for those who can afford it. I believe that Windsor has one of the lowest Council Tax rates in the country but is in general an affluent area. I am prepared to pay more for services to be kept to a good standard.	1/8/2021 9:10 PM
6	Raising Council tax to make it a progressive tax ensuring that the vulnerable are protected.	1/8/2021 6:29 PM
7	Reduce the number of highly paid managers who work for RBWM	1/8/2021 6:20 PM
8	As the Tory Council has foolishly not increased Council tax in the last few years, it is inevitable that it would have come to this. So a reasonable increase would be acceptable.	1/8/2021 6:11 PM
9	Slightly longer use of IT hardware vs replacement, e.g. 4 vs 3 year lease, increase in use of online resources to reduce/repurpose office areas for other uses	1/8/2021 5:57 PM
10	Look at Councillors expenses. Offer better rates to local shops to encourage new ones to open.	1/8/2021 5:41 PM
11	Raise the rate of Council Tax	1/8/2021 5:21 PM
12	Make bin collection fortnightly they are so bad at the moment since changing companies it's nearly fortnightly anyway	1/8/2021 5:19 PM
13	increase council tax	1/8/2021 5:15 PM
14	Increase council tax in the top bands	1/8/2021 5:09 PM
15	Cut councillors allowances	1/8/2021 4:56 PM
16	reduce support for high earners or if 1 member of the household is a high earner	1/8/2021 4:55 PM
17	No	1/7/2021 9:39 PM
18	You have already come up with one. Your litter gestapo. Possibly close the town hall as residents are dealt with in the library. As the residents are who you are supposed to represent and their needs are no longer dealt with in the town hall the building merely exists to serve corporate people. You have a big building down reform road. No refreshments to be provided at council meetings. An explanation also would be nice as what has happened to the money from the sale of York house and the car park. A decent contribution from developers in the town would generate lots of income. With the transition to universal credit the council will save a considerable amount of money due to the reduced cost of having staff though no doubt the council will be creative and create jobs where there none before	1/7/2021 8:15 PM
19	An appropriate overall increase in the standard rate of council tax for all residents.( for many years council tax has not been increased in rbwm appropriately in line with the cost of providing quality services)	1/6/2021 5:07 PM

## Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

20	For Councillors not to increase the allowance amount they are permitted to claim.	1/5/2021 9:23 PM
21	Ask the former Council Leader Mr Dudley to pay the sum out of his profits from his association with a building company employed in the current transformation of Maidenhead town centre, an association that was apparently "not a conflict of interest" with his role as Council Leader!!!	1/4/2021 11:14 PM
22	Stop ridiculous, frivolous and unnecessary expenditure for example on the rebranding of King Edward Court, Windsor to Windsor Yards	1/4/2021 2:57 PM
23	Charging more to those people who have had loft conversions and now renting the extra rooms out. This has hugely impacted in parking and refuse collections in the Eton Wick area.	1/2/2021 1:20 PM
24	Bins every 2 weeks,, make it mandatory to use food bins, double bag. Every shop does the compost bags, scrap the plastic bags	1/1/2021 3:52 PM
25	There should not be any subsidy. Considering the example where someone was being subsidised to stay in a property band G. We are a working household earning 220k and working hard to sustain and we live in property E. so it should be means testes but no one should be receiving based on rent/mortgage and outgoing. reductions should not be handed out to allow people to live in large properties. I.e fuel allowances. Single person allowances. Council tax reduction all encourages this.	12/29/2020 9:15 PM
26	This is essentially a rhetorical question, Lib Dem proposals to save by insourcing and investing to save using council assets have been rejected, and the council is so close to providing only statutory services. As a result there is regrettably no alternative saving. However, this does not imply support for this measure, one should have compassion for those at the receiving end as it bears down on those least able to afford the increase rather than 'levelling up those left behind'. (The saving assumes people will pay but where there is extreme hardship voids may grow, increasing administration costs for supervising payment plans, enforcement and, when these fail as they nearly always do, the shortfall will increase.)	12/29/2020 4:44 PM
27	Get out of the contract with SERCO and bring the refuse/recycling back in-house, this has been shambolic right from the outset. Employ council enforcement teams to catch fly-tippers and dog fouling thus ensuring the money goes into the Council bank account rather than the enforcement teams who target elderly for dropping tissues and keep the money for themsleves!!	12/26/2020 12:24 PM
28	Would have to see your future proposals for Improving the Borough before commenting.	12/25/2020 1:13 PM
29	Introduce tax on the building companies in the town who are getting away with building without penalties that other builders have to pay out of town. Its a mistaken policy.	12/23/2020 11:09 PM
30	Increasing council tax on higher value properties; creating a new band for houses worth over £500k would raise that amount and more	12/23/2020 5:58 PM
31	You could make significantly more than this by enforcing parking regulations properly.	12/23/2020 1:12 PM
32	No	12/20/2020 11:19 PM
33	There have been too many "savings" already. Council services are generally pretty poor.	12/19/2020 10:30 AM
34	Reduced bin collection to fortnightly would save some money	12/19/2020 8:14 AM
35	Stop using agency staff and get your own full time team.	12/18/2020 10:01 PM
36	Yes - raise Council Tax for those on higher incomes.	12/14/2020 3:44 PM
37	Reduce spending on wasteful frivolities such as "research" trips by our councillors.	12/12/2020 10:18 AM
38	You should have charged the the correct rates in previous years Reduces Cllr payments	12/12/2020 9:11 AM
39	Buying better. Awarding contracts better. Get people who have good commercial experience. e.g. Buyers for grocery multiples who have experience with negotiating with FTSE 100 companies and can get the best value. Get people who have an eye for detail that will inspect the work and make sure it done to the right standards. There are far too many incompetent people in the public sector. When I was trying to buy a house in 2017 there was a former council house near the train station which came in to market a few days prior and we were surprised that we had put a higher bid just 2 days after it came to market the council representative had already Accepted the lower bid lol. Hold people accountable!!! Some of these people can't run a bath let alone a council.	12/12/2020 8:27 AM
40	Council tax should be raised to meet the shortfall. In reality our low council taxes are	12/11/2020 7:33 PM

## Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

unsustainable, a fact disguised by the Conservative administration's creative accounting. Rather than inflict the consequences of this on the most vulnerable they should own up and raise taxes to the level needed to keep our borough a pleasant place to live.

41	Councilor allowances	12/11/2020 6:26 PM
42	Employing staff rather than contracting - i.e. no agency staff or consultants. Marginal increase to general council tax, but ensuring external contracts do what they are contracted to do - e.g. rubbish	12/11/2020 5:57 PM
43	Stop wasting money on ridiculous schemes we don't need, hire people to do a good job rather than having to repeat the same one over, and just generally have a heart and stop taking from those who need it...oh no wait we have a food bank for the peasants to rely on its fine.	12/11/2020 5:40 PM
44	Raise the tax, no more cuts	12/11/2020 3:46 PM
45	Increase planning charges	12/10/2020 3:44 PM
46	Raise council tax for those who are on higher bands	12/9/2020 7:00 AM
47	No. Add the required sum to the bills of those most able to pay - by the way, that would likely include me	12/9/2020 6:26 AM
48	Introduce a Parking Discount Scheme where Residents can opt to purchase Parking Discounts for a fixed annual fee. Introduce a Tourism Tax for overnight stays in RBWM based Hotels/B&B/AirBnB Make all Roads in Windsor Residents Parking and charge a fee for a Permit with increasing scales for multiple car households. Scrap all Final Salary Pension Schemes for RBWM staff and replace with less generous Money Purchase schemes. Offer incentives for Economically Inactive ABRI Residents in receipt of RBWM Council Tax Discounts to move to more affordable accomodation inside or outside the Borough.	12/8/2020 8:15 PM
49	you could take some commission from the litter picking!	12/8/2020 7:59 PM
50	You need to raise more money from those that can afford it - council tax should be raised for the most expensive properties. The answer is not cutting costs, it is to increase income. You need to correct the mistake in the past of keeping the tax low.	12/2/2020 8:26 PM
51	Stop putting up ridiculous banners on lampposts, give the waste collection Co tract to someone more reliable and cheaper	12/1/2020 5:06 PM
52	Voluntary contribution from council tax payers in the highest rated bands. Cancel the council's budget for self promotion literature Use the savings from the failed Veolia contract (presumably some rebate has been provided on their failure to meet SLAs)	12/1/2020 2:15 PM
53	raising taxes	11/30/2020 9:52 PM
54	reduce pensions of council workers	11/29/2020 10:53 PM
55	Reduce salaries at top level, freeze salaries and bonus for 5 years	11/28/2020 1:39 PM
56	Yes look at expenditure areas - how much is spent on unnecessary or overly inflated contracts, or areas of low priority? Regeneration costs - Look at where contracts are purchased and truly evaluate - e.g. SERCO already had a poor reputation and track record for delivering on promises in all areas of function, yet is employed by RBWM and costing more as a result	11/27/2020 4:28 PM
57	Do you consider that the council tax is a payment for services rendered, a property tax based on the value of a property occupied, or a mixture of both? If more the former, then benefits should be aligned with costs of services and reduction schemes just add complexity and add poverty traps. The myriad of benefiits that accrue when you can get on WTC means that poverty traps are real and people in those traps are normally painfully aware. But to answer the question: Centrica, a large private sector employer in Windsor, are negotiating between 10% and 20% salary reductions for their employees with the GMB. I suggest the council do so for all fat-cat executives earning over £50k per year, with a sliding scale for those in range £40k-£50k. The excess saved over £330k should be put to reserves.	11/25/2020 12:33 PM
58	Yes. Revaluation of all properties for rating assessment. Many have extensions / enhancements added since the last domestic rating assessment. There should be a sliding scale or at the very least several higher bands, to take better account of the huge variation of property prices (and therefore rental values).	11/23/2020 11:51 AM
59	no	11/23/2020 1:55 AM

## Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

60	From rich people	11/19/2020 11:36 PM
61	I do not but I think the Council should not shy away from seeing if residents would bear an increase in Council Tax. This is a wealthy area and it might be that people are prepared to pay more for quality services and benefits.	11/17/2020 11:34 AM
62	Reduce headcount - focus on the planning applications department who do a very poor job.	11/11/2020 7:25 PM
63	No	11/11/2020 9:52 AM
64	No	11/11/2020 9:51 AM
65	Lowering top salaries in council	11/7/2020 11:24 AM
66	Use the £1 million government grant given to help RBWM assist the lowest paid to make up the shortfall. RBWM should also consider cutting the Councillors allowances by 50% and use the savings to help those in need.	11/3/2020 9:26 AM
67	Stop housing the homeless	11/3/2020 7:35 AM
68	Increase council tax for all.	11/2/2020 9:26 AM
69	By not viewing this as a matter of "savings" but as it being a public good that is worth paying for by those whom are most able to afford to pay for it. Those who have a high enough income to not be on the CTS scheme are better able to afford an average increase of £3.80 per year per person to support those 2528 residents in receipt of CTS who would most struggle to pay an average of £130.54 per person per year, to cover the £330k.	11/1/2020 5:39 PM
70	Charge the RBWM's wealthier residents higher Council Tax - they can afford it!	11/1/2020 1:48 PM
71	Surely this is your job, not mine - it is also your job to look after vulnerable residents.	10/31/2020 4:09 PM
72	Promote more business and shops on high street. Too many have closed in later years. Decrease their taxes /fees, it is better a low percentage of something, than a high percentage of nothing	10/31/2020 4:01 PM
73	Windsor & Maidenhead is one of the wealthiest areas in the country. Reducing this benefit is simply immoral at a time when those in the lowest income brackets are most affected by the economic fallout from the pandemic. Raise council taxes. I for one am more than happy to pay more to help the most disadvantaged in our community.	10/31/2020 8:52 AM
74	Change rubbish collection company all higher management in council tax 3% pay cut would cover savings	10/30/2020 6:23 PM
75	Staff training in SEN and social care so that staff understand the legal framework they are working in would make for better decisions and less money being spent on LA legal costs, dealing with complaints and the LGSCO etc.	10/30/2020 5:43 PM
76	I am sure there are many areas where things can be cut or stopped, eg all the flowers that are planted around the town centre etc	10/30/2020 5:33 PM
77	Struggling to understand the wording of question 2. Raise council tax.	10/29/2020 11:05 PM
78	Make waste collections fortnightly (blue bin one week, grey bin the other) for all except those in exceptional circumstances (in a block of flats with limited bins, for instance).	10/29/2020 11:20 AM
79	Reduce the cap further to 50%.	10/28/2020 9:49 PM
80	Freeze councillors allowances	10/28/2020 5:02 PM
81	Stop putting up unnecessary signage around the Borough. Improve your contracts for Waste Management, etc. Make better use of Council Buildings. Many Council Services are run very inefficiently, eg, parking, waste management and a proper review should be done to ensure the Council is working in an efficient and cosy effective manner.	10/28/2020 4:13 PM
82	I think this exercise is pointless and as the policy is already in place and caused upset and more poverty your not really interested in changed it	10/28/2020 12:12 PM
83	Charge 4 working adult households like mine next door more! They use more services but pay less per capita... I suspect in the borough there are more households with at least 3 or more working age adults earning than the number you currently support	10/28/2020 8:35 AM
84	Increase the lowest tax bands, there is no reason to justify it being so low compared to middle range bands. Especially seeing as most two bedroom properties in the area have been increased to three bedroom properties.	10/27/2020 5:41 PM
85	Put the council tax up a tenner in the higher un-discounted bands, we probably won't notice!	10/27/2020 10:49 AM

## Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

86	Halve the basic Councillor allowances and the special responsibility allowances, this would save just over the £264,000 per year and not have any detrimental effect on council services. Cut road side grass cutting (except if dangerous due to sight lines), which would help wildlife and save money.	10/26/2020 4:03 PM
87	Combine back office support functions with other councils wherever possible. Align benefits offered to council employees to the private sector in similar roles.	10/26/2020 3:07 PM
88	perhaps a small council tax increase instead	10/26/2020 2:25 PM
89	Change to bi-weekly refuse collection as opposed to weekly.	10/26/2020 2:03 PM
90	Increase parking charges in non- residential areas. Or, studies show voluntary payments in car parks result in higher revenues - the idea that people pay what they can/what it is worth and are less likely to seek to avoid paying. Reduce funding of Windsor Advantage Cards. Introduce an optional charge for remote workers who chose to use the library as a working from home space. If they pay to be members they get cheaper printing and free coffee and wifi.	10/26/2020 12:45 PM
91	Increase the council tax payable by those living in properties currently valued at over £750,000 pounds and again at over £1m £1.5m and upwards of which there are many in RBWM. Sliding scale would make up the deficit.	10/26/2020 11:59 AM
92	From higher band households or budgeting other areas of expenditure. E.g. Money spent on installing redundant parking ticket machines and money lost from selling the Magnet after having just invested in new equipment at the old site	10/26/2020 11:48 AM
93	Increase council tax for higher bands	10/26/2020 8:53 AM
94	Increase council tax on houses with 5 bedrooms or more and or are worth over £1.5m.	10/26/2020 7:33 AM
95	?	10/26/2020 1:28 AM
96	Don't defend unlawful actions. Wasted £40k. Reduce SRA to councillors. Get things right first time would save officers time ue money eg bins .	10/26/2020 12:41 AM
97	You have taken most of the assistance within the council services away for those that need it You want us to pay more. Then come up with answers	10/26/2020 12:36 AM
98	You have already cut the services for those in these groups of residents, and you want them to pay more. People are donating packed lunches for children who's families are on the poverty line.Food bank use has more than doubled. Covid also meaning shops businesses closing leaving families in hardship. You miss managed the finances leaving us millions in debt before Covid. So I suggest politely that you work out what's next, and dig us out of this hole you helped to put us in. Or maybe sell another building. Or reduce expenditure in the council ...Car parks wasted monies would have helped just one disaster amongst many.	10/26/2020 12:24 AM
99	Raise council tax progressively	10/25/2020 8:42 PM
100	Raise council tax - it's progressive!	10/25/2020 8:38 PM
101	Don't make savings out of penalising the poorest. Tax levy for car users in the main towns .	10/25/2020 6:54 PM
102	Do not purchase land, doubtfully claimed to be recreational, such as that between lower Cookham Rd and the river.	10/25/2020 5:16 PM
103	Increase council tax (for those who can afford it).	10/25/2020 4:14 PM
104	Stop installing fountains and unnecessary and unworkable road layouts	10/25/2020 7:14 AM
105	Increase council tax payable on the wealthiest households, up to and including Windsor castle which could easily afford to plug the shortfall given the wealth of the royal family.	10/24/2020 8:54 PM
106	No	10/24/2020 6:03 PM
107	Stop paying councillors	10/24/2020 3:53 PM
108	i) charge higher rate on residential properties with a value >£3million. ii) Organise annual sponsored street cleaning and include rural roads on the outskirts of Maidenhead where there would be a good number of sponsors who could be approached. iii) acquire parts of Pinkneys Green and the Thicket from the National Trust and sell the land to developers for more housing development.	10/24/2020 3:07 PM
109	Charge richer residents more	10/24/2020 1:36 PM



Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

110	Cut down on Burocracy, cut the number of Libraries and stop financial support to some useless Community Projects	10/24/2020 10:13 AM
111	Increase council tax on higher value properties	10/24/2020 9:08 AM
112	Seek to transfer some additional costs to the Parish Councils or to Special Expenses and make good the collection fund Deficit through the rise in precepts.	10/23/2020 7:45 PM
113	Reducing eexpenditure in unnecessary places. There have been several services unavailable since March since access to children centres, access to family support workers, library sevices. Even now children centres are not open and no services or sessions are running. The money that has not been used for these thing in the last 7 month should have been saved or council tax should have been reduced. Instead the council is introducing more parking permit charges. None of this makes sense.	10/23/2020 7:38 PM
114	Reduce Cllr allowance only to basic allowance and keep it at £8k per year.	10/23/2020 12:54 PM
115	No. Al other options will mean a reduction in service levels	10/20/2020 3:51 PM
116	Take a look at councillors expense claims Look at out scourcing services to contractors. A general look at the councils expenditure to see where savings can be made and perhaps give the residents a choice of what services they deem most important.	10/19/2020 2:34 PM
117	how much council tax is n0t collected improve collection rate increase amount of fine sfo parking on double yellow lines	10/14/2020 10:45 AM

**Q4 Are there any other changes you would have liked to see to the Council Tax Support scheme 2020/21 or general comments regarding CTS? Please write your answer below**

Answered: 55 Skipped: 136



Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

#	RESPONSES	DATE
1	Look at peoples outgoings not just incoming money, I struggle every month to pay my council tax but they say i earn too much but dont realise £600 of my wages £900 is bills!!!	1/10/2021 10:51 PM
2	No	1/9/2021 12:25 AM
3	CTRS is one of the most important schemes offered to the most vulnerable by RBWM, and plays an important role in Equality rights. In this rich Borough it is clear that a well run Council could and should have little difficulty maintaining the original 8.5% benefit. CTRS recipients had their real-terms monthly outgoings more than doubled by the (unlawful) change. Is it fair to increase tax on the poorest by over 100% ( in terms of outgoings), while capping most (richer) residents increases to in the order of 4-6% with the protection of a referendum on top? No. This is unequal and unfair. Many of the links on this page are broken, making it impossible to fully engage in this consultation. It is therefore clear that not a single member of RBWM staff tested this page at any point throughout the consultation.	1/8/2021 11:18 PM
4	Given the year that it has been people will need extra support to get back on their feet not more debt and bills	1/8/2021 10:07 PM
5	No	1/8/2021 9:10 PM
6	No	1/8/2021 6:11 PM
7	No	1/8/2021 5:57 PM
8	Make it easier to claim benefits for people who don't know how the system works	1/8/2021 5:19 PM
9	Council tax to be lowered.	1/7/2021 9:39 PM
10	Return it to its previous level of 91.5 or reduce it by 2.5.	1/7/2021 8:15 PM
11	No. Please do not unfairly penalise those least able to pay.	1/6/2021 5:07 PM
12	I think more than doubling the amount due to be paid by people on welfare benefits, who are ill, is grossly unfair and unjust.	1/4/2021 11:14 PM
13	No	1/4/2021 2:57 PM
14	Scrap the Bands everyone pay a reduced fair amount one price for all	1/1/2021 3:52 PM
15	Scrap reductions	12/29/2020 9:15 PM
16	No	12/25/2020 1:13 PM
17	This is a classic Conservative suggestion aimed at punishing the poor and allowing the rich to get richer. Absolutely disgusting. I say this as someone who works for a Berkshire local authority and receives no benefits.	12/23/2020 5:58 PM
18	No	12/20/2020 11:19 PM
19	The discount should be increased to 95% at least.	12/19/2020 10:30 AM
20	CTS extended to care leavers to 25 years	12/19/2020 7:18 AM
21	No	12/12/2020 9:11 AM
22	No	12/11/2020 6:26 PM
23	N/a	12/11/2020 5:57 PM
24	Ability to pay is key and it should be top-loaded. This probably would penalise me, but that's OK - I can afford it	12/9/2020 6:26 AM
25	Support should be maintained.	12/2/2020 8:26 PM
26	For the people who receive income support or have disabled people living with them they should get 100% support	12/1/2020 5:06 PM
27	None.	11/25/2020 12:33 PM
28	no	11/23/2020 1:55 AM
29	no	11/19/2020 11:36 PM
30	No	11/11/2020 9:52 AM
31	No	11/11/2020 9:51 AM

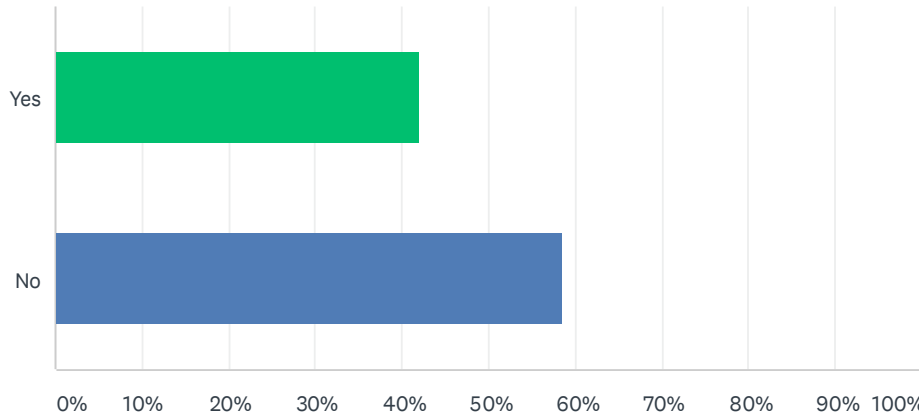
## Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

32	Council tax support is to SUPPORT those who are means-tested and found to be eligible for support. It is not automatically granted. Thus to seek to save each working age adult that pays council tax the grand sum of £3.80 per year (age 20-65, based on statistics from Royal Borough Windsor and Maidenhead Economic Development Strategy 2016-2019 , 2018 ONS population data) by removing the level of support that those found through means-testing to be in need of support is unnecessarily cruel and unfair. Those that can afford council tax can afford £3.80 per year per person to support those 2528 residents in receipt of CTS who would most struggle to pay an average of £130.54 per person per year.	11/1/2020 5:39 PM
33	Either people are in need of Council Tax Support or they are not. Having assessed them as in need, do not then charge them more. Stop penalising the less well off and vulnerable residents in the RBWM!	11/1/2020 1:48 PM
34	No comment	10/31/2020 8:52 AM
35	Should be free for claimants on UC	10/30/2020 6:23 PM
36	There should not be council tax support schemes and there should not be a winter/pensioner allowance. People should be paying and staying in their means. Otherwise you have people staying in huge houses because they are subsidised.	10/30/2020 5:30 PM
37	No	10/29/2020 11:05 PM
38	No	10/29/2020 11:20 AM
39	Reduce the cap further to 50%.	10/28/2020 9:49 PM
40	Would need much more information and a better breakdown of who is eligible and how many take it up	10/28/2020 5:02 PM
41	Retired disabled residents should all be treated the same and younger retired disabled residents should not be discriminated against.	10/28/2020 4:13 PM
42	My council tax payments doubled and at times I had no money for gas so cancelled the direct debit and am making up them now.	10/28/2020 12:12 PM
43	No	10/27/2020 5:41 PM
44	Some more clarity on how a council covering one of the more affluent areas of the country - with a steady influx of tourism and a local center for bars / restaurants appears to have gone broke.	10/27/2020 10:49 AM
45	We must support the poorest in our society. These people work but do not earn enough to live because of the inadequacy of the minimum wage compared to living costs in the south east.	10/26/2020 11:59 AM
46	?	10/26/2020 1:28 AM
47	No	10/26/2020 12:41 AM
48	You should not be hurting the poorest. It makes no economic sense. Most people needing to claim the reduction also use food banks and will come to rely solely n that more and that is shameful in a rich country like England. Ask yourself why can't wages be set to a level so that people could get by and live decently.	10/25/2020 6:54 PM
49	No	10/25/2020 7:14 AM
50	No	10/24/2020 6:03 PM
51	The Council has admitted that the consultation proceeding decision made in February 2020 was unlawful. This renders the statutory process leading to that decision non-compliant with the legislation hence the implementation of that decision should have be suspended. Moreover, there is no provision in statute to allow any "remade" decision to be applied retroactively to 2020/21 as there are strict time limits on when them decision must be made. Legally, any remade decision can only be safely effective for 2021/22 onwards.	10/23/2020 7:45 PM
52	Yes, all the cuts which have been made should be reflected in our council tax via a reduction or refund. Car parks in RBWM no longer accept advantage card for reduced payment, new parking permits require us to pay to park outside our own homes, libraries and children centres are providing very limited services but none of this has reflected in the council tax	10/23/2020 7:38 PM
53	No	10/20/2020 3:51 PM
54	I would like there to be more explanation about what it is and easier access to apply for it.	10/19/2020 2:34 PM



**Q5 For the financial year 2021/22a. Do you agree that the level of support available for working age customers, for 2021/22, should be 80%?**

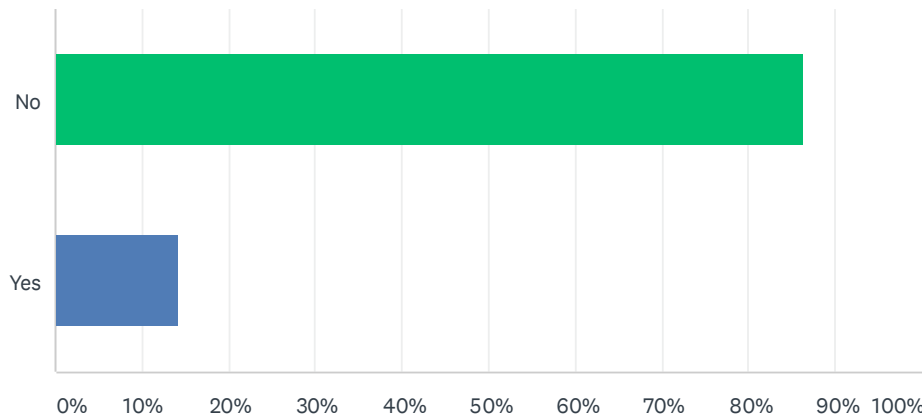
Answered: 188 Skipped: 3



ANSWER CHOICES	RESPONSES
Yes	42.02% 79
No	58.51% 110
Total Respondents: 188	

## Q6 Are you currently in receipt of Council Tax Support?

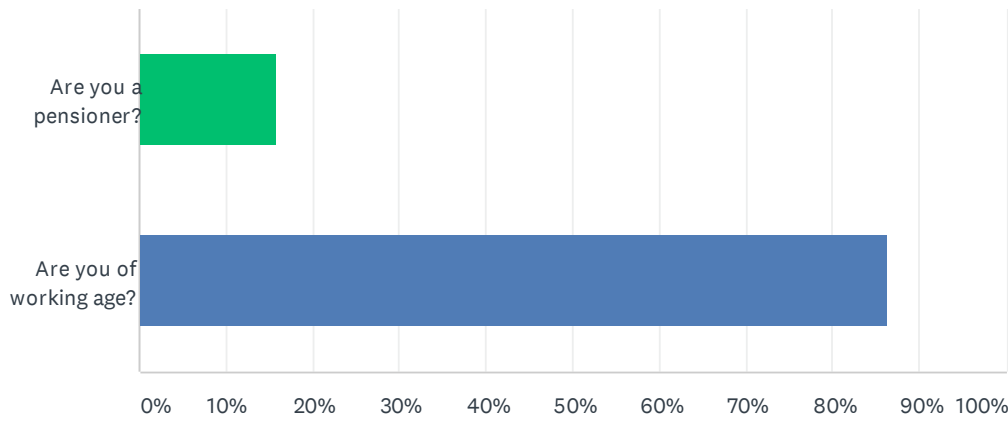
Answered: 190 Skipped: 1



ANSWER CHOICES	RESPONSES	
No	86.32%	164
Yes	14.21%	27
Total Respondents: 190		

### Q7 If you answered yes to 6 please tick one of the following:

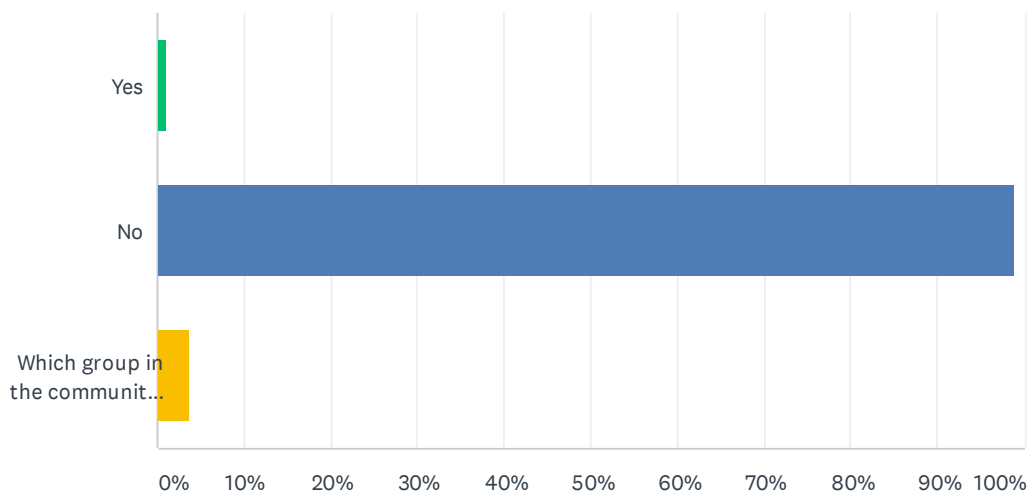
Answered: 44 Skipped: 147



ANSWER CHOICES	RESPONSES
Are you a pensioner?	15.91% 7
Are you of working age?	86.36% 38
Total Respondents: 44	

## Q8 Are you completing this on behalf of a representative body such as the Citizen Advice Bureau or Age Concern?

Answered: 188 Skipped: 3

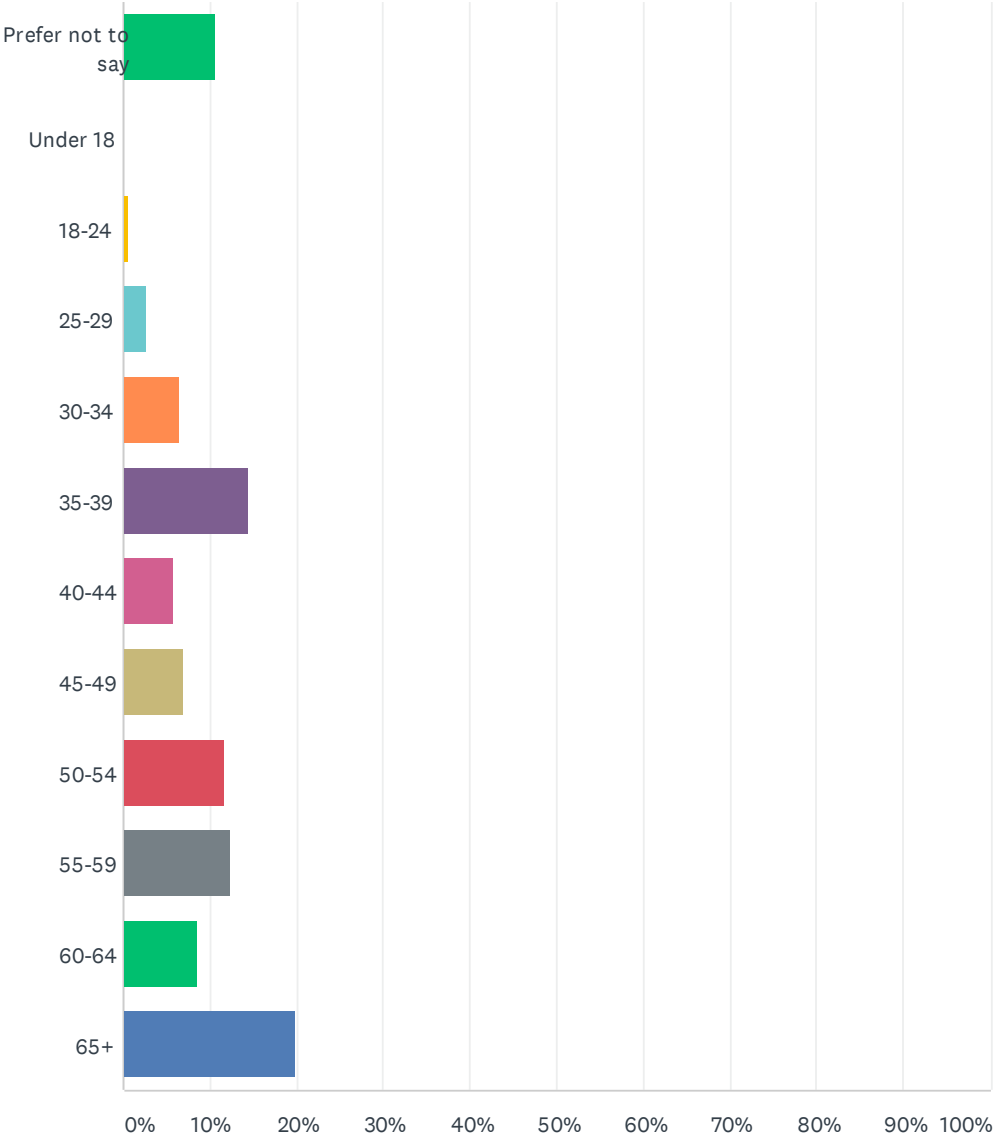


ANSWER CHOICES	RESPONSES
Yes	1.06% 2
No	98.94% 186
Which group in the community do you represent?	3.72% 7
Total Respondents: 188	

#	WHICH GROUP IN THE COMMUNITY DO YOU REPRESENT?	DATE
1	Resident	1/2/2021 1:20 PM
2	RBWM Liberal Democrats	12/29/2020 4:44 PM
3	Resident	12/24/2020 7:37 AM
4	Working man	10/27/2020 5:41 PM
5	Pensioner	10/26/2020 2:03 PM
6	Tax paying resident	10/26/2020 11:48 AM
7	I am a carer	10/25/2020 6:54 PM

### Q9 AgePlease select your age group

Answered: 187 Skipped: 4



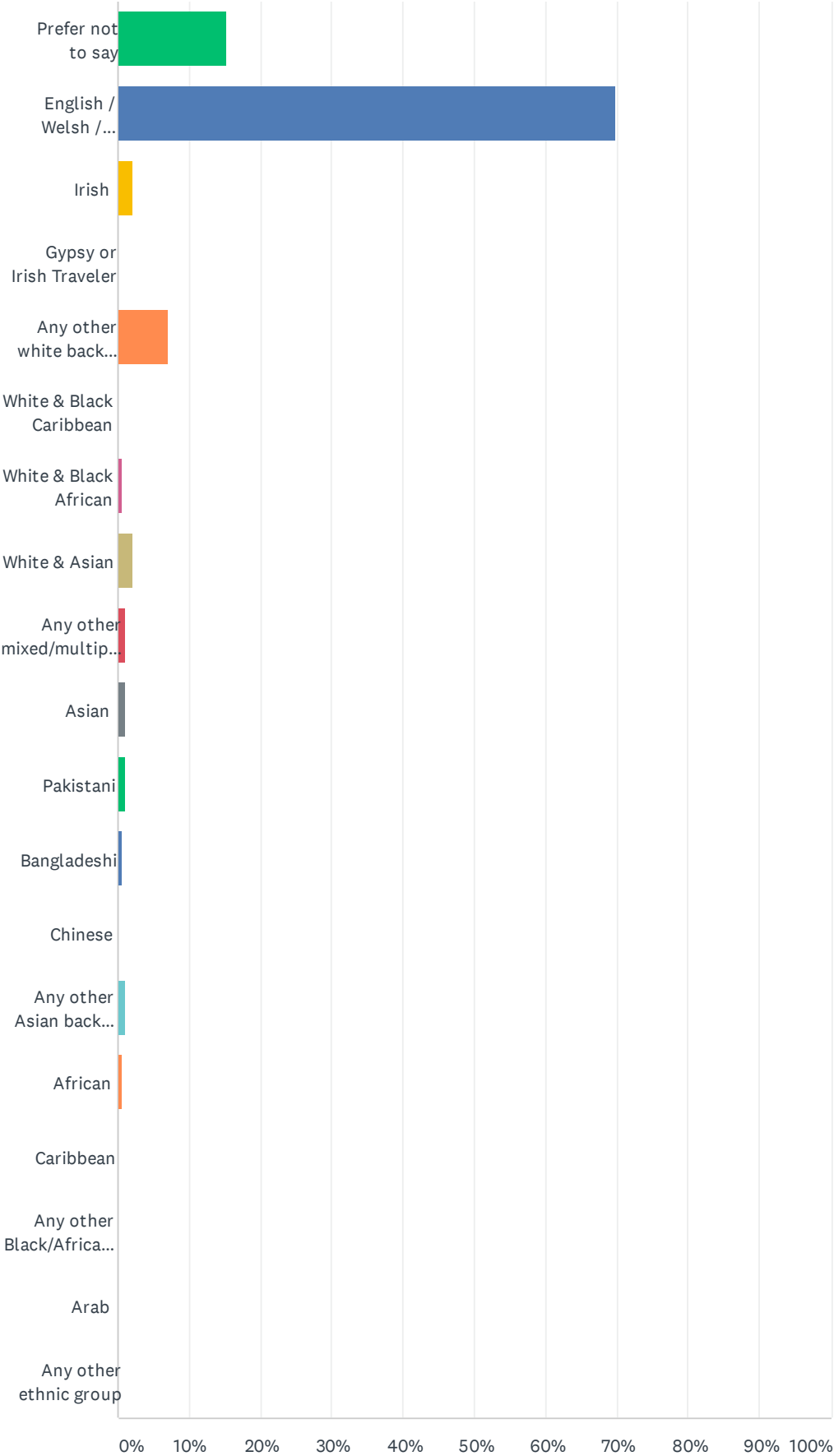


Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

ANSWER CHOICES	RESPONSES	
Prefer not to say	10.70%	20
Under 18	0.00%	0
18-24	0.53%	1
25-29	2.67%	5
30-34	6.42%	12
35-39	14.44%	27
40-44	5.88%	11
45-49	6.95%	13
50-54	11.76%	22
55-59	12.30%	23
60-64	8.56%	16
65+	19.79%	37
Total Respondents: 187		

### Q10 Race/Ethnicity What is your ethnic group?

Answered: 183 Skipped: 8



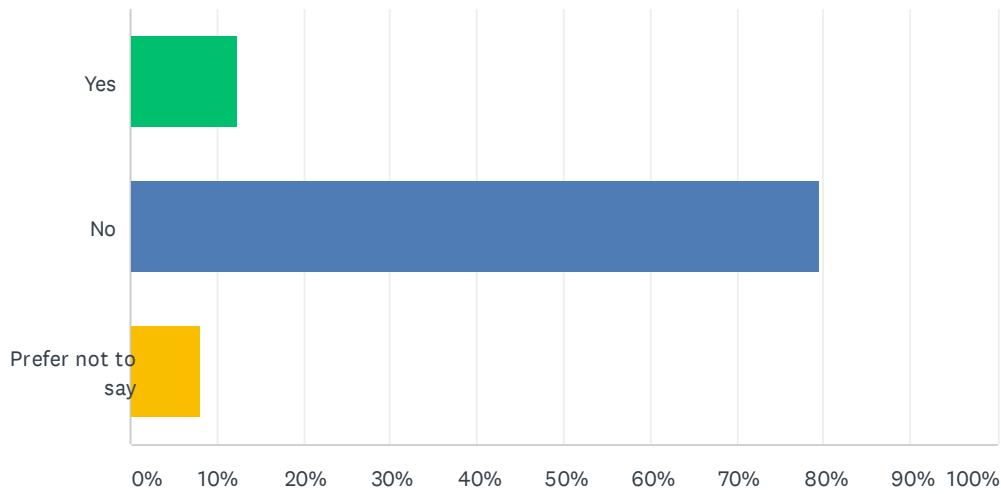
Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

ANSWER CHOICES	RESPONSES	
Prefer not to say	15.30%	28
English / Welsh / Scottish / Northern Irish / British	69.95%	128
Irish	2.19%	4
Gypsy or Irish Traveler	0.00%	0
Any other white back round	7.10%	13
White & Black Caribbean	0.00%	0
White & Black African	0.55%	1
White & Asian	2.19%	4
Any other mixed/multiple ethnic back round	1.09%	2
Asian	1.09%	2
Pakistani	1.09%	2
Bangladeshi	0.55%	1
Chinese	0.00%	0
Any other Asian back round	1.09%	2
African	0.55%	1
Caribbean	0.00%	0
Any other Black/African/Caribbean background	0.00%	0
Arab	0.00%	0
Any other ethnic group	0.00%	0
Total Respondents: 183		

#	OTHER (PLEASE SPECIFY)	DATE
1	Human being	1/8/2021 8:23 PM
2	White European	12/18/2020 6:54 PM
3	European	12/9/2020 7:00 AM

## Q11 Do you consider yourself to be a disabled person

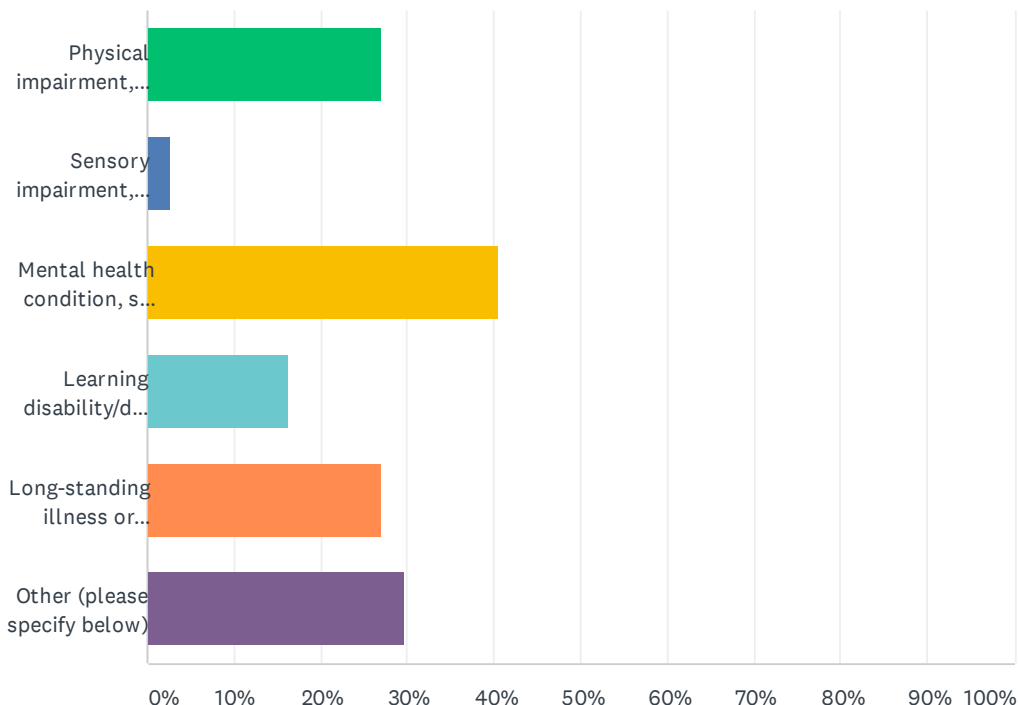
Answered: 186 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	12.37%	23
No	79.57%	148
Prefer not to say	8.06%	15
Total Respondents: 186		

**Q12 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: 37 Skipped: 154



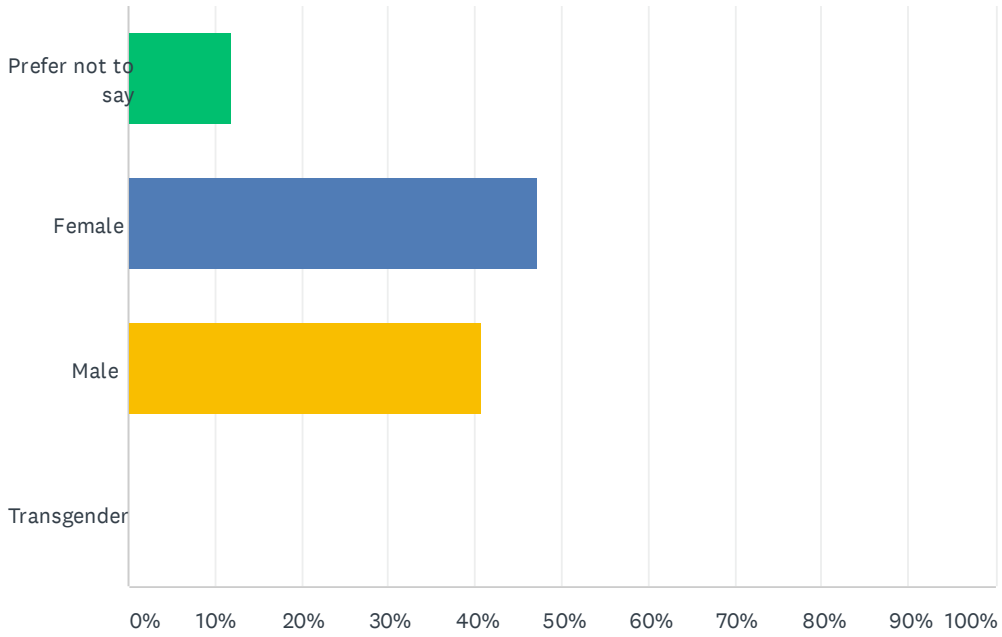
ANSWER CHOICES	RESPONSES	
Physical impairment, such as difficulty using your arms or mobility issues which means using a wheelchair or crutches	27.03%	10
Sensory impairment, such as being blind/ having a serious visual impairment or being deaf/ having a serious hearing impairment	2.70%	1
Mental health condition, such as depression or schizophrenia	40.54%	15
Learning disability/difficulty, such as Down's Syndrome or dyslexia or cognitive impairment, such as autistic spectrum disorder	16.22%	6
Long-standing illness or health condition such as cancer, HIV, diabetes, chronic heart disease or epilepsy	27.03%	10
Other (please specify below)	29.73%	11
Total Respondents: 37		

Royal Borough of Windsor and Maidenhead Consultation on Council Tax Support Scheme

#	OTHER (PLEASE SPECIFY)	DATE
1	None	1/8/2021 5:57 PM
2	Ptsd	1/1/2021 3:52 PM
3	No	11/11/2020 9:52 AM
4	No	11/11/2020 9:51 AM
5	Rheumatoid and osteo arthritis	11/3/2020 12:32 AM
6	Diabetes and CFS/ME	10/28/2020 5:02 PM
7	This is discrimination as if in poverty you are not likely to have access to the internet, libraries are closed (some use to access the internet) elderly and disabled also less likely to reply on line due to financial restraints and the knowledge of the web. So during Covid asking for help is difficult. I am also inclined to believe this could be construed as discrimination	10/26/2020 12:24 AM
8	Neuropathic & muscular pain from slipped disc & trapped nerve	10/23/2020 11:27 PM

### Q13 Gender - Are you

Answered: 186 Skipped: 5



ANSWER CHOICES	RESPONSES	
Prefer not to say	11.83%	22
Female	47.31%	88
Male	40.86%	76
Transgender	0.00%	0
Total Respondents: 186		

# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

ESSENTIAL INFORMATION										
<b>Item being assessed</b> <i>(Please tick):</i>	Strategy		Policy		Plan		Project	Yes	Service/Procedure	
<b>Responsible Officer:</b>	Louise Freeth				<b>Service:</b>	Revenues, Benefits, Library and Resident Services				
					<b>Directorate:</b>	Resources				
STAGE 1: EqIA SCREENING (MANDATORY)					STAGE 2: FULL ASSESSMENT (IF APPLICABLE)					
<b>Date created:</b>	05/02/2021				<b>Date created:</b>					
					<b>Date reviewed by Law &amp; Governance:</b>					
<b>Approved by Head of Service / Overseeing group/body / Project Sponsor:</b>	<i>"I am satisfied that an equality impact has been undertaken adequately."</i>									
	<b>Signed:</b>	Louise Freeth								
	<b>Date:</b>	05.02.21								



## **GUIDANCE NOTES**

### **What is an EqIA and why do we need to do it?**

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

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

EqIAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

### **What are the “protected characteristics” under the law?**

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

### **What's the process for conducting an EqIA?**

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

### **Openness and transparency**

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

### **Enforcement**

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

## STAGE 1: SCREENING (MANDATORY)

### 1.1 What is the overall aim of your proposed *strategy/policy/project etc* and what are its key objectives?

The overall aim of the re-approving the increase in the minimum percentage contribution which working age Council tax Reduction recipients must pay is to provide a saving to the local authority, in the simplest way possible, while ensuring that these customers are not overly financially disadvantaged.

Each local authority has a duty to review its Council Tax Reduction scheme on an annual basis with any changes being approved my Council prior to 11<sup>th</sup> March preceding the financial year in which any changes would be implemented.

The authority must also consider any transitional protection, as it sees fit, where any changes would adversely affect individuals currently receiving such assistance.

### 1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics?

8/8

*Consider each of the protected characteristics in turn and identify whether your proposal is **Relevant** or **Not Relevant** to that characteristic. If **Relevant**, please assess the level of impact as either **High / Medium / Low** and whether the impact is **Positive** (i.e. contributes to promoting equality or improving relations within an equality group) or **Negative** (i.e. could disadvantage them). Please **document your evidence** for each assessment you make, **including** a justification of why you may have identified the proposal as “Not Relevant”.*

Protected characteristic	Relevance	Level	Positive / Negative	Evidence
Age	Relevant	High	Negative	MHCLG prescribe the regulations which govern the assessment of Council Tax Reductions customers of pensionable age. Authorities are unable to amend these.  The proposals will affect all customers of working age, in receipt of Council Tax Reduction both currently and in the future.

<b>Disability</b>	Relevant	Low	Negative	The authority will continue to disregard income received from disability related benefits e.g. Disability Living Allowance and Personal Independence Payments. However, in order to ensure the scheme remains simple to administer there is no proposal to exempt customers, en masse, as a result of disability. They, like anyone else, will be able to apply to consider remitting the costs on the basis of financial hardship in accordance with the authority's existing S13A(1)(c) Policy and, for the financial years 2020/21 – 2021/22, benefit from the Council Tax Hardship Fund award.
<b>Gender reassignment</b>	Not relevant			
<b>Marriage and civil partnership</b>	Not relevant			
<b>Pregnancy and maternity</b>	Not relevant			
<b>Race</b>	Not relevant			
<b>Religion or belief</b>	Not relevant			
<b>Sex</b>	Not relevant			
<b>Sexual orientation</b>	Not relevant			

## OUTCOMES, ACTION & PUBLIC REPORTING

Screening Assessment Outcome	Yes / No / Not at this Stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
<b>Was a significant level of negative impact identified?</b>	Yes	The establishment of a Council Tax Hardship Fund in 2020/21 by MHCLG	Louise Freeth	April 2020 ongoing

08		<p>required the Royal Borough to utilise its existing powers under S13A(1)(c) in order to award up to £150 additional support for working age CTR recipients.</p> <p>While the sum was ring-fenced in 2020/21, the Royal Borough intends to continue to utilise the un-ringfenced funding MHCLG will provide in 2021/22 to award additional assistance.</p> <p>The promotion of the general powers within the S13A(1)(c) policy will be considered but this will be on a case by case basis where financial hardship is proven.</p> <p>The full cost of these general powers would be borne by the authority, rather than shared among its preceptors and any award would set a precedent.</p>		
<b>Does the strategy, policy, plan etc require amendment to have a positive impact?</b>	Yes	The outcome of the policy will have a negative effect on all working age	Louise Freeth	Public consultation closed on 08.01.21 and details of the

		recipients but, if the overriding aim of the policy is to be achieved i. a cost saving, this cannot be avoided.		feedback are included in the Council report.
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If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

**All completed EqIA Screenings are required to be publicly available on the council’s website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.**

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**STAGE 2: FULL ASSESSMENT**

**2.1 SCOPE & DEFINE**

**2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? *List the groups who the work is targeting/aimed at.***

The main beneficiary is the council taxpayer within the Royal Borough, as without the suggested saving to the overall budget, the authority may need to consider further increases to the council tax charged as whole, utilising reserves, cutting further services or a combination of all three.

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

Director of Resources/S151  
Head of Finance  
Lead Member for Revenues and Benefits  
Managing Director  
Corporate Leadership Team  
Head of Revenues, Benefits, Library and Resident Services.  
Revenues & Benefit Team

**2.2 INFORMATION GATHERING/EVIDENCE**

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

82  
Current caseload data from the Council Tax and Council Tax Reduction system.  
Benchmarking against other Berkshire local authorities.

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

Public consultation currently ended on 08.01.21 promoted in various ways including:

- A leaflet drop to each household
- Newspaper adverts
- Social media
- Direct e-mail to community groups and charities involved with customers who may be affected
- Direct e-mail to all council tax liable parties where details held

- Auto messaging on generic Council Tax and Benefits e-mail inboxes.

Equality Duty Statement	Protected Characteristic	Advancing the Equality Duty		Negative impact		Explanation & Mitigations Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic
		Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	
83 Eliminate discrimination, harassment, victimisation	Age	No		Yes	High	All working age customers would be affected unless they applied for, and were awarded, a discretionary reduction.
	Disability	No		Yes	Low	All disabled, working age, customers would be affected unless they applied for, and were awarded, a discretionary reduction. Existing income disregards would however be maintained.
	Gender reassignment	No		No		
	Marriage and civil partnership	No		No		
	Pregnancy and maternity	No		No		
	Race	No		No		
	Religion or belief	No		No		
	Sexual orientation	No		No		

84	Advance equality of opportunity	Age	No		Yes	High	All working age customers would be affected unless they applied for, and were awarded, a discretionary reduction.
		Disability	No		Yes	Low	All disabled, working age, customers would be affected unless they applied for, and were awarded, as discretionary reduction. Existing income disregards would however be maintained.
		Gender reassignment	No		No		
		Marriage and civil partnership	No		No		
		Pregnancy and maternity	No		No		
		Race	No		No		
		Religion or belief	No		No		
		Sex	No		No		
		Sexual orientation	No		No		
Foster good relations		Age	No		Yes		All working age customers would be affected unless they applied for, and were awarded, a discretionary reduction.
		Disability	No		Yes		All disabled, working age, customers would be affected unless they applied for, and were awarded, as discretionary reduction. Existing income disregards would however be maintained.
		Gender reassignment	No		No		
		Marriage and civil partnership	No		No		



	Pregnancy and maternity	No		No		
	Race	No		No		
	Religion or belief	No		No		
	Sex	No		No		
	Sexual orientation	No		No		

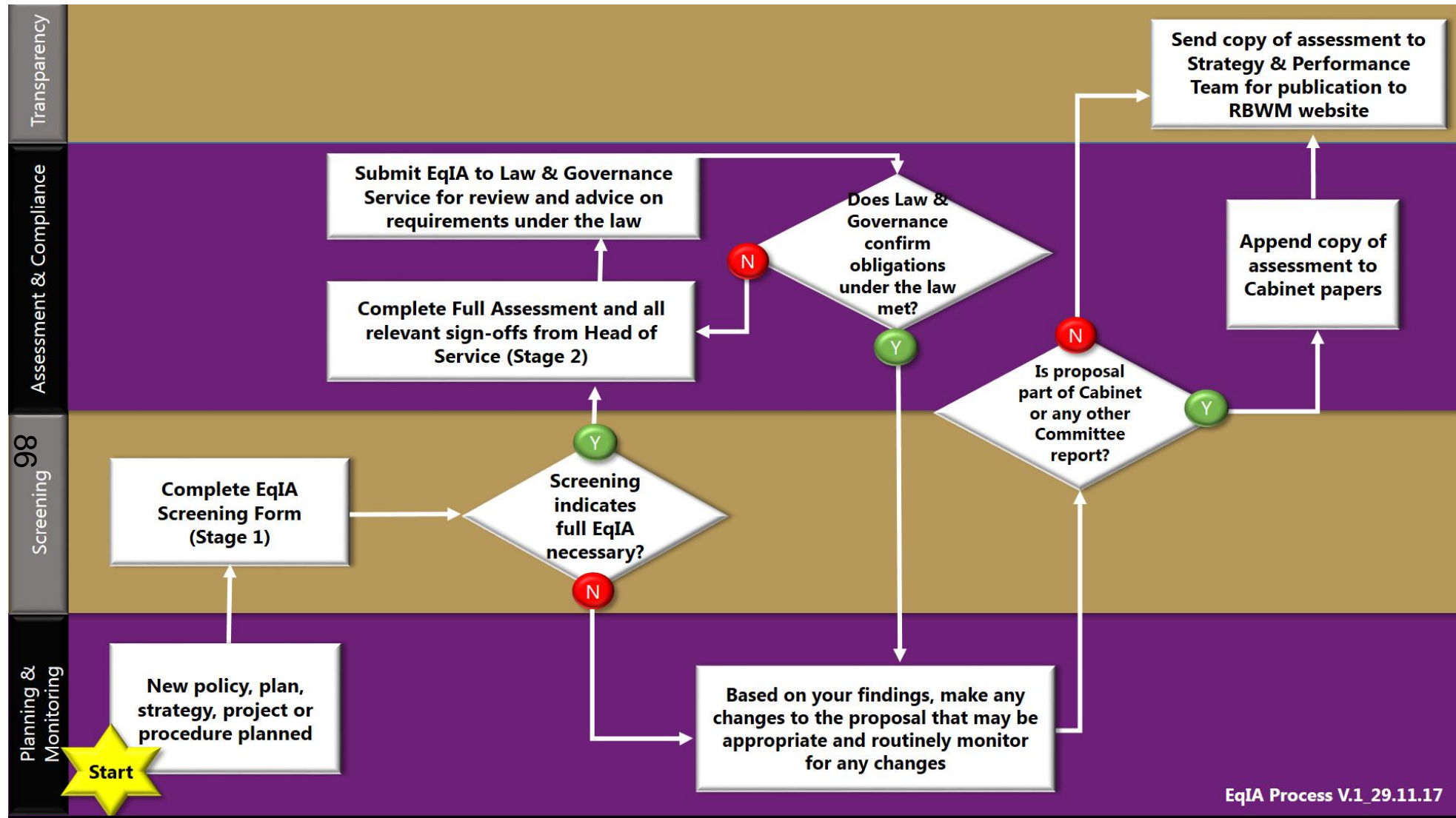
**2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts?**

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

The council needs to have due regard to the way in which this decision has been arrived at. The requirement to make the budget saving and the requirement to maintain a scheme which does not introduce complex exempt groups, who may in fact be financially less vulnerable than others, means that maintaining the increase from 8.5% in 2019/20 to 20% in 2020/21 and 2021/22 as a minimum contribution is necessary.

85  
If the decision remains to re-approve and continue with this change, all Revenues, Benefits, Library and Resident services staff will be reminded of the Council Tax Hardship Fund and the S13A(1)(C) discretionary powers ensuring that, on a case by case basis, those suffering financial hardship will be protected.

# EqIA Process



Report Title:	<b>2021/22 Budget</b>
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 Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Full Council – 23 February 2021
Responsible Officer(s):	Duncan Sharkey, Managing Director Adele Taylor, Director of Resources and S151 Officer Andrew Vallance, Head of Finance and Deputy S151 Officer
Wards affected:	All

## REPORT SUMMARY

- 1 This report sets out the financial plans for the Royal Borough of Windsor and Maidenhead (RBWM) and its Net Budget Requirement and associated Council Tax level for 2021/22.
- 2 Appended to the report are the various elements that form the basis of the budget, including:
  - Appendix 1 – the Revenue Budget, including its funding, growth and opportunities affecting service budgets, proposed Council Tax and the Council’s reserves and balances position;
  - Appendix 2 – the proposed Fees and Charges for 2021/22;
  - Appendix 3 – the Capital Budget, including the Capital Strategy and the proposed Capital Programme;
  - Appendix 4 – Treasury Management, including the Treasury Management Strategy which contains the counterparty lending criteria, the Minimum Revenue Provision and Prudential Code indicators;
  - Appendix 5 – the proposed Pay Policy Statement as required by statute;
  - Appendix 6 – the Proposed Pay Award for the year 2021/22;
  - Appendix 7 – Feedback from Overview and Scrutiny Panels / Public Consultation.
- 3 This report summarises these main areas of financial risk impacting on the revenue and capital budgets and in respect of these risks sets out the assumptions that underpin the forecast position for the year.

## 1. DETAILS OF RECOMMENDATIONS

### Appendix 1 – Revenue Budget

#### That Council considers and:

- i) Approves the 2021/22 Net Budget of £105.725m, consisting of:
  - a. The proposed new growth in service budgets of £3.124m as set out in **Annex D to Appendix 1**;
  - b. The proposed Covid-19 growth in service budgets of £9.251m as set out in **Annex E to Appendix 1**;
  - c. The proposed new savings opportunities of £5.630m as set out in **Annex F to Appendix 1**;
  - d. The associated contribution from Earmarked Reserves of £3.170m as set out in paragraph 5.5.1, and the level of contingency as £2.812m as set out in paragraph 5.10.4;
- ii) Approves the calculations for determining the Council Tax Requirement for 2021/22, in accordance with the Local Government Finance Act 1992, as set out in **Annex G1 to Appendix 1**, consisting of:
  - a. A Council Tax Requirement of £79.470m.
  - b. A Band D charge of £1,131.17 for the Royal Borough of Windsor and Maidenhead in 2021/22, reflecting an overall increase of 4.99%, based on:
    - i. A 1.99% increase in base Council Tax taking the charge to £1,003.39 for 2021/22;
    - ii. An additional 3% to reflect an increase in the Adult Social Care Precept which is proposed as £127.78;
  - c. The Special Expenses Precept reducing to £33.90 for 2021/22 for the unparished areas of Windsor and Maidenhead in accordance with Section 35 of the Local Government Finance Act 1992, as set out in **Annex G2 to Appendix 1**;
- iii) Notes the following Precepts by partner organisations:
  - i. The Police and Crime Commissioner for Thames Valley – £231.28 (para 5.6.3), as set out in **Annex G3 to Appendix 1**
  - ii. The Royal Berkshire Fire Authority – £68.95 (para 5.6.3), as set out in **Annex G3 to Appendix 1**;
  - iii. Parish Precepts as set out in **Annex G3 to Appendix 1**, as notified by the individual Parish Precepts;
- iv) Approves the allocation of the £133.918m Dedicated Schools Grant as set out in **Annex H to Appendix 1**, and delegated authority be given to the Director of Children’s Services and S151 officer in consultation with the Lead Members for Finance and Adult Social Care, Children’s and Health Services to amend the total schools’ budget to reflect the actual Dedicated Schools Grant levels once received.
- v) Approves delegated authority to the Grants Panel to award community grants for the 2021/22 annual round and publish the decisions following the Grants Panel.

## **Appendix 2 – Fees and Charges**

### **That Council considers and approves:**

- i) The Fees and Charges for 2021/22 as set out in **Annex A to Appendix 2**.
- ii) Delegated authority is extended to the Director for Adults, Health and Commissioning, in liaison with the Lead Member for Adult Social Care, Children's and Health Services, to set the Direct Payments Standard Rate (p20 of Annex A to Appendix 2).

## **Appendix 3 – Capital**

### **That Council considers and approves:**

- i) The Capital Strategy 2021/22 – 2023/24 as set out in **Annex A to Appendix 3** of this report.
- ii) The consolidated Capital Programme for 2020/21 – 2022/23, including previously approved schemes, proposed new schemes and forecast slippage from 2020/21 into 2021/22 as set out in **Annexes B1 – 6 to Appendix 3** of this report.
- iii) The capital variances and forecast slippage recommended by Cabinet at its meeting on 28 January 2021, as included within the Finance Update report.

## **Appendix 4 – Treasury Management**

### **That Council considers and approves:**

- i) The Council's Treasury Management Strategy for 2021/22 as set out in **Appendix 4** of this report, including
  - a. The proposed Lending Counterparty Criteria;
  - b. The continuation of the current Minimum Revenue Provision Policy for 2021/22.
- ii) The Council's Treasury Management Policies as set out in **Annex A to Appendix 4** of this report;
- iii) The Council's Prudential Indicators as set out in **Annex B to Appendix 4** of this report

## **Appendix 5 – Pay Policy Statement**

### **That Council considers and approves:**

- i) The Council's updated Pay Policy Statement Strategy for 2021/22 as set out in **Appendix 5** of this report, noting that Sections 2.9, 3.3, 3.4, 4.2, 4.3 and 4.5 of that appendix will be updated following Council's decision regarding the 2021 staff pay award.

## Appendix 6 – Proposed Pay Award

### That Council considers and approves:

- i) The Council’s proposed Pay Award for 2021/22 as set out in **Appendix 6** of this report.
- ii) Approves a revision to the Council’s pay structure, with a new minimum pay point of Grade 2, point 20 at a rate of £10 per hour at a cost of £18,382. This would equate to a minimum increase of 2.14% for those paid less than £10 per hour.
- iii) Approves a pay award of 2% to those not impacted by the £10 per hour increase, with effect from 1 April 2021 at an estimated cost of £431,426.
- iv) Approves the increase in the apprentice rates from April 2021, retaining the current differentials between employees who are under 18 and aged 20.
- v) Approves an increase in Members’ Allowances of 2% in line with the employee pay award, as required by Section 17 of the Members’ Allowances Scheme and agreed by Council in October 2020.

## Appendix 7 – Feedback from Overview and Scrutiny Panels / Public Consultation

- i) That Council considers, and has due regard to, the contents of Appendix 7.

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

- 2.1. The policy and financial context for setting the budget is set out within the Budget Strategy, which was approved by Cabinet in October 2020.
- 2.2. The statutory process for setting the budget is that a budget is recommended by the Cabinet to the Council. This report provides a coherent and realistic budget and ensures that the corporate plan and service delivery priorities of the Council can be achieved, and that financial sustainability can be secured, whilst enabling the continuation of quality services for residents and providing excellent value for money.
- 2.3. There are a variety of elements within the budget that the Council is required by law to agree, such as the Council Tax charge and the Minimum Revenue Provision. In addition, due regard is required for the various implications of the proposals within the budget as well as considering the Equalities Impact Assessments. This report ensures compliance with the regulations.

## 3. KEY IMPLICATIONS

**Table 1: Key implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£6,700,000	£6,700,001 To £6,850,000	£6,850,001 To £17,000,000	> 17,000,001	31 May 2022

## 4. HEADLINE SUMMARY

- 4.1.1. 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.
- 4.1.2. The Council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for services. However, the position for the Royal Borough is more acute than other councils, due to its very low level of reserves, the lowest Council Tax in the country outside of London, coupled with increasing levels of borrowing. The reserves are now adequate to cover current risks, but may be insufficient to cover significant issues that might occur. Uncertainty around future central government funding and the relatively low level of provision for bad debts and Business Rates appeals adds to the scale of this risk. The Council therefore needs to balance 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.
- 4.1.3. This year also has the additional implications of the Covid-19 pandemic. With that comes significant demand on services, particularly in the Revenues and Benefits section which has experienced significant growth in demand due to the extraordinary amount of financial support the Government has given to local businesses. Pressure is also felt in the Adult Social Care section where there is a need to facilitate timely discharge from hospital back home or to other care provision to relieve pressure on the NHS. The impact has also been felt through the substantial loss of income the Council can usually rely on, such as car parking income. In total, the additional Covid-19 related costs included in the 2021/22 budget are £9.251m. Uncertainty around the duration of these impacts and whether the Government will provide additional funding to mitigate the ongoing impact means that there is more potential volatility in the forecasts for next financial year than is usual.
- 4.1.4. The Council has therefore reviewed all aspects of the budget and has identified substantial new cost pressures amounting to £3.124m, along with saving opportunities amounting to £5.630m. While every attempt has been made to protect key services, these savings will inevitably impact on service levels in some areas.
- 4.1.5. In addition, the Council is proposing to increase Council Tax by the permitted 4.99% within the referendum criteria. This will generate an additional £3.719m which enables the Council to set a balanced budget for 2021/22.

### 4.2. Structure of the report

- 4.2.1. This report summaries the significant elements that form the Council's budget, covering both revenue and capital. The following seven appendices provide greater detail:

Appendix	Details
1	Revenue Budget, including its funding, growth and opportunities affecting service budgets, proposed Council Tax and the Council's reserves and balances position
2	Fees and Charges for 2021/22
3	Capital Budget, including the Capital Strategy and the proposed capital programme
4	Treasury Management, including the Treasury Management Strategy which contains the counterparty lending criteria, the Minimum Revenue Provision and Prudential Code indicators
5	Pay Policy Statement
6	Proposed Pay Award
7	Feedback from Overview and Scrutiny Panels / Public Consultation

4.2.2. In addition, there are a number of Annexes to these appendices, including:

Appendix	Annex	Details
1 Revenue Budget	A	2021/22 Budget Summary and Medium-Term Financial Plan
	B	2021/22 Budget Control Totals
	C	Budget Movements 2020/21 to 2021/22
	D	Service Growth Bids
	E	Covid-19 Growth Bids
	F	Service Saving Opportunities
	G1	Council Tax Determination and Recommendations
	G2	RBWM, Police and Fire Precepts
	G3	Parish Precepts
	H	Dedicated Schools Grant
	I	Latest Budget Equality Impact Assessment
J	Minimum Reserve / Contingency Calculation Methodology	
2 Fees and Charges	A	Proposed Fees and Charges
3 Capital	A	Capital Strategy
	B1	Proposed Capital Programme Summary
	B2	Block Allocation – Highways Resurfacing
	B3	Block Allocation – Highways Scheme Detail
	B4	Major Schemes
	B5	Proposed Capital Programme Detail
	B6	2020/21 Forecast Slippage carried into 2021/22
4 Treasury Management	A	Treasury Management Policies
	B	Performance Indicators
	C	Cashflow Forecast
	D	Economic Outlook
5 Pay Policy	N/a	N/a
6 2021/22 Pay Award	A	Impact on grading structure
	B	New pay scales from 1 April 2021



7 Consultation Feedback	A	Overview and Scrutiny Panel Minutes
	B	Consultation Report – report from M.E.L Research

## 5. 2021/22 REVENUE BUDGET – APPENDIX 1

### 5.1. Council Priorities:

5.1.1. The Revenue Budget covers the day-to-day expenditure for the Council to deliver its priorities. RBWM has an agreed interim strategy in light of the impact of the pandemic on the Authority. The interim strategy was agreed by Cabinet on 30 July 2020. A refresh of the overall corporate strategy will be undertaken during the early part of financial year 2021/22.

### 5.2. Financial Climate and Funding

5.2.1. For the last decade, funding for local authorities has decreased significantly due to the austerity measures implemented by the Government following the financial crises in 2008. At the same time, demand for Housing and Social Care services has increased, placing significant pressure on budgets. As a result, many discretionary services have been pared back to ensure statutory responsibilities are met, and savings amounting to around £60m have been delivered since 2010.

5.2.2. The Covid-19 pandemic has increased costs in many areas but has also severely reduced councils' income and it is difficult to predict the recovery profile of these with any level of certainty given the ongoing need to respond to the changing impact of the pandemic on our services, our residents and local businesses. It is also highly likely that future funding levels will be constrained due to the increased national budget deficit, which could take some time to reduce. Therefore, the delayed multi-year Comprehensive Spending Review now planned for Autumn 2021 will be critical in the overall funding available to the sector.

5.2.3. Adding further uncertainty is the planned revamp of the funding mechanisms used to allocate grant to local authorities. The Fair Funding Review and review of the Business Rates Retention Scheme, initially started in 2016 and planned to be implemented in April 2019, have been delayed until at least 2022/23.

5.2.4. As a result, the Local Government Funding Settlement was again a one-year roll forward. Despite headlines announcing an increase in spending power, almost solely driven by increases in Council Tax included within the referendum limits, it announced little additional grant funding, but did confirm a fifth tranche of Covid-19 funding which covers off the risk that had been identified in the draft budget of potential further central government funding coming forward.

### 5.3. Budget pressures

5.3.1. RBWM has a number of budget pressures that need to be considered as part of its Budget and Medium-Term Financial Plans and any potential mitigations identified, where possible. They are driven by a number of factors ranging from inflation, Covid-19, demographic changes and pressures beyond the Council's control.

- 5.3.2. Inflationary increases have been applied to the Council’s various contracts and this has been kept to a minimum where possible through negotiations with contractors. The Council is also proposing cost of living increases for staff and Members in a change to recent years where no award has been made. Further detail is provided in **Appendix 6**.
- 5.3.3. The table below summarises the new service cost pressures that are reflected in the 2021/22 budget. These are in addition to the Full Year Effect of those pressures included within the current budget. Further detail is provided in **Annex D to Appendix 1**.

<b>Service Growth and Pressures – 2021/22</b>	<b>£’000</b>
Children’s Services	1,543
Adults, Health and Commissioning	835
Place	592
Resources	154
<b>Total Growth and Pressures</b>	<b>3,124</b>

- 5.3.4. The table below summarises the Covid-19 related cost pressures that are reflected in the 2021/22 budget. As these are mainly one-off pressures (even if the impact is felt over more than one financial year), it is intended to fund these from 2020/21 underspends or additional one-off Government funding. Further detail is provided in **Annex E to Appendix 1**.

<b>Covid-19 Related Growth and Pressures – 2021/22</b>	
<b>Description</b>	<b>£’000</b>
Unavoidable loss of income	2,758
Likely loss of income	1,844
Likely additional costs	1,276
Possible additional loss of income	2,873
Possible additional costs	500
<b>Total Covid-19 Related Growth and Pressures</b>	<b>9,251</b>

#### 5.4. Savings Opportunities

- 5.4.1. To mitigate the additional cost pressures, services are required to identify opportunities to save money. This is achieved through a variety of ways including becoming more efficient, increasing income generation and ultimately reducing the service offering. The latter is avoided wherever possible.
- 5.4.2. Savings of £5.630m are proposed, in addition to the £2.135m already approved within the current budget. These are summarised below, with greater detail shown in **Annex F to Appendix 1**. An Equality Impact Assessment (EQIA) for each saving has been undertaken and these are available on the Council’s website<sup>1</sup>.

<sup>1</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

<b>Service Opportunities and Savings – 2021/22</b>	<b>£'000</b>
Children's Services	980
Adults, Health and Commissioning	2,993
Place	1,002
Resources	515
Managing Director's	140
<b>Total Saving Opportunities</b>	<b>5,630</b>

5.4.3. These savings opportunities have been subject to review by the Council's Overview and Scrutiny Panels and a public consultation and engagement process. The comments and feedback from these are included within **Appendix 7**.

#### 5.5. Summary of the movements in the budget

5.5.1. The Council Tax Requirement proposed for 2021/22 is £79.470m, which includes £1.216m to be raised through the Special Expenses Rate. This is an increase of £4.245m on the current year. Costs have risen due to the additional £9.251m cost pressures brought by the Covid-19 Pandemic, although the Council expects to receive £5.583m of additional grant income for this, along with £3.170m from the Covid-19 Earmarked Reserve. The non-Covid-19 Service-related pressures which need to be funded sum to £10.796m, which are partially offset by savings opportunities to the value of £7.765m. The remainder of the increase (£0.716m) results from reductions in general grant funding. Greater detail is included within **Annex C to Appendix 1**.

5.5.2. The movement on Adult Social Care expenditure is masked by increases in direct Government Grant such as Public Health, Better Care Fund and increased one-off income received from the CCG to support quicker hospital discharges. In addition, there are centrally held cost overheads, and the value of the proposed pay award which relate to services. Furthermore, there are transition budgets held in Children's Services relating to individuals who will transfer into Adults during the year.

#### 5.6. Income Generation

5.6.1. The majority of the Council's funding comes via Council Tax. The Council Tax Requirement is proposed at £79.470m. This equates to a Band D charge of £1,131.17 when divided by the 69,179.45 properties within the Taxbase. This represents an increase of £53.76 or 4.99% - in line with the referendum criteria. This is broken down into £21.44 or 1.99% for the general Council Tax element, and £32.32 or 3% for the Adult Social Care Precept. Full Details on the calculations to determine these amounts are included within **Annex G1 to Appendix 1**, and the breakdown of the charges across the Valuation Bands is included within **Annex G2 to Appendix 1**.

5.6.2. In addition, the Council charges an additional precept for where the Council delivers services specific to a particular area within the Borough. These are known as Special Expenses and are charged to the unparished areas of Windsor and Maidenhead. The charge for 2021/22 is reduced to £33.90.

5.6.3. The Royal Borough also collects precepts on behalf of Parishes and the Police and Fire services. At the time of drafting this report, the Fire Precept has not been set yet, but the indicative value is included within **Annexes G2 and G3 to Appendix 1**. Full details will be provided to Council should this value change.

5.6.4. Income from local businesses is also received through Business Rates. Some £15.004m is forecast for 2021/22, which is a slight reduction on the current year. However, given the impact Covid-19 is having on businesses who have been forced to close during lockdown, this funding has held remarkably firm.

#### 5.7. Business Rate Reliefs

5.7.1. The Council intends to continue, as in previous years, to maintain all locally controlled discretionary business rate reliefs for 2021/22.

#### 5.8. Fees and Charges

5.8.1. 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. Most fees and charges are proposed to increase by inflation. Revisions to fees and charges have been consulted upon and Equality Impact Assessments have been undertaken<sup>2</sup>. **Appendix 2** provides the full details of the individual fees and charges.

#### 5.9. Schools Budget

5.9.1. The Dedicated Schools Grant (DSG) is made up of four blocks of funding: Schools, High Needs, Early Years and the Central School Services block. The Indicative Settlement for the Royal Borough for 2021/22 (including Academy schools) is currently £133.918m, an increase of £9.763m when compared to the 2020/21 Final Settlement.

5.9.2. The deficit brought forward on the Dedicated Schools Grant into 2020/21 was £1.025m. Significant pressure remains in the High Needs block and based on the current cohort of provision and early indications of future demand the deficit to be carried forward into 2021/22 is forecast to increase to £1.413m of the total DSG, a little over 1% of the total DSG Grant. Where the DSG has a deficit, local authorities, in consultation with the local Schools Forum are required to submit a recovery plan to the DfE.

5.9.3. **Annex H to Appendix 1** provides more detail about the Dedicated Schools Grant allocations and associated reserves levels.

#### 5.10. Risks – Reserves and Contingency

5.10.1. RBWM faces considerable financial risks that can have a potentially significant and immediate impact on its finances. To mitigate and smooth the impact on the budget, reserves and a contingency budget are held. However, these are currently at, or close to, the minimum levels required to protect the Council from these financial risks as well as potential service risks that it may also face.

5.10.2. During 2020/21, the Council made a risk-based assessment of the pressures that it is experiencing, particularly around the impact of the global pandemic. Budget estimates have been challenged initially through officer challenge sessions, followed by challenge sessions from the lead Cabinet Members prior to the draft budget being produced in December 2020. The budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty.

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<sup>2</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

- 5.10.3. It is recognised that this year there still remains significant volatility, particularly in relation to the impact of the global pandemic both directly for the Council but also for our partners, stakeholders and residents and businesses.
- 5.10.4. A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. For 2021/22 this is £2.812m. The assumption is that anything unspent in each year would be added to the General Reserves which will improve the Council's financial sustainability going forwards.
- 5.10.5. The Council also holds reserves to mitigate against high risk / low likelihood events, including both specific earmarked reserves to smooth out the impact of some known or expected events as well as a general reserve to deal with unexpected financial shocks.
- 5.10.6. The Month 6 budget monitoring report presented to Cabinet in November 2020 proposed the creation of an Earmarked Reserve to fund any further Covid-19 losses in 2021/22. Balancing the 2021/22 budget is dependent upon the use of £3.170m from that Earmarked Reserve.
- 5.10.7. The level of general reserves is forecast to be at £6.751m on 31 March 2021, along with Earmarked Reserves of £7.413m. Across the Medium-Term Financial Plan, the assumption is that RBWM will identify sustainable savings and therefore remain above the minimum level of reserves identified by the S151 Officer.
- 5.10.8. **Annex J to Appendix 1** provides more detail on the methodology that has been used to calculate both the minimum level of reserves as well as the contingency sum within our budget and its relationship to our strategic risk register.

5.11. S151 Officer's Statement on the Robustness of the Budget and the Adequacy of Reserves

- 5.11.1. The provisions of Section 25, Local Government Act 2003 require that, when the Council is making the calculation of its Net 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.
- 5.11.2. **The Director of Resources (s151 Officer) has assessed the proposed 2021/22 budget and considers:**
- a. **The estimates in 2021/22 to be robust subject to the risks set out in this report including the recognition that there is greater volatility due to the impact of the global pandemic on our resources;**
  - b. **The level of reserves are adequate to cover unforeseen demands but that it is imperative that the Council continues its strategy to increase reserves over the short to medium-term.**

**6. FEES AND CHARGES – APPENDIX 2**

- 6.1. 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.

- 6.2. 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 Royal 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 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.
- 6.3. Most fees and charges are proposed to increase by inflation. The July 2020 figure of 1.6% has been used for 2021/22. Revisions to fees and charges have been consulted upon and Equality Impact Assessments have been undertaken<sup>3</sup>.
- 6.4. The proposed Fees and Charges for 2021/22 are set out in full in **Appendix 2** and their impact is reflected within this report.

## 7. CAPITAL EXPENDITURE – APPENDIX 3

- 7.1. Capital expenditure is incurred on major projects where an asset is created that will last longer than a year. For example, building a road or a bridge. This is treated separately to Revenue, although links very closely to it, as the cost of funding these large projects comes from Revenue (where prudential borrowing is undertaken).
- 7.2. The Council is now operating within its means and 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.
- 7.3. **Appendix 3** sets out the detail of the proposed 2021/22 Capital budget for the Council.
- 7.4. The Capital Strategy as set out in **Annex A to Appendix 3** 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.
- 7.5. Using this strategy, the Capital Programme (**Annexes B1 – 6 to Appendix 3**) is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational. These are funded from either capital grants, developer contributions in the form of s106 & CIL, partner contributions, capital receipts or prudential borrowing; the cost of which is funded from the Revenue Budget.
- 7.6. The total Capital Programme for 2021/22 is £52.103m, of which the largest share (£42.425m) relates to ongoing cost of existing capital schemes. New capital investment amounts to £9.678m. After taking into account funding from a range of sources, the net cost of the 2021/22 programme to be funded from borrowing is £35.101m.

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<sup>3</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

7.7. The overall three-year Capital Programme is forecast to increase borrowing by £79.175m, of which the largest share of £58.768m relates to schemes approved in previous years and forecast prior year slippage of £18.615m. Note this forecast slippage position will be updated at outturn to reflect the actual position.

## **8. TREASURY MANAGEMENT – APPENDIX 4**

8.1. Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks.

8.2. Treasury management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

8.3. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The Authority has an increasing CFR, due to the capital programme and minimal cash investments, and therefore forecasts borrowing to increase up to £251.5m over the medium-term.

8.4. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow using short-term loans instead.

8.5. The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the Security and Liquidity of its investments before seeking the highest rate of return, or Yield (SLY Principle).

8.6. The Capital Strategy outlines the following, which need specific approval each year:

- a) Treasury Investment Counterparties and Limits;
- b) Minimum Revenue Provision Policy
- c) Prudential Code Indicators

## **9. PAY POLICY STATEMENT – APPENDIX 5**

9.1. The Localism Act 2011 requires Council to approve its Pay Policy Statement annually and to publish on its website the updated statement by 31 March 2021 for the year 2021/22. 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. Its purpose is to provide transparency and enable residents to assess whether the salaries paid represent value for money.

9.2. The Pay Policy Statement, attached as **Appendix 5**, has been updated for 2021/22 to reflect:

- The latest structure for 'Chief Officers' (the Council's most senior staff).
- An updated process for the approval of pay awards and the process for senior appointments following changes to the Constitution in 2020 – sections 2.8, 3.6, 7.1, 7.2 and 8.1
- Sections 2.9, 3.3, 3.4, 4.2, 4.3 and 4.5 will need to be updated once the decision regarding the pay award for 2021 has been made.
- The introduction from 4 November 2020 of the Restriction of Public Sector Exit Payments Regulations 2020 and the LGPS (Restriction of Exit Payments) (Early Termination of Employment) (Discretionary Compensation and Exit Payments) (England and Wales) Regulations 2020 – sections 5 and 6.
- Revised employee numbers in section 11.

## **10. PROPOSED PAY AWARD – 2021/22 – APPENDIX 6**

10.1. The Royal Borough operates a local pay agreement, whereby any annual pay award is determined by Council as part of the annual budget setting process in February. This process includes allowing the recognised Trade Unions to submit their pay claim for consideration and for 2021 their claim included a 10% pay award and a minimum hourly rate of £10, plus additional annual leave.

10.2. The budget provision will allow for an increase of £10 per hour; for all other staff there would be a pay award of 2%. In the context of no pay award made to employees in 2020 and the challenges faced by staff in 2020 and continuing in 2021, it is recommended that a pay award is made for 2021 and that the minimum hourly pay rate paid by the Council is increased to £10.

10.3. Members' Allowances increases are linked to employee pay increases, so a 2% increase in these is also recommended.

## **11. CONSULTATION AND ENGAGEMENT – APPENDIX 7**

11.1. The minutes from the Overview and Scrutiny Panels are attached as **Annex A to Appendix 7**.

11.2. The report on the public consultation from M.E.L. Research is attached as **Annex B to Appendix 7**. This includes summaries of public comments, and summaries of the Overview and Scrutiny Panels.

11.3. Six engagement sessions with staff were held and their comments have been noted.

11.4. Engagement sessions with local businesses and contractors were also held. Businesses raised concerns in particular around further Government support for Covid-19 closures. Officers stressed the need to work closely with contractors to deliver the additional savings required in future years.



11.5. Parish councils have raised concerns around the removal of the Parish Equalisation Grant, and the reduction in the warden's service.

## **12.LEGAL IMPLICATIONS**

12.1. 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. The setting of the budget is a function reserved to Full Council which will consider the draft budget which has been prepared and recommended by the Cabinet. Producing this budget and recommending it to Full Council for approval is part of the process that will ensure the Council meets its legal obligations to set a balanced budget.

12.2. 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.

## **13.RISK MANAGEMENT**

13.1. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver. 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.

13.2. 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. 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. This budget continues that strategy.

## **14.POTENTIAL IMPACTS**

14.1. 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 and are available on the Council's website<sup>4</sup>.

14.2. A full EQIA has been undertaken on the overall budget and is attached as **Annex I to Appendix 1**.

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<sup>4</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

## **15. CONSULTATION**

15.1. Consultations on the various proposals in this budget took place with the following Overview and Scrutiny Panels:

- Communities – 18 January 2021
- Adults, Children and Health – 21 January 2021
- Infrastructure – 19 January 2021
- Corporate – 26 January 2021

The feedback from these panels can be found in **Annex A to Appendix 7**.

15.2. Similarly, the budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty. The feedback from this can be found in **Annex B to Appendix 7**.

## **16. TIMETABLE FOR IMPLEMENTATION**

16.1. Residents will be notified of their Council Tax in March 2021. Budgets will be in place and managed by service managers from 1 April 2021.

## **17. APPENDICES**

17.1. This report is supported by seven appendices:

- Appendix 1 – Revenue Budget;
- Appendix 2 – Fees and Charges for 2021/22;
- Appendix 3 – Capital Budget;
- Appendix 4 – Treasury Management;
- Appendix 5 – Pay Policy Statement;
- Appendix 6 – Proposed Pay Award.
- Appendix 7 – Feedback from Overview and Scrutiny Panels / Public Consultation

## **18. BACKGROUND DOCUMENTS**

18.1. This report is supported by the following background documents:

- Medium Term Financial Strategy 2021/22 – 2025/26 Report to Council October 2020.
- Council Tax Base 2021/22 Report to Cabinet December 2020.
- Draft Revenue Budget 2021/22 Report to Cabinet December 2020
- Draft Revenue Budget 2021/22 Report to Cabinet February 2021
- Finance Update 2020/21 Report to Cabinet January 2021

## 19. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments *
Cllr Hilton	Lead Member for Finance and Ascot	22/01/2021	25/01/2021
Cllr Johnson	Leader of the Council	22/01/2021	26/01/2021
Duncan Sharkey	Managing Director	22/01/2021	26/01/2021 and 12/02/2021
Hilary Hall	Deputy Director of Adults, Health and Commissioning (DASS)	22/01/2021	25/01/2021 and 12/02/2021
Adele Taylor	Director of Resources and Section 151 Officer	22/01/2021	25/01/2021 and 12/02/2021
Kevin McDaniel	Director of Children's Services	22/01/2021	25/01/2021
Nikki Craig	Head of HR,IT and Corporate Projects	22/01/2021	25/01/2021 and 12/02/2021
Louisa Dean	Communications	22/01/2021	26/01/2021 and 12/02/2021
Elaine Browne	Head of Law	22/01/2021	27/01/2021
Mary Severin	Monitoring Officer (until 31 January)	22/01/2021	27/01/2021
Karen Shepherd	Head of Governance	22/01/2021	25/01/2021 and 12/02/2021
Emma Duncan	Monitoring Officer and Deputy Director of Law and Strategy (from 1 February)	01/02/2021	12/02/2021

\* The first returned date represents the February Cabinet Budget Report, the second date reflected this Budget Report to Full Council.

## 20. REPORT HISTORY

<b>Decision type:</b> Council Decision	<b>Urgency item?</b> No	<b>To Follow item?</b> No
Report Author: Andrew Vallance, Head of Finance		

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## APPENDIX 1 – REVENUE BUDGET

### 1. INTRODUCTION

- 1.1. The Council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for a number of services, with Children's Services and Adult Social Care being some of the most significantly impacted by demographic demands.
- 1.2. Unlike many other councils, low levels of reserves and the lowest Council Tax in the country outside of London, coupled with increasing levels of borrowing, have made the Royal Borough of Windsor and Maidenhead (RBWM) financial position more challenging when balancing increasing demographic pressures with other service demands.
- 1.3. The Council approved a robust budget in February 2020, which began to stabilise the Council's financial position and started to address the issues for longer term financial sustainability.
- 1.4. The impact of the Covid-19 pandemic has exacerbated the challenge and has led to increased costs and large reductions in income. Uncertainty around the duration of these impacts and whether the Government will provide sufficient additional funding to mitigate the ongoing impact means that there is more potential volatility in the forecasts for the next financial year than is usual.
- 1.5. The position for the Royal Borough is more acute than some other councils, due to its historically very low level of reserves. These were just adequate to cover its usual financial risks, but whilst a plan had been put into place to start to address this over the medium term, these are insufficient to cover future projected funding shortfalls in 2022/23 and beyond without significant sustainable savings being identified.
- 1.6. This appendix sets out the proposed 2021/22 Revenue Budget. It presents likely pressures from both the Covid-19 pandemic and other service issues, as well as proposed savings to enable the Council to balance its budget in 2021/22 and future years, which have been consulted upon.

### 2. PROPOSED 2021/22 REVENUE BUDGET

#### 2.1. Corporate Priorities

- 2.1.1. The Council's priorities must be at the heart of any budget. In many ways they inform one another. RBWM has an agreed interim strategy in light of the impact of the pandemic on the Authority. The interim strategy was agreed by Cabinet on 30 July 2020. A refresh of the overall corporate strategy will be undertaken during the early part of financial year 2021/22.

2.1.2. 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.

2.1.3. The current agreed interim key priorities for Windsor and Maidenhead are: -

Covid-19

- Immediate response
- Long term recovery
- New service requirements

Interim Focus Objectives

- Service stand up (business continuity)
- Revised service operating plans
- Transformation plan
- Climate strategy
- Governance
- People plan – values, leadership, Diversity and Inclusion

MTFS

- Impact of Covid-19 directly
- Economic downturn
- Government policy

2.2. Financial Climate

2.2.1. Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit, at a time when pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care as well as housing and homeless services. This has placed considerable pressure on discretionary services and other services to ensure we are able to meet our statutory responsibilities.

2.2.2. The Covid-19 pandemic has increased costs in many areas but has also severely reduced councils' income and it is difficult to predict the recovery profile of these with any level of certainty given the ongoing need to respond to the changing impact of the pandemic on our services, our residents and local businesses.

2.2.3. Over recent years all councils have adopted different approaches to address their budget gap during that time. This has included outsourcing key services and entering into service delivery partnerships with other councils, as well as looking at other forms of sustainable income through regeneration activities and a greater focus on commercial activity. Each Council, including RBWM, will have looked to consider the most appropriate package of responses when considering their own local circumstances.

## 2.3. RBWM Financial Context

2.3.1. RBWM is, on the face of it, better placed than some councils to meet the financial challenges that it faces, due to:

- Relatively low levels of deprivation mean that it does not have the same level of pressure on Adult Social Care and Children's Services that some councils have experienced.
- Significant capital asset sales have enabled it to continue to fund its Capital Programme at a time when Government support for capital schemes has diminished.
- Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others.
- A focus on developing other income streams using both the Council's asset base and regeneration activities which, unlike many councils, has not left the Authority overexposed to fluctuations in market conditions.

2.3.2. RBWM has still had to make significant savings and has already delivered around £60m savings since 2010. It has also been able to protect local non-statutory services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models.

2.3.3. In more recent years RBWM has also embarked on significant investment in regenerating the Borough which will in the medium to long-term provide significant financial benefits overall which are important when considering longer-term financial sustainability.

2.3.4. However, RBWM still has a number of significant risks that need to be considered as part of its Budget and Medium-Term Financial Plans and any potential mitigations identified, where possible.

- **Council Reserves are under considerable pressure** – without Covid-19 the Council was beginning to build back its reserves, but in the current situation they are insufficient to absorb the financial pressure projected for 2022/23 and beyond, unless significant savings are made on an ongoing and sustainable basis.
- **The Pension Fund deficit** 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. This is not just an issue for RBWM and is part of wider sector and national risks.
- **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. Getting the balance right between ensuring that sufficient money is spent on longer term capital projects to generate sustainable income or to reduce ongoing pressures is an important part of the consideration that the Council needs to make when determining how to utilise its resources.

- **Maintaining a low level of Council Tax**, means that the Council has missed out on additional revenue from raising Council Tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on Council Tax capping has also meant that the ability to increase this source of funding has been difficult, which is particularly pertinent to RBWM given the significant proportion of funding coming from Council Tax.
- **Growing pressures around Children's and Adult Services and other demand led services** have been widening the budget gap further.
- **The Covid-19 pandemic has increased costs and reduced income.** Additional Government funding has mitigated most of this in 2020/21, but there is no guarantee that this support will be repeated in subsequent years. Notwithstanding any positive impact of the vaccination programme, it is likely that some of the income loss will persist as the world of work has changed significantly with ongoing working from home and reduced central office accommodation requirements.
- **Many potential consequences of the pandemic are not yet apparent.** As Government support such as the Furlough Scheme ends, the full economic and health effects of the pandemic may be revealed. This may lead to impacts on the Council's budget such as increased Council Tax support, more homelessness, increased demand and complexity for adult social care and lower Business Rates income.

#### 2.4. Corporate Capacity to Deliver

- 2.4.1. As the Council has been dealing with significant financial pressures in the past there has been a reduction in the corporate capacity, a hollowing out, of the officer core. The Council needs additional capacity to deliver change in a way that will make it sustainable in the medium term.
- 2.4.2. There is a significant risk that without this capacity to deliver, the Council will make short term decisions that have unintended financial consequences and can provide a false economy through not being able to deliver savings appropriately. The team may also lack expertise leading to an increased risk of legal or regulatory challenge.
- 2.4.3. Officers have reviewed areas where it is believed there are specific capacity gaps and have identified some immediate priorities in relation to equalities and the Monitoring Officer, which have been resolved in 2020/21. There are a number of other areas to focus on. Allowance has been made in the 2021/22 revenue budget to better resource areas as follows:
- Strategy/Policy Development
  - Monitoring Officer (changing circumstance)
  - Insight, Engagement and Consultation
  - Transformation
  - Data Analytics
  - Project Management
  - Procurement



## 2.5. Spending Review and Settlement Funding

### 2.5.1.1. Spending Review

2.5.1.2. The Spending Review was announced on 25 November 2020 covering just a single year as has been the case for the last couple of years. Within it, the Government announced additional Covid-19 grant funding of £1.55 billion for local councils for April to June 2021, and a continuation of the Sales, Fees and Charges scheme for lost income for the same period.

2.5.1.3. The MHCLG has stated that further Covid-19 funding would be available should the pandemic continue beyond June 2021. This budget contains £3.118m of Tranche 5 funding for Quarter 1 and assumes that a further £1.1million would be received in Quarter 2 to offset the pressures in section 2.7.4 of this report, as these are based on worse-case scenarios of Covid-19 continuing to have a financial effect throughout 2021/22. This would ensure a balanced budget for 2021/22 when added to the £3.170m earmarked reserve carried forward from 2020/21.

2.5.1.4. The Government announced Council Tax levels and referendum limits for 2021/22 only as part of the Spending Review. Those relevant for RBWM are:

- Council Tax referendum limit remaining at 1.99%;
- An additional Social Care Precept of 3% in 2021/22 only.

2.5.1.5. Given the scale of the financial challenge in 2021/22, it is essential that the council takes advantage of the flexibility to increase its Council Tax by a total of 4.99% (including the ASC precept). Failure to do this would result in the loss of some £3.775m of funding in 2021/22 and in future years. This would significantly worsen the Council's financial position.

2.5.1.6. In summary, the headlines of the other main funding announcements are:

- £670m of unringfenced funding in 2021/22 for **Local Council Tax Support** aimed directly at supporting councils to meet the anticipated additional costs of providing Local Council Tax support in 2021-22, resulting from increased unemployment. The settlement announced that RBWM will receive £0.599m of additional one-off funding.
- The **Business Rate** Baseline would not be reset, and that the multiplier would be frozen in 2021/22 as a measure to further assist businesses affected by Covid-19, but local authorities would be compensated for the additional income foregone through the funding settlement. The additional funding to mitigate the freezing of the Business Rates multiplier is £0.663m. The impact of the baseline system reset is beneficial as the growth built into the system since 2013 remains.
- The **Disabled Facilities Grant** national allocation will increase to £573m. It is therefore assumed that this year's DFG allocation will

increase from the £0.909m received in 2020/21, although individual authority allocations have not yet been announced.

2.5.1.7. As a result of the one-year Spending Review, there is still a considerable level of uncertainty around funding levels for 2022/23 and beyond. Adding further uncertainty is the planned revamp of the funding mechanisms used to allocate grant to local authorities. The Fair Funding Review and review of the Business Rates Retention Scheme, initially started in 2016 and planned to be implemented in April 2019, have been delayed again until at least 2022/23. As a result, the Local Government Funding Settlement also only covered one-year, essentially rolling forward the system once more.

## 2.5.2. Local Government Funding Settlement

2.5.2.1. The 2021/22 Provisional Local Government Finance Settlement was announced by the Minister for Housing, Communities and Local Government (MHCLG), Robert Jenrick MP, on Thursday 18 December 2020. This launched a consultation period ending on the 16 January 2021. Following a review of the responses to the consultation, the Minister confirmed the Final Settlement on 4 February 2021, which was approved in the House of Commons on 10 February 2021.

2.5.2.2. The announcement largely confirmed a roll forward of the 2020/21 allocations, but included additional funding related to Covid-19, thereby at national level gives a 4.6% cash terms increase year-on-year. However, the vast majority of that increase is through assumed increases in Council Tax; there is little new grant funding available which effectively covers inflation. Once again, RBWM will be negatively affected by this due to its lower than average Council Tax charge.

2.5.2.3. As announced by the Government in July, collection fund losses can be phased over three years, rather than repaying deficits in the following year. However, collection rates have held firm and therefore the collection surpluses / losses will not be materially different to that forecast. In addition, there is a Tax Income Guarantee Scheme with national funding of £790m. This is intended to fund 75% of irrecoverable losses in Council Tax and Business Rates.

2.5.2.4. In respect of the main grant funding streams, the headline positions are:

Grant	2020/21	2021/22 Assumed	2021/22 Settlement	Movement from Assumption	
				£	%
Business Multiplier – under-indexing	£0.510m	£0.663m	£0.663m	£0m	0%
Improved Better Care Fund	£2.279m	£2.279m	£2.279m	£0m	0%
New Homes Bonus	£2.102m	£0.631m	£0.473m	–£0.158m	–25%
Social Care Grant	£2.501m	£2.801m	£2.621m	–£0.180m	–6%
Lower Tier Services Grant	N/a	£0m	£0.179m	+£0.179m	+100%
<b>TOTAL</b>	<b>£7.392m</b>	<b>£6.374m</b>	<b>£6.215m</b>	<b>–£0.159m</b>	<b>–2.6%</b>

- 2.5.2.5. The Lower Tier Service Grant was introduced in 2021/22 of £111m nationally to provide funding for shire district councils and unitary authorities providing shire district-level services. However, of this, £25m is ringfenced to district councils to ensure that no council sees its core spending power reduced. RBWM's allocation is £0.179m. Essentially, this has recycled funding from the New Homes Bonus fund.
- 2.5.2.6. Therefore, the main difference is the Social Care Grant. This is due to a change in the allocation methodology which allocates 80% of the overall fund to equalise for the funding that could potentially be raised through the Adult Social Care Precept in 2021/22. For those authorities whose ASC precept income is greater than its share of total resources, as is the case for RBWM, these authorities are given a nil value. Therefore, RBWM's allocation is limited to 20% of the total funding available. Although this has increased to £2.621m, it is lower than was expected.
- 2.5.2.7. In respect of grants outside of the main funding settlement:
- The Homelessness Prevention Grant (previously Flexible Homelessness Support Grant and Homelessness Reduction Grant): £310m has been allocated nationally for 2021/22 to end rough sleeping during this parliament and enforce the Homelessness Reduction Act. This is an increase of £47m from 2020/21 and is ringfenced. The grant for RBWM has increased marginally and it will receive £1.483m up from £1.436m.
  - The Public Health Grant allocations are yet to be announced for 2021/22. However, given the circumstances, it would be reasonable to assume an increase on the £4.761m 2020/21 allocation.
  - Tranche 5 of the generic Covid-19 funding to meet Covid-19 expenditure pressures in 2021/22, as announced within the Spending Review, is £1.55 billion and will be distributed using the new Covid-19 Relative Needs Formula. RBWM's allocation is therefore higher than expected at £3.118m although this covers off the risk that had been identified in the draft budget of potential further central government funding coming forward.

## 2.6. Proposed Draft Revenue Budget 2021/22

- 2.6.1. With the underlying funding supporting the base budget known, the service budgets have been fully reviewed and financial pressures have been identified, along with savings opportunities to mitigate them. There are summaries in the following sections.
- 2.6.2. RBWM has a number of budget pressures that need to be considered as part of its budget and medium-term financial plans and any potential mitigations identified, where possible.
- 2.6.3. To mitigate the additional cost pressures, services are required to identify opportunities to save money. This is achieved through a variety of ways including becoming more efficient, increasing income generation and

ultimately reducing the service offering. The latter is avoided wherever possible.

- 2.6.4. The proposed draft Revenue Budget is set out in the table below, with greater detail provided within **Annex A**, with the Service Control totals in **Annex B**, and a summary of the movements from 2020/21 included within **Annex C**:

	Base Budget 2020/21 £'000	Other Changes £'000	Savings £'000	Growth £'000	Proposed Budget 2021/22 £'000
Managing Director	3,039	(126)	(140)	0	2,773
Children's Services	23,186	165	(1,280)	2,293	24,364
Adults, Health & Commissioning	47,527	2,053	(4,712)	4,642	49,510
Resources	7,495	528	(660)	610	7,973
Place	2,378	(371)	(973)	4,840	5,874
Contingency *	2,881	1,676	0	0	4,557
<b>Total Service Budgets</b>	<b>86,506</b>	<b>3,925</b>	<b>(7,765)</b>	<b>12,385</b>	<b>95,051</b>
Capital Financing	6,010	300	0	0	6,310
Pension Deficit Recovery	4,217	(18)	0	0	4,199
Central and One-Off Budgets	162	3	0	0	165
<b>Net Council Spend</b>	<b>96,895</b>	<b>4,210</b>	<b>(7,765)</b>	<b>12,385</b>	<b>105,725</b>
<b>Financed By:</b>					0
Income from Trading Companies	210	0			210
Special Expenses	1,217	(1)			1,216
Council Tax	74,008	4,246			78,254
Locally Retained Business Rates	15,315	(311)			15,004
Collection Fund Deficit	(113)	(1,187)			(1,300)
Covid-19 Tranche 5 Funding	0	3,118			3,118
Potential additional COVID-19 funding for SFC compensation Quarter 1		1,359			1,359
Potential additional Covid-19 funding for SFC Compensation Quarter 2	0	1,106			1,106
Use of Earmarked Reserve	0	3,170			3,170
Contribution from Balances	2,218	(2,218)			0
New Homes Bonus	2,102	(1,629)			473
Government Grants	2,002	1,113			3,115
Parish Equalisation Grant	(64)	64			0
<b>Total Financing</b>	<b>96,895</b>	<b>8,830</b>	<b>0</b>	<b>0</b>	<b>105,725</b>

\*Includes funds to cover the Pay Award and Transformation

## 2.7. Budget Pressures

2.7.1. Next year's growth and pressures are driven by a number of factors:

- **Covid-19** – one off pressures arising from the global pandemic
- **Previous spending decisions**– for example funding costs from the Revenue budget instead of through the Capital Programme.
- **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase. To an extent, this will be partially matched by additional Council Tax income.
- **Spending pressures on Children's Services and Adult Social Care** are placing increased pressure on council budgets.
- **External changes beyond the Council's control**, such as changes to grant allocations from Central Government.
- **Under-delivery of savings** – some of the savings identified for 2020/21 have not been delivered mainly for Covid-19 related reasons and therefore have an impact on the 2021/22 budget.
- **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

2.7.2. The table below summarises the main service cost pressures that are reflected in the 2021/22 budget and exceed £100,000. Further detail is provided in **Annex D**.

<b>Growth and Pressures Above £100k – 2021/22</b>	
<b>Scrutiny Panel / Description</b>	<b>£'000</b>
<b>Adults, Children's and Health</b>	
<b>Children's Services</b>	
Placement Costs	247
Employee Related budget shortfalls, plus increased establishment in services for children with additional needs and disabilities	1,005
Reduction in Home Office Grant	128
<b>SUB-TOTAL</b>	<b>1,380</b>
<b>Communities</b>	
Unachievable waste saving from February 2020 budget	335
<b>SUB-TOTAL</b>	<b>335</b>
<b>Corporate</b>	
Reduced projected Commercial Income from Property Portfolio	100
<b>SUB-TOTAL</b>	<b>100</b>
<b>Infrastructure</b>	
Affordable Housing and temporary accommodation.	100
Loss of Parking Income – reduced capacity during regeneration	440
<b>SUB-TOTAL</b>	<b>540</b>
<b>Pressures under £100k</b>	<b>769</b>
<b>Total Growth and Pressures</b>	<b>3,124</b>

2.7.3. In addition to these, the Council is facing significant financial pressure from the Covid-19 pandemic. It is very difficult to predict how long the pandemic will continue, how long the after-effects will be impacting on the Council, and whether there will be permanent changes to working and shopping patterns that reduce demand for car parking. This draft budget assumes that the impact of Covid-19 will be felt throughout 2021/22.

2.7.4. The table below summarises the Covid-19 related cost pressures that are reflected in the 2021/22 budget and exceed £100,000. Further detail is provided in **Annex E**.

<b>Covid-19 Related Growth and Pressures – 2021/22</b>	
<b>Description</b>	<b>£'000</b>
<b>Unavoidable loss of income</b>	
Car Park income	1,000
Reshape the Leisure Services Contract	1,758
<b>SUB-TOTAL</b>	<b>2,758</b>
<b>Likely loss of income</b>	
Commercial income	1,510
Benefits Overpayment Recovery	334
<b>SUB-TOTAL</b>	<b>1,844</b>
<b>Likely additional costs</b>	
Additional PPE and other Covid-19 pressures net of CCG income	420
Additional Housing costs	650
Other costs	206
<b>SUB-TOTAL</b>	<b>1,276</b>
<b>Possible additional loss of income</b>	
Car Park Income	2,070
Other Income – weddings, highways etc.	803
<b>SUB-TOTAL</b>	<b>2,873</b>
<b>Possible additional costs</b>	
Additional children's care placements	360
Additional social workers	140
<b>SUB-TOTAL</b>	<b>500</b>
<b>Total Growth and Pressures</b>	<b>9,251</b>

2.7.5. As these are mainly one-off pressures (even if the impact is felt over more than one financial year), it is intended to fund these from 2020/21 underspends or additional one-off Government funding. It will be important through budget monitoring in 2021/22 to identify as early as possible where any of these costs may become permanent and consider the impact when looking to deliver a sustainable budget in future years. This is in line with the decision by Central Government to hold a one-year Comprehensive Spending Review for 2021/22

rather than the anticipated multi-year settlement to be better able to determine the ongoing impact that the pandemic will have on the economy.

- 2.7.6. The Month 6 budget monitoring report presented to Cabinet in November 2020 proposed the creation of an earmarked reserve to fund any further Covid-19 losses in 2021/22. Any underspends in 2020/21 will be placed there to finance the other anticipated losses in the table below. The formal setting up of the reserve will form part of the outturn processes for the 2020/21 financial year. It is estimated that the earmarked reserve will provide £3.170m of funds for the 2021/22 budget.

## 2.8. Proposed Savings

- 2.8.1. To mitigate the additional cost pressures, services are required to identify opportunities to save money. This is achieved through a variety of ways including becoming more efficient, increasing income generation and ultimately reducing the service offering. The latter is avoided wherever possible.
- 2.8.2. In total the Council proposes to deliver £7.765m of savings. New savings of £5.630m are proposed, in addition to the £2.135m already approved within the current budget. The main areas of proposed savings over £100,000 are set out in the table below and all savings are shown in detail in **Annex F**.

<b>Opportunities and Savings Above £100k – 2021/22</b>	
<b>Scrutiny Panel / Description</b>	<b>£'000</b>
<b>Adults, Children's and Health</b>	
<u>Children's Services</u>	
Optimise costs of placements for children in care	250
Remove discretionary travel awards	280
Simplify therapy assessments	100
<b>SUB-TOTAL</b>	<b>630</b>
<u>Adult Services</u>	
Increase reablement options for residents coming out of hospital	500
Reduce Adult Social Care Debt	500
Reshape day opportunities for older people and people with learning disabilities	300
Reduce demand for high end adult social care services	200
Redesign Health Visiting Service	150
Review high cost placements for people with learning disabilities	200
Review supported living packages for people with learning disabilities	200
Review community packages for people with learning disabilities	200
<b>SUB-TOTAL</b>	<b>2,250</b>
<b>Communities</b>	
Cease the community warden service	300
Reduce frequency of black bin collections.	175
Reshape approach to Economic Development, Arts, Culture, Tourism and Museums	198
Reshape the trees function	125
<b>SUB-TOTAL</b>	<b>798</b>
<b>Infrastructure</b>	
Reduce frequency of street cleansing	100
Reset Income Target – Streetworks Enforcement	100
<b>SUB-TOTAL</b>	<b>200</b>
<b>Savings under £100k</b>	<b>1,752</b>
<b>Sub-total of new savings as per Annex F</b>	<b>5,630</b>

2.8.3. An Equality Impact Assessment (EQIA) for each saving has been undertaken and these are available on the Council's website<sup>1</sup>.

2.8.4. These savings have been consulted upon and the feedback and the comments arising can be found in **Appendix 7** to the covering report. A draft EQIA for the total impact of the budget is also included in **Annex I**.

## 2.9. Council Tax

2.9.1. Over 70% of funding for the Council is from Council Tax paid by residents.

2.9.2. In December 2020, Cabinet set the Council Tax Base at 69,179.45 properties, an increase of 488.38 (0.71%) over the 2020/21 base. The Council is projecting a collection rate of 99.5%.

<sup>1</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>



- 2.9.3. The overall Council Tax Requirement has been calculated at £79.470m for the 2021/22 financial year.
- 2.9.4. This gives rise to a Band D charge for 2021/22 at £1,131.17, which equates to an increase of £53.76 (4.99%). This is just a little over £1 per week. The charge can be broken down as follows:
1. £1,003.39            General Band D Charge, an increase of 1.99%; and
  2. £127.78            Social Care Precept, an increase of 3%,
- 2.9.5. Full Details are on the calculations to determine these amounts and the formal recommendations are included within **Annex G1**, and the breakdown of the charges across the Valuation Bands is included within **Annex G2**.
- 2.9.6. As previously stated, due to the lower level of RBWM's Council Tax charge, this increase will raise less additional funding than other neighbouring or comparable councils.
- 2.9.7. The Council projects that there will be a surplus of some £0.376m on the Council Tax Collection fund in 2020/21 to be distributed to the major precepting bodies. The share for the Royal Borough is £0.300m and this has been taken into account within the budget for 2021/22.
- 2.9.8. Special Expenses Rate
- 2.9.8.1. Special expenses are costs incurred for the provision of an amenity or service that is primarily for the benefit of one locality. Windsor and Maidenhead towns are not parished and where the Council delivers services specific to these areas this is charged as a Special Expense.
- 2.9.8.2. 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.

#### **Estimated Cost of Special Expenses in 2021/22 for unparished areas**

<b>2021/22 Budget</b>	<b>£</b>
Allotments	14,648
Street and Footway lighting	297,021
Recreation Grounds & Open Spaces	900,775
Administration of the Town Forum	3,250
<b>Total</b>	<b>1,215,694</b>

	<b>Council Tax Base</b>	
	<b>2020/21</b>	<b>2021/22</b>
Maidenhead	21,792.39	22,118.19
Windsor	13,674.82	13,742.99
<b>Total</b>	<b>35,467.21</b>	<b>35,861.18</b>
Precept	1,216,965	1,215,694

<b>Council Tax Band D</b>	<b>34.31</b>	<b>33.90</b>
<b>% Increase in Band D</b>	<b>10.61%</b>	<b>(0.1%)</b>

### 2.9.9. Police and Fire Precepts

2.9.9.1. The Royal Borough also collects precepts on behalf of the Police and Fire services. At the time of drafting this report, the Fire Precept has not been set yet, but the indicative value is included within **Annexes G2 and G3**. Full details will be provided to Council should this value change.

<b>Precept</b>	<b>2021/22 Band D Precept</b>	<b>Estimated Annual Increase</b>	
<i>PCC for Thames Valley</i>	£231.28	£15.00	6.94%
<i>Royal Berkshire Fire Authority</i>	£68.95	£1.35	1.99%

### 2.9.10. Parish Precepts

2.9.10.1. 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 **Annex G3**.

### 2.10. Service Income

2.10.1. 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.

2.10.2. Some charges are statutory, such as planning fees which are set nationally. Other charges are discretionary, and the Council can choose to set the level. 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.

2.10.3. 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 might be increasing parking charges to encourage the use of public transport.

2.10.4. Most fees and charges are proposed to increase by inflation, using July's inflation figure of 1.6%, as August's figure was distorted by the "Eat Out to Help Out" scheme.

2.10.5. Income levels will be affected by Covid-19 as discussed elsewhere in this report.

2.10.6. Revisions to fees and charges have been consulted upon and Equality Impact Assessments have been undertaken<sup>2</sup>. **Appendix 2** provides the full details of the individual fees and charges.

2.10.7. The Council's estimated fees and charges income for 2021/22 is summarised as follows.

Summary of Fee Income by Service	Budget 2020/21	Change **	Projected Covid-19 effect	Budget 2021/22	Average increase in Fee charges
	£'000	£'000	£'000	£'000	%
Parking	10,244	(340)	(3,070)	<b>6,834</b>	9.1
Planning & Development	1,473	25	0	<b>1,498</b>	1.6
New Roads and Street Works Inspections / Permits	720	112	(100)	<b>732</b>	1.6
Green Waste Subscribed Collection Service	840	64	0	<b>904</b>	2.0
Marriage and Civil Partnership Ceremonies	402	(55)	(200)	<b>147</b>	1.5
Cemeteries and Churchyards	321	5	0	<b>326</b>	1.6
Highway Licences	292	5	(100)	<b>197</b>	1.6
Local Land Charges	253	4	0	<b>257</b>	1.6
Temporary Traffic Regulation Orders	154	2	0	<b>156</b>	1.6
Guildhall	120	2	(72)	<b>50</b>	1.7

\*\* Note change includes growth and savings budget revisions that may relate to volumes as well as inflationary increases. The reduction in car parking income includes a reduction in capacity relating to the regeneration of Maidenhead Town Centre.

## 2.11. Schools Budget

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

2.11.2. The Indicative Settlement for the Royal Borough for 2021/22 (including Academy schools) is currently £133.918m, an increase of £9.763m when compared to the 2020/21 Final Settlement.

2.11.3. The deficit brought forward on the High Needs Block into 2020/21 was £1.025m. Significant pressure remains in the High Needs block and based on the current cohort of provision and early indications of future demand the deficit to be carried forward into 2021/22 is forecast to increase to £1.413m of the total DSG, a little over 1% of the total DSG Grant. Where the cumulative deficit exceeds 1% local authorities are required to submit a recovery plan to the DfE.

2.11.4. **Annex H** provides more detail about the Dedicated Schools Grant allocations and associated reserves levels.

<sup>2</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

## 2.12. Risks – Reserves and Contingency

- 2.12.1. RBWM faces considerable risks that can have a potentially significant and immediate impact on its finances. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver without careful management of resources.
- 2.12.2. Therefore, during 2020/21 more robust tracking and monitoring of delivery of savings proposals has been undertaken to ensure that robust delivery plans are applied.
- 2.12.3. Failure to deliver planned savings agreed as part of the budget process would risk the Council being unable to maintain minimum levels of reserves. This risk has been mitigated as far as possible by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 2.12.4. Budget estimates have been challenged initially through officer challenge sessions, followed by challenge sessions from the lead Cabinet Members prior to the draft budget being produced in December 2020. The budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty.
- 2.12.5. Proposals have been refined to take account of the latest available information on which to base proposals but it is recognised that this year there still remains significant volatility, particularly in relation to the impact of the global pandemic both directly for the Council but also for our partners, stakeholders and residents and businesses.
- 2.12.6. If the estimates made differ significantly from the planned activity levels, the Council holds reserves and a contingency budget to reduce the impact on service delivery whilst mitigating actions can be formulated.
- 2.12.7. The revenue budget includes a corporate contingency to mitigate against low risk / high likelihood events. The value of the Contingency held within the base budget is £2.812m which has been calculated to reflect the following:
- Demographic pressures within Social Care over and above specifically identified growth within the revenue budget;
  - Contingency sum in relation to risk of non-delivery of savings;
  - Potential contract inflation amount in regards to Social Care services.
- 2.12.8. The revenue budget assumes additional funding from central government of £1.106m to mitigate the ongoing impact of the loss of sales, fees and charges beyond Quarter 1 of the financial year. This is not guaranteed income and Members should note that this remains a risk within the overall budget. Central Government have committed to keep under review the overall financial package supporting local government in regards to the financial the impact of

the global pandemic on our services and so the inclusion of this sum has been done to reflect this commitment within our budget.

- 2.12.9. The Council also holds reserves to mitigate against high risk / low likelihood events, including both specific earmarked reserves to smooth out the impact of some known or expected events as well as a general reserve to deal with unexpected financial shocks.
- 2.12.10. For all councils, reserves should be there to mitigate and smooth out the impact of financial shocks in the short term given they are one-off sources of funding and sustainable savings would always need to be found to address ongoing levels of activity.
- 2.12.11. Two types of reserve are held:
1. General reserves – which are unringfenced and can be used for anything. The minimum level of these are set by the Chief Finance (section 151) Officer annually reflecting the forthcoming risks. For 2021/22, £6.700m has been deemed to be the minimum level.
  2. Earmarked Reserves – specific reserves that have been set aside to a particular purpose, maintenance of a particular asset where we have received a commuted sum to fund this over a number of years. There are no minimum or maximum limits on the level or earmarked reserves held, although the balance between hold a reserve and spending the funding on service provision must be considered.
- 2.12.12. The projected value of General Reserves at 31 March 2021 is £6.751m. This is marginally above the minimum value. However, for greater financial stability, the Council should continue with the planned increase in General Reserves over the medium-term.
- 2.12.13. The projected value of Earmarked Reserves is £7.413m in total. This has increased during the current year due to the agreed Covid-19 Reserve which has been set up in order to mitigate projected funding in 2021/22.

### **3. S151 Officer's Statement on the Robustness of the Estimate and Adequacy of Reserves.**

- 3.1. 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.
- 3.2. 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.

- 3.3. Section 26 of the same Act places an onus on the Chief Finance (section 151) 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.
- 3.4. 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.
- 3.5. Robustness of Financial Estimates
  - 3.5.1. 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. The Covid-19 pandemic makes it even harder to plan realistically.
  - 3.5.2. Every attempt has been made to identify all the pressures that will impact on the 2021/22 budget including consideration of previous years' estimates and outturn positions. A thorough review of existing Council spending has been undertaken that takes into account:
    1. Current levels of variation from original budget and an understanding of what is driving different levels of activity from that originally planned.
    2. Pressures on the delivery of income targets and an understanding of the causes of variation.
    3. The ability to generate / collect income particularly in a period of uncertainty.
    4. An understanding of the volatility within the system.
  - 3.5.3. 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 2021/22.
  - 3.5.4. During 2020/21 more robust tracking and monitoring of the delivery of savings proposals has been undertaken to ensure that robust delivery plans are applied. It is expected that a similar process will continue during 2021/22 to ensure that there are early indications of any savings proposal that may be off-track. Appropriate action can take place to mitigate any delivery issues once identified.
  - 3.5.5. During 2020/21 the Council has also made a detailed risk-based assessment of the pressures that we are experiencing, particularly around the impact of the global pandemic on our activity. These have all been assessed as to their likely impact during 2021/22 and further assessment will take place during the year to understand the potential ongoing impact in the medium-term. This will be closely monitored and managed during the coming financial year and

regularly reported on to relevant Council Committees. This assessment is in Annex E to this Appendix entitled Covid-19 Growth.

- 3.5.6. Given the volatility within the system, improved budget monitoring was introduced during 2020/21 that had greater links between activity and financial implications and this will continue to be provided on an ongoing basis. Early indications of any variations allows sufficient time to take appropriate mitigating actions. This level of budget monitoring and management will continue during 2021/22 and will continue to be strengthened and improved as appropriate.
- 3.5.7. **Overall Conclusion: The Chief Finance (section 151) Officer considers the estimates in 2021/22 to be robust subject to the risks set out in this report including the recognition that there is greater volatility due to the impact of the global pandemic on our resources.**

### 3.6. Adequacy of Reserves

- 3.6.1. In comparison to other unitary councils, the level of reserves held by RBWM is one of the lowest as a proportion of net revenue expenditure. The Council's reserves at 31 March 2021 are projected to equate to approximately 7% of net expenditure. Some neighbouring councils and comparable councils have levels four or five times that.
- 3.6.1. Therefore, the Council is on a journey to increase reserves and will need to continue to do so. It will take some time for the Council to achieve a more sustainable level given the financial challenges that it faces. The Revenue Budget contains a contingency sum of £2.812m. If the Council is able to avoid needing to use any or all of this contingency sum in the financial year, then the Council should consider adding to its reserve position from any underspends. Had the global pandemic not happened, then this would have been the case during 2020/21 and would have gone some way to strengthening the Council's financial position during the year.
- 3.6.2. Every attempt has been made to identify all the potential risks that the Council may face in the medium term through our strategic risk register, including:
1. The robustness of the budget estimates.
  2. Levels of debt.
  3. The Pension Fund deficit.
  4. The current position of RBWM's partner and contractor who help provide services to residents.
  5. The ongoing impact of the global pandemic both in the short-term but also into the medium-term.
  6. Potential natural or other disasters that may impact on our local residents and businesses
  7. Infrastructure failure
- 3.6.3. Balancing the 2021/22 budget is dependent upon a £3.170m earmarked reserve utilising underspends from 2020/21 that would have otherwise been

used to strengthen the Council's financial sustainability. Additional Government Covid-19 funding of £3.118m and reimbursement of £2.465m of lost sales, fees and charge income is also anticipated in the budget. If these are not achieved, additional savings will be necessary to mitigate these.

- 3.6.4. These one-off sources of funding to support the budget have been utilised on the basis that they smooth out what is anticipated to be one-off additional expenditure or loss of income in relation to Covid-19 and the global pandemic. This balances the risk of making cuts to services that may be unnecessary once the Council's finances stabilise as economic recovery takes place. This is a prudent way of assessing and smoothing out the impact of what are in effect one-off financial shocks and are in line with what Council reserves are intended to be applied to.
- 3.6.5. It should also be recognised that the one-off growth pressures identified as Covid-19 related will be kept under constant review and if any of those pressures do not fully or partially materialise then the Council should ensure that wherever possible those underspends are retained to add funding to our reserves to protect the Councils financial sustainability going forwards.
- 3.6.6. Overall Conclusion: Given the projected levels of reserves, The Chief Finance (section 151) Officer considers the level of reserves are adequate to cover unforeseen demands but that it is imperative that the Council continues its strategy to increase reserves over the short to medium-term.**
- 3.6.7. The Chief Finance (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 Chief Finance (section 151) Officer issuing a S114 notice. Annex J to this Appendix provides more detail on the methodology that has been used to calculate both the minimum level of reserves as well as the contingency sum within our budget and its relationship to our strategic risk register.

#### 4. MEDIUM TERM FINANCIAL PLAN

- 4.1. The Council approved a Medium-Term Financial Plan on 14 October 2020. This report shows the latest revisions to that forecast. Further revisions will be made through the timeframe of this five-year plan as more information becomes available.
- 4.2. The table below shows the projected savings required during the period of the latest Medium-Term Financial Plan:

<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<i>£4.074m</i>	<i>£3.152m</i>	<i>£2.759m</i>	<i>£4.862m</i>

- 4.3. Key assumptions included above are that:



- (i) Council Tax levels increase in line with national limits of 1.99%.
- (ii) Interest rates of 0.6% per annum, as advised by our Treasury Management advisors in light of the current economic situation when calculating capital financing costs.
- (iii) £2.2m of grant protection continues from “Negative RSG” which has now been rolled into assumptions by Central Government on funding assessments.
- (iv) Adult Social Care Grant continues at current levels.
- (v) Inflation is in line with current government projections.
- (vi) Projected savings are fully delivered.
- (vii) The Council does not make any further substantial capital investments which are not funded from future receipts, section 106, CIL or LEP money.

#### 4.4. Sensitivity Analysis

4.4.1. 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. In particular, whether the Government will provide further Covid-19 funding should the pandemic continue throughout 2021/22.

4.4.2. However, 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 75% 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 offsetting savings, then this will have a big impact on the financial gap. The impact will be even greater if interest rates rise. The Capital Strategy sets out the Council’s focus on capital investment.
- (iii) **Service Costs** – none of the above scenarios provide for significant changes in the level of service provision. Clearly if the Council wishes to increase services then this will significantly increase the size of the budget gap.

## 5. CLOSING THE FUTURE BUDGET GAPS

5.1. 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. This report proposes a balance budget for the financial year 2021/22.

- 5.2. Therefore, the immediate challenge now moves to closing the budget gap for 2022/23 to enable the Council to set a balanced budget for that year. This cycle rolls forward throughout the MTFP timeframe.
- 5.3. There is considerable uncertainty around the size and scale of future budget gaps as outline throughout this report. While there is always room to be more efficient, RBWM is already a low spending council which constrains it from reducing costs easily.
- 5.4. On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service. Therefore, future savings plans will need to focus on more transformative savings measures and the Council has recently agreed a transformation strategy.

## 6. POTENTIAL IMPACTS

- 6.1. **Equalities.** A full EQIA has been undertaken on the overall budget and is attached as **Annex I**. Each individual saving proposal will also have an EQIA undertaken – these can be found on the Council’s website<sup>3</sup>.
- 6.2. **Climate change/sustainability.** The potential impact of budget recommendations have been considered as part of the overall budget setting process.
- 6.3. **Data Protection/GDPR.** Not applicable.

## 7. CONSULTATION

- 7.1. The draft budget approved by Cabinet in December 2020 has been fully consulted upon publicly. All Overview and Scrutiny Panels have also considered the areas relevant to their remits. The feedback and comments arising from both areas of consultation can be found in **Appendix 7** to the covering report.

## 8. ANNEXES

- 8.1. The table below details the Annexes to this Appendix:

ANNEX	Title
A	2021/22 Budget Summary and Medium-Term Financial Plan
B	2021/22 Budget Control Totals
C	Budget Movements 2020/21 to 2021/22
D	Service Growth Bids
E	Covid-19 Growth Bids
F	Service Saving Opportunities

<sup>3</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

G1	Council Tax Determination and Recommendations
G2	RBWM, Police and Fire Precepts
G3	Parish Precepts
H	Dedicated Schools Grant
I	Budget Equality Impact Assessment
J	Minimum Reserve Calculations

GENERAL FUND - 2021/22 MEDIUM TERM FINANCIAL PLAN (FEBRUARY FULL COUNCIL)							***NOTES
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Total Service Base budget</b>	<b>81,155</b>	<b>86,506</b>	<b>95,051</b>	<b>87,763</b>	<b>88,553</b>	<b>90,682</b>	1
Pay Award	0	895	913	931	950	969	2
General Inflation	(746)	(146)	(466)	(475)	(483)	(492)	3
Contract and fees and charges Inflation	1,561	1,600	2,654	3,086	3,521	3,956	4
Corporate capacity	-	850	-	-	-	-	5
Demographic Growth	1,136	-	900	900	900	900	6
Virements to Non service budgets(unringfenced grants)	-	814	-	-	-	-	
Contingency	1,745	(69)	-	-	-	-	7
Growth (Annex D)		3,124					
Full year effects of prior years pre-approved decisions	(1,646)	38	-	-	-	-	
COVID effect pressures (Annex E)		9,251	(6,993)	(500)	-	-	8
Grant effects as a result of the December 20 settlement		(47)					
New Pressures identified since 1st April 2020	8,815	-	-	-	-	-	9
Savings Identified since April 2020 (Annex F)		(5,630)	(289)				
Efficiency Savings - Existing plans from February 20	(5,514)	(2,135)	67				10
<b>Efficiency Savings - TO BE IDENTIFIED</b>	-	-	(4,074)	(3,152)	(2,759)	(4,862)	
<b>Service Net Expenditure</b>	<b>86,506</b>	<b>95,051</b>	<b>87,763</b>	<b>88,553</b>	<b>90,682</b>	<b>91,153</b>	
<b>Total Non Service Base budget</b>	<b>10,101</b>	<b>10,389</b>	<b>10,674</b>	<b>10,873</b>	<b>11,421</b>	<b>12,550</b>	
Environment Agency Levy	3	3	3	3	3	3	
Interest on balances net of Bank charges	54	49	-	(4)	-	-	11
Interest Payments	-	(1,355)	(15)	48	436	585	12
Capitalised debt interest on specific projects	-	157	(93)	(44)	455	-	12
Minimum revenue provision on capital cashflow	31	1,049	170	386	70	72	12
Revenue contribution to Capital	-	400	-	-	-	-	
Movement on Pension Reserve (Deficit Contribution)	200	(18)	134	159	165	160	13
<b>Non Service Net Expenditure</b>	<b>10,389</b>	<b>10,674</b>	<b>10,873</b>	<b>11,421</b>	<b>12,550</b>	<b>13,370</b>	
<b>TOTAL EXPENDITURE</b>	<b>96,895</b>	<b>105,725</b>	<b>98,635</b>	<b>99,973</b>	<b>103,231</b>	<b>104,522</b>	
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	
<b>FUNDING</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
NNDR	(15,315)	(15,004)	(14,296)	(13,588)	(12,879)	(12,129)	14
Use of NNDR Provision	(1,767)	-	-	-	-	-	15
Income from trading companies	(210)	(210)	(210)	(210)	(210)	(210)	
Education Services Grant	(315)	(315)	(315)	(315)	(315)	(315)	
Parish Equalisation Grant	64	-	-	-	-	-	
Government Grants(unringfenced)	(1,687)	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)	16
COVID-19 Tranche 5 funding	-	(3,118)	-	-	-	-	
Potential additional COVID-19 funding for SFC compensation Quarter 1		(1,359)					
Potential additional COVID-19 funding for SFC compensation Quarter 2		(1,106)					
New Homes Bonus	(2,102)	(473)	(220)	-	-	-	17
Use of Earmarked Reserve	-	(3,170)	-	-	-	-	
Use of General Reserve	(2,218)	-	-	-	-	-	
Transfer (surplus)/deficit to Council Tax Collection Fund	113	(300)	-	-	-	-	18
Transfer (surplus)/deficit to NNDR Collection Fund	1,767	1,600	1,600	1,600	-	-	18
<b>TOTAL FUNDING</b>	<b>(21,670)</b>	<b>(26,255)</b>	<b>(16,241)</b>	<b>(15,313)</b>	<b>(16,204)</b>	<b>(15,454)</b>	
<b>Total Council Tax Requirement</b>	<b>75,225</b>	<b>79,470</b>	<b>82,394</b>	<b>84,660</b>	<b>87,027</b>	<b>89,068</b>	
<b>Council Taxbase(Band D)</b>	<b>68,691</b>	<b>69,179</b>	<b>69,789</b>	<b>70,289</b>	<b>70,789</b>	<b>71,289</b>	
Adult Social Care Precept(increased by 3% in 21/22 only)	95.46	127.78	127.78	127.78	127.78	127.78	
Council Tax at Band D	981.95	1003.39	1034.82	1058.18	1082.62	1102.13	
<b>Council Taxbase(Unparished areas)</b>	<b>35,467</b>	<b>35,861</b>	<b>36,361</b>	<b>36,861</b>	<b>37,361</b>	<b>37,861</b>	
Special Expenses	34.31	33.90	34.57	35.26	35.96	36.68	
<b>Council Tax income using Taxbase</b>	<b>75,225</b>	<b>79,470</b>	<b>82,394</b>	<b>84,660</b>	<b>87,027</b>	<b>89,068</b>	

This Medium term financial plan highlights the efficiency savings yet to be identified. The Expenditure summary shows the movements from the 2020/21 base budgets in both services and non services. The funding table shows the total projected for the year and not the movement. This in turn calculates the Total Council Tax requirement using the Average band D Council Tax, Adult Social care precept and special expenses.

**NOTES**

- 1 Service base budget from Annex A of the February 2020 budget report
- 2 Potential pay award of 2% for all RBWM staff including AFC and Optalis
- 3 General expenditure inflation of 1.6% only applied to Business rates budgets
- 4 Fees and Charges inflation applied to all income targets @1.6% RPI
- 5 Corporate capacity - ongoing new budget of £850,000
- 6 Demographic growth only for Childrens services in 21/22 of £150,000
- 7 Removed from the MTFP as now have base contingency budget of £2,812,000
- 8 COVID Pressures - that are reversed in future years
- 9 New pressures identified - note these are not Growth items - as per the pressure schedules
- 10 Only existing savings previously identified and shown in the February 2020 budget report
- 11 Interest on bank balances excluding bank charges
- 12 Previously shown as one figure 'Borrowing costs' now split out for transparency
- 13 Assumes annual prepayment of pension deficit payments - estimates provided
- 14 Reflects the regeneration of Maidenhead and the reduction in projected business rates as a result
- 15 Release of the business rates provision over 20/21 and 21/22
- 16 Assumes the £1,687,000 unringfened social care grant continues through the period of this plan
- 17 Phasing out of the New homes bonus as suggested in previous settlements from government
- 18 Collection fund projections assume that the nndr deficit can be taken over 3 years as a result of COVID

<b>REVENUE BUDGET 2021/22</b>			
<b>DIRECT COST SUMMARY</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
	£000	£000	£000
<b>Managing Director</b>			
Managing Director	967	980	879
Governance	1,890	2,059	1,894
<b>Total Managing Directors Directorate</b>	<b>2,857</b>	<b>3,039</b>	<b>2,773</b>
<b>Children's Services</b>			
Achieving for Children Contract	38,019	36,934	38,802
Children's Services - Retained	50,070	52,562	54,446
Dedicated Schools Grant - Income	(64,158)	(66,310)	(68,884)
<b>Total Children's Services Directorate</b>	<b>23,931</b>	<b>23,186</b>	<b>24,364</b>
<b>Adults, Health and Commissioning</b>			
Director, Support Teams & Provider Support	1,913	1,355	2,799
Highways & Other Commissioned Infrastructure	8,019	7,229	6,994
Waste	10,059	9,357	9,298
Parking	(5,647)	(7,044)	(3,571)
Adult Social Care	34,040	35,398	32,761
Better Care Fund - Spend	14,110	13,288	13,747
Public Health - Spend	4,656	4,657	5,067
Grant & BCF Income	(17,535)	(16,713)	(17,585)
<b>Total Adults, Health &amp; Commissioning Directorate</b>	<b>49,615</b>	<b>47,527</b>	<b>49,510</b>
<b>Resources</b>			
Executive Director of Resources	173	210	210
Library & Resident Services	2,823	2,271	2,570
Revenues & Benefits	1,008	1,075	1,407
Housing Benefit	353	90	90
Human Resources, Corporate Projects & IT	2,352	2,574	2,498
Corporate Management	(2,031)	(75)	(94)
Finance	1,458	1,350	1,292
<b>Total Resources Directorate</b>	<b>6,136</b>	<b>7,495</b>	<b>7,973</b>
<b>Place</b>			
Executive Director of Place	212	245	244
Housing	2,686	2,362	3,071
Planning Service	1,176	1,109	1,051
Communities including Leisure	977	3	1,274
Infrastructure, Sustainability & Transport	1,386	1,336	1,407
Property Service	(2,953)	(2,677)	(1,173)
<b>Total Place Directorate</b>	<b>3,484</b>	<b>2,378</b>	<b>5,874</b>
Contingency & Corporate	<b>0</b>	<b>2,881</b>	<b>4,557</b>
<b>TOTAL EXPENDITURE</b>	<b>86,023</b>	<b>86,506</b>	<b>95,051</b>

<b>REVENUE BUDGET 2021/22</b>			
<b>DIRECT COST SUMMARY</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	3,458	(2,218)	
Increase / (decrease) in provision for redundancy costs	(441)		
Provision for Business Rates deficit	2,421		
Variance on Business Rate Income	(3,511)		
Increase in bad debt provision	382		
Covid 19 Grant	(1,827)		
Estimated cost of pay inflation	5		
Pensions deficit recovery	4,017	4,217	4,199
Levies-			
Environment Agency	156	162	165
Capital Financing inc Interest Receipts	4,364	6,010	6,310
	<u>4,364</u>	<u>6,010</u>	<u>6,310</u>
<b>NET REQUIREMENTS</b>	95,047	94,677	105,725
Less - Special Expenses	(1,094)	(1,217)	(1,216)
Transfer (from)/ to balances			
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<u>93,953</u>	<u>93,460</u>	<u>104,509</u>
New Homes Bonus	(2,089)	(2,102)	(473)
Use of Earmarked Reserve			(3,170)
Business Rate Support	(16,312)	(15,315)	(15,004)
Other unringfenced Grant		(1,687)	(2,800)
COVID-19 Tranche 5 funding			(3,118)
Education services grant	(315)	(315)	(315)
Potential additional COVID-19 funding for SFC compensation Quarter 1			(1,359)
Potential additional COVID-19 funding for SFC compensation Quarter 2			(1,106)
Income from trading companies	(210)	(210)	(210)
Parish equalisation grant	63	64	
Collection Fund (Surplus) / Deficit (Business Rates)	454		1,600
Collection Fund (Surplus) / Deficit (Council Tax)	(3,545)	113	(300)
	<u>(21,954)</u>	<u>(19,452)</u>	<u>(26,255)</u>
<b>NET COUNCIL TAX REQUIREMENT</b>	<u>71,999</u>	<u>74,008</u>	<u>78,254</u>
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	68,353	68,691	69,179
RBWM Tax levy (on Band D property)	£ 978.60	£ 981.95	£ 1,003.39
Adult Social Care precept (on Band D property)	£ 74.74	£ 95.46	£ 127.78
<i>General Fund Balances:</i>			
Working Balance	7,778	8,231	6,013
Transfer to/ (from) General Fund	453	(2,218)	738
	<u>8,231</u>	<u>6,013</u>	<u>6,751</u>

**REVENUE BUDGET MOVEMENT 2020/21 to 2021/22**

Item	2020/21 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Growth & Pressures (Annex D)	COVID19 Pressure (Annex E)	Sub Total	Savings from Fundamental Service Reviews (FSRs)	Savings from staff contracts	Directorate Savings (Annex F)	2021/22 Original Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Managing Director	3,039	(4)	11	(133)				2,913			(140)	2,773
Childrens	23,186	144	23	(2)		1,543	750	25,644			(1,280)	24,364
Adult, Health & Commissioning	47,527	1,242	765	46		835	3,807	54,222			(4,712)	49,510
Resources	7,495	37	226	265		154	456	8,633			(660)	7,973
Place	2,378	33	(240)	(107)	(47)	592	4,238	6,847			(973)	5,874
Contingency	2,881	895	850	(69)				4,557				4,557
<b>Total Service budgets</b>	<b>86,506</b>	<b>2,347</b>	<b>1,635</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>102,816</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>95,051</b>
Environment agency	162	3						165				165
Capital financing and interest	6,010		300					6,310				6,310
Pensions deficit recovery	4,217	(18)						4,199				4,199
Contributions from balances	(2,218)		2,218					0				0
<b>Net Requirement</b>	<b>94,677</b>	<b>2,332</b>	<b>4,153</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>113,490</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>105,725</b>
Special expenses	(1,217)		1					(1,216)				(1,216)
<b>Gross Council Tax Requirement</b>	<b>93,460</b>	<b>2,332</b>	<b>4,154</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>112,274</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>104,509</b>
Collection Fund - Council Tax (surplus)/ deficit	113		(413)					(300)				(300)
Collection Fund - Business Rates (surplus)/deficit	0		1,600					1,600				1,600
New Homes Bonus	(2,102)				1,629			(473)				(473)
Business Rate Support	(15,315)				311			(15,004)				(15,004)
Use of earmarked reserves	0		(3,170)					(3,170)				(3,170)
Other unringfenced grant	(1,687)				(1,113)			(2,800)				(2,800)
Education Services Grant	(315)							(315)				(315)
Income from trading companies	(210)							(210)				(210)
Parish equalisation grant	64				(64)			0				0
COVID-19 Tranche 5 funding					(3,118)			(3,118)				(3,118)
Potential additional COVID-19 funding for SFC compensation Quarter 1					(1,359)			(1,359)				(1,359)
Potential additional COVID-19 funding for SFC compensation Quarter 2					(1,106)			(1,106)				(1,106)
<b>Net Requirement</b>	<b>74,008</b>	<b>2,332</b>	<b>2,171</b>	<b>0</b>	<b>(4,867)</b>	<b>3,124</b>	<b>9,251</b>	<b>86,019</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>78,254</b>

TAX BASE	68,691	69,179
<b>Council Tax at band D</b>	<b>£981.95</b>	<b>£1,003.39</b>
<b>Adult Social Care precept</b>	<b>£95.46</b>	<b>£127.78</b>



## RBWM GROWTH BIDS 2021/2022

EQIA Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
					<b>£000</b>	
001	Cllr Cannon	Place	Reduced Hackney Carriage Licence fee Income	Current trends show that the income target for Hackney Carriage Licence Fees is unachievable following the application of inflation in previous years without a corresponding increase in the fees. Therefore the target needs to be reduced. Fees are set by Licensing Panel following consultation with Trade.	92	Ongoing
002	Cllr Cannon	Resources	Reduced income for venue licensing	Current trends show that the income target for the venue licensing budget is too high. We have 8 venues which at £1,800 each = £14,400 against a target of £29,250. In 2021/22, a further 3 venues will not be renewing. Therefore the target needs to be reduced to 5 @ £1,800= £9,000.	21	Ongoing
003	Cllr Rayner	Resources	Reduced income for Registrars	Current trends show that the income target for Wedding income is unachievable. There has been a decline in demand over the last few years (the 2018/19 budget was missed by £25k) - but in 2019/20 the wedding income budget was increased by a further £13k. There was further reduction in demand during 2019/20. Therefore the target needs to be reduced by £61k.	61	Ongoing
004	Cllr Rayner	Resources	Library cleaning costs	The budget for Library cleaning costs is insufficient. Therefore it needs to be increased to meet the costs.	28	Ongoing
005	Cllr Carroll	Children's Services	Adoption Services	This growth reflects the 2020/21 growth in the cost of the shared adoption services (Adopt Thames Valley).	31	Ongoing
006	Cllr Carroll	Children's Services	Children's legal services	This growth reflected the full year cost of the 2020/21 service to meet the legal costs of the statutory action to protect the most vulnerable children.	75	Ongoing
007	Cllr Carroll	Children's Services	Lost income	The youth service will no longer be able to generate income for the letting of space at 4 Marlow Road.	17	Ongoing
008	Cllr Carroll	Children's Services	Placement costs	This is the additional cost of the full year effect of the current cohort in 2021/22, plus the expected future demand / increasing complexity by the end of 2020/21.	247	Ongoing
009	Cllr Carroll	Children's Services	Employee Related Costs following external reviews and changes.	This growth reflects the increased contribution to the pension fund, pay progression and awards; the removal of the vacancy factor and inclusion of salaries previously funded from capital; and a reduced contribution to statutory posts from the Dedicated Schools Grant. It also increases the establishment of the Children's Young Peoples Disability Services following the Joint area inspection of services for children with additional needs by Ofsted and the Care Quality Commission.	1,005	Ongoing
010	Cllr Carroll	Children's Services	Lower income from Home Office	Covers the budget shortfall resulting from Home Office grant for UASC based on their age reaching 18 despite being secure in pre-18 accommodation.	128	Ongoing
011	Cllr Carroll	Children's Services	Operational costs	AFC interest on balances borrowed from RBWM	40	Ongoing
012	Cllr Johnson	Place	Reduced Commercial income	Reduced projection for commercial income from the Council's property portfolio in addition to that included within the Covid-19 impacts.	100	Ongoing
014	Cllr Rayner	Resources	Communications software	This proposal is for a new contact centre solution which will enable the Library and Resident staff to take Resident phone calls remotely along with other communication channels of choice to support the new ways of working and to improve the level of reactivity available to the contact centre. Funding for the first year maintenance costs is required, in future years the cessation of other associated contracts will partially mitigate this cost. The timing of this project has been brought forward as a result of the Covid-19 emergency.	44	Ongoing
015	Cllr Stimson	Place	Increase burial capacity	Works have been identified within Braywick cemetery that would increase burial capacity by an additional 3-4 years.	19	Ongoing
016	Cllr Cannon	Adults, Health and Commissioning	Temporary loss of parking income through regeneration	Loss of parking income as a result of regeneration activity in Maidenhead	440	Ongoing
017	Cllr Cannon	Place	Joint arrangement	Joint Emergency Planning Unit - based budget of £75k is not sufficient for costs now which are running at £73k, this is unavoidable	14	Ongoing
018	Cllr Johnson	Place	Staffing fixed term costs	Additional staffing costs to meet requirements of rising housing and temporary accommodation demands	100	Ongoing
019	Cllr Johnson	Place	Contract costs	Annual external property portfolio valuation	68	Ongoing
020	Cllr Johnson	Place	Maintenance charges	Software annual maintenance charge re Technology forge. Cloud maintenance & support property IT system	18	Ongoing
021	Cllr Johnson	Place	Library opening hours	Saving duplicated in February 2020 budget report	0	Ongoing
022	Cllr Johnson	Place	Reshape the Economic Growth team to deliver the Recovery Strategy	To reshape the Economic Growth Team to provide strategic leadership for the function. Increase capacity for economic analysis, developing employment and skills programmes as well as increased digital capabilities to support place marketing and increased inward investment.	60	Ongoing

## RBWM GROWTH BIDS 2021/2022

EQIA Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
023	Cllr Rayner	Place	Support funding for Arts organisations.	A one-off grant available to Arts Organisations to transition and transform their service delivery model to enable sustainable ongoing finances. The council will work with organisations and industry bodies to seek to secure other external funding.	50	one-off
024	Cllr Hilton	Place	Berkshire Community Foundation grant	This funding is to enable a Revenue Service based Budget to cover a grant to the Berkshire Community Foundation to support their local grant making to organisations and good causes with RBWM. The BCF have annual grant each year for this purpose for many years and this service based revenue provision will embed the revenue provision in the service rather than it be reliant on the annual community grants provision.	21	Ongoing
025	Cllr Hilton	Place	Community grants	This revenue funding growth is to enable the re-establishment of a Revenue Community Grants scheme for 2021/22. The Community Grants were all Capital Grant funded in 2020/21, and this revenue base provision will allow a range of revenue funded grants to be considered for the 2021/22 fiscal year, to support local good causes and support activities and organisations in the Borough as a part of the support for community grants provided by RBWM.	50	one-off
026	Cllr Coppinger	Adults, Health and Commissioning	Saving from increased recycling	The saving for increased recycling as reported in February 2020 is unachievable.	335	Ongoing
027	Cllr Rayner	Adults, Health and Commissioning	System efficiencies	This proposal is a one off to offset a saving that cannot be delivered in 2021-2022 across the directorate due to the impact of Covid-19. The intention is to replace existing systems through developing similar capability in the new customer relationship management system.	25	Ongoing
028	Cllr Carroll	Adults, Health and Commissioning	DASH	To fund DASH contract potential loss of contribution	35	Ongoing
<b>TOTAL GROWTH 2021/22</b>					<b>3,124</b>	

## Covid-19 RELATED GROWTH PROPOSALS 2021/22

Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22 £000	One-Off / Ongoing
<b>UNAVOIDABLE ADDITIONAL PRESSURE (IN OCTOBER MTFS REPORT)</b>						
1	Cllr Rayner	Place	Reshape the Leisure Services Contract	Due to Covid-19 the original supplier Parkwood terminated the contract with RBWM. A newly formed charitable incorporated organisation (CIO) took over the contract on the 1st of August 2020. This budget pressure reflects the effect of Covid-19 and the significant downturn in the leisure industry and social distancing due to government guidelines.	1,758	Ongoing
2	Cllr Cannon	Adults, Health and Commissioning	Reduced Car Parking Income	Car parking income is reduced due to the restrictions on population movement, particularly on income related to tourism activity (coaches) and season ticket income (commuters). Some restrictions likely to last into 2021/22 along with social distancing mean reduced travel and therefore parking requirements. Also, some impact on parking PCNs income.	1,000	One-off
<b>TOTAL UNAVOIDABLE ADDITIONAL PRESSURE</b>					<b>2,758</b>	
<b>LIKELY ADDITIONAL PRESSURE</b>						
3	Cllr Johnson	Place	Reduced Commercial Rental Income	Commercial rental income is at risk due to the economic impacts of Covid-19 on local businesses. There is pressure on the Council as landlord to offer discounts and waivers, otherwise it could lead to tenants closing. Therefore there is a likelihood that voids will be longer and costs of eviction will rise in 2021/22 as tenants arrears continue.	1,510	One-off
4	Cllr Carroll	Adults, Health and Commissioning	Additional CCG Income	It is assumed that the additional reimbursement income from CCG will continue until 1st April 2021.	-500	One-off
5	Cllr Hilton	Resources	Reduced collection of Benefit Overpayments	Reduction in collection of benefit overpayments income as debts become more unenforceable due to the economic impacts of Covid-19, which therefore reduced the amounts recovered and increases the risk that debts becomes bad.	334	Ongoing
6	Cllr Clark	Adults, Health and Commissioning	Reduced Pool Car Income	Due to the majority of staff working from home, and the use of virtual meetings, the usage of pool car has reduced. The pressure is partially mitigated through the reduction of 13 vehicles to 8 vehicles which has already taken place	20	Ongoing
7	Cllr Rayner	Resources	Additional Cleaning Costs	Public spaces such as Libraries will required additional cleaning costs relating to Covid-19	6	One-off
8	Cllr Carroll	Children's Services	Family Hubs	Market conditions make re-letting of family hubs space unlikely in the short term, resulting in net increased costs the the council.	70	One-off
9	Cllr Carroll	Children's Services	AFC infrastructure and capital	Increased costs of mobile telephony for home-working and associated systems.	60	One-off
10	Cllr Hilton	Place	Recognition of reduced Property Valuations	Property revaluations have reduced as a result of Covid-19, which need to be reflected in the accounts.	50	One-off
11	Cllr Carroll	Adults, Health and Commissioning	Additional PPE and inflation provision	There is significant demand for additional PPE for Optalis staff delivering adult social care services on behalf of the council in residents' homes. Inflation provision on individual care packages is also required for providers because of the additional costs associated with the impact of Covid-19 on providers, including insurance and staffing.	920	One-off
12	Cllr McWilliams	Place	Additional Housing Placements	There is pressure to deliver additional safe housing services as a result of Covid-19, which is likely to continue. Additional funding is being received to fund additional staffing resources, however this pressure is for the costs of temporary accommodation. The rise in numbers of family units becoming homeless may continue as furloughing ceases and unemployment rises.	650	One-off
<b>TOTAL LIKELY ADDITIONAL PRESSURE</b>					<b>3,120</b>	
<b>POSSIBLE ADDITIONAL PRESSURE</b>						
13	Cllr Cannon	Adults, Health and Commissioning	Reduced Car Parking Income	Car parking income is reduced due to the restrictions on population movement, particularly on income related to tourism activity (coaches) and season ticket income (commuters). Some restrictions likely to last into 2021/22 along with social distancing mean reduced travel and therefore parking requirements. Also, some impact on parking PCNs income.	2,070	One-off
14	Cllr Rayner	Resources	Reduced Wedding Income	The Wedding income target will be under continued pressure for Registrars due to Covid-19 resulting in reduced ceremonies and restriction on the number of guests allowed as well as venues being closed due to government guidelines. This assumes 50% reduction in new bookings.	200	Ongoing
15	Cllr Clark	Adults, Health and Commissioning	Reduced Highways Income	There is a pressure on Highways income through reductions in highways licences, street works permitting scheme, etc. due to government restrictions. This is expected to extend into 2021/22 .	200	One-off
16	Cllr Rayner	Resources	Reduced Libraries Income	Library income for fees and charges, such as overdue loans and room hire will be under continued pressure due to Covid-19 and government guidelines.	66	One-Off
17	Cllr Rayner	Place	Reduced Tourism income	Tourism revenue streams from the International market for quarter 1 and 2 will be absent and will slowly return in quarter 3 and 4. Event income for the booking office will be slow to return as many major events are cancelled until at least quarter 2.	60	One-off
18	Cllr Carroll	Children's Services	Reduced Youth Service & Outdoor Education Income	Youth Service & Outdoor Education income targets for next year will be under continued pressure due to government restrictions on group use of services as a result of Covid-19.	120	One-off

## Covid-19 RELATED GROWTH PROPOSALS 2021/22

Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
					<b>£000</b>	
19	Cllr Rayner	Adults, Health and Commissioning	Reduced Guildhall Income	Wedding income targets for next year will be under continued pressure as a result of Covid-19. Currently there is a limit on the number of guests for weddings as well as restrictions on wedding receptions and events within the building. With the increased cleaning regime there also needs to gaps within the wedding schedule which has resulted in less weddings taking place during the day.	72	One-off
20	Cllr McWilliams	Adults, Health and Commissioning	Reduced Marketing Income	Marketing income targets for next year, in particular the Film unit income, will be under continued pressure due to government restrictions as a result of Covid-19. This is because mainly productions have been cancelled or postponed due to social distancing requirements.	25	One-off
21	Cllr Carroll	Children's Services	Additional Care Placement Costs	Further increased placements numbers and the additional cost of care resulting from increased referrals following impact of Covid-19. Part of this pressure will be market led due to national increase in demand on limited supply.	360	Ongoing
22	Cllr Carroll	Children's Services	Additional Specialist Workers	There is a need for additional specialist workers arising from the increased demand for social care services due to Covid-19	140	Ongoing
23	Cllr Cannon	Place	Reduced Volume of Licenses issued	Uptake of both premises and Hackney Carriage Licences has been negatively impacted by the Covid-19 emergency. It is anticipated that this will continue to in the coming year. Where licences premises do not re-open there is likely to be some permanent impact on income. There is little sign that the numbers of hackney carriage licences applications will recover to pre Covid levels in 21/22.	60	Ongoing
<b>TOTAL POSSIBLE ADDITIONAL PRESSURE</b>					<b>3,373</b>	
<b>TOTAL ADDITIONAL SERVICE COSTS PROJECTED DUE TO Covid-19 EFFECT</b>					<b>9,251</b>	

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
001	Cllr Hilton	Resources	Removal of one Benefit Assistant post	Cease face to face Benefit enquiries service offered from Windsor library but continue the services by appointment from Maidenhead.	Once able to resume, assuming there is demand, face to face services for Benefit enquiries would continue to be offered from Maidenhead, either in the Library or the Town Hall for Covid safety reasons. Library and Resident Services staff within Windsor Library will continue to assist benefit customers with basic enquiries and offer a direct line of communication through to the remaining assistant based in Maidenhead.	22	22	0	April-21
002	Cllr Rayner	Resources	Stop moving the Container Library saving towage costs	Cease the movement of the container library to various sites throughout the Borough with the Mobile library visiting these sites instead.	A consultation would be required to ensure that an acceptable service could be offered which could be tied into a wider consultation on the library service.  Another option would be to look to deploy the Container Library as a permanent fixture somewhere in the Borough, again saving towage costs of £55k pa but necessitating a cost for utilities at that permanent site - as yet not defined.	55	28	27	Sept -21
003	Cllr Rayner	Resources	Reduction of Library hours	The library estate has been reviewed and a proposal will go forward to consultation with new hours and some sites retained to deliver the library service in RBWM. We are committed to transformation and diversity of the library offer to maintain a sustainable and resilient library service going forward.	This could lead to redundancy costs if no natural wastage	1,842	73	0	Sept-21
004	Cllr Hilton	Resources	Review of Accountancy structure	Efficiency savings by reviewing existing processes.	This could lead to a redundancy cost if no natural wastage.	35	35	0	April-21
005	Cllr Hilton	Resources	Review of Internal audit contract	Review of level of service provision in 21/22	A reduction in the number of audits in the short term, but through a tender exercise should lead to enhanced quality audit service in the longer term.	437	50	0	April-21
006	Cllr Hilton	Resources	Remove supplies and services budgets from finance team	Removal of general expenses, corporate subscriptions, software and publication budgets	None - budget no longer required	29	67	0	April-21
007	Cllr Hilton	Resources	Defer Discretionary NNDR write-off	This is deferral of the write off of the historical relief debt that is held on the balance sheet.	This results in the repayment of the historical balance sheet value of 8 years instead of 7	28	28	-28	April-21
008	Cllr Hilton	Resources	Review of resourcing of the Insurance and Risk service	Review of funding and resourcing of the insurance and risk service	This may lead to change in resource levels including review of fees and charges	45	45	0	April-21
009	Cllr Rayner	Resources	Removal of fax machine analogue lines	Using alternative ways of sending data allows for the removal of fax machine analogue lines that are no longer required.	None - budget no longer required	838	2	0	April-21
010	Cllr Rayner	Resources	Removal of database and network contracts budget	Removal of budget as no longer required.	None - budget no longer required	1,084	63	23	April-21
011	Cllr Rayner	Resources	Stop software licences for employee relations advice	Use of alternative software releasing two software licences for employee relations advice.	New contract may vary from existing and therefore may not fully match needs and requirements.	757	3	4	May-21
012	Cllr Rayner	Resources	Reduce Advertising contracts	Add an applicant tracking module to HRIS iTrent and give notice to providers who currently provide that service.	Potential adverse impact on attracting new candidates for roles when advertising.	757	0	7	April-22

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
013	Cllr Rayner	Resources	Review of charging structure for provision of services to academies and schools	Increase in charges to existing school and academy customers to ensure charging is inline with full cost of delivery.	Schools and Academies are free to procure support services from any provider. Risk of losing business and reputational impact.	757	10	10	Aug-21
014	Cllr Rayner	Resources	Increase the admin charge for DBS checks	Increase in existing admin charge to £13 per check.	Risk of losing business.	757	6	0	April-21
015	Cllr Rayner	Resources	Efficiencies from D360 document management system and iTrent HR system.	Making processes more efficient leading to a review of resources.	This could lead to a redundancy cost if no natural wastage.	757	13	11	Oct-21
016	Cllr Rayner	Resources	Ceasing Quick Address software contract	Using alternative software enables staff to cease using Quick Address software.	None - budget no longer required	757	2	0	April-21
017	Cllr Rayner	Resources	Restructure of OD function	Review of Organisational Development function leading to a proposed reduction in resources.	Reduced capacity in OD will impact on number of activities that can be delivered and timescales, as well as cause additional pressure in the wider teams. This could lead to a redundancy cost if no natural wastage.	757	30	15	Aug-21
018	Cllr Rayner	Resources	Restructure of Compliments and Complaints function	Review of Compliments and Complaints functions leading to a proposed reduction in resources.	This could lead to a redundancy cost if no natural wastage.	95	18	0	April-21
019	Cllr Rayner	Managing Director's	Removal of Member training budget	Cease using external trainers, instead using internal training and 'free' training from membership bodies such as LGA.	Depending on topic/need for training - may discriminate against new cllrs or those who are less IT knowledgeable. Could increase time pressures for officers. Lack of Member training could lead to potential negative impact on Member behaviour, or ultimately lead to difficulties in attracting new elected members.	2	2	0	April 21
020	Cllr Rayner	Managing Director's	Reduction in budget Member's Special Responsibility Allowances	Reduction in budget which removes the buffer available for increases in line with staff salaries in future years.	No budget allocation would be available if member allowances were increased in line with any increase in staff salaries in subsequent years - as required in the Members' Allowance Scheme. Therefore any future increases would need to be included in future budget setting proposals.	224	24	0	April 21
021	Cllr Rayner	Managing Director's	Removal of room hire budget for council meetings	Removal of the budget for booking external rooms for Council Meetings	Reliance on internal rooms being available. Limits public attendance to maximum allowed in council owned buildings (e.g. Desborough Suite). Inability to hold any council meetings at external venues without causing budget pressures - impact if large meeting in public required	1	1	0	April 21
022	Cllr Rayner	Managing Director's	Reduction in budget for Member mileage claims	Reduction in budget following trend of reduced mileage claims.	Assumes mileage claims do not increase from previous years' levels. Potential for virtual meetings to continue beyond May 2021 would require legislation. If virtual meetings continue, saving could be greater - unless there was then a call for members to be recompensed for costs of broadband/Wi-Fi.	9	5	0	April 21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
023	Cllr Rayner	Managing Director's	Reduction in postage to Members	Regular weekly post out to Members would cease. Officers and Members would only receive electronic papers for meetings unless e.g. medical dispensation. Mail received for Members at the Town Hall will continue to be scanned and emailed to them rather than posted out.	Members would need to agree to not receive hard copy agenda on an ongoing basis (whether meetings cease to be virtual and return to in-person, or not). If a Member did not wish to receive scanned post, they would be required to collect it in person from the Town Hall. Members would need to continue to be provided with a device (ipad or laptop) at the start of each new administration (i.e. every four years) - requires a capital budget. Members/officers with a disability may require hard copy agenda. Member pigeon holes could potentially be removed, freeing up office space.	3	2	0	April 21
024	Cllr Rayner	Managing Director's	Reduction in the annual support provided to the Twinning Committee	Reduction in the community based activities that the Twinning Committee undertake	Potential long term impact on the ability of the Borough to host the Youth Sports Games (RBWM next due to host in 2022). A number of the activities in the past supported by the committee help disadvantaged groups - e.g. Children in Care.	10	5	0	April 21
025	Cllr Rayner	Managing Director's	Facilities vehicles	Termination of large van lease (used primarily by the library service).	Facilities team would only retain one small van. Potential need to hire in a large van for one off projects. Subject to library consultation and there being significant reduction in the need to transport books and other library items between sites. Currently part way into 2nd year of 5 year lease therefore costs of any settlement fee will likely negate saving in 21/22 first year.	19	0	7	April 22
026	Cllr Rayner	Managing Director's	Reduced MFD printing	Reduced number of Multi-Functional Devices across council sites where there are currently multiple devices	Reduced capacity, potential delays in accessing MFD.	260	30	0	April 21
027	Cllr Rayner	Managing Director's	Reduction in Stationery purchased.	Greater use of technology enables a reduction in the amount of stationery required. Rationalisation of options available to order where still required.	Need to ensure any items required as reasonable adjustments for e.g. a disability remain available	36	20	0	April 21
028	Cllr Rayner	Managing Director's	Reduced Confidential waste collection	A reduction in the number of sites from which confidential paper waste is collected and the reduction in the frequency of collections	Fewer confidential bins available to staff/Members .	21	4	0	April 21
029	Cllr Rayner	Managing Director's	Removal of all vending machines in council offices (Town Hall and Tinkers Lane)	Hot/cold drinks and snacks will not be available in the Council offices and will therefore have to be purchased off site.	May have greater impact on staff with a disability. Possible impact on morale. Lease due to expire Dec 21.	8	0	5	April 22
030	Cllr Rayner	Managing Director's	Review of charging structure for Schools Data Protection Officer service	Charges to existing school and academy customers aligned with full cost of delivery.	Schools and Academies are free to procure support services from any provider. Risk of losing business and reputational impact.	0	40	0	Ongoing
031	Cllr Rayner	Managing Director's	Reduce Borough By-Elections Budget	Reduce base budget to enable delivery of only one by-election per year	If more elections were required, the council would have to fund the costs from elsewhere as is a statutory requirement.	17	7	0	April 21
032	Cllr Coppinger	Adults, Health and Commissioning	Additional income from green waste subscriptions	Increase in income following trend of increased green waste subscriptions.	None - income generated has increased. Greater demand on waste service.	840	50	0	April 21
033	Cllr Cannon	Adults, Health and Commissioning	Remove 50 on street parking machines	Remove the majority of 'outdated' on street pay and display parking machines and move the majority of transactions through to the Ringo app/phone line. This will reduce maintenance costs and cash collection fees. A machine will be retained in each of the parking areas for those without access to Ringo.	Potential adverse impact on people who do not have access to the app. This would be mitigated by retaining a reduced number of on-street machines	50	50	0	April 21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
034	Cllr Clark	Adults, Health and Commissioning	Redesign provision of street cleansing	The service model will be redesigned as there is currently some overlap between different contracts. This will release some efficiencies together with a more targeted model of prioritising street cleansing activity focusing on high profile/high usage areas.	Degradation of service / potential reputational damage and reduced resident satisfaction. This will require discussion and agreement with VolkerHighways.	9,455	100	0	April 21
035	Cllr Coppinger	Adults, Health and Commissioning	Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	Increased use of the food waste and blue bins has affected the amount of black bin waste and therefore whilst retaining weekly collections of food waste and recycling, introduce fortnightly residual waste collections	The frequency of general waste collection service would be fortnightly. Residents with larger households or medical needs would be able to request additional waste capacity. Food waste and recycling collections would remain weekly and all residents would be able to request additional capacity for these materials. Collections from properties with communal bins would remain weekly as it is recognised that most communal bin stores lack capacity for fortnightly collections. Change to service would be combined with communications to residents about benefits of recycling and food waste related to climate change strategy and waste reduction information to encourage behaviour change. Possible reputational damage if there are missed collections when the service frequency is changed- this will be mitigated with full route planning and testing prior to change.	9,455	175	0	June-21
037	Cllr Clark	Adults, Health and Commissioning	Additional income from enforcement of street works activity	Introduction of a one-year's pilot to invest in additional officers who will focus on enforcement of streetworks activity. Increasing the number of site visits will generate additional income through the issue of Fixed Penalty Notices and S74 overrun notices.	Improved compliance of street works may improve customer satisfaction	100	100	0	April 21
038	Cllr Clark	Adults, Health and Commissioning	Reduce the council's pool car fleet	Reduction of the council's pool car fleet from 13 to 8 vehicles in line with new ways of working and reduced travel demand	Assessment of staff impact required Reduced access for staff to pool car fleet potentially making access for essential journeys more difficult	20	20	0	Jan-21
039	Cllr Clark	Adults, Health and Commissioning	Remodel street cleansing activity in town centres, estate and rural roads	The current model of mechanically sweeping and litter picking town centres, estates and rural roads operates on a fixed interval basis -weekly for town centres and six weekly for estates and rural roads. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage seasonal demand, eg autumn.	Potential increase in litter leading to reduced resident satisfaction. This will require discussion and agreement with VolkerHighways	1,467	50	0	April 21
040	Cllr Cannon	Adults, Health and Commissioning	Activate optional one-year contract extension for parking enforcement	The parking enforcement contract has an option to extend the term by an additional year. If this option is exercised, NSL will waive the contract inflationary uplift for 2021/22	None - continuation of existing service levels	933	30	0	April 21
041	Cllr Clark	Adults, Health and Commissioning	Redesign the street cleansing pattern for the A404/Marlow bypass	The current model of cleansing the A404/Marlow bypass operates on a fixed interval basis -four per annum. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage demand.	Potential increase in litter leading to reduced resident satisfaction. This will require discussion and agreement with VolkerHighways	20	10	0	April 21
042	Cllr Clark	Adults, Health and Commissioning	Redesign the street cleansing pattern for Royal Windsor Way	The current model of cleansing the Royal Windsor Way operates on a fixed interval basis -four per annum. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage demand.	Potential increase in litter leading to reduced resident satisfaction. This will require discussion and agreement with VolkerHighways	20	10	0	April 21



## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
043	Cllr Stimson	Adults, Health and Commissioning	Deliver the waste incentivisation scheme through the Climate Change Strategy	There is provision in the Serco waste collection contract for a waste incentivisation scheme which encourages householders to participate in greater recycling of waste, thereby sending less waste for disposal. The proposal is to remove this sum from the contract and focus behavioural change through the Climate Change Strategy and Plastic Strategy	Behavioural change may not be realised resulting in decreased recycling rates and greater landfill which, in turn, will deliver fewer environmental and financial benefits	9,354	30	0	April 21
044	Cllr McWilliams	Adults, Health and Commissioning	Maximise digital distribution of Around the Royal Borough	Maximise digital distribution of Around the Royal Borough by encouraging residents to join our digital mailing list through the residents' newsletter, which will include a 'how-to' guide to signing up for residents to share with less digitally able residents, and having an annual physical copy sent to individual households	The Council will make steps toward meeting its climate changes commitments and will increase its digital distribution list, ensuring that more residents receive more regular updates, and support additional skills learning through its 'how-to' guide. Residents will receive an annual physical update rather than every six months, which will mean all residents will still receive a paper copy	413	14	0	April 21
045	Cllr McWilliams	Adults, Health and Commissioning	Implement a revised Advantage Card	Identify and establish dynamic third-party alternatives for promoting discounts and special offers with local businesses through a 'new-look' Advantage Card	Ensure that the borough's local businesses can continue to publicise discounts and special offers on a more sustainable basis.	0	14	0	April 21
046	Cllr Carroll	Adults, Health and Commissioning	Develop alternative options for supporting residents in need of additional support	The "front door" of adult social care is being redesigned to offer better signposting for residents needing support. This will involve greater use of a range of assistive technologies to enable residents to stay in their own homes longer and working with voluntary organisations to support residents to connect with their communities	Saving depends on demand continuing at the current levels and community options being developed.	43,000	200	0	April 21
047	Cllr Carroll	Adults, Health and Commissioning	Deliver day opportunities for older people and people with learning disabilities in a different way	As part of the overall review of day opportunity provision, the proposal would be to close the current Windsor Day Centre and Oakbridge Day Centre. Provision can be sourced elsewhere both in Windsor and Maidenhead to meet the needs of the residents currently using the centres. Community options are also being developed. This would release a capital asset which could be repurposed to build supported living accommodation for young people with learning disabilities which, in turn, would reduce the requirement for expensive out of borough residential placements. There is currently a very poor offer of supported living accommodation in the borough.	Families of residents who currently use the centres may not be happy with the new provision. It may not be possible to redeploy all of the staff. Potential to reduce spend elsewhere on expensive out of borough residential placements if capital asset can be realised.	602	300	0	April 21
048	Cllr Carroll	Adults, Health and Commissioning	Ensure value for money from residential care placements for people with learning disabilities	All residents currently in receipt of a high cost residential care package to have their needs reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and delivers value for money.	Risk that some packages of care may increase as a result of needs being reviewed.	8,050	200	0	April 21
049	Cllr Carroll	Adults, Health and Commissioning	Ensure value for money from supported living packages for people with learning disabilities	All supported living packages will be reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and value for money. Packages will be renegotiated with providers.	Risk that some packages of care may increase as a result of needs being reviewed.	6,150	200	0	April 21
050	Cllr Carroll	Adults, Health and Commissioning	Ensure value for money from community packages for people with learning disabilities	The needs of all people with learning disabilities in receipt of community/home care packages to be reviewed to ensure that the packages remain appropriate and cost effective. Reinstating a Shared Lives Scheme in the borough will also be taken forward.	Risk that some packages of care may increase as a result of needs being reviewed.	2,500	200	0	April 21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
051	Cllr Carroll	Adults, Health and Commissioning	Extend the offer of reablement to all residents coming out of hospital	Transformation of the current reablement service will offer reablement opportunities to all residents being discharged from hospital in order to ensure that the level of subsequent long term packages of care are "right sized" and appropriate for their needs	More people are given the opportunity for reablement leading to enhanced wellbeing. Analysis of the packages agreed through panel in June and July shows that more reablement could have reduced packages by a third.	2,100	500	0	April 21
052	Cllr Carroll	Adults, Health and Commissioning	End contract with People to Places for services that are no longer running	Following the cessation of some routes to day centres, the contract for those routes has come to an end and not been renewed. Alternative transport arrangements are in place.	None. Contract has already ended in agreement with the provider.	90	90	0	Already achieved
053	Cllr Carroll	Adults, Health and Commissioning	Maximise efficiency savings within the Health Visiting Service	Recruit staff from a wider professional workforce to support health visitors, reassess business support/admin function, focus the service to avoid duplication with other services and ensure clinics provided are proportionate to need.	Rescoping of roles will mean a range of recruitment for new posts which may not fill as quickly as needed. Existing staff focused on the most vulnerable families as mitigation if needed.	1,570	150	0	April 21
054	Cllr Carroll	Adults, Health and Commissioning	Maximise the income due to the council from resident contributions	Implement improved processes to ensure that income is collected in a timely way and residents are clear on the amount of the contribution they need to make to their care in order to reduce the amount of bad debt accruing.	Potential adverse impact on people who are unable to pay. Correct levels of budgeted income are achieved for adult social care. There is currently around £1m of debt over six months' old in adult social care.	-9,100	500	0	April 21
055	Cllr Coppinger	Place	Reshape Planning Support Team	Transformation of the processes used by the Technical support team has enabled greater efficiency and flexibility. This efficiency enables the deletion of a vacant post.	None noted. There would be a reduction in capacity and resilience within the technical support team which will make it more difficult to manage unforeseen circumstances, peaks in workflow or changes in legislation. Potentially this could result in slower validation times in such circumstances resulting in reduced customer service, however given the team has operated successfully with a vacancy for 3 months it is considered that any impacts on customer service would be acceptable.	1,109	29	0	Immediate
056	Cllr Rayner	Place	Reduction in Arts Grants	To remove Arts Grants from the budget from Q3 in 2021/22	Will impact on organisations that currently receive grants in terms of scope of services they are able to deliver. One-off support package provided to support transition to a future sustainable financial model.	233	113	46	June-21
057	Cllr Rayner	Place	Reshape museum and tourism information centre service	Review the delivery model for face to face elements of the Museum and Tourist Information Centre services. This saving will enable the Tourist Information Centre to move into the Guildhall with the museum. The opening hours will be reduced with a review and consultation to develop the best service	This could result in redundancies although redeployment may be an option.	175	85	0	June-21
058	Cllr Clark	Place	Remove ongoing aviation budget	Removal of budget that has been used to challenge Heathrow expansion.	None identified. Would reduce future flexibility to fund aviation related work, if required. Specific projects would still be funded from their own approved budgets.	20	20	0	Jan-21
059	Cllr Cannon	Place	Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens.	Following the reshaping of the Wardens Service implemented in April 2020, the service leader has left and there is a further need to reshape the management and operation of the Community Safety work stream including the delivery of the Community Safety Partnership, Antis Social Behaviour and Public Space Protection Orders and police liaison and coordination, including Prevent and Channel programmes.	The Borough leads on the multi-agency Community Safety Partnership and works closely with TVP responding to and planning interventions to address crime hotspots and provide community reassurance through joint operations. This work includes support for other teams within the Council eg Licensing, Housing and Homelessness, Parks and Open Spaces and others.	695	300	0	June-21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
060	Cllr Rayner	Place	Revise the management of the leisure contract	Since the completion of Braywick Leisure Centre this role has now changed and is the management of the leisure service contract of the 6 leisure centres and shared use at Dedworth school.	Oversight and management of a number of working groups and high profile initiatives to improve and embed leisure services will stop. New projects and service development in the leisure areas will be reduced or stopped. This could lead to redundancy costs.	74	62	12	June-21
061	Cllr Cannon	Place	Remove funding from Borough in bloom and community participation project	All Borough twice a year seasonal planting and maintenance will stop. The current planters will not be replanted and the containers will be removed.	The colourful displays will be removed. Barrier boxes and flower towers will be removed.	86	86	0	April 21
062	Cllr Rayner	Place	Remove funding from SMILE and stop service	Cease the delivery of the current Community based SMILE programme. We will look for alternative sources to fund this service.	Cease the delivery of the current Community based SMILE programme. This would mean that the programme of community based activities held in community halls across the borough will stop and the staff be made redundant. The impact of the COVID19 virus has meant that this programme has not operated since the end of March, as government guidance required such activities to stop. Sessions have not restarted despite the relaxation of some restrictions primarily because the venues are generally small and as the participants are in the higher risk groups due to age (many are in the over 70 and over 80 age groups), it is impossible to operate a socially distanced model of class. There are only a very small number of venue that could hold reduced number classes that could be compliant with the current guidance. However the reduced numbers of participants will generate lower levels of income and so increase costs overall.  There is likely to be considerable adverse public reaction from the over 50's, however under the current COVID restrictions it is almost impossible to see how the Community SMILE programme could continue in anything like the form it has operated for the last 15 years.	70	58	0	June-21
063	Cllr Rayner	Place	Remove vacant community sports development post and projects	Delete the Sport Development Manager post and stop the partnership sports development work that this role leads. The liaison with the sports club across the borough and the liaison with the National Governing Bodies will cease.	There would be a reduced capacity to identify and operate initiatives that could be targeted at higher risk groups, to promote healthier lifestyles which seek to reduce the burden on adult services in future years by helping people stay well and living healthier and happier lives. Partnership work with a range of sports clubs will be stopped. There will be a loss of coordination with a range of National Governing Bodies and the County Wide Community Sports Provider 'Get Berkshire Active'. There could be a reduction in the overall health of the local population if activity levels across the age groups, that are stimulated through this post and the initiatives it coordinates, are reduced.	65	54	0	June-21
064	Cllr Coppinger	Place	Reshape the trees function	Move the trees function into planning and reshape with focus moving forward on only high priority work and planning officers advising on trees in relation to applications leading to reduction in posts.	Reduced capacity to undertake, complete and respond to the wide range of advice and support enquiries that the Tree team currently deal with. The service and functions the team undertake will need to be reshaped and refocused to reflect the statutory functions with respect to tree and planning legislation. The reduced service will be less reactive and less responsive to issues raised by residents or Members in relation to tree protection and enquiries about works to trees in tree conservation and tree protection areas. This could lead to some redundancy costs.	326	125	0	June-21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
065	Cllr Carroll	Children's	Develop an increasingly independent school travel policy which is focused on the most vulnerable.	Shape home to school transport services to increase levels of independence while retaining focus on statutory responsibilities including for those on low incomes; of statutory school age; and reasonable adjustments for those with disabilities	The non-statutory concessions across the policy will be removed so those paying for services will pay similar amounts and some non-statutory free routes will cease to be provided unless there is statutory eligibility for those routes. Some 17-18 year olds will have to pay to travel to college / 6th form and more 18+ young adults will be required to make independent arrangements to attend specialist colleges. Some transport costs will be met from social care budgets where transport is a cheaper option than other care solutions.	2,853	280	0	April 21
066	Cllr Carroll	Children's	Independent Fostering Agency (IFA) development	Invest in IFA development and grow capacity to meet local need and trade excess with neighbouring local authorities.	Relies on continued successful recruitment and training of sufficient carers, who will be prioritised for local need first. Assume IFA can secure 150 placement weeks from another LA without any increase in costs.	-29	15	0	April 21
067	Cllr Carroll	Children's	Greater use of virtual technologies	Greater use of virtual technologies to reduce the number of face to face meetings attended outside of the Borough, making staff time more efficient and reducing travel costs. Develop and standardise the use of electronic secure documents and workflow to reduce paper based processes and handling.	Will require meetings facilities equipped to support in person and remote working on a reliable basis, as well as accepting virtual meetings post pandemic.	169	50	0	April 21
068	Cllr Carroll	Children's	Support for young person's transition to a sustainable adulthood.	Improvements to be made in provision to support the young person's transition to a sustainable adulthood, reducing the costs of education and care for some young people.	Will require development of local options and capital investment. Majority of revenue savings accrue to the Dedicated Schools Grant - High Needs block, but will reduce future demand for Adult services in the mid-long term.	489	15	0	April 21
069	Cllr Carroll	Children's	Care Leavers Accommodation	Establish more local care leaver accommodation so that efficiencies can be made in placement costs.	Project to describe, find, equip and then recruit train and register the provision has many opportunities for delay. Experience in AfC suggests a year to come to market for a directly provided service. Assumes 4 care leavers can be accommodated at the lower rate - therefore one place saving overall. £400 pw = £20k.	985	20	0	April 21
070	Cllr Carroll	Children's	Implement schools Inclusion Advisor	Aim to drive development of better and cheaper Inclusion options, ensuring these critical skills are available to schools to drive effectiveness of High Needs spending through a defined post.	Funded from the appropriate budget, increases risk of further High Needs Block overspend in 2021/22 while services such as new resource units come on line.	111	90	0	April 21
071	Cllr Carroll	Children's	Therapy assessment service	Setup assessment service which will both simplify therapy offer with far fewer exceptions while driving up the use of effective, time limited interventions.	Requires the identification of skilled practitioners to undertake assessments of need in all cases. Commission either by employment or larger contract, a core set of therapy skills and keep a cash budget for critical others. This works in both social care and disability respite services. Finding workforce is challenging and there can be expensive oversight requirements and increased inspection footprint. Some young people will receive a different intervention as a result on improved assessment.	169	100	0	April 21
072	Cllr Carroll	Children's	Use external support for early years quality improvement needs	Signpost early years settings to the Nursery School Federation to secure support to improve the quality of their provision.	No capacity to support any setting that goes into crisis. 98% providers ranked Good or Outstanding by Ofsted (pre-pandemic).	160	60	0	April 21
073	Cllr Carroll	Children's	Continue to optimise costs of placements for children in our care.	Increased monitoring and tracking of the financial package of care alongside the social work team through a fortnightly "resource panel". Builds on 2020/21 success with the long-term approach in AfC business plan.	Should reduce Young people in placements which are not improving their life chances or are unduly expensive.	6,281	250	150	April 21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						<b>£000</b>	<b>£000</b>	<b>£000</b>	
074	Cllr Rayner	Resources	Library Stock fund	Reduction of Library book fund	Reduced ability to purchase the latest releases and volumes	288	20	0	April 21
075	Cllr Johnson	Place	Consultancy costs	Property consultancy budget no longer required	None - budget no longer required	110	70	0	April 21
076	Cllr Carroll	Children's	Improve business support processes	Develop current hub approach to allow multi-skilled staff deal with a range of services with a variable level of need.	Significant change programme for existing staff in order to standardise skills and contractual arrangements, potentially leading to some staff turnover.	475	45	0	April-21
077	Cllr Carroll	Children's	Account appropriately for financial support services.	Reduce finance team and have RBWM maintained schools pay contribution to Finance function provided to them.	Reduced capacity limits ability to undertake adhoc modelling and risk analysis tasks for services and schools.	475	55	0	April 21
<b>TOTALS</b>							<b>5,630</b>	<b>289</b>	

**BUDGET 2021/22****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 2021/22, which show the direct costs as set out in Annex B, together with the approved estimates for 2020/21 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.
- b) It be noted that on 17 December 2020, Cabinet approved the Council Tax Base 2021/22;
- i) For the whole Council area as 69,179.45 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992.
- ii) for dwellings in those parts of its area to which a Parish precept relates as in the list below.

	Band D Equivalents
Bisham	732.73
Bray	4,397.15
Cookham	2,962.35
Cox Green	3,058.44
Datchet	2,264.88
Eton	1,829.84
Horton	461.08
Hurley	1,005.84
Old Windsor	2,415.04
Shottesbrooke	73.49
Sunningdale	3,461.60
Sunninghill & Ascot	6,550.44
Waltham St. Lawrence	680.30
White Waltham	1,282.56
Wraysbury	2,142.53
	<hr/>
	33,318.27
Unparished Areas	
Maidenhead	22,118.19
Windsor	13,742.99
	<hr/>
	69,179.45

*(Explanatory Note: These figures are the tax bases for each parished and unparished area of the Council)*

- c) Calculate that the Council Tax requirement for the Council's own purposes for 2021/22 (excluding Parish Precepts and Special Expenses) is £78,254,306.
- d) That the following amounts be calculated for the year 2021/22 in accordance with Sections 31 to 36 of the Act:
- i) £107,380,306
- 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) £26,255,000

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 non-specific grants, and Business Rate income due to the Council from the Government, together with any surplus on the Council's Collection Fund.)*

- iii) £81,125,306  
 being the amount by which the aggregate at (d) (i) above exceeds the aggregate at (d) (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) £1,172.68  
 being the amount at (d) (iii) above (Item R), all divided by Item T ((b) (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) £2,871,000  
 being the aggregate amount of all special items (Parish Precepts and Special Expenses) referred to in Section 34(1) of the Act (as per Annex G3).  
*(Explanatory Note: This figure is the aggregate of Parish Precepts and Special Expenses.)*
- vi) £1,131.17  
 being the amount at (d) (iv) above less the result given by dividing the amount at (d) (v) above by Item T (b) (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 including Adult Social Care Precept, 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 Annex G2.
- 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 Annex G2 as the amounts of Council Tax for 2021/22 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 2021/22 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

# COUNCIL TAX BY PARISH

The following table shows the 2021/22 Council Tax for each Parish:-

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (excl. ASC precept) (b)								
Total (incl. Fire & Police and ASC precept) (c)								
<b>Royal Borough of Windsor &amp; Maidenhead</b>	<b>668.93</b>	<b>780.41</b>	<b>891.91</b>	<b>1,003.39</b>	<b>1,226.37</b>	<b>1,449.34</b>	<b>1,672.32</b>	<b>2,006.78</b>
Adult Social Care precept	85.19	99.38	113.58	127.78	156.18	184.57	212.97	255.56
Police and Crime Commissioner for Thames Valley	154.19	179.88	205.58	231.28	282.68	334.07	385.47	462.56
Royal Berkshire Fire Authority	45.97	53.63	61.29	68.95	84.27	99.60	114.92	137.90
<b>Parishes</b>								
Bisham (a)	31.35	36.58	41.80	47.03	57.48	67.93	78.38	94.05
(b)	700.28	816.99	933.71	1,050.42	1,283.85	1,517.27	1,750.70	2,100.83
(c)	985.63	1,149.88	1,314.16	1,478.43	1,806.98	2,135.51	2,464.06	2,956.85
Bray (a)	28.58	33.34	38.10	42.87	52.39	61.92	71.45	85.74
(b)	697.51	813.75	930.01	1,046.26	1,278.76	1,511.26	1,743.77	2,092.52
(c)	982.86	1,146.64	1,310.46	1,474.27	1,801.89	2,129.50	2,457.13	2,948.54
Cookham (a)	28.74	33.53	38.32	43.10	52.68	62.26	71.84	86.21
(b)	697.67	813.94	930.23	1,046.49	1,279.05	1,511.60	1,744.16	2,092.99
(c)	983.02	1,146.83	1,310.68	1,474.50	1,802.18	2,129.84	2,457.52	2,949.01
Cox Green (a)	34.01	39.68	45.34	51.01	62.35	73.68	85.02	102.02
(b)	702.94	820.09	937.25	1,054.40	1,288.72	1,523.02	1,757.34	2,108.80
(c)	988.29	1,152.98	1,317.70	1,482.41	1,811.85	2,141.26	2,470.70	2,964.82
Datchet (a)	42.47	49.54	56.62	63.70	77.86	92.01	106.17	127.40
(b)	711.40	829.95	948.53	1,067.09	1,304.23	1,541.35	1,778.49	2,134.18
(c)	996.75	1,162.84	1,328.98	1,495.10	1,827.36	2,159.59	2,491.85	2,990.20
Eton (a)	42.56	49.65	56.75	63.84	78.03	92.22	106.40	127.68
(b)	711.49	830.06	948.66	1,067.23	1,304.40	1,541.56	1,778.72	2,134.46
(c)	996.84	1,162.95	1,329.11	1,495.24	1,827.53	2,159.80	2,492.08	2,990.48
Horton (a)	61.11	71.30	81.48	91.67	112.04	132.40	152.78	183.33
(b)	730.04	851.71	973.39	1,095.06	1,338.41	1,581.74	1,825.10	2,190.11
(c)	1,015.39	1,184.60	1,353.84	1,523.07	1,861.54	2,199.98	2,538.46	3,046.13
Hurley (a)	21.87	25.52	29.16	32.81	40.10	47.39	54.68	65.62
(b)	690.80	805.93	921.07	1,036.20	1,266.47	1,496.73	1,727.00	2,072.40
(c)	976.15	1,138.82	1,301.52	1,464.21	1,789.60	2,114.97	2,440.36	2,928.42
Old Windsor (a)	45.50	53.09	60.67	68.26	83.42	98.59	113.76	136.51
(b)	714.43	833.50	952.58	1,071.65	1,309.79	1,547.93	1,786.08	2,143.29
(c)	999.78	1,166.39	1,333.03	1,499.66	1,832.92	2,166.17	2,499.44	2,999.31



# COUNCIL TAX BY PARISH

Appendix 1, Annex G2 Council Tax by Parish

		A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>		£	£	£	£	£	£	£	£
Parish Only (a)									
Parish and RBWM (excl. ASC precept) (b)									
Total (incl. Fire & Police and ASC precept) (c)									
Shottesbrooke (a)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
(b)	668.93	780.41	891.91	1,003.39	1,226.37	1,449.34	1,672.32	2,006.78	
(c)	954.28	1,113.30	1,272.36	1,431.40	1,749.50	2,067.58	2,385.68	2,862.80	
Sunningdale (a)	37.42	43.66	49.89	56.13	68.60	81.08	93.55	112.26	
(b)	706.35	824.07	941.80	1,059.52	1,294.97	1,530.42	1,765.87	2,119.04	
(c)	991.70	1,156.96	1,322.25	1,487.53	1,818.10	2,148.66	2,479.23	2,975.06	
Sunninghill & Ascot (a)	20.67	24.11	27.56	31.00	37.89	44.78	51.67	62.00	
(b)	689.60	804.52	919.47	1,034.39	1,264.26	1,494.12	1,723.99	2,068.78	
(c)	974.95	1,137.41	1,299.92	1,462.40	1,787.39	2,112.36	2,437.35	2,924.80	
Waltham St. Lawrence (a)	24.01	28.01	32.01	36.01	44.02	52.02	60.02	72.03	
(b)	692.94	808.42	923.92	1,039.40	1,270.39	1,501.36	1,732.34	2,078.81	
(c)	978.29	1,141.31	1,304.37	1,467.41	1,793.52	2,119.60	2,445.70	2,934.83	
White Waltham (a)	66.84	77.98	89.12	100.26	122.54	144.82	167.10	200.51	
(b)	735.77	858.39	981.03	1,103.65	1,348.91	1,594.16	1,839.42	2,207.29	
(c)	1,021.12	1,191.28	1,361.48	1,531.66	1,872.04	2,212.40	2,552.78	3,063.31	
Wraysbury (a)	30.18	35.21	40.24	45.27	55.33	65.39	75.46	90.55	
(b)	699.11	815.62	932.15	1,048.66	1,281.70	1,514.73	1,747.78	2,097.33	
(c)	984.46	1,148.51	1,312.60	1,476.67	1,804.83	2,132.97	2,461.14	2,953.35	
Unparished Areas (a)	22.60	26.37	30.13	33.90	41.43	48.97	56.50	67.80	
(b)	691.53	806.78	922.04	1,037.29	1,267.80	1,498.31	1,728.82	2,074.58	
(c)	976.88	1,139.67	1,302.49	1,465.30	1,790.93	2,116.55	2,442.18	2,930.60	

Parish Precepts compared to last year.

Parish	2020/21			2021/22			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
<b>Bisham</b>	740.12	31,139	42.07	732.73	34,458	47.03	11.8%
<b>Bray</b>	4,400.09	171,460	38.97	4,397.15	188,495	42.87	10.0%
<b>Cookham</b>	2,961.79	123,973	41.86	2,962.35	127,692	43.10	3.0%
<b>Cox Green</b>	3,047.57	150,341	49.33	3,058.44	156,014	51.01	3.4%
<b>Datchet</b>	2,242.14	142,818	63.70	2,264.88	144,272	63.70	0.0%
<b>Eton</b>	1,819.55	94,647	52.02	1,829.84	116,820	63.84	22.7%
<b>Horton</b>	461.73	33,556	72.67	461.08	42,265	91.67	26.1%
<b>Hurley</b>	1,006.31	38,351	38.11	1,005.84	33,000	32.81	-13.9%
<b>Old Windsor</b>	2,403.26	160,500	66.78	2,415.04	164,839	68.26	2.2%
<b>Shottesbrooke</b>	80.97	0.00	0.00	73.49	0.00	0.00	0.0%
<b>Sunningdale</b>	3,465.80	192,379	55.51	3,461.60	194,303	56.13	1.1%
<b>Sunninghill &amp; Ascot</b>	6,506.19	201,690	31.00	6,550.44	203,062	31.00	0.0%
<b>Waltham St. Lawrence</b>	679.24	24,500	36.07	680.30	24,500	36.01	-0.2%
<b>White Waltham</b>	1,270.21	126,687	99.74	1,282.56	128,586	100.26	0.5%
<b>Wraysbury</b>	2,138.78	84,800	39.65	2,142.53	97,000	45.27	14.2%
<b>Unparished Areas</b>	35,467.21	1,216,965	34.31	35,861.18	1,215,694	33.90	-1.2%
<b>TOTAL/AVERAGE PARISH</b>	<b>68,690.96</b>	<b>105,123</b>	<b>47.61</b>	<b>69,179.45</b>	<b>110,354</b>	<b>51.53</b>	<b>8.2%</b>

48.50

RBWM and Major Preceptors compared to last year.

	2020/21	2021/22	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
Royal Borough of Windsor & Maidenhead (incl. Adult Social Care precept and Special expenses)	1,111.72	1,165.07	4.8%
Police and Crime Commissioner for Thames Valley	216.28	231.28	6.9%
Royal Berkshire Fire Authority	67.60	68.95	2.0%
<b>SUB-TOTAL</b>	<b>1,395.60</b>	<b>1,465.30</b>	<b>5.0%</b>
Parish (average)	47.61	51.53	8.2%
<b>TOTAL</b>	<b>1,443.21</b>	<b>1,516.83</b>	<b>5.1%</b>

RBFERS draft figure @ 26/01

## Appendix 1, Annex H – Allocation of the Dedicated Schools Grant 2021-22

- 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 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 2021-22 are detailed by the Education and Skills Funding agency (ESFA) “Schools operational guide 2021 to 2022” published December 2020, the “High needs funding 2021 to 2022 operational guide” published September 2020 and the “Early Years operational guide 2021 to 2022 operational guide” published December 2020.
- 1.5 From 2019-20 onwards, EFSA require a deficit recovery plan from any LA that has accumulative DSG deficit as at 31 March each year, the requirement is to demonstrate 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](#)<sup>1</sup>.
- 2.1 The latest DSG allocations for 2021-22 were published by the Government on 17th December 2020. Table 1 provides a summary.

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<sup>1</sup> <https://rbwm.moderngov.co.uk/ieListMeetings.aspx?CId=241&Year=0>

## Appendix 1, Annex H Dedicated Schools Grant

**Table 1: DSG Allocations by Block.**

Dedicated Schools Grant	2021-22 Provisional Settlement Autumn 2020	2021-22 17 Dec 2020 Grant Notification	2020-21 Final Settlement	Change in Funding Between Years
DSG Block Funding allocations:	£'000s	£'000s	£'000s	£'000s
High Needs Block	24,052	24,186	22,157	2,029
Indicative Early Years Block	9,697	9,024	9,163	(139)
Central School Services Block	1,008	1,097	1,073	24
Schools Block –Growth Fund	954	680	954	(274)
Schools Block – Delegated Formula funding (Gross)	97,947	98,931	90,808	8,123
<b>Gross Grant</b>	<b>133,658</b>	<b>133,918</b>	<b>124,155</b>	<b>9,763</b>
High Needs – Direct Funding Estimate	(3,145)	(2,394)	(2,263)	(131)
Schools Block – Academy School Recoupment	(61,629)	(62,098)	(56,899)	(5,199)
<b>Net LA Grant Estimate</b>	<b>68,884</b>	<b>69,426</b>	<b>64,993</b>	<b>4,433</b>

- 2.2 The council budget for 2021-22 reflects a DSG estimate per block based on the autumn 2020 provisional DSG allocations received by local authorities. The update funding will be reflected in the council budget working estimates in April 2021.
- 2.3 The allocations for the gross Schools and central block grant 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 for the 2021-22 budget book and this is reflected in the provisional settlement column on the table above. The Direct funding figure in the December notification is to be increased in year by the ESFA to reflect agreed place changes at Free schools and FE colleges, this will reduce final net grant figure due to RBWM for 2021-22. The local authority will receive a revised in year estimate for the Early years block and this will not be finalised until July 2022, to reflect the revised allocation based on the January 2021 early years providers Census data.
- 2.4 Updated block allocations are reported to the Schools Forum at the Termly meetings, along with the latest budget monitoring forecasts.
- 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 2020-21.

**Table 2 DSG General & Earmarked Accumulative Reserves.**

<b>Year End DSG Reserves</b>	<b>£'000s</b>	<b>Surplus / Deficit</b>
2015-16	737	Surplus
2016-17	(398)	Deficit
2017-18	(980)	Deficit
2018-19	(783)	Deficit
2019-20	(1,025)	Deficit
2020-21 Forecast as at January 2021.	(1,413)	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 part of the high needs block overspend and reduce the accumulative deficit on the DSG.
- 3.4 In 2017-18 block transfer was agreed by the Schools forum allowing 0.5% (£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 general reserves at year end totalled 1.1% of the overall DSG funding, however with the inclusion of the DSG earmarked reserves this brings this down to around 0.7%.

## Appendix 1, Annex I – Equality Impact Assessment: Latest for Revenue Budget 2021/22

## ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

ESSENTIAL INFORMATION										
<b>Item being assessed</b> (Please tick):	Strategy		Policy		Plan		Project		Service/Procedure	x
<b>Responsible Officer:</b>	Adele Taylor				<b>Service:</b>	Finance				
					<b>Directorate:</b>	Resources Directorate				
STAGE 1: EqIA SCREENING (MANDATORY)					STAGE 2: FULL ASSESSMENT (IF APPLICABLE)					
<b>Date created:</b>	12 <sup>th</sup> February 2021				<b>Date created:</b>	12 <sup>th</sup> February 2021				
<b>Approved by Head of Service / Overseeing group/body / Project Sponsor:</b>	<i>"I am satisfied that an equality impact has been undertaken adequately."</i>									
	<b>Signed:</b>	Adele Taylor								
	<b>Date:</b>	12 <sup>th</sup> February 2021								

## GUIDANCE NOTES

### What is an EqIA and why do we need to do it?

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

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

EqIAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

### What are the “protected characteristics” under the law?

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



### What's the process for conducting an EqIA?

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

### Openness and transparency

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

### Enforcement

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

**STAGE 1: SCREENING (MANDATORY)****1.1 What is the overall aim of your proposed *strategy/policy/project etc* and what are its key objectives?**

The report to Council on the 23<sup>rd</sup> February 2021 sets out the Council's proposed budget for 2021/22. The 2021/22 budget is £105.725m including use of earmarked reserves of £3.170m. Within this figure are proposed growth in service budgets of £4.019m including a pay award of £0.895m and proposed savings opportunities of £7.765m. Covid-19 pressures of £9.251m are also projected, these are partly offset by anticipated government funding of £5.583m. Individual Equality Impact Assessments can be found on the Council's website<sup>1</sup>.

This Equality Impact Assessment summarises the cumulative impact on people with differing characteristics of the overall savings proposals. There are some savings that have Stage 2 full assessments.

**1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics?**

*Consider each of the protected characteristics in turn and identify whether your proposal is **Relevant** or **Not Relevant** to that characteristic. If **Relevant**, please assess the level of impact as either **High / Medium / Low** and whether the impact is **Positive** (i.e. contributes to promoting equality or improving relations within an equality group) or **Negative** (i.e. could disadvantage them). Please **document your evidence** for each assessment you make, **including** a justification of why you may have identified the proposal as "Not Relevant".*

Protected characteristic	Relevance	Level	Positive / Negative	Evidence
Age	Relevant	Medium	Negative	Older People  Some older people will find these budget proposals together represent a medium impact through the closure of day centres, review of supported living packages, cessation of some travel routes to day centres, maximization of income from resident care contributions, remodeling of the community safety function, cessation of the SMILE programme, less opening at libraries, stopping moving of the container library and the changes to waste collection

<sup>1</sup> <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">157</p>				<p>services. They will be inconvenienced by the increased cost of green waste collection subscriptions, changes to parking charges and reduced grants to the Arts. Digitalising the Advantage Card may impact older people due to reduced access to the scheme.</p> <p>However, Telecare and Technology based solutions can enable people to maintain/regain a level of control over their environment without the intrusion of care staff. Furthermore, proposed transformation of the day care opportunities aim to increase people’s choice and control through offering a greater range of options. Community-based services can have a positive impact on social inclusion.</p> <p>Younger People</p> <p>Some young people will be impacted by the change to parking charges, changes to the sports development service, remodeling of the community safety service, reduced library hours and reduced grants to the Arts. Reducing the Health Visiting Service could negatively impact some children under 5.</p>
<p><b>Disability</b></p>	<p>Relevant</p>	<p>Low</p>	<p>Negative</p>	<p>Some people living with a disability will find these budget proposals together represent a medium impact through the reviewing of care, supported living and homecare packages, potential loss of services and less opening at libraries.</p> <p>Children with development delay or special educational needs may not be identified in a timely manner meaning treatment could be delayed to their detriment.</p>

<b>Gender reassignment</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
<b>Marriage and civil partnership</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
<b>Pregnancy and maternity</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
158	<b>Race</b>	Relevant	Low	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
	<b>Religion or belief</b>	Relevant	Low	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.  According to Statutory guidance, provision is made within the Home to School transport policy for low income families: whose children are aged 11 to 16; are attending their nearest school preferred on grounds of religion or belief; and live between 2 and 15 miles from the school by the shortest road route.
	<b>Sex</b>	Relevant	Low	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.

<b>Sexual orientation</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
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**OUTCOMES, ACTION & PUBLIC REPORTING**

Screening Assessment Outcome	Yes / No / Not at this Stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
159 Was a significant level of negative impact identified?	Yes	<b>Saving 002 To stop moving the container library</b> Mitigations to include: <ul style="list-style-type: none"> <li>• Regular Mobile Library stop at each location.</li> <li>• Inclusions officer to prioritise schools in the identified villages.</li> <li>• Home Library Service publicised in the villages.</li> <li>• Digital offer extended to loans of digital devices plus digital support.</li> </ul>	Angela Huisman, Library and Resident Contact Lead	Immediate impact
		<b>Saving 003 To reduce Library opening hours</b> Mitigations to include: <ul style="list-style-type: none"> <li>• Redesign Mobile Library routes</li> </ul>	Angela Huisman, Library and Resident Contact Lead	Immediate impact

		<ul style="list-style-type: none"> <li>• Increase the Volunteer Home Library Service</li> <li>• Develop the Schools RDS offer and Reading Development Inclusions work further.</li> <li>• Expand the digital offer.</li> </ul> <p><b>Saving 045 Digitalise Advantage Cards</b></p> <ul style="list-style-type: none"> <li>• Work with alternative providers to look at how the scheme could be repurposed</li> </ul> <p><b>Saving 053 Health Visiting Service</b></p> <ul style="list-style-type: none"> <li>• The 5 mandated contacts will be maintained (Ante-Natal, New Birth, 6 wks, 1 yr + 2 yrs) and if these children and families need further services, this will be put in place (progressive universalism) either from the Health Visiting Service or the wider Family Hub Service</li> <li>• Providing services to families who are living with a disability is a</li> </ul>	<p>Louisa Dean, Communications and Marketing</p> <p>Rachael Park-Davis</p>	<p>Immediate impact</p> <p>Immediate impact</p>
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161		<p>priority in the newly formed Family Hub Service. This service will provide a range of early help support to families and will target and prioritise vulnerable groups.</p> <p><b>Saving 065 Home to School Transport Service</b></p> <ul style="list-style-type: none"> <li>• Heavily subsidise routes used by students</li> </ul>	Lynne Penn	Immediate impact
<p><b>Does the strategy, policy, plan etc require amendment to have a positive impact?</b></p>	No	Continued review as the proposals are developed and implemented	Corporate Leadership Team	
<p>If you answered <b>yes</b> to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).</p>				

**All completed EqIA Screenings are required to be publicly available on the council’s website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.**

**STAGE 2: FULL ASSESSMENT****2.1 SCOPE & DEFINE****2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? List the groups who the work is targeting/aimed at.**

The Council Tax payer

The reduction in library opening hours is part of an overall Library Transformation Strategy which commits to diversifying the library offer in order to maintain a sustainable and resilient library service that continues to meet the needs of Royal Borough residents. The strategic priorities of this strategy are to:

- Facilitate opportunities for young citizens to make a positive contribution to society
- Empower citizens to be healthy, skilled and independent
- Help shape vibrant, strong and resilient communities
- Assist economic recovery and aspiration, fulfil potential
- Well-managed resources delivering value for the community by the community
- Access to trusted information without a commercial or partisan bias

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

A full public consultation will take place

All partners will be consulted (Parish Councils, schools, Community groups, library volunteers, funding partners and other organisations)

Elected Members and senior officers

Library Service staff

Residents, library users, partners, elected members, senior officers.

Expertise and evidence from sector support organisations, DCMS, library professionals and staff have guided the development of the strategy.

**2.2 INFORMATION GATHERING/EVIDENCE****2.2.1 What secondary data have you used in this assessment? Common sources of secondary data include: censuses, organisational records.**

Comparative statistics, CIPFA, RBWM Transformation Strategy, Asset Strategy, Maidenhead Vision Charter and Libraries Ambition, expertise and evidence from sector support organisations, DCMS, library professionals and staff views.

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

Library consultation results  
Usage data  
Local knowledge  
Meetings with partners such as Parish Councils (not yet taken place)

Equality Duty Statement	Protected Characteristic	Advancing the Equality Duty		Negative impact		Explanation & Mitigations
		Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic
163 Eliminate discrimination, harassment, victimisation	Age	No		Yes		<b>Saving 065</b> Removal of discretionary travel awards Mitigations include subsidised routes for students
	Disability	No		YesNo		<b>Saving 065</b> Removal of discretionary travel awards Mitigations include subsidised routes for students <b>Saving 053</b> Children and parents with a disability are a priority within the wider Family Hub Service. This service will provide a range of early help support to families and will target and prioritise vulnerable groups.
	Gender reassignment	No		Yes		<b>Saving 065</b> Removal of discretionary travel awards Mitigations include subsidised routes for students

	Marriage and civil partnership	No		No		
	Pregnancy and maternity	No		No		<b>Saving 053</b> Linking with the local Midwifery Service, women in need of targeted antenatal services will still receive this service. Offering the contact virtually has been well received in lockdown and therefore could continue in this manner.
	Race	No		No		<b>Saving 053</b> The new Family Hub Service will provide a range of early help support to families and will target and prioritise vulnerable groups.
	Religion or belief	No		No		
	Sex	No		No		
	Sexual orientation	No		No		
164 Advance equality of opportunity	Age	No		Yes	High	<b>Saving 002 and 003 Stop moving the container library</b> Mitigations to include: <ul style="list-style-type: none"> <li>• Regular Mobile Library stop at each location. Inclusions officer to prioritise schools in the identified villages.</li> <li>• Re-route Mobile Library Routes</li> </ul>
				Yes	Low	<b>Saving 065</b> Removal of discretionary travel awards Mitigations include subsidised routes for students
	Disability	No		Yes	High	<b>Saving 002 and 003 Stop moving the container library -</b> Mitigations to include:



165				Yes	Low	<ul style="list-style-type: none"> <li>• Regular Mobile Library stop at each location.</li> <li>• Home Library Service publicised in the villages.</li> <li>• Digital offer extended to loans of digital devices plus digital support.</li> <li>• Re-route Mobile Library Routes</li> </ul> <p><b>Saving 065</b> Removal of discretionary travel awards</p> <ul style="list-style-type: none"> <li>• Mitigations include subsidised routes for students</li> </ul>
	Gender reassignment	No		No		
	Marriage and civil partnership	No		No		
	Pregnancy and maternity	No		No		<p><b>Saving 002 and 003 Stop moving the container library –</b></p> <p>Mitigations to include:</p> <ul style="list-style-type: none"> <li>• Regular Mobile Library stop at each location.</li> <li>• Home Library Service publicised in the villages.</li> <li>• Digital offer extended to loans of digital devices plus digital support.</li> <li>• Re-route Mobile Library Routes.</li> </ul>
	Race	No		No		
	Religion or belief	No		No		
	Sex	No		No		

	Sexual orientation	No		No		
Foster good relations	Age	No		No		
	Disability	No		No		
	Gender reassignment	No		No		
	Marriage and civil partnership	No		No		
	Pregnancy and maternity	No		No		
	Race	No		No		
	Religion or belief	No		No		
	Sex	No		No		
	Sexual orientation	No		No		

**2.4** Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts?

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

Yes

## Annex J - Minimum Reserve / Contingency Calculation Methodology

### **Annex J – Methodology Used to Assess Minimum Levels of Reserves and Contingency Budget**

- 1.1. To set a minimum level of reserves for the Council the strategic risk register of the Council is the key document in making my judgments as S151 Officer.
- 1.2. It should be noted that the minimum level of reserves is just that, it is the minimum level of reserves that should be held and differs from the target level of reserves which will always be higher. A higher target level of reserves ensures stronger financial resilience of the Council and its ability to withstand financial shocks.
- 1.3. The key factors I have taken into account are:
- The inherent financial exposure should a risk materialise
  - The assessed likelihood of that event occurring
  - A confidence weighting around the likelihood of occurrence
  - Whether there is other financial mitigation already included within the budget e.g. within the revenue contingency sum within the budget
- 1.4. When reviewing the risk register the following areas have been identified and an annual amount is shown in the table. In recognition that corrective action may take up to 18 months to take effect, then 1.5 times the annual amount is recommended as the minimum level of reserves that the authority should hold.

<b>Strategic risk area</b>	<b>Potential risk areas</b>	<b>Annual Amount set aside in general reserve</b>
Financial Management	<ul style="list-style-type: none"> <li>• Sundry debt losses</li> <li>• Pension fund deficit</li> </ul>	£120,000
Demographic and social factors	<ul style="list-style-type: none"> <li>• Pooled budget financial failures</li> <li>• Events impacting residents including natural disasters</li> <li>• Regeneration delays</li> <li>• Statutory service improvement interventions</li> <li>• Response to national security issues</li> </ul>	£495,000
Information Technology and Data Management	<ul style="list-style-type: none"> <li>• Data storage and infrastructure failure response</li> <li>• Data breach and data security issues</li> </ul>	£148,000
Assets and Infrastructure	<ul style="list-style-type: none"> <li>• Failures in relation to statutory and legislative responsibilities in relation to asset management including school assets</li> </ul>	£61,000
Outsourced and partnership arrangements	<ul style="list-style-type: none"> <li>• Includes potential failures with major contractors as well as Optalis and AfC</li> </ul>	£2,940,000
Legal	<ul style="list-style-type: none"> <li>• Legislative failures including serious harm for vulnerable clients and residents</li> </ul>	£168,000

## Annex J - Minimum Reserve / Contingency Calculation Methodology

Financial risks	<ul style="list-style-type: none"> <li>• Funding failures</li> <li>• Changes in assumptions around interest and borrowing rates</li> <li>• Unexpected inflationary increases</li> </ul>	£517,000
ANNUAL TOTAL		£4,449,000
<b>18 MONTH AND MINIMUM RESERVE LEVEL (To nearest £100k)</b>		<b>£6,700,000</b>

1.5. When reviewing the general reserves I considered the sums set aside within the ongoing contingency budget of £2.812m. This has been set aside to cover the following areas which are also identified within the strategic risk register but are more likely to have an immediate pressure that would need management within the financial year.

- Demographic pressures within Social Care over and above specifically identified growth within the revenue budget;
- Contingency sum in relation to risk of non-delivery of savings and lower recovery of income;
- Potential contract inflation amount in regards to Social Care services.

## APPENDIX 2 – 2021/22 FEES AND CHARGES

### 1. INTRODUCTION

- 1.1 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.
- 1.2 Some charges are statutory, such as planning fees which are set nationally. Other charges are discretionary, and the Council can choose to set the level.
- 1.3 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.
- 1.4 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.
- 1.5 Charges are generally increased by estimated inflation, 1.6% has been used for 2021/22.
- 1.6 This appendix sets out the Council's proposed fees and charges for 2021/22 which are detailed in **Annex A**.

### 2. FINANCIAL DETAILS / VALUE FOR MONEY

- 2.1 The Council's proposed fees and charges income for 2021/22 is as follows:

**Table 2: Fees and charges income for 2021/22**

Service	Budget 2020/21	Change **	Projected Covid-19 effect	Budget 2021/22	Average increase in Fee charges
	£'000	£'000	£'000	£'000	%
Parking	10,244	(340)	(3,070)	<b>6,834</b>	9.1
Planning & Development	1,473	25	0	<b>1,498</b>	1.6
New Roads and Street Works Inspections / Permits	720	112	(100)	<b>732</b>	1.6
Green Waste Subscribed Collection Service	840	64	0	<b>904</b>	2.0
Marriage and Civil Partnership Ceremonies	402	(55)	(200)	<b>147</b>	1.5
Cemeteries and Churchyards	321	5	0	<b>326</b>	1.6
Highway Licences	292	5	(100)	<b>197</b>	1.6
Local Land Charges	253	4	0	<b>257</b>	1.6
Temporary Traffic Regulation Orders	154	2	0	<b>156</b>	1.6
Guildhall	120	2	(72)	<b>50</b>	1.7

\*\* Note change includes growth and savings budget revisions that may relate to volumes as well as inflationary increases. The reduction in car parking income includes a reduction in capacity relating to the regeneration of Maidenhead Town Centre.

**3. LEGAL IMPLICATIONS**

- 3.1 Local authorities have a variety of powers to charge for specific statutory services set out in statute.
- 3.2 The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services.
- 3.3 The Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services.
- 3.4 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.

**4. RISK MANAGEMENT**

- 4.1 In proposing the fees and charges for 2021/22 the impact of increases adversely affecting demand have been assessed. This risk will be monitored through the budget monitoring process.

**5. POTENTIAL IMPACTS**

- 5.1 The impacts of significant changes in income have been reported in **Appendix 1 – Revenue Budget** and its annexes.

**6. CONSULTATION**

- 6.1 With appropriate Overview and Scrutiny Panels.

**7. TIMETABLE FOR IMPLEMENTATION**

- 7.1 The revised fees and charges will be implemented from 1 April 2021.

**8. ANNEXES**

- 8.1 Annex A – Fees and Charges Schedule.

**9. BACKGROUND DOCUMENTS**

- 9.1 None.

**FEES AND CHARGES 2021/22**

<b>Children Directorate</b>	<b>2021/22 £</b>	<b>2020/21 £</b>	<b>% Increase</b>
<b>HOME TO SCHOOL TRANSPORT</b>			
Charges take effect from the beginning of each academic year in September.			
<b>Pupils not entitled to free transport</b>			
Residents not entitled to free transport (mainstream and SEN)	651.00	639.00	1.9%
Eton Wick residents not entitled to free transport	351.00	336.00	4.5%
Non-resident fare payers	938.00	893.00	5.0%
Commercial bus routes - contact the relevant operator to purchase passes			
Replacement travel pass	24.00	23.00	4.3%

**FEES AND CHARGES 2021/22**

**Children Directorate**

Unit Cost

2021/22  
£

2020/21  
£

%  
Increase

**EARLY HELP AND SAFEGUARDING - TRANSFERRED TO AFC**

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.

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

102.00

100.00

2.0%

Flying High Play Scheme

Per day

25.00

25.00

0.0%



## Managing Director

	2021/22 £	2020/21 £	% Increase
<b>LOCAL LAND CHARGES</b>			
<b>Table Of Search Fees (Excluding VAT)</b>			
Standard Official Search (LLC1 and CON29R)	128.60	126.57	1.6%
Official Certificate of Search (Form LLC1 only)	41.82	41.16	1.6%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	86.77	85.41	1.6%
Additional Parcels of Land (each)	66.90	65.86	1.6%
CON 29O Optional Enquiries of Local Authorities questions (dealing with all questions)*	157.50	155.00	1.6%
CON 29O Enquiries-with the original search (dealing with individual questions)	43.90	43.22	1.6%
*Standalone CON29R and CON29O searches attract an additional fee (one per search)	3.14	3.09	1.6%
Repeat Searches (LLC1 and CON29R) within 3 months of original search	55.40	54.54	1.6%
Component Data for CON29R Questions	On request	On request	
<b>LEGAL FEES (Excluding VAT)</b>			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3,313.00	3,261.00	1.6%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	3,313.00	3,261.00	1.6%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Rectification of Community Register	1,161.00	1,143.00	1.6%
Legal Fees - Foreign pension attestation - No longer undertaken by council	-	-	

**FEES AND CHARGES 2021/22**

Managing Director	2021/22				2020/21				% Increase				
	£				£								
<b>DESBOROUGH SUITE</b>	Morning	Afternoon	Evening	All Day	Morning	Afternoon	Evening	All Day					
	8am-1pm	1pm-6.30pm	6.30pm-11.30pm	8am-11.30pm	8am-1pm	1pm-6.30pm	6.30pm-11.30pm	8am-11.30pm					
<b>COMMERCIAL RATES</b>													
Desborough Suite	1,220.00	1,220.00	1,632.00	2,966.00	1,201.00	1,201.00	1,606.00	2,919.00	1.6%	1.6%	1.6%	1.6%	
Auditorium	883.00	883.00	1,148.00	2,010.00	869.50	869.50	1,130.00	1,978.00	1.6%	1.6%	1.6%	1.6%	
Receptions / Dinner Dance	489.00	489.00	1,220.00	1,839.00	481.60	481.60	1,201.00	1,810.00	1.5%	1.5%	1.6%	1.6%	
Meeting Rooms (per hour/per room)	112.00	112.00	140.00	112.00	110.00	110.00	137.70	110.00	1.8%	1.8%	1.7%	1.8%	
Additional time per hour, or part of, after 11.30pm				460.00				452.80				1.6%	
<b>NON-COMMERCIAL RATES - WHOLE SUITE</b>													
(Dance Schools / Theatre Groups / Borough Based Registered Charities)													
174 Rehearsal / Set up (Mon-Fri)	84.00	84.00	146.00	242.00	82.40	82.40	144.10	237.70	1.9%	1.9%	1.3%	1.8%	
Rehearsal / Set up (Saturday)	118.00	118.00	185.00	258.00	115.90	115.90	182.30	254.00	1.8%	1.8%	1.5%	1.6%	
Rehearsal / Set up (Sunday)	118.00	118.00	202.00	348.00	115.90	115.90	198.80	343.00	1.8%	1.8%	1.6%	1.5%	
Performance / Function	186.00	186.00	253.00	574.00	183.20	183.20	249.00	564.90	1.5%	1.5%	1.6%	1.6%	
Additional time per hour, or part of, after 11.30pm				134.00				132.30				1.3%	
Kitchen Hire-Price on application													
Kitchen (Unavailable Mon-Fri 8am-4pm)													

FEES AND CHARGES 2021/22

Resources Directorate	2021/22	2021/22	2021/22	2021/22	2020/21	2020/21	% Increase	
	£	£	£	£	£	£		
<b>LIBRARY &amp; RESIDENT SERVICES</b>	Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar		
<b>General Searches</b>								
General Search in indexes in Office not exceeding 6 successive hours	18.00			18.00			0.0%	
<b>Certificates</b>	Statutory							
Issue of Certificate (Standard 14-day despatch) NEW	11.00			11.00			0.0%	
Issue of Certificate (Express 24-48 hours despatch) NEW	35.00			35.00			0.0%	
Multilingual Standard Form (MSF) NEW	11.00			11.00			0.0%	
Attestation of Foreign Pensions (Proof of Life)			21.00			20.00	5.0%	
<b>Marriages</b>								
Attending outside office to be given notice of marriage of house-bound or detained person	46.00			46.00			0.0%	
Entering a notice of marriage in a marriage notice book	35.00			35.00			0.0%	
Attending a Marriage at a registered building			84.00			84.00	0.0%	
Attending a Marriage at the Register Office	46.00			46.00			0.0%	
<b>Certification Of Worship And Registration For Marriage</b>								
Certification of a place of meeting for religious worship	28.00			28.00			0.0%	
Registration of a building for the solemnisation of marriages	120.00			120.00			0.0%	
Licensing an outside venue for weddings and civil partnerships	1,910.00			1,878.00			1.7%	
Additional rooms	580.00			569.00			1.9%	
<b>Marriage and Civil Partnership Ceremonies:</b>								
Mondays to Thursdays	560.00	547.00		547.00	531.00		2.4%	3.0%
Fridays and Saturdays until 5pm	620.00	607.00		607.00	589.00		2.1%	3.1%
Friday and Saturday after 5pm	685.00	673.00		673.00	653.00		1.8%	3.1%
Sundays and Bank Holidays until 5pm	685.00	673.00		673.00	653.00		1.8%	3.1%
Sundays and Bank Holidays after 5pm	720.00	711.00		711.00	690.00		1.3%	3.0%
<b>Maidenhead Ceremony Room</b>								
Monday to Thursday	265.00	258.00		258.00	250.00		2.7%	3.2%
Friday to Saturday	315.00	309.00		309.00	300.00		1.9%	3.0%
Saturday after 12	420.00	412.00		412.00	400.00		1.9%	3.0%
Sunday	500.00	494.00		494.00	480.00		1.2%	2.9%
Bank Holiday	620.00	608.00		608.00	590.00		2.0%	3.1%

**FEES AND CHARGES 2021/22**

Resources Directorate		2021/22	2021/22	2021/22	2021/22	2020/21	2020/21	% Increase
		£	£	£	£	£	£	
<b>LIBRARY &amp; RESIDENT SERVICES</b>		Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar	
<b>CITIZENSHIP CEREMONIES</b>								
Per Ceremony		80.00			80.00			0.0%
Private Citizenship Ceremonies - Register Office								
Mondays to Thursdays		167.00			165.00			1.2%
Fridays and Saturdays		314.00			309.00			1.6%
The ceremony room is not available for Sunday Bookings								
<b>Baby Naming And Reaffirmation (inclusive of VAT)</b>								
Register Office - Monday to Thursday		272.00			268.00			1.5%
Register Office - Friday and Saturday (up to 12pm)		314.00			309.00			1.6%
Register Office - Saturday (after 12pm)		403.00			397.00			1.5%
Register Office - Sunday		465.00			458.00			1.5%
Register Office - Bank Holidays		523.00			515.00			1.6%
176	Outside Venues - Monday to Thursday	382.00			376.00			1.6%
	Outside Venues - Friday and Saturday	502.00			494.00			1.6%
	Outside Venues - Sunday	576.00			567.00			1.6%
	Outside Venues - Bank Holidays	606.00			597.00			
Changing the name on a venue license		37.00			36.00			2.8%

FEEES AND CHARGES 2021/22

Resources Directorate		2021/22		2020/21		% Increase	% Increase
		£	£	£	£		
<b>LIBRARIES</b>							
OVERDUE RETURNS (PER LOAN PERIOD):							
		<u>Per Day</u>	<u>Max. per Item</u>	<u>Per Day</u>	<u>Max. per Item</u>		
Adult Books & Magazines		0.26	10.82	0.26	10.82	0.0%	0.0%
Children's/Teenage Books & Magazines		0.05	10.82	0.05	10.82	0.0%	0.0%
CDs/Tapes/Playaway Audio Books		0.26	10.82	0.26	10.82	0.0%	0.0%
DVDs / CD-ROMs/Video Games		0.60	10.82	0.60	10.82	0.0%	0.0%
<b>AUDIO / VISUAL LOAN CHARGES:</b>							
		<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>	<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>		
Adult - CDs	per item for 3 weeks	3.45	3.25	3.40	3.20	1.6%	1.6%
Adult - Tapes	per item for 3 weeks	2.15	2.00	2.10	1.90	2.4%	5.3%
DVDs	per item for 1 week						
	New released titles-first 8 weeks in stock	3.65	3.05	3.60	3.00	1.4%	1.6%
	Single Disc in stock for longer than 8 weeks	2.65	2.65	2.60	2.60	1.9%	1.9%
<b>RESERVATIONS:</b>							
Adult books & Magazines	Books from SELMS partnership libraries	3.00		3.00			
Inter-Library Loans	Standard Rate	11.00	9.00	10.00	8.00	10.0%	12.5%
Inter-Library Loans	Student Discount Rate (with ID)	2.00	2.00	2.00	2.00	0.0%	0.0%
Urgent and Specialists	Current full British Library charges will apply	Plus 8.00		Plus 7.50		6.7%	
		Admin Cost		Admin Cost			
		Plus 8.00		Plus 7.50		6.7%	
		Admin Cost		Admin Cost			
Music scores and play sets	Current full courier charges will apply						
<b>LIBRARY EVENTS:</b>							
	Children (minimum)	4.00	3.50	3.80	3.30	5.3%	6.1%
	Adults (minimum)	6.00	5.50	5.90	5.40	1.7%	1.9%
<b>LIBRARY SCHOOL OFFERS</b>							
RDS	100 books per year, unlimited exchange plus 1 RDS Session	350.00					
RDS	200 books per year, unlimited exchange plus 1 RDS Session	700.00		915.00		-23.5%	
RDS	400 books per year, unlimited exchange plus 1 RDS Session	1,200.00		1,580.00		-24.1%	
RDS	750 books per year, unlimited exchange plus 2 RDS Sessions	2,100.00		2,665.00		-21.2%	
RDS	950 books per year, unlimited exchange plus 2 RDS Sessions	2,500.00		3,200.00		-21.9%	
	Topic boxes per term	70.00					
	Additional Sessions each	100.00					

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**FEES AND CHARGES 2021/22**

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Resources Directorate		2021/22		2020/21		% Increase	% Increase
		£	£	£	£		
<b>REFERENCE LIBRARY SERVICES:</b>							
Printing from Electronic Information sources - per A4 sheet							
	Black and White	0.25	0.25	0.25	0.25	1.6%	1.6%
	Colour	0.50	0.50	0.50	0.50	0.0%	0.0%
Copying of photographs - per print	Scan and laser print			7.70	6.70	-100.0%	-100.0%
	Photographic print			32.90	30.90	-100.0%	-100.0%
Research	Per 15 minutes (or part) (first 30 mins free)	12.00	10.00	10.30	8.20	16.5%	22.0%
<b>PHOTOCOPYING:</b>							
Per A4 copy	Black and White	0.25	0.25	0.25	0.25	1.6%	1.6%
Per A3 copy	" " "	0.50	0.50	0.50	0.50	0.0%	0.0%
Per A4 copy	Colour	0.50	0.50	0.50	0.50	0.0%	0.0%
Per A3 copy	Colour	1.00	1.00	1.00	1.00	0.0%	0.0%
<b>FAX:</b>							
Sending in UK	1st sheet	2.00	1.50	1.60	1.40	25.0%	7.1%
	Each subsequent sheet	1.00	0.75	0.80	0.70	25.0%	7.1%
Sending to European Countries	1st sheet	3.50	2.75	3.10	2.70	12.9%	1.9%
	Each subsequent sheet	2.00	2.10	1.70	1.60	17.6%	31.3%
Sending to rest of world	1st sheet	5.20	5.00	5.10	4.60	2.0%	8.7%
	Each subsequent sheet	3.00	2.75	2.90	2.60	3.4%	5.8%
Receiving - per message		2.00	1.60	1.80	1.50	11.1%	6.7%
Printing from Microform & Microfilm	Per A4 copy	0.50	0.50	0.50	0.50	0.0%	0.0%
	Handling P&P (minimum)	2.15	2.15	2.10	2.10	2.4%	2.4%
	Printing from customer's microform	0.50	0.50	0.50	0.50	0.0%	0.0%

**FEES AND CHARGES 2021/22**

<b>Resources Directorate</b>		<b>2021/22</b>		<b>2020/21</b>		<b>% Increase</b>	<b>% Increase</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>		
<b>LOST AND DAMAGED ITEMS:</b>							
Out of print adult books		Fee provided on request		15.40	15.40		
Out of print children's books		Fee provided on request		7.70	7.70		
Damaged Books & Magazines -per volume / issue							
Damage to new items	Full replacement cost						
One or more pages damaged to	Full replacement cost						
Water damage / Chewed books	Full replacement cost						
Scribbling all over book, underlin	Full replacement cost						
<b>LOST AND DAMAGED ITEMS:</b>							
Audio Visual Items - Tapes	Full replacement cost						
Audio Visual Items - CDs	Full replacement cost						
Replacement membership card		2.65	2.65	2.60	2.60	1.9%	1.9%
<b>ROOM &amp; EXHIBITION HIRE (All Libraries):</b>							
Commercial Organisations-per hour		42.00		41.20		1.9%	
Commercial Organisations-per 1/2 day		94.00		92.60		1.5%	
Commercial Organisations-per day		157.00		154.40		1.7%	
Non-Commercial Organisations (charged services) per hour		28.25		27.80		1.6%	
Non-Commercial Organisations (charged services) per 1/2day		57.00		55.60		2.5%	
Non-Commercial Organisations (charged services) per day		87.00		85.40		1.9%	
Other Borough Based Community Groups-per hour		12.50		12.30		1.6%	
Other Borough Based Community Groups-per 1/2day		32.50		31.90		1.9%	
Other Borough Based Community Groups-per day		43.00		42.20		1.9%	
(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							

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Resources Directorate	2021/22		2020/21		% Increase	% Increase
	£	£	£	£		
<b>INTERVIEW ROOM</b>						
Commercial Organisations-per hour	21.00		20.60		1.9%	
Commercial Organisations-per 1/2 day	47.00		46.30		1.5%	
Commercial Organisations-per day	75.50		74.10		1.9%	
Non-Commercial Organisations (charged services) per hour	15.65		15.40		1.6%	
Non-Commercial Organisations (charged services) per 1/2day	30.30		29.80		1.7%	
Non-Commercial Organisations (charged services) per day	47.00		46.30		1.5%	
Other Borough Based Community Groups-per hour	5.20		5.10		2.0%	
Other Borough Based Community Groups-per 1/2day	15.65		15.40		1.6%	
Other Borough Based Community Groups-per day	24.00		23.70		1.3%	
<b>USE OF LIBRARY COMPUTER:</b>						
Per half hour, to 'Guest' (non-members)	1.00		1.00		0.0%	
Per half hour, to Library Members (Advantage Card Holders to have 45 minutes use per day free of charge)	0.50		0.50		0.0%	
Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	



<b>Resources Directorate</b>	<b>2021/22</b> £	<b>2020/21</b> £	<b>%</b> <b>Increase</b>
<b>STREET NAMING &amp; NUMBERING</b>			
<b>Fees are inclusive of VAT</b>			
- Research into Archives (where not part of statutory function) set as a minimum of	232.00	228.00	1.8%
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	59.00	58.00	1.7%
- Provision of Hard Copy of Plans (A4)	59.00	58.00	1.7%
- Provision of Supplementary Information	123.00	121.00	1.7%
<b>Street Naming and Numbering of Existing Properties (Fees are inclusive of VAT)</b>			
-Change of address for existing properties	137.00	135.00	1.5%
-Street Name Change	417.00	410.00	1.7%
-Rename street where requested by residents - base charge	41.00	40.00	2.5%
-Rename street where requested by residents - advertising	1,635.00	1,609.00	1.6%
-Rename street where requested by residents - street name plate charges (charge is variable)	-	-	-
<b>Street Naming and Numbering of New Properties (Fees are exempt of VAT)</b>			
<b>Includes the registration of replacement dwelling of same name and property conversions</b>			
-New Developments 1	137.00	135.00	1.5%
-New Developments 2	274.00	270.00	1.5%
-New Developments 3	411.00	405.00	1.5%
-New Developments 4	549.00	540.00	1.7%
-New Developments 5	686.00	675.00	1.6%
-New Developments 6-25	975.00	960.00	1.6%
-New Developments 26+	1,356.00	1,335.00	1.6%
Additional charge for naming of building	202.00	199.00	1.5%

**Resources Directorate**

	2021/22 £	2020/21 £	% Increase
<b>Insurance Admin charges for Street Furniture Cost recovery</b>			
<b>Fees are inclusive of VAT</b>			
Adminstration Charge on top of the recovery of the cost of repairing/replacing the damaged street council property			
Recoveries with a value <£1000 flat fee	150.00	150.00	0.0%
Recoveries with a value >£1000 and <£2000 flat fee	200.00	200.00	0.0%
Recoveries with a value >£2000 flat fee	300.00	200.00	50.0%

Resources Directorate		2021/22 £	2020/21 £	% Increase
<b>DEPUTYSHIP</b>				
<b>Estates Winding Up Fee - Level 1</b>				
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				
		247.00	242.89	1.7%
<b>Estates Winding Up Fee - Level 2</b>				
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				
		305.00	300.00	1.7%
<b>Estates Winding Up Fee - Level 3</b>				
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				
		427.00	419.87	1.7%

Resources Directorate	2021/22 £	2020/21 £	% Increase
<b>OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION</b>	<u>Statutory</u>	<u>Statutory</u>	
<b>Remuneration of Local Authority deputies - Fees are exempt of VAT</b>			
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	745.00	745.00	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	775.00	775.00	0.0%
b) For the second and subsequent years	650.00	650.00	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.	300.00	300.00	0.0%
Category IV - Preparation and lodgement of an annual report or account to the Public Guardian	216.00	216.00	0.0%

Adults, Commissioning & Health Directorate		Unit Cost	2021/22 £	2020/21 £	% Increase
<b>COMMUNICATIONS &amp; MARKETING</b>					
<b>Film Unit Tariff</b>					
<b>Primary Rate</b>					
-Major Production			POA	POA	
Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.					
-Large Production			POA	POA	
Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance					
- Medium Production			POA	POA	
Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+					
- Small Production					
-Student & Charity Productions					
Student films or charitable/community purpose, little disruption.			32.00	30.00	1.6%
<b>Facility Fee</b>					
-Standard Application Processing			87.00	85.00	2.4%
Application provided with over 1 weeks notice of filming date					
-Late Application Processing			152.00	150.00	1.3%
Application provided within 1 weeks notice of filming date					
-Additional Roads Processing - per every 5 additional roads			42.00	41.00	2.4%
Application lists 10 or more roads under locations to be processed on street works systems					
-Application Amendment			105.00	103.00	1.9%
-Location Advice	per hour		31.50	31.00	1.6%
Any advice or research required that exceeds 1 hour of officer time					
-Site Visit	per hour		52.00	51.00	2.0%
Any requests for a film officer to visit the filming site on the day					
-Drone Use			51.00	50.00	2.0%
Any use of a drone during filming					
-Cancellation					
Application has been processed but requires cancellation					
100% of agreed facility fees already incurred					

**Adults, Commissioning & Health Directorate**

Unit Cost

2021/22  
£

2020/21  
£

%  
Increase

**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

**Adults, Commissioning & Health Directorate**

				2021/22 £			% Increase		
PUBLIC HALLS							Increase		
GUILDHALL, WINDSOR				1 Hour	4 Hours	6+ Hours	% Increase	% Increase	% Increase
COMMERCIAL RATES:									
Day Hire - 8am - 5pm									
Mon - Thurs				610.00	865.00	1,020.00	1.7%	1.8%	2.0%
Fri - Sun				865.00	1,220.00	1,525.00	1.8%	1.7%	1.7%
Evening Hire - 5pm - 11.30pm				865.00	1,730.00	2,032.00	1.8%	1.8%	1.6%
ADVANTAGE CARD HOLDERS:									
Day Hire - 8am - 5pm									
Mon - Thurs				458.00	712.00	865.00	1.8%	1.7%	1.8%
Fri - Sun				660.00	965.00	1,270.00	1.5%	1.6%	1.6%
Evening Hire - 5pm - 11.30pm				815.00	1,320.00	1,830.00	1.9%	1.5%	1.7%
BOROUGH BASED REGISTERED CHARITIES:									
Day Hire - 8am - 5pm				205.00	660.00	865.00	2.5%	1.5%	1.8%
Evening Hire - 5pm - 11.30pm				205.00	815.00	1,020.00	2.5%	1.9%	2.0%
Weddings over 50 guests require an additional £100 staffing fee.									

Adults, Commissioning & Health Directorate		Unit Cost	2021/22		2020/21		% Increase	% Increase
			£	£	£	£		
<b>CARE FOR ADULTS</b>								
<b>RESIDENTIAL CARE</b>								
<b>Homes for Older People - residential care in RBWM commissioned homes</b>								
Maximum charge								
Residential Home placements	week							
Nursing Home placements (FNC to be deducted where applicable)	week							
<b>Homes for People with Learning Disability - residential care</b>								
Homeside Close and Winston Court - Standard Charge to other local authorities	week		1,624.00		1,603.00		1.3%	
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.								
<b>COMMUNITY CARE &amp; RESPITE CARE</b>								
OLA is an abbreviation for "Other Local Authority"								
PBH is an abbreviation for "Personal Budget Holder"								
<b>Homes for People with Learning Disability - Respite care</b>								
		RBWM - PBH	night	167.27		164.64	1.6%	
		OLA - Weekdays Mon-Thurs	night		489.28	481.57		1.6%
		OLA - Weekends Fri-Sun	night		569.78	560.81		1.6%
<b>Administration fee for self-funders</b>								
Administration fee for setting up care arrangements	one-off			305.00		300.00	1.7%	
Annual fee for ongoing management of care arrangements	annual			254.00		250.00	1.6%	
<b>Homecare</b>								
Standard Charge	hour			SEE NOTE 1 below		17.95		
<b>Meals on Wheels</b>								
	per meal			5.00		4.95	1.0%	



FEEs AND CHARGES 2021/22

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Adults, Commissioning & Health Directorate		Unit Cost	2021/22		2020/21		% Increase	% Increase
			£	£	£	£		
<b>Learning Disability: day activity charge</b>								
morning or afternoon session in daycentre for								
	ratio 1:1	session	93.57	117.04	92.10	115.20	1.6%	1.6%
	ratio 1:2	session	46.74	83.11	46.00	81.80	1.6%	1.6%
	ratio 1:3	session	31.09	59.13	30.60	58.20	1.6%	1.6%
	ratio 1:5	session	18.59	38.00	18.30	37.40	1.6%	1.6%
	ratio 1:10	session	9.25	21.84	9.10	21.50	1.6%	1.6%
<b>LEARNING DISABILITY: OLA midday meal supervision</b>								
	ratio 1:1			55.58		54.70		1.6%
	ratio 1:2			38.61		38.00		1.6%
	ratio 1:3			26.72		26.30		1.6%
	ratio 1:5			16.26		16.00		1.6%
	ratio 1:10			8.03		7.90		1.6%
<b>CHC Charge where Care Staff are separately funded</b>								
	ratio 1:1	session	25.40	25.40	25.00	25.00		1.6%
<b>Learning Disability: Transport</b>								
		per journey		7.50		7.40		1.4%
<b>Room Hire - Learning Disability Day Centres</b>								
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday								
	Ground Floor, Hall & Kitchen	Hour	25.50		25.10		1.6%	
	Dance Studio	Hour	18.40		18.10		1.7%	
	Music / Art Room	Hour	15.40		15.20		1.3%	
There is an additional charge for public liability insurance and staffing when required								
<b>Older Persons: Day Centres</b>								
	RBWM - PBH	per day	64.90		63.90		1.6%	
	transport single Journey to day centre/activity (max 2 charges per session)	per journey	5.30		5.20		1.9%	

Adults, Commissioning & Health Directorate	Unit Cost	2021/22		2020/21		% Increase	% Increase
		£	£	£	£		
<b>Blue Badge</b>	Per Badge	10.00		10.00		0.0%	
<b>Older Persons: Residential Respite</b> In residential and nursing homes, arranged by the Council	per week	980.00		749.00		30.8%	
<b>ALLOWANCES</b>							
<b>Direct Payments - Rates payable to service user</b>							
Standard Rate - care provided by homecare agency	per hour	SEE NOTE 1 below		17.95			
Sleeping Night Service	night	64.80		63.80		1.6%	
<u>Rates payable for employment of Personal Assistant</u>							
Start up and emergency reserve	one-off	500.00		500.00		0.0%	
Composite Rate for a Personal Assistant	hour	16.00		15.70		1.9%	
Standard Rate including all oncosts	hour	13.80		13.60		1.5%	
Enhanced Rate including all oncosts	hour	25.40		25.00		1.6%	

NOTE 1 It is requested that Delegated authority is extended to the Director fo Adults, Health and Commissioning, in liason with the Lead Member for Adult Social Care to set this rate.

Adults, Commissioning & Health Directorate		Unit Cost	2021/22	2020/21	% Increase
			£	£	
<b>HIGHWAYS &amp; TRANSPORT</b>					
Consultation with Highways		Price on application			
<b>Other Highway Services</b>					
Provision Of Accident Information (For 3 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)		Flat Fee:	149.00	147.00	1.4%
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:	248.00	244.00	1.6%
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:	186.00	183.00	1.6%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics		Flat Fee:	248.00	244.00	1.6%
Traffic Count Information (For Up To 2 Count Stations)		First Station Charge, Flat Fee:	248.00	244.00	1.6%
Traffic Count Information (For Up To 2 Count Stations)		Each Additional Station, Flat Fee:	126.00	124.00	1.6%
Provision Of Junction Traffic Model Data		Price on application - dependant on complexity of model:			
Access To/Use Of Borough Traffic Computer Model			5,930.00	5,837.00	1.6%
Research Into Archives (Where Not Part Of Statutory Function)		Min' Charge Applies:	237.00	233.00	1.7%
- charge after 3 hrs		Per Hour:	60.00	59.00	
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)			64.00	63.00	1.6%
Provision Of Supplementary Information			126.00	124.00	1.6%
Provision Of hard Copy OF Statutory Records - EXPEDITED SERVICE			97.00	95.00	2.1%
Provision Of Supplementary Information - EXPEDITED SERVICE			189.00	186.00	1.6%
Site Inspection:					
- up to 3 hours		Per Inspection:	154.00	152.00	1.3%
- over 3 hours		Per Inspection:	248.00	244.00	1.6%

<b>Adults, Commissioning &amp; Health Directorate</b>	<b>Unit Cost</b>	<b>2021/22</b>	<b>2020/21</b>	<b>% Increase</b>
		<b>£</b>	<b>£</b>	
<b>HIGHWAY LICENCES</b>				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		533.00	525.00	1.5%
Fee for 'straight forward' renewals -		124.00	122.00	1.6%
-street cafes- area fee	Per m2:	124.00	122.00	1.6%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	533.00	525.00	1.5%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	124.00	122.00	1.6%
Display of goods Area fee (For 3 years)	Per m2:	124.00	122.00	1.6%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	124.00	122.00	1.6%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	25.00	25.00	0.0%
S116 Extinguishment Of Adopted Highways And Rights Of Way	Act' cost + advertising cost, min of:	5,930.00	5,837.00	1.6%
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	65.00	64.00	1.6%
- weekly charge (Week1)	Plus:	20.00	20.00	0.0%
- weekly charge (Weeks 2 - 4)	Plus:	23.00	23.00	0.0%
- weekly charge (Thereafter)	Plus:	37.00	36.00	2.8%
- removal of builders skips	Act' Costs, At A Min' Of:	241.00	237.00	1.7%

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**Adults, Commissioning & Health Directorate**

**Unit Cost**

**2021/22**

**2020/21**

**% Increase**

£

£

S169 Scaffolding Licences - - residential £50 Admin / £125 licence 8 wks (£125 repeat every 8 wks) <b>£350 unauthorised fee</b> -commercial		178.00	<b>175.00</b>	1.7%
Minor Road (less than 50m2)	0 to 2 Months	503.00	495.00	1.6%
Minor Road (less than 50m2)	3 to 4 Months	838.00	825.00	1.6%
Minor Road (less than 50m2)*	5 to 6 Months	1,214.00	1,195.00	1.6%
Minor Road (More than 50m2)	0 to 2 Months	2,469.00	2,430.00	1.6%
Minor Road (More than 50m2)	3 to 4 Months	2,697.00	2,655.00	1.6%
Minor Road (More than 50m2)*	5 to 6 Months	3,068.00	3,020.00	1.6%
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	1,006.00	990.00	1.6%
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,681.00	1,655.00	1.6%
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,428.00	2,390.00	1.6%
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,943.00	4,865.00	1.6%
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,395.00	5,310.00	1.6%
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,137.00	6,040.00	1.6%

\* For periods greater than 6 months, a combination of above durations will be used to calculate fees.

**Not adhering to licence conditions £80**

**Unauthorised commercial scaffold/hoarding on Minor Road - £930 (under 50m2) or £4860 (over 50m2)**

S172 Hoarding Licences -commercial				
Minor Road (less than 50m2)	0 to 2 Months	503.00	495.00	1.6%
Minor Road (less than 50m2)	3 to 4 Months	838.00	825.00	1.6%
Minor Road (less than 50m2)*	5 to 6 Months	1,214.00	1,195.00	1.6%
Minor Road (More than 50m2)	0 to 2 Months	2,469.00	2,430.00	1.6%
Minor Road (More than 50m2)	3 to 4 Months	2,697.00	2,655.00	1.6%
Minor Road (More than 50m2)*	5 to 6 Months	3,068.00	3,020.00	1.6%
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	1,006.00	990.00	1.6%
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,681.00	1,655.00	1.6%
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,428.00	2,390.00	1.6%
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,943.00	4,865.00	1.6%
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,395.00	5,310.00	1.6%
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,137.00	6,040.00	1.6%

\* For periods greater than 6 months, a combination of above durations will be used to calculate fees.

Adults, Commissioning & Health Directorate		Unit Cost	2021/22 £	2020/21 £	% Increase
<b>Unauthorised commercial scaffold/hoarding on Minor Road - £930 (under 50m2) or £4860 (over 50m2)</b>					
<b>Not adhering to licence conditions £80</b>					
Other Structures - inc cranes	Flat fee plus area fee		568.00	<b>559.00</b>	1.6%
- additional charge (per m2) This may change to Traffic Management Fee - Amount TBC	Plus Charge Per m2:		11.00	11.00	0.0%
Mobile Access Platforms. Flat fee Plus area fee below Per Week Or Part:			275.00	<b>275.00</b>	0.0%
- additional charge (per m2) This may change to Traffic Management Fee	Plus Charge Per m2:		5.00	5.00	0.0%
Filming - inc internal consultation	Act' Cost Plus 20% Admin Fee				
S184 Construction Of Vehicle Crossings			173.00	170.00	1.8%
- admin fee domestic £50 Admin / £120 Fee					
<b>£80 Not Adhering to licence conditions and £500 for unauthorised crossing</b>					
- admin fee commercial (Heavy Duty)			691.00	<b>700.00</b>	-1.3%
<b>£80 Not Adhering to licence conditions and £1400 for unauthorised crossing</b>					
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.					
- Min' charge (discretion to reduce fees) for non-commercial	Min':		595.00	586.00	1.5%
- Min' charge (discretion to reduce fees) for commercial	Max':		1,190.00	1,171.00	1.6%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Act' Costs, To A Min' Of:		371.00	365.00	1.6%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)			236.00	232.00	1.7%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway					
-charge per act (plus licence fee below): £50 Admin / 135 Licence - 2wks and 135 every two weeks			183.00	<b>185.00</b>	-1.1%
<b>Unauthorised storing materials on the highway - £370 per sighting</b>					
<b>£80 Not adhering to licence Conditions</b>					
-licence fee	Plus:		126.00	124.00	1.6%
S179 Control Of Construction Of Cellars Under Streets	Act' Cost Plus 20% Admin Fee				
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Act' Cost Plus 20% Admin Fee				
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee		709.00	698.00	1.6%
- additional charge (per m2)	Plus Charge Per m2:		11.00	11.00	0.0%

Adults, Commissioning & Health Directorate		Unit Cost	2021/22 £	2020/21 £	% Increase
<b>TEMPORARY TRAFFIC REGULATION ORDERS</b>					
S14. Road Traffic Regulations (if advertising covered by applicant discount of £800 applies)	Flat Fee including Advertising Costs:		1,898.00	1,868.00	1.6%
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:		2,752.00	2,709.00	1.6%
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:		5,232.00	5,150.00	1.6%
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:		6,279.00	6,180.00	1.6%
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:		7,849.00	7,725.00	1.6%
Unauthorised Road Closure	Flat Fee		2,774.00	2,730.00	1.6%
Access Protection Markings			120.00	118.00	1.7%
Suspension of Parking Controls	Flat fee for 4 weeks period		951.00	936.00	1.6%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:		1,898.00	1,868.00	1.6%
Assistance With Development Of Temporary Traffic Plans	Per Hour:		98.00	96.00	2.1%
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 organsier will however remain responsible for all costs associated with advertising.			140.00	138.00	1.4%
Lane closure request on dual carriageway (Not NRSWA)	Flat fee		262.00	258.00	1.6%
Road space booking for works (Not NRSWA)	Flat fee max 2 weeks		209.00	206.00	1.5%
Road space booking for events	Flat fee		523.00	515.00	1.6%
Road space bookings for Charitable and Local Community Interest events	Flat fee		141.00	139.00	1.4%
Unauthorised placement of Traffic Management measures on the Highway (Not NRSWA)	Flat fee		1,046.00	1,030.00	1.6%

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>OTHER TRAFFIC MANAGEMENT CHARGES</b>				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		188.00	185.00	1.6%
Switching On/Off Permanent Traffic Signals				
- working hours:	Min. Charge:	365.00	359.00	1.7%
- evenings, and saturdays:	Min. Charge:	551.00	542.00	1.7%
- sundays and bank holidays:	Min. Charge:	731.00	719.00	1.7%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	190.00	187.00	1.6%
- other streets	Per Hour	63.00	62.00	1.6%
- surcharge for peak hour operation	Per Hour	157.00	155.00	1.3%
Special Signing				
-application of tourist/ visitor information signs		129.00	127.00	1.6%
-installation of tourist/ visitor information signs	Act' Cost Plus 20% Admin Fee	-	-	
-application of shopping/ business signs		252.00	248.00	1.6%
-installation of shopping/ business signs	Act' Cost Plus 20% Admin Fee	293.00	288.00	1.7%
Removal of illegal signage relating to Local Event	Fee per sign	150.00	103.00	45.6%
Removal of illegal signage relating to Developer	Fee per sign	367.00	361.00	1.7%
Repeat offender removal of illegal signage relating to Developer	Fee per sign	523.00	515.00	1.6%
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		129.00	127.00	1.6%
Unauthorised Survey Equipment On The Highway		252.00	248.00	1.6%
Bike-ability Training	Per Pupil	5.00	5.00	0.0%



Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS</b>				
S38/278 Fees (based on costs of infrastructure construction - index linked)				
- up to £1.0m construction costs (Min' Charge £2,500)	13% but Min' charge of	3,555.00	3,499.00	1.6%
- over £1.0m construction costs	13% but Min' charge of	3,555.00	3,499.00	1.6%
- 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		1,185.00	1,166.00	1.6%
- 4.8m wide block paved road + two 2m verges		1,235.00	1,216.00	1.6%
- 5.0m wide road, two 2m footways and two 1m verges		1,538.00	1,514.00	1.6%
- 5.5m wide road, two 2m footways and two 1m verges		1,864.00	1,835.00	1.6%
- 6.7m wide road, two 2.5m footways and two 1m verges		2,471.00	2,432.00	1.6%
- individual 2.0m footpath including lighting		556.00	547.00	1.6%
Travel Plans (to cover approval and 5 years monitoring)				
- Checking and approving interim and final travel plans small developments (one off fee)		982.00	967.00	1.6%
- Checking and approving interim and final travel plans standard developments (one off fee)		1,965.00	1,934.00	1.6%
- Checking and approving interim and final travel plans large/complex developments (one off fee)		3,932.00	3,870.00	1.6%
Auditing Of Road Safety Audits				
Design Of Street Lighting Schemes				
Relocation Of Street Light Equipment				
- Residential with Advantage Card		416.00	409.00	1.7%
- Commercial				
	Single Item:	(actual cost)	(actual cost)	
	Act' Cost Plus 20% Admin Fee	(actual cost + 20%)	(actual cost + 20%)	
Technical Approval Of Traffic Signals				
- Standard (Four Way) Installation		707.00	696.00	1.6%
- Complex Installation		1,185.00	1,166.00	1.6%

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>HIGHWAY COMMUTED SUMS:</b>				
-soakaways over 20 years		19,937.00	19,623.00	1.6%
-high friction surfacing over 5 years	Per m2:	10.00	10.00	0.0%
-pumping stations over 10 years	Min':	18,332.00	18,043.00	1.6%
-standard street lighting over 20 years		1,235.00	1,216.00	1.6%
-ornamental lighting over 20 years	Per Item:	2,038.00	2,006.00	1.6%
-traffic signals over 20 years per single pole	Per Item:	14,180.00	13,957.00	1.6%
-extra height pole	Per Item:	15,387.00	15,145.00	1.6%
-cantilever pole	Per Item:	16,780.00	16,516.00	1.6%
-illuminated traffic signs and bollards over 10 years	£540/m2 & £1,100 over 1m2			
-illuminated traffic signs and bollards over 10 years				
-road markings 50% of initial cost	Min':	927.00	912.00	1.6%
-CCTV cameras over 10 years	Per Item:	16,083.00	15,830.00	1.6%
-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		618.00	608.00	1.6%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		747.00	735.00	1.6%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,135.00	1,117.00	1.6%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	£2,245 min to £5,400 max			
Grass cutting on adopted highway	Per m2	10.00	10.00	0.0%
Shrubs and planting areas maintenance	Per m2	107.00	105.00	1.9%
Other Commuted Sums	Full cost or by agreement			
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		124.00	122.00	1.6%
-Inspection Fee		73.00	72.00	1.4%
-Removal Of Illegal Directional Signs	Per sign	250.00	232.00	7.8%
Removal of illegal signs for repeat offenders	Flat fee	550.00	515.00	6.8%

<b>Adults, Commissioning &amp; Health Directorate</b>	<b>2021/22 £</b>	<b>2020/21 £</b>	<b>% Increase</b>
<b>WASTE</b>			
<b>Special Collection Service, Trade Waste &amp; Other</b>			
-special collection service -one item	36.00	35.00	2.9%
-special collection service -two items	41.00	40.00	2.5%
-special collection service -three items	48.00	47.00	2.1%
-special collection service -four items	54.00	53.00	1.9%
-special collection service -five items (maximum)	60.00	59.00	1.7%
-special collection service -fridges/freezers per unit	36.00	35.00	2.9%
<b>Green Waste Subscribed Collection Service</b>			
-annual subscription	66.00	65.00	1.5%

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
<b>Alexandra, Windsor *</b>				
	No. of Spaces			
	Chargeable			
	Free			
	198			
Charges apply Monday - Sunday between 9am-9pm (including Bank Holidays)				
	Up To 1 Hour	1.70	1.60	6.2%
	1 To 2 Hours	3.40	3.20	6.2%
	2 To 3 Hours	5.10	5.00	2.0%
	3 To 4 Hours	6.80	7.00	-2.9%
	4 To 5 Hours	11.00	10.50	4.8%
	Over 5 Hours	14.00	13.00	7.7%
	Evening Charge	Tariff removed	2.00	
	Season Tickets (3 Months)	380.00	370.00	2.7%
	Season Tickets (6 Months)	750.00	735.00	2.0%
	Season Tickets (Per Annum)	1480.00	1450.00	2.1%
<b>Alma Road, Windsor * (See separate tariff For Windsor Dials)</b>				
	130			
Charges apply Monday - Sunday between 9am-9pm (including Bank Holidays)				
	Up To 1 Hour	1.70	1.60	6.2%
	1 To 2 Hours	3.40	3.20	6.2%
	2 To 3 Hours	5.10	5.00	2.0%
	3 To 4 Hours	6.80	7.00	-2.9%
	4 To 5 Hours	11.00	10.50	4.8%
	Over 5 Hours	14.00	13.00	7.7%
	Evening Charge	Tariff removed	2.00	
	Season Tickets (3 Months)	380.00	370.00	2.7%
	Season Tickets (6 Months)	750.00	735.00	2.0%
	Season Tickets (Per Annum)	1480.00	1450.00	2.1%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate			2021/22 £	2020/21 £	% Increase
<b>PARKING SERVICE</b>					
<b>CAR PARKS</b>					
	<b>No. of Spaces</b>				
	<b>Chargeable</b>	<b>Free</b>			
<b>Ascot High Street</b>		98			
<b>The Avenue, Datchet *</b>	113				
Charges apply Mon - Sat between 9am-6pm (Sundays and Bank Holidays free)					
Up To 1 Hour			1.00	1.00	0.0%
1 To 2 Hours			1.60	1.50	6.7%
2 To 3 Hours			3.20	3.10	3.2%
3 To 4 Hours			4.00	4.00	0.0%
4 to 5 Hours			6.00	No Tariff	
Over 5 Hours			7.20	7.00	2.9%
Season Tickets (3 Months)			230.00	225.00	2.2%
Season Tickets (6 Months)			435.00	425.00	2.4%
Season Tickets (Per Annum)			850.00	830.00	2.4%
<b>201</b>					
<b>Boi</b>					
<b>Chz</b>					
Season Tickets (Per Annum)	87				
Up To 1 Hour			1.00	1.00	0.0%
1 To 2 Hours			1.50	1.00	50.0%
2 To 3 Hours			2.00	1.00	100.0%
3 To 4 Hours			3.00	1.50	100.0%
4 to 5 Hours			4.00	1.50	166.7%
Over 5 Hours			5.00	1.50	233.3%
Evening Charge			Tariff removed	1.00	
<b>Braywick Nature Park, Maidenhead (8am - 9pm)</b>		12	0.00	0.00	
<b>Braywick Sports Ground, Maidenhead (Mon - Sat 9am - 9pm)</b>	48				
Charges apply Mon - Sat between 9am-9pm (Incl Bank holidays)					
Up To 1 Hour			1.20	1.10	9.1%
1 To 2 Hours			2.40	1.50	60.0%
2 To 3 Hours			3.60	2.20	63.6%
3 To 4 Hours			4.80	3.00	60.0%
4 to 5 Hours			7.50	7.20	4.2%
Over 5 Hours			10.00	9.50	5.3%
Season Tickets (3 Months)			155.00	150.00	3.3%
Season Tickets (6 Months)			295.00	290.00	1.7%
Season Tickets (Per Annum)			580.00	570.00	1.8%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate			2021/22 £	2020/21 £	% Increase
<b>PARKING SERVICE</b>					
<b>CAR PARKS</b>					
	<b>No. of Spaces</b>				
	<b>Chargeable</b>	<b>Free</b>			
<b>Centrica, Windsor *</b> (Saturdays, Sundays & Bank Holidays In Peak Periods Only- Locked at 7pm)		134	0.00	0.00	
<b>Coronation Road, Littlewick Green</b>		24	0.00	0.00	
<b>East Berks College, Windsor *</b>	112				
Charges apply Mon - Sun between 9am-9pm (Incl Bank holidays)					
Up To 1 Hour			1.50	1.40	7.1%
1 To 2 Hours			2.10	2.00	5.0%
2 To 3 Hours			3.00	2.80	7.1%
3 To 4 Hours			4.50	4.40	2.3%
4 To 5 Hours			7.00	No Tariff	
Over 5 Hours			9.00	8.80	2.3%
Evening Charge			Tariff removed	2.00	
<b>Eton Court, Eton *</b>	57				
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)					
Up To 1 Hour			1.60	1.60	0.0%
1 To 2 Hours			3.20	3.10	3.2%
2 To 3 Hours			4.80	4.50	6.7%
3 To 4 Hours			8.00	8.00	0.0%
4 To 5 Hours			10.00	9.00	11.1%
Over 5 Hours			11.50	11.00	4.5%
Season Tickets (3 Months)	1,260	25.6%	315.00	310.00	1.6%
Season Tickets (6 Months)	1,240	50.4%	620.00	610.00	1.6%
Season Tickets (Per Annum)			1230.00	1215.00	1.2%

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<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>% Increase</b>
		<b>£</b>	<b>£</b>	
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable      Free</b>			
<b>Grenfell Park, Maidenhead (Dawn - Dusk)</b>	18	0.00	0.00	
<b>Grove Road, Maidenhead (2 Hours max)</b>	82			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 1 Hour		1.50	1.40	7.1%
1 To 2 Hours		3.00	2.80	7.1%
Evening Charge		Tariff removed	1.80	
<b>Hines Meadow Multi Storey Maidenhead *</b>	1,280			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 1 Hour		1.20	1.10	9.1%
1 To 2 Hours		2.40	2.20	9.1%
2 To 3 Hours		3.60	3.40	5.9%
3 To 4 Hours		5.40	5.20	3.8%
4 To 5 Hours		6.00	5.90	1.7%
Over 5 Hours		10.00	9.50	5.3%
Evening Charge		Tariff removed	2.00	
Season Tickets (3 Months)		275.00	270.00	1.9%
Season Tickets (6 Months)		540.00	530.00	1.9%
Season Tickets (Per Annum)		1050.00	1035.00	1.4%
<b>Home Park, Windsor &gt;</b>	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		1.10	1.00	10.0%
1 To 2 Hours		2.20	2.00	10.0%
2 To 3 Hours		4.00	4.00	0.0%
3 To 4 Hours		5.00	7.00	-28.6%
4 To 5 Hours		6.00	7.00	-14.3%
Over 5 Hours		7.50	7.00	7.1%
4pm To 9am		0.00	0.00	
Season Tickets (3 Months)		230.00	225.00	2.2%
Season Tickets (6 Months)		455.00	445.00	2.2%
Season Tickets (Per Annum)		900.00	880.00	2.3%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate

		2021/22 £	2020/21 £	% Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
		<b>No. of Spaces</b>		
		<b>Chargeable</b>	<b>Free</b>	
<b>Horton Road, Datchet *</b>		60		
Charges apply Mon - Sat between 9am-6pm (Sundays and Bank Holidays free)				
	Up To 1 Hour	0.50	0.20	150.0%
	1 To 2 Hours	1.00	0.50	100.0%
	2 To 3 Hours	2.00	1.00	100.0%
	3 To 4 Hours	3.00	1.00	200.0%
	4 to 5 Hours	4.00	1.50	166.7%
	Over 5 Hours	5.00	5.00	0.0%
	6pm To 9am	0.00	0.00	
<b>King Edward VII Ave, Windsor</b>		192		
Charges apply Mon-Sun between 9am-9pm (Including Bank Holidays)				
	Up To 1 Hour	1.60	1.60	0.0%
	1 To 2 Hours	3.00	2.90	3.4%
	2 To 3 Hours	4.80	4.70	2.1%
	3 To 4 Hours	6.60	6.50	1.5%
	4 To 5 Hours	8.20	8.00	2.5%
	Over 5 Hours	9.50	9.30	2.2%
	Evenings (6pm - Midnight)	Tariff removed	2.00	
	Season Tickets (3 Months)	330.00	325	1.5%
	Season Tickets (6 Months)	650.00	640	1.6%
	Season Tickets (Per Annum)	1280.00	1265	1.2%



Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable      Free</b>			
<b>King Edward VII Hospital, Windsor</b>				
Charges apply Saturdays, Sundays and Bank Holidays between 9am-6pm				
	150			
	Up To 2 Hours	1.00	1.00	0.0%
	2 To 4 Hours	2.00	2.00	0.0%
	Over 4 Hours	5.00	5.00	0.0%
<b>Meadow Lane, Eton *</b>				
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
	102			
	Up To 1 Hour	1.60	1.60	0.0%
	1 To 2 Hours	3.20	3.10	3.2%
	2 To 3 Hours	4.80	4.50	6.7%
	3 To 4 Hours	8.00	8.00	0.0%
	4 To 5 Hours	10.00	9.00	11.1%
	Over 5 Hours	11.50	11.00	4.5%
	Season Tickets (3 Months)	315.00	310.00	1.6%
	Season Tickets (6 Months)	620.00	610.00	1.6%
	Season Tickets (Per Annum)	1230.00	1215.00	1.2%

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable      Free</b>			
<b>Nicholsons MultiStorey, Maidenhead *</b>	734			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 30 Mins		0.70	0.70	0.0%
30 Mins To 1 Hour		1.40	1.30	7.7%
1 To 2 Hours		2.40	2.30	4.3%
2 To 3 Hours		3.60	3.60	0.0%
3 To 4 Hours		4.80	4.70	2.1%
4 To 5 Hours		10.00	9.50	5.3%
Over 5 Hours		15.00	13.50	11.1%
Evening Charge		Tariff removed	2.00	
Season Tickets (1 Month)		160.00	155.00	3.2%
Season Tickets (3 Months)		460.00	450.00	2.2%
Season Tickets (6 Months)		910.00	895.00	1.7%
Season Tickets (Per Annum)		1780.00	1760.00	1.1%
<b>206 Oak Lane (Annual Contract Spaces For Residents Only)</b>		60.00	60.00	0.0%
<b>River St, Windsor *</b>	145			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		5.20	5.00	4.0%
1 To 2 Hours		8.00	7.70	3.9%
2 To 3 Hours		10.00	9.90	1.0%
3 To 4 Hours		13.50	13.20	2.3%
4 To 5 Hours		15.50	15.40	0.6%
Over 5 Hours		19.00	18.70	1.6%

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
	<b>Romney Lock, Windsor *</b>	94		
	Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)			
	Up To 1 Hour	1.60	1.60	0.0%
	1 To 2 Hours	3.00	2.90	3.4%
	2 To 3 Hours	4.80	4.70	2.1%
	3 To 4 Hours	6.60	6.50	1.5%
	4 To 5 Hours	8.20	8.00	2.5%
	Over 5 Hours	9.50	9.30	2.2%
	Evening Charge	Tariff removed	2.00	
	Season Tickets (3 Months)	330.00	325.00	1.5%
	Season Tickets (6 Months)	650.00	640.00	1.6%
	Season Tickets (Per Annum)	1280.00	1265.00	1.2%
	<b>Stafferton Way Multi Storey, Maidenhead *</b>	576		
	Charges apply Mon - Sat between 9am-9pm (Sundays and Bank Holidays free)			
	Daily charge	n/a	n/a	
	Evenings (6pm - Midnight)	8.00	7.50	6.7%
	Season Tickets (3 Months)	Tariff removed	1.80	
	Season Tickets (6 Months)	275.00	270.00	1.9%
	Season Tickets (Per Annum)	540.00	530.00	1.9%
	Season Tickets (Per Annum)	1055.00	1035.00	1.9%
	<b>Town Moor, Maidenhead (Blackmoor Lane)</b>	28		
	Charges apply Mon - Sun between 9am-9pm (Incl Bank holidays)			
	Up To 3 Hours	0.00	0.00	
	Over 3 Hours	1.00	1.00	0.0%
	Evening Charge	4.00	1.50	166.7%
	Evening Charge	Tariff removed	1.00	

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Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable      Free</b>			
<b>Victoria Street Multi Storey, Windsor *</b>	206			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		2.30	2.20	4.5%
1 To 2 Hours		3.70	3.60	2.8%
2 To 3 Hours		6.00	5.60	7.1%
3 To 4 Hours		10.50	10.00	5.0%
4 To 5 Hours		11.50	11.00	4.5%
Over 5 Hours		16.00	15.50	3.2%
Evening Charge		Tariff removed	2.20	
<b>West Street, Maidenhead (3 Hours Max) *</b>	59			
Charges apply Mon - Sat between 9am-9pm (Sundays and Bank Holidays free)				
Upto 1 Hour		1.50	1.40	7.1%
Upto 2 Hours		3.00	2.80	7.1%
Upto 3 Hours		4.50	4.00	12.5%
Evening Charge		Tariff removed	1.80	
<b>Windsor Dials (via Alma Road), Windsor *</b>	250			
Charges apply Mon - Sun between 9am-9pm (Incl bank holidays)				
Car Park only available on Saturdays, Sundays, Bank Holidays				
Up To 1 Hour		1.70	1.60	6.2%
1 To 2 Hours		3.40	3.20	6.2%
2 To 3 Hours		5.10	5.00	2.0%
3 To 4 Hours		6.80	7.00	-2.9%
4 To 5 Hours		11.00	10.50	4.8%
Over 5 Hours		14.00	13.00	7.7%
Evening Charge		Tariff removed	2.00	

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable      Free</b>			
<b>Windsor Library</b>	15			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 30 Mins		0.40	0.30	33.3%
Up To 1 Hour		2.50	2.50	0.0%
1 To 2 Hours		5.00	5.00	0.0%
Evening Charge		Tariff removed	1.80	
<b>York House, Windsor</b>	92			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Weekends & Bank Holidays (Up To 4 Hours Charge)		3.50	3.50	0.0%
Weekends & Bank Holidays (Over 4 Hours Charge)		7.00	7.00	0.0%
Evening Charge		Tariff removed	1.80	
<b>209 Coach Park (Alma Road), Windsor</b>	74			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour - Entry		12.00	11.00	9.1%
Prepaid Tickets (1 Hour)		11.00	11.00	0.0%
Up To 4 Hours		25.00	22.00	13.6%
Prepaid Tickets (4 Hours)		21.00	18.50	13.5%
Up To 10 Hours (equivalent to all day as evenings free)		33.00	33.00	0.0%
Prepaid Tickets (10 Hours) (equivalent to all day as evenings free)		28.00	26.00	7.7%
Christmas Period (cars only)		3.00	2.50	20.0%

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<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Magnet Leisure Centre - Maidenhead &gt;</b>	248			
Charges apply Mon - Sat 9am to 9pm (Sundays and Bank Holidays free)				
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		3.00	3.00	0.0%
Up to 4 Hours		7.20	7.20	0.0%
Over 4 Hours		9.50	9.50	0.0%
<b>Windsor Leisure Centre &gt;</b>	249			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Up to 1 Hour		1.30	1.20	8.3%
Up to 2 Hours		2.00	1.80	11.1%
Up to 3 Hours		3.80	3.70	2.7%
Up to 4 Hours		11.50	11.00	4.5%
Up to 5 Hours		13.50	13.00	3.8%
Over 5 Hours		18.00	17.50	2.9%
<b>Bowden Road, Sunninghill</b>	15			
Charges apply Mon - Fri between 9am-5pm (Sat & Sun residents only)				
Up to 1 Hour		0.50	Free	N/A
Up to 2 Hours		1.00	Free	N/A
Over 2 Hours		2.50	Free	N/A

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable      Free</b>			
<b>Brockenhurst Road, South Ascot</b>				
Charges apply Mon - Fri between 9am-5pm (5pm to 9am & Sat & Sun residents only)				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A
<b>Clewer Memorial Park, Windsor</b>				
Charges apply Mon - Sun between 9am-5pm				
	Up to 30 mins	Free	Free	N/A
	Up to 1 Hour	1.00	Free	N/A
	Up to 2 Hours	2.00	Free	N/A
	Over 2 Hours	5.00	Free	N/A
<b>Desborough Road, Maidenhead</b>				
Charges apply Mon - Sun between 9am-5pm				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A
<b>Guards Club Open Space, Maidenhead</b>				
Charges apply Mon - Sun between 9am-5pm				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Haywards Mead, Eton Wick</b>				
Charges apply Mon - Sun between 9am-5pm				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A
<b>High Street, Hurley</b>				
Charges apply Mon - Sun between 9am-5pm				
	Up to 1 Hour	1.00	Free	N/A
	Up to 2 Hours	2.00	Free	N/A
	Over 2 Hours	5.00	Free	N/A
<b>London Road, Sunningdale</b>				
Charges apply Mon - Sun between 9am-5pm (in short stay spaces only)				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Up to 3 Hours	3.00	Free	N/A
<b>Oaken Grove, Maidenhead</b>				
Charges apply Mon - Sun between 9am-5pm				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A



Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Queens Road, Sunninghill</b>		52		
Charges apply Mon - Sat between 9am-5pm (5pm to 9am & Sun residents only)				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A
<b>Sutton Road, Cookham</b>		18		
Charges apply Mon - Sun between 9am-5pm (5pm to 9am residents only)				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	5.00	Free	N/A
<b>Upper Village Road, Sunninghill</b>		32		
Charges apply Mon - Fri between 9am-5pm (5pm to 9am & Sat & Sun residents only)				
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A

<b>Adults, Commissioning &amp; Health Directorate</b>			<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
			<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>					
<b>CAR PARKS</b>					
	<b>No. of Spaces</b>				
	<b>Chargeable</b>	<b>Free</b>			
<b>On-Street Parking</b>					
<b>Barry Avenue *</b>					
	Up To 1 Hour		2.20	2.10	4.8%
	1 To 2 Hours		4.40	4.20	4.8%
<b>St. Leonards Road (Shops) *</b>					
	Up To 1 Hour		0.70	0.60	16.7%
	1 To 2 Hours		1.90	1.80	5.6%
<b>Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard &amp; Thameside (1 Hour Maximum Stay) *</b>					
	Up To 1 Hour		1.30	1.20	8.3%
<b>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)</b>					
	Up To 1 Hour		0.60	0.50	20.0%
	1 To 2 Hours		1.30	1.20	8.3%
<b>Alma Rd, Clarence Rd, St Leonards Rd. * (Where Charges Apply Mon-Sun 8am - 8pm)</b>					
	Up To 1 Hour		0.60	0.50	20.0%
	1 To 2 Hours		1.30	1.20	8.3%
<b>Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd *</b>					
	Up To 1 Hour		0.90	0.80	12.5%

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
		<b>No. of Spaces</b>		
	<b>Chargeable</b>	<b>Free</b>		
<b>The Avenue &amp; Windsor Road (Datchet) *</b>				
	Up To 1 Hour	0.90	0.80	12.5%
	1 To 2 Hours	1.60	1.50	6.7%
	2 To 3 Hours	3.20	3.00	6.7%
	3 To 4 Hours	4.00	3.60	11.1%
	Over 4 Hours	6.00	6.00	0.0%
<b>Eton (2 Hour Maximum Stay) *</b>				
	Up To 30 Mins	0.50	0.40	25.0%
	Up To 1 Hour	2.00	2.00	0.0%
	Up to 2 Hours	3.00	N/A	
<b><u>Other Parking Fees And Charges</u></b>				
<b>215</b>	<b>Penalty Charge Notices</b>			
	Higher Level Contraventions	70.00	70.00	0.0%
	-Discounted If Paid Within 14 Days	35.00	35.00	0.0%
	Lower Level Contraventions	50.00	50.00	0.0%
	-Discounted If Paid Within 14 Days	25.00	25.00	0.0%
<b>Business Permits</b>				
Business Parking Permits				
Windsor: Outer Areas				
	First Permit	660.00	650.00	1.5%
	Second Permit	760.00	750.00	1.3%
	Third Permit	860.00	850.00	1.2%
Windsor: Inner Areas		330.00	325.00	1.5%
Eton and Datchet:				
	First Permit	180.00	175.00	2.9%
	Second Permit	380.00	375.00	1.3%
	Third Permit	530.00	525.00	1.0%
	Fourth Permit	735.00	725.00	1.4%

<b>Adults, Commissioning &amp; Health Directorate</b>			<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
			<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>					
<b>CAR PARKS</b>					
	<b>No. of Spaces</b>				
	<b>Chargeable</b>	<b>Free</b>			
<b>Parking Suspensions and Dispensations</b>					
	Suspension Of Parking Bay (Per Bay)		20.00	20.00	0.0%
	Parking Dispensations - Late Charge		50.00	50.00	0.0%
	Parking Dispensations - 1st Day		20.00	20.00	0.0%
	Parking Dispensations - Additional Days		5.00	5.00	0.0%
	Parking Dispensations - 1 Week		40.00	40.00	0.0%
	Parking Dispensations - 2 Weeks		70.00	70.00	0.0%
	Parking Dispensations - 3 Weeks		100.00	100.00	0.0%
	Parking Dispensations - 4 Weeks		125.00	125.00	0.0%
	Special Parking/ Access Permit		50.00	50.00	0.0%
<b>Resident Permits</b>					
	1st		50.00	50.00	0.0%
	2nd		70.00	70.00	0.0%
	3rd		100.00	100.00	0.0%
	Electric Vehicles		Free	Free	
<b>Visitor Vouchers</b>					
	2 Hours		1.00	1.00	0.0%
	6 Hours		2.00	2.00	0.0%
	24 Hours		4.00	4.00	0.0%
<b>Parking Administration Charges</b>					
	Replacement Parking Permit for Replacement Vehicles (admin fee)		10.00	N/A	
<b>Electric Car Permit</b>					
	RBWM residents only. Where a resident has a fully electric car, the resident may apply for a permit which allows free parking to any RBWM car park where charges would normally apply.		FREE	FREE	

PLACE DIRECTORATE	2021/22		2020/21		% Increase	
	£	£	£	£	Non-Resident	Resident
<b>OUTDOOR FACILITIES</b>						
<b>ALLOTMENTS</b>						
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot - A+	629.00	315.00	619.00	310.00	1.6%	1.6%
A	168.00	83.00	165.00	82.00	1.8%	1.2%
B	145.00	73.00	143.00	72.00	1.4%	1.4%
<b>CEMETERIES AND CHURCHYARDS</b>						
<b>STANDARD BURIAL:</b>						
Grant of exclusive right of burial for 50 yrs including right to erect memorial Burial Fees	2,789.00	1,393.00	2,745.00	1,371.00	1.6%	1.6%
For three - Braywick Cemetery only	2,736.00	1,371.00	2,693.00	1,349.00	1.6%	1.6%
For two - Oakley Green Cemetery only	2,334.00	1,169.00	2,297.00	1,151.00	1.6%	1.6%
For two - Oakley Green Cemetery only	2,334.00	1,169.00	2,297.00	1,151.00	1.6%	1.6%
For one	2,108.00	1,056.00	2,075.00	1,039.00	1.6%	1.6%
Child 7 to 17 years	1,005.00	-	989.00	-	1.6%	
Child up to 6 years	482.00	-	474.00	-	1.7%	
Additional charge for a casket	900.00	449.00	886.00	442.00	1.6%	1.6%
Re-open for 2nd burial 6ft depth	1,169.00	1,169.00	1,151.00	1,151.00	1.6%	1.6%
Re-open for 2nd burial 4ft depth	1,056.00	1,053.00	1,039.00	1,036.00	1.6%	1.6%
<b>INFANT BURIAL:</b>						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial Burial Fee	682.00	-	671.00	-	1.6%	
	270.00	-	266.00	-	1.5%	
<b>CREMATION PLOT:</b>						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial New Cremation Plot (2 caskets per plot)	1,358.00	679.00	1,337.00	668.00	1.6%	1.6%
	732.00	367.00	720.00	361.00	1.7%	1.7%
Re-open for a second interment of ashes	367.00	367.00	361.00	361.00		
<b>CREMATION CHAMBER:</b>						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,460.00	729.00	1,437.00	718.00	1.6%	1.5%
Renew grant of exclusive right of burial for a further 10 years	719.00	359.00	708.00	353.00	1.6%	1.7%
Re-open for a second interment of ashes	251.00	251.00	247.00	247.00	1.6%	1.6%

PLACE DIRECTORATE	2021/22		2020/21		% Increase	
<b>MEMORIALS:</b>						
Additional inscription / replacement stone	49.00	49.00	48.00	48.00	2.1%	2.1%
Wall plaque	62.00	62.00	61.00	61.00	1.6%	1.6%
Cremation tablet	62.00	62.00	61.00	61.00	1.6%	1.6%
Vase or book on cremation plot or grave	62.00	62.00	61.00	61.00	1.6%	1.6%
Reservation of wall plaque for 7 years	62.00	62.00	61.00	61.00	1.6%	1.6%
Stake in Ground Plaque - prices from:-	177.00	177.00	174.00	174.00	1.7%	1.7%
<b>MISCELLANEOUS:</b>						
Record research fee	62.00	62.00	61.00	61.00	1.6%	1.6%
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,371.00	685.00	1,349.00	674.00	1.6%	1.6%
Inter cremated remains in Garden of Remembrance	210.00	210.00	207.00	207.00	1.4%	1.4%
Interment outside prescribed hours (minimum charge)	492.00	246.00	484.00	242.00	1.7%	1.7%
Minimum cost for specific needs	492.00	246.00	484.00	242.00	1.7%	1.7%
Private grave registration transfer	62.00	62.00	61.00	61.00	1.6%	1.6%
Use of chapel at Oakley Green only	179.00	179.00	176.00	176.00	1.7%	1.7%
Copy of Deed	62.00	62.00	61.00	61.00	1.6%	1.6%
<b>PARKS AND OPEN SPACES</b>						
<b>FOOTBALL:</b>						
Grade A Pitch		1,853.00		1,824.00		1.6%
Grade B Pitch		1,403.00		1,381.00		1.6%
Mini Football Pitch - Marked 2hr session		Free		Free		
<b>RUGBY:</b>						
Braywick / Home Park		2,348.00		2,311.00		1.6%
Mini Rugby Pitch - Marked 2hr session		Free		Free		
<b>CRICKET:</b>						
Home Park		3,178.00		3,128.00		1.6%
<b>LAWN TENNIS:</b>						
Home Park		1,461.00		1,438.00		1.6%
<b>MISCELLANEOUS:</b>						
Royal Windsor Dog Show		8,648.00		8,512.00		1.6%
Triathlon		7,412.00		7,295.00		1.6%
Horse Show		8,648.00		8,512.00		1.6%
Ockwells Dog Show		730.00		718.00		1.7%

PLACE DIRECTORATE	2021/22	2020/21	% Increase
<b>RIGHTS OF WAY</b>			
Actual Costs +Advertising mimimum charges:	£	£	
S118 Stopping Up of Footpaths, Bridleways & Restricted Byways.	1,420.00	1,398.00	1.6%
S119 Diversion of Footpaths, Bridleways & Restricted Byways.	1,420.00	1,398.00	1.6%
S257 Town & Country Planning Act 1980 Diversion Orders.	1,420.00	1,398.00	1.6%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders. (NB- Advertising costs above include Vat.)	-	-	
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)	60.00	59.00	1.7%
Land Owner Declaration (Highways Act 1980 / Commons Act 2006)	297.00	292.00	1.7%
Land Owner Declaration (Highways Act 1980 / Commons Act 2006) - Subsequent Declaration	60.00	59.00	1.7%
<b>NEW ROADS &amp; STREET WORKS ACT INSPECTIONS / PERMITS</b>			
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 apperatus in the highway licences. First application flat fee	523.00	515.00	1.6%
S50 NRSWA private apperatus in the highway licences. Second and subsequent application flat fee	261.00	257.00	1.6%

**FEES AND CHARGES 2021/22**

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<b>PLACE DIRECTORATE</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>COMMUNITY, PROTECTION &amp; ENFORCEMENT SERVICES</b>				
<b>ENVIRONMENTAL PROTECTION</b>				
Standard FPN for Environmental Protection Property		95.14	93.64	1.6%
Environmental Protection Act - LA Pollution Prevention Control (Dependant on type of process tested)		Set by DEFRA	Set by Defra	
Scrap Metal Licensing:				
- Collector Licence		225.00	221.00	1.8%
- Site Licence		336.00	331.00	1.5%
Fixed Penalty Notice for Fly Tipping		400.00	400.00	0.0%
Fixed Penalty Notice for Failing to Produce Documentation for the Transfer of Waste		300.00	300.00	0.0%
<b>TRADING STANDARDS</b>				
Weights & Measures Fees	Weights & Measures Inspector Hourly Rate of:	66.57	65.52	1.6%
Petroleum Licences	Set Externally - See Website			
Explosives Licences	Set Externally - See Website			
Poisons Licences	Set Externally - See Website			
<b>RESIDENTIAL SERVICES</b>				
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		837.00	824.00	1.6%
-additional rooms	Per Additional Room:	27.43	27.00	1.6%
-renewal of licence and second and subsequent properties		770.00	758.00	1.6%
Follow ups of Incomplete applications	Per Hour:	40.64	40.00	1.6%
Copy Licence		11.18	11.00	1.6%



PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
<b>The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges</b>			
First offence £2,000 reduced to £1000 if paid within 14 days			
Second offence	3,048.00	3,000.00	1.6%
Third and subsequent offences	5,080.00	5,000.00	1.6%
<b>COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR</b>			
*Dog Faeces Fixed Penalty Notice *£100 reduced to £75 if paid within 14 days	100.00	100.00	0.0%
*Fixed Penalty Notice for Breach of Public Space Protection Officer (PSPO)	100.00	100.00	0.0%
*Fixed Penalty Notice for Breach of Community Protection Notice (CPN)	100.00	100.00	0.0%
*Fixed Penalty Notice for Littering	100.00	100.00	0.0%
*Fixed Penalty Notice for Graffiti (New Fee)	100.00	100.00	0.0%
*Civil Penalty of Littering for Vehicle (New Fee)	100.00	100.00	0.0%
<b>LICENSING/ ENFORCEMENT TEAM</b>			
<b>Licensing Of Hackney Carriages And Private Hire Vehicles</b>			
For 1-5 Vehicles	265.00	265.00	0.0%
For 6-10 Vehicles	440.00	440.00	0.0%
For 11-15 Vehicles	615.00	615.00	0.0%
For 16-20 Vehicles	790.00	790.00	0.0%
For 21 Vehicles And Over	1,035.00	1,035.00	0.0%
For 30 Vehicles And Over	1,420.00	1,420.00	0.0%
Drivers Annual Licence	100.00	100.00	0.0%
Drivers Dual Licence	160.00	160.00	0.0%
Transfer Of Driver Or Vehicle Licence	37.00	37.00	0.0%
Badge Replacement	10.00	10.00	0.0%
Knowledge Test	16.00	16.00	0.0%
Meter Test	27.00	27.00	0.0%
Carriage Licence	255.00	255.00	0.0%
Replacement Plate	10.00	10.00	0.0%

**FEES AND CHARGES 2021/22**

<b>PLACE DIRECTORATE</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>Licensing Act 2003</b>				
Personal Licences	Prices set by statute - See Website	-	-	
Annual Fee for Premises Licences:-	Prices set by statute - See Website	-	-	
Sexual Venue Licensing (Per Premises)		5,000.00	5,000.00	0.0%
Sex Shop Licences (Per Premises)		5,000.00	5,000.00	0.0%
<b>Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)</b>				
<b>Betting Premises (excluding Tracks)</b>				
New Application		3,000.00	3,000.00	0.0%
Annual Fee		600.00	600.00	0.0%
Application To Vary		1,500.00	1,500.00	0.0%
Application To Transfer		1,200.00	1,200.00	0.0%
Application For Re-Instatement		1,200.00	1,200.00	0.0%
Application For Provisional Statement		3,000.00	3,000.00	0.0%
Licence Application (Provisional Statement Holders)		1,200.00	1,200.00	0.0%
Copy Licence		25.00	25.00	0.0%
Notification Of Change		50.00	50.00	0.0%
<b>TRACKS</b>				
New Application		2,500.00	2,500.00	0.0%
Annual Fee		1,000.00	1,000.00	0.0%
Application To Vary		1,250.00	1,250.00	0.0%
Application To Transfer		950.00	950.00	0.0%
Application For Re-Instatement		950.00	950.00	0.0%
Application For Provisional Statement		2,500.00	2,500.00	0.0%
Licence Application (Provisional Statement Holders)		950.00	950.00	0.0%
Copy Licence		25.00	25.00	0.0%
Notification Of Change		50.00	50.00	0.0%

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PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
<b>Safety of Sports Ground Act 1975</b>			
Issuing of a safety certificate	1,105.00	1,105.00	0.0%
Amendment of a safety certificate	553.00	553.00	0.0%
Replacement of a safety certificate	553.00	553.00	0.0%
Transfer of a safety certificate	553.00	553.00	0.0%
Cancellation of a safety certificate	553.00	553.00	0.0%
<b>Adult Gaming Centre</b>			
New Application	2,184.28	2,184.28	0.0%
Annual Fee	1,094.98	1,094.98	0.0%
Application To Vary	1,094.98	1,094.98	0.0%
Application To Transfer	1,315.01	1,315.01	0.0%
Application For Re-Instatement	1,315.01	1,315.01	0.0%
Application For Provisional Statement	2,183.76	2,183.76	0.0%
Licence Application (Provisional Statement Holders)	1,314.49	1,314.49	0.0%
Copy Licence	32.02	32.02	0.0%
Notification Of Change	32.02	32.02	0.0%
<b>Other Statutory Licences - Set by Licensing Panel</b>			
Street Trading	3,000.00	3,000.00	0.0%

PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
<b>HOUSING</b>			
<b>ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES</b>			
Freezer Failure Certificate	155.00	152.50	1.6%
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	214.00	210.00	1.9%
Health & Safety Work Act S28-Cost Of Officer Time + 15% Admin, Minimum Charge Of:	82.00	80.27	2.2%
<b>Riding Establishments:</b>			
- first application (plus vet's fees)			
- renewal (plus vet's fees if appropriate)			
<b>Animal Boarding, Breeding Of Dogs, Pet Animals &amp; Shops:</b>			
- first application			
- renewal (plus vet's fees if appropriate)			
<b>Dangerous Animals:</b>			
- first application			
- renewal (plus vet's fees if appropriate)			
<b>Performing Animals:</b>			
Zoo Licence First Application			
Zoo Licence Renewal			
<b>Ear Piercing / Acupuncture / Electrolysis and Tattooing</b>			
- registration of premises and one practitioner	236.00	231.50	1.9%
- each additional practitioner	79.00	77.20	2.3%
- existing Licence amendment	41.00	40.00	
- replacement of operator certificate	20.00	30.90	-35.3%
Min fee:			

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

**FEES AND CHARGES 2021/22**

<b>PLACE DIRECTORATE</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>RESIDENTIAL SERVICES</b>				
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		837.00	824.00	1.6%
-additional rooms	Per Additional Room:	28.00	27.00	3.7%
-renewal of licence and second and subsequent properties		770.00	758.00	1.6%
Follow ups of Incomplete applications	Per Hour: Staff Hourly Rate	40.00	40.00	0.0%
Copy Licence	Half hour to process application	20.00	11.00	81.8%
<b>The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges</b>				
First offence	£2,000 reduced to £1000 if paid within 14 days			
Second offence		3,000.00	3,000.00	0.0%
Third and subsequent offences		5,000.00	5,000.00	0.0%
<b>Mobile Homes Act 2013</b>				
(The licensing of caravan sites for static or touring caravans for use as a holiday accommodation)		Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website		New
<b>Fixed Penalty Notices for Housing Act 2004</b>				New

<b>PLACE DIRECTORATE</b>	<b>2021/22</b> £	<b>2020/21</b> £	<b>% Increase</b>
<b>BUILDING CONTROL</b>			
Fees set by Shared Service			
<b>PLANNING &amp; DEVELOPMENT</b>			
<b>Pre-Application Advice (Including VAT)</b>			
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	50% off respective fee	
Level 1 - Householder Pre App (Extensions, Alterations and Outbuildings) (In principle advice from planning officer)	127.00	125.00	1.6%
Level 2 - Householder pre-app (Extensions, Alterations and Outbuildings) (involves some internal consultation at	169.00	166.00	1.8%
Follow up meeting to a level one or level 2 householder pre-app (Planning Officer attendance only)	91.00	90.00	
Advertisements	154.00	152.00	1.3%
Telecommunications	357.00	351.00	1.7%
Listed buildings works to a single dwelling house	154.00	152.00	1.3%
<b>Residential</b>			
1 unit	290.00	285.00	1.8%
2-5 units	560.00	550.14	1.8%
6-9 units	885.00	869.22	1.8%
10-24 units	1,185.00	1,165.96	1.6%
25-49 units	2,765.00	2,716.99	1.8%
50-99 units	5,785.00	5,690.08	1.7%
100-149 units	7,975.00	7,846.75	1.6%
150+ units	10,160.00	9,996.17	1.6%

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**PLACE DIRECTORATE**

	2021/22 £	2020/21 £	% Increase
<b>Non-residential</b>			
Less than 200 sq. m. floor space	550.00	540.00	1.9%
200-999 sq. m. floor space	1,022.00	1,005.56	1.6%
1,000-1,999 sq. m. floor space	2,134.00	2,100.47	1.6%
2,000-4,999 sq. m. floor space	3,367.00	3,314.00	1.6%
5,000-9,999 sq. m. floor space	5,791.00	5,700.00	1.6%
10,000+ sq. m. floor space	7,980.00	7,854.00	1.6%
All forms of development that does not fall in to above categories	Contact for quote	Contact for quote	
Minerals / waste proposals	Contact for quote	Contact for quote	
Complex heritage/conservation proposals	Contact for quote	Contact for quote	
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	224.00	220.03	1.8%
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	224.00	220.03	1.8%
Planning History Search excl. VAT			
- Householder	per application 32.50	31.89	1.9%
- All other cases	per application 105.00	103.11	1.8%
Planning decisions and related documents	13.00	12.76	1.9%
Retrieval and copying from Archive of Planning Documents	£1.58 for A4 1st page / 41p per sheet thereafter	£1.55 for A4 1st page / 40p per sheet thereafter	1.6%
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**

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		2021/22	2020/21	%
		£	£	Increase
<b>Hourly Rates &amp; attendance at requested meetings (Where requests are accepted by LPA)</b>				
Head of Service	Hourly Rates	203.20	200.00	
Deputy Head of Service or Policy Manager	Hourly Rates	152.40	150.00	
Team Leader	Hourly Rates	132.08	130.00	
Principal Officer	Hourly Rates	121.92	120.00	
Senior Officer	Hourly Rates	101.60	100.00	
Planning Officer/Conservation Officer	Hourly Rates	91.44	90.00	
Specialist Advice - e.g.. trees, ecology, highways, environmental protection	Hourly Rates	101.60	100.00	
<b>Trees and High Hedges</b>				
Pre-application fees for Protected Tree works (TPO /conservation Areas)	Minimum Fee	90.00	90.00	0.0%
High Hedges Complaints		769.00	756.83	1.6%
TPO-Hard Copy	Per TPO	32.40	31.89	1.6%
<b>S106 Management, Maintenance, Compliance &amp; Monitoring</b>				
Major applications - non-refundable charge		836.00	822.73	1.6%
Minor and Other applications - non-refundable charge		428.00	420.93	1.7%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)		114.00	111.61	2.1%
Monitoring of non-financial S106 Obligations		224.00	220.03	1.8%
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)		160.00	156.25	2.4%
Legal fees S106 Bilateral - hourly rates		110.00	107.36	2.5%
Legal fees S106 unilateral undertakings (including proforma):-				
Legal checking fees - Dependent on complexity		£1,220 min, thereafter £110 per hr	£1,200 min, thereafter £108 per hr	1.6%
Legal fees S106 Deed of Variation		£402 min, thereafter £110 per hr	£396 min, thereafter £108 per hr	1.6%
Legal Fees S111 Agreement (SANG mitigation)		£562 min, thereafter £110 per hr	£553 min, thereafter £108 per hr	1.6%



PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
<b>Strategic Access Management Monitoring</b>			
Bedsit/1 bed dwelling	470.83	463.42	1.6%
2 bed dwelling	620.98	611.20	1.6%
3 bed dwelling	835.96	822.80	1.6%
4 bed dwelling	951.52	936.53	1.6%
5+ bed dwelling	1,241.96	1,222.40	1.6%
<b>Allen's Field, Ascot Suitable Alternative Natural Greenspace - Provision/Maintenance</b>			
Bedsit / 1 bed dwelling	8,135.75	8,007.63	1.6%
2 bed dwelling	8,877.33	8,737.53	1.6%
3 bed dwelling	9,875.87	9,720.35	1.6%
4 bed dwelling	10,399.34	10,235.57	1.6%
5+ bed dwelling	11,719.50	11,534.94	1.6%
<b>Sunningdale Park, Sunningdale Suitable Alternative Natural Greenspace – provision / maintenance per dwellings</b>	9,137.36	8,993.46	1.6%

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## APPENDIX 3 – CAPITAL

### 1. INTRODUCTION

- 1.1 This Appendix sets out the proposed Capital Strategy and the proposed Capital Programme for 2020/21 – 2023/24. Once agreed the Council can confirm the implications on its future borrowing and the implications on its Revenue Budget and Medium-Term Financial Strategy.
- 1.2 The report links very closely to two other appendices within this budget report:
- a) **The Revenue Budget Report 2021/22 (Appendix 1)**. This sets out the Council's revenue spending for 2021/22 and indicative spending plans for 2022/23 - 2025/26. It is the challenging financial position the Council is in that sets the context for the affordability of the Capital Programme.
  - b) **The Treasury Management Strategy (Appendix 4)** sets out how the Council will fund and afford its planned level of capital investment in 2021/22 and beyond. This also assesses the affordability of capital investment plans in the context of the Revenue Budget and its Prudential Indicators
- 1.3 The Council is now operating within its means and 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.

### 2. FINANCIAL DETAILS / VALUE FOR MONEY

#### 2.1 Capital Strategy

- 2.1.1 The Capital Strategy as set out in **Annex 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.
- 2.1.2 Like many councils, RBWM has chosen to capitalise certain council spending e.g. 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.
- 2.1.3 This strategy has been assisted by a period of unprecedented low interest rates, which has made the cost of substantial investment more affordable.
- 2.1.4 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 2021/22 and beyond.

2.1.5 For 2021/22 this means that the Council has had to focus on:

- (a) **Fully-funded schemes**, where the cost of the scheme is fully or largely met by external funding.
- (b) **Income generating schemes** – where the business case confirms a substantial return that more than offsets the borrowing cost in the short and medium term.
- (c) **Unavoidable capital investment** – predominantly relating to immediate requirements to replace or enhance essential fixed assets for service delivery.

## 2.2 Capital Programme

2.2.1 The Capital Programme, using this strategy, is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational.

2.2.2 These are funded from either capital grants, developer contributions in the form of s106 & CIL, partner contributions, capital receipts or prudential borrowing; the cost of which is funded from the Revenue Budget.

2.2.3 **Table 1** below shows the 2021/22 Capital Programme in detail together with the sources of funding in 2021/22 as shown in **Annex B1**. It also provides indicative figures for the cost of the relevant capital schemes in the following two years.

**Table 1: Summary of the 2021/22 Capital Programme**

Proposed Capital Programme 2021/22 - 2023/24	Scheme Cost Gross	S106	Grant	CIL	2021/22 Net Cost	2022/23 Net Cost	2023/24 Net Cost	Net Cost over three years	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Currently reported Slippage to 2021/22	24,994	(303)	(6,076)		18,615			18,615	Identified slippage from schemes in progress.
Previously approved Schemes 2021/22	17,431	-	-	(2,738)	14,693	24,169	19,905	58,767	Schemes started before 2021/22 or to start in that year for which there is a legal commitment
Fully Funded Schemes 2021/22	7,441	(413)	(5,916)	(1,112)	-			-	
<b>Pre-approved /Fully Funded Total</b>	<b>49,866</b>	<b>(716)</b>	<b>(11,992)</b>	<b>(3,850)</b>	<b>33,308</b>	<b>24,169</b>	<b>19,905</b>	<b>77,382</b>	
New Bids 2021/22 - Refurbishment & enhancement schemes	2,237	(354)	(90)	-	1,793			1,793	Essential schemes
<b>Total Capital Programme</b>	<b>52,103</b>	<b>(1,070)</b>	<b>(12,082)</b>	<b>(3,850)</b>	<b>35,101</b>	<b>24,169</b>	<b>19,905</b>	<b>79,175</b>	

2.2.4 The total Capital Programme for 2021/22 is £52,103,000, of which the largest share (£42,425,000) relates to ongoing cost of existing capital schemes. New capital investment amounts to £9,678,000. After taking into account funding from a range of sources, the net cost of the 2020/21 programme to be funded from borrowing is £35,101,000.

2.2.5 The overall three-year Capital Programme will increase borrowing by £79,175,000, of which the largest share of £58,768,000 relates to schemes approved in previous years and forecast prior year slippage of £18,615,000. Note this forecast slippage position will be updated at outturn to reflect the actual position.

- 2.2.6 The above figures are reflected in the Revenue Budget and Medium-Term Financial Projections, which also assume additional capital investment of £5,000,000 in the next two financial years. £24,994,000 of proposed capital spending relates to spending that was originally expected in 2020/21 and is forecast to slip into 2021/22. The detail is shown in **Annex B6**. This has had a positive impact on the Revenue Budget for 2020/21.
- 2.2.7 Since 2020/21, 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. This reduces the impact on the revenue budget whilst the asset is under construction.
- 2.2.8 MRP, essentially the principal repayment, is calculated on an annuity basis over the life of the asset starting in the year following completion. This is in line with the Treasury Management Policy (**Appendix 4 to this budget report**).

### 2.3 Developer Contributions

- 2.3.1 Developer Contributions in the form of S106 and CIL income are playing an increasing role in helping to fund the Capital Programme.
- 2.3.2 The 2020/21 Capital Programme includes the use of £5,494,000 of s106 & CIL funding. An additional £3,767,000 is earmarked for use in 2021/22. In total the Council has the following resources as set out in **Table 2** below.

**Table 2: Developer Contributions**

<b>S106 &amp; CIL January 2021</b>	<b>£'000</b>
Developer Contributions by Service Area	
Public Transport	50
Affordable Housing	541
Open Space	1,028
Highways	1,641
Workplace Travel Plans	3
Education	954
Community Facilities	164
Library Services	334
Town Centre Enhancements	10
Public Art	174
Indoor Sports	246
Economic Development	16
Admin Costs	8
Air Quality	81
Archiving	14
Landscape	3
Allotments	17
Special Protection Area (SPA)	790
Community Infrastructure Levy	7,965
<b>Total</b>	<b>14,039</b>

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

### 2.4 Major Schemes

2.4.1 The Programme includes major schemes budgeted at £30,249,000 in 2020/21. These schemes are of major importance to the Borough and are listed below with further detail in **Annex B4**.

- Affordable Housing
- Broadway Car Park, Maidenhead
- Vicus Way Car Park
- Maidenhead Development
- River Thames – Environment Agency Scheme.

2.4.2 The **affordable housing** scheme proposes to develop sites that will enable new affordable homes to be added to the property company portfolio to help to meet housing need in the Borough at a budgeted cost of £11,507,000 over the next three financial years.

2.4.3 The **Broadway Car Park** scheme will build a new Multi-Storey Car Park to replace the current Broadway Car Park. This was approved in September 2018. The project is being delivered as part of the wider Nicholsons Quarter Masterplan and is projected to spend a net amount of £25,405,000 over the next three financial years.

2.4.4 The **Vicus Way Car Park** project will construct a new multi-storey car park as part of Maidenhead Regeneration plan. This will replace the loss of car parking at various sites within Central Maidenhead with net projected expenditure of £9,363,000 over the next three financial years.

2.4.5 The **Maidenhead Development** project of £15,950,000 will provide a range of benefits to residents including new homes and affordable housing close to the town centre.

2.4.6 The **River Thames Environment Agency Scheme** is the recommended way forward emerging from the Lower Thames Flood Strategy 2010 developed by the Environment Agency. The aim of the project is to protect communities, secure the economy and enhance the Thames. This scheme was first agreed by Full Council in April 2015 at a cost of £10,000,000. There is budget provision of £9,550,000 over the next three financial years.

2.4.7 The total cost of these schemes over the next three years is £71,775,000. Some will enable the generation of future Capital Receipts. Other schemes will generate future revenue income, after taking into account debt financing costs, e, g, and Broadway and Vicus Way car parks.

### 2.5 Highways, Transport, Traffic Management, Road Safety, Flooding and Drainage Programme

2.5.1 Members should note that for the first time this year, the Council's Highway, Transport, Traffic Management, Street Lighting, Local Safety Schemes Flooding and Drainage programme of planned works is included in the main capital budget report. In previous years, block allocations have been approved

in this report with a more detailed report to Cabinet identifying schemes across those broad headings following in the Spring. They are shown in **Annex B2 and B3**.

- 2.5.2 This new approach allows for advance planning of works, many of which are already identified in previous years as a priority or continuation of work. It also allows for a much earlier start on the work programme with appropriate notice to utility providers and better liaison and coordination with the community and those who also work on the highway, for example, Highways England and the utility companies. The earlier start on site also gives rise to the possibility of additional schemes being undertaken if resources allow and as such reserve schemes for resurfacing, road safety and flooding and drainage works are in place, should the opportunity arise.
- 2.5.3 Specifically, the Highways resurfacing programme is based on highway asset management best practice which highlights highway and footway in greatest need of attention either through resurfacing, reconstruction, micro-asphalting or planning and resurfacing. Existing priorities and schemes for 20/21 that have been delayed due to other priorities and the pandemic are also included.
- 2.5.4 The Traffic Management programme is based on issues or concerns that have been raised from various sources, whilst the Local Safety Schemes programme is predominantly made up of the highest risk casualty sites that have been identified across the Borough, based on casualty numbers rather than sites where there might be safety concerns, but few if any recorded injury crashes.
- 2.5.5 Flood Prevention and drainage schemes are also included in the proposals which are prioritised against known hotspots across the Borough, intelligence and requests for measures from members of the Flood Liaison Group and the community.

### 2.6 Discretionary Schemes

- 2.6.1 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. 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.
- 2.6.2 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. Therefore, due to affordability, only essential schemes are being proposed for 2021/22 as additions to the programme. These are set out in **Annex B5**.
- 2.6.3 **Fully Funded Schemes £7,441,000**  
These schemes are either funded from s106 & CIL 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.

### 2.6.4 Borough Funded Schemes £1,793,000

## Appendix 3 Capital

These schemes are mostly funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes. The gross value of these schemes totals £2,237,000 and are partly funded by grant and developer contributions where available.

### 2.7 de Minimis

All expenditure below £20,000 is de Minimis for capital purposes and expenditure below this amount is 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.

## 3. ANNEXES

3.1 The table below details the Annexes to this Appendix:

Annex	Details
A	Capital Strategy
B1	Proposed Capital Programme Summary
B2	Block Allocation – Highways Resurfacing
B3	Block Allocation – Highways Scheme Detail
B4	Major Schemes
B5	Proposed Capital Programme Detail
B6	2020/21 Forecast Slippage carried into 2021/22



## APPENDIX 3, ANNEX A – CAPITAL STRATEGY 2021/22 – 2025/26

### 1. INTRODUCTION

- 1.1 The Royal Borough of Windsor and Maidenhead (RBWM) 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.
- 1.3 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 interim corporate strategy, the Medium-Term Financial Plan and the Treasury Management Strategy.
- 1.4 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** – After option appraisal this can include the provision of a new school, library or leisure centre, or major highways investment.
  - (ii) **Invest to Save Schemes** – 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** – where the Council is required to replace certain equipment e.g. IT assets when they become obsolete.
- 2.2 In some cases, projects may be fully funded by Government Grants or partner contributions.
- 2.3 The main sources of capital funding are:
- (a) **Capital Grants** – either general grants or specific grants towards specific projects e.g. highways and schools.
  - (b) **Developer Contributions** – towards the costs of local infrastructure stemming from new development. This includes S106 & Community Infrastructure Levy (CIL).
  - (c) **Partner Contributions** – Council partners may make a contribution towards the cost of capital projects.
  - (d) **Revenue Contributions** – where the revenue budget meets the cost of ongoing capital spending e.g. maintenance of buildings etc.
  - (e) **Capital Receipts** – from the disposal of council assets.

- (f) **Prudential Borrowing** – this enables councils to borrow to fund capital investment provided that it is affordable. This is largely undertaken through the Public Works Loan Board (PWLB). The debt financing costs are also met by the Revenue Budget.

2.4 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

2.5 Ideally, RBWM aims to cover recurring spending from its Revenue Budget and fund short life assets from external income sources. Borrowing is used to fund spending on longer life assets e.g. buildings and infrastructure.

### 3. NATIONAL FINANCIAL CONTEXT

3.1 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. The impact of COVID-19 has further impacted councils at unprecedented levels.

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

3.2 Council budgets have come under significant pressure resulting in some councils capitalising 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 e.g. capitalising debt interest.

3.3 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.

3.4 Unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. However, it is expected that changes will be made to the lending terms of the PWLB in coming months in relation to such commercial investment following the current central government consultation.

3.5 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment and this is an option open to RBWM.

#### 4. FINANCIAL CONTEXT RBWM

- 4.1 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.
- 4.2 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.
- 4.3 In other cases, RBWM has been able to use s106 & CIL contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.
- 4.4 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 maintain a revenue income stream.
- 4.5 This has resulted in significant capital investment in recent years. Council borrowing is projected at £162m for 2021/22.
- 4.6 When building the Capital Programme for 2021/22 the cost of borrowing has been kept as low as possible by investing in essential schemes only. This is in addition to the schemes approved in previous years by Council. For 2021/22 debt financing costs, including MRP, are estimated at £5.6m. This will reduce in future years as disposals of council assets are used to repay short term debt. At the same time the investment will also have generated considerable income that will help the Council repay this debt.
- 4.7 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, such as needing to:
- (i) Fund significant spending on maintaining assets from borrowing rather than funding this from within its Revenue Budget
  - (ii) Use capital to fund a number of short-term asset replacements.
  - (iii) Prioritise spending that generates future income to contribute to its Revenue Budget.
- 4.8 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.

- 4.9 However, in the longer term as borrowing increases, this places more and more pressure on the Revenue Budget, through increasing the level of debt financing costs.
- 4.10 Currently some £2m of ongoing regular capital investment, normally financed through the Revenue Budget, is within the Capital Programme. Over time the Council needs to return to meeting 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 and investing in the Borough.
- 4.11 Given the current pressures on the Revenue Budget, it will take some time to redress this balance.

## 5. RBWM CAPITAL STRATEGY

### Developing Capital Plans

- 5.1 Decisions around future capital investment should not be taken lightly as it often involves significant sums of money, which has a significant future impact on council finances.
- 5.2 The Council faces some tough choices against competing priorities and therefore always needs to balance the immediate benefit of investing in a new capital asset against the future financial sustainability of council finances. 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.
- 5.3 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.
- 5.4 This prioritisation will be assisted by having:
- (a) **Surveys of all council assets** that set out maintenance requirements over time
  - (b) **Clear replacement strategies** – that show when assets need to be replaced and updated e.g. IT equipment and systems.
- 5.5 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.

- 5.6 Above all, there is a need for an effective process to assess competing capital priorities and develop more long-term capital plans.

## **6. RBWM COUNCIL PRIORITIES**

- 6.1 The Council's priorities must be at the heart of any capital strategy.
- 6.2 Finance is both the enabler that allows the Council to deliver these key priorities and the constraints that the Council needs to work within as it makes tough decisions between those priorities.
- 6.3 RBWM has an agreed interim strategy in light of the impact of the pandemic on the authority. The interim strategy was agreed by Cabinet on 30 July 2020. A refresh of the overall corporate strategy will be undertaken.
- 6.4 The current agreed interim key priorities for Windsor and Maidenhead are:

### Covid-19

- Immediate response
- Long term recovery
- New service requirements

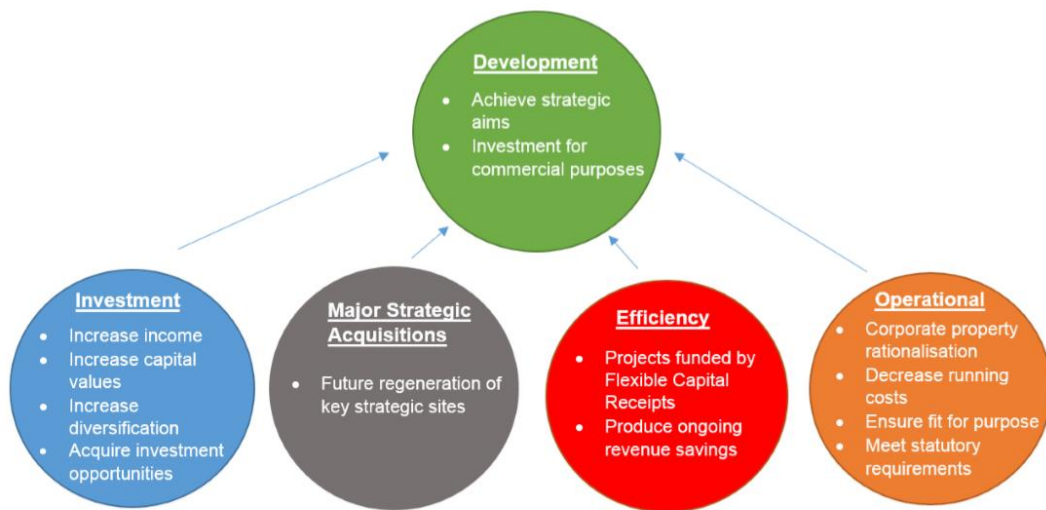
### Interim Focus Objectives

- Service stand up (business continuity)
- Revised service operating plans
- Transformation plan
- Climate strategy
- Governance
- People plan – values, leadership, Diversity and Inclusion

### MTFS

- Impact of Covid-19 directly
- Economic downturn
- Government policy

- 6.5 A number of these priorities involve long term capital investment in the Royal Borough.
- 6.6 The Council's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



## 7. SERVICE PRIORITIES FOR INVESTMENT

7.1 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**.

**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"> <li>New accommodation provision for vulnerable people</li> <li>Maintenance and improvement of existing accommodation provision.</li> </ul>	<ul style="list-style-type: none"> <li>Adult Social Care Transformation Programme</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents</li> </ul>
	<ul style="list-style-type: none"> <li>Investment in highways infrastructure, including bridges and footpaths</li> <li>Investment in alternative transport linked to climate change</li> <li>Investment in road safety</li> </ul>	<ul style="list-style-type: none"> <li>Local Transport Plan</li> <li>Asset Management Plan</li> <li>Cycling Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Safe and vibrant communities</li> <li>Attractive, well connected borough</li> </ul>
	<ul style="list-style-type: none"> <li>One off pump priming investment in digital and communications infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Council Transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Office accommodation provision for commissioned services</li> </ul>		<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>

Directorate	Service priorities	Link to statutory or other plan	Link to Council priority
Children's Services	<ul style="list-style-type: none"> <li>Education: capacity to keep up with growth in population in partnership with Academy schools</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure Plan</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Education: capacity for children with additional needs in mainstream schools</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources</li> </ul>
	<ul style="list-style-type: none"> <li>Social Care: 18-25 supported accommodation for care leavers and those with additional needs</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion Strategy,</li> <li>Sufficiency Strategy,</li> <li>Council Transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources</li> </ul>
	<ul style="list-style-type: none"> <li>Social Care: 5-10 residential children's home places to challenge the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Sufficiency Strategy,</li> <li>Council Transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Office accommodation for services</li> </ul>		<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Modern technology platform for mobile and partnership working</li> </ul>	<ul style="list-style-type: none"> <li>Council transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>

7.2 The Council also needs to be flexible enough to respond to opportunities to lever in additional external funding or grant that could partially fund an additional project alongside some capital investment from the Council.

## 8. DELIVERING CAPITAL PROJECTS

8.1 All capital projects over £100,000 are subject to a gateway process that requires them to set out:

- (a) A procurement Strategy for the project
- (b) A 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.

8.2 The Council has established a Capital Programme Board (CPB) which oversees the delivery of the capital programme. CPB is an officer working group. It is an advisory / monitoring body and takes any decision-making power from the delegated authority of officers attending as set out in the scheme of delegation and the financial procedure rules within the Council's Constitution. It makes decisions where priorities and budgets are already agreed within the Council's Policy and Budget Framework. Any proposal that is outside the approved Policy and Budget framework will be referred to Cabinet and/or Council in accordance with the Constitution. The following summarises the terms of reference of the board:

#### **Membership**

- Executive Director of Place
- Head of Finance
- Head of HR, Corporate Projects and IT
- Head of Infrastructure and Sustainability
- Head of Commissioning – Infrastructure
- Capital Accountant.

#### **Support to the Board**

- Project Manager – Corporate Projects
- Executive Assistant to Executive Director of Place

#### **Frequency**

- CPB normally meets every 2 months but more frequently as required e.g. in the lead up to budget setting.

#### **Overall Responsibilities**

- Advise on the Council's Capital Strategy in line with the Council's priorities.
- Ensure the effective development and delivery of the Capital Programme in line with the Council's Capital Strategy and Council priorities.
- Identify and monitor the resources available to fund the Capital Programme in the most efficient way.
- Oversee the gateway process for the Capital Programme.
- Monitor the progress of the Capital programme and key variances between plans and performance.
- Encourage and enable the development of learning, skills and capacity in the management of capital projects across the organisation.

#### **Priority Outcomes**

- An effective Capital Strategy and Capital Programme that optimises the resources available to deliver the Council's priorities.



- Continuous improvement in the development and delivery of the capital programme and that strategic capital investment is planned and delivered in the most efficient and effective way.
- Review completed of the previously approved Capital Programme in light of the 'new normal' environment the Council will operate in.
- Better management of capital projects, in line with best practice, ensuring benefits are realised.
- Effective bidding for external capital funding.
- Enhanced cross-service strategic working and partnerships with other organisations on the development and management of capital projects.
- That the Capital Strategy and Programme is funded in the most efficient way and fully integrated into the Medium-Term Financial Strategy of the Council.
- That lessons are learnt from capital projects undertaken by the Council.

8.3 The Working Group is able to approve the delivery of all projects up to £250,000, while projects above this level will be approved by Cabinet.

8.4 Cabinet receives a report on the delivery of capital schemes which is included within the regular Financial Update.

## 9. FINANCIAL RISKS

9.1 Planning for the future can never be an exact science. There are many factors that the Council cannot control completely, COVID-19 being a prime example, which can have a significant impact on the viability of future capital plans.

- (a) **Revenue Budget** – ultimately the cost of borrowing to fund 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 this still makes a significant contribution towards the cost and viability of major schools and highways schemes. This may improve further should the government award additional capital grant for infrastructure in future years.
- (c) **Interest Rates** – although currently at a very low level, any rise in interest rates will impact on the affordability and viability of key future 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.

- 9.2 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.
- 9.3 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

## **10. SUMMARY AND CONCLUSION**

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

## CAPITAL PROGRAMME 2020/21 &amp; ONWARDS

	Revised Budget 2020/21			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
<b>Portfolio Summary</b>												
<b>Managing Director</b>												
Law & Governance	439	0	439	0	0	0	0	0	0	0	0	0
<b>Total Managing Director</b>	<b>439</b>	<b>0</b>	<b>439</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources Directorate</b>												
Library & Residential Services	276	(16)	260	354	0	354	0	0	0	0	0	0
Revenues & Benefits	14	0	14	30	0	30	0	0	0	0	0	0
Finance	266	0	266	1,652	0	1,652	330	0	330	406	0	406
Technology & Change Delivery	1,182	0	1,182	272	0	272	0	0	0	0	0	0
<b>Total Resources Directorate</b>	<b>1,738</b>	<b>(16)</b>	<b>1,722</b>	<b>2,308</b>	<b>0</b>	<b>2,308</b>	<b>330</b>	<b>0</b>	<b>330</b>	<b>406</b>	<b>0</b>	<b>406</b>
<b>Adults, Health &amp; Commissioning Directorate</b>												
Head of Commissioning - Infrastructure	14,893	(10,201)	4,692	11,967	(10,379)	1,588	450	0	450	8,650	0	8,650
Head of Commissioning - People	100	(100)	0	100	(100)	0	0	0	0	0	0	0
<b>Total Adults, Health &amp; Commissioning</b>	<b>14,993</b>	<b>(10,301)</b>	<b>4,692</b>	<b>12,067</b>	<b>(10,479)</b>	<b>1,588</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>
<b>Children's Services Directorate</b>												
Non Schools	1,079	(83)	996	0	0	0	0	0	0	0	0	0
Schools - Non Devolved	5,467	(2,330)	3,137	2,198	(1,898)	300	0	0	0	0	0	0
Schools - Devolved Capital	682	(682)	0	272	(272)	0	272	(272)	0	272	(272)	0
<b>Total Children's Services Directorate</b>	<b>7,228</b>	<b>(3,095)</b>	<b>4,133</b>	<b>2,470</b>	<b>(2,170)</b>	<b>300</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>
<b>Place Directorate</b>												
Communities & Enforcement & Partnerships	10,270	(2,020)	8,250	983	(383)	600	0	0	0	0	0	0
Housing	756	(756)	0	600	(600)	0	600	(600)	0	600	(600)	0
Planning Service	1,686	(480)	1,206	0	0	0	0	0	0	0	0	0
Property Service	6,367	(182)	6,185	32,590	(2,738)	29,852	23,389	0	23,389	10,849	0	10,849
Infrastructure, Sustainability & Transport	33	(20)	13	835	(592)	243	0	0	0	0	0	0
Green Spaces & Parks	52	(28)	24	250	(40)	210	0	0	0	0	0	0
<b>Total Place Directorate</b>	<b>19,164</b>	<b>(3,486)</b>	<b>15,678</b>	<b>35,258</b>	<b>(4,353)</b>	<b>30,905</b>	<b>23,989</b>	<b>(600)</b>	<b>23,389</b>	<b>11,449</b>	<b>(600)</b>	<b>10,849</b>
<b>Capital Programme Portfolio Total</b>	<b>43,562</b>	<b>(16,898)</b>	<b>26,664</b>	<b>52,103</b>	<b>(17,002)</b>	<b>35,101</b>	<b>25,041</b>	<b>(872)</b>	<b>24,169</b>	<b>20,777</b>	<b>(872)</b>	<b>19,905</b>

<b>External Funding</b>	£000	£000	£000	£000
Government Grants	(13,102)	(9,866)	(872)	(872)
CIL & S106 Contributions	(2,428)	(7,136)	0	0
Other Contributions	(1,368)	0	0	0
<b>Total External Funding Sources</b>	<b>(16,898)</b>	<b>(17,002)</b>	<b>(872)</b>	<b>(872)</b>
<b>Total Corporate Funding</b>	<b>26,664</b>	<b>35,101</b>	<b>24,169</b>	<b>19,905</b>

## MANAGING DIRECTOR

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Law &amp; Governance</b>													
CM60	Grants - Outside Organisations	437	0	437	0	0	0	0	0	0	0	0	0
CY28	AV Systems	2	0	2	0	0	0	0	0	0	0	0	0
<b>Total Head of Governance</b>		<b>439</b>	<b>0</b>	<b>439</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL MANAGING DIRECTOR CAPITAL PROGRAMME</b>		<b>439</b>	<b>0</b>	<b>439</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## RESOURCES

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Library &amp; Residential Services</b>													
CC53	Contact Centre - Ventilation & Back-up Generator	16	0	16	47	0	47	0	0	0	0	0	0
CC65	Refurbishment M'head, Windsor, Ascot , Eton Libs	16	0	16	16	0	16	0	0	0	0	0	0
CC97	Eton Wick Library - General Repairs	0	0	0	3	0	3	0	0	0	0	0	0
CC99	Eton Library – Open Access and Shop Front Repair	42	0	42	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Extension	20	0	20	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library Lease Repairs	1	0	1	18	0	18	0	0	0	0	0	0
CLE1	Cox Green Lib - Building Repairs Etc	10	0	10	0	0	0	0	0	0	0	0	0
CLE2	Dedworth Lib - Payment Kiosk, Replace Public PCs	20	0	20	0	0	0	0	0	0	0	0	0
CLE4	Cookham Library - Entrance Canopy & Repairs	1	0	1	0	0	0	0	0	0	0	0	0
CLE5	Maidenhead Lib - Redesign Reception & Repairs	4	0	4	0	0	0	0	0	0	0	0	0
CLE6	Upgrade Public PCs	61	0	61	0	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	0
CLF5	Registrars Office - Redecoration	17	0	17	0	0	0	0	0	0	0	0	0
CLG3	General Library Improvements	38	0	38	20	0	20	0	0	0	0	0	0
CLG5	Maidenhead Library-Public Toilet Refurbishment	16	(16)	0	0	0	0	0	0	0	0	0	0
CLG6	Maidenhead Library-Heating	0	0	0	250	0	250	0	0	0	0	0	0
CYKH	York House - Customer Services	8	0	8	0	0	0	0	0	0	0	0	0
<b>Total Library &amp; Residential Services</b>		<b>276</b>	<b>(16)</b>	<b>260</b>	<b>354</b>	<b>0</b>	<b>354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues &amp; Benefits</b>													
CM00	Revenues & Benefits-Document Management System	14	0	14	30	0	30	0	0	0	0	0	0
<b>Total Revenues &amp; Benefits</b>		<b>14</b>	<b>0</b>	<b>14</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance</b>													
CA14	Transformation Projects	0	0	0	1,347	0	1,347	0	0	0	0	0	0
CA15	Capitalised Debt Charges	266	0	266	305	0	305	330	0	330	406	0	406
<b>Total Finance</b>		<b>266</b>	<b>0</b>	<b>266</b>	<b>1,652</b>	<b>0</b>	<b>1,652</b>	<b>330</b>	<b>0</b>	<b>330</b>	<b>406</b>	<b>0</b>	<b>406</b>
<b>Technology &amp; Change Delivery</b>													
CA11	Desktop PC Replacement Project	136	0	136	0	0	0	0	0	0	0	0	0
CA12	Modern Workplace Project-Phase 2	750	0	750	50	0	50	0	0	0	0	0	0
CA13	Key Infrastructure Upgrades & Hardware	200	0	200	0	0	0	0	0	0	0	0	0
CN00	Key Systems Infrastructure & Hardware Upgrades	96	0	96	0	0	0	0	0	0	0	0	0
CA16	MHR Pension Data Service Implementation	0	0	0	22	0	22	0	0	0	0	0	0
CA17	Delivery of IT Strategy	0	0	0	200	0	200	0	0	0	0	0	0
<b>Total HR Corporate Projects &amp; IT</b>		<b>1,182</b>	<b>0</b>	<b>1,182</b>	<b>272</b>	<b>0</b>	<b>272</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES CAPITAL PROGRAMME</b>		<b>1,738</b>	<b>(16)</b>	<b>1,722</b>	<b>2,308</b>	<b>0</b>	<b>2,308</b>	<b>330</b>	<b>0</b>	<b>330</b>	<b>406</b>	<b>0</b>	<b>406</b>

## ADULTS, HEALTH &amp; COMMISSIONING

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Head of</b>	<b>Commissioning - Infrastructure</b>												
CC25	M4 Smart Motorway	35	0	35	50	(50)	0	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	6	(6)	0	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	25	0	25	0	0	0	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	5	0	5	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	149	(124)	25	0	0	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	200	0	200	0	0	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (LEP Match Funded)	1,971	(1,971)	0	888	(888)	0	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	13	(13)	0	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	16	(8)	8	0	0	0	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	12	0	12	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	30	(23)	7	0	0	0	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance**	310	0	310	200	(200)	0	0	0	0	0	0	0
CC86	VMS Support and Maintenance	78	(78)	0	0	0	0	0	0	0	0	0	0
CC89	Elizabeth Bridge	1,093	0	1093	0	0	0	0	0	0	0	0	0
CC90	Boulters Lock Car Park Extension	209	0	209	0	0	0	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	2	0	2	0	0	0	0	0	0	0	0	0
CC93	Bridge Scour Risk Assessments	2	0	2	0	0	0	0	0	0	0	0	0
CC94	Clarence Road Roundabout Safety Battery Back-up	8	0	8	0	0	0	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	418	0	418	600	0	600	0	0	0	0	0	0
CD01	LTP Feasibility Studies/Investigation/Devlop	162	(162)	0	0	0	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	50	0	50	0	0	0	0	0	0	0	0	0
CD10	Traffic Management**	225	(225)	0	200	(153)	47	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety*	2,112	(2,000)	112	1,517	(1,517)	0	0	0	0	0	0	0
CD13	Bridge Assessments**	340	0	340	150	(150)	0	0	0	0	0	0	0
CD14	Bridge Parapet Improvement Works	114	(14)	100	0	0	0	0	0	0	0	0	0
CD17	Replacement Street Lighting	313	(150)	163	0	0	0	0	0	0	0	0	0
CD22	Safer Routes to School	5	0	5	0	0	0	0	0	0	0	0	0
CD23	Local Safety Schemes	214	(175)	39	195	(195)	0	0	0	0	0	0	0
CD27	Cycling Capital Programme	69	(58)	11	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	60	(60)	0	0	0	0	0	0	0	0	0	0
CI83	Ditch Clearance and Soakway Improvement Programme**	0	0	0	100	(100)	0	0	0	0	0	0	0
CI84	Eton High Street Unsafe Electrical Boxes Removal	0	0	0	125	(125)	0	0	0	0	0	0	0
CI85	Column Replacement Safety Improvements**	0	0	0	150	(150)	0	0	0	0	0	0	0
CI86	Bridge Strengthening Scheme**	0	0	0	100	(100)	0	0	0	0	0	0	0
CI87	Street Lighting Structural Testing**	0	0	0	191	(191)	0	0	0	0	0	0	0
CI90	Soakaway/Manhole Clearance Programme**	0	0	0	100	(10)	90	0	0	0	0	0	0
CI93	Highway Drainage Schemes**	0	0	0	200	(32)	168	0	0	0	0	0	0
CD37	Car Park Improvements	100	0	100	100	(11)	89	0	0	0	0	0	0
CD42	Maidenhead Station Interchange & Car Park	2,117	(2,117)	0	0	0	0	0	0	0	0	0	0
CD43	Flood Prevention**	168	(168)	0	100	(100)	0	0	0	0	0	0	0
CD45	Public Conveniences-Refurbishment	10	0	10	0	0	0	0	0	0	0	0	0
CD50	Waste Transfer Station Apron-Refurbishment	65	0	65	0	0	0	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	450	0	450	450	0	450	450	0	450	8,650	0	8,650
CD72	Preliminary Flood Risk-Assessments	31	(31)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	31	(31)	0	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	1	(1)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	20	(20)	0	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	45	0	45	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	85	(85)	0	0	0	0	0	0	0	0	0	0
CD83	Traffic Signal Review	148	0	148	20	0	20	0	0	0	0	0	0

## ADULTS, HEALTH &amp; COMMISSIONING

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD86	Vicus Way & Tinkers Lane – Site Works	101	0	101	0	0	0	0	0	0	0	0	0
CD90	Maidenhead LP Housing Site Enabling Works - LEP	2,217	(2,217)	0	4,117	(4,117)	0	0	0	0	0	0	0
CD91	Windsor Town Centre Package - LEP	324	(324)	0	2,089	(2,089)	0	0	0	0	0	0	0
CD92	Telemetry System Replacement	50	0	50	0	0	0	0	0	0	0	0	0
CI94	Vicus Way Waste Transfer Station Site Works	0	0	0	70	(25)	45	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	0	0	0	0	0	0	0	0	0	0	0	0
CI88	Car Park Lighting	0	0	0	50	(50)	0	0	0	0	0	0	0
CI89	Car Park Surfacing and Lining	0	0	0	100	(100)	0	0	0	0	0	0	0
CI91	Car Park Signage	0	0	0	30	(21)	9	0	0	0	0	0	0
CI92	Parking Reviews	0	0	0	75	(5)	70	0	0	0	0	0	0
CF02	Emergency Active Travel Measures	140	(140)	0	0	0	0	0	0	0	0	0	0
CF03	Braywick Road Crossing	123	0	123	0	0	0	0	0	0	0	0	0
CF04	Pelican Crossing at Eton Wick	1	0	1	0	0	0	0	0	0	0	0	0
CF05	Waste Vehicles	200	0	200	0	0	0	0	0	0	0	0	0
CF06	Local Highways Fund	10	0	10	0	0	0	0	0	0	0	0	0
CF09	Maidenhead Local Plan Site Works	0	0	0	0	0	0	0	0	0	0	0	0
CN80	CRM Upgrade / Jadu Contract	150	0	150	0	0	0	0	0	0	0	0	0
<b>Total Head of Commissioning - Infrastructure</b>		<b>14,893</b>	<b>(10,201)</b>	<b>4,692</b>	<b>11,967</b>	<b>(10,379)</b>	<b>1,588</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>
<b>Head of Commissioning - People</b>													
CT62	Adult Services Case Management System	100	(100)	0	100	(100)	0	0	0	0	0	0	0
<b>Total Head of Commissioning - People</b>		<b>100</b>	<b>(100)</b>	<b>0</b>	<b>100</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ADULTS, HEALTH &amp; COMMISSIONING CAPITAL PROGRAMME</b>		<b>14,993</b>	<b>(10,301)</b>	<b>4,692</b>	<b>12,067</b>	<b>(10,479)</b>	<b>1,588</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>

\* See Annex B2 &amp; \*\* Annex B3 for 2021/22 scheme detail

## CHILDREN'S SERVICES

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Non Schools</b>													
CKVH	2Yr old capital entitlement	6	(6)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme	40	(40)	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	15	0	15	0	0	0	0	0	0	0	0	0
CKVZ	Rebuild of Windsor Youth Workshop Garage	49	0	49	0	0	0	0	0	0	0	0	0
CKWA	The Manor Youth Centre Refurbishment	13	0	13	0	0	0	0	0	0	0	0	0
CT61	AfC Case Management System	919	0	919	0	0	0	0	0	0	0	0	0
<b>Total Non Schools</b>		<b>1,079</b>	<b>(83)</b>	<b>996</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools - Non Devolved</b>													
CSDQ	Urgent Safety Works Various Schools	50	(50)	0	0	0	0	0	0	0	0	0	0
CTBC	SEND Special provision	500	(500)	0	0	0	0	0	0	0	0	0	0
CTBC	School Condition schemes	0	0	0	1,111	(1,111)	0	0	0	0	0	0	0
CTBC	Special Provision Capital schemes	0	0	0	727	(727)	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	341	(341)	0	0	0	0	0	0	0	0	0	0
CSFF	School Kitchens	63	(63)	0	0	0	0	0	0	0	0	0	0
CSGR	Charters Expansion	14	(14)	0	0	0	0	0	0	0	0	0	0
CSGS	Larchfield Primary Safeguarding & Entrance Works	110	(110)	0	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	44	(31)	13	0	0	0	0	0	0	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	16	0	16	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
CSHU	Windsor Girls Expansion	14	0	14	0	0	0	0	0	0	0	0	0
CSHV	Lowbrook Expansion	16	0	16	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	1308	0	1308	0	0	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	235	(205)	30	0	0	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	326	(326)	0	0	0	0	0	0	0	0	0	0
CSJM	Primary School Paths and Access Routes	14	(14)	0	0	0	0	0	0	0	0	0	0
CSJR	Works to explore expansions for all Schools	126	0	126	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	1,414	0	1414	300	0	300	0	0	0	0	0	0
CSKA	Alexander School Kitchen Refurbishment	100	(100)	0	0	0	0	0	0	0	0	0	0
CSKC	Boyne Hill School Boiler Conversion & Upgrade	100	(100)	0	0	0	0	0	0	0	0	0	0
CSKD	Sch Water Pipework Rplment-Oakfield & The Lawns	40	(40)	0	0	0	0	0	0	0	0	0	0
CSKE	Wraysbury Boiler Replacement and Upgrade	87	(87)	0	0	0	0	0	0	0	0	0	0
CSKF	Maidenhead Nursery Boiler Replacement & Upgrade	30	(30)	0	0	0	0	0	0	0	0	0	0
CSKG	Internal Upgrade - Wessex Nursery	60	(60)	0	60	(60)	0	0	0	0	0	0	0
CSKH	Schools-Fire Safety Compliance / H&S Works	150	(150)	0	0	0	0	0	0	0	0	0	0
CSKJ	Homer School Hall Floor Replacement	40	(40)	0	0	0	0	0	0	0	0	0	0
<b>Total Schools - Non Devolved</b>		<b>5,467</b>	<b>(2,330)</b>	<b>3,137</b>	<b>2,198</b>	<b>(1,898)</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools - Devolved Capital</b>													
CJ77	Budget Only NDS Devolved Capital	682	(682)	0	272	(272)	0	272	(272)	0	272	(272)	0
<b>Total Schools - Devolved Capital</b>		<b>682</b>	<b>(682)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>
<b>TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME</b>		<b>7,228</b>	<b>(3,095)</b>	<b>4,133</b>	<b>2,470</b>	<b>(2,170)</b>	<b>300</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>



## PLACE

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Property Service</b>													
CC40	Borough Parking Provision	153	0	153	0	0	0	0	0	0	0	0	0
CC78	Vicus Way Car Park	350	0	350	7,885	(1,108)	6,777	2,616	0	2,616	0	0	0
CC80	Temp Parking Provision-Maidenhead Regeneration	203	0	203	0	0	0	0	0	0	0	0	0
CI14	Maidenhead Waterways Construction phase 1	33	(32)	1	0	0	0	0	0	0	0	0	0
CI29	Broadway Car Park & Central House Scheme	1,163	0	1,163	2,430	(1,630)	800	13,756	0	13,756	10,849	0	10,849
CTBC	Maidenhead Development	101	0	101	15,950	0	15,950	0	0	0	0	0	0
CX70	Regeneration-Legal & Consultancy Fees	0	0	0	500	0	500	0	0	0	0	0	0
CI54	Maidenhead Waterways-Weir Project	113	0	113	0	0	0	0	0	0	0	0	0
CI60	Regeneration Improvement Projects	120	0	120	0	0	0	0	0	0	0	0	0
CI70	Siena Court - Purchase	28	0	28	0	0	0	0	0	0	0	0	0
CX67	Family Centre relocation	150	0	150	123	0	123	0	0	0	0	0	0
CX43	Affordable Housing-St Edmunds/RMRE/School House	100	0	100	4,490	0	4,490	7,017	0	7,017	0	0	0
CX46	Affordable Key Worker Hsing-Riverside Mokattam RM	1,934	0	1,934	0	0	0	0	0	0	0	0	0
CI72	RBWM Prop Co-Management Fee (MGC CALA)	500	0	500	0	0	0	0	0	0	0	0	0
CI73	York Road, Maidenhead-Affordable Housing	100	0	100	0	0	0	0	0	0	0	0	0
CX60	Nicholson Shopping Centre Development	473	0	473	103	0	103	0	0	0	0	0	0
CI33	Clyde House	0	0	0	50	0	50	0	0	0	0	0	0
CI62	Hines Meadow CP - Dilapidations	50	0	50	0	0	0	0	0	0	0	0	0
CI75	York House-Leasing & Building Adaption Costs	111	0	111	39	0	39	0	0	0	0	0	0
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	11	0	11	0	0	0	0	0	0	0	0	0
CN63	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	5	0	5	0	0	0	0	0	0	0	0	0
CX40	Operational Estate Improvements	50	0	50	450	0	450	0	0	0	0	0	0
CX41	Commercial Investment Property Portfolio-Repairs	200	0	200	200	0	200	0	0	0	0	0	0
CX50	Guildhall-Render Repair & Redecoration	50	0	50	100	0	100	0	0	0	0	0	0
CX61	Fire Compartmentalisation Works-Maintained Schools	369	(150)	219	200	0	200	0	0	0	0	0	0
CX62	Guildhall Heating	0	0	0	70	0	70	0	0	0	0	0	0
	<b>Total Property Service</b>	<b>6,367</b>	<b>(182)</b>	<b>6,185</b>	<b>32,590</b>	<b>(2,738)</b>	<b>29,852</b>	<b>23,389</b>	<b>0</b>	<b>23,389</b>	<b>10,849</b>	<b>0</b>	<b>10,849</b>
<b>Housing</b>													
CT29	Low Cost Housing (S106 Funding)	161	(161)	0	0	0	0	0	0	0	0	0	0
CT51	Key Worker DIYSO	195	(195)	0	0	0	0	0	0	0	0	0	0
CT52	Disabled Facilities Grant	400	(400)	0	600	(600)	0	600	(600)	0	600	(600)	0
	<b>Total Housing</b>	<b>756</b>	<b>(756)</b>	<b>0</b>	<b>600</b>	<b>(600)</b>	<b>0</b>	<b>600</b>	<b>(600)</b>	<b>0</b>	<b>600</b>	<b>(600)</b>	<b>0</b>
<b>Planning Service</b>													
CI32	Borough Local Plan-Examinations / Submissions	130	0	130	0	0	0	0	0	0	0	0	0
CI43	Ascot High Street Public Realm & Highway Imps	76	(76)	0	0	0	0	0	0	0	0	0	0
CI47	Neighbourhood Plan-Consultation/Exams/Referendums	70	0	70	0	0	0	0	0	0	0	0	0
CI56	Design Quality – Planning Service	180	(153)	27	0	0	0	0	0	0	0	0	0
CI57	Joint Minerals and Waste Plan	120	0	120	0	0	0	0	0	0	0	0	0
CI59	Traveller Local Plan	226	0	226	0	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	0
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	524	(61)	463	0	0	0	0	0	0	0	0	0
CI67	Wider Area Growth Study	190	(190)	0	0	0	0	0	0	0	0	0	0
CI69	Supplementary Planning Documents-SPDs	150	0	150	0	0	0	0	0	0	0	0	0
	<b>Total Planning Service</b>	<b>1,686</b>	<b>(480)</b>	<b>1,206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Communities &amp; Enforcement &amp; Partnerships</b>													
CZ18	Braywick Leisure Centre	6,926	(631)	6,295	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	243	0	243	300	0	300	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	3	0	3	0	0	0	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	50	(50)	0	0	0	0	0	0	0	0	0	0
CR24	Windsor Squash Courts	284	(284)	0	284	(284)	0	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	232	(330)	(98)	0	0	0	0	0	0	0	0	0
CV37	4, Marlow Road-Essential Annual Maintenance	3	0	3	0	0	0	0	0	0	0	0	0
CV39	Ockwells Park-Phase 3 Improvements	135	(31)	104	0	0	0	0	0	0	0	0	0
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	52	0	52	0	0	0	0	0	0	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	16	0	16	40	(40)	0	0	0	0	0	0	0
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	375	(375)	0	19	(19)	0	0	0	0	0	0	0
CV43	Braywick Park-Sports Pitch Improvements	185	(185)	0	0	0	0	0	0	0	0	0	0
CC47	CCTV Replacement	229	0	229	0	0	0	0	0	0	0	0	0
CC60	Hostile Vehicle Mitigation Measures for Windsor	808	(25)	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
CC6B	Hostile Vehicle Mitigation Measures-Windsor Ph 1B	25	(25)	0	0	0	0	0	0	0	0	0	0
CD46	Alley Gating	10	0	10	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	6	0	6	0	0	0	0	0	0	0	0	0
CE08	Air Quality Monitoring	134	(74)	60	40	(40)	0	0	0	0	0	0	0
CI22	Tree Planting & Maintenance	289	0	289	100	0	100	0	0	0	0	0	0
CI82	Highways Works Programme-Tree Replacement	0	0	0	200	0	200	0	0	0	0	0	0
CX64	Windsor Coach Park Lift Upgrade	35	(10)	25	0	0	0	0	0	0	0	0	0
CX65	Goswell Hill-Night Time Economy Measures / ASB	50	0	50	0	0	0	0	0	0	0	0	0
CX66	Oak Processionary Moth Treatment	20	0	20	0	0	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	20	0	20	0	0	0	0	0	0	0	0	0
CY13	Economic Development	3	0	3	0	0	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	2	0	2	0	0	0	0	0	0	0	0	0
CY20	Community Warden Vehicles	49	0	49	0	0	0	0	0	0	0	0	0
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	18	0	18	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	1	0	1	0	0	0	0	0	0	0	0	0
<b>Total Communities &amp; Enforcement &amp; Partnerships</b>		<b>10,270</b>	<b>(2,020)</b>	<b>8,250</b>	<b>983</b>	<b>(383)</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure, Sustainability &amp; Transport</b>													
CLC5	Heritage Education Space Old Windsor	20	(20)	0	0	0	0	0	0	0	0	0	0
CLF4	RBWM Audio Upgrade	13	0	13	0	0	0	0	0	0	0	0	0
CD97	Cycling Action Plan-Delivery	0	0	0	405	(405)	0	0	0	0	0	0	0
CY33	Climate Strategy-Projects	0	0	0	165	(27)	138	0	0	0	0	0	0
CY34	Major Scheme Business Case Development	0	0	0	265	(160)	105	0	0	0	0	0	0
<b>Total Infrastructure, Sustainability &amp; Transport</b>		<b>33</b>	<b>(20)</b>	<b>13</b>	<b>835</b>	<b>(592)</b>	<b>243</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Green Spaces &amp; Parks</b>													
CC44	Allotments Windsor & Maidenhead	8	(8)	0	20	0	20	0	0	0	0	0	0
CC82	Braywick Compound Works	12	(12)	0	0	0	0	0	0	0	0	0	0
CC87	Public Rights of way - General	3	0	3	40	0	40	0	0	0	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	14	0	14	0	0	0	0	0	0	0	0	0
CF08	Ray Mill Island Access Works	0	0	0	25	0	25	0	0	0	0	0	0
CV03	Parks Improvements	5	0	5	50	0	50	0	0	0	0	0	0
CV30	Play Areas - Replacement Equipment	2	0	2	40	(40)	0	0	0	0	0	0	0
CV45	Parks & Open Spaces- Access / Security Measure	0	0	0	75	0	75	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Ph 2	8	(8)	0	0	0	0	0	0	0	0	0	0
<b>Total Green Spaces &amp; Parks</b>		<b>52</b>	<b>(28)</b>	<b>24</b>	<b>250</b>	<b>(40)</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PLACE CAPITAL PROGRAMME</b>		<b>19,164</b>	<b>(3,486)</b>	<b>15,678</b>	<b>35,258</b>	<b>(4,353)</b>	<b>30,905</b>	<b>23,989</b>	<b>(600)</b>	<b>23,389</b>	<b>11,449</b>	<b>(600)</b>	<b>10,849</b>

## HIGHWAYS RESURFACING PROGRAMME 2021-22

Ward	Road Name and Scheme Limits	Proposed Treatment	Estimate £'000
<b>SURFACE DRESSING / MICRO ASPHALT</b>			
Bisham & Cookham		Patch, Surface Dress in racked 6/10mm, premium binder and lockdown	13
Clewer & Dedworth East	Rycroft	Patch and Micro Asphalt	18
Pinkneys Green	Sections of A308 Furze Platt Rd / Marlow Road, Maidenhead - Between Lee Lane and Golden Ball Lane.	Patch, Surface Dress in racked 6/10mm, premium binder and lockdown	19
Sunningdale and Cheapside	Chanctonbury Drive	Micro Asphalt (following joint sealing and repairs in 2020)	15
<b>PLANE AND RESURFACE</b>			
Ascot & Sunninghill	Elizabeth Gardens	Areas of deep repair. Relaying of kerbs. Edge planing, scabbling and overlay in 30mm of	55
Ascot & Sunninghill	Spring Gardens	PRS 30mm of 10mm DBM	15
Belmont, Furze Platt and Riverside	B4447 Cookham Road - Roundabout circulatory with Clievement Road and Donnington Gardens and southern approach to roundabout.	PRS 40mm of 14mm SMA	25
Bisham & Cookham	Marlow Road, Bisham - Junction with Quarrywood Road to Marlow Bridge Lane (Rivermead Court)	PRS 40mm of 14mm SMA	20
Bisham & Cookham	School Lane	PRS 30mm of 10mm DBM	37
Bray	A308 Windsor Road - Sections in the length between Monkey Island Lane to 200m west of Tithe Barn Drive.	PRS 40mm of 14mm SMA	115
Bray	A308 Windsor Road / Holyport Road junction - 20m east of junction to M4 bridge - Northbound lane only - Southbound lane done in 2020.	PRS Hot rolled asphalt	35
Clewer East	Green Lane (York Road to Imperial Road)	PRS 40mm of 14mm SMA	65
Clewer East / Clewer & Dedworth East	Clewer Hill Road, Windsor - Winkfield Rd to Perrycroft	PRS 40mm of 14mm SMA	67
Datchet, Horton & Wraysbury	B470 London Road, Datchet - Junction with Riding Court Road	PRS 40mm of 14mm SMA	17
Datchet, Horton & Wraysbury	Wraysbury Road - Heron Lane Road to borough boundary - Sections within this length	Combination of PRS 40mm of 14mm SMA - PSV 65 and sections of patching.	73
Datchet, Horton & Wraysbury	Wellely Road, Wraysbury - Sections in the length between Hill View Road to The Avenue	PRS 40mm of 14mm SMA	75
Datchet, Horton & Wraysbury	B3026 Eton Road, Datchet - Eton Close to Castle Avenue in sections	PRS 40mm of 14mm SMA	41
Eton & Castle	Slough Road, Eton - Entry and exit to the A332 roundabout	PRS 40mm of 14mm SMA	30
Eton & Castle	Charles House	PRS 30mm of 10mm DBM	12
Furze Platt	Malvern Road	PRS 30mm of 10mm DBM	57
Hurley & Walthams	Rose Lane - From junction with Henley Road for approximately 200 metres	PRS 40mm of 14mm SMA. Additional binder where needed.	23
	<b>Fees</b>		150
	<b>Assessments</b>		50
	<b>Legal Services/Traffic Orders</b>		40
	<b>Minor Patching</b>		180
	<b>Major Patching Schemes/Repairs</b>		190
	<b>Anti Skid/Special Surface Repairs</b>		30
	<b>Extreme Weather Damage Repairs</b>		50
	<b>Total</b>		<b>1,517</b>

255

A reserve list is in place should any of the above schemes not proceed.

## RBWM HIGHWAYS, TRANSPORT AND FLOODING CAPITAL PROGRAMME 2021-22

£'000

<b>Local Safety Schemes</b>				<b>195</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
A329 London Rd/B383 Silwood Rd/Buckhurst Rd	Reduced speed limit, traffic islands	Sunningdale & Cheapside	Sunninghill & Ascot	30
A330 Ascot Rd/Drift Rd	Safety improvements at roundabout	Bray	Bray	30
B373 Wraysbury Road Staines	Traffic calming	Datchet, Horton & Wraysbury	Wraysbury	40
B383 Mounts Hill/Hatchet Lane	Turning restriction at junction	Old Windsor	Old Windsor	20
A330 Ascot Rd/B3024 Forest Green Rd	Safety Improvements at junction	Bray	Bray	30
A308 Maidenhead Rd/B3024 Oakley Green Rd	Safety Improvements at junction	Clewe & Dedworth West, Bray	Bray	25
Local safety schemes	TBA	TBA	TBA	20
<b>Bridge Assessments/ Inspections and Scour Assessments</b>				<b>150</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
General inspections	Annual inspection programme	Borough wide	Boroughwide	37
Principal inspections	Annual inspection programme	Borough wide	Boroughwide	28
Special inspections	Jesus Hospital & Guards club F'bridges	Borough wide	Boroughwide	10
Superficial inspections	Annual inspection programme	Borough wide	Boroughwide	22
Emergency calls out of hours	Average allowance	Borough wide	Boroughwide	6
Abnormal loads	Review 3rd party permits	Borough wide	Boroughwide	14
Professional Services	Technical Approval, Inquiries, CDM regs, Insurance Claims	Borough wide	Boroughwide	25
Reactive work through year		Borough wide	Boroughwide	9
<b>Bridge Strengthening Schemes</b>				<b>100</b>
Jesus Hospital Footbridge (ID 204)	Feasibility study for Deck Replacement	Bray	Bray	20
Guards Club Island Footbridge	Feasibility study for Replacement/deck replacement	St Marys	N/A	20
Hogs Bridge	Parapet repairs	Bray	Bray	10
Holyport Green Culvert (Ascot Rd, Holyport)	Feasibility study for Deck replacement/repair	Bray	Bray	15
Smiths Green Culvert (Sunninghill Road, Ascot)	VRS Feasibility study	Ascot & Sunninghill	Ascot & Sunninghill	5
Schemes to be identified through the year		Boroughwide	Boroughwide	30
<b>Streetlighting Structural Testing</b>				<b>191</b>
Structural Testing	Structural testing of High Amber grade columns	Borough Wide	Boroughwide	35
Column replacement	Column replacement of Red grade columns after testing	Borough Wide	Boroughwide	156
<b>Soakaway/ Manhole clearance programme</b>				<b>100</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Soakaway Cover Replacement	Based on a 25% requirement of 200 soakaways surveyed	Borough Wide		20
Soakaway cleansing incl disposal of raisings	Based on 200 soakaways attended of the approx. 2000 in existence.	Borough Wide		80
<b>Footway Maintenance &amp; Construction</b>				<b>200</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Footway and verge protection schemes identified in year	Verge and footway protection measures	Boroughwide	Boroughwide	30
Great Hill Crescent, Maidenhead	Footway resurfacing	Boyn Hill	N/A	38
Talbots Drive, Maidenhead	Footway resurfacing	Boyn Hill	N/A	19
Hanover Close, Dedworth	Replace slab paving with asphalt	Clewer & Dedworth East	N/A	6
Perrycroft, Dedworth	Footway reconstruction in patches / sections	Clewer & Dedworth East	N/A	10
Rycroft, Dedworth	Footway reconstruction in patches / sections	Clewer & Dedworth East	N/A	9
Rydings, Dedworth	Footway reconstruction in patches / sections	Clewer & Dedworth East	N/A	9
Staines Road, Wraysbury - West side (From Oast House Close to Magna Carta Lane) - Sections	Resurfacing overlay	Datchet, Horton & Wraysbury	Wraysbury	23
Albert Road, Old Windsor - Lighting column 008 to opposite Lighting column 012	Footway reconstruction and edge strengthening	Old Windsor	N/A	25
Crimp Hill, Old Windsor - South of Bear Rails Park entrance	Footway reconstruction and edge strengthening	Old Windsor	Old Windsor	14
A30 London Road, Sunningdale - North Footway (From Evergreen to Devenish Road)	Footway resurfacing	Sunningdale & Cheapside	Sunningdale	17

<b>Flood prevention</b>				<b>100</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Wraysbury & Horton Drains, Wraysbury	Maintain and improve flow	Datchet, Horton & Wraysbury	Wraysbury	23
Cookham - various locations	Reduce impact of ground water on highway	Bisham & Cookham	Cookham	15
Penn Road, Datchet	Flap valve at Datchet Common Brook	Datchet, Horton & Wraysbury	Datchet	10
Schemes arising during the year, including fees	Non highway Drainage works	Borough wide		53
<b>Traffic Management Schemes</b>				<b>200</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
A308 Windsor Road	Reduced speed limit - 40mph to 30mph	Bray	Bray	25
B4447 Switchback Rd North	New raised zebra crossing	Furze Platt	N/A	25
A308 & B4447 North Maidenhead	HGV signing review	Bisham & Cookham, Pinkneys Green, Furze Platt, Belmont, St Mary's	Cookham	30
Eton Wick Road/Sheepcote Road	Raised ped table crossing and footway build-out	Eton & Castle	Eton	30
Clewer Hill Road adj to Ellison Close	Conversion of zebra crossing to humped zebra	Clewer & Dedworth East, Clewer East	N/A	10
B4447 Maidenhead Rd	Safety impts at Cannondown Rd railway bridge	Bisham & Cookham	Cookham	25
B3024 Oakley Green Road	Trial traffic build outs and 30mph speed limit	Bray	Bray	5
Golden Ball Lane	Permanent road closure	Pinkneys Green	N/A	10
A30/Broomhall Lane, Sunningdale	Extended right turn lane	Sunningdale & Cheapside	Sunningdale	15
Minor traffic management schemes/speed limit reviews	TBA	Sunningdale & Cheapside	Sunningdale	25
<b>Column Replacement Safety Improvements</b>				<b>150</b>
Electrical Testing	Electrical safety testing of columns	Borough wide	Boroughwide	24
Column replacement for safety	Replacement of failed columns (relates to Concrete, fault report, RTA)	Borough wide	Boroughwide	61
LED upgrade and safety replacement	LED upgrade to modernise the remaining lighting stock, bulkheads, floodlights, bridge lights, subway lights in line with the rest of the Borough	Borough wide	Boroughwide	65
<b>Ditch Clearance &amp; Soakway Improvement Programme</b>				<b>100</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Proposed grip cutting		Borough wide	Boroughwide	6
Gulley grating replacements	Based on 100 replacement gulley grates	Borough wide	Boroughwide	30
Ditch clearance		Borough wide	Boroughwide	10
Schemes arising during the year and fees		Borough wide	Boroughwide	55
<b>Highway Drainage Schemes</b>				<b>200</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Meadow Way, Old Windsor	Soakaway and gulley	Old Windsor	Old Windsor	6
Priest Hill/Burfield Road, Old Windsor	Highway drainage improvements	Old Windsor	Old Windsor	15
Boroughwide	Minor drainage improvements work programme	Borough wide	Boroughwide	79
Schemes to be identified through the year		Borough wide	Boroughwide	100

A reserve list is in place should any of the above schemes not proceed.

## Previously approved Major Schemes 2021/22 onwards

Scheme Name	Date Approved	2021/22				2022/23 Net Cost £000k	2023/24 Net Cost £000k	Total Net Cost
		Scheme Cost £'000k	S106 £'000	CIL £'000	Net 2021/22 £'000			
RBWM Affordable Housing	Council July 2018	4,490			4,490	7,017		11,507
Broadway Car Park, Maidenhead	Council August 2018	2,430		(1,630)	800	13,756	10,849	25,405
Vicus Way Car Park, Maidenhead	Council June 2018	7,855		(1,108)	6,747	2,616		9,363
Maidenhead Development	Council February 2016	15,950			15,950			15,950
River Thames Scheme	Council April 2015	450			450	450	8,650	9,550
<b>Total</b>		<b>31,175</b>	<b>-</b>	<b>(2,738)</b>	<b>28,437</b>	<b>23,839</b>	<b>19,499</b>	<b>71,775</b>

## CAPITAL BIDS 2021/22 - SCHEME DETAIL

Ref no.	Scheme Name	Description	Scheme Cost £'000	Scheme Funding			NET £'000
				S106 £'000	Grant £'000	CIL £'000	
<b>Fully funded bids</b>							
1	School Condition Allocation schemes	School repairs and maintenance schemes to be carried out in the 2021/22 financial year. Further detail available in December 2020 Schools condition allocation report to Cabinet.	1,111	-	(1,111)	-	-
2	Special Provision Capital Fund	The opening of new Resource Bases at four schools in the borough. This will be a phased programme with two bases opening for September 2021 and two for September 2022. Those decisions are not yet final, however, being subject to approval from the governing bodies of the involved schools and then a final, formal, statutory process. This approvals process should conclude for Phase 1 schools this autumn, and for Phase 2 schools next summer.  It is our intention, therefore, that this line can be split down into specific projects as those final approvals come through. This will also enable much better profiling of the spend over the three financial years involved (2020/21, 2021/22 and 2022/23).	727	-	(727)	-	-
3	Devolved Formula Capital	Schools fully funded devolved formula capital allocation	272	-	(272)	-	-
4	Disabled Facilities Grants	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.  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. 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.	600	-	(600)	-	-
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.	195	-	(195)	-	-
6	Ditch clearance and soakway improvement programme	Programme of ditch, soakway and manhole clearance through the borough to allow the free flow of water, local flooding, surface water on the network and reducing claims and damage	100	-	(100)	-	-
7	Flood Prevention	The Borough are currently undertaking a number of Catchment Studies and condition surveys on a number of watercourses. Further investigations are likely to be required as part of the Borough's ongoing management of flood risk and the Capital Flood Prevention budget makes provision for urgent flood risk management works and ongoing maintenance of flood risk assets.	100	-	(100)	-	-
8	M4 Smart Motorway	The construction of the M4 Smarter motorway has commenced, 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. 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, addition resources will be required in order to maintain dialogue with Highways England and their contractors throughout the construction period.	50	-	(50)	-	-
9	Eton High Street unsafe electrical boxes removal and column scheme	As per above, however instead of replacing the boxes, the boxes would be removed, the electrical supply brought down to ground level back on Highway Land in the form of a column scheme. This would also allow for Wi Fi kit to be installed in the future. This scheme is to be split over 2 years, and requires the same level of funding next year.	125	-	(125)	-	-
10	Roads resurfacing	The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment.	1,517	-	(1,517)	-	-
11	Column replacement safety improvements	Remaining 200 concrete columns to be replaced with steel columns which is needed for safety improvements, automatic upgrade to LED as part of the roll out	150	-	(150)	-	-
12	Bridge Assessments/ Inspections and Scour Assessments	The Council has a statutory duty to undertake inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. A review of these assessments allows the Council to develop a works programme for essential capital works, including safety repairs to structures, parapet walls, weight and height limit signing, pedestrian facilities, as well as identifying structures in need of more extensive strengthening works. Safety inspections and assessment of structures most likely to be subject to scour action - major river bridges. These inspections will form an assessment list which will be carried out the following financial year.	150	-	(150)	-	-
13	Bridge Strengthening Scheme	Programme of works identified as a result of bridge assessments and inspections. Works necessary to maintain highway safety and traffic movement, including safety repairs to the structure, parapet walls, etc.	100	-	(100)	-	-
14	Footway Maintenance and Construction	Programme to fund requests for sections of new footways, as well as minor repairs and maintenance of existing footways. Also includes creation of new crossing points.	200	-	(200)	-	-

Ref no.	Scheme Name	Description	Scheme Cost £'000	Scheme Funding			NET £'000
				S106 £'000	Grant £'000	CIL £'000	
15	Maidenhead Missing Links - match funding for LEP bid	<p>The purpose of this scheme is to improve pedestrian / cycle links between planned major developments in and around Maidenhead, improving their connectivity with surrounding residential areas and local facilities.</p> <p>A new 'inner-ring route' is proposed for pedestrians and cyclists with new / enhanced crossings over the A4, which is a major barrier to cycling and where there are clusters of cyclist casualties at all the main junctions. The routes will tie into public realm enhancements / paving schemes in the town centre.</p> <p>This project supports manifesto commitments to:</p> <ul style="list-style-type: none"> <li>- Continue with the relentless commitment to deliver regeneration of Maidenhead</li> <li>- Develop and maintain cycle routes</li> <li>- Improve access into the town centre for pedestrians</li> <li>- Support shared space arrangements to bring life to parts of the town centre</li> </ul> <p>The Local Enterprise Partnership has provisionally allocated £3.048 million to the scheme subject to production of a satisfactory major scheme business case.</p>	328		(328)		-
16	Street Lighting structural testing	RBWM street lighting assets are due structural testing as per safety compliance and contract. Safety compliance with electrical and structural tests should be prioritised to make sure RBWM is not comprised.	191		(191)		-
17	Car Park Lighting	Improvements to Lighting in 4 MSCP's	50	(50)			-
18	Cycling action plan delivery	Development and implementation of cycle schemes identified through the Cycling Action Plan to support Local Transport Plan objectives and manifesto commitments. Includes Safer routes to schools to develop high quality walking and cycling networks and in particular improving access to key destinations such as schools. Includes feasibility studies and the development of schemes.	405	(223)		(182)	-
19	Parks and Open Spaces - Play equipment	Major repairs and replacements	40			(40)	-
20	Environment Protection -	Air Quality Monitoring fixed stations	40	(40)			-
21	Clewer Pavilion scheme	Phase 2 works to complete community asset	40			(40)	-
22	Windsor Town Centre Package	CIL funded element of LEP scheme. Total scheme cost £2.413m	850			(850)	-
23	Car Park Surfacing and Lining	Resurfacing and lining works to car parks including River Street, Alma Road, Alexandra Gardens, Romney Lock, Home Park, King Edward VII Avenue, Victoria Street, Windsor Leisure Centre, Stafferton Way, London Road, Horton Road, Queens Road, The Avenue, Ascot High Street etc	100	(100)			-
<b>Total</b>			<b>7,441</b>	<b>(413)</b>	<b>(5,916)</b>	<b>(1,112)</b>	<b>-</b>



Ref no.	Scheme Name	Description	Scheme Cost £'000	Scheme Funding			NET £'000
				S106 £'000	Grant £'000	CIL £'000	
<b>Corporately funded bids</b>							-
24	Traffic Management	On-going programme for the development of measures to improve traffic conditions. Includes schemes identified as local concerns, through petitions, priorities identified through ward members and from local residents. Schemes include the review of speed limits, speed management measures, new pedestrian crossings, junction capacity, improvements to lining, new or improved signs and operational improvements. Supports in-year priorities identified.	200	(153)			47
25	Soakaway/manhole clearance programme	Programme of soakaway and manhole clearance through the borough to allow the free flow of water and reduce surface water on our network, reducing claims and damage.	100	(10)			90
26	Car Park Signage	Improvements to entry signage and tariff boards in all car parks	30	(21)			9
27	Car Park Improvements	Improvements to all car parks including lighting, signage and structural works	100	(11)			89
28	Parking Reviews	Review of parking schemes and restrictions throughout the borough	75	(5)			70
29	MHR Pension data service implementation.	From April 2021, Local Government Pension Scheme (LGPS) and Teacher Pensions (TP) are both moving away from annual to monthly data collection (end of year returns), HMRC have already done this and all pension schemes will follow. The capital bid is requested for installing the MHR Pension Data Service (PDS), in the HR information system iTrent. This which will enable the production of the data in a format for sharing with LGPS and TP for the new mandatory reporting requirement from April 2021. There is no other provision from the iTrent provider MHR to allow this data to be provided apart from via PDS. This will incur an addition annual revenue cost of £13k that is being included in the 21/22 pressures list.	22				22
30	Delivery of IT strategy	Delivery of projects in the IT strategy such as network redesign, telephony, remote access and cloud based solutions. In addition to ongoing improvement of cyber security and public sector network compliance.	200				200
31	Climate Strategy Projects	Projects for the development of: - District heat networks £35k - Solar projects £100k Will be used to secure match funding from external bids. Includes a number of different initiatives to help improve air quality and reduce congestion. 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.	165	(27)			138
32	Major Scheme Business Case Development	Development of business case for major scheme bids in order to release Local Enterprise Partnership funding. Essential to secure outside funding to contribute towards RBWM identified priority schemes.	265	(70)	(90)		105
33	Highway Drainage Schemes	Programme of schemes to prevent flooding to property and the highway network. Schemes are prioritised in order of their severity, impact and risk to the Council and users of the highway network.	200	(32)	0.00		168
34	Vicus Way waste transfer station site works (Contractual landlord obligation)	Improvements to waste transfer station	70	(25)			45
35	Parks and Open Spaces	Replacements to structures and fencing	50				50
36	Public Rights of Way -	Essential works to replace foot bridges and access gates	40				40
37	Leisure Centres	Annual programme of replacements of key equipment and plant including WLC flume staircase	300				300
38	Parks and Open Spaces	Access and security measure to prevent unauthorised incursions	75				75
39	Tree works in Park, Open Space and Cemeteries -	Essential works to address the audit and condition survey findings, following surveys including the Thames Islands and tree planting	100				100
40	Highways works programme	Tree safety works and replacements.	200				200
41	Allotment Infrastructure	Essential replacements and equipment	20				20
42	Ray Mill Island - access	Retaining wall replacement and associated essential works	25				25
<b>Total</b>			<b>2,237</b>	<b>(354)</b>	<b>(90)</b>	-	<b>1,793</b>

Ref no.	Scheme Name	Description	Scheme Cost £'000	Scheme Funding			NET £'000
				S106 £'000	Grant £'000	CIL £'000	
<b>Bids approved by Council in previous years</b>							
43	Capitalised Debt charges	Capitalisation of debt charges for regeneration schemes £>5m with a construction period exceeding 12 months	305				305
44	Maidenhead Development	Approved at Council Feb 2016	15,950				15,950
45	Nicholsons shopping centre	Costs associated with sale of Freehold Interest in Nicholsons Walk Shopping Centre and Central House, Maidenhead	103				103
46	Regeneration Legal & Consultancy fees	Associated fee to enable JV partner to deliver sites for development - Legal fees & consultant fees.	500				500
47	Vicus Way Car Park	Approved at Council June 2018. CIL identified to part fund proposed scheme slippage of £7.885m	0			(1,108)	(1,108)
48	Broadway Car Park Expansion	CIL identified to part fund proposed scheme slippage	0			(1,630)	(1,630)
49	River Thames Scheme	Approved Council April 2015	450				450
50	Family Centre relocation	Approved December 2020 Council. Relocate family centre to Pinkneys Green	123				123
<b>Total</b>			<b>17,431</b>	-	-	<b>(2,738)</b>	<b>14,693</b>
<b>Grand Total 2021/22 Bids</b>			<b>27,109</b>	<b>(767)</b>	<b>(6,006)</b>	<b>(3,850)</b>	<b>16,486</b>

Council is recommended to approve the following slippage to 2021/22

Projected Slippage to 2021/22		Expenditure £'000	Income £'000	Net £'000	Commentary
<b>Property Services</b>					
CC78	Vicus Way Car Park	(7,885)	-	(7,885)	Scheme slippage due to COVID 19 contract delays.
CI29	Broadway Car Park & Central House Scheme	(2,430)	-	(2,430)	Following vacant possession of the land required across the Nicholsons Centre site. £2.43m to be spent in 2021/22, remaining slippage to be spent in following year.
CX43	Affordable Housing	(4,490)	-	(4,490)	Reprofiling of budget due to COVID-19 delays. £4.490m to be spent in 2021/22.
CI29	Clyde House	(50)	-	(50)	Project to complete in 2021/22
CX40	Operational Estate Improvements	(450)	-	(450)	Project to complete in 2021/22
CX41	Commercial Investment Property Repairs	(200)	-	(200)	Project to complete in 2021/22
CX50	Guildhall Repair/Redecoration	(100)	-	(100)	Project to complete in 2021/22
CX61	Fire Precaution Works For Maintained Schools	(200)	-	(200)	Project to complete in 2021/22
CX62	Guildhall Heating	(70)	-	(70)	Project to complete in 2021/22
CI75	York House – Leasing and Adaptions	(39)	-	(39)	Project to complete in 2021/22
<b>Communities &amp; Enforcement &amp; Partnerships</b>					
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	(19)	19	-	Slippage for retentions 2021-22
CR24	Windsor Squash Courts	(284)	284	-	Permission from the planners required to amend the S106 agreement
<b>Head of Commissioning - Infrastructure</b>					
CC95	Cookham Bridge Refurbishment & Structural Repair	(600)	-	(600)	Surveys, inspections, design development, options appraisal and preliminary works to be carried out in 2020/21. Remaining works to continue in 2021/22.
CD83	Traffic Signal Review	(20)	-	(20)	One scheme deferred until 2021/22. To be co-ordinated with other works
<b>Local Enterprise Partnership Schemes</b>					
CC62	Maidenhead Missing Links (LEP Match Funded)	(560)	560	-	Project delays suggest that only 80% of project will be completed in 2020/21
CD90	Maidenhead LP Housing Site Enabling Works - LEP	(4,117)	4,117	-	Project delays suggest that only 35% will be spent by March
CD91	Windsor Town Centre Package - LEP	(1,239)	1,239	-	Project delays suggest that only £324k will be spent by March
<b>Head of Commissioning - People</b>					
CT62	Adult Services Case Management System	(100)	100	-	COVID-19 resource capacity issues. IT time used to support the corporate emergency response resulting in project delay.
<b>Schools - Non Devolved</b>					
CSJX	St Peters Middle	(300)	-	(300)	Project now due to complete 2021/22
CSKG	Internal Upgrade - Wessex Nursery	(60)	60	-	Project delayed to allow roof work to be carried out first
<b>Technology &amp; Change Delivery</b>					
CA12	Modern Workplace Project-Phase 2	(50)	-	(50)	Project to complete in 2021/22
<b>Revenues &amp; Benefits</b>					
CM00	Revenues & Benefits-Document Management System	(30)	-	(30)	Project to complete in 2021/22
<b>Finance</b>					
CA14	Transformation Projects	(1,347)	-	(1,347)	Project to complete in 2021/22
<b>Library &amp; Resident Services</b>					
CC53	Contact Centre - Ventilation & Back-up Generator	(47)	-	(47)	Delay in works due to COVID 19/ library closures
CC65	Refurbishment Mhead, Windsor, Ascot , Eton Libs	(16)	-	(16)	Delay in works due to COVID 19/ library closures
CC97	Eton Wick Library - General Repairs	(3)	-	(3)	Delay in works due to COVID 19/ library closures
CLB2	Sunninghill Library Lease Repairs	(18)	-	(18)	Delay in works due to COVID 19/ library closures
CLG3	General Library Improvements	(20)	-	(20)	Delay in works due to COVID 19/ library closures
CLG6	Maidenhead Library-Heating	(250)	-	(250)	Delay in works due to COVID 19/ library closures
		(24,994)	6,379	(18,615)	

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## APPENDIX 4 – TREASURY MANAGEMENT STRATEGY

### 1. INTRODUCTION

- 1.1 Treasury management is the management of the Council’s cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council’s prudent financial management.
- 1.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy’s *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Council’s legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code. The specific Treasury Management Policies are set out in **Annex A**.
- 1.3 Acting as 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 **Annex B**.

### 2. TREASURY MANAGEMENT STRATEGY 2021/22

#### 2.1 Local Context

- 2.1.1 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). CIPFA’s *Prudential Code for Capital Finance in Local Authorities* recommends that the Council’s total debt should be lower than its highest forecast CFR over the next three years.
- 2.1.2 On 31 December 2020, the Council held £187m of borrowing and £16.2m of treasury investments. The Council has an increasing CFR, due to the capital programme and minimal cash investments, and therefore expects borrowing to increase up to £251.5m over the forecast period. Forecast changes in these sums are shown in the balance sheet analysis in **Table 1** below which shows that the Council expects to comply with this recommendation during 2021/22. The Council’s forecast of its capital cashflow that will determine its CFR is shown in **Appendix C**.

**Table 1: Treasury balances summary and forecast**

	31.3.20 Actual £m	31.3.21 Estimate £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
<b>Capital Financing Requirement</b>	<b>209.3</b>	<b>228.5</b>	<b>250.3</b>	<b>251.4</b>	<b>247.9</b>
Long term borrowing	57.0	57.0	56.6	56.6	56.6
Short term borrowing	167.5	154.0	162.2	184.7	194.9

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<b>Gross borrowing</b>	<b>224.5</b>	<b>211.0</b>	<b>218.8</b>	<b>241.3</b>	<b>251.5</b>
Working capital	(42.1)	(10.0)	(10.5)	(10.5)	(10.5)
Loans to partners *	(9.6)	(9.6)	(7.5)	(7.5)	(7.5)
<b>Net borrowing</b>	<b>172.8</b>	<b>191.4</b>	<b>200.8</b>	<b>223.3</b>	<b>233.5</b>

\* Loans to Achieving for Children and RBWM Property Company

2.1.3 At the end of 2020/21 the Council is forecast to hold £211 million of loans, a decrease of £13.5 million on the previous year. The decrease is due to high borrowing levels at the end of 2019/20 as borrowing was arranged to cover expected payments of LEP funding that did not take place. **Table 1** above shows that the Council expects its total borrowing to increase to £218.8m at the end of 2021/22.

### 2.2 Objectives:

2.2.1 The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

### 2.3 Strategy:

2.3.1 The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow using short-term loans instead.

2.3.2 By doing so, the Council is able to reduce net borrowing costs (despite foregoing investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose, the Council's Treasury Advisors, will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

2.3.3 The Council has previously raised the majority of its long-term borrowing from the Public Works Loan Board (PWLB) but will consider long-term loans from other sources including banks, pension funds and other local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council intends to avoid this activity in order to retain its access to PWLB loans.

## APPENDIX 4 Treasury Management

2.3.4 Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Council may borrow using short-term loans to cover unplanned cash flow shortages.

### 2.4 Sources of funding:

2.4.1 The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

2.4.2 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons:

- 1) Borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and
- 2) There will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

2.4.3 The Council holds £13m LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. The lenders of the LOBO loans are Barclays (£5m) and Dexia (£8m). Barclays have withdrawn their option to change the rate so this is now effectively a fixed rate 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. Although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so. Total borrowing via LOBO loans will be limited to £13m.

2.4.4 Short-term and variable rate loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators in Section 4 below.

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2.4.5 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

2.5 Debt rescheduling:

2.5.1 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some existing loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

### 3. TREASURY INVESTMENT STRATEGY

3.1 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £5 and £72 million. Balances have been higher than normal this year due to the receipt in advance of high levels of government Covid-19 funding. Normally the Council only maintains invested funds sufficient to cover its working capital requirements.

3.2 Objectives:

3.2.1 The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

3.3 Negative interest rates:

3.3.1 The Covid-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.



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### 3.4 Strategy:

3.4.1 In conjunction with its treasury advisors, the Council will continue to regularly review its approved counterparties and limits to ensure they allow the appropriate balance between risk and return.

### 3.5 Business models:

3.5.1 Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

### 3.6 Approved counterparties:

3.6.1 The Council may invest its surplus funds with any of the counterparty types in **Table 2** below, subject to the limits shown.

**Table 2: Treasury investment counterparties and limits**

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£5m	Unlimited
Secured investments *	25 years	£5m	Unlimited
Lloyds Bank – (the Councils bankers)	13 months	£7.5m	£7.5m
Other Banks (unsecured) *	13 months	£5m	Unlimited
Building societies (unsecured) *	13 months	£5m	Unlimited
Money market funds *	n/a	£5m	Unlimited
Achieving for Children	n/a	£11.7m	£11.7m
Kames Capital	n/a	£1m	£1m
Legal and General Trust	n/a	£1.5m	£1.5m
Flexible Home Improvement Loans Ltd	n/a	£0.5m	£0.5m
RBWM Property Company	n/a	£1.5m	£1.5m
Leisure Focus Trust	n/a	£0.35m	£0.35m

3.6.2 This table must be read in conjunction with the notes below:

3.6.2.1 \* **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-.

Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.

## APPENDIX 4 Treasury Management

However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made where external advice indicates the entity to be of similar credit quality.

- 3.6.2.2 **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.
- 3.6.2.3 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- 3.6.2.4 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 3.6.2.5 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 3.6.2.6 **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £7.5m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity. The Council's current bank account provider is Lloyds Bank.

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### 3.7 Risk assessment and credit ratings:

3.7.1 Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

3.7.2 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

### 3.8 Other information on the security of investments:

3.8.1 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management advisor. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

3.8.2 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

### 3.9 Liquidity management:

3.9.1 The Council produces a detailed cash flow forecast to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. The Council will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

**4. TREASURY MANAGEMENT INDICATORS**

4.1 Interest rate exposures:

4.1.1 This indicator is set to control the Council's exposure to interest rate risk. The upper limits the one-year revenue impact of a 1% rise or fall in interest rates to:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£2.25m
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£2.80m

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

4.2 Maturity structure of borrowing:

4.2.1 This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	80%	0%
12 months and within 24 months	80%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

4.3 Principal sums invested for periods longer than a year:

4.3.1 The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£25m	£25m	£25m

### Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

#### 4.4 Financial derivatives:

4.4.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

4.4.2 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

4.4.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit. In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

#### 4.5 External Funds:

4.5.1 The Council holds funds on behalf of the Local Enterprise Partnership and a number of small trusts. It pays these organisations interest at the Bank of England base rate on the balance of their funds that it holds.

#### 4.6 Markets in Financial Instruments Directive:

4.6.1 The Council has opted up to professional client status with some of its providers of financial services, including its Money Market Funds and brokers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities with these organisations the Chief Financial Officer believes this to be the most appropriate status.

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### 4.7 Financial Implications

- 4.7.1 The forecast for investment income in 2021/22 is £109,423, based on an average investment portfolio of £17.458 million at an interest rate of 0.63%. The forecast for debt interest paid in 2021/22 is £2.918 million, based on an average debt portfolio of £214.8 million at an average interest rate of 1.36%. If actual levels of investments and borrowing, or actual interest rates, differ from that forecast, performance against budget will be correspondingly different.

## 5. CAPITAL FINANCING STRATEGY

- 5.1 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.
- 5.2 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.
- 5.3 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.
- 5.4 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.
- 5.5 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.
- 5.6 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 Council’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.

**6. MINIMUM REVENUE PROVISION (MRP) POLICY**

- 6.1 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.
- 6.2 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.
- 6.3 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.
- 6.4 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.
- 6.5 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.
- 6.6 The Guidance sets out four "possible" options for calculating MRP, as set out below:

<b>Option</b>	<b>Calculation method</b>	<b>Applies to</b>
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

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4: Depreciation method	Charge MRP on the same basis as depreciation	Expenditure incurred after 1 April 2008
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- 6.7 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.
- 6.8 The Guidance also includes specific recommendations for setting MRP in respect of finance leases, 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.
- 6.9 Other approaches are not ruled out however they must meet the statutory duty to make prudent provision each financial year.
- 6.10 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 3<sup>rd</sup> 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.

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 useful 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;
- 6.11 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



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of the asset. This approach is now being taken by most large authorities as it more accurately reflects the value of the asset.

- 6.12 MRP for finance leases and service concession contracts shall be charged over the primary period of the lease, in line with the Guidance.
- 6.13 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.

### 7. LEGAL IMPLICATIONS

- 7.1 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.

### 8. 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

### 9. POTENTIAL IMPACTS

- 9.1 Equalities. None identified.
- 9.2 Climate change/sustainability. None identified
- 9.3 Data Protection/GDPR. None identified.

**10. CONSULTATION**

10.1 Not applicable

**11. TIMETABLE FOR IMPLEMENTATION**

11.1 The strategy will be used from 1 April 2021 in line with the commencement of the 2020/21 budget.

**12. ANNEXES**

12.1 This Appendix is supported by four Annexes:

- Annex A Treasury Management Principles
- Annex B Prudential Indicators
- Annex C Capital Cashflow
- Annex D Arlingclose Economic Update

**13. BACKGROUND DOCUMENTS**

13.1 None

## APPENDIX 4, ANNEX A - TREASURY MANAGEMENT POLICIES

### 1. INTRODUCTION

1.1. 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

### 2. RISK MANAGEMENT

#### 2.1. General Statement

2.1.1. The S151 Officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk and will report annually 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 Section 7: *Reporting Requirements and Management Information Arrangements*.

#### 2.2. Credit and Counter Party Risk Management

2.2.1. 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 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.

#### 2.3. Liquidity Risk Management

2.3.1. The Council will ensure it has adequate cash resources, borrowing arrangements, overdraft or standby facilities to enable it to have the

necessary level of funds available for the achievement of its business / service objectives.

- 2.3.2. 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.

#### **2.4. Interest Rate Risk Management**

2.4.1. 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.

2.4.2. 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.

2.4.3. Any decision will be subject to the consideration of this strategy and, if required, approval of Cabinet or Council.

#### **2.5. Exchange Rate Risk Management**

2.5.1. The Council will manage any exposure to fluctuations in exchange rates, in order to minimise any detrimental impact on its budgeted income/ expenditure levels.

#### **2.6. Refinancing Risk Management**

2.6.1. 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.

2.6.2. 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.

#### **2.7. Legal and Regulatory Risk Management**

2.7.1. 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.

2.7.2. 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.

## **2.8. Fraud, Error and Corruption, and Contingency Management**

2.8.1. 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.

## **2.9. Market Risk Management**

2.9.1. 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.

## **3. PERFORMANCE MEASUREMENT**

- 3.1. 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.
- 3.2. 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.
- 3.3. 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.
- 3.4. The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the Treasury Management Strategy.

## **4. ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS**

- 4.1. 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.

- 4.2. 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.
- 4.3. 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 7 Reporting Requirements and Management Information Arrangements, and the implications properly considered and evaluated.
- 4.4. 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.
- 4.5. The S151 Officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.
- 4.6. The S151 Officer will fulfil all such responsibilities in accordance with the policy statement.

## **5. REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS**

- 5.1. 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.
- 5.2. 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.

## **6. BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS**

- 6.1. 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 2 Risk management, 3 Performance measurement, and 5 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 7 Reporting requirements and management information arrangements*.
- 6.2. 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.

## **7. CASH AND CASH FLOW MANAGEMENT**

- 7.1. 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 2 Liquidity Risk Management.

## **8. MONEY LAUNDERING**

- 8.1. 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.

## **9. TRAINING AND QUALIFICATIONS**

- 9.1. 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.

- 9.2. 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
- 9.3. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

## **10. USE OF EXTERNAL SERVICE PROVIDERS**

10.1. 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. 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.

## **11. CORPORATE GOVERNANCE**

- 11.1. 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.
- 11.2. The Council has adopted and has implemented the key principles of the Code. This, together with the other arrangements detailed in the Treasury Management Strategy, 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 2019/20 TO 2023/24**

The actual figures for 2019/20 and the estimates for four further years are shown below. These prudential indicators are prepared in accordance with the CIPFA Prudential Code for Capital Financing in Local Authorities.

The figures set out below include this council's share of the old Berkshire County Council debt that is now managed by the Royal Borough.

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
<b>Capital Expenditure (£m)</b>	£68.9m	£38.6m	£47.1m	£25.0m	£20.8m
<b>Ratio of financing costs to net revenue stream</b>					
- Non-loan financed	15.2%	17.8%	23.4%	21.5%	21.2%
- Loan financed	4.7%	5.5%	6.3%	5.7%	6.0%
<b>Capital Financing Requirement (£m)</b>	£209.3m	£228.5m	£250.3m	£251.4m	£247.9m

In respect of its external debt, the Council approves the following authorised limits for its external debt gross of investments for the next three financial years.

	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Authorised limit for external debt (£m)</b>	£230m	£284m	£305m	£328m	£330m

The Council also approves the following boundary for external debt for the same period.

	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Operational boundary for external debt (£m)</b>	£208m	£261m	£280m	£302m	£304m

The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects the Head of Finance's estimate of the most likely, prudent but not worse case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. It include both long and short term (i.e. less than 365 day) borrowing.

## Major Capital Cashflows - Proposed &amp; Agreed

Based on forecast short term interest rates

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Total
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	£'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	0.37%	0.14%	0.14%	0.14%	0.50%	1.00%	1.00%	1.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	
<b>Capital Receipts</b>																	
1 Maidenhead station	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1 CL - Projections	3,060	3,726	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	-	-	45,186
2 Use of s106	1,908	767	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,675
3 Use of capital receipts carried forward	-	551	-	-	-	-	-	-	-	-	-	-	-	-	-	-	551
4 Use of Capital Fund	300	400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	700
5 Development Partnership Receipts	1,250	32,416	7,258	9,575	41,556	36,180	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	35,000	34,600	343,435
6 Front of Maidenhead Station	1,952	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,952
7 Missing links	1,533	560	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,093
8 Roadworks	1,164	3,049	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,213
9 Windsor Town Centre Package - LEP	324	1,238	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,562
10 Braywick Park Maidenhead FC	-	-	460	-	-	-	-	-	-	-	-	-	-	-	-	-	460
11 Affordable housing shared ownership receipts	-	-	-	3,700	-	-	-	-	-	-	-	-	-	-	-	-	3,700
<b>Total Capital Receipts</b>	<b>11,491</b>	<b>42,707</b>	<b>10,918</b>	<b>16,475</b>	<b>44,756</b>	<b>39,380</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>21,400</b>	<b>35,000</b>	<b>34,600</b>	<b>406,527</b>
<b>Capital Expenditure</b>																	
12 Broadway Car Park expansion	1,163	2,430	13,756	10,849	-	-	-	-	-	-	-	-	-	-	-	-	28,198
13 Development Partnership Expenditure	103	16,050	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,153
14 Braywick Leisure Centre	6,295	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,295
15 Front of Maidenhead Station	2,117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,117
16 Annual Capital Programme	5,379	2,560	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	77,939
17 RBWM affordable housing development	100	4,490	7,017	-	-	-	-	-	-	-	-	-	-	-	-	-	11,607
18 Bus Way Car Park	350	7,849	2,616	-	-	-	-	-	-	-	-	-	-	-	-	-	10,815
19 River Thames Scheme	450	450	450	8,650	-	-	-	-	-	-	-	-	-	-	-	-	10,000
20 Investment need - Education primary and secondary	-	-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	50,000
21 Schools expansion projects July 2016 Cabinet	1,203	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,203
22 Maidenhead Local Plan Housing Site Enabling Works - LEP	2,217	4,117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,334
23 Windsor Town Centre Package - LEP	324	2,089	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,413
24 St Peters Middle	1,414	300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,714
25 Regen Improvement Projects	120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120
26 Legal & Consultancy fees	600	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,100
27 York Rd Ph 2 - Access rights	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
28 Modern Workplace Project	675	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	725
29 Braywick Pedestrian crossing	150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150
30 Missing links	1,971	888	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,859
31 Temporary parking provision	356	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	356
32 CCTV Replacement	229	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	229
33 Hostile vehicle mitigation measures for Windsor	783	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	783
34 Waste Vehicles	200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	200
35 Capitalised debt charges	300	318	411	455	-	-	-	-	-	-	-	-	-	-	-	-	1,484
36 Capital Programme slippage in	20,157	20,587	12,536	8,357	6,662	2,332	2,466	2,493	2,499	2,500	2,500	2,500	2,500	2,500	2,500	2,500	95,590
37 Capital Programme forecast slippage out	(20,587)	(12,536)	(8,357)	(6,662)	(2,332)	(2,466)	(2,493)	(2,499)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(1,500)	(76,933)
<b>Total Capital Expenditure</b>	<b>26,169</b>	<b>50,142</b>	<b>33,428</b>	<b>26,649</b>	<b>9,330</b>	<b>9,866</b>	<b>9,973</b>	<b>9,995</b>	<b>9,999</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>6,000</b>	<b>251,551</b>

## Based on forecast short term interest rates

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Total
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	£'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>0.37%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.50%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>	<b>1.50%</b>
<b>Borrowing</b>																	
L.T. debt at the start of the year	57,049	57,049	56,264	56,264	56,264	56,264	56,264	56,264	56,264	56,264	46,264	31,264	31,264	31,264	26,264	26,264	
Increases/reductions in debt	0	(785)	0	0	0	0	0	0	0	(10,000)	(15,000)	0	0	(5,000)	0	0	
Total debt at year end	<u>57,049</u>	<u>56,264</u>	<u>56,264</u>	<u>56,264</u>	<u>56,264</u>	<u>56,264</u>	<u>56,264</u>	<u>56,264</u>	<u>56,264</u>	<u>46,264</u>	<u>31,264</u>	<u>31,264</u>	<u>31,264</u>	<u>26,264</u>	<u>26,264</u>	<u>26,264</u>	
Average level of L.T. debt	57,049	56,645	56,264	56,264	56,264	56,264	56,264	56,264	56,264	49,389	36,473	22,931	31,264	26,264	26,264	26,264	
Net ST debt at start of year	167,521	154,000	162,220	184,731	194,905	159,480	129,966	118,540	107,134	95,733	94,333	97,933	86,533	75,133	68,733	43,733	
Increases/Reductions in Debt	(13,521)	8,220	22,510	10,174	(35,426)	(29,514)	(11,427)	(11,405)	(11,401)	(1,400)	3,600	(11,400)	(11,400)	(6,400)	(25,000)	(28,600)	
Total S.T debt at year end	<u>154,000</u>	<u>162,220</u>	<u>184,731</u>	<u>194,905</u>	<u>159,480</u>	<u>129,966</u>	<u>118,540</u>	<u>107,134</u>	<u>95,733</u>	<u>94,333</u>	<u>97,933</u>	<u>86,533</u>	<u>75,133</u>	<u>68,733</u>	<u>43,733</u>	<u>15,133</u>	
Average Level of S.T. debt	139,106	158,110	173,475	189,818	177,191	144,723	124,253	112,837	101,434	95,033	96,133	92,233	80,833	71,933	56,233		
<b>Total Debt</b>	<b>211,049</b>	<b>218,484</b>	<b>240,995</b>	<b>251,169</b>	<b>215,745</b>	<b>186,231</b>	<b>174,804</b>	<b>163,398</b>	<b>151,997</b>	<b>140,597</b>	<b>129,197</b>	<b>117,797</b>	<b>106,397</b>	<b>94,997</b>	<b>69,997</b>	<b>41,397</b>	
Capitalised debt interest on specific projects	(300)	(318)	(411)	(455)	0	0	0	0	0	0	0	0	0	0	0	0	
Interest on L.Term Debt	2,733	2,701	2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,318	1,867	1,472	1,472	1,352	1,232	1,232	
Revenue cost of S.T. debt interest	510	227	243	266	886	1,447	1,243	1,128	1,522	1,425	1,442	1,383	1,212	1,079	843	0	
Broker Fees	87	118	133	149	137	107	69	58	47	40	41	38					
Interest charge per MTFP	3,030	2,728	2,634	2,629	3,692	4,224	3,981	3,855	4,237	3,783	3,350	2,893	2,684	2,431	2,075	1,232	
MRP	2,210	2,878	3,048	3,434	3,504	3,576	3,650	3,619	3,631	3,703	3,694	3,774	3,857	3,942	4,029	4,118	
<b>Total cost of Capital Finance</b>	<b>5,240</b>	<b>5,606</b>	<b>5,681</b>	<b>6,062</b>	<b>7,196</b>	<b>7,800</b>	<b>7,631</b>	<b>7,474</b>	<b>7,868</b>	<b>7,487</b>	<b>7,044</b>	<b>6,667</b>	<b>6,541</b>	<b>6,373</b>	<b>6,104</b>	<b>5,350</b>	

## Appendix 4, Annex D –Updated Economic Commentary and Interest Rate Forecast – January 2021

### 1. External Context

#### 1.1. Economic background:

- 1.1.1. The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the Authority's treasury management strategy for 2021/22.
- 1.1.2. The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a Covid-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.
- 1.1.3. UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year-on-year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The most recent labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.
- 1.1.4. GDP growth rebounded by 16.0% in Q3 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.
- 1.1.5. GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in

November, the fourth successive month of deflation. Core inflation registered 0.2% year-on-year, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

- 1.1.6. The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.
- 1.1.7. Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and will also be reversing several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

### **1.2. Credit outlook:**

- 1.2.1. After spiking in late March as coronavirus became a global pandemic and then rising again in October/November, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around Covid-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 and 2021 may be significantly lower than in previous years.
- 1.2.2. The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.
- 1.2.3. Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

### **1.3. Interest rate forecast:**

- 1.3.1. The Authority's treasury management advisor Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold and maintained this position in December. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

1.3.2. Gilt yields are expected to remain very low in the medium-term while short-term yields are likely to remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

## 2. Underlying assumptions:

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or the deployment of vaccines.

3. Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period ends.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>3-month money market r.</b>													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>1yr money market rate</b>													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.15	0.15	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Downside risk	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
<b>5yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.00	0.00	0.05	0.10	0.15	0.20	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	0.40	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
<b>10yr gilt yield</b>													
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.25	0.30	0.35	0.35	0.40	0.40	0.45	0.45	0.50	0.55	0.55	0.55	0.60
Downside risk	0.50	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
<b>20yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.90	0.90
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
<b>50yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

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## Appendix 5 – Pay Policy Statement for the year 2021/22

### ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

#### 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 2021, for the financial year 2021/22.
- 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 23 February 2021.
- 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 Services
- Monitoring Officer and Deputy Director of Law and Strategy
- Director of Adults, Health and Commissioning
- Director of Children's Services\*
- Director of Children's Social Care and Early Help\*
- 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

\* Seconded to Achieving for Children

### **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. Deputy Directors are paid within a salary range of £86,700 and £102,816.

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 annual pay award is included in the budget sign off papers considered by full Council in February each year. The annual pay review date is 1 April.
- 2.9. At the time of writing, there was no decision regarding the 2021 pay award. NB This section will be updated following the meeting on 23 February 2021.

### **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, Deputy 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.

NB This section will be updated following the meeting on 23 February 2021.

3.4. The Council's lowest paid employees receive £8.78 per hour from April 2020. From April 2021 National Living Wage hourly rate will be £8.91.

NB This section will be updated following the meeting on 23 February 2021.

#### **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 included in the budget sign off papers considered by full Council. 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
- Contributory pension scheme (employee contribution rates from 5.5% to 11.4% and the Council's employer contribution rate of 15.1%)
- 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

#### 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.  
NB This section will be updated following the meeting on 23 February 2021.
- 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.  
NB This section will be updated following the meeting on 23 February 2021.
- 4.4. The ratio between the highest paid employee, the Managing Director and the average pay including permanent allowances of all Council employees is 1:4.5 and the median pay of all employees is 1:5.33.
- 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
2021/22	TBA

- 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. On 4 November 2020 the Restriction of Public Sector Exit Payments Regulations 2020 came into effect. This set a cap of £95,000 on all exit payments including those exit payments made as a result of redundancy and settlement agreements.

## **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. As a result of the introduction of the Restriction of Public Sector Exit Payments Regulations 2020 there will be changes to the terms of the LGPS to ensure that exit payments do not breach the £95,000 cap.

#### **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 Appointments Committee.
- 7.2. For Directors appointment is made by the Appointments Committee. The appointment of Deputy Directors and Heads of Service is delegated to the Head of Paid Service (Managing Director).
- 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. Proposals for the annual pay award are included in the budget sign off papers considered by full Council. All other pay and reward policies are approved by the Head of Paid Service (Managing Director) in consultation with Finance as appropriate.
- 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	71
>20,000 <25,000	118
>25,000 <35,000	194
>35,000 <45,000	101
>45,000 <55,000	43
>55,000 <65,000	15
>65,000 <80,000	6
>80,000 <100,000	8
>100,000	7
<b>Total</b>	<b>563</b>

\* Excludes casual workers. Multiple job holders counted individually. All data based on Full Time Equivalent salary and permanent allowances only.



## Appendix 6 Pay Award – 2021

### 1. Summary

- 1.1. The Royal Borough operates a local pay agreement, whereby any annual pay award is determined by Council as part of the annual budget setting process in February. This process includes allowing the recognised Trade Unions to submit their pay claim for consideration and for 2021 their claim included a 10% pay award and a minimum hourly rate of £10, plus additional annual leave.
- 1.2. The budget provision will allow for an increase to £10 per hour, and for all other staff there would be a pay award of 2%. In the context of no pay award made to employees in 2020 and the challenges faced by staff in 2020 and continuing in 2021, it is recommended that a pay award is made for 2021 and that the minimum hourly pay rate paid by the Council is increased to £10.

### 2. OPTIONS CONSIDERED

- 2.1. The following options set out in **Table 1** have been considered:

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

Option	Comments
Option 1 - A minimum hourly rate increase to £10 (minimum 2.14% increase) and a pay award of 2% for all other employees.	If approved, the available budget would enable the Council to give all employees a pay award for the first time since 2017 and would allow the Council to demonstrate its appreciation of the contribution that employees have made over the past year.
Increase apprentice rates from April 2021, in line with the national rate, whilst retaining the current differentials between employees who are under 18 and those aged up to 20 years.	This would ensure the youngest apprentices are able to maintain a reasonable standard of living.
<b>This is the recommended option</b>	
Option 2 - Increase of £250 to those earning less than £24,000 and minimum hourly rate of £10 only.	This would reflect the Government's approach to public sector pay for 2021 and meet the Trade Unions' claim for a minimum hourly rate of £10.
<b>Not recommended</b>	
Option 3 - Application of a minimum hourly rate of £10 only.	This would partially meet the Trade Unions' claim.
<b>Not recommended</b>	
Option 4 - Increase annual leave by one day and reduce the working week by two hours.	The Council increased annual leave by one day in 2018, through the introduction of Birthday leave. The reduction in the working week is not an option due to the potential cost.
<b>Not recommended</b>	

2.2. The Council operates a Local Pay Agreement and determines any pay award annually as part of its budget setting process. As part of this process in the autumn representatives from UNISON and GMB presented their local pay claim for 2021/22. This year their claim details are:

- An appropriate reward for the increasing workloads and pressure that our members have experienced over the previous year, particularly in light of Covid-19 and the additional demands that have arisen.
- A substantial above-inflation (RPI) pay rise to help restore and maintain employees' living standards – especially as this year's pay award was zero %. In effect, this means a claim that all grades receive a real living wage of £10 per hour - or a 10% increase - for all pay points (whichever is greater).
- A one day increase to the minimum paid annual leave entitlement.
- A two-hour reduction in the standard working week.
- A commitment to investigate the gender pay situation within the authority and discuss with the trade unions possible mechanisms for addressing any issues that are highlighted.
- A settlement that also acknowledges the unique pay arrangements for staff who are employed by Optalis, and the way in which the different approaches taken by Wokingham and RBWM can have a detrimental effect.

2.3. Each element of the claim was reviewed and costed. **Table 2** below sets out the costs of each element and the total overall cost of the trade union pay claim.

**Table 2: Costs of trade union claim**

	Extrapolated 2020/21 values	10% increase (£10ph minimum)	2 hour reduction in standard week	1 day increase in annual leave	Subtotal of all amendments	Proposed new value for 21/22
Salary	21,394,410	2,139,441	1,237,274	82,010	3,458,726	24,853,136
Overtime	221,832	22,183	9,507	843	32,533	254,365
Casual	71,768	7,177	4,101	273	11,551	83,318
<b>Grand Total</b>	<b>21,688,010</b>	<b>2,168,801</b>	<b>1,250,882</b>	<b>83,126</b>	<b>3,502,809</b>	<b>25,190,819</b>

2.4. As part of the assessment of options the following was taken into consideration:

- In April 2021, the National Living Wage will increase to £8.91 per hour or £17,190pa. The Council's current minimum salary is £16,954pa or £8.78 per hour.
- RPI in December 2020 was 1.2% although it should be noted that there has been significant fluctuation in RPI during this year.
- The Government announced that there would be a public sector pay freeze this year (21/22), except for those earning less than £24,000 (full time), who would receive an increase of £250. Local Government does not however fall under the control of Central Government when it comes to setting pay levels.
- In 2020 the Council gave no pay award for RBWM staff, whilst the national pay award for Local Government and other public sector workers for 20/21 was 2.75%. RBWM sits outside the national terms and conditions and negotiations as we have opted for local terms and conditions.
- In 2019/20, the Council gave employees a one-off unconsolidated lump sum of £552 instead of a pay award.

- A minimum hourly rate of £10 per hour will impact on the current RBWM grading structure, as £10 currently represents the penultimate pay point on Grade 2. See **Annex 1**.
- School support staff are on National pay terms and the minimum hourly rate that currently applies to those in RBWM schools is £9.94, this will increase to £10.08 with the application of the £250 increase. (Subject to national negotiation between the LG Employers and Trade Unions).

2.5. The costs involved in awarding a 10% pay increase and a reduction of two hours in the working week are significant. In 2018 the Council gave employees an additional day's leave for their birthday and this year staff were given an additional day when the office closure was extended to include 29 December (also given in 2019), and as a one-off in recognition of the challenging year and all their hard work employees were given a further additional day's leave to be taken in December or January.

**Option 1 – application of a minimum hourly rate of £10 per hour and a pay award of 2% for all other employees**

2.6. The Council did not make a pay award in 2020/21, whilst nationally Local Government workers and other Public Sector employees received a 2.75% pay increase. This year has been particularly hard for the workforce, who have embraced the challenges faced and continue to deliver high quality services to our residents.

2.7. The proposed budget includes £895,000 for pay awards for the Council, Achieving for Children and Optalis. The Council's proportion of that provision is £438,004. In allowing for an implementation of a £10 per hour minimum hourly rate and a pay award of 2% for all other employees, the total estimated cost would be £449,808. This is £11,804 over the Council's proportion of provision but set against a total annual pay bill of over £21million, this is unlikely to have an impact, especially when taking into account leavers, starters and vacancies throughout the year. We therefore believe that 2% would be affordable within the proposed budget. **Annex 2** is the April 21 pay rates that would apply.

**Option 2 – application of £250 increase for those earning less than £24,000 and £10 per hour minimum hourly rate**

2.8. There are 159 employees earning less than £24,000pa and 38 casual employees. **Table 3** sets out the estimated costs of applying a £250 increase.

**Table 3 – £250 pay increase**

<b>£250 increase to all those under £24k</b>	<b>Estimated cost</b>
Permanent employees	35,458
Overtime	810
Casual pay	836
<b>Total</b>	<b>37,104</b>

2.9. Once £250 has been applied, 32 permanent employees and 3 casuals would be left on an hourly rate of less than £10 per hour. **Table 4** sets out the estimated costs of increasing the hourly rate of these employees further to a minimum of £10 per hour.

**Table 4 – minimum £10 per hour (after £250 increase)**

<b>Minimum £10 per hour (after £250 increase)</b>	<b>Estimated cost</b>
Permanent employees	13,315
Overtime	67
Casual pay	114
<b>Total</b>	<b>13,498</b>

**Option 3 – application of minimum £10 hourly rate only**

2.10. **Table 5** sets out the impact of applying a minimum hourly rate of £10 only. This would affect 32 permanent and 3 casual employees.

**Table 5 – Grade alignment to £10 per hour**

<b>Grade realignment to £10 per hour (only)</b>	<b>Estimated cost</b>
Permanent employees	18,147
Overtime	91
Casual pay	144
<b>Total</b>	<b>18,382</b>

2.11. **Annex A** sets out the impact on the grading structure of Options 1 and 2. The grades are set by a job evaluation system and therefore the application of a minimum £10 per hour would impact on the bottom two grades. In reality there are no individuals in Grade 1 whose pay falls below the minimum spinal point values for Grade 2, due to the overlap of pay rates. Therefore, there are no concerns about the application of a minimum £10 per hour in terms of corrupting the grading system.

**Commentary of other aspects of the trade union claim**

**Gender Pay**

2.12. The Royal Borough take seriously its responsibilities in relation to equality and gender pay. The Council's gender pay gap for a measured point in time of 31 March 2019 is 5% and compared to the other Councils in Berkshire it is relatively small. A commentary on the Gender Pay Gap is available on [the Council's website](#)<sup>1</sup>. In addition to the actions set out there, in the autumn the Council established an employee led Equality, Diversity and Inclusion Network. The 2020 gender pay gap figure will be available in March 2021 and at that point there will be a review of the action plan and update to the commentary. Discussions with the trade unions will take place around any issues identified as a result of the 2020 data.

**Optalis and AfC**

2.13. The Council's pay settlement relates only to its own employees. Optalis, named in the TU claim, and AfC, not named in the claim, as separate employers are responsible for managing their own pay review and pay award processes within the context of their own pay policy and terms and conditions. Provision for a pay award for the Optalis and AfC contracts are included in the proposed budget for 2020/21 and would be available to fund any pay claims from those contracts. The money will be set aside until these matters have been concluded.

<sup>1</sup> <https://www.rbwm.gov.uk/media/924/download/>

## Apprenticeships

2.14. The national apprentice and living wage rates will increase in April 2021. For apprentice salaries, the Council currently mirrors living wage rates, with the exception of under 18 rates as this age group are paid the same as 18 – 20 year olds. The current rates are shown in **Table 6** below, with the proposed rates for 2021 shown in **Table 7**.

**Table 6 – apprentice annual and hourly rates as at April 2020**

Year	25 and over	21 to 24	18 to 20	Under 18
<b>RBWM</b>	£16,777.28	£15,776.80	£12,409.80	£12,409.80
<b>April 2020 – Mar 2021</b>	£8.72	£8.20	£6.45	£6.45
<i>National rates</i>	£8.72	£8.20	£6.45	£4.15 - £4.55

**Table 7 – apprentice annual and hourly rates from April 2021**

Year	23* and over	21 to 22*	18 to 20	Under 18
<b>RBWM</b>	£17,142.84	£16,084.64	£12,621.44	£12,621.44
<b>April 2021 – Mar 2022</b>	£8.91	£8.36	£6.56	£6.56
<i>National rates</i>	£8.91	£8.36	£6.56	£4.30 - £4.62

\*Age bands changed from April 2021

2.15. For recruitment and retention purposes, apprentices can be employed outside the apprentice current rates and placed within the main salary scales. The Council currently employs 3 apprentices, 2 of which are paid within the Council salary scales and will be unaffected by the apprentice rate increase.

## 3. Member's Allowances

3.1. At the October Full Council meeting, Members considered 23 recommendations by the Independent Remuneration Panel on the Members' Allowances Scheme. It was agreed that the following allowances continue or be indexed (up to October 2024) at the following rates:

- Basic Allowance, SRAs, Civic Allowances, and the Financial Loss Allowances: updated annually in line with the average pay increase given to Royal Borough employees (and rounded to the nearest pound as appropriate). Any implementation of this index should continue to be applicable from the same date that it applies to officers. Deferred for 21/22 and brought back to full Council each year for decision on whether to go ahead dependent on situation.
- Mileage Allowance: adjusted on the 1 April each year by reference to the HMRC AMAP (Authorised Mileage Allowance Payments) approved rates.
- Other travel: will be reimbursement of actual costs taking into account the most cost effective means of transport available and the convenience of use.
- Dependants' Carer's Allowance: paid at the maximum hourly minimum wage applicable to the age of the carer (who must be 16 years of age or over) or, for carers of dependants on social/medical grounds, the Royal Borough's average hourly homecare charge.

- The adjustments recommended above to be made each year for a period of up to 4 years (November 2020 to October 2024) without the need for a review by the Remuneration Panel, unless such a review is requested by the Panel or the Council.

3.2. The recommendations be implemented immediately and backdated to the start of the 2020/21 municipal year, with the exception of proposed changes to Licensing and PSPO Sub-Committee SRAs and those related to Opposition Group Leaders and the Chairman of the Audit and Governance Committee, which should be implemented from 28 October 2020.

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

4.1. Provision of £895,000 has been included in the draft budget for a pay award for 2021. This covers the Council, Achieving for Children and Optalis. The amount/proportion available for the Council is £438,004 and to be used for a minimum hourly rate increase to £10 per hour and a pay award of 2% to all other employees. It is expected through the detailed modelling that has been undertaken that this proposal is affordable.

4.2. The financial impacts of the report's recommendations are detailed in **Table 9**.

**Table 9: Financial Impact of report's recommendations**

<b>REVENUE COSTS</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Additional total	£449,808	£449,808	£449,808
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

#### 5. LEGAL IMPLICATIONS

5.1. The Council opted out of national pay bargaining in 2010 and has a local agreement to determine any annual pay award. The decision to make a pay award is made annually by Council as part of its budget setting process.

#### 6. RISK MANAGEMENT

**Table 10: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
No pay award may impact on employee morale	High	A pay award will go some way to helping to maintain staff morale. If no award is made, ensure the decision is explained and cascaded.	Low
No pay award may encourage the Trade Union to consider some form of industrial action	Medium	If no award made, ensure decision is explained and cascaded	Low

## 7. POTENTIAL IMPACTS

- 7.1. **Equalities:** The pay award would be applied across the board and therefore no Equality Impact Assessment was required.
- 7.2. **Climate change/sustainability:** There are no implications as a result of this report.
- 7.3. **Data Protection/GDPR:** No Data Protection Impact Assessment was required.
- 7.4. As the last pay award was in 2017/18, an award this year will go some way to providing an acknowledgement of the significant contribution to the work of the Council made by our staff. The national pay awards made to Local Government workers in the past two years has meant that the Council's salaries are not as comparable as they were. Whilst turnover is low, this is not problematic. If turnover increases our salaries may not prove attractive to job seekers. There have been some issues with professional posts such as Environmental Health Officers where national shortages are also inflating salaries.

## 8. CONSULTATION

- 8.1. The Managing Director, Director of Resources, Head of HR, Corporate Projects and IT and the Service Lead HR Services met with Trade Union representatives in November and early January to discuss their claim and the Council's budget situation.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1. Implementation date is 1 April 2021. The full implementation stages are set out in **Table 11**.

**Table 11: Implementation timetable**

Date	Details
23/02/2021	Decision paper to full Council (as part of the Council's budget)
March 2021	Outcome formally communicated to Trade Unions and employees.
01/04/2021	Application of pay award and revised pay scale

## 10. ANNEXES

- 10.1. This report is supported by two annexes:

- Annex A – Impact on grading structure
- Annex B – New Pay Scales from 1 April 2021

## 11. BACKGROUND DOCUMENTS

- 11.1. There are no background documents:

- No Equality Impact Assessment was done as the pay award would be applied across the board.

## Annex A

### Impact of minimum £10 per hour on the Council's grading structure

GRADE / POINT	CURRENT SALARY	CURRENT HOURLY RATE	NEW SALARY (Current salary plus £250)	NEW HOURLY RATE (inc £250)	NEW HOURLY RATE (Options 1 and 2)
<b>GRADE 1</b>	£	£			
13	16,954	8.7877	17,204	8.92	
14	17,327	8.9810	17,577	9.11	
15	17,759	9.2049	18,009	9.33	
16	17,938	9.2977	18,188	9.43	
<b>GRADE 2</b>					
17	17,637	9.1417	17,887	9.27	
18	18,078	9.3703	18,328	9.50	
19	18,452	9.5641	18,702	9.69	
20	18,888	9.7901	19,138	9.92	10.00
21	19,330	10.0192	19,580	10.15	10.02
22	19,524	10.1198	19,774	10.25	10.12
<b>GRADE 3</b>					
23	19,225	9.9648	19,475	10.09	10.09
24	19,933	10.3318	20,183	10.46	10.33
25	20,653	10.7050	20,903	10.83	10.71
26	21,396	11.0901	21,646	11.22	11.09
27	21,827	11.3135	22,077	11.44	11.31
28	22,045	11.4265	22,295	11.56	11.43



## Annex B – Proposed new pay scales from April 2021

### RBWM LOCAL PAY Grade 1 – 5: Spinal points

GRADE / POINT	CURRENT SALARY	CURRENT HOURLY RATE	2% increase on current hourly rate	2% increase on current salary
<b>GRADE 1</b>	£	£	£	£
13	16,954	8.7877		
14	17,327	8.9810		
15	17,759	9.2049		
16	17,938	9.2977		
<b>GRADE 2</b>				
17	17,637	9.1417		
18	18,078	9.3703		
	18,452	9.5641		
20	18,888	9.7901	10.00	19,293
21	19,330	10.0192	10.22	19,717
22	19,524	10.1198	10.32	19,914
<b>GRADE 3</b>				
23	19,225	9.9648	10.16	19,610
24	19,933	10.3318	10.54	20,332
25	20,653	10.7050	10.92	21,066
26	21,396	11.0901	11.31	21,824
27	21,827	11.3135	11.54	22,264
28	22,045	11.4265	11.66	22,486
<b>GRADE 4</b>				
29	21,687	11.2409	11.47	22,121
30	22,325	11.5716	11.80	22,772
31	23,053	11.9489	12.19	23,514
32	23,784	12.3278	12.57	24,260
33	24,264	12.5766	12.83	24,749
34	24,507	12.7026	12.96	24,997
<b>GRADE 5</b>				
35	24,561	12.7306	12.99	25,052
36	25,375	13.1525	13.42	25,883
37	26,204	13.5822	13.85	26,728
38	26,466	13.7180	13.99	26,995
39	27,217	14.1073	14.39	27,761
40	27,967	14.4960	14.79	28,526

**RBWM LOCAL PAY Grade 6 – 13**

<b>FOR STAFF ON GRADE 6 OR 7 ON OR AFTER 1 APRIL 14</b>				
	<b>Salary range (spot salary)</b>		<b>Salary plus 2%</b>	
<b>GRADE</b>	<b>MIN</b>	<b>MAX</b>	<b>MIN</b>	<b>MAX</b>
	£	£	£	£
<b>6</b>	28,715	32,050	29,289	32,691
<b>7</b>	32,691	36,250	33,345	36,975
<b>8</b>	38,640	42,204	39,413	43,048
<b>9</b>	42,339	46,275	43,186	47,201
<b>10</b>	46,429	50,775	47,358	51,791
<b>11</b>	52,234	57,034	53,279	58,175
<b>12</b>	58,439	63,978	59,608	65,258
<b>13</b>	65,498	76,210	66,808	77,734

**RBWM LOCAL PAY GATEWAY Grade 6 – 13**

GATEWAY	Salary range (spot salary)		Salary plus 2%	
	MIN	MAX	MIN	MAX
	£	£	£	£
<b>GRADE 6 GATEWAY</b>	32,051	36,250	32,692	36,975
<b>GRADE 7 GATEWAY</b>	36,251	42,204	36,976	43,048
<b>GRADE 8 GATEWAY</b>	42,205	46,275	43,049	47,201
<b>GRADE 9 GATEWAY</b>	46,276	50,775	47,202	51,791
<b>GRADE 10 GATEWAY</b>	50,776	57,034	51,792	58,175
<b>GRADE 11 GATEWAY</b>	57,035	63,978	58,176	65,258
<b>GRADE 12 GATEWAY</b>	63,979	76,210	65,259	77,734
<b>GRADE 13 GATEWAY</b>	76,211	83,075	77,735	84,737

**SENIOR LEADERSHIP TEAM PAY BANDS**

GRADE	Salary range (spot salary)		Salary plus 2%	
	MIN	MAX	MIN	MAX
	£	£	£	£
<b>Head of Service</b>	£66,912	£93,460	68,250	95,329
<b>Deputy Director</b>	£86,700	£102,816	88,434	104,872
<b>Executive Director</b>	£97,869	£134,997	99,826	137,697
<b>Managing Director</b>	£122,400	£149,083	124,848	152,065

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## APPENDIX 7 – 2021/22 BUDGET CONSULTATION FEEDBACK

### 1. INTRODUCTION

- 1.1 The Council continues to face economic challenges and reductions in government funding. Therefore it must reduce costs and increase income, wherever possible. In 2021/22 the Council has new identified savings opportunities of £5.630m.
- 1.2 The various individual savings opportunities have been challenged initially through officer challenge sessions, followed by challenge sessions from the lead Cabinet Members prior to the draft budget being produced in December 2020.

### 2. INTERNAL CONSULTATION

- 2.1 Consultations on the various proposals in this budget took place with the following Overview and Scrutiny Panels:
  - Communities – 18 January 2021
  - Adults, Children and Health – 21 January 2021
  - Infrastructure – 19 January 2021
  - Corporate – 26 January 2021
- 2.2 The draft minutes from the Overview and Scrutiny Panels are attached as **Annex A**.

### 3. EXTERNAL CONSULTATION (M.E.L. Research)

- 3.1 The overall budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty, undertaken by M.E.L. Research.
- 3.2 Six engagement sessions with staff were held and their comments have been noted.
- 3.3 Engagement sessions with local businesses and contractors were also held. Businesses raised concerns in particular around further Government support for Covid-19 closures. Officers stressed the need to work closely with contractors to deliver the additional savings required in future years.
- 3.4 Parish councils have raised concerns around the removal of the Parish Equalisation Grant, and the reduction in the warden's service.
- 3.5 The report on the public consultation from M.E.L. Research is attached as **Annex B**.

### 4. LEGAL IMPLICATIONS

- 4.1 Under the Local Government Finance Act 1992, the council has a statutory duty to consult ratepayer representatives on its annual spending proposals, ahead of setting its budget.
- 4.2 Under the Local Government Act 1999 the council has a statutory duty to consult representatives of a wide range of local persons. It also has a duty to consult ratepayer representatives to help ensure that service delivery is continuously improved in relation to economy, efficiency and effectiveness.
- 4.3 The Equality Act 2010 addresses discrimination and inequalities and protects all individuals from unfair treatment. The council has a number of statutory duties arising from the Act to better advance equality into our service planning and decision-making processes.

### 5. ANNEXES

- Annex A – Draft Minutes of Overview and Scrutiny Panels
- Annex B – Budget Consultation Report (M.E.L. Research).

## **ANNEX A DRAFT BUDGET REPORT MINUTES**

### **Communities Overview and Scrutiny Panel – 18 January 2021**

Councillor Hilton, Lead Member for Finance and Ascot, introduced the Budget report to the Panel.

The main comments of the Communities Overview and Scrutiny Panel were that there were lots of things that they didn't want to cut.

#### **Comments to Cabinet:**

- 1. To seek alternative funding or sponsorships where possible for items such as the planters, match funding support for the Arts Organisations and funding for the local community SMILE project.**
- 2. Wider consultation with community groups. Need to be pro-active with consultation by contacting community groups such as One Borough and WAM**
- 3. For issues such as community wardens, arts funding and libraries there needed to be more understanding / information from Cabinet on the potential impact, risk analysis and mitigations, especially the library in Datchet.**

#### **Notes:**

There were two public speakers registered to speak for this item, Mr Andrew Hill and Mr Richard Endacott. Mr Hill made comments on the savings, item 5, Deliver the waste incentivisation scheme through the Climate Change Strategy, item 7, Reduction in Arts Grants and item 13, Remove funding from SMILE and stop service. Mr Andrew Hill addressed the Panel with the following comments, item 5 in the savings proposal appears to axe the get recycling scheme that was set up to get volunteers for going door-to-door to promote recycling and therefore awarding up to £30,000 to charities of their choice. With this proposal going ahead both the charities and the environment would seem to be deprioritized with this one change.

As an aside Mr Hill asked what happened to last year's charity money. Item 13 proposed to axe the SMILE service. According to the website it offered affordable activities to the elderly such as seated fitness classes, badminton and short tennis. If the £70,000 was cut, might it not reap hundreds and thousands of knock-on problems in health problems if the elderly had less access to affordable fitness activities? There would possibly be more loneliness, more mental health issues and simply a transfer from one RBWM budget to another such as adult care and no real saving of taxpayers' money. Whilst this was the first year that a consultation had been done, the budget was still very confusing and vague with very little detail.

Mr Endicott commented that he understood the situation, but many cuts were being made to areas with the highest level of deprivation such as in Dedworth. The area of Dedworth in Windsor comprised mainly of the elderly and young families and they would be affected the most. The points he wanted to raise included reduction of community wardens; this would be detrimental to the Dedworth area. The reduction of the library needed to be

reconsidered and the gardens in bloom. It seemed that residents were paying more for less. Mr Endacott expressed concern about the planned savings for the next 3 years and the lack of consultation that had taken place with community groups.

The discussion for the budget item began with each Lead Member talking a little bit about their areas.

Councillor Samantha Rayner, Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, discussed leisure, libraries, art funding and museums and tourism. With leisure, the budget had been affected by Covid-19 and as a result there had been a change of operator in summer last year. It was expected that these losses could be recovered to pre-Covid-19 levels of income in the future but not in the next year. Libraries, had to find budgets savings in this area as part of achieving a balanced budget for the council but to do this, the team had to look very carefully at historical information, experience of Covid-19 and where we wanted to be in the future for this service. This would mean another public consultation, as any changes in this statutory service would need to have one.

The library strategy which was being presented to Cabinet informed them of the consultation with a transforming and agile service with a professional team, not only looking at the core books but also mental health and wellbeing, the environment and the economy as part of the offer. Arts funding, enormous value of our art partners who achieved fantastic opportunities and culture in the borough. As part of the budget savings that had to be made in this non-statutory area was sought by talking to partners and working together to minimise the impact by working with them on the strategies to become sustainable. Museums and tourism, in order to achieve savings and protect these services, a plan was put together to bring both these areas together in one location, allowing these to be successful and utilising their specialist areas to be able to continue face-to-face and strengthening the fantastic work already achieved in digital during in Covid-19 times.

Councillor Coppinger, Lead Member for Planning, Environmental Services and Maidenhead, reported that there were two items that fell under him. Neither of these were cost savings for the council but both would increase the earnings for the council. Firstly, the adjustment for the green bins in which the volumes had been maintained, hence the council would be able to earn more money than thought. Secondly, the change in bin collections was not about saving money but more for saving the planet. Councillor Coppinger gave more detail to the Panel on the recycling and food waste and the need for the borough to do more in both areas.

Councillor Stimson, Lead Member for Climate Change, Sustainability, Parks and Countryside, gave a background on the removal of the flower planters in the borough. This was a difficult decision especially for Windsor but the council had to consider the statutory commitments. The planters would be stored and brought back when possible. The borough in bloom competition did take place last year, which had been funded by the council. It would now take place online and be funded by a garden centre.



Councillor Cannon, Lead Member for Public Protection and Parking, had two items relating to licensing administration and one for joint emergency planning, that had been crucial during these Covid-19 times. Councillor Cannon would answer questions when asked. The main area was the proposal for the reduction of community wardens, this was being proposed for residents and councillors to discuss.

Councillor McWilliams had one item relating to the implementation of the renewal of the advantage card. The team had been looking at how the council could work with third-party providers and embrace technology to ensure that a similar scheme to what was in place now could be delivered.

The Panel then discussed each appendix, line by line and took comments from the Panel Members and other members present and allowed officers and Lead Members to respond to any concerns and questions.

### **APPENDIX A – RBWM GROWTH BIDS 2021/22**

Item 2 - Library Cleaning Costs – Councillor Price asked that if the transformation work went ahead and some libraries closed, and others had reduced hours then surely there would be an impact on this as there would be less libraries to clean. Adele Taylor, Director of Resources, informed the Panel that the costs were historic costs and therefore all cleaning costs for the current cleaning regime had been budgeted for. If the transformation went ahead then these costs would be revisited. No future savings were being discussed now.

Item 3 - Increased Burial Capacity - Councillor Price asked what did this project involve? David Scott informed the Panel that as Braywick Cemetery came to the end of its capacity, which was very nearly there, the need to maintain as many of the roadworks that had been placed throughout the life of it could be reduced as the access to many of these areas was no longer required. So, the plan was to modify the footpaths and the road paths access network to give additional space. Since it was a minimisation project below the capitalisation value, it was in the report as a growth item to provide the council to do that for the increased capacity that would be provided. This was estimated to be another 2 to 3 years worth of capacity in the cemetery overall. The net effect was increased capacity for a modest cost. Councillor Price asked why this was a revenue item and not a capital item and told that this was because it was the value of the task.

Item 4 - Joint Arrangements – Councillor Price wanted to understand what was involved in the emergency planning and the nature of the costs. David Scott informed the Panel that it was aligning the base budget to what the joint costs were. In previous years, he was able to make up the difference of the base budget that was previously budgeted for and the actual costs. The joint arrangement started in April 2018 and started approximately with £16,000 behind the costs or the budget available but were used as underspend in other areas to make up the difference but now there was no capacity to carry on with that and so this was an adjustment to the base to allow us to meet our commitment to that joint service.

Item 5 - Support Funding the Arts Organisations – Councillor Price asked if this had been discussed with the Art organisations and was the aim to use their revenue to move them to being self-sufficient. How was this going to help and which organisations were being considered? Councillor Rayner informed the Panel that it was a £50,000 growth bid and the two main organisations were Norden Farm in Maidenhead and The Old Court in Windsor. The plan was to give them some funding, not a straight cut, and then to explore match funding from the Arts Council and other grant funders to match the council's contribution. The aim was to get as much funding as possible for the organisations to allow them to become self-sufficient. The officers were exploring all ideas with two organisations and were currently in discussions with them. Councillor Price asked if the organisations had indicated that they would be able to operate under the proposed suggestions.

Councillor Rayner informed the Panel that negotiations were still taking place. The council would give them the first quarter funding that would get them through the six-month notice period and that time would be used to generate match funding to match what the council were giving. The aim was to generate more than £50,000 match funding so they would be around £87,000 short and if more match funding was sought, it would be less shortfall for the organisations. Councillor Price was concerned that one or both organisations may have to close if the funding was not sought. Adele Taylor informed to the Panel that negotiations and discussions were currently ongoing.

Item 6 - Saving from Increased Recycling - Councillor Del Campo asked what was meant by "The saving for increased recycling as reported in February 2020 can no longer be achieved as this is a duplication." Simon Dale, Interim Head of Highways, informed the Panel that this was because of the adjustments made to the base budget, the wording was misleading. Councillor Del Campo confirmed that nothing had actually changed. Councillor Davey asked a question on this item too. Could Members be provided with a list of items that were recycled and the value of them and which items maximized the revenue streams? Councillor Coppinger commented that if it was too complicated people would find it difficult to follow and therefore would not recycle. Simon Dale commented that he did have a list of costs per commodity and was happy to share this with all Panel Members. Simon Dale confirmed that this was much better to recycle per tonne than sending for incineration.

**ACTION: Simon Dale to share the list of cost per commodity with the Panel Members**

Councillor Coppinger commented that it was a dynamic market and the individual areas changed in price depending on the volume coming through and the cost of the transport.

**APPENDIX B - COVID-19 RELATED GROWTH PROPOSALS 2021/22**

Councillor Davey asked since these were Covid-19 related, would some of these be recovered from government? Adele Taylor responded that it was the gross costs of Covid-19 that were in the tables but in the Medium Term Financial Plan, it had been indicated that it would be likely that there would be government funding coming forward and the levels at which this was one-off government funding that was coming forward.

In terms of the leisure contract this year some of that had been compensated for because these had been costs this year they would be costs next year and for the third year. These were being covered partly by the sales fees and charges compensation scheme. There was also money around the honouring fence Covid-19 Grant. In total, there was about £9 million worth of Covid-19 group proposals and the way that was funded in month 6 budget monitoring. It had been indicated that underspend for this year would set aside for the recovery for some of the underspends as Covid-19 grant monies that were coming forward would be used for next year when government grants would not be available.

Councillor Price was very conscious that the budget could not be looked at in isolation for one year but the future years had to be considered too as there were £8 million cuts this year and services that were going to be really painful but for the next 4 years there was going to be a further £14 million of cuts in future years. Councillor Price asked if the council would be able to sustain its statutory services in the future and what would be the implications if we didn't have the leisure facilities. Could this be considered? This was unthinkable but it seemed that the unthinkable had to be thought of.

The Chairman commented that no one was aware of what the future would be like. Adele Taylor responded that it had been recognised this year that it was a particularly challenging year to try and demonstrate both the ongoing growth, what was suspected in to be Covid-19 growth and this would be continued but at this point, the figures in the report were the best estimates particularly around Covid-19 growth measures. There were gaps in future years in the Medium Term Financial Strategy but the budget had been balanced for 2021/ 2022.

The biggest issue for local government was the Covid-19 growth was assumed to be a one-off but clearly there would be some ongoing impacts but it was very difficult to predict them. This would be needed to be kept under very clear and close review during 2021/2022. Also to note was that we had only received one year settlement from government around our funding. Local government funding was also due to be changed and we knew that this was still under discussion. Councillor Rayner commented that the leisure service was great income generator for the council. Last year before Covid-19, with income was £3 million, this year it would not generate that income and as a result of Covid-19, it was not anticipated that this would be recovered for a few years.

**APPENDIX C - RBWM SAVING PROPOSALS 2021/22**

Item 1 - Stop moving the Container Library saving towage costs

Councillor Price wanted to understand more about the mitigation in the EQIA. Councillor Price commented that the EQIAs done by the library services were much better in quality than any other service. Adele Taylor commented that instead of using the container library the mobile library would be used. The cost was for the towage of the container library. It was more cost effective to use the mobile library. Councillor Rayner informed the Panel that a consultation would take place on the new and best locations for the mobile library to visit and also the best place for the container library to be static. Louise Freeth explained that the library held a wealth of data including the categories but also the most frequent users so the best mitigation would be put into place.

Councillor Lynne Jones asked for reassurance that the libraries in the communities would remain open. It seemed that communities had been hit the worse in the savings. Councillor Rayner reassured everyone that the libraries were the heart of the community and offered a lot more than just books and a lot had been done to make library survive and thrive.

Item 3 - Additional income from green waste subscriptions

Councillor Del Campo asked whether the discussion at a previous panel about compensation being given to residents would be an extension of the contract instead of a refund had been agreed and taken into account for future loss? Councillor Coppinger responded that the scheme had been agreed on a case-by-case basis and the actual members were not enough to affect these figures.

Item 4 - Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections.

Councillor Price asked if there was any information on how the elderly had been hit with the price increase of the green bins? Councillor Coppinger advised that the price had already gone up and even though a drop had been expected there had not been one. Councillor Price asked if there was anything that could be done to help people who couldn't afford the green bin and Councillor Coppinger suggested that if a resident was in that situation to discuss with him directly.

Councillor Price also asked about people with incontinence or people with children using nappies, a fortnightly service seemed a long wait for a bin to be emptied. Councillor Coppinger responded that the adults with stoma type issues would have been covered by a clinical waste contract and for normal nappies, these were sealable and the lids on the bins were tight enough, so there were no real concerns of this. If individuals had concerns, they could contact the council. Councillor Price commented that she was surprised not to have seen these points in the EQIA with the mitigation measures as discussed. Duncan Sharkey, Managing Director, commented that officers had not found these to be issues hence they had not been identified in the EQIA and therefore no mitigation measures had been required to be identified.

Item 6 - Implement a revised Advantage Card

Councillor Davey asked if the advantage card was being removed and if so what about residents wanting to visit the castle and elderly residents who still wanted to use the physical card. Councillor McWilliams informed the Panel that the team were in discussions with Windsor Castle to maintain the current offer in whatever the new scheme was. It wasn't about removing the scheme but just about delivering it in a different way. The costs related to a number of in-house staff and whether this was done via a third-party or in another way. There was a solution available and the team were working with partners. A digital option was being considered.

Item 8 - Reshape museum and tourism information centre service

Councillor Price asked that with the relocation of the tourist information centre away from the centre of Windsor shopping, would there be a reduction of usage? What discussions had taken place with the shopping centre? Councillor Rayner informed the Panel that officers had been in regular contact with the shopping centre owners and the management company and discussions had taken place. Councillor Bowden commented that as the Chairman of the Windsor and Eton Town Partnership, most of the visitors to the information centre were mainly from the coach park or from the railway station going forward to the castle. Councillor Bowden felt that there would be no impact to the royal shopping centre as it would be leased out and an income received. Councillor Bowden would discuss this item at their next meeting and get back to Councillor Price.

Item 10 - Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens.

Councillor Davey had written to the lead member and was awaiting a response. The main question posed was would members stand in for the role of community wardens in times of Covid-19 and if not could the numbers of community warden be maintained as they currently were. Could the district enforcement officer's role be taken in-house? Councillor Cannon commented that the proposal from Councillor Davey was being looked at by officers and members. This was a proposal and not a decision and all comments received would be considered before a decision was made. The proposal was a reduction in the number of community wardens, not the removal of the service. Councillor Price asked what Thames Valley Police had to say about the proposals.

David Scott reported that the proposals had been shared with TVP and no feedback had been received. Councillor Price asked what services that were currently there for residents would be cut if the proposal went ahead? Councillor Cannon commented that the proposals would be more mobile and intelligence-led community wardens would be covering the borough rather than a blanket coverage. Whilst this was not a statutory service it was a service valued by the community and by the police and others so this is why this had been put forward as a proposal of a reduced service. The wardens would still be out and about, still be engaging with the community but would be intelligence-led and would work smarter. Thames Valley Police were aware that we had to work within a budget and their views would be also taken on-board. Councillor Price asked what the future of the community wardens was in light of the future cuts?

Councillor Cannon commented that all non-statutory services were in the same position and it was important to remember that this was a proposal. Councillor Price asked how residents were able to get their views across and was advised that they could do this via the budget consultation. Councillor McWilliams commented that this was the first consultation for the budget and all views would be taken on board and learnt from. Residents could comment via a councillor, via the council or via a free text box on the front page of the consultation.

Councillor Lynne Jones commented that with respect to the community wardens, the effect would be on communities again. She felt that it was premature to consider this now and it would be worth looking into a one-off revenue cost to keep the set up as it was currently, especially during Covid-19. Councillor Cannon agreed with Councillor L Jones that the outer areas of the borough would be at risk most but if the proposal was agreed then he would introduce a caveat for the rural wards. Councillor Haseler commented that public safety would not be at risk as Thames Valley Police dealt with this.

Item 11 - Revise the management of the leisure contract.

Councillor Del Campo asked for clarification on what the actual saving was. Councillor Rayner commented that due to making the cuts, the roles had to be cut. David Scott commented that these would be a loss of posts that were linked to the client function. Councillor Price wanted to know what the reference to Dedworth School was and what would the impact be of the vacant posts not being replaced, would there be an impact on the community or on the clubs. David Scott reported that there had been no specific feedback from the clubs on the proposals. The vacant posts had been vacant since the beginning of December 2020 so there was no direct impact on the clubs. The reference to Dedworth School was that it was being considered if this could be included in the leisure contract. The council already had many dual-use facilities. Councillor Rayner added that when the pitch was built at Dedworth School, part of the planning application was that it be used by the community. Now there was also a new hall added and it would be added to the leisure focus portfolio to become an independent unit.

Item 12 - Remove funding from Borough in bloom and community participation project.

Councillor Davey commented that the Borough in Bloom event was cherished by the elderly in the borough. It then became digital and now seemed like it was going to continue in that way. This was very saddening for many residents. Councillor Del Campo commented that would we allow community groups to take over the planters instead of putting them into storage such as wild groups? Councillor Del Campo was please that the Borough in Bloom was continuing and asked if it was possible to get extra sponsoring for that event? Councillor Stimson responded saying that she was happy to work with anyone who would want to assist or sponsor this cause. Councillor Stimson reminded the Panel that this had been a very hard decision to take.

Item 13 - Remove funding from SMILE and stop service.

Councillor Price commented that would elderly residents using this service still be able to access the service at leisure centres? Would they be charged? Councillor Price believed that his was moving away from the community aspect. Councillor Rayner said this was a

fantastic service for our elderly. The activities would continue in the leisure centres but would cease in the local village halls or settings. The borough would look to see if alternative funding could be found through the community groups. David Scott clarified that this service consisted of three areas, one was the activities in the local village halls, these would cease. The second was going to be continued to be offered through the major centres and the third was the element that charity itself did directly. It was only the community-based element that would cease, and they had not been running since March 2020. It was not expected to be restarted in a Covid-19 safe way.

Item 14 - Remove vacant community sports development post and projects.  
David Scott reported that this was a vacant post and would not be replaced.

Item 15 - Library Stock fund.

Councillor Price asked if a reduction of library book fund would have a significant impact on the facility that it offered? Councillor Rayner informed the Panel that the total stock budget was £288,000, the proposal was to reduce it by £20,000. She hoped that this would not affect the digital resources. Adele Taylor commented that Angela Huisman and her team did a fantastic job of maximizing the book fund by working with other libraries across the country. This was a modest saving in this area.

Councillor Price if all the discussion taken place should be summed up now or at the end of the full item.

Adele Taylor informed the Panel that a consultation and engagement company who had been used for the budget consultation would also be doing a piece where they would be summarising the discussion so the cabinet would not just be relying on the minutes of the meeting. This company would be doing a short summary of the points that were raised at the meeting and that would be part of the cabinet report and it would be shared with the Panel before it went through to Cabinet.

Duncan Sharkey commented that many comments had been made and heard by the relevant Cabinet Member. There were no points that had been agreed by the Panel to put as their formal response to Cabinet. A set of comments needed to be proposed and seconded and agreed by Panel Members and put forward to Cabinet. The best way was to highlight the few points that were most important to the Panel.

### **APPENDIX D – CAPITAL**

Page 79 – Waste – Special Collection Service

Councillor Price asked if the changes proposed were comparable to a private contractor prices. Simon Dale commented that the prices were a comparison, benchmarked against other local authorities and our charges were itemised per item. Councillor Price asked if it was an option to raise the borough's prices and therefore earn more money. Simon Dale said if you raised the prices too much then more fly-tipping would probably take place.

Page 80 – Outdoor Facilities - Allotments

Councillor Price commented that the Windsor allotments structure was different to the Maidenhead allotment structure, would there be any cost changes if Maidenhead changed their structure to be the same as Windsor? David Scott responded that there would be no change to the costs.

**Page 80 – Outdoor Facilities - Cemeteries and Churchyards**

Councillor Price suggested that could the burial prices be increased to discourage people to bury as there was a shortage of space to match the cremation costs. David Scott commented that the costs were set by the council so could be increased. Councillor Stimson commented that there were certain faith groups that preferred burials to cremations so this would need to be very carefully discussed before any changes were made. It could be considered as discriminatory.

**Page 81 – Parks and Open Spaces - Football**

Councillor Price commented that letting out spaces such as football pitches needed to be considered as change in one area didn't affect another area. Councillor Cannon highlighted that these were only proposals and not done deals yet.

**Page 81 – Parks and Open Spaces - Miscellaneous**

Councillor Price asked if the Royal Windsor dog show could be charged more? David Scott informed the Panel that the dog show was a local organisation event which attracted charges. The council could consider an increase but the restrictions on increases would need to be checked.

**Page 85 - Tracks**

Councillor Price asked if there were no increases here, was this because the costs were dictated centrally? David Scott responded that this was correct.

**Page 86 - Library School Offers**

Councillor Price asked if the increase to schools would be affordable to the schools? Adele Taylor commented that there had been some revisions to this post and the structure had slightly changed.

**Page 87 – Fax**

Councillor Price asked if faxes were really needed anymore? Angela Huisman commented that there was an option to remove this service all together now.

**Page 91 – Library and Resident Services – Marriage and Civil Partnership Ceremonies**

Councillor Del Campo asked about the marriage and civil partnerships and if anyone that had had to postpone their wedding due to Covid-19, were they able to rebook at the original price? Louise Freeth responded advising that the rebooking fee had been waived. The citizenship ceremony was still carrying on online and other charges had been waived, but Louise Freeth would have to check as this had changed many times since March 2020.

**ACTION: Louise Freeth to check and get back to Councillors Del Campo and Price.**



**APPENDIX E - NEW CAPITAL SCHEMES FOR 2021/22**

This was the new additions to the scheme or changes to the existing budgets. Councillor Price asked about capital item new amounts and why the council was spending more money on car parks? Adele Taylor informed the Panel that these included assumptions that may come forward so that there was clarity on the revenue costs. The timing was awkward as the Cabinet report may bring forward more costs but if not that would be reviewed. This was the same for the Maidenhead development. Councillor Price asked about the Maidenhead golf course and the Chairman asked for guidance if Councillor Price could ask the questions, as she had declared an interest for the golf course. Duncan Sharkey advised that it was up to an individual member to declare an interest and also that no contractual information would be discussed. Duncan Sharkey suggested a separate discussion and Councillor Price was happy with the suggestion. Councillor Price asked about the affordable housing (cx43) and how many units were going to be provided. Duncan Sharkey responded that officers would provide Councillor Price with this information.

**ACTION: Officer to respond to Cllr Price on how many units of affordable housing were to be provided.**

Councillor Price asked about the disabled facilities Grant and why was it was at zero? David Scott commented that they had received a grant for this full amount. Councillor Price asked about the Clewer Memorial Pavilion work and thought this work had finished, however the table still showed £40,000. Adele Taylor commented that this would be in terms retention payment. David Scott commented that the work at the Clewer Memorial Pavilion had been delayed as a result of Covid-19 and work was therefore still ongoing. Councillor Price asked about quality monitoring (ce06) and David Scott commented that this was for the fixed monitoring systems ongoing operation and the upkeep of these systems. Councillor Price asked about tree planting and maintenance. David Scott commented that the trees were planted by a third party contractor and the cost of the tree included the planting of that tree. Councillor Price asked about the allotments and David Scott responded that this was for the infrastructure. Upkeep, water mains and fencing.

**Adult, Children and Health Overview and Scrutiny Panel – 21 January 2021**

The item was introduced by Cllr Hilton, who advised that the report set out areas of growth and pressures, including those for Covid-19; potential savings; and fees, charges and capital schemes relevant to the Panel's area of interest. Comments from the Panel for consideration by Cabinet were welcomed.

Cllr Carroll stated in his introduction to the Panel that the budget proposals represented four main principles: protection of vulnerable people; innovation; embracing of transformation; and to financially futureproof the Council's budget. It was noted that a small increase in the adult social care precept had been proposed as part of the overall budget.

Cllr Hunt told the Panel that she would go through each line in each appendix and invite comments and questions from members.

Appendix A

Kevin McDaniel advised that the seven items relating to children's services reflected the cost of continuing to deliver services that were already being supplied. Regarding line five, Kevin McDaniel said that, following the transfer in 2017, Achieving for Children staff were in a pension fund pool administered by Wandsworth Council which meant their pension costs were no longer included in the RBWM budget. A tri-annual re-evaluation of the fund had led to an increase in contributions, which was effective from April 2020. Other changes to the budget head described in line five reflected posts that were now being funded directly by the Local Authority as the job roles had been shown to improve delivery of services for children with additional needs; and also the removal of a staff vacancy factor budget as this has shown to be ineffective with the current level of demand.

There were no questions or comments from the Panel relating to lines one to six.

In relation to line seven, Kevin McDaniel responded to a question from Cllr da Costa by explaining that Achieving for Children had a credit facility with RBWM in order to help pay bills to suppliers on time. This had existed previously but had not been included in any earlier budget statements.

Regarding line eight, Lynne Lidster explained that RBWM held an annual contract with DASH to provide support for adults and children who were victims of domestic abuse. The contract was worth £100,000, of which RBWM contributed around £67,000. The rest of the funding came from a grant from Thames Valley Police but it was unclear if they would be able to meet this funding requirement this year. The amount shown in line eight was to cover the funding shortfall in the event Thames Valley Police did not have the grant funding to contribute. Cllr Carroll stated this was a particular service that the Council wanted to futureproof, due to an increase in domestic abuse during the course of the Covid-19 pandemic and lockdown.

There were no questions or comments from the Panel in relation to line nine.

Regarding line five, Cllr Baldwin asked for clarification on what was meant by salaries that had previously been funded from capital. Kevin McDaniel said a review of the education estate team, following the recent CIPFA review, showed all salaries were funded through capital; this was not appropriate and had now been reduced accordingly. The Panel agreed that they had no comments they wished to forward to Cabinet relating to Appendix A of the report.

### Appendix B

There were no comments or questions from Panel members on lines one and two.

Regarding line three, in response to a question from Cllr Hunt Kevin McDaniel said 400 staff had needed to be equipped with new mobile phones and a new system that enabled information to be shared digitally had been needed. Some of the budget would be to ensure longer-term sustainability of the new working arrangement.

There were no comments or questions from Panel members on lines four to nine.

Regarding line ten, Cllr Tisi asked for clarification on what job roles were being fulfilled by the new staff members. Lin Ferguson said three new members of staff had been recruited, of which two were social workers. The other was an independent reviewing officer to chair child protection conferences, which was required due to an increase in child protection issues during the pandemic.

Adele Taylor advised the Panel that there was £9million worth of Covid-19-related growth items throughout the whole of the budget, and the majority of this was covered by expected funding from central government. Some areas of underspend during 2020/21 had been set aside to cover ongoing support for Covid-19-related issues in the 2021/22 budget. Cllr Carroll said he had been in contact with the government on this issue, as had most other local authorities. He said the Chancellor was due to bring forward a Comprehensive Spending Review in the new financial year.

Responding to a question from Cllr Baldwin relating to line two, Kevin McDaniel said the figure quoted was an estimate based on having to write off receiving any income from the space released by the transformation to family hubs for 2021/22. He explained it was considered impractical to try to dispose of the buildings or seek long term lessors, given current market conditions.

The Panel agreed that they had no comments they wished to forward to Cabinet relating to Appendix B of the report.

### Appendix C

In relation to line one, Cllr Tisi asked for details on how developed the plans were for replacing community options, and how the risk was being mitigated. Cllr da Costa asked about ensuring quality of delivery from any volunteer organisations providing support, acknowledging that levels of professionalism differed. Michael Murphy said a number of support networks had been strengthened and the Council was working towards being able to supply services at an earlier point of contact with users.

In future community options would not necessarily be wholly reliant on voluntary organisations. Mitigations would depend on the individual needs of each support network, although it would be ensured that the appropriate governance would be put in place to make sure everyone was protected from Covid-19. Michael Murphy said anyone using services would be given the appropriate level of safeguarding.

Regarding line two, Hilary Hall said in response to a question from Cllr Tisi that it was a statutory requirement for the Council to assess an individual's particular needs, and given the proposal listed in line two it was even more vital that assessments were updated in line with the proposed changes. The business case related to supported living was still being worked on, and when this had been completed this would form its own line in future budget papers. Lynne Lidster said the current day centre model was limited in opening times from 9am-5pm on weekdays, and the proposed new model would afford greater flexibility and provide more opportunities. Users with complex needs would use the day centres for socialisation rather than providing respite to their families. The Covid-19 pandemic had made the Council look at different ways of providing services and had brought forward the proposed changes to delivering services provided by the day centres. Easement protocols, which were introduced by the government during the pandemic to allow councils not to meet the requirements of the Care Act where they were experiencing significant capacity issues, were in place but they had never been implemented in the Royal Borough.

During discussions, lines three to five were taken together as their subject matter was closely interlinked. Cllr da Costa noted that assessments were made in-house or by Optalis staff and asked for assurance that these would not show any bias. Hilary Hall gave assurances that all assessments were made by qualified staff in Optalis. Cllr Sharpe stated that although value for money needed to be taken into consideration when creating care packages, this should not be to the detriment to the level of care that was provided; instead the focus should be on providing the most appropriate care possible. Hilary Hall assured the Panel that care provision was the primary driver of all statutory assessments, rather than simply value for money.

Responding to a question from Cllr Bateson relating to care packages for people leaving hospital, Michael Murphy said levels of care provision would vary. The packages would focus on maximising a person's ability to function when they left hospital; as an example, sometimes a patient may have muscle wasting from spending a long period being in bed and would need support to get used to being able to use those muscles again, and gain confidence as a result. Michael Murphy said technology existed that meant some patients may now only require one carer, whereas previously they may have needed two. Cllr Tisi asked how likely it was that levels of care package provision may increase. Hilary Hall said she was confident the current arrangements were appropriate, and that all patients in receipt of a care package would receive an annual review. However if there was an increase it was expected that this could be met through the existing budget.

Regarding line six, Cllr Tisi asked for a real-life example of what was meant by ensuring the level of subsequent long term care was appropriate. Hilary Hall said this was generally aimed at improving a patient's confidence and functionality, which would be done on a fairly intensive basis to make sure a patient was able to live independently again as soon as possible after leaving hospital. This would generally be done over a six week period. Michael Murphy said around 60 per cent of patients leaving hospital would not need any reablement. Cllr da Costa stated her belief that reablement was better for somebody long-term compared to providing care for them.

There were no comments or questions from Panel members on line seven.

In relation to line eight, Lin Ferguson reassured the Panel that this was not a full restructure of the service as it provided an important function, but this proposal was aimed at improving efficiency. She stated that it was often difficult to recruit new health visitors but recruiting staff nurses was often much easier. The staff nurses would take some tasks away from health visitors to enable them to focus on their main priorities of making new birth visits. Lin Ferguson also said that antenatal contact may cease. Ways of managing clinics in a way that would not disadvantage service users were also being investigated.

There were no comments or questions from Panel members on line nine.

In relation to line ten, Kevin McDaniel explained there was a statutory duty to provide home to school transport assistance to children who were attending their nearest appropriate school when this was either two or three miles away, depending on their age, and for those on low incomes and with disabilities. The proposed budget changes were to ensure a greater level of consistency in the level of subsidy. It was noted for example that the costs some parents were paying in order for their children to attend the Windsor middle schools varied, and the proposals sought to level these out. Kevin McDaniel told the Panel there was no statutory duty to provide transport for those over the age of 16 going to sixth form or further education, and it was proposed to look at the way this could be provided in a fairer way.

There were no comments or questions from Panel members on line 11.

In relation to line 12, Kevin McDaniel said Achieving for Children had reduced printing costs, travel fares and accommodation expenses. For example, prior to the Covid-19 restrictions a child who had been placed into care outside of the Borough for their safety might have their case reviewed by three or four officers in a face to face meeting, along with the expenses that would entail. Due to new technology and ways of working the associated costs had been reduced with the key workers still travelling and seeing children face to face.

There were no comments or questions from Panel members on lines 13 to 16.

In relation to line 17, Kevin McDaniel explained that this saving related to the retirement of a member of staff who was not being replaced. He said there was an agreement with

the Nursery School Foundation to support all settings as much as possible. Although it was noted there was no additional capacity to support any setting that went into crisis, the Council would be able to call upon the assistance of the NSF for support. In any case, in the event of the proposed closure of a school, there would need to be an 18 month notice period.

In relation to line 18, Lin Ferguson stated she chaired a resource panel comprising commissioning and social care colleagues about the right plans and provision for children, and this had been working well. Children in residential care were tracked on a fortnightly basis to ensure they were in the right place. Commissioners were mindful of costs when allocating settings for children in order to ensure value for money, and some savings had been made over the last year.

There were no comments or questions from Panel members on line 19.

In relation to line 20, Kevin McDaniel said schools' budgets were set through a different budget to the one being considered in the report. There was a total budget of about £89million available for all schools in the Royal Borough. Currently the maintained schools were not charged for using RBWM's finance tracking system, and the proposal was for a small charge of between £400 and £750 depending on the size of the school to cover expenses the Council already incurs. It was not straightforward for each school to put in place its own financial system, and in any case it was not considered viable to do so at the current time.

Cllr Tisi proposed that the Panel recommended to Cabinet that the recommended proposals in lines three to five, looking at various packages of care, should be considered from the point of view of providing the appropriate level of care rather than taking into account value for money as the most important aspect when considering packages of care. She said the actual levels of care needed to be the prime concern when making decisions.

Regarding the planned closure of day centres referenced in line two, Cllr da Costa said she felt the proposed changes would provide a better, more enriching service for users, but expressed concern at the speed with which the changes could be implemented. Hilary Hall said any changes would be subject to a full 12 week consultation, subject to them being agreed by Full Council. This was anticipated to be effective from April 1 and would be carried out through many different formats. Work was also being carried out to identify means of alternative provision of services. Cllr Tisi said she had been contacted by residents who were unclear as to how the proposed changes would affect them. The Panel felt the consultation should involve as many parties affected from as early an opportunity as possible.

Cllr Carroll said he was happy to go along with the Panel's views on the consultation, but stated they were recommendations that he would be making to Cabinet anyway and was a legal requirement.

It was **UNANIMOUSLY AGREED** that Panel pass the following comments on to Cabinet in relation to Appendix C of the report:

- Regarding line two, a full and comprehensive consultation on the planned closures of the Windsor and Oakbridge Day Centres should be conducted with all affected parties involved from as early a point as possible, and any closure should not be carried out with undue haste.
- Regarding lines three to five, the overriding factor when considering residential care placements, supported living packages and community packages for people with learning disabilities, should be the appropriate level of care that is being provided rather than the value for money any agreement would provide.

Appendix D

There were no comments or questions for officers on any of the points in Appendix D of the report, and the Panel agreed they had no comments to forward to Cabinet.

Appendix E

There were no comments or questions for officers on any of the points in Appendix D of the report, and the Panel agreed they had no comments to forward to Cabinet. Members thanked officers for their help in preparing the report and assisting during the course of the meeting.

**Infrastructure Overview & Scrutiny Panel – 19 January 2021**  
**BUDGET 2021/22 REPORT**

Councillor Hilton, Lead Member Finance and Ascot, introduced the item and invited the Panel to make comments on the proposed budget. The Panel was informed that they would only be considering areas that came under the Panels remit, and other O&S Panels were also being asked to comment on the budget prior to the report going to Cabinet and then Council to approve.

The Vice Chairman asked how the estimated pressure on reduced car parking income of £2.07mn was estimated and what the impact of this reduction would have on the parking service. Councillor Cannon, Lead Member Public Protection and Parking, said the estimated projection was based on the usage of car parks and analysis of existing data from the support service. The budget was balanced in anticipation of not incurring £2.07mn.

Simon Dale, interim Head of Highways, said the estimated pressure figure was determined between service leads and accountants by reviewing the impact of lockdown restrictions on each parking facility. The loss of parking control notice income and pay-and-display effected the income. If the loss of income would be replenished from within the budget, plans to maintain car parks and provide a good parking service would continue.

Adele Taylor, Director of Resources, said the budget was balanced through ongoing funding and one-off funding due to the Covid-19 pressures. There was approximately £9mn worth of savings in the medium-term financial plan and £8mn of Covid-19 growth, funded through one-off sources for the financial year 2021/22. The budget showed the assumption of income expected to be given by central government through schemes such as the Sales Fees and Charges compensation scheme.

Councillor Jones asked how temporary the loss of parking income through regeneration would be and the Panel was informed that car parks were being closed and rebuilt, which would lead to a predicted loss of £440,000 income for this financial year. Each financial year would be looked in isolation.

Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, informed the Panel that reduced tourism was significantly impacted by Covid-19. It was projected that there would be a loss of £60,000 from the Tourist Information Centre by the loss of ticket sales, membership fees and advertising.

Councillor Baldwin asked for reassurance that conversations regarding the possibility of residents being allowed 30 minutes free parking and private park car parks would continue and be taken into consideration during the consultation. Councillor Cannon said views from Councillors and residents would be considered.



Councillor Baldwin asked for the evidence for moving from a fixed interval pattern to a targeted street cleansing pattern. Councillor Clark said the evidence was based on officer knowledge and cleaning would take place when necessary. If the service was not delivered to the current standard, contractors could be sent out for further street cleansing.

Regarding the review of council's rural car parks, Councillor Hunt said she and residents had concerns of the rural car park at the dead end of Hurley. The streets were narrow, there was the potential of displacement for parking on street and emergency services found it difficult to reach the area due to the river at the dead end. Councillor Cannon said residents and ward councillors were encouraged to bring forth their views in writing.

Councillor Werner asked what the criteria and evidence was used to select rural car parks, how much income would be made and how the possible influx of cars being parked on streets instead of car parks would be managed. As a result, the target income would not be reached, and residential areas would have a high volume of cars.

Councillor Cannon said the criteria was for all council car parks that were not charged by Traffic Regulation Orders. The evidence was based on officer's local knowledge and experience, and the projection of car park usage helped assist the estimated income. He was aware of the potential displacement of cars and the impact this would have on enforcement, which was considered during calculations. The parking charges were lower than town centre pricing.

The Vice Chairman suggested for each car park to be listed under the online car parking consultation page, as there was currently no listing. The Panel was informed that the suggestion would be discussed with Simon Dale, and the proposals for car parks was part of the budget consultation.

Councillor Coppinger said there was a vacancy for the last 3 months in the Planning Support Team, which was not replaced as the team had managed without this. Councillor Jones asked if there would be a reduction in the service provided due to the lack of additional officer due to a reduced number of planning applications. Adrien Waite, Head of Planning, said the frequency of planning applications had recovered quickly after the first lockdown. He was confident the vacancy was not needed to be filled due to the efficiency changes made to adapt to working from home.

The Panel was informed that Councillor Stimson, Lead Member Climate Change, Sustainability, Parks and Countryside, was now the Lead Member on reshaping the trees function instead of Councillor Coppinger.

The Vice Chairman asked if the tree team would be able to cope with the savings, given recent planning applications had increased environmental pressures and tree queries. Councillor Stimson informed the Panel that the tree officers were both in Communities and Planning services, and the head of services were evaluating how best to function

between them. Adrien Waite had a background in sustainability, which was beneficial to retain and protect trees, with plans to have greener properties.

Councillor Baldwin asked if the highway tree maintenance and inspection would be impacted by reshaping the trees function, and the Panel was informed that an update on the tree strategy was due. As trees were expensive, their maintenance was needed.

The Vice Chairman asked if the skills in other departments allowed for the reductions of staff elsewhere, and Chris Joyce, Head of Infrastructure, Sustainability and Transport, said the tree team within the planning service would focus on planning application, whilst the sustainability team would look at biodiversity, delivering additional trees and green infrastructure.

The Vice Chairman asked if there was an opportunity to sell services from the expertise of officers to neighbouring boroughs to generate income, and the Panel was informed this could be considered in future.

The Vice Chairman asked if the appendices could show the quantity of units sold in Appendix D and the revenue created, and the Panel was informed this could be considered for future budget setting processes, as there would not be time to be able to produce all of the information for this year's papers.

Councillor Baldwin asked if there could be a rise in percentage increase for the removal of illegal signage and a fall in the percentage increase for business signs, to assist in the business recovery plan. Simon Dale said he would investigate this.

Chris Joyce said the funding for major schemes within the Capital Programme was identified to ensure a pipeline of schemes with funding was available, as spending money on the early stage of development resulted in better schemes.

Councillor Baldwin asked where the identified income of £160,000 came from, and the Panel was informed this was received from Community Infrastructure Levy, grant funding and Section 106.

Councillor Brar asked why the Cookham Bridge Refurbishment & Structural Repair was nil when there was money assigned to the bridge, and the Panel was informed that the budget illustrated new amounts, not the amount that was already existing in the Capital Programme.

**Corporate Overview & Scrutiny Panel – 26 January 2021**  
**Budget 2021/22**

Councillor Hilton, Lead Member for Finance and Ascot, introduced the report and explained that the Panel's views were sought on the main report and five appendices. Appendix A consisted of the Medium Term Financial Plan and incorporated changes that had been made in the current year's budget. £895,000 had been allocated as a pay increase for all RBWM staff, while £850,000 had been earmarked for use in corporate capacity areas, giving officers greater capacity to fulfil their roles. The impact of Covid-19 was estimated to have a £9.2 million impact on the budget, while £6 million worth of savings had been identified to cover part of this impact.

A member of the public, Andrew Hill, had requested to speak on the item. Mr Hill said that money had been lost from venue licensing as some had chosen not to renew and asked which venues these were. For the registrars, there was reported to be a £25,000 drop in income predicted in the previous budget but this was inflated in the next budget. Mr Hill asked if these figures were used to try and disguise any financial problems. Concern was raised about the cutting of the audit budget, Mr Hill believed that councillors should be demanding more audit, not less. Regarding schools, they were being charged more and Mr Hill wanted to know what the reason for this was. There was increased data protection support so Mr Hill questioned why a breach was deemed 'likely' if data protection had been enhanced. Mr Hill raised a final concern, that the allowance paid to councillors who chaired council meetings was increasing, but arts funding for venues like Norden Farm was being cut.

Councillor Hilton said that he had been involved in discussions with the relevant Lead Member along with officers. It was going to be challenging for the arts sector but there was money in the budget provided which would support grants for the arts.

Adele Taylor, Director of Resources, said that she would pick up and answer Mr Hill's points as the Panel went through the relevant sections of the budget. The Medium Term Financial Plan, which was Appendix A of the report, was part of the draft budget which was presented in December 2020. The plan showed the movement and changes expected in the budget.

Councillor L Jones asked about the estimated total losses from Covid-19 and how the mitigation funding compared to the income lost. There was payment for services at the point of demand and Councillor L Jones wanted to know how this would work for residents who were on a low income. She asked if the pay award for RBWM staff was in the contingency budget.

Adele Taylor said that Covid-19 losses were the estimated income losses for the current financial year. The next budget monitoring report would be going to Cabinet later in the week, with most of the pressures being around the costs to contractors. Income losses had hit RBWM hard, with further detail provided in the monitoring report. Covid-19 costs were being treated as a one off as they were being covered through one off measures.

Earmarked reserves would be able to support the budget. The sales, fees and charges compensation scheme was being utilised by RBWM, the council covered the first 5% of losses and then the government covered 75p in every £1 after that. It was important to ensure that there was affordability in the services provided, costs should be covered and it was important that they were reviewed on a regular basis.

Andrew Vallance, Head of Finance, confirmed that the pay rise for RBWM staff was coming out of the contingency budget.

Councillor L Jones commented on the NNDR in Appendix A, the impact of regeneration and whether business viability had been taken into account.

Adele Taylor said the NNDR was holding up at the moment and it could only be based on information that they knew. The NNDR was managed through the collection fund but it was hard to know the future business viability. She was aware that there was the possibility that business rates could change in the future.

Councillor Werner said that the Medium Term Financial Plan showed a spiral of decline for RBWM and that services were starting to dry up. In his view, a lack of strategy to stop this decline could lead to bankruptcy. Insourcing was important to consider as Councillor Werner had seen evidence that it saved money and improved service. He asked what research had gone into looking at contracts and whether an internal bid had been investigated as a viable option. Councillor Werner mentioned 'invest to save' and asked what analysis had gone into assets to see if they could raise revenue. No CIL (Community Infrastructure Levy) being charged for developments in Maidenhead Town Centre was an issue, Councillor Werner said that the new Nicolson's Shopping Centre redevelopment not being charged CIL was a significant amount of money that had been 'given away' by the council. For commercialisation, Councillor Werner asked what analysis had been carried out for any potential commercialisation opportunities available to the council.

Councillor Hilton disagreed with Councillor Werner's comments on RBWM being in a 'spiral of decline'. He said that there was a positive variance of £3.7 million and that the reserves to cover Covid-19 stood at £3 million. Other money was also being put into the reserves, the budget was in a good place before the pandemic. RBWM had done a good job to get to this point with the current financial position and it needed to ensure that Covid-19 costs were managed effectively over the next year.

Councillor Johnson, Leader of the Council, commented that Councillor Werner should familiarise himself with the Asset Management Strategy. The strategy was focussed on retaining valuable assets and disposing of assets that were no longer needed to raise further capital and fund capital projects. There were many risks in the commercial market and the decline was likely to continue for the foreseeable future for the council's commercial portfolio. On the claim about the Nicolson's Shopping Centre, Councillor Johnson said that if Councillor Werner had any evidence of this statement then it should be presented to support his claim. For insourcing, Councillor Johnson explained that at the point of renewal all contracts were assessed and both outsourcing and insourcing

options were explored. CIL was an ongoing issue which was largely driven by market viability and increased costs. Councillor Johnson disagreed with Councillor Werner's statement that the council had given away a significant amount of money.

Councillor Rayner, Lead Member for Resident & Leisure Services, HR, IT, Legal, Performance Management & Windsor, also disagreed with the comments about RBWM being in a spiral of decline. There had been lots of innovation that had taken place across the council. The library transformation strategy was delivering what residents wanted, while there had been an increased investment in leisure services with the new Braywick Leisure Centre opening last year. The IT infrastructure had also been upgraded across the council as part of the Modern Workplace Project, this had proven to be particularly important as it allowed all RBWM staff to work from home throughout the course of the pandemic.

Adele Taylor said that a gap had been identified in the budget which could have come from a variety of options. The Transformation Strategy allowed the council to look at how things were done and how they could be done better in the future.

Councillor Luxton joined the meeting.

Councillor Werner said that the council was not looking at insourcing options because an analysis would have been produced, this analysis was not available. He had been informed by a property expert about the valuation of CIL on the Nicolson's Shopping Centre. Councillor Werner had read the Asset Management Strategy but wanted an approach where land was turned into something that could be used rather than just selling it. Councillor Werner believed that this was a Conservative ideological approach to running the council.

The Chairman said that the administration wanted a well-run council.

Councillor Hilton said that CIPFA had done a review of services across the council and made a number of recommendations, with one being to remain with shared services like Optalis and Achieving for Children. These organisations made up around 70% of spending in the council.

Councillor Johnson was disappointed by what he felt was a personal attack from Councillor Werner. He said that there was no ideological vision in his view and that his aim was to deliver the best services possible to RBWM residents. The strategy allowed for land to be repurposed, for example the land next to the Town Hall in Maidenhead or the Magnet Leisure Centre.

Councillor L Jones asked if it was possible to see the net impact of Covid-19, with the figures split into losses and income losses which would allow her to see what impact it had on the finances. She also asked if the Medium Term Financial Plan required £14 million of savings and where these savings would come from.

Adele Taylor said that the cost and impact of Covid-19 on the current finances of RBWM were available in the latest budget monitoring report but it was a rapidly changing situation.

Councillor Rayner said that the transformation strategy showed the direction of travel that RBWM was looking to head in. The library strategy was achievable and would be going out for consultation so it was still open to adjustments.

Councillor Sharpe said that the allowance for RBWM staff pay rise was important along with the allowance in the budget for any extra staff that would need to join the council.

Adele Taylor confirmed that there was an allowance in the budget for a pay award. In terms of growth to the council, there was also dedicated areas that would improve with new Equalities Officer and Monitoring Officer positions being created.

Councillor Werner said that Councillor Rayner, as the Lead Member for Resident & Leisure Services, HR, IT, Legal, Performance Management & Windsor, had been quoted in a news article saying that the library strategy was 'what the residents wanted'. Councillor Werner did not think residents wanted to see their local libraries be closed.

Councillor Rayner, in response, explained that a consultation had been carried out around the libraries and things like the opening times had been adjusted as a result. Under 24s had been found to use the library most often with remote access now provided for books and other resources.

The Panel moved onto Appendix B – Growth Bids.

Adele Taylor explained that a supplement had been issued as unfortunately some lines had been missed off in the appendix which was included with the original agenda pack.

Councillor Werner said he was concerned that certain activities had stopped due to the current lockdown restrictions but growth issues had been factored in as a result. He expressed concern that decisions on things like licenced venues were taken while the pandemic was still prominent.

Councillor L Jones said that there was a trend seen across the past few years but the target had increased again.

Councillor Rayner explained that there were fewer venues requesting licenses to hold weddings in the borough. Over the past year or two the trend on weddings had decreased.

Adele Taylor said that it was important that trends were noted and connected and that these were then used to form achievable targets. Louise Freeth, Head of Revenues, Benefits, Library and Resident Services, said that licences were awarded on a three year

contract. Venues that had chosen not to renew now might still do so in future and this would therefore have an impact on the budget.

Councillor Hilton commented on community grants that were being proposed in the budget. It was important to support the arts sector with grants and workable proposals had been developed. It was proposed to include £50,000 of capital funding and £50,000 of revenue funding to enable the grant scheme to continue, which would allow £100,000 to be made available to local organisations. A growth bid of £21,000 was also proposed for the Berkshire Community Foundation, who administered grants to residents and organisations across RBWM. Councillor Hilton said that this showed that sensible decisions were being made when investing money into organisations.

The Chairman asked why the Berkshire Community Foundation grant was ongoing but community grants was a one off.

Councillor Hilton said that was the position that had been taken, but it would be reviewed at the next budget in a years' time.

The Panel moved on to consider Appendix C – Growth Proposals.

Councillor L Jones asked if the rental income losses were just discounts and waivers and it was nothing related to Covid-19.

Adele Taylor confirmed that it was a mixture, as commercial income was at risk. Things like discounts could be offered to tenants to keep them in the long term.

Councillor L Jones asked where the loss of income came from in relation to pool cars. Was it because the number of cars was reduced or because it would be used less going forward.

Councillor Werner said that these were real people and businesses and that it was important that this was acknowledged. He said that it was important RBWM did everything it could to help local people and businesses.

The Chairman agreed with these comments and thanked officers for all their work and help so far.

In response to Councillor L Jones question, Adele Taylor said that less cars were needed as the way the council was working had changed.

Councillor Hilton said that there were a number of properties in the council's portfolio. There was a recognition that businesses were going through hard times.

Councillor L Jones commented on the reduced wedding income and that it was ongoing. She asked why it was not estimated to return after Covid-19.

Adele Taylor explained that there was already issues with growth in this area before Covid-19. The estimation on reduced income was purely based on the Covid-19 impact at this stage, but the note on this column in the appendix could be amended to explain this.

Councillor Rayner said that a number of weddings had been rebooked for future years but this meant less availability going forward. Louise Freeth confirmed that they had been receiving bookings for as far ahead as 2023 but overall there had been a decline in the number of people choosing to get married. This had been seen in the reduction in the number of weddings hosted by the Guildhall in Windsor pre-Covid-19.

The Panel considered Appendix D – Savings Proposals.

The Chairman commented on the removal of a benefit assistant post and the possible impact this might have. He asked if appointments would still be offered for both Maidenhead and Windsor despite one post being removed.

Councillor L Jones said that there had been around 1,600 visits to the Benefit Windsor website which was a high number. Given the council's climate change strategy, it did not make sense to her why residents in Windsor may have to drive to Maidenhead to gain access to appointments. Councillor L Jones said there should be a benefits assistant accessible to Windsor residents, even if it was only a few days a week.

Councillor Werner said that from an economic perspective, it made more sense to get the officer to do the travelling between Maidenhead and Windsor rather than having each Windsor resident individually travel to Maidenhead for an appointment.

Councillor Sharpe said that when making savings, the impact on residents needed to be considered. He asked if there were any services in the savings proposals that would have a big impact on residents.

Duncan Sharkey, Managing Director, clarified that the figure Councillor L Jones had quoted was the total number of enquires made to the library.

The Chairman said that it might be good to get an assurance from officers that appointments would still happen in Windsor.

Adele Taylor explained that the post had been vacant for a while and standard advice was available at Windsor Library, it was only the more complex cases which would need a benefit assistant. Residents would still be contacted by the borough for an appointment if they needed it, just this would not be face to face.

Louise Freeth added that a number of appointment slots for complex cases were not taken up, the post had been vacant for quite some time now and RBWM had been able to cope.



Councillor Werner said that he wanted to make sure that the message got through to Cabinet. He did not want residents to have to travel across the Maidenhead to have an appointment.

Councillor L Jones said virtual meetings were good but sometimes they were not enough. She asked officers if it was still possible to keep the option of face to face appointments open.

The Chairman agreed and said that it was ideal to keep the flexibility with there at least being an option there for it.

Looking at the accountancy structure, Councillor Werner commented on the efficiency savings and said it was not defined in the report what they were.

Councillor Hilton said that the Director of Resources had reviewed the situation before making any decisions. There was a long term plan which had been influenced by the CIPFA report.

Adele Taylor said that the processes had been reviewed, a recent resignation had led to the savings. All savings proposals were tested and challenged.

Councillor Werner said it was important that the process was done in a sensible way. Councillor L Jones commented on the internal audit proposals and asked if the number of days were necessary going forward.

Adele Taylor said that RBWM needed to pay for what it received and therefore needed to be satisfied that the number of days was correct. RBWM had more days than other local authorities but it was important to have the right level of audit.

Councillor L Jones said that charges were going up for schools and asked if this could be maintained.

Councillor Rayner said that they had looked carefully at charges to schools and academies, the charges in the budget reflected the services provided. RBWM had a great relationship with schools across the borough.

Nikki Craig, Head of HR, Corporate Projects and IT, said that RBWM sold a lot of HR services to schools. It was important to ensure that the council received what it cost to deliver the service. The charges were based on ranges, for example the number of staff at the school so that smaller schools would be charged less.

Councillor L Jones asked about the changes to organisational development and also the complaints and compliments team. She asked how the changes would impact the service and if it would still be at a good level.

Councillor Rayner said that the organisation development function was being changed and RBWM would be making a saving of £30,000 this year and £15,000 next year. Complaints would still be handled in the same way, it was just a slight restructuring of the department.

Nikki Craig explained that organisational development covered various tasks and that there could be a reduction in the amount of initiatives undertaken at any time, there would also be a requirement for other areas of the council to support the work. In terms of the compliments and complaints team, the level of resource at contact level with residents was not changing so there would not be any changes in the quality of the service.

Councillor L Jones asked about facility vehicles which were used mostly by the library. However, if libraries were closed as part of the library transformation strategy then this would not be needed.

Councillor Rayner said that it would be considered in conjunction with the library strategy. Karen Shepherd, Head of Governance, added that the lorry was also used by the facilities team on an ad-hoc basis. For example, it was prominently used at elections to move things like polling station equipment.

Councillor Sharpe asked a question on confidential waste. There were less people using the office so therefore less paper was being used, however this meant that the potential for a data breach was greater. He suggested that RBWM staff were properly trained in handling confidential data.

Karen Shepherd explained that regular training was provided for staff to complete, with reminders put in the Borough Bulletin. The international day of data protection was coming up soon and this would be used to raise awareness.

Councillor Werner said that he supported the digitisation of 'Around the Royal Borough', but more should be done to try and cut the number of paper copies further. Councillor Sharpe said this was something that he felt residents supported but the council needed to be aware of digital exclusion. Councillor L Jones suggested it could be distributed in libraries so that residents could easily access it.

Councillor McWilliams, Lead Member for Housing, Communications and Youth Engagement, said that lots of residents still requested paper copies. Digital exclusion was a good point and something that needed to be avoided. 18,000 residents were subscribed to RBWM social media channels, 19,000 received emails and around 60,000 got 'Around the Royal Borough' updates.

Louisa Dean, Communications and Marketing Manager, said that around £14,000 was spent per issue on Around the Royal Borough which was mostly printing costs. Going digital would produce a saving of double this amount, although advertising revenue would be lost.

The Panel did not have any further questions or comments for Appendix E – proposed fees and charges or Appendix F – proposed new capital schemes.

Councillor L Jones said that she was surprised not to see cash flow included in the agenda report pack. She asked how officers were sure of cash flow figures coming in and whether they were definite or estimated. It was going to have a big impact on the budget going forward and Councillor L Jones said that she felt the Panel should have sight of it.

Adele Taylor said that some elements of cash flow monitoring would be considered by the Audit and Governance Committee. Cash flow was based on best estimates.

The Corporate Overview and Scrutiny Panel agreed the following comments should be submitted to Cabinet for consideration:

Revenue and benefit service in Windsor to maintain flexibility and there's an option for it should there need to be.

To ensure that specialist advice in complex cases was always available from Windsor, whether by phone or face to face.

Councillor L Jones asked for the Equality Impact Assessment links to be included in the report so that they could be easily found.



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**Royal Borough of Windsor  
& Maidenhead 2021/22  
budget consultation**

**Final summary report**

**4 February 2021**

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# Project details and acknowledgements

<b>Title</b>	2021/22 Budget consultation summary report
<b>Client</b>	Royal Borough of Windsor & Maidenhead
<b>Project number</b>	20116
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# Summary

## Background

The Royal Borough of Windsor & Maidenhead's (RBWM) budget proposals were discussed at cabinet on Thursday 17 December 2020. Following the meeting, the proposals were put out for public consultation on the RBWM Together website <https://rbwmtogether.rbwm.gov.uk/royal-borough-of-windsor-and-maidenhead-2021-22-budget-consultation>. The consultation ran from the 17 December 2020 to the 29 January 2021. The findings will be reviewed by Cabinet on the 4 February 2021, and the final budget will be discussed at the Full Council meeting on 23 February 2021.

This document provides a summary of the results of the consultation.

## Methodology

M·E·L Research were commissioned to support the consultation. Given the restrictions placed on everyone from Covid-19, and the relatively tight turnaround for the consultation, the chosen methodology was an online survey. This was advertised on the council's main website and on the RBWM Together website.

To further advertise the consultation and to reach a broad spread of residents from across the Borough a 'postal push to web' approach was also undertaken. This involved selecting a stratified (by ward) random sample of 10,000 household addresses who were then sent a letter explaining the consultation and inviting people to participate via the online survey link or QR code.

For inclusivity, M·E·L's freephone number and email address were included on the letter for anyone wishing to request an alternative format, such as a postal or telephone survey, or if they required another format or language. Details were also included on the handling of personal data and on individuals' privacy rights, and the right to withdraw consent at any time. Overall, 14 postal surveys and 2 telephone surveys were requested.

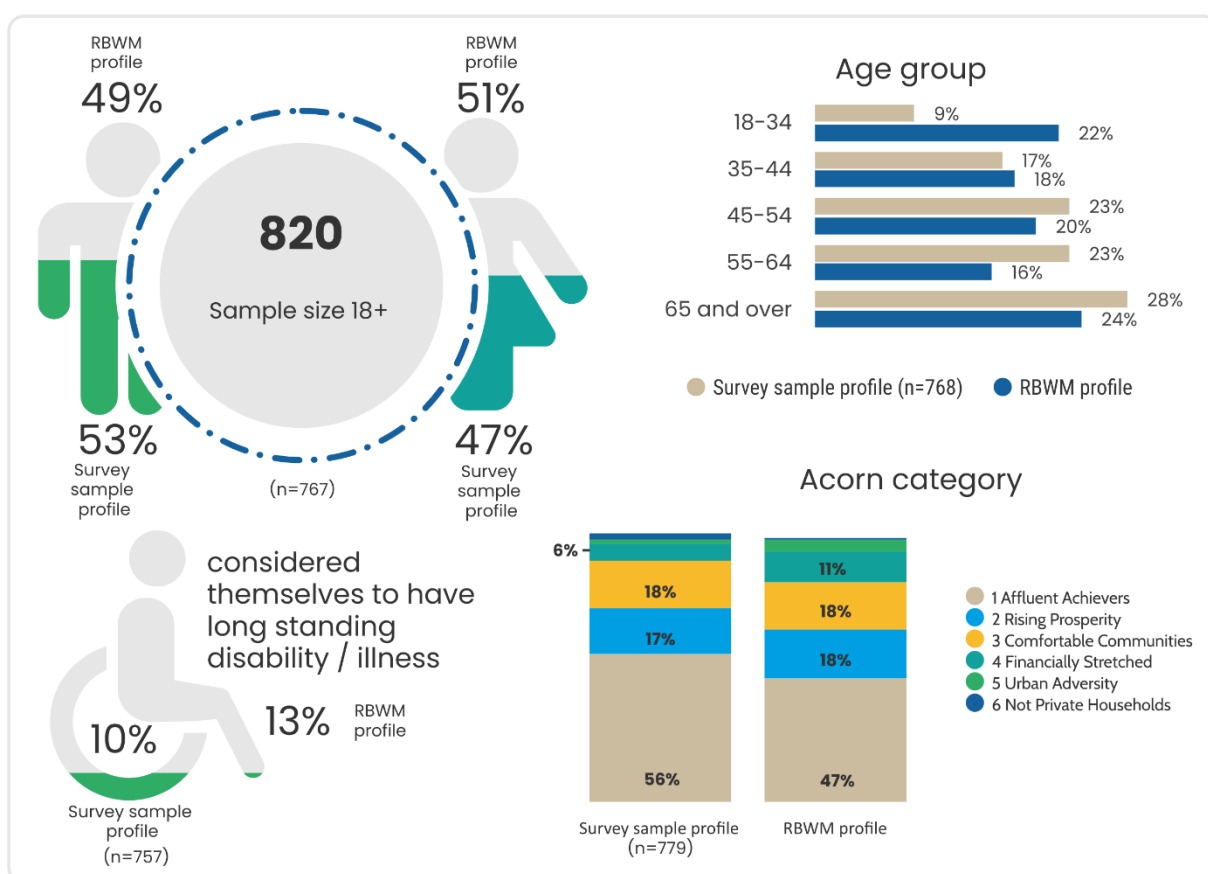
## Response

It should be noted that the findings in this summary report were taken as a snapshot of views of those that have chosen to respond to the consultation and are therefore not necessarily representative of the Borough as a whole - the data have not been weighted.

## Who took part?

Postcodes were checked to ensure that only those residing in the Borough were included in the analysis. In total, 820 residents responded to any one question in the survey and/or commented on the proposals. Map 1 overleaf presents the spread of responses across the borough.

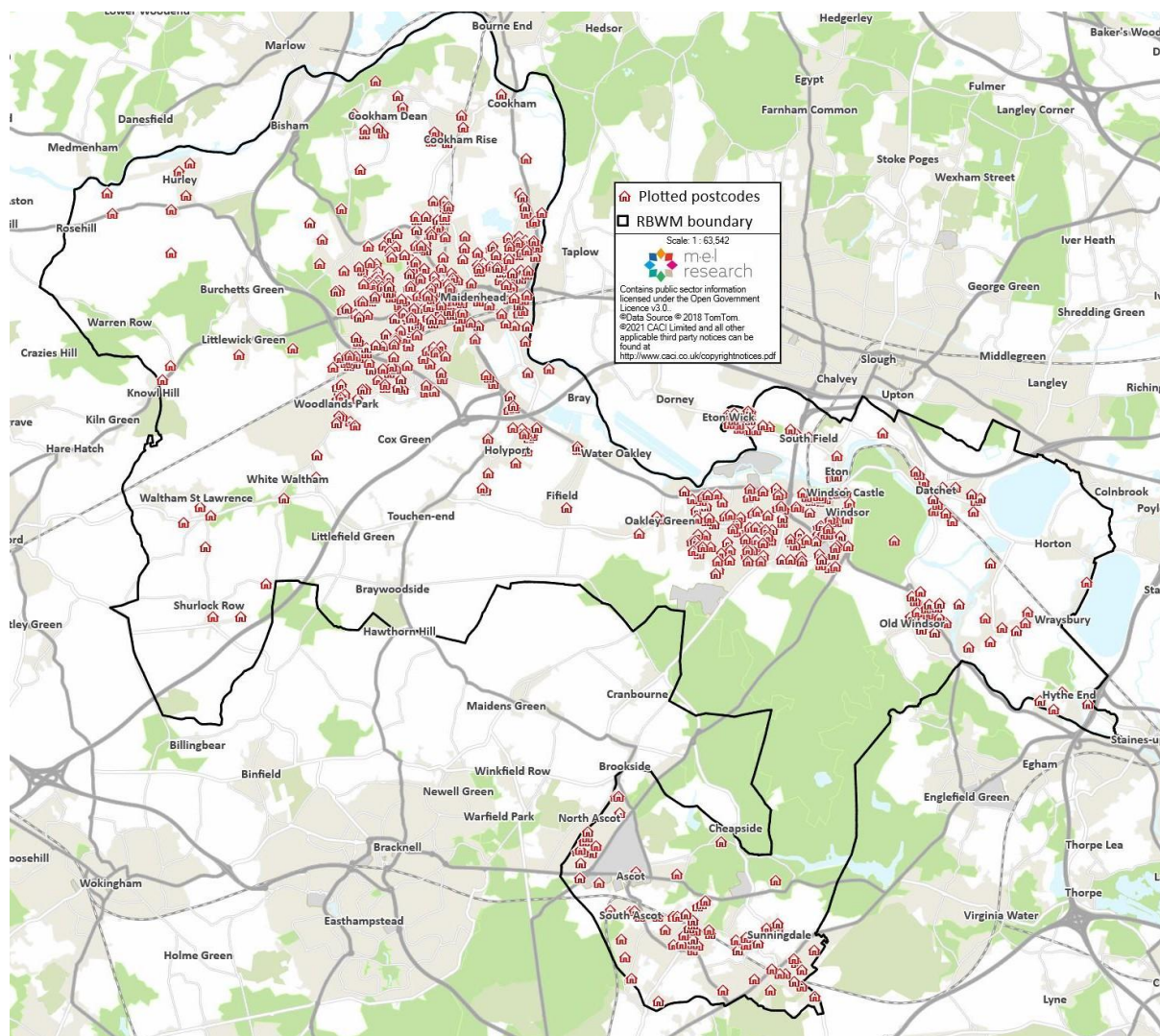
- Compared to the Borough profile using Office for National Statistics (ONS) 2019 mid-year population estimates, proportionally more men participated (survey 53% vs. ONS 49%) compared to women (survey 47% vs ONS 51%).
- Proportionally fewer 18 to 34 year olds participated (survey 9% vs. ONS 22%) compared to other age groups. It is those aged 45 and over that are over-represented in the results (in particular, those aged 55 to 64).
- One in ten (10%) of respondents considered themselves to have a long standing disability / illness, this is 3% below the Borough profile (13%).
- When compared by Acorn<sup>1</sup> Category, slightly more Acorn 1 'Affluent Achievers' households participated (56%) compared to the Acorn Category profile of the Borough (47%). While slightly less Acorn 4 'Financially Stretched' households (6%) provided feedback compared to the Borough profile (11%).



<sup>1</sup> Acorn is a classification system that segments the UK population by analysing demographic data, social factors, population and consumer behaviour. Acorn is broken down into three tiers; 6 categories, 18 groups and 62 types.



Map 1: Plotted postcodes of respondents across the borough



# Summary of findings

## Council tax

Respondents were informed that any increases above the 2% and 3% Adult Social Care precept levels could be deemed excessive by central government and any council proposing an excessive increase in council tax must hold a local referendum and obtain a 'yes' vote before implementing the increase.

**Given the need to hold a referendum, which of the following might you support, if any?**

- 813 residents responded to this question with 56% supporting an increase of 7.5% or more. Fewer younger residents, aged under 35 (41%), and those with a disability (50%) support an increase of 7.5% or more.

## Additional funding from Government

**If RBWM receive additional funding from central Government and MHCLG over and above what has been estimated, which service area(s) would you prefer to see this reinvested in (i.e. reducing the level of proposed savings)?**

- 777 residents answered this question. Of these, 47% would protect services provided by Communities, 37% Children's Services, 32% Adult Services, 29% Infrastructure and 9% Corporate.
- Proportionally more women would protect Children's and Adult Services than men. Proportionally more men would protect Infrastructure Services.
- Proportionally more of those with a disability would protect Communities services compared to those without a disability. Similarly, proportionally more of those aged 18 to 34 would protect Communities services compared to those aged 65 and over.

## Protecting services

**Which specific service area would you like to see fewer savings being made?**

- Of the 346 residents that selected Communities services, 62% want to protect the 'Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections' option. This is followed by 34% that chose 'Remodel and reshape the Community safety functions including the Community Safety Partnership and Community Wardens'.
- Of the 253 residents that selected Children's Services, 55% want to protect the 'Optimise costs of placements for children in care' option. This is followed by 33% who chose 'Redesign Health Visiting Service'.

- Of the 236 residents that selected Adult Services, 51% want to protect the ‘Deliver day opportunities for older people and people with learning disabilities in a different way’ option. This is followed by 41% that chose ‘Extend the offer of reablement to all residents coming out of hospital’ and 40% that chose ‘Develop alternative options for supporting residents in need of additional support’.
- Of the 198 that selected Infrastructure services, 52% want to protect the ‘Review of Council’s rural car parks’ option. This is followed by 49% that chose ‘Remodel street cleansing activity in town centres, estates and rural roads’.
- Just 54 residents selected Corporate services, and all chose to protect ‘Reduction in Libraries opening hours’ as this was the only option available.

Views are broadly similar for each of the above findings by gender, age band and disability (due to small sub-group sample sizes).

## Comments and suggestions

In all, 293 residents chose to provide other suggestions on where RBWM could make savings or look to increase revenue. Comments have been coded into common themes. Each response may contain more than one theme. Most commonly mentioned was that the Borough needs to look at ‘Running services more efficiently / streamlining services / stop duplication of services’ with 78 mentions.

*“Consolidate the various parish councils and reduce the number of local councillors.”*

*“Cut down on bureaucracy and duplication of services.”*

*“Cut red tape and internal inefficiencies before cutting any services. I’m sure there is plenty to target.”*

*“For the council to stop wasting funds on unnecessary projects such as Maidenhead library refurbishment, replacement car parking machines that did not work. To look at the levels of staffing and functions to reduce non necessary activities.”*

This was followed by 55 respondents mentioning that they were generally dissatisfied with any reduction in services:

*“Cutting child services and support for the vulnerable seems to be the wrong thing to do in the current climate.”*

*“I strongly resist any reduction in investment to any children’s services and services for adults with learning disabilities. Savings achieved through efficiencies should be reinvested in these services.”*

*“Make savings in efficiencies but not reducing the level and quality of services.”*

*“Please do not cut budget to the arts and especially Norden Farm which is such an amazing community facility for so many different groups and which desperately needs your continued support.”*

An additional 53 respondents said ‘charge more for services’:

*“Maybe increase planning application fees for proposed large developments?”*

*“Increase mooring fees on the Thames especially Windsor Central and Maidenhead in preparation for summer and hopefully less restrictions. This service does not seem to be regulated and managed efficiently.”*

*“Charge tourists reasonable visiting fee in order to contribute to cleaning costs associated with the mess they leave behind.”*

*“Enforce levies on development in RBWM by property developers. They should be paying forward for additional strain on council services.”*

A further 44 respondents said ‘invest in the area / regeneration / infrastructure’:

*“Encourage better retailers to the town centre so people actually want to shop and park there.”*

*“Funding for the maintenance of the newly created waterways link in the town centre is essential to preserve this amenity.”*

*“If you complete the Maidenhead Waterways scheme, then this will make it more attractive for us to visit your town.”*

*“Install alternative energy equipment (solar panels, wind turbines, etc) to all council offices, schools, etc.”*

**Table 1: Key themes**

	Count	%
Run services more efficiently / streamline services / stop duplication of services	78	20%
General dissatisfaction with reducing services	55	14%
Charge more for services	53	14%
Invest in the area / regeneration / infrastructure	44	12%
Other	42	11%
Increase Council Tax / increase council tax proportionally and higher property tax bands	40	10%
Better enforcement to raise revenue	37	10%
General dissatisfaction with a change to service e.g. bin/recycling collections	31	8%
Cut top management staff / Councillor pay	29	8%
Object to parking charges / will adversely affect shops	24	6%
Cut back / reduce decorations e.g. plant pots, statues, banners, displays	16	4%
Services need to adapt/change to the circumstances e.g. go online, more corporate sponsorship etc.	9	2%
General dissatisfaction with raising Council Tax	4	1%
Sell assets (like Borough owned buildings for example)	2	1%
General satisfaction with services provided	1	0%
<b>Respondents</b>	<b>381</b>	

**Appendix A: Postal 'push to web' introduction letter**

**Appendix B: Postal survey request introduction letter**

**Appendix C: Scrutiny Meeting notes**

**Appendix D: Additional feedback received**

# Appendix A: Postal 'push to web' introduction letter

## Have your say on the 2021-22 budget for the Royal Borough of Windsor & Maidenhead

The Royal Borough of Windsor & Maidenhead wants to hear your views as we develop the 2021-22 budget which aims to supporting our most vulnerable residents as well as investing and supporting the local recovery following the coronavirus pandemic.

The council has had to propose very difficult options as they develop the budget for 2021/22 to ensure it can deliver a balanced budget.

Council services are funded by central government grant allocations, Council Tax, business rates and income from some services we provide, like parking charges.

Over recent years, all councils have faced significant spending reductions as part of government efforts to reduce the national budget deficit. The amount councils receive from central government has dropped significantly as a result.

This year has been a difficult year and COVID-19 has impacted our usual income flows from services.

Government limits how much we can increase Council Tax but we are proposing an increase within those limits in order to continue to support high quality services.

The budget is a set of proposals and for the first time the council is asking for your views on the proposals, as well as wanting to hear viable alternatives to ensure we deliver a balanced budget.

You can take part in the survey online by visiting <https://rbwmtogether.uk.engagementhq.com> or by scanning this QR code with your smartphone's camera.



The consultation will be open from 21 December 2020 and will close at midnight on 29 January 2021.

If you would prefer to take part in an alternative format, such as a postal or telephone survey, or would like it in another format or language, please email [info@melresearch.co.uk](mailto:info@melresearch.co.uk) or call M·E·L Research's FREEPHONE number on 0800 0730 348.

Thank you very much for your help!

### Who is managing the consultation?

M·E·L Research, a social research and behavioural insight consultancy, have been commissioned by the Royal Borough of Windsor & Maidenhead to manage the consultation process. They were established in 1984 and have over 35 years' experience. M·E·L Research are a Company Partner of the Market Research Society and have a wealth of experience in the social research field. For further information on M·E·L Research please visit [www.melresearch.co.uk](http://www.melresearch.co.uk).

The information you provide to M·E·L Research will only be used for research purposes and you will not be personally identifiable in any analysis or reports. M·E·L Research work to the Code of Conduct of the Market Research Society. They hold all information securely and strictly in line with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). They are also a fully accredited MRS Fair Data Partner and an ISO 9001:2015 accredited organisation.

If you would like more information about who M·E·L Research are and how they use the information you've provided including your privacy rights and right to withdraw your consent at any time please visit <http://www.melresearch.co.uk/privacypolicy>.



# Appendix B: Postal survey request introduction letter & questionnaire



## Royal Borough of Windsor & Maidenhead 2021/22 budget consultation



Dear resident,

Thank you for requesting a postal survey for the Royal Borough of Windsor & Maidenhead 2021/22 budget consultation.

M·E·L Research, a social research consultancy, have been commissioned by the Royal Borough of Windsor & Maidenhead (RBWM) to manage the consultation process on our behalf. M·E·L Research follow the Market Research Society Code of Conduct and all information you provide will only be used for research purposes and you will not be personally identifiable in any analysis or reports.

All information will be held securely and strictly in line with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). If you would like more information about who M·E·L Research are and how they use the information you provide, including your privacy rights, please visit [www.melresearch.co.uk/privacypolicy](http://www.melresearch.co.uk/privacypolicy).

**To take part, please fill in the enclosed questionnaire and return it in the freepost envelope provided, by Sunday 24<sup>th</sup> January 2021.**

Thank you very much for your help.



## About the research

As a council, we want to continue supporting our most vulnerable residents as well as investing and supporting the local recovery following the coronavirus pandemic. We have had to propose very difficult options as we developed the budget for 2021/22 to ensure the council can deliver a balanced budget.

We have to provide some services by law – these are called statutory services and include areas like education, children's services, adult social care, waste collection, planning, housing services, road maintenance and libraries. We do have some flexibility in how these services are delivered. We want to continue providing high quality but vital services for adults and children and spend nearly £46 million on adults and nearly £24 million on children's services each year. We are proposing to invest an additional £1.5m in our children's services to ensure that we can continue to support them.

In our proposals we have set aside further spending in the borough through the capital investment programme and are proposing to invest £11.5 million in affordable housing over the coming years and £16m for Maidenhead redevelopment. Our highways work programme looks to invest £1.6million.

We also provide some additional services which we don't have to by law – these are called discretionary services and include things like sports and leisure facilities, maintaining parks, promoting tourism and the arts, and supporting charities, some of which pay for themselves, some of which are subsidised by council tax payers.

To provide services, we are primarily funded by central Government grant allocations, Council Tax, business rates and income from some services we provide, like parking charges. Over recent years all councils have faced significant spending reductions as part of government efforts to reduce the national budget deficit. The amount councils receive from central Government has dropped significantly as a result.

This year has been a difficult year and had it not been for COVID-19 we would have been in a much better position. COVID-19 has limited our ability to bring in income through a variety of ways – parking being the main issue. However, we have adapted during the pandemic and we plan to continue using virtual technology for meetings across the whole council. This will allow us to look at our office space and potentially reduce our carbon footprint.

Many other councils up and down the country are in a similar position with the additional pressures on services during the pandemic and we don't know the full extent of it yet – the economic and health effects on our borough are still to be realised and we will need to be mindful of that in the coming years. This is the single biggest economic impact in local government, the entire sector is coming to terms with it and how it will impact our residents and our councils going forward. We are limited to the council tax increases because of government limits but we do need to increase them to continue to support high quality services.

The council's current central Government allocation, plus level of support from COVID-19 funding from the Ministry of Housing, Communities and Local Government (MHCLG), is not yet known. As such, estimates and assumptions have been used to calculate the 2021/22 budget, based on allocations so far this year. These are only proposals and for the first time we are asking for your views. We are open to viable alternatives to ensure we deliver a balanced budget.

## Service savings

Currently, with the uncertainty over the levels of central Government and Ministry of Housing, Communities and Local Government (MHCLG) funding allocations, the council are proposing to make the following savings. These are all of those above £100,000, the full saving proposals can be found in the cabinet report on the Council website.

Children's Services	Description	£'s
Optimise costs of placements for children in care	Increased monitoring and tracking of the financial package of care alongside the social work team through a fortnightly "resource panel". Builds on 2020/21 success with the long term approach in AfC business plan.	250,000
Remove all discretionary travel awards	Shape home to school transport services to increase levels of independence while retaining focus on statutory responsibilities including for those on low incomes; of statutory school age; and reasonable adjustments for those with disabilities	300,000
Redesign Health Visiting Service	Transformation of the current service to remodel it into a more targeted service, using a wide range of workforce skills and experience.	150,000
Simplify therapy offer	Set-up assessment service which will both simplify therapy offer with far fewer exceptions while driving up the use of effective, time limited interventions.	100,000
<b>SUB-TOTAL</b>		<b>800,000</b>

Adult Services	Description	£'s
Extend the offer of reablement to all residents coming out of hospital	Transformation of the current reablement service will offer reablement opportunities to all residents being discharged from hospital in order to ensure that the level of subsequent long term packages of care are "right sized" and appropriate for their needs	500,000
Maximise the income due to the Council from resident contributions	Implement improved processes to ensure that income is collected in a timely way and residents are clear on the amount of the contribution they need to make to their care in order to reduce the amount of bad debt accruing.	500,000
Deliver day opportunities for older people and people with learning disabilities in a different way	As part of the overall review of day opportunity provision, the proposal would be to close the current Windsor Day Centre and Oakbridge Day Centre. Provision can be sourced elsewhere both in Windsor and Maidenhead to meet the needs of the residents currently using the centres. Community options are also being developed. This would release a capital asset	300,000

	which could be repurposed to build supported living accommodation for young people with learning disabilities which, in turn, would reduce the requirement for expensive out of borough residential placements. There is currently a very poor offer of supported living accommodation in the borough.	
Develop alternative options for supporting residents in need of additional support	The "front door" of adult social care is being redesigned to offer better signposting for residents needing support. This will involve greater use of a range of assistive technologies to enable residents to stay in their own homes longer and working with voluntary organisations to support residents to connect with their communities	200,000
Ensure value for money of high cost placements for people with learning disabilities	All residents currently in receipt of a high cost residential care package to have their needs reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and delivers value for money.	200,000
Ensure value for money of supported living packages for people with learning disabilities	All supported living packages will be reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and value for money. Packages will be renegotiated with providers.	200,000
Ensure value for money of community packages for people with learning disabilities	The needs of all people with learning disabilities in receipt of community/home care packages to be reviewed to ensure that the packages remain appropriate and cost effective. Reinstating a Shared Lives Scheme in the borough will also be taken forward.	200,000
<b>SUB-TOTAL</b>		<b>2,100,000</b>

<b>Communities</b>	<b>Description</b>	<b>£'s</b>
Remodel and reshape the Community safety functions including the Community Safety Partnership and Community Wardens.	Following the reshaping of the wardens service implemented in April 2020, the service leader has left and there is a further need to reshape the management and operation of the community safety work stream including the delivery of the Community Safety Partnership, Anti-Social Behaviour and Public Space Protection Orders and police liaison and coordination, including Prevent and Channel programmes.	300,000
Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	The mix of waste and recycling has changed this year and will allow us to move the collection of black bins to fortnightly. Whilst waste is burnt to create energy this move is completely in line with our commitment to Climate Change.	175,000

Reshape museum and tourism information centre service.	Review the delivery model for face to face elements of the Museum and Tourist Information Centre services. This saving will enable the Tourist Information Centre to move into the Guildhall with the museum. The opening hours will be reduced with a review and consultation to develop the best service	187,000
Reshape the trees function	Move the trees function into planning and reshape with focus moving forward on only high priority work and planning officers advising on trees in relation to applications leading to reduction in posts.	125,000
<b>SUB-TOTAL</b>		<b>787,000</b>

Corporate	Description	£'s
Reduction in Libraries opening hours	The library estate has been reviewed and a proposal will go forward to consultation with new hours and some sites retained to deliver the library service in the borough. We are committed to transformation and diversity of the library offer to maintain a sustainable and resilient library service going forward	118,000
<b>SUB-TOTAL</b>		<b>118,000</b>

Infrastructure	Description	£'s
Review of Council's rural car parks	Bring all Council car parks into new parking strategy's restructured tariff scheme	100,000
Remodel street cleansing activity in town centres, estates and rural roads	The current model of mechanically sweeping and litter picking town centres, estates and rural roads operates on a fixed interval basis - weekly for town centres and six weekly for estates and rural roads. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage seasonal demand, eg autumn.	100,000
Additional income from enforcement of street works activity	Introduction of a one-year's pilot to invest in additional officers who will focus on enforcement of streetworks activity. Increasing the number of site visits will generate additional income through the issue of Fixed Penalty Notices and S74 overrun notices.	100,000
<b>SUB-TOTAL</b>		<b>300,000</b>
<b>Savings under £100k</b>		<b>1,719,000</b>
<b>Savings from February 2020 budget</b>		<b>2,135,000</b>
<b>Total savings</b>		<b>7,959,000</b>

**Q1** If RBWM receive additional funding from central Government and MHCLG over and above what has been estimated, which service area(s) would you prefer to see this reinvested in (i.e. reducing the level of proposed savings).

PLEASE ALL THAT APPLY

- Children's Services .....  1
- Adult Services .....  2
- Communities .....  3
- Corporate .....  4
- Infrastructure .....  5

**Q2** If you selected 'Children's Services', in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Optimise costs of placements for children in care .....  1
- Remove all discretionary travel awards .....  2
- Redesign Health Visiting Service .....  3
- Simplify therapy offer .....  4

**Q3** If you selected 'Adult Services', in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Extend the offer of reablement to all residents coming out of hospital .....  1
- Maximise the income due to the Council from resident contributions .....  2
- Deliver day opportunities for older people and people with learning disabilities in a different way .....  3
- Develop alternative options for supporting residents in need of additional support ....  4
- Ensure value for money of high cost placements for people with learning disabilities.  5
- Ensure value for money of supported living packages for people with learning disabilities .....  6
- Ensure value for money of community packages for people with learning disabilities.  7
- Optimise costs of placements for children in care .....  8

**Q4** If you selected 'Communities', in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Remodel and reshape the Community safety functions including the Community Safety Partnership and Community Wardens .....  1
- Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections .....  2
- Reshape museum and tourism information centre service .....  3
- Reshape the trees function .....  4
- Extend the offer of reablement to all residents coming out of hospital .....  5

**Q5** If you selected **'Corporate'**, in which specific service area would you like to see fewer savings being made?  
PLEASE ALL THAT APPLY

- Reduction in Libraries opening hours.....  1
- Somewhere else, please describe.....  2
- 

**Q6** If you selected **'Infrastructure'**, in which specific service area would you like to see fewer savings being made?  
PLEASE ALL THAT APPLY

- Review of Council's rural car parks.....  1
- Remodel street cleansing activity in town centres, estates and rural roads.....  2
- Additional income from enforcement of street works activity.....  3

**Q7** Do you have any other suggestions on where we could make savings or look to increase revenue?

Any increases above the 2% and 3% Adult Social Care precept levels could be deemed excessive by central government and any council proposing an excessive increase in council tax must hold a local referendum and obtain a 'yes' vote before implementing the increase.

**Q8** Given the need to hold a referendum, which of the following might you support, if any?  
PLEASE TICK ONE ONLY

- An overall 7.5% increase in council tax (an extra £1.55 per week or £80.79 per year for a Band D property).....  1
- An overall 10% increase in council tax (an extra £2.07 per week or £107.72 per year for a Band D property).....  2
- An overall 15% increase in council tax (an extra £3.11 per week or £161.58 per year for a Band D property).....  3
- None of these.....  4

### About you and your household

To make sure we are hearing from a wide range of people we would like to ask some questions about you. These questions are optional but answering them will help us better understand what you tell us.

**Q9 How would you describe your gender?**

PLEASE TICK ONE ONLY

Female .....  1      Prefer not to say .....  3  
Male .....  2      Other, please self-describe .....  4

**Q10 Which age group do you fall into?**

PLEASE TICK ONE ONLY

18-24 .....  1  
25-34 .....  2  
35-44 .....  3  
45-54 .....  4  
55-64 .....  5  
65-84 .....  6  
85+ .....  7  
Prefer not to say .....  8

**Q11 Are your day-to-day activities limited because of a mental or physical health problem or disability which has lasted, or is expected to last, at least 12 months?**

PLEASE TICK ONE ONLY

Yes, limited a lot .....  1      No .....  3  
Yes, limited a little .....  2      Prefer not to say .....  4

**Q12 What is your full postcode? This information will be used for analysis purposes only and to see whether views differ across the Borough.**

**Q13 Finally, the council may want to gain further feedback from residents about their views about priorities in the Royal Borough of Windsor & Maidenhead. If you are interested, please provide your name and your preferred contact details. This information will be passed back to the council so that they may contact you in the future.**

Yes, please - I confirm I am happy for my name and preferred contact details to be passed to the council.....  1  
No, thank you.....  2

**Q14 Please supply your name and preferred contact details:**

This is the end of the survey. Thank you for your time. Your feedback is really valuable. Please return your completed survey to M·E·L Research in the freepost envelope provided.

## Appendix C: Scrutiny Meeting notes

As part of the budget process the views and comments of Overview and Scrutiny Panels were sought on the growth and pressures including those for COVID-19, savings, fees & charges and capital schemes that are relevant to their panels. These comments will be reported to Cabinet with the budget report in February 2021.

The four Overview and Scrutiny Panels are Communities, Infrastructure, Adults, Children and Health and Corporate. These four Overview & Scrutiny Panels were asked to comment on:

- The proposed pressures and growth set out within Appendix A
- The proposed COVID-19 pressures set out within Appendix B
- The proposed savings set out within Appendix C
- The proposed fees & charges set out within Appendix D
- The proposed new capital schemes as set out in Appendix E

The key comments, questions and suggestions from the four Overview and Scrutiny Panels are shown below.

**Key:**

Q: questions raised by panel member(s)

C: comment made by panel member(s)



# Communities Overview & Scrutiny Panel

This meeting was held on Monday 18<sup>th</sup> January 2021 at 6.15pm.

## Public speakers

### Speaker 1

- Item 5 Appendix C - both charities and the environment seem to be deprioritised by this change.
- Item 13 Appendix C – this will reap £100,000's of knock-on problems – health problems, mental health issues etc. transferring to the ASC budget. Equality Impact Assessment is astonishing, medium negative impact on elderly but no need to identify full scale of affect – believe a full impact assessment should be done.
- Progress has been made by offering consultation on the budget this year, but some is vague and confusing. Too little detail.

### Speaker 2

- Key demographics are hit adversely by the proposals, particularly the elderly and young families. All proposals adversely affect them, particularly the reduction of community wardens (e.g. ASB, theft, burglary for all residents), libraries (on young families), gardens in bloom (on elderly residents).
- Residents are paying more for less but what is the impact beyond the numbers? How much consultation has there been with community groups?

## The proposed pressures and growth

### Item 2 - Library cleaning costs

- Q: If the transformation is agreed and libraires get cut, does this mean we don't have so many to clean? If they're reduced hours, does that not impact on cleaning costs? If so, is this necessary if the transformation strategy goes through?

### Item 3 – Increase burial capacity

- Q: What does the project involve?

### Item 4 - Joint arrangement for the Joint Emergency Planning Unit

- Q: Were the costs for that mainly staffing costs? What is involved in that and the nature of the costs?

### Item 5 - Support funding for Arts organisations

- Q: With arts organisations losing their revenue, does this enable them to move to being self-sufficient? How is this going to help our arts organisations? Is it the two arts organisations (Norden Farm and Old Court) and will they get £25,000 each? Can't view this in isolation from the savings proposed later in the report.
- Q: I realise the intention to help but the realities are they have to pay their bills. I'm concerned about whether we might see one or both of them folding because of this level of cut.

## **Item 6 - Saving from increased recycling**

- Q: What is meant by duplication?
- Q: What items of recycle are more valuable than others? How does that value chain work? Could we have a menu almost of valuable items?

## **The proposed Covid-19 pressures**

### **Item 1 - Reshape the Leisure Services Contract**

- Q: Are we to infer that some of this will come back from the Government, the £1.7million for the Leisure Services contract, or is this a cost to us?
- Q: We have to look at future years, we have £8million in cuts this year and £14million for the next 4 years. So we have to think the unthinkable, this isn't a statutory service so are we going to be able to sustain our statutory service in the future? What are the implications if we don't have these leisure facilities, but maintain things like the SMILE program which cost less?

## **The proposed savings**

### **Item 1 - Stop moving the Container Library saving towage costs**

- Q: What mitigation can take place, as identified in the Equality Impact Assessment?

### **Item 2 - Reduction of library hours**

- Q: We've talked a lot about transformation and communities seem to be hit hard in these savings, can you reassure us that the libraries in our communities will be kept open?

### **Item 3 - Additional income from green waste subscriptions**

- Q: Has the potential loss of future income been taken into account from residents renewing their contracts later, as a result of poor customer service (rather than refunds)?
- Q: Have we got an analysis that the elderly are the most hard-hit? Is there anything for residents who wish to continue to do gardening but can't afford the green bin and don't have transport, so they can continue to enjoy their gardens?

### **Item 4 - Introduce fortnightly residual waste collection whilst retaining weekly food waste and recycling collections**

- Q: Will there be any dispensation to collect residents bins on a weekly basis for those, particularly the elderly and disabled, but also young families who have absorbent hygiene products (AHP)?

### **Item 6 - Implement a revised Advantage Card**

- Q: Are we officially culling the Advantage Card? Is that no longer valid and what are we doing about residents visiting Windsor Castle? What will we do about older residents who have no desire to go digital but would still like to get discounts?
- C: Not everybody wants to rush to a digital solution.
- Q: So we're not going to disadvantage people who don't want to use digital but still want to shop locally so there will be a physical way of doing it. Are you saying it will be a possibility?

## Item 8 - Reshape museum and tourism information centre service

- Q: With the relocation of the visitor centre away from the centre of the Windsor shopping, what in discussions have they said about that removal and will that impact the number of residents into the shopping centre?
- Q: So there is likely to be an impact? Should we recognise that? Have they been asked?

## Item 10 - Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens

- C: I feel it's very premature to reduce the funding. I understand the need to balance the budgets, but the Community Wardens have played a crucial part and vital role during COVID-19, sadly even losing one of their numbers to COVID-19. Longer-term district environmental crime offers could be brought in house and revenue used to pick up any shortfall in funding, in the future. But we are still in COVID-19 so I would ask Councillors and Officers if they would be willing to take on their vital role in their absence at this time and if the answer is no then please leave the current level of funding alone and allow it to remain for next year.
- Q: I'm trying to understand the impact of this and the service to our residents and how things will change. I don't understand what the reaction of Thames Valley Police is to these cuts, because that's going to affect them as I assume there is a lot of soft intelligence they get from Community Wardens as they have built up a relationship and people trust them. What do the police think of these cuts and what effects will this have? Important services that currently residents get will not be there under this model so do they understand the severity of these cuts.
- C: Intelligence comes from building relationships and if you take out people who have been trusted over the years and built relationships with the community. If you take these people out you are removing the intelligence and removing the smartness.
- C: With the Community Wardens, its affecting most probably the out-skirting communities because if you go to a central-led place that is demand-led on Community Wardens then you lose the communities that may not have such a strength of ASB etc. but still need Wardens for other not so high profile options - a Community Warden accompanying a social worker on a safeguarding issue for example. I would like to put my comments in that I think it is premature to look at this now and rather than looking at the annual cost going forward but we should be looking at a one-off revenue stream that we can apply just for this year to give us time to understand all about district enforcement, whether we can get revenue in and while we're in COVID-19 keep that resource.
- C: Councillors are also a good source of knowledge for the police too and have a responsibility to pass information on.
- C: Public safety would not be put at risk because the main responders are Thames Valley Police. The Community Wardens are a great asset and I accept that, I have worked with them. However, I've probably worked more with our PCSOs than I have with our Community Workers. The point is that if there were to be any cuts, the public should be reassured that public safety would not be at risk.
- Q: What has been the reaction of Thames Valley Police, both for the Community Safety Partnership and Community Wardens?

## Item 11 - Revise the management of the leisure contract

- Q: The description of this saving isn't very clear what it is. What are the implications?

- Q: What's the reference to Dedworth School?

#### **Item 12 - Remove funding from Borough in bloom and community participation project**

- C: This year it went digital and it seems that it will continue to be digital. Most of the people that join in with this, in my limited experience, but in my Ward alone we gave out 30 awards and these were residents that had put in an awful lot of effort. One resident shared how he'd had an award for the past 20 years and the previous years award he'd put in the grave with his wife when he buried her - that's how much it meant to him and elder people in the Borough. To simply shift this over to digital is sad. For some people it was very important and potentially was essential to them.
- Q: Glad planters are not been gotten rid of but put into storage. I would suggest that instead of putting them in storage, but we allow community groups to take them over. Also glad the gardens in bloom will keep going but wonder if we could get some additional sponsorship to cover the cost of the rosettes?

#### **Item 13 - Remove funding from SMILE and stop service**

- Q: Concerned as these are elderly residents who use it - will they be able to access this service if it is moved to the sports centre? Although this says the service will cease the delivery of the current SMILE programs. Assuming then that if people want to do the programmes they will have to go to the leisure centres and will they be charged as much, and will it be as accessible for them? If we're trying to have more community-focused activities, this is moving away from the vision that we have. It concerns me that this is disappearing.
- Additional comments were provided by SMILE which are presented in Appendix D.

#### **Item 14 - Remove vacant community sports development post and projects**

- Q: Is this a role that would potentially bring in more revenue to the Braywich Leisure Centre?
- Q: What has been the reaction of the sports clubs and organisations, that they won't have the support of a Sports Development Officer and therefore the impact on the community of sports clubs not being so viable and less people playing sports?

#### **Item 15 - Library Stock fund**

- Q: I believe the stock of digital stock is very expensive and more expensive than buying books - will this have a significant impact on the facility that we can offer, bearing in mind that if we are trying to provide more digital services for the library, would it mean that they will be restricted whilst at the same time we're trying to move to digital services and away from paper books.

## **The proposed fees & charges**

#### **Page 83 - Fly-tipping new charge**

- Q: When a person is issued with a FPN for fly-tipping are they also sent the bill for the clean-up and if not, why not?
- Q: Do we take people to court? Would it cost us more than we gain?

#### **Page 79 - Special collections services**

- Q: Are these charges comparable with getting a private contractor in? Maybe we could charge more. How do they compare to a private contractor? It's an opportunity to raise some more money.
- C: This may be an opportunity to raise more money as they don't have the option to go to another authority and only alternative is a private company.

#### Page 80 - Allotments

- Q: Would it save money if the Maidenhead allotments were structured in the same way as the Windsor allotments?

#### Page 80 - Burials

- Q: With land being in such short supply, should there be a greater price differential between burial and cremation? Or is that a statutory service and why is there a difference between burial sites?
- C: There are certain faith groups that prefer burial to cremation and need to investigate this carefully so it's not discriminatory.

#### Page 81 - Parks and open spaces

- Q: Are any of these (e.g. Royal Windsor dog show) commercial operations that we are not taking advantage of?

#### Page 87 - Fax

- Q: How much revenue does this generate? Is it worth having the machines?

#### Page 91 - Marriage and civil partnerships

- Q: Anyone that had to postpone their ceremony because of COVID-19, can they rebook at the price they originally booked it at?
- Q: Are these fees set by Government? Is there opportunity to charge more?

## The proposed new capital schemes

- Q: My understanding is that these are new amounts. Why are there new amounts for the Vicus Way car park and with all the changes we have with the lifestyle and car parking and officers being moved out, why are we still say we have to spend more money on a new car park?

## Summary of comments for Cabinet

- There are lots of things that we don't want to cut, that we think there could be other ways of funding them that would involve using communities and other organisations. It would be fantastic if we could do that, but we would need to start doing that process now if these cuts are going to be implemented in April. Can anything be done to start that process now and have we got that capacity and resources in the Borough? (Applies to several items e.g. flower beds)
- We are the Communities panel, and I would like to be assured that as part of the budget proposals that the communities that we deal with are consulted on the budget and last week I spoke to a few organisations who hadn't been approached and didn't know anything about it. Have written

to officers to understand this. As a member of communities panel I would like to make sure they're actively encouraged to make their views known. Be proactive. Actively engage with organisations to get their feedback.

- They're all big issues that have come out but Community Wardens, arts funding and libraries a lot of it is still in the future - understanding the impact on communities. Can we ask Cabinet for more detail on impact, risk analysis and mitigations and particularly in Datchet for the library - that would be a good thing?

## Infrastructure Overview & Scrutiny Panel

This meeting was held on Tuesday 19<sup>th</sup> January 2021 at 6.15pm.

### The proposed pressures and growth

#### Item 1- Temporary loss of parking income through regeneration

- Q: In terms of all of the parking savings, how temporary does the finance officers believe this is going to be? Is it just going to be for this year, or do they think it's going to follow on for years onwards? And will everything get back to normal following that?

### The proposed Covid-19 pressures

#### Item 1- Reduced car parking income

- Q: The £2million is a very round number. How did we get there? In terms of the impact on the service, what will that be? If we don't get that £2million what will happen to the parking, because I understand the money has to be used for other roads and highways things, so what is the impact of that? What does it fund? We've got that £2million shortfall, what was that earmarked for and how will that impact us?

### The proposed savings

#### Item 3 - Review of council's rural car parks

- Q: Clarification if you could, I understand that you've had some conversations with Councillors regarding the Oaken Grove car park and the possibility of residents being allowed 30 minutes free parking and Pirate Park car park, though there's a range of challenges as its utilised by local residents who have double yellow lines in front of their properties as well as by parents who are using the park after collecting their children from school. Could I seek reassurance that those conversations will continue and that as consultation is a popular theme that those views will be taken into account and be thorough and completed?
- C: I have already written to Lead member, so he is aware of the concern of residents and there is a petition being brought it. The rural car park right at the end of Hurley. The streets are narrow anyway and as the item states the implementation would be potential displacement for parking on street and there is great concern because of the river that emergency services every year have problems - they really do need a clear pathway. I would like to thank Cllr Cannon for taking this on board.
- Q: I hear what Cllr Cannon is saying. Is it right that they are going to review these saving targets taking into the account the use i.e. sports use, where people are there for football, so it could discourage that? So looking at what they are used for and review it based on that. I'm sure that in

one way we may be making money but in other ways losing money. For example, if there's a café on site that we support, if we don't have parking or have paid parking that will discourage use. I hope there is a full review into rural car parks and take note of their use.

- Q: I have already emailed concerning a number of things, particularly Oaken Grove. I would be keen in learning what the criteria was used to select the specific car parks you've chosen and how much income you think you'll be able to make from them and the evidence you provided to meet that criteria. My biggest concern about the target is the push you will have - cars will stop parking in the car park and in the streets around. That means that because cars aren't parking in the car park you're unlikely to meet the target that you've put in the document. How you came up with criteria? What evidence you have? Why you think you won't have the push into residential areas?
- Q: We keep talking about consultations, I've gone to the consultation page and yes it will be in the budget but there is a parking consultation and underneath there is nothing. Can I suggest that we have one for each of the car parks, at least one, that people can respond to because if they hear the term and go to the website and there's nothing there they will think they've missed the opportunity.

### **Items 5, 6, 7 & 8**

- C: Line 8 suggests there is an evidence base and therefore the implication is that there is an evidence base for all the other changes and if it's possible to share that evidence base because I've not seen it. If there is an evidence base of course, it introduces that it could be a genuine efficiency rather than just a cut.
- C: If as you say, by some alchemy, it is possible to reduce the amount of actual activity that is dedicated to cleaning a road by using a varying scheme that's fantastic, but until we see the evidence base for that it is speculative. Cllr Cannon made a remark about officers using experience and local knowledge, I understand that's part of it but there must be a framework of evidence otherwise it is just speculation and it may work, may not. You may be able to deliver but you may not. As the consequences are so dire in what you're proposing, it would reassure members if you could share the evidence base and we can judge the quality for ourselves.

### **Item 7 - Redesign the street cleansing pattern for the A404M/Marlow bypass**

- Q: I just wanted to say, its done 4 times a year so how many times a year is this going to be cleaned? The lorries and other vehicles park there on the lay-by and there is already a lot of litter.

### **Item 9 - Reshape Planning Support Team**

- Q: Have we been dealing with a reduced amount of planning applications over those 3 months, so therefore when the planning applications come in at a heavier rate, are we going to see a reduction in service?

### **Item 10 - Reshape the trees function**

- Q: Understanding is that the tree team are ticking all the boxes around the area, through to maintaining and growing trees. With all the planning applications coming through and environmental pressures and all the other stuff that go along with the world of trees and we seem to be devastating the department. Are we going to have the right level of support? From a business POV that would be relating to the planning point of view, are we going to be able to keep up with the applications that come through? Invariably there is a lot of tree questions that come through



with these. The need for tree officers will be huge. If we're getting a saving of £125,000 that's half the budget, will it cope?

- Q: We had a presentation about highway tree maintenance in a previous meeting, and the five year rolling program that we have in place. Within that there was the facility to have trees inspected outside of that cycle, if they presented a particular risk either to the highway or pedestrians. At the time, I said the flexibility was something that needed to be maintained. I wanted to make sure that within these lines, that aspects of tree care and the important restriction of liability for the boroughs being maintained?
  - Q: What I'm hearing is we have skills in other departments, climate change and planning, which will allow for cutting staff elsewhere?
  - Q: Is there an opportunity within this to use these expertise, to sell these services to neighbouring boroughs, to generate boroughs and not let people go but build a team of expertise so it becomes a cash cow rather than a cost?

## The proposed fees & charges

- C: I spoke with Cllr Hilton and these charts are good when you see a number against something, but it doesn't mean anything. There was a scenario that these new telephone masts that have been given the nod; in theory the sheet here says a larger pole is worth £15,000 - £200,000 worth of revenue. We've discussed the concept of making these more useable, at this point, this is a page to look at when you're charging people but if we could see how many of each given menu item we have sold. For example, the first item £149 flat fee so if we've sold 5 can we put the number next to it and the revenue generated so we get an idea of what elements are being used. This will be useful for when it comes back for fines - who are being fined and which bits are missed off and could they be fining more people?
- Q: Page 30 - Other traffic management charges, special signing - What struck me is that there is very similar increases for each line, 1.6% 1.7% 1.9% but three of the lines relate to people who have committed some kind of illegal signage problem, whereas the others are about helping businesses put up signs. I wondered if any thought could be given to increasing the % increases for the removal of illegal signage and reducing or getting rid of the increases for special signage which will be so important, as an element at least in the business recovery plan. Do the officers have any comments on that?

## The proposed new capital schemes

- Q: CY34 - What is major scheme business case development?
  - What is the identified income of the £160,000? I can understand we're developing resources but where's the income element?



## Adults, Children and Health Overview & Scrutiny Panel

This meeting was held on Thursday 21<sup>st</sup> January 2021 at 6.15pm.

### The proposed pressures and growth

#### Item 7 - Operational costs

- Q: Explanation for this please. Is it just pure borrowing interest?

#### Item 8 - DASH

- Q: Is that the potential loss of funding they would normally give because of a lack of fundraising?

#### Question from non-panel member on Item 5 - Employee Related Costs following external reviews and changes

- Q: "And inclusion of salaries previously funded from capital" - could you explain what that process is, how its funded and why it is that it's come to an end?

### The proposed COVID-19 pressures

#### Item 3 - AFC infrastructure and capital

- Q: £60,000 sounds like a lot of money. How many mobile phones and associated systems is this for?

#### Item 10 - Additional specialist workers

- Q: Would like to know more about the additional specialist workers. Who they are, what they'll be doing?

#### Further questions

- Q: Because they're COVID-19 related, is there any possibility of us being able to recoup any of that from central government?

#### Question from non-panel member on Item 2 - Family Hubs

- Q: Is that a broad estimate across all family hubs or does it relate to particular hubs?

### The proposed savings

#### Item 1 - Develop alternative options for supporting residents in need of additional support

- Q: This may cover more than one item but I'm wondering how developed plans are for replacing provision with community options and how the risk is being mitigated that residents may not be able to access these community options, if suitable options can't be found or they've closed due to COVID-19 or if they may be at risk of closing in the future. How are we mitigating risk for that?

- Q: How are you ensuring the quality of delivery of services for the voluntary community? From my engagement with other voluntary groups, there are differing levels of professionalism within the voluntary sector.

## **Item 2 - Deliver day opportunities for older people and people with learning disabilities in a different way**

- Q: I wanted to refer to the EQIA for this one, it talks about each individual being offered a care service based on a Care Act assessment of need. It says that's a statutory responsibility to carry out that assessment - is that something we already do? Or is it just when proposing a change?
- Q: If we're closing existing day centres and moving to providing the service elsewhere. Are these services going to be provided at places that are convenient and have we got examples in other councils where this methodology has been shown to work successfully? I'm concerned we have a full service provision with this new methodology and that it works in other areas?
- Q: Is it right that the crisis is used as the blueprint going forward, the opportunities arisen from the crises are used as the blueprint going forward? There's a suggestion about the easement of the care act during the crisis and perhaps the services popped up during the crisis might not fulfil the usual requirements of the care act. Would that be a fair assessment?

## **Item 3-5 - Value for money**

- I've got one comment to make which covers lines 3-5 about the assessing of needs and adapting care packages around those newly assessed needs. Can I ask for reassurance that that will be done in-house or Optalis assessors so that we know that's being done appropriately and not by the service-provider as we want to ensure they're not biased in the type of service they're assessed to.
- C: I find ensuring value for money doesn't sit well with social care and I like to ensure that the care we are giving to our residents is the right and appropriate sort of thing and just need to ensure that those assessments are carried out in the right way, the care is appropriate, and we do get value for money but make sure we do emphasise that the care that we are giving to those residents who do need that support.
- Q: As someone comes out of hospital that might be that the packages would be probably go down quite a bit but there are cases where packages might go up as well, I'd like to know.
- Q: How confident are officers that we are already offering service users the level of care that they do need and is best for their needs? And how likely is it that you think the level of care will increase for those users?

## **Item 6 - Extend the offer of reablement to all residents coming out of hospital**

- Q: I just wondered if someone could give a real life example of this as it's sometimes hard when you see the line to get a sense of what that means.
- C: Reablement is always much better than doing and caring for somebody because if you can bring somebody to that point where they're able to do it for themselves you maintain their wellbeing, mental wellbeing. To take someone from where they've maybe been in a hospital bed for a couple of weeks and their muscles are weak and they're not confident to bathe themselves to make a cup of tea, to get them to the point where they had sufficient physio support at home and OT support to be able to do that for themselves has got to be the best way forward, and if there are savings to come with that then even better.

### **Item 7 - Refocus the operation of the Health Visiting Service**

- Q: Can you explain exactly what this means as it's a very short line, that could have a huge impact and cause people a huge amount of fear and frustration. Where it says 'transformation' it sounds a little bit scary, so I'd like our officers to explain exactly what that means?

### **Item 10 - Develop an increasingly independent school travel policy which is focused on the most vulnerable**

- Q: I'd like to understand how in practice this will work and what it actually means in practise for someone using this service at the moment?
- Q: Where it mentions some non-statutory free routes will cease to be provided unless there is statutory eligibility, is it fair to say historically some routes have been offered based on postcode or other things that perhaps have brought some unfairness into the system?

### **Item 12 - Greater use of virtual technologies**

- Q: We talked earlier about equipping AFC staff with technologies, is this for the technologies or is it to facilitate the use of them?

### **Item 17 - Use external support for early years quality improvement needs**

- Q: This one refers to using the Nursery School Federation which is our wonderful maintained nursery schools to do training for other early years providers. The funding for maintaining nurseries long-term is still uncertain, so how are we mitigating against the risk of losing those nurseries? Things can change so rapidly; it says there is not capacity to support a setting in crisis so how are we going to manage that?

### **Item 18 - Continue to optimise costs of placements for children in care**

- Q: I'd like to understand how/what this is doing in practise? What does it mean for someone in this situation and how does it change/help them?

### **Item 20 - Account appropriately for financial support services**

- Q: More explanation around this about how it works and what's happening?

## **The proposed fees & charges**

No comments or questions.

## **The proposed new capital schemes**

No comments or questions.

## **Summary of comments for Cabinet**

- The packages of care being reviewed and ensuring value for money but also the level of care - If you look at the budget savings overall, 90% are affecting certain groups i.e. with disabilities, children with SEND and older people so I'm looking to maybe draw that to cabinets attention that

the focus needs to be on the care that's received by people when making that decision. This being brought to forefront of decision making.

- Building on this, one thing that's happened is having discussions with residents and them not being totally sure what some of these changes mean and how they will impact them. This highlights the importance of the consultation, also with the community groups who have the knowledge. We'd like to acknowledge that it's the intention, but to also have it minuted that we want those groups to be included from the earliest opportunity and consulted properly. We recognise the importance of this consultation and consulting widely with service users and user groups.

## Corporate Overview & Scrutiny Panel

This meeting was held on Tuesday 26<sup>th</sup> January 2021 at 7pm.

### Public speaker

- Item 1 Appendix B - £21,000 lost income from the £1,800 venue licenses which suggests that up to 12 venues have stopped paying venue licenses. Which three venues will not be renewing the venue license this year?
- Item 2 Appendix B - This looks worrying. It describes a deliberate misrepresentation of the financial position in RBWM, using weddings of all things. RBWM officers appear to have known about a £25,000 drop in income from 2018 weddings, this was a trend, but then they appear to inflate the projected income in the next budget by £13,000, resulting in an overall pressure of £61,000. Will weddings somehow deliberately used to mask financial problems in the borough?
- I would like to have brought these matters to the attention of the auditors but Item 3 - Appendix D describes how you're slashing the audit budget. You apparently want less financial scrutiny at a time when you are perilously close to bankruptcy. Twice last year the Managing Director declined to launch a financial audit. I believe Cllrs should be demanding more auditing of officers' decisions not less. Who do you think is going to spot the next financial scandal if you're trying to put the auditors' hands behind their backs, or was that the aim of the policy?
- Item 11 and Item 28 Appendix C - You're proposing to charge schools £20,000 more this time. What are the additional charges against schools specifically for? There's a further £40,000 burden placed on schools in Item 28, relating to an increase in fees for data protection services. I note that you have not proofread the document and you've accidentally left in an instruction to officers to "delete the last sentence, not relevant as offering an enhanced service". If RBWM is offering an enhanced data protection service to schools then why do you warn that there is an increased chance of a data breach occurring after the enhancements. What are these enhancements?
- Item 18 Appendix C - It is currently said to be £224,000 presumably in a part for the privilege of chairing meetings. Last week you announced that the arts grants for Norden Farm and Old Court was being cut up to £230,000 depending on what happens so do you agree with me Cllrs that you should now decide to waive the special perks for chairing meetings in order to secure the long-term survival of Norden Farm and Old Court? I would say the choice is yours, save the perks or save the arts.

### Comments on the main body of the report

- Q: Around the estimated total losses as far as Covid. Basically, what are costs and what are income losses and what are the mitigating funding received from Government for each of those items? So not putting together but how much we've received on the income side against how much we've lost on that, and the costs and how much we've lost. I believe we've been able to get back all of

the costs but I'm not sure of the income and exactly how much the difference is, and I'd appreciate that number.

- Q: 4.3.5 appears to be saying were moving to a policy for a payment of services at a point of demand and I'm not sure how that reflects on those with less income? I was going to try and look at the quality statements, but it would also be helpful in the future, if there is an equality statement against any of these items that a link is put in because it is very hard to find the equality statement that is linked up with any of these issues.
- Q: 4.4.1 there's an increased contingency budget, I think that's the pay award, but I'd like that clarified.

## The proposed Medium-Term Financial Plan

- Q: The business rates, NNDR, is reducing because of regen. I'm wondering about the viability of businesses going forward and whether that risk has been taken into account as well. Not only is the regen going to impact, that is in Maidenhead mainly, but we have other shopping areas where Covid going forward could have an impact and whether the negative figures on that takes that into account?
- Q: My concern is that the medium-term financial plan shows a spiral of decline for the borough, caused by these year-on-year cuts that you can see; 3.9 next year, 2.3 the next year, 2.7 the year after. We're just seeing slowly eating up slice by slice all the services provided by the council. It's a spiral of decline which without some kind of alternative strategy will just lead the council effectively to bankruptcy. I have four questions to see what efforts are being made to escape from the spiral of decline that we are in.
  1. Firstly, insourcing. We talked about insourcing at a council motion meeting recently. Research has demonstrated that insourcing nowadays both saves money and improves services. It was necessarily true 10, 20 or even 30 years ago but now, local government is as efficient as a business and we don't have to give council tax money to shareholders. What detailed research has gone into investigating each of the contracts as it comes up, to look at whether it would be possible to do an internal bid and if it is possible to put the resources in to make sure we submit a real bid?
  2. Second thing is about invest to save. If we're going to escape this spiral of decline we need to be turning out assets into revenue-raising asset rather than selling them off cheap. Can you outline what detailed analysis has really gone in to looking at the assets?
  3. We've talked about CIL as well so we're charging CIL in all of our borough but not in Maidenhead town centre where a huge amount of development is going on. Explanation of this giveaway of 0 CIL to property developers and if you're prepared to relook t this to help with some of the financial problems the council is in at the moment?
  4. Fourthly something I've been told is called commercialisation. I'm interested in what we're doing to sell out services to other councils and other organisations. I know a review is being done of the CSC at the moment and yet in that review you're not considering how we can perhaps sell the space to other organisations. Can you outline what detailed analysis you've carried out on the potential for commercialisation? When you're looking at these cuts, considering it as a valid option rather than looking at it is thinking can we sell this to others without making a profit.
- Q: I'd like to say that the MTFP indicates that there's another £14million of savings needed to continue to balance the budget over the next four years. They can, as you say, be income or costs but we're being told there's no other options available for this year's budget. How are we going to survive for the next four years if we're already looking at proposed strategy to close libraries?

That's in Cabinet, we're looking to close libraries. Have we really got enough discretionary services left to make those savings and cuts before the time taken for transformation can kick in? Transformation is not short-term. That's my question and I'd like assurance that we're not declining and there is something we can do about it without losing our discretionary services, like libraries.

- C: One of the great things in this budget is that we have made an allowance for staff pay rises, which I think at this time is really important and we've also made an allowance for extra staff to come into the council. This again shows a commitment to public service at this time. These are two very important line items in the budget that we need to keep in mind and make sure that we do get to achieve those for our staff who have worked incredibly hard during this time of Covid and that we're investing in new and better staff for the future is also going to be very important as we move forward with the transformation strategy.
- C: I'm interested by the use of the word transformation again. I was interested in Cllr Rayners comments about how wonderful the library transformation quote was and that you've done what the residents want. I can't think of many residents that said Boyn Grove library should be closed. I can't believe that residents would have said that so I'm interested how you would justify giving residents what they want against the fact you're clearly not doing what residents want by closing them and reducing working hours. Obviously at the moment they're all closed but you're making decision that will stand when we come out of COVID-19 and people are going to want to go back to the libraires and be able to do their work. They're more than books and closing libraries isn't what the residents want and isn't pursing a community value.

## The proposed pressures and growth

### Items 1 and 2 - Reduced income for venue licensing and Registrars

- Q: This question applies to several items. I am worried that there are several activities that have stopped during COVID-19, or been greatly reduced, and we're using what's happened to those (weddings cancelled, venue licensing not happening much) so are we making a mistake factoring in these growth issues, and it also applies to failed income generation. Are we making sure that we're not factoring in the position during COVID-19 to make the decisions about the direction of travel on these various budgets?
- Q: I am concerned that again we have a trend that could have been seen in the past two or three years and yet for this year's just gone budget the target was increased again. I'm just looking for assurance whether there's going to be many more of these that will come out of the woodwork because they all impact in a negative way on our budget. We saw it in last year's budget and the budget before that, these unachieved incomes.

### Item 25 - Community grants

- Q: This is down as a one-off and not ongoing. Should it be on-going as you might well be in the same situation next year?

## The proposed COVID-19 pressures

### Item 1 - Reduced Commercial Rental Income

- Q: Are you saying this is all discounts and waivers for the next financial year? So there is nothing in there that is Covid related where a business is actually not going to be viable or its given notice because of Covid?

### Item 3 - Reduced Pool Car Income

- Q: I wanted to know where this loss of income came from, is it because we've reduced the cars or is it because the pool car we've got is going to be less used going forward?

### General comments and questions

- C: We went through quickly Items 1 and 2 but I think it's worth us pausing for a moment to think that these are real people's lives, and this is a good line to have in there. Just for a moment just to think these are real people's lives whose businesses that they've worked on for years and years are going down the pan. Its people's lives and benefit overpayments that will make them desperate. I felt we should acknowledge that, and the damage COVID-19 is doing across the board and how we must do everything we can to support local shops and local people that are falling on hard time and not go out of our way to persecute them.
- Q: We're talking about COVID-19 growth proposals so its impacted by COVID-19 yet some of these are ongoing and I just wanted to know the rational for having like reduced wedding income as ongoing if it's just COVID-19 and we would expect to see that return once COVID-19 has finished.

## The proposed savings

### Item 1 - Removal of one Benefit Assistant post

- Q: We're asking that the service will be by appointment at Maidenhead only, rather than at the moment it's at both Maidenhead and Windsor. I was wondering if we should look at actually the individuals, however it works, that you're still able to offer appointments from both Maidenhead and Windsor? Have you done everything that you can so that can still happen?
- Q: Along the same lines, I've only got figures on a calendar year but there were 1,666 visits to benefits in Windsor in 2019. That's quite a high number of visits. Given those figures and given our climate strategy and the fact that say from Old Windsor or Datchet trying to get across to Maidenhead, I'm not really sure how that would be done, possible bus, train or two train. I would reiterate that we should do everything we can to keep the Benefit Assistant accessible from Windsor even if it's only one or two days a week.
  - C: For a specialist service, Teams or on a computer, for a specialist service sometimes is not enough. It really isn't. Sometimes when people have got to a certain stage, they need a face to face and I'm wondering whether we can say to Cabinet can you still keep that option open, that one-off appointments can be made at Windsor for a face to face, should it be a person that can't make it to Maidenhead and is a very complex issue. If there's any way we can, on those one-off occasions, keep that option open.
- C: Absolutely. When you look at the economic cost, one of our people going over to Windsor from a base in Maidenhead once a week compared with the cost of all those people, some of the poorest people amongst us, having to travel to Maidenhead. It's really a no-brainer. Completely understand putting the operation based in one town and it's not much petrol to get someone over to the premises in Windsor so I'd urge you to look at this. Think more creatively rather than just slice.



- C: I think it's important that we make sure the message goes through to Cabinet that we want to ensure even that specialist advice in complex cases is always available from Windsor, whether by phone or face to face. We're not forcing some of our most complex, and sometimes most chaotic, clients to have to travel to Maidenhead with the cost that involved. It's worth having that recorded as something we want to make sure happens.
- C: I'm concerned about impact on residents on each of these and would like to understand which of these in this whole section is going to have the most impact on residents, it may be this item, but which is going to have an impact on residents.

### **Item 2 - Review of Accountancy structure**

- C: I will talk to this one, but I think rather than repeat myself on several items I will only say it once. My issues with these sort of efficiency savings, and the many different words used for the same thing, is that they're not defined what the efficiency savings are, so you can't predict whether you're going to make them, you're just going to look into them. The way I would've been doing the budget, I would've started straight after the previous budget and tested all these issues to work out what the transformation or the savings you can establish by. Doing it before you get to this point. You can't predict what savings you're going to be making from reorganisations, re-evaluations, all these different words used. It's better to make them straight after the previous budget so you know how much you're going to save. I'm sure you'll say you do it on some occasions, and that's good. I'm nervous whenever you use words like efficiency savings by reviewing because you don't know, it can only be a cut. I would be looking straight after this budget for the next set of items that will save the next amount of money, for you to be testing those efficiency savings.

### **Item 3 - Review of internal audit contract**

- Q: I was concerned about this given that the 2018/19 value for money statement was qualified and the draft for 2019/20 also said that they expected to give a qualified statement. Although I know that Wokingham has not been able to provide the number of days in 2020/21, do we really feel that we would not want those days, are they necessary or not going forward?

### **Item 12 - Increase the admin charge for DBS checks**

- Q: Schools are effected by DBS as well so really putting them together. We seem to have put together a lot of charges up for schools over the last few years. I can remember charges going up for a number of years now and even passing on the apprenticeship scheme to them, even though some schools can't take advantage of it. Are we sure that our maintained schools can pay for these services and it's not going to put them in a situation where they're going to struggle? Especially the smaller ones, the first schools in Windsor.

### **Item 16 - Restructure of Compliments and Complaints function**

- Q: I'm not sure how this is going to impact. If someone could say this is not going to impact on our service going out, I'd be quite happy. I'm not sure how this will impact and how the complaints function ill impact. If you can say we'll provide the same service, I'll be happy. It's not been explained how it's going to affect the residents.

### **Item 23 - Facilities vehicles**



- Q: The termination of a large van, it doesn't affect next year's budget from my view but the following year. It's used primarily by the library and between sites so obviously if libraries are closed, you won't have to transfer things between sites. I think this is almost part of the library transformation strategy and whether the decision is to close libraries. That can't be agreed unless the library transformation strategy goes through. Can you tell me what else it's used for? Any other service affected by this?

#### Item 26 - Reduced confidential waste collection

- C: I think this sounds like a sensible idea, especially given post-Covid people will be working in the office less time anyway. They will have less requirement and potentially using, hopefully, less paper. It seems to be in line with our requirements moving forward. I would question actually whether there is a chance of greater data breach if people are handling information correctly, we should not be in a situation where there is a potential for data breach. It's a question of making sure people are trained correctly in the handling of data rather than in the disposal necessarily.

#### Item 31 - Maximise digital distribution of Around the Royal Borough

- Q: I'd like to support that one, it's a sustainable approach and it's going to save us money. I wonder if we should be suggesting going a bit further and cutting the number of Around the Royal Borough that are put out in paper form to all residents. Just interested how much reducing it by one would actually save and whether that would be possible?
- C: I think this is a good idea, I support the move and we've had residents coming to us saying they support this as well. I'm also concerned about digital exclusion and the fact that if we go totally digital, people who don't have access or choose not to use methods of digital communication will miss out. I think we really should make sure that we do one at least copy that is in hard copy each year, just to keep people in touch with what is going on and obviously try and encourage in that issue people to use the digital channels that are available.
- C: Just a thought that obviously if libraries are kept open around the Borough and paper copies in there for people to access and not actually post them out to everybody, so you can actually access it from the library if you want to. For the six month one that you're cutting.

#### Item 32 - Consultancy costs

- Q: Are the £70,000 the property consultancy budget of a bigger budget of £110,000, or are you saying we are going to need some property consultancy budget going forward?

### The proposed fees & charges

No comments or questions.

### The proposed new capital schemes

No comments or questions.

### Further comments

- Q: I was surprised not to see the cash flow in this pack, only because the draft cash flow was presented within the draft budget and this is the first Overview and Scrutiny Panel meeting we've had since then. I have got some queries on the cash flow and my biggest one was that we're

looking next year for £30million to come in. We've got borrowing up to £240million and really the questions are, how sure are we of those cash flow figures coming in - the capital receipts? Are they definite or are they estimated and to what stage, is it a definite to year 3 or 4? Because that's going to make a big impact to minimum revenue provision, interest payments. I think that was a slight oversight that we didn't get to see that in this panel.

## Summary of comments for Cabinet

### **Revenue and benefit service in Windsor to maintain flexibility so service users get that flexibility and there's an option should there need to be.**

- For a specialist service, Teams or on a computer, for a specialist service sometimes is not enough. It really isn't. Sometimes when people have got to a certain stage, they need a face to face and I'm wondering whether we can say to Cabinet can you still keep that option open, that one-off appointments can be made at Windsor for a face to face, should it be a person that can't make it to Maidenhead and is a very complex issue. If there's any way we can, on those one-off occasions, keep that option open.
- I think it's important that we make sure the message goes through to Cabinet that we want to ensure even that specialist advice in complex cases is always available from Windsor, whether by phone or face to face. We're not forcing some of our most complex, and sometimes most chaotic, clients to have to travel to Maidenhead with the cost that involved. It's worth having that recorded as something we want to make sure happens.

### **Equality Impact Statements be put in against the lines, so people can see what has been considered as far as the effect on certain areas of our residents.**

# Appendix D: Additional feedback received



Windsor and Maidenhead SMILE Club  
Registered Charity 1152140(England and Wales)

Email: [wmsmile.charity@outlook.com](mailto:wmsmile.charity@outlook.com)

Website: [www.smilecharity.co.uk](http://www.smilecharity.co.uk)

25<sup>th</sup> January 2021

Dear Cllr Rayner

## **RESPONSE TO ITEM 062 OF RBWM SAVINGS PROPOSALS 2021/2023**

It is with some dismay that the Trustees and Committee of Windsor & Maidenhead SMILE Club Charity, learnt of the proposal of RBWM to cease funding for SMILE Sessions.

We understand that there are issues with Council's finances and would like very much to work with you to find a way forward to bring back the SMILE classes into the Community.

S.M.I.L.E. (So Much Improvement for a Little Exercise) was initially set up in 2003 to reduce slips, trips, and falls in the elderly that led to hospitalisation. The SMILE programme grew from strength to strength increasing the number of sessions trying to cover all pockets of the Borough.

- Over the 17 years SMILE improved people's, health and wellbeing;
- reduced isolation and loneliness;
- kept people within their own homes for longer therefore keeping older residents out of residential care;
- Reduced doctor appointments and admissions into Hospital;
- Encouraged people to make new friends or meet up with old friends.

In 2005 a club was formed with a constitution, run by a committee of SMILE members and RBWM officers. This then added a further element to the SMILE programme through offering members trips out to the seaside or places of interest, annual Christmas party and other events, which increased the social element.

In 2013 the Club gained Charity status. The Charity has supported these exercise sessions with the purchase of equipment and paying for training courses for the SMILE coaches therefore relieving the Council of some expenses.

The Royal Borough runs the SMILE Community classes in village halls, day centres, nursing home' and libraries within the Borough. The purpose of placing these classes within the community setting was to allow easy access to get to these venues that where potentially on people's doorsteps and not have to rely on public transport to get to venues. A typical example of this is Lynwood Nursing

home, where there is a limited bus service to get to Windsor or Maidenhead and back. Charters Leisure Centre in Ascot has limited opening times due to being on a School premises therefore the opening times may not be suitable for the age group that SMILE supports through the programme.

Through 2019 in the 25 community classes each week the average attendance each month was 948. In financial terms we realise that some sessions are not viable, due to low attendance, but keeping people in their own homes for longer, therefore reducing the care home fees makes sense.

From our members we have testimonials relating how SMILE has helped them. Many of these testimonials have been presented to the Scrutiny Committee and are a matter of record.

To lose through redundancy the expertise of the SMILE coaches and in particular the Lifestyle Coordinator and Clinical Exercise Specialist is massive. It would also have an impact on applying for funding in the future, which the charity relies on. The Committee is discussing ways in which it can help with running of the Community based classes. Listed below are a couple with the related issues

**Paying for Public Transport.** These issues are

- It would need to be sustainable therefore SMILE members would be required to pay a fee towards the cost of putting a minibus on to get people to their local Leisure Centre.
- Consider the age group that attend Day Centres, Nursing Homes, All Saints Church where people have mobility problems, therefore may find it difficult to get on and off a bus and depending on the length of the journey may not travel well.
- People who attend day centre classes go there for a hot meal and are generally offered volunteer transport to get to the day centre and home.
- Taking a group of people from the day centre to access a class in a local Leisure Centre could potential mean they are not back in enough time to be taken home via the volunteer's transport as they will have probably finished their day.
- Liability of then taking people door to door which can be time consuming.

**SMILE Classes through the Charity Arm**

If SMILE Charity was to support the SMILE program through paying for the coaches' time but not employing, the following are things to consider:

- Hall hire charges would this be paid by the council, Leisure Centre (if using their premises), SMILE or the coach taking the class.
- Enquiring into hall hire if they offer a charity discount.
- The SMILE coach would require Public Liability Insurance to take an exercise class.
- Music licence PPL cost to play music in a venue.
- To consider the cost to member per session or monthly direct debit.
- The cost of the SMILE sessions to be paid to the SMILE charity to cover costs of coach and hall hirer costs.
- Monthly direct debit would be a guarantee income to the charity rather than weekly.

Are there ways in which the Council can assist us through grants or paying for the hire of the community halls, to keep the SMILE classes running?

We as Trustees would like to have designated named Officer/Councillor who can update us monthly. We need to work together so we can move forward to support the older residents of the RBWM. After this pandemic is over we need to be in a position to get our members **Smiling** again.

On behalf of the Trustees and Committee of the Windsor and Maidenhead SMILE Club

## Additional feedback on savings that may disproportionately affect SEND children, people with disabilities and/or older people

- To respond, residents must have the capability to do so online, via the RBWM website. There is no reasonable adjustment offered to people for whom age or disability affects that capability.
- The main RBWM webpage for the budget consultation does not mention the closing date of the consultation.
- The budget consultation lists 19 of the 77 identified savings proposals. It asks only three questions about the budget; on which areas should RBWM spend any additional funding, what suggestions do respondents have for alternative savings or income and what level of council tax increase respondents would support.
  - It does not indicate the amount of additional income RBWM would generate with each of the three council tax increases listed in the third question.
  - It doesn't allow for response on other elements of the Draft Revenue Budget such as Growth Bids, Covid-19 Related Growth & Pressure etc

**Question :** What would RBWM's priorities be for utilising the three different amounts of additional income it lists in Question 3 ?

### Excerpts from the Draft Revenue Budget 2021/22 Report : Closing the Budget Gaps

*7.3 While there is always room to be more efficient, **RBWM is already a low spending council which constrains it from reducing costs easily.***

*7.4 On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. **There is a fine dividing line between further efficiency and a reduction in service.***

*7.5 **Immediate cost reduction measures include a significant proportion of service reductions or cessations.***

- The Draft Revenue Budget 2021/22 Report warns of the negative impact of budget savings (above) but this is not mentioned in the consultation or in the Draft EQIAs
- The Draft Revenue Budget 2021/22 Report states "4.7.3 Additional savings of £5.824m are presented". The sum of the 77 identified savings amount to £5.762m.
  - Where do the additional savings of £0.062m come from ?
- Draft Equality Impact Assessments for each savings proposals were completed. The Draft Revenue Budget 2021/22 Report states "4.7.4 A draft equality impact assessment for each saving has been undertaken. These savings will be consulted upon between now and the budget setting Cabinet in February 2021. The results of the consultation and **any amendments to EQIAs will be reported to that meeting.**"
  - The format of the consultation does not allow residents to respond on any of the EQIAs
  - There is no weblink in the Consultation to the EQIAs for each of the savings proposals.
  - EQIAs links are listed on a webpage that is hard to find.
    - RBWM Home -> Council and Democracy -> Equalities & Diversity (at the bottom of the page) -> Equality Impact Assessments
  - The descriptions of the EQIAs and their order on the webpage do not help residents to scrutinise those relating to the Draft Revenue Budget.

- The majority of the proposed savings will come from services which impact on SEND children, Adults with Disabilities and Older People but beyond the overall Budget, there have been no umbrella EQIA evaluations, only EQIAs for individual savings proposals.
  - Individual residents and groups of residents may be affected by multiple savings proposals but the impact of that is not considered.
  - For example, £900,000 of savings are proposed from several aspects of support and services for Adults with Learning Disabilities but there is scant detail and no overall EQIA.

**Comments from XXX:**

We are all parents of, and/or work closely with, children and adults with Autism/ADHD in RBWM.

We are dismayed at the extensive, and disproportionate cuts to services for people with disabilities and older people as proposed by RBWM in the 2021-2020 Budget.

In particular we see no reference to improved provision of services for adults with autism who do not have a learning disability but who nevertheless are extremely vulnerable (eg those with Asperger Syndrome), as a result of the savings made. There is precious little available in RBWM for this group of people, both in terms of essential services such as housing, and community services such as social groups. Alternative benefits are proposed where saving are being made, but none include this group.

*NB : Additional comments from this group is provided in the EQIA feedback*

- Community groups for People with Disabilities were only notified of the budget consultation on January 15<sup>th</sup>, two weeks before the end of the consultation. Early notification would have allowed the groups to communicate with their members and provided RBWM a route into consulting with hard-to-reach sections of the community.
- None of the signatories to this email were involved in drafting relevant proposed savings or have been provided with any more detail than in the efficiency description of Budget Proposals : appendix D
- Two of the three questions about the budget savings in the consultation only allow the respondent to select from defined options.
- The consultation does not capture whether respondents are answering as an individual or as a community group.

**Question :** Is RBWM sure it is engaging in meaningful consultation, conducted properly ?

**Question :** Is there sufficient time between the end of the budget consultation (29 January 2021) and “the final budget being discussed at Full Council” (23 February 2021) for active consideration to be given to consultees’ responses ?

We believe the method of response (online only) and duration of the consultations do not provide an equal opportunity for residents with certain protected characteristics – Age and Disability - to participate in the consultations. There is insufficient detail provided on large budget cuts for residents to gain an understanding of their potential impacts and therefore to be able to provide an informed response. The scope of the consultation is extremely limited with only one question relating to the Draft Budget presented and we do not accept this is a meaningful consultation by RBWM.

**Table D1: Proposed Savings in the RBWM 2021-2022 Budget**

*Savings that may disproportionately affect SEND children, People with Disabilities and/or Older People (PwD / O*

	Per £000	Per £000	
SEND children	1,105		See Table D2
Adults with learning disabilities	900		
Reduce advice / community safety / support for SEND children PwD & OP	955		
Changes to Adult Social Care services provision and residents' contributions	1,200		
Move to digital services	164		
Waste, Street Cleaning & Street Works	425		
Other identified savings	41		
<b>Total proposed savings impacting SEND children, PwD and Older People</b>	<b>4,790</b>	<b>83%</b>	<i>% of all identified savings</i>
Savings unlikely to disproportionately affect SEND children, PwD and/or OP	972		See Table D3
<b>Sub-total of all identified budget savings</b>	<b>5,762</b>		
Savings not detailed in Appendix D	62		
<b>Total Savings in Medium Term Financial Plan</b>	<b>5,824</b>		

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**Table D2: Feedback on impact of proposed savings on people with disabilities (PwD) / older people - missing detail or mitigation in EQIAs**

Proposed budget savings	RBWM Efficiency Description	Proposed Budget Cut (per '000)	Anticipation of negative impact...			Comments on the impact on SEND Children, Adults with Disabilities and/or Older People & RBWM's proposed mitigation (if any)	Notes
			SEND children	Adults with Disabilities	Older People		
Savings Proposal 001: Benefit Assistant post	Cease face to face benefit enquiries service offered from Windsor library but continue the services by appointment from Maidenhead.	22	Yes	Yes	Yes	People from Windsor, Ascot and surrounds may struggle to get to Maidenhead if they don't have a car	
Savings Proposal 003: Reduction of Library hours	The library estate has been reviewed and a proposal will go forward to consultation with new hours and some sites retained to deliver the library service in the borough. We are committed to transformation and diversity of the library offer to maintain a sustainable and resilient library service going forward.	73	Yes	Yes	Yes	This will negatively impact people accessing residents' services, especially for people who are unable to use digital services	
Savings Proposal 013: Charging structure for services to schools, academies	Increase in charges to existing school and academy customers to ensure charging is inline with full cost of delivery.	10	?			Defer to PaCiP for feedback	
Savings Proposal 014: DBS admin charges	Increase in existing admin charge to £13 per cheque (sic).	6	?	?	?		
Savings Proposal 018: Restructure Compliments and Complaints function	Review of compliments and complaints functions leading to a proposed reduction in resources.	18	?	?	?	This may negatively impact people being able to make a complaint	
Savings Proposal 019: Removal of Member training budget.	Cease using external trainers, instead using internal training and 'free' training from membership bodies such as LGA.	2	?	?	?		
Savings Proposal 021: Room hire budget	Removal of the budget for booking external rooms for council meetings	1	Yes	Yes	Yes	How will RBWM ensure "rooms are accessible for all?"	

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Savings Proposal 033: On-street parking machines	Remove the majority of 'outdated' on street pay and display parking machines and move the majority of transactions through to the Ringo app/phone line. This will reduce maintenance costs and cash collection fees. A machine will be retained in each of the parking areas for those without access to Ringo	50	Yes	Yes	Yes	Not all PwD have a Blue Badge. Anyone who doesn't have a smartphone will need to pay for on-street parking with cash. They will have to walk further (not clear how far) to find a parking machine. Smartphone ownership declines rapidly in older age groups. An estimated 70% of adults aged between 55 and 64 have a smartphone but that drops to c20% of people 65+. A large percentage of older adults will continue to pay for on-street parking with cash. They will have to walk further (not clear how far) to find a parking machine
Savings Proposal 034: Street cleaning provision	The service model will be redesigned as there is currently some overlap between different contracts. This will release some efficiencies together with a more targeted model of prioritising street cleansing activity focusing on high profile/high usage areas	100	Yes - could be positive	Yes - could be positive	Yes - could be positive	Will this have a negative impact on the accessibility of streets for PwD and Older People?
Savings Proposal 035: Residual waste collection	Increased use of the food waste and blue bins has affected the amount of black bin waste and therefore whilst retaining weekly collections of food waste and recycling, introduce fortnightly residual waste collections	175	Yes	Yes	Yes	Families with SEND children, Adults with Disabilities and Older People may have larger amounts of waste due to health conditions which necessitate the use and disposal of sanitary support products. Process to request extra bins needs to be improved for these residents.
Savings Proposal 036: Council's rural car parks	Bring all Council car parks into new parking strategy 's restructured tariff scheme	100			Yes	Need to ensure payment can be made with cash as well as Ringo
Savings Proposal 037: Street Works Enforcement income	Introduction of a one-year's pilot to invest in additional officers who will focus on enforcement of streetworks activity. Increasing the number of site visits will generate additional income through the issue of Fixed Penalty Notices and S74 overrun notices	100	Yes - could be positive	Yes - could be positive	Yes - could be positive	Enforcement should include ensuring signposted, protected and accessible (e.g., ramped) pedestrian routes through the street works

Savings Proposal 039: Remodel street cleansing activity	The current model of mechanically sweeping and litter picking town centres, estates and rural roads operates on a fixed interval basis -weekly for town centres and six weekly for estates and rural roads. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage seasonal demand, e.g. autumn	50	Yes - could be positive	Yes - could be positive	Yes - could be positive	Not clear if pavements will be kept clear, particularly in Autumn when fallen leaves make pavements slippery.	
Savings Proposal 044: Digital distribution Around the Royal Borough	Maximise digital distribution of Around the Royal Borough by encouraging residents to join our digital mailing list through the residents' newsletter, which will include a 'how-to' guide to signing up for residents to share with less digitally able residents, and having an annual physical copy sent to individual household	14		Yes	Yes	What is the mitigation / reasonable adjustment for residents with impairments that preclude digital communications? In 2019, According to the ONS, fewer than half of people aged 75+ had ever used the internet. Those who did primarily used the internet for email and communicating with friends and family. RBWM needs to ensure it is communicating regularly with ALL residents	The amount of savings is small compared with the negative impact for people with some disabilities and a large proportion of older people
Savings Proposal 045: Revised Advantage Card	Identify and establish dynamic third-party alternatives for promoting discounts and special offers with local businesses through a 'new-look' Advantage Card	14	?	?	?	How will RBWM ensure older residents and those with disabilities are considered in the types of goods and services which are discounted?	
Savings Proposal 046: Supporting residents in need of additional support. Develop alternative options for supporting residents in need of additional support	The "front door" of adult social care is being redesigned to offer better signposting for residents needing support. This will involve greater use of a range of assistive technologies to enable residents to stay in their own homes longer and working with voluntary organisations to support residents to connect with their communities	200		Yes	Yes	How will the effectiveness of this redesign be measured? How will the needs of vulnerable residents be advocated and safeguarded?	

Savings Proposal 047: Day opportunity provision. Deliver day opportunities for older people and people with learning disabilities in a different way	As part of the overall review of day opportunity provision, the proposal would be to close the current Windsor Day Centre and Oakbridge Day Centre. Provision can be sourced elsewhere both in Windsor and Maidenhead to meet the needs of the residents currently using the centres. Community options are also being developed. This would release a capital asset which could be repurposed to build supported living accommodation for young people with learning disabilities which, in turn, would reduce the requirement for expensive out of borough residential placements. There is currently a very poor offer of supported living accommodation in the borough.	300		Yes	Yes	The savings are large for a proposal that seems at a very early stage of development. There is no commitment to building supported living accommodation on the sites of the closed Day Centres. There is insufficient detail about the alternative provision of venues and services to be able to provide informed feedback about the proposal. From Autism Partnership Board members "Residents accessing these day centres often have complex needs, including physical disabilities and accessing alternative sources of support in the community may be difficult. Accommodation for adults without a LD also badly needed. As a general point relating to support for individuals with ASD/ADHD without a LD, there is very little available. The Bear pub social group for adults is probably the only example, and at very low cost to RBWM. Individual support would be a very useful partner for this."	When Bracknell Forest Unitary Authority heard that the East Berks CCG was creating a new, combined Autism and ADHD service they asked if they could commission some additional services for adults and made some funds available. The new East Berks ADHD and Autism Service - called GEMS run by Solutions4Health - is working to roll out a variety of new workshops/groups for adults25+. Perhaps RBWM could follow suit?
Savings Proposal 048: Residential care placements. Ensure value for money from residential care placements for people with learning disabilities	All residents currently in receipt of a high-cost residential care package to have their needs reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and delivers value for money.	200		Yes		The savings come from reducing the costs of residential care for Adults with Learning Disabilities.	

Savings Proposal 049: Supported living packages. Ensure value for money from supported living packages for people with learning disabilities	All supported living packages will be reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and value for money. Packages will be renegotiated with providers	200		Yes		The savings come from reducing the costs of supported living for Adults with Learning Disabilities. From Autism Partnership Board Members " The Autism Partnership Board that met last October documented that the housing part of the RBWM Joint Autism Strategy 2017-2022, still needs to be addressed. Yet again these vulnerable adults, with an ASD diagnosis, but no LD (as defined by RBWM) have been missed out of any planning. Without inclusion in the development of supported living accommodation, Windsor & Maidenhead is placing an intolerable strain on the individuals and their families, which is likely to lead to further demand upon already stretched services. In addition to meeting the provisions of the Government's Autism Act, supported living would offer long term cost savings to RBWM with support all in one place as opposed to individual costly care packages or families looking for expensive out of area supported living accommodation."	
Savings Proposal 050: Community packages. Ensure value for money from community packages for people with learning disabilities	The needs of all people with learning disabilities in receipt of community/home care packages to be reviewed to ensure that the packages remain appropriate and cost effective. Reinstating a Shared Lives Scheme in the borough will also be taken forward	200		Yes		The savings come from reducing the costs of community / home care for Adults with Learning Disabilities	
Savings Proposal 051: Reablement Service. Extend the offer of reablement to all residents coming out of hospital	Transformation of the current reablement service will offer reablement opportunities to all residents being discharged from hospital in order to ensure that the level of subsequent long-term packages of care are "right sized" and appropriate for their needs	500		Yes	Yes	The savings are very large for a proposal that seems at an early stage of development. There is insufficient detail about the transformation of the current reablement service to enable residents to provide informed feedback about the proposal	

Savings Proposal 052: End of contract for services no longer running. End contract with <b>People to Places</b> for services that are no longer running	Following the cessation of some routes to day centres, the contract for those routes has come to an end and not been renewed. Alternative transport arrangements are in place	90		Yes	Yes	Do the alternative transport arrangements enable all residents from the affected routes to still attend the day centres?	
Savings Proposal 053: Health Visiting Service	Transformation of the current service to remodel it into a more targeted service, using a wide range of workforce skills and experience	150	Yes	Yes	Yes	Defer to PaCiP for feedback	
Savings Proposal 054: Income from resident contributions (Adult Social Care)	Implement improved processes to ensure that income is collected in a timely way and residents are clear on the amount of the contribution they need to make to their care in order to reduce the amount of bad debt accruing.	500		Yes	Yes	These are very large savings to be made from better credit control. What supporting evidence is there from other local authorities? How many residents will receive less / no care as a result?	
Savings Proposal 056: Arts Grants	To remove arts grants from the budget from Q2 in 2021/22	187		Yes	Yes	Loss of classes, workshops, events specifically for SEND Children, Adults with Disabilities or Older People will increase isolation	
Savings Proposal 057: Museum and Tourism Information Centre Service	Review the delivery model for face to face elements of the Museum and Tourist Information Centre services. This saving will enable the Tourist Information Centre to move into the Guildhall with the museum. The opening hours will be reduced with a review and consultation to develop the best service	85		Yes	Yes	Is the location wholly accessible?	
Savings Proposal 059: Community Safety functions. Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens	Following the reshaping of the warden's service implemented in April 2020, the service leader has left and there is a further need to reshape the management and operation of the community safety work stream including the delivery of the Community Safety Partnership, Anti-Social Behaviour and Public Space Protection Orders and police liaison and coordination, including Prevent and Channel programmes	300		Yes	Yes	Any reduction in community safety support will negatively impact PwD through crime and fear of crime	

Savings Proposal 061: Borough in Bloom project. Remove funding from Borough in bloom and community participation project	Borough wide twice a year seasonal planting and maintenance will stop. The current planters will not be replanted, and the containers will be removed	86		?		Will this affect Braywick Heath Nurseries?
Savings Proposal 062: SMILE service	Cease the delivery of the current Community based SMILE programme. We will look for alternative sources to fund this service	58			Yes	Loss of exercise classes specifically for Older People will increase isolation
Savings Proposal 063: Community Sports Development post and projects	Delete the sport development manager post and stop the partnership sports development work that this role leads. The liaison with the sports club across the borough and the liaison with the National Governing Bodies will cease.	54		Yes	Yes	Disability sports for Children and Adults and sports opportunities for Older Adults will be negatively impacted
Savings Proposal 065: Home to School Transport service	Shape home to school transport services to increase levels of independence while retaining focus on statutory responsibilities including for those on low incomes; of statutory school age; and reasonable adjustments for those with disabilities	300	Yes			From Autism Partnership Board members "Services designed to increase independence are all very well but support and training is needed in order to bring about this independence, and may not be attainable for all affected individuals."
Savings Proposal 066: Independent Fostering Agency development	Invest in IFA development and grow capacity to meet local need and trade excess with neighbouring local authorities.	15	?			Defer to PaCiP for feedback
Savings Proposal 067: Virtual technologies (Children's Services)	Greater use of virtual technologies to reduce the number of face to face meetings attended outside of the borough, making staff time more efficient and reducing travel costs. Develop and standardise the use of electronic secure documents and workflow to reduce paper-based processes and handling.	50	Yes			Defer to PaCiP for feedback
Savings Proposal 068: Support for young person's transition to sustainable adulthood	Improvements to be made in provision to support the young person's transition to a sustainable adulthood, reducing the costs of education and care for some young people	15	Yes			Defer to PaCiP for feedback

Savings Proposal 069: Care Leavers' accommodation	Establish more local care leaver accommodation so that efficiencies can be made in placement costs.	20	Yes			Defer to PaCiP for feedback	
Savings Proposal 070: Schools Inclusion Advisor	Aim to drive development of better and cheaper inclusion options, ensuring these critical skills are available to schools to drive effectiveness of High Needs spending through a defined post.	90	Yes			Defer to PaCiP for feedback	
Savings Proposal 071: Therapy Assessment service	Set-up assessment service which will both simplify therapy offer with far fewer exceptions while driving up the use of effective, time limited interventions	100	Yes			Defer to PaCiP for feedback	
Savings Proposal 072: Early Years quality improvement needs	Signpost early years settings to the Nursery School Federation to secure support to improve the quality of their provision	60	Yes			Defer to PaCiP for feedback	
Savings Proposal 073: Children in care placements	Increased monitoring and tracking of the financial package of care alongside the social work team through a fortnightly "resource panel". Builds on 2020/21 success with the long-term approach in AfC business plan.	250	Yes			Defer to PaCiP for feedback	
Savings Proposal 076: Business Support processes (Children's Services)	Develop current hub approach to allow multi-skilled staff deal with a range of services with a variable level of need	45	Yes			Defer to PaCiP for feedback	
<b>Total of proposed savings above</b>		<b>4,790</b>					



**Table D3: Savings unlikely to disproportionately affect SEND children, disabilities / older people (PwD / OP)**

	Proposed Budget Cut (per'000)
Savings Proposal 002: Container library towage costs	28
Savings Proposal 004: Review of Accountancy structure	35
Savings Proposal 005: Review of Internal audit contract	50
Savings Proposal 006: Supplies and services budgets from Finance Team	67
Savings Proposal 007: Defer Discretionary NNDR write-off	28
Savings Proposal 008: Review Insurance and Risk Service	45
Savings Proposal 009: Fax machine analogue lines	2
Savings Proposal 010: Database and network contracts budget	63
Savings Proposal 011: Software licences for employee relations advice	3
Savings Proposal 012: Advertising contracts	-
Savings Proposal 015: Process efficiencies	13
Savings Proposal 016: Quick Address software contract	2
Savings Proposal 017: Restructure Organisational Development function	30
Savings Proposal 020: Member Special Responsibility Allowances	24
Savings Proposal 022: Member mileage claims budget	5
Savings Proposal 023: Postage to Members	2
Savings Proposal 024: Annual support to Twinning Committee	5
Savings Proposal 025: Facilities vehicles	-
Savings Proposal 026: MFD printing	30
Savings Proposal 027: Stationery purchases	20
Savings Proposal 028: Confidential waste collection	4
Savings Proposal 029: Vending machines in council offices	-
Savings Proposal 030: Charging structure for Schools DPO service	40
Savings Proposal 031: By-elections budget	7
Savings Proposal 032: Green Waste Subscriptions	50
Savings Proposal 038: Car pool fleet	20
Savings Proposal 040: Parking enforcement optional contract extension	30
Savings Proposal 041: Street-cleansing pattern A404M/Marlow bypass	10
Savings Proposal 042: Street-cleansing pattern Royal Windsor Way	10
Savings Proposal 043: Waste incentivisation scheme	30
Savings Proposal 055: Reshape Planning Support Team	29
Savings Proposal 058: Aviation Budget	20
Savings Proposal 064: Reshape Trees function	125
Savings Proposal 074: Library stock fund	20
Savings Proposal 075: Consultancy costs	70
Savings Proposal 077: Financial support services	55
<b>Identified savings that don't disproportionately affect PwD / OP</b>	<b>972</b>



## Feedback from Autism Berkshire

I am responding to the council's 2021-22 budget consultation on behalf of Autism Berkshire.

As an organisation which supports autistic people of all ages and their families in the Royal Borough, we are extremely concerned to see that about £4.7m, or 90%, of the proposed savings will affect services for children with special educational needs, the disabled and older people in some way.

It is hard to reconcile the likely impact of these reductions in funding for services that these people depend on with the statement on the council's website page about the consultation that:

*"The proposals look to support our most vulnerable residents and support the local economic recovery while ensuring that the council continues to provide high quality services for all residents."*

Most of the Equality Impact Assessments available on the council's website state that there will be limited negative impact, but do not provide evidence to back up this view, nor indicate in any detail what might be done to minimise any negative effects of implementing these proposed reductions in funding.

The proposals to reduce spending on help for people in need of additional support and in residential care, supported living and community support packages for people with learning disabilities seem to rely on the assumption that some of the current support provided is not value for money, or cost-effective, and that somehow providers will reduce their costs. What happens if this is not the case?

There also seem to be an assumption that the voluntary sector will step into the breach, at a time when it is also under financial pressure through reduced community grant support from local authorities, a finite amount of funding being available from charitable foundations and trusts and a substantial reduction in income across the charitable sector from fundraising activities and events during the coronavirus pandemic, which has had a negative effect on the ability of organisations like Autism Berkshire to support people with disabilities.

In addition, earlier this month, the Secretary of State for Health & Social Care announced in Parliament that the Mental Health Act would be reformed. He stated that autism or learning disability would no longer be a reason for detaining someone in secure settings, with appropriate community-based services to be provided instead.

How is this to be achieved, when the council proposes to reduce funding across the board for support services for people with learning disabilities?

We fully understand the high costs of some residential care settings, but without adequate alternative support being available for people with learning disabilities in community-based settings, it is hard to see how any substantial savings can be made in residential care costs.

While we note the proposal to increase provision of more supported living accommodation in the borough for young people with learning disabilities, we are disappointed to see that this could be at the cost of day centre provision. And there is no detail about what alternative day provision is being suggested, nor of how work to convert day centre sites into supported living accommodation will be funded.

Reduced funding for school transport is also likely to have a negative impact. Many autistic children rely on established routines and can struggle with anxiety if things like arrangements for getting them to school are changed - which seems inevitable if a £300,000 cut in spending is implemented. A knock-on effect on the education of those affected can be expected if they are anxious or worried about how they will get to and from school or future arrangements are not robust and reliable.

While the sentiments around proposed changes to support young people's transitions to adulthood sound admirable, no detail is given about what help will be provided and how this will be done with reduced funding available to deliver it.

We are also disappointed to see the proposal to remove the role of the sports development manager.

The borough's sports development team has been instrumental in providing activities to help engage members of our Maidenhead-based Bear With Me social group for autistic adults with a range of sports and encouraging them to exercise regularly in recent years.

While use of digital information systems continues to grow, it remains the case that many people do not have access to the internet via broadband, or use smartphones, or find these hard, or impossible, to use. It is vital that these people are not left out, or behind, when it comes to being informed about services and support that are available to them.

We would urge the council to look again its budget and reshape its proposals, so that reductions in spending do not disproportionately affect the borough's most vulnerable residents.

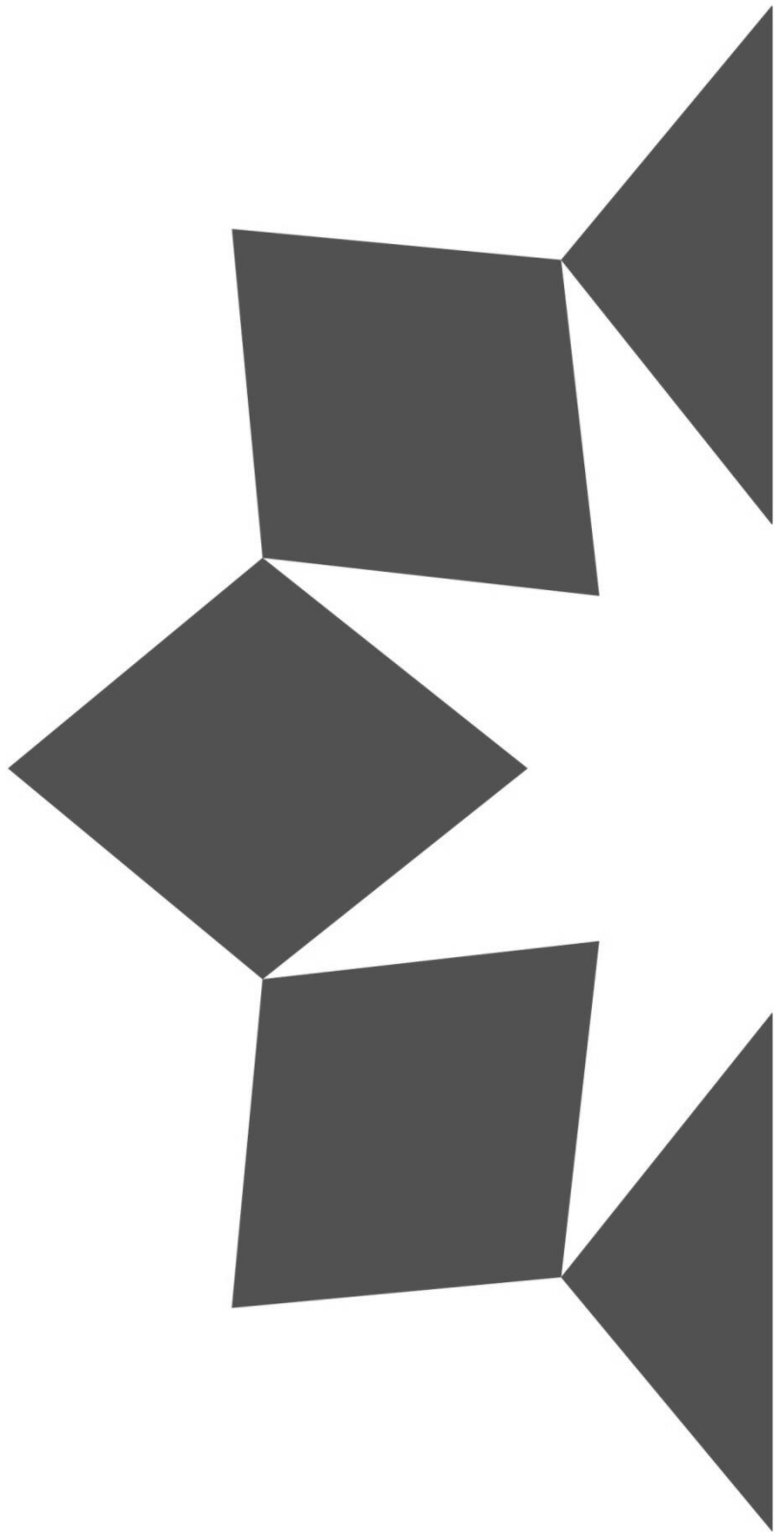
## Feedback from Old Windsor Parish Council

It's a pity that the Budget Consultation was not in a format designed to be accessed by Parish Councils.

Savings identified in the Consultation appear to be focussed on communities (libraries, community wardens etc) and we think this is a mistake. We believe these proposed savings will have a significant impact on residents.

As COVID impact on borough finance in 2021 is estimated to be cost neutral we would like an explanation as to why these cuts to our services are being made?

With reference to council tax increases above the cap we are not at all sure, from the information provided, that residents will understand the need to consider this option.



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

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