

NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 10TH FEBRUARY, 2022

At 7.00 pm

by

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

TO: MEMBERS OF CABINET

Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property

Councillor Rayner, Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage and Windsor

Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health

Councillor Cannon, Public Protection and Parking

Councillor Clark, Transport, Infrastructure and Digital Connectivity

Councillor Coppinger, Planning, Environmental Services and Maidenhead

Councillor Hilton, Finance and Ascot

Councillor McWilliams, Housing, Sport & Leisure, and Community Engagement

Councillor Stimson, Climate Change, Sustainability, Parks and Countryside

Karen Shepherd – Head of Governance - Issued: Wednesday, 2 February 2022

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook** 01628 796560

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

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
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2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 27 th January 2022.	7 - 16
4.	<u>APPOINTMENTS</u>	-
5.	<u>CABINET MEMBERS' REPORTS</u> Finance and Ascot i. 2022/23 Budget Planning, Environmental Services and Maidenhead ii. Waste Contract Amendment	- 17 - 262 263 - 274
6.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> 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 items 7 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"	-

PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
7.	<u>MINUTES</u> To consider the Part II minutes of the meeting held on 27 th January 2022. <i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	275 - 276

MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

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

Disclosure of Other Registerable Interests

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

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

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

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

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

Disclosure of Non- Registerable Interests

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

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

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

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

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

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

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

Other declarations

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

Agenda Item 3

CABINET

THURSDAY, 27 JANUARY 2022

PRESENT: Councillors Andrew Johnson (Chairman), Stuart Carroll (Vice-Chairman), David Coppinger, Samantha Rayner, David Hilton, Gerry Clark, Donna Stimson and Ross McWilliams

Also in attendance: Councillor Christine Bateson, Councillor Gurch Singh, Councillor Ewan Larcombe, Councillor John Baldwin and Councillor Gurpreet Bhangra

Officers: Duncan Sharkey, Hillary Hall, Adele Taylor, Emma Duncan, Andrew Valance, Andrew Durrant, Adrian Waite and David Cook.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Cannon.

DECLARATIONS OF INTEREST

Councillor Rayner declared a Disclosable Pecuniary Interest in item 6 iii - Joint Central and Eastern Berkshire (JCEB) Minerals and Waste Plan Main Modifications Consultation . She left the room for the duration of the discussion and voting on the item.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 16th December 2021 were approved.

APPOINTMENTS

None

FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since last published including the addition to January 2022 including the Transport Service Delivery Model report moving from 10th February 2022 to 24th February 2022 Cabinet.

Cllr Baldwin said he was concerned that there was nothing on Forward Plan regarding the Maidenhead Placemaking SPD, the Borough Local Plan was due to come to Council on 8th February 2022. There was concern that the consultation on the SPD, especially with the Maidenhead Golf Course, would be meaningless. He asked for reassurance that a meaningful document would be made available for consultation.

The Lead Member for Planning, Environmental Services and Maidenhead said that there would be considerable work done before the paper comes to Cabinet and the Chairman said that any SPD's would follow the adoption of the BLS, as the BLP had been pushed back so would any SPD.

CABINET MEMBERS' REPORTS

A) SCHOOL ADMISSION ARRANGEMENTS 2023/24

Cabinet considered the report regarding amendments to the school admissions code.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that the Royal Borough of Windsor and Maidenhead was the admissions authority for community and voluntary controlled schools in the borough and sets the admissions arrangements for these schools.

The School Admissions Code 2021 required the borough to consult on the arrangements where significant changes were being proposed. The admissions authority was proposing three relatively minor changes requiring consultation; the removal of the denominational criterion for all Voluntary Controlled schools, the reduction of the published admission number at Kings Court First School from 45 to 30 and a change to the Cookham Rise Designated Area.

The Director for Children's Services highlighted that denominational criteria was planned to be removed as admissions criteria 8 so that more local pupils could have an opportunity to attend local schools, the Oxford Diocese approved the change. It was noted that the request had come from the diocese. With regards to a decrease in PAN for Kings Court School this was to allow them to better use their resources, if there was demand to increase back to current number the LEA could do this.

Cllr Baldwin mentioned that the report said 'all schools regardless of type', he asked if Roman Catholic schools had been excluded and if so why? He was informed that the only schools within the borough that had this admissions criteria were Roman Anglican Schools, catholic school in the borough were all academies who set their own admission arrangements.

The Chairman seconded the report and said that it was good to see pupils getting greater access and greater choice.

Resolve unanimously: that Cabinet notes the report and:

- I. Approves the admission arrangements for community and voluntary controlled schools for 2023/24.**

B) LATEST FINANCIAL UPDATE

Cabinet considered the latest financial update.

The Lead Member for Finance and Ascot informed Cabinet that there was a favourable variance of £101K at the end of month 8, an increase of £55K on month 6 which lead to a general fund balance to £7,160K. He mentioned the following highlights from individual directorates and the overall financial position.

Children's Services reported a total adverse variance of £769K, he focused on placements which covered all elements of placements, including fostering. There was an adverse variance of nearly £1.3M on the budget of £10.1 Million, which needed to be addressed but which had been partly offset by demography funding and additional continuing health contributions.

Children's Services had seen an increase in demand for placements and cost increases that had proven impossible to resist. A single high-end placement can cost £500K per year. However painful it is to manage these costs had to be managed against the very positive outcomes and improved life chances placements, in appropriate settings, deliver for young people in our care. This was evidenced by case studies he had received.

The National Transfer Scheme had become mandatory and Local Authorities were now obligated to accept unaccompanied asylum seekers up to 0.07% of their general child

population. An additional £80K had been added to this year's budget but this could have a much greater impact next year.

There was a deficit of £3 million in the High Needs Block of The Dedicated Schools Grant which, working with schools, was managed by the Council. The deficit in this budget, which covers Special Education Needs and Disability, continues to grow and, working with schools, we are required to present a plan to the Department for Education showing recovery in three to five years. These costs are part of the school's budget but Cabinet need to be aware that there was a risk that we may be invited to contribute.

Adult Social Care was forecasting an overspend of £678K against a current budget of £35M. This was an increase on the previous forecast of £97K and was a result of £162K costs for Senior Interims in Social Care and a £100K provision for bad debt which had been offset by some positive variances.

At the recent O&S Panel he was surprised by a request for finance to publish the number of people requiring Adults Social Care and the cost of that care. Cabinet were aware that we published that information in Month 6 broken down by Older People, Physical Disability, learning disability and Mental Health and publish it again in Table 19 on page 85 in this month's report.

The table shows that the budget was set on the basis of 1006 people across all services requiring support but at month 8, this has risen to 1147, an increase of 14%. With the exception of Learning Disability, costs for all services have increased. So, it is quite remarkable and a noteworthy achievement that the overspend is contained at just less than 2%.

The pressure on Homelessness continued to grow with higher-than-expected demand over the last two quarters. This would add nearly £500K to the temporary accommodation spend which should be covered this year by the recent Homelessness Prevention Grant. In the Place Directorate Savings of £1,731,000 were built into the 2021/22 budget. These savings were on track and any shortfall would be mitigated from savings elsewhere in the service.

Car park and parking permits were forecasted to be higher by £100K which suggested that the economic activity in towns was quietly picking up. In Leisure Centres, Covid had reduced capacity and dampened demand, as a consequence an estimated additional £364K would be required to support the concession contract.

The revenue generating potential of the Leisure offer was second only to parking. Our Leisure Centres were amongst the best in terms of facilities and the cost of entry and the Lead Member was confident that they would begin to meet their potential and generate a growing income stream post covid.

The Lead Member explained how he was able to predict a small in year surplus when we reported £2.2m of savings being built into budgets and monitored separately, may not be achieved. The shortfall had been absorbed in services budgets or legitimately supported by the Contain Outbreak Management Fund.

With regards to borrowing there was a forecast of £229M at the year end, but with some capital slippage, it would now be £213M. In order to capture favourable interest rates, they had taken the opportunity to move some debt from short to long term.

In Capital a slippage of £26M from this year into 2022/23 was forecasted. The Boulter Lock car park extension had stalled because of increased costs so Cabinet was asked to approve the virement of £164K to the Windsor Coach Park lift and footbridge which require essential safety repairs.

The Lead Member for Corporate & Resident Services, Culture & Heritage and Windsor informed Cabinet that she was delighted to see funds being moved to the Windsor coach park. The virement of this budget to support the proposed refurbishment of Windsor's coach park lift and footbridge that requires an essential repair and refurbishment was welcomed and important for those visiting Windsor especially those with disabilities.

The Lead Member for Climate Change, Sustainability, Parks and Countryside said that with regards to the Boulter's Lock car park extension although this project had been stalled it was not over and when looking at alternative proposals these could also include community facilities such as a shared allotment space.

The Lead Member informed Cabinet that although the Boulter's Lock car park extension project had been put on hold it remained in the capital programme and alternative project specifications and funding would be looked into.

Cllr Baldwin mentioned that with regards to the improvements to the Windsor car park his colleagues had been asking for this so he was in support. He also asked what plans were in place for the Boulter's Lock car park as the report mentioned this would be early 2022 which we were now in. He was informed that they were looking at an alternative specification for the car park as recent tenders had not come within budget, they may also be plans for alternative use of some of the space as mentioned.

The Lead Member for Adult Social Care, Children's Services, Health and Mental Health said that with regards to high cost placements that three placements in quarter 4 of 2020/21, quarter 1 and 2 of 2021/22 totalling a net £822,000. This was a national problem with increased costs but it was important that the placements were made with the best interests of the young people. The budget build had increased funds in children's services to help alleviate the pressure along with actions such as early intervention.

With regards to the reported pressures in the Housing service the Lead Member for Housing, Sport & Leisure, and Community Engagement said that there had been an increase in demand for services regarding homelessness but this had been covered by grants. The Pandemic had increased pressures with the housing team but additional resources had been added to help support those in need to help them stay in their homes, deal with debt and that there was more affordable housing including social rent.

Resolved unanimously: that Cabinet: notes the report including:

- I. The Council's projected revenue and capital position for 2021/22.**
- II. Approves a capital budget virement of £164,000 from Boulter's Lock Car Park extension to Windsor Coach Park.**

C) JOINT CENTRAL AND EASTERN BERKSHIRE (JCEB) MINERALS AND WASTE PLAN MAIN MODIFICATIONS CONSULTATION

Cabinet considered the report regarding an update on the Joint Central and Eastern Berkshire (JCEB) Minerals and Waste Plan.

The Lead Member for Planning, Environmental Services and Maidenhead informed Cabinet that he had been informed by officers that with regards to Cllr Baldwin's earlier question under the forward plan that the SPD would be developed after the BLP had been approved.

With regards to the paper under consideration Cabinet were informed that following the hearings held in September and October 2021, the draft Main Modifications schedule and modified Policies Map were submitted to the Inspector for consideration on 16th December 2021.

As we build more homes and infrastructure there was a need for materials and waste removal, so the Royal Borough of Windsor and Maidenhead was working with Bracknell Forest, Reading and Wokingham Borough councils to produce a Joint Central and Eastern Berkshire Minerals and Waste Plan which would guide minerals and waste decision-making in the Plan area for the period up to 2036.

Resolved unanimously: that Cabinet notes the report and:

- I. **Delegates authority to the Head of Planning in consultation with the Cabinet Member for Planning, Environmental Services and Maidenhead, to approve and publish the Schedule of Proposed Main Modifications (to be agreed with the Inspector), for public consultation.**

D) APPROVAL OF OPTALIS SHAREHOLDER AGREEMENT

Cabinet considered the report regarding the shareholding agreement for Optalis.

The Lead Member for Adult Social Care, Health, Mental Health and Children's Services informed Cabinet that a lot of work had gone into getting this report to Cabinet and he thanked officers for their efforts.

He informed Cabinet that the council became a shareholder in Optalis Limited, a local authority trading company set up by Wokingham Borough Council in 2011, on 31 March 2017. All the council's adult social care services were transferred to the company under the Teckal exemption.

Optalis had delivered good quality adult social care services on behalf of the council, strengthening social work practice and improving the ratings for provider services regulated by the Care Quality Commission. Optalis was a key partner in delivering the council's Adult Social Care Strategic Plan. The review by Cipfa, undertaken in 2020 and reported to Cabinet in July 2020, confirmed that Optalis had brought considerable benefits to the Royal Borough in terms of service improvement.

In order to continue to secure maximum value from the arrangements, there had been a need to settle the outstanding dispute relating to central management costs between the councils and review the shareholder agreement. The negotiations had now been concluded and an appropriate and fair formula for calculating central management costs had been agreed. The shareholder agreement had been reviewed with both councils now having an equal shareholding in the company and the respective Cabinet Members and Directors of Adult Services appointed as Non-Executive Directors of the company to ensure a closer working relationship between the two councils and with the company. The new benefits of the arrangements could be seen at paragraph 2.4 of the report.

The Lead Member for Finance and Ascot reiterated that Cipfa had reviewed AFC and Optalis as part of their work and had recommended that the council stay with the joint arrangements, all their recommendations and more had been implemented.

The Lead Member for Planning, Environmental Services and Maidenhead informed that when he held responsibility for joining Optalis he felt the proposals were a good idea and was pleased to see how they had developed. Optalis had delivered excellent services for both councils and their residents and we now had better services than most authorities.

Cllr Baldwin said he welcomed the report and supported what had already been said. He supported the recommendations.

Resolved unanimously: that Cabinet notes the report and:

- I. **Approves the revised shareholder agreement between Wokingham Borough Council, the Royal Borough of Windsor and Maidenhead and Optalis Limited.**
- II. **Notes the appointment of the Cabinet Member for Adult Social Care, Health, Mental Health and Children’s Services and the Executive Director of Adults, Health and Housing as Non-Executive Directors of Optalis Limited.**

E) **INCLUSION OF LEARNING DISABILITY (LD) SUPPORTED LIVING BLOCK CONTRACT INTO EXISTING OPTALIS CONTRACT FOR SERVICES.**

Cabinet considered the report regarding the inclusion of the Learning Disability Supported Living Block Contract into existing Optalis Contract.

The Lead Member for Adult Social Care, Children’s Services, Health and Mental Health informed Cabinet that for transparency he was bring this report for consideration instead of the agreement being made under delegated authority alone. He was requesting that Cabinet ratify the decision of the Royal Borough of Windsor and Maidenhead Optalis Commissioning Board made on 23rd July 2021; that the contract for provision of supported living services, for approximately 70 adults, with a learning disability, currently provided by a third party should be included into the existing contract for services between the borough and Optalis signed on 30th March 2017. The proposal would be effective from the day after the expiration of the existing contract between the borough and Dimensions and would therefore commence from 1st April 2022.

The proposal would provide greater opportunities for integrating services for people with a learning disability and links to the range of work to be delivered through the Adult Social Care Strategic Plan. There would be no additional costs to the Royal Borough in this proposal and staff working within the existing contract, if eligible and in scope for TUPE, would transfer across into Optalis, therefore ensuring consistency and continuity for people currently being supported.

The proposal supports the objective within the Corporate Plan 2021-2026; “Thriving Communities – where families and individuals are empowered to achieve their ambitions and fulfil their potential”. The proposal enables the existing Optalis community and building-based day support for people with a learning disability to be integrated with this supported living service. Any amendments to their services would be undertaken with consultation with the individual.

The Lead Member for Finance and Ascot said that for the reasons already mentioned this was an excellent decision and reiterated that Optalis could have made this decision themselves but he was pleased that it had been brought o Cabinet.

Cllr Baldwin agreed that it was a sensible recommendation.

Resolved unanimously: that Cabinet notes the report and:

- I. **Ratifies the decision reached by the Royal Borough of Windsor and Maidenhead Optalis Commissioning Board on 23rd July 2021: - to include the contract for supported living for people with a learning disability, into the existing contract for services between the Royal Borough and Optalis, with effect from 1st April 2022 when the contract with the current provider has expired.**

F) **STANDARDS AND QUALITY OF EDUCATION - A REVIEW OF THE ACADEMIC YEAR 2020-21 (PRE AND POST PANDEMIC)**

Cabinet considered the report regarding the progress of academic attainment for the Academic Year 2020-21.

The Lead Member for Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that the period covered by the report had been very challenging for schools and pupils due to the pandemic and periods of lockdown as schools and settings were closed from March to June 2020 and again in January to March 2021 to all pupils except for children of critical workers, pupils known to social care and those the school leaders deemed otherwise vulnerable.

Remote learning had been put in place for all pupils not attending school, Ofsted inspections were postponed and the Department of Education cancelled all primary SATs testing and, in secondary schools, A-levels and GCSEs were teacher assessed.

The report set out the progress across the Borough's schools during the pandemic, summarising the available qualitative and quantitative data that was contained in the Education Pack 2020-21 and other appendices. Attainment data had not been published nationally for specific groups of pupils and the results were not comparable to pre-pandemic years.

The Lead Member highlighted section 2.17 of the report regarding FUEL which was a Department of Education funded free holiday activity and food project. It offered qualifying participants the opportunity to take part in a range of fun activities and receive a nutritious meal during school holiday periods. This had been successfully rolled out throughout the borough. It was also highlighted that schools being rated as either good or outstanding had increased from 94% to 97% of our schools.

The Executive Director of Children's Services informed that the report had been considered by Overview and Scrutiny who went through the report in detail. The Lead Member had covered a lot of detail within the report but he wanted to highlight that the Royal Borough were involved with teacher training and this had been successful with 100% of the regular 30 participants remaining within the borough, they were discussing with the government increasing this to 60 teachers and a report would be brought to Cabinet.

There were some risks within the report especially the consultation by government to stop a core school improvement grant, he was glad to report that since publishing the report the Schools Forum had met and agreed to continue with the scheme and would support it next year whilst looking at other alternatives. The other risk highlighted was the Parent Careers Forum, this had been successful but in main because of two parents who had been very active, they were now stepping down so the Director asked for any interested parties to come forward otherwise there would be no forum.

Cllr Baldwin said he supported the paper but was concerned about the high level of exclusion of pupils with SEN, Education Health Care Plans and those from the traveller community. The Director informed that they were aware of this level of exclusion from these groups and work was being undertaken to get early intervention to help prevent exclusion being needed. With regards to the traveller community this was hard to resource due to the small numbers but SENCO were looking at individual cases.

Resolved unanimously: that Cabinet notes the report and:

- I. Congratulates local schools on their continued success**
- II. Endorses the key priorities set out in section 2.59.**

G) SCHOOLS CONDITION ALLOCATION 2022-23

Cabinet considered the report regarding part of the school capital programme.

The Lead Member for Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that the report sought approval of Children's Services bids to the 2021/22 capital programme, to be funded by the School Condition Allocation (SCA). This allowed planning and tendering of schemes in time for delivery over the summer in 2022, before schools restart in September. The Local Authority receives the SCA grant from the Department of Education (DfE) to help maintain and improve the condition of school buildings and grounds. This funding was for community and voluntary controlled schools only. Section 2.3 of the report showed the type of works that would be undertaken from boiler replacements to roofs and gutters.

The Lead Member for Finance and Ascot said that the funding came from the government but did not cover all works that was required. The Director for Children's Services informed that the grant was for moderate capital works to keep schools safe, warm and dry.

The Lead Member for Climate Change, Sustainability, Parks and Countryside informed that AFC officers worked with officers from the sustainability team when looking at bids.

Cllr Larcombe mentioned that section 2.10 showed £497k set aside to replace oil fire boiler with gas boilers and he questioned why they were not being replaced with heat pumps. He was informed that each case was looked at on their own merits with the proposed solution being the best way forward, feasibility studies would have been undertaken. The Director for Children's Services said he would look into the decisions made.

The Lead Member for Climate Change, Sustainability, Parks and Countryside said that getting government funding was not always straight forward and were often very specific in their use.

Cllr Baldwin said that although funding may not always be easy to get but we must be more effective in targeting what we needed to be done a getting our share of the cake. It was important to get things right at the start and having an effective relationship with the government.

Resolve unanimously: that Cabinet notes the report and:

- I. recommends the budget increases to previously approved boiler replacement projects in the 2021/22 capital programme, as set out in Table C1, Appendix C to Council.**
- II. recommends the Children's Services 2022/23 capital bids for schemes to be funded by the School Condition Allocation, and includes them in the overall 2022/23 capital programme. This is subject to any changes that may be required to the list of schemes set out in Appendix B following confirmation of the level of grant.**
- III. approves the listed schemes in Appendix B being put out to tender.**
- IV. delegates any variation of the list of schemes set out at Appendix B to the Director of Children's Services, in consultation with the Cabinet Member for Adult Social Care, Children's Services, Health and Mental Health.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public were excluded from the remainder of the meeting whilst discussion took place on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of part I of Schedule 12A of the Act.

The meeting, which began at 7.00 pm, finished at 8.45 pm

CHAIRMAN.....

DATE.....

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Report Title:	2022/23 Budget
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Cabinet Member for Finance and Ascot
Meeting and Date:	Cabinet – 10 February 2022
Responsible Officer(s):	Duncan Sharkey, Chief Executive Adele Taylor, Executive Director of Resources and S151 Officer Andrew Vallance, Head of Finance and Deputy S151 Officer
Wards affected:	All



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 2022/23.
- 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. This appendix also includes the overall Equality Impact Assessment for the Budget.
 - Appendix 2 – the proposed Fees and Charges for 2022/23.
 - 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 2022/23.
 - Appendix 7 – Feedback from Overview and Scrutiny Panels / Public Consultation.
- 3 This report summarises the 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 Cabinet considers and recommends that Council approves:

- i) The 2022/23 Net Budget of £103.206m, consisting of:
 - a. The proposed new growth in service budgets of £5.449m as set out in **Annex D to Appendix 1**;
 - b. The proposed new opportunities and savings of £3.396m as set out in **Annex E to Appendix 1**;
 - c. The associated contribution from Earmarked Reserves of £2.262m, and the level of contingency as £2.38m as set out in paragraph 5.8.3;
- ii) Council Tax:
 - a. A Council Tax Requirement of £82.493m.
 - b. A Band D charge of £1,164.99 for the Royal Borough of Windsor and Maidenhead in 2022/23, reflecting an overall increase of 2.99%, based on:
 - i. A 1.99% increase in base Council Tax taking the charge to £1,025.90 for 2022/23;
 - ii. An additional 1% to reflect an increase in the Adult Social Care Precept which is proposed as £139.09;
 - c. The Special Expenses Precept increases by £0.67(1.99%) to £34.57 for 2022/23 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 F to Appendix 1**;
- iii) Schools Budget:
 - a. The allocation of the £140.607m Dedicated Schools Grant as set out in **Annex G to Appendix 1**, and delegated authority be given to the Executive Director of Children's Services and S151 officer in consultation with the Cabinet 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;
- iv) Delgated authority to the Grants Panel to award community grants (capital and Kidwells Trust) for the 2022/23 annual round and publish the decisions following the Grants Panel.

Appendix 2 – Fees and Charges

That Cabinet considers and recommends that Council approves:

- i) The Fees and Charges for 2022/23 as set out in **Annex A to Appendix 2**.
- ii) Delegated authority is extended to the Executive Director for Adults, Health and Commissioning, in liaison with the Cabinet Member for Adult Social Care, Health, Mental Health and Children's Services, to set the Direct Payments Standard Rate (p20 of Annex A to Appendix 2).

Appendix 3 – Capital

That Cabinet considers and recommends that Council approves:

- i) The Capital Strategy 2022/23 – 2024/25 as set out in **Annex A to Appendix 3** of this report. A draft was considered by Audit and Governance Committee on 21st October 2021.
- ii) The consolidated Capital Programme for 2021/22 – 2024/25 in **Annex B1-3 to Appendix 3** of this report, including previously approved schemes and proposed new schemes as set out in **Annexes B4 & B5 to Appendix 3** of this report.
- iii) Capital programme slippage to date from 2021/22 to 2022/23 as detailed in **Annex B6 to Appendix 3**.

Appendix 4 – Treasury Management

That Cabinet considers and recommends that Council approves:

- i) The Council's Treasury Management Strategy for 2022/23 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 2022/23.A draft was considered by Audit and Governance Committee on 21st October 2021.
- 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 Cabinet considers and recommends that Council approves:

- i) The Council's updated Pay Policy Statement Strategy for 2022/23 as set out in **Appendix 5** of this report, noting that Sections 2.9, 3.3, 4.1, 4.2, 4.3, 4.4 and 4.5 of that appendix will be updated following Council's decision regarding the 2022 staff pay award.

Appendix 6 – Proposed Pay Award

That Cabinet considers and recommends that Council approves:

- i) A pay award of 2% from 1 April 2022 for all staff paid on RBWM local pay scales.
- ii) An increase in Members' Allowances of 2% in line with the employee pay award, as required by Section 17 of the Members' Allowances Scheme.

Appendix 7 – Feedback from the Corporate Overview and Scrutiny Panel / Public Consultation

That Cabinet considers and has due regard to the contents of Appendix 7 and recommends that Council also gives it due regard.

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 Medium Term Financial Policy, which was approved by Cabinet in July 2021.
- 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 realistic budget based on estimates and analysis of current and future levels of activity at a service level and ensures that the corporate plan and service delivery priorities of the Council can be achieved, whilst securing financial sustainability. This budget also enables the continuation of quality services for residents and provides 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	£6,700,000 To £7,000,000	£7,000,001 To £16,900,000	> 16,900,000	31 May 2023

4. HEADLINE SUMMARY

- 4.1 The Revenue Budget along with the Capital Programme represents considerable investment in the Royal Borough. Future spending plans are set against clear policy objectives from the newly approved Corporate Plan, under the banner of 'creating a sustainable 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.

- 4.2 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 low level of reserves, one of the lowest Council Taxes in the country outside of London, coupled with increasing levels of borrowing in addition to demographic demands. The reserves are now adequate to cover current risks, but may be insufficient to cover significant issues that might occur and most importantly as one-off sources of funding can only ever be used to smooth problems out and not deal with anything on a more sustainable basis. There are further uncertainties around the future of local government funding, including the impact of Central Government's "Levelling Up" agenda as well as the financial and resourcing impacts of Adult Social Care reform to still come in the coming months. There are other potential risks that need to be considered, including the impact of inflation that although have been addressed within the proposed budget, there is a risk of further impacts to come. 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.
- 4.3 This year also has the continuing implications of the Covid-19 pandemic. With that has come 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. Whilst Government financial support has ceased, there are still budgeted income shortfalls in leisure services and car parking of over £1 million in 2022/23.
- 4.4 The Council has therefore again reviewed all aspects of the budget and has identified substantial new cost pressures together with investments to improve services or reduce costs ,amounting to £5.449m, along with saving and budget reduction opportunities amounting to £3.396m. The Council is committed to protecting the most vulnerable in our community and has protected these services. Whilst investment in a small number of services has reduced, the impact is judged to be small. Opportunities to review income budgets have also been taken and any increase in income generation is included within savings and budget reductions
- 4.5 The Council is proposing to increase Council Tax by the permitted 2.99% within the referendum criteria (including the Adult Social Care precept). This will generate an additional £2.4m which enables the Council to set a balanced budget for 2022/23. The medium term financial plan includes similar core council tax rises across the life of the medium term, although there is nothing included for an Adult Social Care precept.
- 4.6 Structure of the report
- 4.6.1 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. This appendix also includes the overall Equality Impact Assessment for the Budget.
2	Fees and Charges for 2022/23
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 Corporate Overview and Scrutiny Panel / Public Consultation

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

Appendix	Annex	Details
1 Revenue Budget	A	2022/23 Budget Summary and Medium-Term Financial Plan
	B	2022/23 Budget Control Totals
	C	Budget Movements 2021/22 to 2022/23
	D	Service Growth Bids
	E	Service Saving Opportunities
	F	Special Expenses Rate
	G	Dedicated Schools Grant
	H	Budget Equality Impact Assessment
2 Fees and Charges	A	Proposed Fees and Charges
3 Capital	A	Capital Strategy
	B1-3	Proposed Capital Programme Summary
	B4	Major Schemes
	B5	Proposed Capital Programme Detail
	B6	2021/22 Slippage carried into 2022/23
4 Treasury Management	A	Treasury Management Policies
	B	Performance Indicators
	C	Cashflow Forecast
	D	Economic Outlook
5 Pay Policy	N/a	No annexes
6 2022/23 Pay Award	N/a	No annexes

Appendix	Annex	Details
7 Consultation Feedback	A	Corporate Overview and Scrutiny Panel Minutes

5 2022/23 REVENUE BUDGET – APPENDIX 1

5.1 Council Priorities:

The Revenue Budget covers the day-to-day expenditure for the Council to deliver its priorities. RBWM has a new corporate strategy agreed by Council in December 2021. The budget represents the financial resources to deliver the strategy and during 2022/23 as the delivery plans continue to crystalise for all aspects of the corporate strategy, the Medium Term Financial Strategy will be refreshed to ensure there is a close alignment between these two integral strategies.

5.2 Financial Climate and Funding

5.2.1 For the last decade, funding for all 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 across the country have been pared back to ensure statutory responsibilities are met, and savings amounting to around £65m have been delivered at RBWM as a reflection and response to these funding changes since 2010.

5.2.2 The Covid-19 pandemic has changed the shape of the needs and demands for services within our community and that has in turn increased costs in some areas but has also severely reduced councils' income. With the continued impact of Covid-19 remaining volatile, it is still difficult to predict the eventual recovery profile on both the national and local economy 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. The Comprehensive Spending Review announced in October 2021 allocated additional funding to local government, but this is unlikely to be sufficient to meet all future costs resulting from proposed changes in the adult social care White Paper as well as the White Paper on Levelling Up.

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, may now be implemented from 2023/24, but the timetable for engagement, consultation and implementation remains unclear.

5.2.4 As a result, the Local Government Funding Settlement was again a one-year settlement. The settlement included nearly £3 million of additional grant for 2022/23 and a spending power increase of 6%. However, much of the additional grant may be one-off and not protected under any transitional arrangements if Fair Funding is introduced and reallocates money away from RBWM.

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 and changes to National Insurance contributions and the National living wage which all needed to be built into the base budget for the Council

5.3.2 Inflationary increases have also 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 a 2% pay award for staff and Members. Further detail is provided in **Appendix 6**.

5.3.3 The table below summarises the service cost pressures that are reflected in the 2022/23 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**.

Service Growth and Pressures – 2022/23	£'000
Children's Services	3,138
Place	1,261
All Directorates (National Insurance increase)	500
Resources	490
Adults, Health and Housing	60
Chief Executive department	0
Total Growth and Pressures	5,449

5.4 Savings Opportunities (including income generation)

5.4.1 To mitigate the additional cost pressures, services are required to identify opportunities to save money and reduce budgets. 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 Budget reductions of £3.396m are proposed. These are summarised below, with greater detail shown in **Annex E to Appendix 1**. An Equality Impact Assessment (EQIA) for each saving has been undertaken and these are available on the Council's website.

Service Opportunities and Savings – 2022/23	£'000
Adults, Health and Housing	942
Place	761
Children's Services	587
Resources	435
All Directorates (subjective line by line savings)	350
Governance, Law & Strategy	313
Chief Executive department	8
Total Opportunities and Savings	3,396

5.4.3 These savings opportunities have been subject to review by the Council's Corporate Overview and Scrutiny Panel 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 2022/23 is £82.493m. The Service-related pressures which need to be funded sum to £5.449m, which are partially offset by savings opportunities and budget reductions to the value of £3.396m. Greater detail is included within **Annex C to Appendix 1**.

5.5.2 It should be noted that some movement in services that directly receive government grants will be masked where the income matches expenditure. Examples include Public Health Grant, 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, including the value of the proposed pay award which relate to services delivered by Optalis and Achieving for Children.

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 £82.493m. This equates to a Band D charge of £1,164.99 when divided by the 69,736.32 properties within the Taxbase. This represents an increase of £33.82 or 2.99% - in line with the referendum criteria. This is broken down into £22.51 or 1.99% for the general Council Tax element, and £11.31 or 1% for the Adult Social Care Precept.

5.6.2 In addition, the Council charges an additional precept 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 2022/23 is raised by £0.67 (1.99%) to £34.57. Information on the breakdown of this is included within **Annex F to Appendix 1**.

5.6.3 Income from local businesses is also received through Business Rates. £14.296m is forecast for 2022/23, which is a slight reduction on the current year and reflects changes that we are aware of.

5.6.4 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 budgets are proposed to increase by inflation. Revisions to fees and charges require Equality Impact Assessments and these have been appropriately undertaken. The fees and charges were also considered by Corporate Overview and Scrutiny committee during January 2022. **Appendix 2** provides the full details of the individual fees and charges.

5.7 Schools Budget

5.7.1 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 2022/23 (including Academy schools) is currently £140.607m, an increase of £5.704m when compared to the 2021/22 Final Settlement.

5.7.2 The deficit brought forward on the Dedicated Schools Grant into 2021/22 was £1.791m. 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 2022/23 is forecast to increase to £2.724m of the total DSG, a little over 2% 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.

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

5.8 Risks – Reserves and Contingency

5.8.1 RBWM faces considerable financial risks that, if they arise, 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. Although we are currently just above the minimum level, this leaves little room for dealing with any in-year emergencies and still being able to remain sustainable. An optimum level would be to hold around 10-15% of the revenue budget in reserves to be able to deal with both general risks and issues. Consideration can be given to set aside reserves against specific areas of concern such as the potential continued increases in inflation currently being experienced, without having to make short-term or knee-jerk reactions that may have longer term consequences.

5.8.2 During 2021/22, the Council made a risk-based assessment of the pressures that it is experiencing, including inflation, demographic pressures as well as the longer term impact from the pandemic. Budget estimates have been challenged initially through officer challenge sessions, followed by a challenge session from the lead cabinet members prior to the draft budget being produced in November 2021. The budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty.

5.8.3 A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. For 2022/23 this is £2.38m. 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. The contingency sum includes a demographic reserve, which for 2022/23 is £0.75m in recognition of the pressures that are being experienced by our demand led services. This is reviewed on a regular basis through the monthly budget monitoring.

5.8.4 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.

5.8.5 The level of general reserves is forecast to be at £7.1m on 31 March 2022, along with Earmarked Reserves of £4.073m. 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.

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

5.9.1 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.

5.9.2 **In section 3 of Appendix 1, the full report by the Executive Director of Resources (S151 Officer) can be found that provides the reasons for her views on both the robustness of the estimates as well as the adequacy of the reserves.**

5.9.3 **The Executive Director of Resources (s151 Officer) has assessed the proposed 2022/23 budget and considers:**

- a. **the estimates in 2022/23 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 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 its 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 August 2021 RPI figure of 4.8% has been used for 2022/23. Revisions to fees and charges have been

consulted upon and considered at Corporate Overview and Scrutiny in January 2022 and Equality Impact Assessments have been undertaken.

- 6.4 The proposed Fees and Charges for 2022/23 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 proposed Capital Strategy (**Annex A to Appendix 3**) and the proposed Capital Programme for 2021/22 – 2024/25 (**Annexes B1-3, B4 and B5 to Appendix 3**).
- 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. This strategy was considered at Audit and Governance Committee on 21st October 2021.
- 7.5 The Capital Programme (**Annexes B1-3, B4 and B5 to Appendix 3**), using this strategy, 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 2022/23 is £68.028m, of which the largest share (£21.298m) relates to ongoing costs of existing capital schemes. New capital investment amounts to £20.043m. After taking into account funding from a range of sources, the net cost of the 2022/23 programme to be funded from borrowing is £50.871m.
- 7.7 The overall three-year Capital Programme will increase borrowing by £75.287m, of which the largest shares of £21.298m relates to schemes approved in previous years and prior year slippage of £22.715m.

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. A draft of this report was considered at Audit and Governance Committee on 21st October 2021.
- 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 expects borrowing to increase up to £238.7m 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 Treasury 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 2022 for the year 2022/23. 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 2022/23 to reflect:

- The latest structure for ‘Chief Officers’ (the Council’s most senior staff).
- Sections 2.9, 3.3, 4.1, 4.2, 4.3, 4.4 and 4.5 will need to be updated once the decision regarding the pay award for 2022 has been made.
- Revised employee numbers

10 PROPOSED PAY AWARD 2022/23 – 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.
- 10.2 The budget provision allows for a pay award of 2%. This includes Optalis and Achieving for Children staff. In the context of no pay award made to employees in 2020 and the challenges faced by staff in 2020 and continuing in 2021 and 2022, it is recommended that a pay award of 2% is made for 2022.

11 INTERIM CONSULTATION AND ENGAGEMENT – APPENDIX 7

- 11.1 A report on the public consultation is attached as **Annex A to Appendix 7**. This includes summaries of public comments.
- 11.2 The minutes from the Corporate Overview and Scrutiny Panel are attached as **Annex B**.
- 11.3 Engagement sessions with staff were also held and their comments have been noted.
- 11.4 Engagement sessions with local businesses and contractors were also held and their comments have been noted.

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 ensuring 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 adequate 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 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.
- 13.3 The budget represents those financial resources that are available to deliver the newly approved corporate strategy and during 2022/23 as the delivery plans continue to crystallise for all aspects of the 5 year plan, the Medium Term Financial strategy will be refreshed to ensure there is a close alignment between these two integral strategies.

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

15 CONSULTATION

- 15.1 Consultations on the various proposals in this budget took place with Corporate Overview and Scrutiny Panel. The feedback from this panel can be found in **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 **Appendix 7**.

16 TIMETABLE FOR IMPLEMENTATION

- 16.1 Residents will be notified of their Council Tax in March 2022. Budgets will be in place and managed by service managers from 1 April 2022.

17 APPENDICES

- 17.1 This report is supported by seven appendices:

- Appendix 1 – Revenue Budget;
- Appendix 2 – Fees and Charges for 2022/23;
- Appendix 3 – Capital Budget;
- Appendix 4 – Treasury Management;
- Appendix 5 – Pay Policy Statement;
- Appendix 6 – Proposed Pay Award.
- Appendix 7 - Feedback from Corporate Overview and Scrutiny Panel / Public Consultation

18 BACKGROUND DOCUMENTS

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

- Medium Term Financial Strategy 2022/23 – 2026/27 Report to Council July 2021.
- Council Tax Base 2022/23 Report to Cabinet December 2021.
- Draft Revenue Budget 2022/23 Report to Cabinet November 2021
- Finance Update 2021/22 Report to Cabinet January 2022

19 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>			
<i>Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	27/1/22	31/1/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	27/1/22	1/2/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	27/1/22	2/2/22

Name of consultee	Post held	Date sent	Date returned
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	27/1/22	31/1/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	27/1/22	1/2/22
Andrew Durrant	Executive Director of Place	27/1/22	1/2/22
Kevin McDaniel	Executive Director of Children's Services	27/1/22	31/1/22
Hilary Hall	Executive Director of Adults, Health and Housing	27/1/22	31/1/22

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Finance & Ascot	Yes
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20 REPORT HISTORY

Decision type: Key Decision	Urgency item? No	To Follow item? No
Report Author: Andrew Vallance, Head of Finance		

APPENDIX 1 – REVENUE BUDGET

1. INTRODUCTION

- 1.1 In 2021 the Council published the Corporate Plan 2021-2026. The Plan is designed to provide a focus on driving the change we want to see in the Borough's future. It is based on evidence of the most important challenges we face and sets out our priorities for change. The 2022/23 budget provides the finance to deliver on the priorities in the plan, whilst retaining the services we provide for residents today and every day, which are no less important. We will continue to support the most vulnerable in our community, make services simpler to access, faster and better, and live by our corporate values.
- 1.2. 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.
- 1.3. Unlike many other councils, low levels of reserves and one of the lowest levels of 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.
- 1.4. The Council approved a robust budget in February 2021, which continued to stabilise the Council's financial position and started to address the issues for longer term financial sustainability.
- 1.5. The impact of the Covid-19 pandemic has continued to exacerbate the challenge and has led to increased costs and large reductions in income. There remains uncertainty around the long-term effects of the pandemic. The 2022/23 budget includes over £1 million of lost income in leisure and car parks, as approved as part of the budget setting process last year, to reflect that position.
- 1.6. 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 2023/24 and beyond without revenue generation schemes or significant sustainable savings being identified. Reserves are only able to be used once, as they are one-off sources of funding, so could not be relied upon over a medium-term period but could only ever be used to smooth or delay savings whilst transition planning takes place.
- 1.7. This appendix sets out the proposed 2022/23 Revenue Budget. It presents likely pressures from the continuing, but reducing, impact of both the Covid-19 pandemic and other service issues, as well as proposed savings, transformation and income generation to enable the Council to balance its budget in 2022/23 and future years, which have been consulted upon.

2. PROPOSED 2022/23 REVENUE BUDGET

2.1. Corporate Priorities

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



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. During 2020/21 and 2021/22 the Covid-19 pandemic increased costs in many areas but also severely reduced councils' income and it remains difficult to predict the ongoing recovery profile of these with a high level of certainty given the 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, although demand is increasing in both
- 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 Council overexposed to fluctuations in market conditions.

2.3.2. RBWM has still had to make significant savings and has already delivered around £65m savings since 2010. It has also been able to protect discretionary services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and transformation, leading to changed 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 remain under considerable pressure** – without Covid-19 the Council was beginning to build back its reserves. During 2020/21 and 2021/22, financial management has improved to the extent that we have been able to make modest additions to both earmarked and general reserves but we remain in the position that they are insufficient to absorb the financial pressure projected for 2023/24 and beyond, unless significant savings are made on an ongoing and sustainable basis. It should be noted that reserves would always only be able to be used to smooth the pressure as they are one-off sources of funding
- **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 although work to stabilise and reduce the pension fund deficit remains a high priority for the Berkshire Pension fund, this will take time to come to fruition.

- **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. Throughout the life of the medium-term financial plan we have included rises at the current core council tax increase levels allowable under the capping regime.
- **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.** Government financial support for these ended after the first quarter of 2021/22, but 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. The impact of this has been included in this year's income and expenditure budgets.

2.4. Spending Review and Settlement Funding

2.4.1 Spending Review

2.4.1.1. The Spending Review was announced on 27 October 2021 covering three financial years of 2022/23 to 2024/25. Within it, the Government announced additional local government grant funding of £1.6 billion per annum, plus additional funds towards social care reform. At that point, we were not given a breakdown, by Local Authority of our funding and had to wait until December 2021 for that level of detail.

2.4.1.2. The Government announced Council Tax levels and referendum limits for 2022/23 only as part of the Spending Review. Those relevant for RBWM are:

- Council Tax referendum limit remaining at 1.99%
- An additional Adult Social Care Precept of 1% in 2022/23 only

2.4.1.3. Given the scale of the financial challenge in 2022/23, it is essential that the council takes advantage of the flexibility to increase its Council Tax by a total of 2.99% (including the Adult Social Care precept). Failure to do this would result in the loss of some £2.4m of funding in 2022/23 and in future years. This would significantly worsen the Council's financial position.

2.4.2. Local Government Funding Settlement

2.4.2.1. The 2022/23 Provisional Local Government Finance Settlement was announced on Wednesday 16 December 2021. This launched a consultation period, following which the Final Settlement will be confirmed. RBWM does not expect any significant alterations to the funding allocations announced.

2.4.2.2. The draft budget approved by Cabinet in November assumed additional grant funding of £2.997m, assuming a 6% increase in spending power.

2.4.2.3. The announcement included a number of increases in grant funding totalling £2.972m.

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

Grant	2022/23 Assumed in Draft Budget	2022/23 Provisional Settlement	Change
Business Multiplier – under-indexing	£0	£0.383m	£0.383m
2022/23 Services Grant	£0	£0.877m	£0.877m
New Homes Bonus	£0.220m	£0.497m	£0.277m
Social Care Grant	£2.621m	£3.725m	£1.104m
Market Sustainability & Fair Cost of Care	£0	£0.322m	£0.322m
Lower Tier Services Grant	£0.179m	£0.188m	£0.009m
TOTAL CHANGE			£2.972m

2.4.2.5. It has become clear that the settlement was designed to allow for significant reallocation of grant funding from 2023/24, should the Government decide to do so. The new 2022/23 Services Grant is only guaranteed for one year and will not be taken into consideration when calculating transitional relief if Fair Funding is introduced, even though approximately £500,000 of it is funding increases in Employers NI contributions.

2.4.2.6. The Public Health grant allocations are yet to be announced for 2022/23 alongside some other specific grants. School Improvement Grant has been cut but the Schools Forum has agreed to fund the shortfall in 2022/23..

2.4.2.7. As a result of the one-year Settlement, there is still a considerable level of uncertainty around funding levels for 2023/24 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 2023/24.

2.5. Proposed Draft Revenue Budget 2022/23

- 2.5.1. The service budgets have been fully reviewed and financial pressures have been identified, along with budget savings opportunities to mitigate them, including income generation and efficiency savings. There are summaries in the following sections.
- 2.5.2. 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.
- 2.5.3. 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.
- 2.5.4. 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 2021/22 included within **Annex C**:

	Base Budget 2021/22	Other Changes	Savings	Growth	Proposed Budget 2022/23
	£'000	£'000	£'000	£'000	£'000
Chief Executive Department	(981)	1,268	(8)	0	279
Governance, Law & Strategy	2,990	808	(313)	0	3,485
Children's	24,364	230	(587)	3,138	27,145
Adults, Health & Housing	39,795	1,798	(942)	60	40,711
Resources	8,355	(3,534)	(435)	490	4,876
Place	15,971	(3,489)	(761)	1,261	12,982
All	0	(150)	(350)	500	0
Contingency and Corporate	4,557	(1,995)	0	0	2,562
Total Service Budgets	95,051	(5,064)	(3,396)	5,449	92,040
Capital Financing	6,310	377	0	0	6,687
Pension Deficit Recovery	4,199	112	0	0	4,311
Central and One-Off Budgets	165	3	0	0	168
Net Council Spend	105,725	(4,572)	(3,396)	5,449	103,206
Financed By:					
Income from Trading Companies	210				210
Council Tax	79,470	3,023			82,493
Locally Retained Business Rates	15,004	(708)			14,296
Collection Fund Deficit	(1,300)	(1,083)			(2,383)
Covid-19 Tranche 5 Funding	3,118	(3,118)			0
Potential additional COVID-19 funding for SFC compensation Quarter 1	1,359	(1,359)			0
Potential additional Covid-19 funding for SFC Compensation Quarter 2	1,106	(1,106)			0
Use of Earmarked Reserve	3,170	(908)			2,262
New Homes Bonus	473	24			497
Government Grants	3,115	2,716			5,831
Total Financing	105,725	(2,519)	0	0	103,206

2.6. Budget Pressures

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

- **Covid-19** – one off pressures arising from the pandemic
- **Previous spending decisions**– including reversal of one-off funding, changes in funding between capital and revenue as appropriate and the impact of decisions in prior years that increased from prior years to this year.
- **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 demand led services including 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-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.
- Economic factors including inflationary increases within contractual arrangements

2.6.2. The table below summarises the main service cost pressures that are reflected in the 2022/23 budget and exceed £100,000. Further detail is provided in **Annex D**.

Growth and Pressures Above £100k – 2022/23	
Directorate / Description	£'000
Children's Services	
Cost of Provision for Open Cases	1,041
Estimated Future Demand	985
Workforce Transformation	465
Practice Transformation	325
Increased Costs of Compliance	156
SUB-TOTAL	2,972
Place	
Waste Contract	500
Bus Service Support Investment	300
RBWM Climate Partnership	250
SUB-TOTAL	1,050
Chief Executive Department	
Commercial Income Budget Reduction	225
SUB-TOTAL	225
All	
Employers' National Insurance Increase	500
SUB-TOTAL	500
Pressures under £100k	702
Total Growth and Pressures	5,449

2.7. Proposed Savings and budget reductions

- 2.7.1. 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.
- 2.7.2. In total the Council proposes to deliver £3.396m of savings. 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 E**.

Opportunities and Savings Above £100k – 2022/23	
Directorate/ Description	£'000
Adults, Health and Housing	
Review of Packages and Right Sizing	275
Review of Resourcing	250
Transitions	200
SUB-TOTAL	725
Children's Services	
Full Year Effect of Home to School Transport Procurement	165
Refocus of Parenting Work to Edge of Care	114
Health Contribution	101
SUB-TOTAL	380
Place	
Planning Fees	125
SUB-TOTAL	125
Chief Executive Department	
Rental Income – Clyde House	101
SUB-TOTAL	101
Resources	
Weddings Income	100
SUB-TOTAL	100
Subjective Savings	350
Savings under £100k	1,615
Sub-total of new savings as per Annex E	3,396

- 2.7.3. An Equality Impact Assessment (EQIA) for each saving has been undertaken and these are available on the Council's website.
- 2.7.4. 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. It will be revised

following the consultation process and presented to full Council as part of the final budget paper.

2.8. Council Tax

- 2.8.1. Over 75% of funding for the Council is from Council Tax paid by residents.
- 2.8.2. In December 2021, Cabinet set the Council Tax Base at 69,736.32 properties, an increase of 556.87 (0.80%) over the 2021/22 base. The Council is projecting a collection rate of 99.5%.
- 2.8.3. The overall Council Tax Requirement has been calculated at £82.493m for the 2022/23 financial year.
- 2.8.4. This gives rise to a Band D charge for 2022/23 at £1,164.99, which equates to an increase of £33.82 (2.99%). This is just 65p per week. The charge can be broken down as follows:

- | | |
|--------------|--|
| 1. £1,025.90 | General Band D Charge, an increase of 1.99%; and |
| 2. £139.09 | Social Care Precept, an increase of 1%, |

- 2.8.5. 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.
- 2.8.6. The Council projects that there will be a deficit of some £0.983m on the Council Tax Collection fund in 2021/22 to be distributed to the major precepting bodies. The share for the Royal Borough is £0.783m and this has been taken into account within the budget for 2022/23.

2.8.7. Special Expenses Rate

- 2.8.7.1. Windsor and Maidenhead towns are not parished and where the Council delivers services specific to these areas this is charged as a Special Expense. These are set out in **Annex F**.

2.9. Service Income

- 2.9.1. 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.
- 2.9.2. 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.
- 2.9.3. 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.

- 2.9.4. Most fees and charges are proposed to increase by inflation, using August's RPI inflation figure of 4.8%.
- 2.9.5. Income levels will be affected by Covid-19 as discussed elsewhere in this report.
- 2.9.6. Revisions to fees and charges have been consulted upon and Equality Impact Assessments have been undertaken. **Appendix 2** provides the full details of the individual fees and charges.
- 2.9.7. The Council's top ten estimated fees and charges income streams for 2022/23 are as follows:

Service	Budget 21/22	Covid-19 budget reinstated	Other Changes (net)**	Budget 22/23	Average increase in Fee charges
	£'000	£'000	£'000	£'000	%
Parking	7,211	2,590	0	9,801	4.8
Planning & Development	1,469	0	125	1,594	4.3
New Roads and Street Works Inspections/Permits	722	100	39	861	4.7
Green Waste Subscribed Collection Service	904	0	43	947	4.8
Building Control	470	0	45	515	3.0
Marriage and Civil Partnership Ceremonies	120	200	115	435	3.5
Cemeteries and Churchyards	321	0	39	360	4.8
Local Land Charges	257	0	75	332	6.3
Temporary Traffic Regulation Orders	123	100	15	235	4.9
Highway Licences	210	0	10	220	4.8

** 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.

2.10. Schools Budget

- 2.10.1. The Dedicated Schools Grant (DSG) is made up of four blocks of funding: Schools, High Needs, Early Years and the Central School Services block.
- 2.10.2. The Indicative Settlement for the Royal Borough for 2022/23 (including Academy schools) is currently £140.607m, an increase of £5.704m when compared to the 2021/22 Final Settlement.
- 2.10.3. The deficit brought forward on the High Needs Block into 2021/22 was £1.791m. 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 2022/23 is forecast to increase to £2.724m of

the total DSG, a little over 2% of the total DSG Grant. Where the cumulative deficit exceeds 1% local authorities are required to submit a recovery plan to the DfE.

- 2.10.4. **Annex G** provides more detail about the Dedicated Schools Grant allocations and associated reserves levels.

2.11. Risks – Reserves and Contingency

- 2.11.1. 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.
- 2.11.2. Therefore, during 2021/22 more robust tracking and monitoring of delivery of savings proposals has been undertaken to ensure that robust delivery plans are applied.
- 2.11.3. 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.
- 2.11.4. 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 November 2021. The budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty.
- 2.11.5. 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 pandemic both directly for the Council but also for our partners, stakeholders and residents and businesses.
- 2.11.6. 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.
- 2.11.7. The Council holds a contingency within the base budget to mitigate against low risk / high likelihood events. The value of the Contingency held within the base budget is £2.380m. This includes a demographic reserve, which for 2022/23 is £0.75m in recognition of the pressures that are being experienced by our demand led services. This is reviewed on a regular basis through the monthly budget monitoring.

- 2.11.8. 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.
- 2.11.9. 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.

Two types of reserve are held:

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 2022/23, £6.700m has been deemed to be the minimum level.

Earmarked Reserves – specific reserves that have been set aside to a particular purpose, for example a flood protection fund. There are no minimum or maximum limits on the level or earmarked reserves held, although the balance between holding a reserve and spending the funds on service provision must be considered.

The projected value of General Reserves at 31 March 2022 is £7.101m. 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.

The projected value of Earmarked Reserves is £4,073m in total. The overall total has reduced as planned during the current year due to the agreed use of the Covid-19 Reserve which was set up in order to mitigate projected funding losses 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 ongoing impact and consequences of the Covid-19 pandemic has made it even harder to plan with a high degree of certainty.
- 3.5.2. Every attempt has been made to identify all the pressures that will impact on the 2022/23 budget including consideration of previous years' estimates and outturn positions. A thorough review has taken place of existing Council spending 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 over a number of years, the Council needs to assure itself that there are robust plans and processes to deliver and report on the delivery of savings during 2022/23.
- 3.5.4. During 2020/21 more robust tracking and monitoring of the delivery of savings proposals was introduced to ensure that robust delivery plans are applied. A similar process continued during 2021/22 to ensure that there were early indications of any savings proposal that may be off-track. Appropriate action can take place to mitigate any delivery issues once identified and through the bi-monthly reporting to cabinet can be clearly tracked.
- 3.5.5. During 2021/22 the Council 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 were all assessed as to their likely impact during 2022/23 and further assessment will take place during 2022/23 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.

- 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 continued to be provided on an ongoing basis throughout 2021/22 with Corporate Overview and Scrutiny considering these budgets too. Early indications of any variations allows sufficient time to take appropriate mitigating actions.
- 3.5.7 Throughout the budget report key financial risks have been highlighted, but the most significant for 2022/23 can be summarised as follows, with the mitigations and judgments made within the estimates.
- The risk of economic impacts of inflation – inflation has been included in budgets at a detailed contract level, where known, or where it is yet to be agreed at an average inflation level.
 - Demographic and other service pressures in demand led services – detailed review of current activity levels and expected activity levels has been undertaken. A demographic pressures budget is also included within the budget to take account of any changes in levels of service throughout the year
 - Uncertainty about future funding changes and the impact of Adult Social Care reform – this is an issue over the medium term financial plan and it is recognised that we do not have enough information at this point to include any changes and/or pressures other than our usual demographic pressures. As more information emerges over the timing of proposed government policy changes, the council will have to use that information in its refresh of the medium term financial plan and strategy during 2022/23

3.5.8 Overall Conclusion: The Chief Finance (section 151) Officer considers the estimates in 2022/23 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 2022 are projected to equate to approximately 7% of net expenditure. An optimum level of reserves would generally be closer to between 10-15% of net expenditure depending on the risks that the council identifies.
- 3.6.2 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 £2.38m. 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, whether that is general fund reserves or specific reserves for areas of risk. Had the global pandemic not happened, then this would have been the case during 2021/22 and would have gone some way to strengthening the Council's financial position during the year.

- 3.6.3 One area of risk that does need to be highlighted is that there is currently a deficit brought forward on the Dedicated Schools Grant into 2021/22 was £1.791m. 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 2022/23 is forecast to increase to £2.724m of the total DSG, a little over 2% 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.
- 3.6.4 All partners will need to work together to produce a recovery plan that will manage the deficit and will need to be carefully managed and will need to be reviewed on a regular basis by both the schools forum and cabinet.
- 3.6.5 Every attempt has been made to identify all the potential risks that the Council may face in the medium term, 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;
 8. inflation; and
 9. social care reforms.
- 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.

4 MEDIUM TERM FINANCIAL PLAN

4.1 The Council approved a Medium-Term Financial Plan on 22 July 2021. 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. During 2022/23 both the Medium Term financial strategy and plan will have to be refreshed to align with the newly approved 5 year Corporate Plan that was agreed in December 2021 along with the timetable of reform once this emerges from central government around:

- Adult Social Care reform
- Local government funding reform
- Levelling Up White Paper

4.2 The table below shows the projected savings required during the period of the latest Medium-Term Financial Plan, as they currently stand

2023/24	2024/25	2025/26	2026/27
<i>£5.141m</i>	<i>£1.638m</i>	<i>£2.834m</i>	<i>£3.303m</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 and we are expecting significant changes in policy to be announced in the coming months.

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. We know that there are significant changes coming in terms of the reform to Adult Social care, which is yet to be included in the medium term because until more detail emerges, it is difficult to predict the exact nature and scale of change.

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 balanced budget for the financial year 2022/23.
- 5.2 Therefore, the immediate challenge now moves to closing the budget gap for 2023/24 to enable the Council to set a balanced budget for that year and subsequent years. 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. This will all form part of a fully refreshed financial strategy as described in 4.1 above

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.
- 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 November 2021 has been fully consulted upon publicly. The Corporate Overview and Scrutiny Panel held a meeting in December 2021 to scrutinise the budget and, where appropriate, referred to the other Overview and Scrutiny Panels 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	2022/23 Budget Summary and Medium-Term Financial Plan
B	2022/23 Budget by Service
C	Budget Movements 2021/22 to 2022/23
D	Service Growth Bids
E	Service Saving Opportunities
F	Special Expenses Rate
G	Dedicated Schools Grant
H	Budget Equality Impact Assessment

GENERAL FUND - 2022/23 BUDGET SUMMARY AND MEDIUM TERM FINANCIAL PLAN							
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	***NOTES
	£'000	£'000	£'000	£'000	£'000	£'000	
Total Service Base budget	86,506	95,051	92,040	90,285	92,414	93,687	1
Pay Award	895	913	931	950	969	988	2
Contract, General and Fees and Charges Inflation	1,454	1,915	2,000	1,693	1,893	1,893	3/4
Corporate capacity	850	-	-	-	-	-	5
Demographic Growth	-	750	1,500	1,500	1,500	1,500	6
Virements to Non service budgets (unringfenced grants)	814	-	-	-	-	-	
Contingency	(69)	-	-	-	-	-	
Revenue Investment and Growth (Appendix B)	3,124	5,449	(118)	(262)	(250)	-	7
Full year effects of prior years pre-approved decisions	38	8	-	-	-	-	8
COVID effect pressures	9,251	(8,159)	(1,092)	-	-	-	9
Grant effects as a result of the December 20 settlement	(47)	-	-	-	-	-	
Revenue Savings and Income Generation (Appendix C)	-	(3,396)	165	(113)	(5)	(50)	10
Revenue budgets moved to Capital - revenue / grant funded only**	-	(202)	-	-	-	-	11
Savings Identified since April 2020	(5,630)	(289)	-	-	-	-	
Efficiency Savings - Existing plans from February 20	(2,135)	-	-	-	-	-	
Service Net Expenditure Before Savings Target	95,051	92,040	95,426	94,052	96,521	98,018	
Efficiency Savings (-ve) - TO BE IDENTIFIED	0	(0)	(5,141)	(1,638)	(2,834)	(3,303)	
Service Net Expenditure	95,051	92,040	90,285	92,414	93,687	94,715	
Total Non Service Base budget	10,389	10,674	11,166	11,823	13,562	13,908	
Environment Agency Levy	3	3	3	3	3	3	
Interest Payments	(1,306)	(693)	(456)	748	(645)	(341)	12
Capitalised debt interest on specific projects	157	(9)	(44)	-	-	-	
Minimum revenue provision on capital cashflow	1,049	877	994	828	828	828	14
Revenue contribution to Capital**	400	202	-	-	-	-	11
Movement on Pension Reserve (Deficit Contribution)	(18)	112	160	160	160	160	14
Non Service Net Expenditure	10,674	11,166	11,823	13,562	13,908	14,558	
TOTAL EXPENDITURE	105,725	103,206	102,108	105,976	107,595	109,273	
FUNDING	£'000	£'000	£'000	£'000	£'000	£'000	
NNDR	(15,004)	(14,296)	(13,588)	(12,879)	(12,129)	(11,379)	15
Compensation for under-indexing the business rates multiplier	-	(383)	(383)	(383)	(383)	(383)	16
Income from trading companies	(210)	(210)	(210)	(210)	(210)	(210)	
Education Services Grant	(315)	(315)	(315)	(315)	(315)	(315)	
Social Care Grant	(2,621)	(3,726)	(3,726)	(3,726)	(3,726)	(3,726)	17
Lower Tier Services Grant	(179)	(189)	(189)	(189)	(189)	(189)	18
Market Sustainability and Fair Cost of Care Fund	-	(322)	(322)	(322)	(322)	(322)	18
2022/23 Services Grant	-	(877)	(877)	(877)	(877)	(877)	18
Revenue Support Grant	-	(2)	(2)	(2)	(2)	(2)	18
Family Annexe Council Tax Discount Grant	-	(17)	(17)	(17)	(17)	(17)	18
COVID-19 Tranche 5 funding	(3,118)	-	-	-	-	-	
SFC compensation	(2,465)	-	-	-	-	-	
New Homes Bonus	(473)	(497)	-	-	-	-	19
Use of Earmarked Reserve	(3,170)	(2,262)	(133)	-	-	-	
Transfer (surplus)/deficit to Council Tax Collection Fund	(300)	783	800	-	-	-	
Transfer (surplus)/deficit to NNDR Collection Fund - spreading	1,600	1,600	1,600	-	-	-	20
TOTAL FUNDING	(26,255)	(20,713)	(17,362)	(18,920)	(18,170)	(17,420)	
Total Council Tax Requirement	79,470	82,493	84,746	87,056	89,425	91,854	
Council Taxbase(Band D)	69,179	69,736	70,236	70,736	71,236	71,736	
Adult Social Care Precept (increased by 3% in 21/22 only)	127.78	139.09	139.09	139.09	139.09	139.09	21
Council Tax at Band D	1003.39	1025.90	1049.08	1072.73	1096.84	1121.44	22
Council Taxbase(Unparished areas)	35,861	36,180	36,680	37,180	37,680	38,180	
Special Expenses	33.90	34.57	35.26	35.96	36.68	37.41	
Council Tax income using Taxbase	79,470	82,493	84,746	87,056	89,425	91,854	

This Medium term financial plan highlights the efficiency savings yet to be identified. The Expenditure summary shows the movements from the 2021/22 base budgets in both services and non services. The funding table shows the total projected for the year and not the movement. This is turn calculates the Total Council Tax requirement using the Average band D Council Tax, Adult Social care precept and special expenses.

NOTES

- Service base budget from Annex A of the February 2021 budget report
- Potential pay award of 2% for all RBWM staff including AFC and Optalis
- Utilities inflated - Electricity 11%, Gas 59%, other contracts based on rates specified in the contract.
- Fees and Charges inflation applied to all discretionary income targets where possible @ 4.8% RPI (Aug 21)
- Corporate capacity - ongoing new budget of £850,000 in 2021/22, now in base.
- Demographic growth - Adults £750,000 annual growth and Childrens from 2023/24 £750,000.
- New Revenue Growth Bids Submitted 2022/23
- Recognition of annual pressure of growth from prior years.
- Covid-19 growth added to budget in 2021/22, released over 2022/23 and 2023/24
- New Revenue Savings Proposals Submitted 2022/23
- Move of budgets relating to leases now required by IFRS 16 to be capitalised, these remain revenue funded items
- Interest on borrowing- assumes, on short term borrowing - 0.5% in 2022/23, 0.8% in 2023/24, 1.3% in 2024/25 and, 1.5% in 2025/26
- Provision for repayment of debt - interest and principal where appropriate
- Assumes annual prepayment of pension deficit payments - estimates provided
- Reflects the regeneration of Maidenhead and the reduction in projected business rates as a result (Estimated)
- Central Government compensation for loss of NNDR income as a result of the annual inflationary increase (multiplier) not being imposed in 2022/23.
- Assumes the £3,726,000 unringfenced social care grant continues through the period of this plan
- Assumes Government Grants based on the draft settlement (Dec 2021) or equivalent grants will continue through the period of this plan.
- Phasing out of the New homes bonus as suggested in previous settlements from government, no new scheme built in as yet
- Collection fund projections assume that the nod deficit can be taken over 3 years as a result of COVID
- Assumes 0.99% increase in 22/23 only
- Assumes 1.99% increase in Ctax annually

REVENUE BUDGET 2022/23			
DIRECT COST SUMMARY	2020/21	2021/22	2022/23
	Actual	Budget	Budget
	£000	£000	£000
Chief Executive			
Chief Executive	309	277	279
Total Chief Executive	309	277	279
Governance, Law & Strategy			
Deputy Director of Governance, Law & Strategy	22	0	112
Communications & Marketing	290	320	207
Governance	1,548	1,867	2,057
Law	562	627	636
Performance Team	190	174	380
Policy Communication & Engagement	0	0	93
Total Governance, Law & Strategy	2,612	2,988	3,485
Children's Services			
Achieving for Children Contract	41,027	38,802	42,877
Children's Services - Retained	50,412	54,447	57,272
Dedicated Schools Grant - Income	(66,560)	(68,884)	(73,004)
Total Children's Services	24,879	24,365	27,145
Adults, Health and Housing			
Director, Support Teams & Provider Support	1,196	2,408	2,490
Housing	4,576	3,396	2,742
Adult Social Care	33,849	32,761	35,489
Better Care Fund - Spend	14,978	13,747	12,090
Public Health - Spend	5,221	5,067	5,058
Grant & BCF Income	(18,969)	(17,585)	(17,158)
Total Adults, Health & Housing	40,851	39,794	40,711
Resources			
Executive Director of Resources	192	210	217
Library & Resident Services	2,772	2,952	2,355
Revenues & Benefits	839	1,407	1,150
Housing Benefit	(61)	90	90
Human Resources, Corporate Projects & IT	2,528	2,498	2,857
Corporate Management	158	(94)	(42)
Finance	1,371	1,292	1,162
Property	(2,827)	(1,258)	(2,913)
Total Resources	4,972	7,097	4,876
Place			
Executive Director of Place	191	244	237
Neighbourhood Services	9,755	10,806	8,724
Planning Service	1,708	1,341	1,235
Communities including Leisure	351	254	(975)
Infrastructure, Sustainability & Economic Growth	3,373	3,326	3,761
Total Place	15,378	15,971	12,982
Contingency & Corporate	550	4,557	2,562
TOTAL EXPENDITURE	89,551	95,049	92,040

Item	2021/22 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Income Grants Adjustment	Growth & Pressures (Annex D)	Sub Total	Directorate Savings (Annex F)	2022/23 Original Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	(981)		6	1,262		0	287	(8)	279
Governance, Law & Strategy	2,990	14	(33)	827		0	3,798	(313)	3,485
Childrens	24,364	260	(663)	633		3,138	27,732	(587)	27,145
Adult, Health & Housing	39,795	1,346	(806)	1,258		60	41,653	(942)	40,711
Resources	8,355	21	(2,014)	(1,541)		490	5,311	(435)	4,876
Place	15,971	355	(3,956)	112		1,261	13,743	(761)	12,982
All				(150)		500	350	(350)	0
Contingency and Corporate	4,557	(82)	690	(2,603)			2,562		2,562
Total Service budgets	95,051	1,914	(6,776)	(202)	0	5,449	95,436	(3,396)	92,040
Environment agency	165	3					168		168
Capital financing and interest	6,310		175	202			6,687		6,687
Pensions deficit recovery	4,199	112					4,311		4,311
Gross Council Tax Requirement	105,725	2,029	(6,601)	0	0	5,449	106,602	(3,396)	103,206
Collection Fund - Council Tax (surplus)/ deficit	(300)		1,083				783		783
Collection Fund - Business Rates (surplus)/deficit	1,600						1,600		1,600
New Homes Bonus	(473)				(24)		(497)		(497)
Business Rate Support	(15,004)				708		(14,296)		(14,296)
Use of earmarked reserves	(3,170)		908				(2,262)		(2,262)
Other unringfenced grant	(2,800)				(926)		(3,726)		(3,726)
Education Services Grant	(315)						(315)		(315)
Income from trading companies	(210)						(210)		(210)
Market Sustainability and Fair Cost of Care Fund	0		(322)				(322)		(322)
Lower Tier Services grant					(189)		(189)		(189)
Compensation for under-indexing the BR multiplier			(383)				(383)		(383)
RSG					(2)		(2)		(2)
Family Annexe Council Tax Discount Grant					(17)		(17)		(17)
2022/23 Services Grant - One year Only					(877)		(877)		(877)
COVID-19 Tranche 5 funding	(3,118)				3,118		0		0
Potential additional COVID-19 funding for SFC Qu 1	(1,359)				1,359		0		0
Potential additional COVID-19 funding for SFC Qu 2	(1,106)				1,106		0		0
Net Requirement	79,470	2,029	(5,315)	0	4,256	5,449	85,889	(3,396)	82,493

Ref:	Bid Title	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Bids - for Decision										
1	Commercial income budget reduction	Resources	Property Services	Cllr Johnson	Request to reduce current Budget to align with actual rental Income after the loss of rental at Siena Court	225	225	225	225	225
2	Property repair & maintenance contingency	Resources	Property Services	Cllr Johnson	Budget required for ongoing issues relating to parcels of land/boundary fences and Tree maintenance across the Borough for which there is no current budget.	40	40	40	40	40
3	Building Services - unachievable income target	Resources	Property Services	Cllr Johnson	Request to reduce current income budget of £179k to align with actual income achievable of £114k split between, Maintained Schools £73k and Academies £41k. A reduction of £83k.	83	83	83	83	83
4	Private Rented Sector Officer - invest to save	Adults, Health & Housing	Housing	Cllr McWilliams	A Private Rented Sector Officer will reduce temporary accommodation spend by assisting homeless households into settled accommodation.	60	60	60	60	60
5	VRU Coordinator	Place	Communities	Cllr Cannon	This bid is to provide one -off funding for a Violence Reduction Coordinator. A Bill, currently going through parliament, will place a new duty on all LA's to work on an ongoing basis to reduce violence and work with partners to share information and coordinate work to achieve a reduction in serious violence the local area.	40	0	0	0	0
6	Paving Maintenance Cleaning	Place	Neighbourhood Services	Cllr Clark	This growth bid is for additional street cleaning in both Maidenhead and Windsor Town Centre. Currently under the street cleansing contract there are too few cleans leaving the towns looks neglected and unkempt which leads to a negative perception of the town and a lack of funding from new businesses.	21	21	21	21	21
7	Section 81 works extra resource - self funding from year 2	Place	Neighbourhood Services	Cllr Clark	This spend to save initiative aims to enhance resources relating to enforcement/management of Sections 81 works, this should be self funding in future years.	75	0	0	0	0
8	Bus Service Support Investment	Place	Infrastructure, Sustainability & Transport	Cllr Clark	Additional investment to support the alignment of our approach with the national bus strategy and our environment and climate strategy	300	300	300	300	300
9	Laptop warranty extension - modern workplace devices	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Extension of the current 3 year warranty with Dell for modern workplace devices to 5 years.	46	52	0	0	0
10	IT post - Technology Solutions Architect	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Post requirement in the IT team to work across the whole council in the delivery of the IT strategy, providing strategic technological insight to all services and working collaboratively with all teams when identifying suitable technology solutions for the delivery of improved services. Salary plus 28% on costs.	96	96	96	96	96
11	Client Support Officers (2) -invest to save	Adults, Health & Housing	Housing	Cllr McWilliams	Two new Client Services Officers will be recruited to support vulnerable households with debt management and budgeting issues. Invest to save proposal, cost neutral.	0	0	0	0	0
12	Housing benefit recovery officer and Property Inspector post - fully funded.	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	Invest to save bid covering two areas: HB Overpayment Recovery, increased resource by 1fte Grade 5 and upgrading existing post to Grade 6 in recognition of the management responsibility they have to enable enhanced recovery of £4m outstanding debt, total cost £36k; Property Inspector - to assist existing postholder inspect 65k CTAX properties, and 5k business premises, total cost £31k. This would maximise the tax base. Both posts proposed for a 2 year fixed term contract.	0	0	0	0	0
13	Council Tax Senior - fully funded	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	Council Tax Senior: a new position to reflect similar positions in Debt Recovery and Business Rates ensuring further capacity supporting the aim to increase the collection rate. With on -costs £37k	0	0	0	0	0
14	R&B Control team single points of failure - fully funded	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	To mitigate the risk associated with two potential single points of failure within the R&B Control team: System Administration and Subsidy-2 grade 6 positions, with on-costs £73k	0	0	0	0	0

Ref:	Bid Title	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
15	Cost of provision for open cases	Childrens Services	Childrens Services	Cllr Carroll	The expected increase in costs to manage the care and support for the cohort of children currently open to the Council's services, inclusive of inflation and savings related to the process of regular placement reviews.	1041	1041	1041	1041	1041
16	Estimated future demand	Childrens Services	Childrens Services	Cllr Carroll	The estimated costs to manage the likely future demand, including the continued impact of the pandemic and maintaining the domestic abuse support service to mitigate the level of demand.	985	985	985	985	985
17	Workforce transformation	Childrens Services	Childrens Services	Cllr Carroll	Three year plan to reduce reliance on agency workers by offering strong professional development in a highly supportive environment with lower than average case holding levels. Transformation supported by short-term stability incentives.	465	555	345	345	345
18	Practice Transformation	Childrens Services	Childrens Services	Cllr Carroll	Investment in an edge of care team and continued support for domestic abuse services to support families from reaching point of crisis.	325	161	161	161	161
19	Lost income (Covid)	Childrens Services	Childrens Services	Cllr Carroll	Lost income relating to education welfare regulations and use of group facilities	55	55	55	55	55
20	Increases in volume of children with additional needs	Childrens Services	Childrens Services	Cllr Carroll	Additional posts required within the education and disability services to support the ability to respond within the statutory timescales for processing reviews and changes in education, health and care plans.	92	92	92	92	92
21	Increased costs of compliance	Childrens Services	Childrens Services	Cllr Carroll	Additional capacity to respond to information requests (Subject Access Requests), health and safety, insurance and apprenticeship levy.	156	156	156	156	156
22	Local Enterprise Partnership (LEP)	Place	Infrastructure, Sustainability & Transport	Cllr Johnson	Funding to support the Local Enterprise Partnership to continue from 2022/23 as a result of changes to central Government funding.	75	75	75	75	75
23	Communications Officer	Governance, Law & Strategy	Communications and Marketing	Cllr McWilliams	Additional resource in the communications team, grant funded in the first year	0	65	65	65	65
Total Bids - for Decision						4180	4062	3800	3800	3800
Bids- to Note										
24	Waste Contract	Place	Neighbourhood Services	Cllr Clark	Waste Contract	500	500	500	500	500
25	Increase in Employers National Insurance from 2022/23	All	Corporate	Cllr Hilton	The increase in employers national insurance of 1.25% from April 2022 will have an impact on direct and indirect employees costs, this budget is to cover those costs.	500	500	500	500	500
26	Grant changes	Childrens Services	Childrens Services	Cllr Carroll	Implications of regulatory changes on the amounts of money that can be used from the ring-fenced Dedicated Schools Grant for school improvement.	19	19	19	19	19
27	RBWM Climate Partnership	Place	Infrastructure, Sustainability & Transport	Cllr Stimson	The proposals, set out in further detail in a paper to cabinet on 30 September 2021, will set up a new independent RBWM Climate Partnership to lead on the delivery of the Borough Wide Environment and Climate Strategy. This will better engage the private sector and community organisations to support delivery for the goals of the strategy and enable the council to focus on its own commitments to deliver carbon reductions on its own estate, deliver biodiversity recovery in its green spaces	250	250	250	0	0
Total Bids - to Note						1269	1269	1269	1019	1019

Ref:	Bid Title	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
		All Service / Directorates - all Bids				5,449	5,331	5,069	4,819	4,819
		Incremental Bids included in MTFP				5,449	(118)	(262)	(250)	0

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

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
16	Set up and facilitate local good causes lottery	Transformation	Governance, Law & Strategy	Democratic Services	Cllr Rayner/Cllr Hilton	Set up local good causes lottery and replace revenue funded small grants to local organisations, set up costs in year one - estimated £25k have reduced the saving in 22/23	25	50	50	50	50
17	Remove parish elections budget	Service Redesign/change	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Costs to be fully recharged to parishes.	10	10	10	10	10
18	Review of resources within Civic Services	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Review of resources within Civic Services	15	15	15	15	15
19	Review of resources within Facilities	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Review of resources within Facilities Services	27	27	27	27	27
20	Commercialisation	Income generation	Governance, Law & Strategy	Deputy Director of Law & Strategy	Cllr Rayner	Identification and maximisation of income generating opportunities. A fixed term post initially would be required to review all of RBWM current fees and charges with a view to maximising sponsorship, advertising and identifying new opportunities. £100k growth, rising to £150k in 2026/27.	50	100	100	100	150
21	Review of resources within Communities	Service Redesign/change	Place	Communities	Cllr McWilliams	Review of resources within Communities	73	73	73	73	73
22	Allotments - operating model	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Stimson	Review of operating model for allotments to increase charges and/or reduce cost of operating with the aim to be self-financing over time.	10	10	15	20	20
23	Energy	Service Redesign/change	Place	Infrastructure, Sustainability & Transport	Cllr Clark	We currently spend £330k on energy for street lighting and close to £20k on powering water fountains in the borough. Turning lights and fountains off overnight could help to reduce energy bills as well as other carbon and biodiversity benefits.	20	35	35	35	35
24	Review of resourcing of Insurance and Risk service	Service Redesign/change	Resources	Finance	Cllr Hilton	Review of funding and resourcing of Insurance and Risk service	47	47	47	47	47
Total Proposals - for Decision							1551	1641	1644	1649	1699
Proposals - to Note											
25	Subjective Savings	Service Redesign/change	All	All	Cllr Hilton	Subjective Savings e.g. employee mileage, stationery.	350	350	350	350	350
26	Rental Income-Clyde House	Income Generation	Resources	Property Services	Cllr Johnson	Clyde House in occupation by external tenant-Agreed rental income £101K p.a. Termination of agreement scheduled for March 2023. Assumes building demolished 24/25 and related property costs saved of £68k	101	0	68	68	68
27	Development & Regeneration-Removal of revenue professional fees	Service Redesign/change	Resources	Property Services	Cllr Johnson	Removal of provision for RBWM Property Company project management fees - these are now mainly capitalised against relevant projects	40	40	40	40	40
28	Review of NNDR provision-G10-G12 Alma Rd, Windsor & St Edmunds House, M'head	Service Redesign/change	Resources	Property Services	Cllr Johnson	Reduce budget provision by £10k to match actual costs	10	10	10	10	10
29	Town Hall Electricity costs	Service Redesign/change	Resources	Property Services	Cllr Johnson	Review Town Hall electricity / utilities budgets given reduced levels of occupation- electricity outturn anticipated saving £20k	20	20	20	20	20
30	Demolition of Waldeck House	Service Redesign/change	Resources	Property Services	Cllr Johnson	Waldeck House to be vacated by 31-12-2021 as part of Maidenhead regeneration programme-net current budget £20K. Budget required 2022/23 to secure and maintain site until property demolished	0	20	20	20	20

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
31	St Mary's House-Utilities costs	Service Redesign/change	Resources	Property Services	Cllr Johnson	Review St Mary's House -electricity / utilities budgets given reduced levels of occupation, £6k saving anticipated	6	6	6	6	6
32	St Mary's House-Occupation / Lease expiry	Service Redesign/change	Resources	Property Services	Cllr Johnson	Termination of St Mary's lease - expires July 23, early surrender to be investigated.	0	90	141	141	141
33	Rental Income	Income Generation	Resources	Property Services	Cllr Johnson	Rental income budget from estate shops brought into line with actual expected income.	24	24	24	24	24
34	Corporate Subscriptions	Service Redesign/change	Chief Executive	Chief Executive	none	Reduction of corporate subscriptions budget in line with actual costs .	8	8	8	8	8
35	External Legal Costs	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Increased internal Legal triage to support consistent thresholds for seeking legal advice	25	25	25	25	25
36	Staff Transport Costs	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Reduction in mileage budget to reflect new hybrid way of working	30	30	30	30	30
37	Traded services scope and cost	Income Generation	Childrens Services	Childrens Services	Cllr Carroll	Increase in fees for services traded with schools, and other local authorities	67	67	67	67	67
38	Full year effect of home to school transport reprocurement	Contract Change	Childrens Services	Childrens Services	Cllr Carroll	Following policy updates in 2021 and full contract retender process further efficiencies have been achieved.	165	165	165	165	165
39	Cross-skill role development	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Increase resilience and flexibility of internal support teams including finance	18	18	18	18	18
40	Printing	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Reflects increased use of digital information in Children's Services	20	20	20	20	20
41	Printing	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Reduction in printing requirements by officers	30	30	30	30	30
42	Centralised Stationery	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Reduced demand for stationery by officers	5	5	5	5	5
43	Legal services saving	Service Redesign/change	Governance, Law & Strategy	Law	Cllr Rayner	Services delivered by shared service now provided by head of Law & Governance	30	30	30	30	30
44	Magistrates Court	Service Redesign/change	Governance, Law & Strategy	Law	Cllr Rayner	Reducing loan repayment liability	8	8	9	9	9
45	Land Charges Income	Income Generation	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Increase income target for 22/23 only, in recognition of current economic activity.	50	0	0	0	0

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
46	Building control	Income Generation	Place	Planning Services	Cllr Johnson	BC fees to be set to contribute to reasonable RBWM overheads	45	45	45	45	45
47	Berkshire records office	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Clark	There is £13.8k of S106 one-off funding available that could be put towards our revenue funding of the Berkshire Records office	14	0	0	0	0
48	Public transport funding	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Clark	There is £84k of S106 funding that could be used to cover some of the growth bid for public transport subsidy during 2022/23	84	0	0	0	0
49	Waste Management	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Coppinger	There is S106 funding under waste management (£11.2k) that could be used as one-off support for the waste budget	11	0	0	0	0
50	Cemetery Income	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Stimson	Income budget increase for one year only	20	0	0	0	0
51	Christmas Lights - Sponsorship	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Rayner	Obtain sponsorship income to cover contract costs for Christmas Lights across the borough.	69	69	69	69	69
52	Review of resources	Service Redesign/change	Place	Executive Director of Place	none	Surplus staff budget identified no longer required	15	15	15	15	15
53	Planning Fees	Income Generation	Place	Planning Services	Cllr Coppinger	Income target increased to align with anticipated activity levels, subject to annual review.	125	125	125	125	125
54	Street Lighting	Service Redesign/change	Place	Neighbourhood Services	Cllr Clark	Align expenditure budgets with actual expected costs	30	30	30	30	30
55	Cash Collection costs	Contract Change	Place	Neighbourhood Services	Cllr Cannon	Reduced cash collection requirements as customers increase use of pay by phone and card methods of payment	25	25	25	25	25
56	Cash Collection costs	Contract Change	Place	Neighbourhood Services	Cllr Cannon	Reduce cash collection costs - Libraries service - maintain cashless strategy	30	30	30	30	30
57	Increased parking enforcement	Service Redesign/change	Place	Neighbourhood Services	Cllr Cannon	Increase parking enforcement - two new officers within the NSL contract, expected to significantly improve enforcement around the borough. Income raised in penalties should fund this service and allow a contribution towards overheads.	50	50	50	50	50
58	Public Toilets	Service Redesign/change	Place	Neighbourhood Services	Cllr Coppinger	Council tax expenditure budget no longer required	20	20	20	20	20
59	Waste Mobilisation	Service Redesign/change	Place	Neighbourhood Services	Cllr Coppinger	Budget no longer required	50	50	50	50	50
60	Concessionary Fares	Service Redesign/change	Place	Infrastructure, Sustainability & Transport	Cllr Clark	Align expenditure budgets with actual expected costs	30	30	30	30	30

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
61	Planning Policy	Service Redesign/change	Place	Planning Services	Cllr Coppinger	Align expenditure budgets with actual expected costs	40	40	40	40	40
62	Telephony Savings	Contract Change	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Savings generated by moving to new telephony technologies and a reduction in mobile phones.	70	70	70	70	70
63	Contract re-negotiation saving - bank charges (One-off)	Contract Change	Resources	Finance	Cllr Hilton	Bank charges one-off sign up 18 month fee reduction £30k then £5k ongoing - reduction in 22/23 included in MTFP financing (Lloyds)	0	15	5	5	5
64	Weddings Income	Income Generation	Resources	Library & Resident Services	Cllr Rayner	Income from delayed weddings - one off impact as a result of the Covid-19 emergency restrictions.	100	0	0	0	0
65	Corporate - Business Development	Income Generation	Resources	Finance	none	Income target increased to align with activity levels	10	10	10	10	10
Totals Proposals - to Note							1,845	1,590	1,700	1,700	1,700
All Service / Directorates - all Proposals							3,396	3,231	3,344	3,349	3,399
Incremental Proposals included in MTFP							3,396	(165)	113	5	50

Special Expenses

Special Expenses for Non-Parished Areas 2022/23

Special expenses are costs incurred for the provision of an amenity or service that is primarily for the benefit of one locality. For the Royal Borough these expenses are levied by the Council to cover the costs of local services in the Maidenhead and Windsor Town areas which elsewhere would be dealt with by one or more parish councils.

In accordance with Section 35 of the Local Government Finance Act 1992 the Council has taken the decision in previous years to treat all expenses of the Council as general expenses other than those identified as special expenses that are listed in the table below.

It is recommended that the policy is endorsed again.

Estimated Cost of Special Expenses in 2022/23 for unparished areas

2022/23 Budget	£
Allotments	9,150
Street and Footway lighting	362,903
Recreation Grounds & Open Spaces	829,790
Town Centre Management	44,025
Administration of the Town Forum	4,875
Total	1,250,743

Council Tax Base	2021/22	2022/23
Maidenhead	22,118.19	22,370.69
Windsor	13,742.99	13,809.40
Total	35,861.18	36,180.09
Precept	£1,230,397	£1,250,743
Council Tax Band D	£33.9	£34.57
% Increase in Band D	ZERO	1.99%

Allocation of the Dedicated Schools Grant 2022-23

- 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. There is no block transfer agreed for 2022-23.
- 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 2022-23 are detailed by the Education and Skills Funding agency (ESFA) “Schools operational guide 2022 to 2023”, the “High needs funding 2022 to 2023 operational guide” and the “Early Years operational guide 2022 to 2023 operational guide”.
- 1.5 From 2019-20 onwards, the EFSA require a deficit recovery plan from any Local Authority that has a cumulative DSG deficit as at 31 March each year, the requirement is to demonstrate how the Local Authority 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](#)¹.
- 2.1 The latest DSG allocations for 2022-23 were published by the Government in December 2021. Table 1 provides a summary.

Table 1: DSG Allocations by Block

1

Appendix 1, Annex G

Dedicated Schools Grant (DSG)	2022-23 Provisional Settlement Summer 2021	2022-23 Budget Book Estimate	2022-23 Latest Grant Notifications	2021-22 Current Year Budget	Change in Funding Between years
DSG Block notifications	£000	£000	£000	£000	£000
Gross Schools Block - Delegated Formula Funding (including NNDR)	101,915	101,915	101,694	98,931	2,763
Schools Block - Growth Fund	0	505	603	680	(77)
Central Schools Services	1,040	1,040	1,035	1,097	(62)
Indicative Early years Block (Provisional Settlement Summer 2021 RBWM/ AFC estimate only)	9,710	9,710	10,042	9,697	345
High Needs Block (Gross)	26,220	26,220	26,322	24,498	1,824
High needs Supplementary Grant	0	0	911	0	911
Gross Grant	138,885	139,390	140,607	134,903	5,704
Less Schools NNDR	0	0	(1,051)	0	(1,051)
High Needs - Direct Funding estimate	0	(3,200)	(2,970)	(2,753)	(217)
Schools Block Academy recoupment Estimate	0	(63,186)	(65,363)	(62,695)	(2,668)
Grant Deductions	0	(66,386)	(69,384)	(65,448)	(3,936)
Net LA Grant Estimate	129,175	73,004	71,223	69,455	1,768

- 2.2 The council budget for 2022-23 reflects a DSG estimate per block based on the provisional settlement received by local authorities in the summer 2021. Changes to the funding will be reflected in the council budget working estimates in April 2022.
- 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. An estimate has been included for the direct funding element for the 2022-23 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 2022-23. 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 2022 early years providers Census data.
- 2.4 The High Needs Block Supplementary Grant is a new allocation for 2022/23 of £911,000. This allocation is to fund new burdens on the High Needs Block including the new Health and Social Care Levy and additional requirements to support students with high needs.
- 2.5 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 reserves. Table 2 provides the DSG Reserves for 2015-16 to the forecast position for 2021-22.

Table 2 DSG Reserves Balance

Year End DSG Reserves	Surplus / (Deficit) £'000s
2015-16	737
2016-17	(398)
2017-18	(980)
2018-19	(783)
2019-20	(1,025)
2020-21.	(1,791)
2021-22 Forecast as at January 2022	(2,724)

- 3.2 The DSG has been in deficit since 2016-17, 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. Year-end

underspends within the other blocks have been used to offset part of the high needs block overspend and reduce the cumulative deficit on the DSG reserve.

- 3.3 The projected cumulative deficit 31st March 2022 is 2.0% of the total budget allocation 2021/22.

RBWM EQUALITY IMPACT ASSESSMENT

EqIA : RBWM Revenue Budget 2022/23

Essential information

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

Strategy		Plan		Project		Service procedure	x
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Responsible officer	Andrew Vallance	Service area	Finance	Directorate	Resources
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Stage 1: EqIA Screening (mandatory)	Date created: 25/01/2022	Stage 2 : Full assessment (if applicable)	Date created : na
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Andrew Vallance

Dated: 25/01/2022

RBWM EQUALITY IMPACT ASSESSMENT

EqIA : RBWM Revenue Budget 2022/23

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. 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.

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.

RBWM EQUALITY IMPACT ASSESSMENT**EqIA : RBWM Revenue Budget 2022/23****Stage 1 : Screening (Mandatory)****1.1 What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?**

A report to Cabinet on the 10th February sets out the council's proposed budget for 2022/23. The 2022/23 budget is £105.725m. Within this figure are proposed investment and growth in service budgets of £5.449m including a pay award of £0.913m and proposed savings and income generation of £3.396m.

This Equality Impact Assessment summarises the cumulative impact on people with differing characteristics of the overall savings proposals. There is an Eqia for each individual investment and growth and savings and income generation proposal that assesses impacts in detail.

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".

RBWM EQUALITY IMPACT ASSESSMENT

EqIA : RBWM Revenue Budget 2022/23

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Relevant	Low	Negative / Positive	<p>Older people</p> <p>Some older people will find these budget proposals together represent a low impact (both positive and negative) through, investment in bus services, reduced grants to charities, review of supported living packages, and the implementation of the shared lives scheme.</p> <p>Younger People</p> <p>Some young people will be positively impacted by the changes to processes relating to transitions and access to health services, the RBWM climate partnership and the investment in bus services</p>
Disability	Relevant	Low	Negative / Positive	<p>Some people living with a disability will find these budget proposals together represent a low impact(positive and negative) through the increased investment in bus services, reviewing of contributions to charities, supported living packages, transitions and access to Health care.</p>
Gender re-assignment	Relevant	Low	Negative / Positive	<p>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. The investment in a family worker can help identify the root cause of issues and help to develop solutions that improve the life chances of a young person with this characteristic.</p>

RBWM EQUALITY IMPACT ASSESSMENT

EqIA : RBWM Revenue Budget 2022/23

Marriage/civil partnership	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.
Pregnancy and maternity	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.
Race	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.
Religion and belief	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.
Sex	Relevant	Low	Negative / Positive	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. The investment in a family worker can help identify the root cause of issues and help to develop solutions that improve the life chances of a young person with this characteristic.
Sexual orientation	Relevant	Low	Negative / Positive	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. The investment in a family worker can help identify the root cause of issues and help to develop solutions that improve the life chances of a young person with this characteristic.

RBWM EQUALITY IMPACT ASSESSMENT

EqlA : RBWM Revenue Budget 2022/23

Outcome, action and 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
Was a significant level of negative impact identified?	Not at this stage	None		
Does the strategy, policy, plan etc require amendment to have a positive impact?	Not at this stage	Continued review as the proposals are developed and implemented	Corporate Leadership team	

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).

APPENDIX 2 – FEES AND CHARGES 2022/23

1. FINANCIAL DETAILS / VALUE FOR MONEY

- 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.
- 1.3 Other charges are discretionary, and the Council can choose to set the level.
- 1.4 Overall the following principles have been used to review discretionary fees and charges: -
- 1.4.1 **Charges should be broadly in line with other neighbouring councils** – in some cases charges set by the council are lower than neighbouring councils. Charges have, therefore, been reviewed to bring them into line with other councils.
- 1.4.2 **Charges should reflect cost increases incurred by the council** - accordingly the majority of charges have been increased by approximately 4.8% in line with estimated inflation.
- 1.4.3 **Charges should recognise demand for the service** – in some cases where income is falling, increasing charges can have a negative impact on overall income.
- 1.5 Revisions to fees and charges will be approved as part of the final budget process, after consultation and equality impact assessments are undertaken.
- 1.6 The Council's top 10 estimated fees and charges income streams for 2022/23 are as follows. Full details of fees and charges are set out in **Annex A**

Table 2: Top 10 Fees and charges estimated income for 2022/23

Service	Budget 21/22	Covid-19 budget reinstated	Other Changes (net)	Budget 22/23	Average increase in Fee charges
	£'000	£'000	£'000	£'000	%
Parking	7,211	2,590	0	9,801	4.8
Planning & Development	1,469	0	125	1,594	4.3
New Roads and Street Works Inspections/Permits	722	100	39	861	4.7
Green Waste Subscribed Collection Service	904	0	43	947	4.8
Building Control	470	0	45	515	3.0

Service	Budget 21/22	Covid-19 budget reinstated	Other Changes (net)	Budget 22/23	Average increase in Fee charges
	£'000	£'000	£'000	£'000	%
Marriage and Civil Partnership Ceremonies	120	200	115	435	3.5
Cemeteries and Churchyards	321	0	39	360	4.8
Local Land Charges	257	0	75	332	6.3
Temporary Traffic Regulation Orders	123	100	15	235	4.9
Highway Licences	210	0	10	220	4.8

2. LEGAL IMPLICATIONS

- 2.1 Local authorities have a variety of powers to charge for specific statutory services set out in statute.
- 2.2 The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services.
- 2.3 The Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services.
- 2.4 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.

3. RISK MANAGEMENT

- 3.1 In proposing the fees and charges for 2022/23 the impact of increases adversely affecting demand have been assessed. This risk will be monitored through the budget monitoring process.

4. TIMETABLE FOR IMPLEMENTATION

- 4.1 Revisions to fees and charges will be approved as part of the final budget process. Pending that process concluding, the revised fees and charges will be implemented from 1 April 2022.

5. ANNEXES

- 5.1 Annex A – Fees and Charges Schedule

Fees & Charges 2022/23



Children Directorate

	2022/23 £	2021/22 £	% Increase
HOME TO SCHOOL TRANSPORT			
Charges take effect from the beginning of each academic year in September.			
Pupils not entitled to free transport			
Residents not entitled to free transport (mainstream and SEN)	702.00	651.00	7.8%
Eton Wick residents not entitled to free transport	No longer available	351.00	
Non-resident fare payers	1,050.00	938.00	11.9%
Commercial bus routes - contact the relevant operator to purchase passes	-		
Replacement travel pass	26.00	24.00	8.3%

Children Directorate	Unit Cost	2022/23 £	2021/22 £	% 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	105.00	102.00	2.9%
Flying High Play Scheme	Per day	25.00	25.00	0.0%

Resources Directorate		2023/24	2022/23	2022/23	2021/22	% Increase	
		£	£	£	£		
LIBRARY & RESIDENT SERVICES		Super-intendent Registrar		Super-intendent Registrar			
General Searches							
General Search in indexes in Office not exceeding 6 successive hours			18.00		18.00		0.0%
Certificates - Prices set by Statute							
Issue of Certificate (Standard 14-day despatch)			11.00		11.00		0.0%
Issue of Certificate (Express 24-48 hours despatch)			35.00		35.00		0.0%
Multilingual Standard Form (MSF)			N/A		11.00		N/A
Attestation of Foreign Pensions (Proof of Life)			21.00		21.00		0.0%
Marriages - Prices set by Statute							
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%
81	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%
Certification Of Worship And Registration For Marriage							
Certification of a place of meeting for religious worship-statutory fee			28.00		28.00		0.0%
Registration of a building for the solemnisation of marriages-statutory fee			120.00		120.00		0.0%
Licensing an outside venue for weddings and civil partnerships			1,995.00		1,910.00		4.5%
Additional rooms			608.00		580.00		4.8%
Marriage and Civil Partnership Ceremonies in Licenced Venues:							
Monday to Thursday (up to / including 5:00pm)		587.00	560.00	560.00	547.00	4.8%	2.4%
Monday to Thursday (after 5.00pm if available)		650.00	620.00	620.00	607.00	4.8%	2.1%
Fridays and Saturdays (up to / including 5pm)		650.00	620.00	620.00	607.00	4.8%	2.1%
Friday and Saturday (after 5pm if available)		718.00	685.00	685.00	673.00	4.8%	1.8%
Sundays and Bank Holidays (up to / including 5pm)		718.00	685.00	685.00	673.00	4.8%	1.8%
Sundays and Bank Holidays after 5pm		755.00	720.00	720.00	711.00	4.9%	1.3%
Marriage and Civil Partnership Ceremonies in Maidenhead Ceremony Room:							
Monday to Thursday (up to / including 3:30pm)		278.00	265.00	265.00	258.00	4.9%	2.7%
Monday to Thursday (after 3.30pm if available)		330.00	315.00	315.00	309.00	4.8%	1.9%
Friday to Saturday		330.00	315.00	315.00	309.00	4.8%	1.9%
Saturday (after 12pm if available)		440.00	420.00	420.00	412.00	4.8%	1.9%
Sunday		524.00	500.00	500.00	494.00	4.8%	1.2%
Bank Holiday		650.00	620.00	620.00	608.00	4.8%	2.0%

Resources Directorate	2023/24	2022/23	2022/23	2021/22	%
	£	£	£	£	Increase
LIBRARY & RESIDENT SERVICES	Super-intendent Registrar		Super-intendent Registrar		
CITIZENSHIP CEREMONIES					
Per Ceremony		80.00		80.00	0.0%
Private Citizenship Ceremonies - Register Office:					
Mondays to Thursdays		185.00		167.00	10.8%
Fridays and Saturdays		329.00		314.00	4.8%
The ceremony room is not available for Sunday Bookings					
Baby Naming And Reaffirmation (inclusive of VAT)					
Register Office - Monday to Thursday		285.00		272.00	4.8%
Register Office - Friday and Saturday (up to 12pm)		329.00		314.00	4.8%
Register Office - Saturday (after 12pm)		422.00		403.00	4.7%
Register Office - Sunday		487.00		465.00	4.7%
Register Office - Bank Holidays		548.00		523.00	4.8%
Outside Venues - Monday to Thursday		400.00		382.00	4.7%
Outside Venues - Friday and Saturday		526.00		502.00	4.8%
Outside Venues - Sunday		604.00		576.00	4.9%
Outside Venues - Bank Holidays		635.00		606.00	
Changing the name on a venue license		39.00		37.00	5.4%

Resources Directorate		2022/23		2021/22		% Increase	% Increase
		£	£	£	£		
LIBRARIES							
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		0.28	11.50	0.26	10.82	7.7%	6.3%
Children's/Teenage Books & Magazines		0.05	11.50	0.05	10.82	0.0%	6.3%
CDs/Tapes/Playaway Audio Books		0.28	11.50	0.26	10.82	7.7%	6.3%
DVDs / CD-ROMs/Video Games		0.63	11.50	0.60	10.82	5.0%	6.3%
AUDIO / VISUAL LOAN CHARGES:							
Adult - CDs	per item for 3 weeks	<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>	<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>		
DVDs	per item for 1 week	3.60	3.40	3.45	3.25	4.2%	4.6%
	New released titles-first 8 weeks in stock	3.80	3.15	3.65	3.05	4.1%	3.3%
	Single Disc in stock for longer than 8 weeks	2.80	2.75	2.65	2.65	5.7%	3.8%
RESERVATIONS:							
Adult books & Magazines	Books from SELMS partnership libraries	3.00	-	3.00			
Inter-Library Loans	Standard Rate	11.50	9.50	11.00	9.00	4.5%	5.6%
Inter-Library Loans	Student Discount Rate (with ID)	2.50	2.50	2.00	2.00	25.0%	25.0%
Urgent and Specialists	Current full British Library charges will apply	Plus Admin £8.50 Cost		Plus 8.00 Admin Cost		6.7%	
Music scores and play sets	Current full courier charges will apply	Plus Admin £8.50 Cost		Plus 8.00 Admin Cost		6.7%	
LIBRARY EVENTS:							
	Children (minimum)	4.20	-	4.00	3.50	5.0%	
	Adults (minimum)	6.30	-	6.00	5.50	5.0%	
LIBRARY SCHOOL OFFERS							
RDS	100 books per year, unlimited exchange	365.00	-	350.00			
RDS	200 books per year, unlimited exchange	730.00	-	700.00		4.3%	
RDS	400 books per year, unlimited exchange	1,250.00	-	1,200.00		4.2%	
RDS	750 books per year, unlimited exchange	2,200.00	-	2,100.00		4.8%	
RDS	950 books per year, unlimited exchange	2,600.00	-	2,500.00		4.0%	
	Topic boxes per term	80.00	-	70.00		14.3%	
	Sessions each	105.00	-	100.00		5.0%	

Resources Directorate		2022/23		2021/22		%	%
		£	£	£	£	Increase	Increase
REFERENCE LIBRARY SERVICES:							
	Printing from Electronic Information sources - per A4 sheet						
	Black and White	0.25	-	0.25	0.25	0.0%	
	Colour	0.50	-	0.50	0.50	0.0%	
Research	Per 15 minutes (or part) (first 30 mins free)	15.00	-	12.00	10.00	25.0%	
PHOTOCOPYING:							
	Per A4 copy						
	Black and White	0.25	-	0.25	0.25	0.0%	
	Per A3 copy						
	Black and White	0.50	-	0.50	0.50	0.0%	
	Per A4 copy						
	Colour	0.50	-	0.50	0.50	0.0%	
	Per A3 copy						
	Colour	1.00	-	1.00	1.00	0.0%	
FAX:							
	Sending in UK						
	1st sheet	N/A	-	2.00	1.50	N/A	
	Each subsequent sheet	N/A	-	1.00	0.75	N/A	
	Sending to European Countries						
	1st sheet	N/A	-	3.50	2.75	N/A	
	Each subsequent sheet	N/A	-	2.00	2.10	N/A	
	Sending to rest of world						
	1st sheet	N/A	-	5.20	5.00	N/A	
	Each subsequent sheet	N/A	-	3.00	2.75	N/A	
	Receiving - per message						
		N/A	-	2.00	1.60	N/A	
	Printing from Microform & Microfiche						
	Per A4 copy	N/A	-	0.50	0.50	N/A	
	Handling P&P (minimum)	2.25	-	2.15	2.15	4.7%	
	Printing from customer's microform	N/A	-	0.50	0.50	N/A	

Resources Directorate	2022/23		2021/22		% Increase	% Increase
	£	£	£	£		
LOST AND DAMAGED ITEMS:						
Out of print adult books			Fee provided on request	Fee provided on request		
Out of print children's books			Fee provided on request	Fee provided on request		
Damaged Books & Magazines -per volume / issue						
Damage to new items			Full replacement cost	Full replacement cost		
One or more pages damaged to affect issue			Full replacement cost	Full replacement cost		
Water damage / Chewed books			Full replacement cost	Full replacement cost		
Scribbling all over book, underlining etc.			Full replacement cost	Full replacement cost		
LOST AND DAMAGED ITEMS:						
Audio Visual Items - Tapes			Full replacement cost			
Audio Visual Items - CDs			Full replacement cost			
Replacement membership card		2.80		2.65		5.7%
ROOM & EXHIBITION HIRE (All Libraries):						
Commercial Organisations-per hour		44.00		42.00		4.8%
Commercial Organisations-per 1/2 day		100.00		94.00		6.4%
Commercial Organisations-per day		170.00		157.00		8.3%
Non-Commercial Organisations (charged services) per hour		30.00		28.25		6.2%
Non-Commercial Organisations (charged services) per 1/2day		60.00		57.00		5.3%
Non-Commercial Organisations (charged services) per day		91.00		87.00		4.6%
Other Borough Based Community Groups-per hour		13.00		12.50		4.0%
Other Borough Based Community Groups-per 1/2day		34.00		32.50		4.6%
Other Borough Based Community Groups-per day		45.00		43.00		4.7%
(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						

Resources Directorate	2022/23		2021/22		% Increase	% Increase
	£	£	£	£		
INTERVIEW ROOM						
Commercial Organisations-per hour		25.00		21.00		19.0%
Commercial Organisations-per 1/2 day		50.00		47.00		6.4%
Commercial Organisations-per day		80.00		75.50		6.0%
Non-Commercial Organisations (charged services) per hour		16.50		15.65		5.4%
Non-Commercial Organisations (charged services) per 1/2day		31.50		30.30		4.0%
Non-Commercial Organisations (charged services) per day		49.00		47.00		4.3%
Other Borough Based Community Groups-per hour		5.50		5.20		5.8%
Other Borough Based Community Groups-per 1/2day		17.00		15.65		8.6%
Other Borough Based Community Groups-per day		26.00		24.00		8.3%
USE OF LIBRARY COMPUTER:						
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%

Resources Directorate

	2022/23 £	2021/22 £	% Increase
Insurance Admin charges for Street Furniture Cost recovery			
Fees are inclusive of VAT			
Administration Charge on top of the recovery of the cost of repairing/replacing the damaged street council property			
Recoveries with a value <£1000 flat fee	172.50	150.00	15.0%
Recoveries with a value >£1000 and <£2000 flat fee	230.00	200.00	15.0%
Recoveries with a value >£2000 flat fee	345.00	300.00	15.0%

Resources Directorate		2022/23 £	2021/22 £	% Increase
DEPUTYSHIP				
Estates Winding Up Fee - Level 1				
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:				
Notify DWP				
Notify Court of Protection / Office of the Public Guardian				
Notify other financial institutions				
Complete BD8				
Settle funeral and other final bills				
Distribute estate to executors				
		259.00	247.00	4.9%
Estates Winding Up Fee - Level 2				
Work undertaken would include some or all the basic requirements above, plus any of the additional work required:				
Completion of final account report for Court of Protection				
Advising or assisting on the completion of Probate applications				
Referring the estate to Treasury Solicitors				
Liaising with Treasury Solicitors				
		320.00	305.00	4.9%
Estates Winding Up Fee - Level 3				
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:				
Collecting Death Certificate				
Registering the death				
Arranging the funeral				
		448.00	427.00	4.9%

Resources Directorate	2022/23 £	2021/22 £	% Increase
OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION	<u>Statutory</u>	<u>Statutory</u>	
Remuneration of Local Authority deputies - Fees are exempt of VAT			
Fees set by the Court of Protection			
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy:			
Category I - Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	745.00	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, Health and Housing Directorate		Unit Cost	2022/23		2021/22		% Increase	% Increase
			£	£	£	£		
CARE FOR ADULTS								
RESIDENTIAL CARE								
Homes for Older People - residential care in RBWM commissioned homes								
Maximum charge								
Residential Home placements								
Nursing Home placements (FNC to be deducted where applicable)								
Homes for People with Learning Disability - residential care								
Homeside Close and Winston Court - Standard Charge to other local authorities								
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.								
COMMUNITY CARE & RESPITE CARE								
OLA is an abbreviation for "Other Local Authority"			RBWM residents & PBH		RBWM residents & PBH		% Increase	% Increase
PBH is an abbreviation for "Personal Budget Holder"			OLA & Full Cost Payers		OLA & Full Cost Payers		% Increase	% Increase
Homes for People with Learning Disability - Respite care								
RBWM - PBH		night	173.63		167.27		3.8%	
OLA - Weekdays Mon-Thurs		night		507.87		489.28		3.8%
OLA - Weekends Fri-Sun		night		591.43		569.78		3.8%
Administration fee for self-funders								
Administration fee for setting up care arrangements		one-off	350.00		305.00		14.8%	
Annual fee for ongoing management of care arrangements		annual	325.00		254.00		28.0%	
Deferred payments								
Set up fee		one-off	1235.00		900.00		37.2%	
ongoing fee		annual	350.00		300.00		16.7%	
Homecare								
Standard Charge		hour	SEE NOTE 1 below		SEE NOTE 1 below			
Live in Carer			Full cost recovery					
Sleep in Services			Full cost recovery					

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Adults, Health and Housing Directorate			Unit Cost		2022/23		2021/22		% Increase	% Increase
			£	£	£	£				
			RBWM residents & PBH	OLA & Full Cost Payers	RBWM residents & PBH	OLA & Full Cost Payers	% Increase	% Increase		
Meals on Wheels		per meal	5.00		5.00		0.0%			
Learning Disability: day activity charge										
		morning or afternoon session in daycentre for								
	ratio 1:1	session	97.13	121.49	93.57	117.04	3.8%	3.8%		
	ratio 1:2	session	48.52	86.27	46.74	83.11	3.8%	3.8%		
	ratio 1:3	session	32.27	61.38	31.09	59.13	3.8%	3.8%		
	ratio 1:5	session	19.30	39.44	18.59	38.00	3.8%	3.8%		
	ratio 1:10	session	9.60	22.67	9.25	21.84	3.8%	3.8%		
LEARNING DISABILITY: OLA midday meal supervision										
	ratio 1:1			57.69		55.58		3.8%		
	ratio 1:2			40.08		38.61		3.8%		
	ratio 1:3			27.74		26.72		3.8%		
	ratio 1:5			16.88		16.26		3.8%		
	ratio 1:10			8.34		8.03		3.9%		
CHC Charge where Care Staff are separately funded										
	ratio 1:1	session	26.37	26.37	25.40	25.40			3.8%	
Learning Disability: Transport		per journey		7.50		7.50			0.0%	
Older Persons: Day Centres	RBWM - PBH	per day	67.35		64.90		3.8%			
		transport single Journey to day centre/activity (max 2 charges per session)	per journey	5.30		5.30		0.0%		

Adults, Health and Housing Directorate		Unit Cost	2022/23		2021/22		% Increase	% Increase
			£	£	£	£		
			RBWM residents & PBH	OLA & Full Cost Payers	RBWM residents & PBH	OLA & Full Cost Payers	% Increase	% Increase
Blue Badge		Per Badge	10.00		10.00		0.0%	
Older Persons: Residential Respite								
	In residential and nursing homes, arranged by the Council	per week	1017.00		980.00		3.8%	
ALLOWANCES								
Direct Payments - Rates payable to service user								
	Standard Rate - care provided by homecare agency	per hour	SEE NOTE 1 below		SEE NOTE 1 below			
	Sleeping Night Service	night	64.80		64.80		0.0%	
	<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	N/A		16.00			
	Standard Rate including all oncosts	hour	14.32		13.80		3.8%	
	Enhanced Rate including all oncosts	hour	N/A		25.40			

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

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Adults, Health and Housing Directorate

	2022/23 £	2021/22 £	% Increase
COMMUNITY, PROTECTION & ENFORCEMENT SERVICES			
ENVIRONMENTAL PROTECTION			
Standard FPN for Environmental Protection Property	95.14	95.14	0.0%
Environmental Protection Act - LA Pollution Prevention Control (Dependant on type of process tested)	Set by DEFRA	Set by DEFRA	
Scrap Metal Licensing:			
- Collector Licence	233.55	225.00	3.8%
- Site Licence	348.76	336.00	3.8%
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%
TRADING STANDARDS			
Weights & Measures Fees			
Weights & Measures Inspector Hourly Rate of:	Set by NTS	66.57	N/A
Petroleum Licences			
			Set Externally - See Website
Explosives Licences			
			Set Externally - See Website
Poisons Licences			
			Set Externally - See Website
RESIDENTIAL SERVICES			
Domestic Pest Control Service			
			Set by SDK Environmental Ltd- See website
			Officers reviewing fees for next year
Housing Act Notice			Officer time incorporate hourly rate
Enforcement - Works in default			Officer time incorporate hourly rate
Houses In Multiple Occupation (HMO Licences)			
-basic compliance with 5 bedrooms	837.00	837.00	0.0%
-additional rooms			Per Additional Room:
	27.43	27.43	0.0%
-renewal of licence and second and subsequent properties	770.00	770.00	0.0%
Follow ups of Incomplete applications			Per Hour:
	40.64	40.64	0.0%
Copy Licence	11.18	11.18	0.0%

Adults, Health and Housing Directorate

	2022/23 £	2021/22 £	% Increase
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges			
First offence			
	£2,000 reduced to £1000 if paid within 14 days		
Second offence	3,048.00	3,048.00	0.0%
Third and subsequent offences	5,080.00	5,080.00	0.0%
COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR			
*Dog Faeces Fixed Penalty Notice			
	*£100 reduced to £75 if paid within 14 days		
*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%
LICENSING/ ENFORCEMENT TEAM			
Licensing Of Hackney Carriages And Private Hire Vehicles			
	Awaiting result of consultation with licensing panel		
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%

Adults, Health and Housing Directorate		2022/23	2021/22	%
		£	£	Increase
Licensing Act 2003				
Personal Licences	Prices set by statute - See Website		-	
Annual Fee for Premises Licences:-	Prices set by statute - See Website		-	
Sexual Venue Licensing (Per Premises)		5,000.00	5,000.00	0.0%
Sex Shop Licences (Per Premises)		5,000.00	5,000.00	0.0%
Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)				
Betting Premises (excluding Tracks)				
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%
TRACKS				
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%

Adults, Health and Housing Directorate		2022/23	2021/22	%
		£	£	Increase
Safety of Sports Ground Act 1975				
	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%
Adult Gaming Centre				
	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%
96	Other Statutory Licences - Set by Licensing Panel			
	Street Trading	3,000.00	3,000.00	0.0%

Adults, Health and Housing Directorate

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Adults, Health and Housing Directorate		2022/23 £	2021/22 £	% Increase
HOUSING				
ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES				
Freezer Failure Certificate	Can increase	160.89	155.00	3.8%
Water Sampling-Laboratory costs plus officer hourly rate	Not chargeable	-	-	
Private Water Supplies-Laboratory costs plus officer hourly rate, subject to statutory maximums	Statutorily set	-	-	
Food Hygiene Rescore Visit	cover	250.00	214.00	16.8%
Health & Safety Work Act S28-Cost Of Officer Time + 15% Admin, Minimum Charge Of:	disclosure?	85.00	82.00	3.7%
Riding Establishments:				
- first application (plus vet's fees)		Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website	Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website	
- renewal (plus vet's fees if appropriate)				
Animal Boarding, Breeding Of Dogs, Pet Animals & Shops:				
- first application				
- renewal (plus vet's fees if appropriate)				
Dangerous Animals:				
- first application				
- renewal (plus vet's fees if appropriate)				
Performing Animals:				
Zoo Licence First Application				
Zoo Licence Renewal				
Ear Piercing / Acupuncture / Electrolysis and Tattooing				
- registration of premises and one practitioner	to check if can charge more	245.00	236.00	3.8%
- each additional practitioner		82.00	79.00	3.8%
- existing Licence amendment	Min fee:	42.50	41.00	
- replacement of operator certificate		20.00	20.00	0.0%

Adults, Health and Housing Directorate

	2022/23 £	2021/22 £	% Increase
RESIDENTIAL SERVICES			
Domestic Pest Control Service	Set by SDK Environmental Ltd- See website		
Housing Act Notice	Officer time		
Enforcement - Works in default	Officer time		
Houses In Multiple Occupation (HMO Licences)			
-basic compliance with 5 bedrooms	837.00	837.00	0.0%
-additional rooms	28.00	28.00	0.0%
-renewal of licence and second and subsequent properties	770.00	770.00	0.0%
Follow ups of Incomplete applications	40.00	40.00	0.0%
Copy Licence	20.00	20.00	0.0%
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges			
First offence	£2,000 reduced to £1000 if paid within 14 days		
Second offence	3,000.00	3,000.00	0.0%
Third and subsequent offences	5,000.00	5,000.00	0.0%
Mobile Homes Act 2013			
(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	Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website	New
86 Fixed Penalty Notices for Housing Act 2004			

PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
HIGHWAYS & TRANSPORT				
Consultation with Highways	Price on application			
Other Highway Services				
Provision Of Accident Information (For 3 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	156.00	149.00	4.7%
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:	260.00	248.00	4.8%
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:	195.00	186.00	4.8%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	260.00	248.00	4.8%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	260.00	248.00	4.8%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	132.00	126.00	4.8%
Provision Of Junction Traffic Model Data Price on application - dependant on complexity of model:				
Access To/Use Of Borough Traffic Computer Model		6,215.00	5,930.00	4.8%
Research Into Archives (Where Not Part Of Statutory Function) - charge after 3 hrs	Min' Charge Applies: Per Hour:	248.00 63.00	237.00 60.00	4.6%
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		67.00	64.00	4.7%
Provision Of Supplementary Information		132.00	126.00	4.8%
Provision Of hard Copy OF Statutory Records - EXPEDITED SERVICE		102.00	97.00	5.2%
Provision Of Supplementary Information - EXPEDITED SERVICE		198.00	189.00	4.8%
Site Inspection: - up to 3 hours	Per Inspection:	161.00	154.00	4.5%
- over 3 hours	Per Inspection:	260.00	248.00	4.8%

FEES AND CHARGES 2022/23

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PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
HIGHWAY LICENCES				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		553.00	533.00	3.8%
Fee for 'straight forward' renewals -		129.00	124.00	4.0%
-street cafes- area fee	Per m2:	129.00	124.00	4.0%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	553.00	533.00	3.8%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	129.00	124.00	4.0%
Display of goods Area fee (For 3 years)	Per m2:	129.00	124.00	4.0%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	129.00	124.00	4.0%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	26.00	25.00	4.0%
S116 Extinguishment Of Adopted Highways And Rights Of Way	Act' cost + advertising cost, min of:	6,155.00	5,930.00	3.8%
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
Skip Company Registration Fee		80.00		
- admin fee per application including 1 week fee	Per Application	65.00	65.00	0.0%
- weekly charge (2 Weeks)	Plus:	95.00	20.00	375.0%
- weekly charge (3 Weeks)	Plus:	135.00	23.00	487.0%
- weekly charge (4 weeks)	Plus:	180.00	37.00	386.5%
- removal of builders skips				
'Min charge for skip collection and one day. £50 additional for every day skip is stored at depot plus 20% admin charge to be added		425.00	241.00	76.3%

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PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
S169 Scaffolding Licences - Residential				
Application Fees		50.00	50.00	
licence Fees for 8 wks (renewable every 8 wks)		134.00	128.00	4.7%
Unauthorised placement of scaffolding for a residential build/works		370.00	356.00	3.9%
-commercial				
Application Fees		52.00	50.00	4.0%
Minor Road (less than 50m2)	0 to 2 Months	475.00	453.00	4.9%
Minor Road (less than 50m2)	3 to 4 Months	878.00	838.00	4.8%
Minor Road (less than 50m2)*	5 to 6 Months	1,272.00	1,214.00	4.8%
Minor Road (More than 50m2)	0 to 2 Months	2,535.00	2,419.00	4.8%
Minor Road (More than 50m2)	3 to 4 Months	2,826.00	2,697.00	4.8%
Minor Road (More than 50m2)*	5 to 6 Months	3,215.00	3,068.00	4.8%
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	1,002.00	956.00	4.8%
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,762.00	1,681.00	4.8%
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,545.00	2,428.00	4.8%
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	5,128.00	4,893.00	4.8%
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,654.00	5,395.00	4.8%
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,432.00	6,137.00	4.8%
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				
Not adhering to licence conditions		80.00	80.00	0.0%
Unauthorised commercial scaffold/hoarding on:				
Minor Road (less than 50m2)		1,054.00	1,006.00	4.8%
Minor Road (More then 50m2)		5,123.00	4,888.00	4.8%
Major Road or High Amenity Road (less then 50m2)		2,109.00	2,012.00	4.8%
Major Road or High Amenity Road (more then 50m2)		10,361.00	9,886.00	4.8%
S172 Hoarding Licences				
Application Fees		50.00	50.00	0.0%
-commercial				
Minor Road (less than 50m2)	0 to 2 Months	475.00	453.00	4.9%
Minor Road (less than 50m2)	3 to 4 Months	878.00	838.00	4.8%
Minor Road (less than 50m2)*	5 to 6 Months	1,272.00	1,214.00	4.8%
Minor Road (More than 50m2)	0 to 2 Months	2,535.00	2,419.00	4.8%
Minor Road (More than 50m2)	3 to 4 Months	2,826.00	2,697.00	4.8%
Minor Road (More than 50m2)*	5 to 6 Months	3,215.00	3,068.00	4.8%
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	1,002.00	956.00	4.8%
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,762.00	1,681.00	4.8%
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,545.00	2,428.00	4.8%
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	5,128.00	4,893.00	4.8%
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,654.00	5,395.00	4.8%
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,432.00	6,137.00	4.8%
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				

PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
Not adhering to licence conditions		80.00	80.00	0.0%
Unauthorised hoarding on:				
Minor Road (less than 50m2)		1,054.00	1,006.00	4.8%
Minor Road (More than 50m2)		5,123.00	4,888.00	4.8%
Major Road or High Amenity Road (less than 50m2)		2,109.00	2,012.00	4.8%
Major Road or High Amenity Road (more than 50m2)		10,361.00	9,886.00	4.8%
Other Structures - inc cranes				
Application fee		50.00	50.00	0.0%
Licence fee on approval		543.00	518.00	4.8%
- additional charge (per m2) This may change to Traffic Management Fee - Amount TBC	Plus Charge Per m2:	12.00	11.00	9.1%
* Road space booking application or road closure application might be required to facilitate				
Not adhering to licence conditions		80.00	80.00	0.0%
Unauthorised placement of structures/cranes on the Highway		1,641.00	1,566.00	4.8%
Mobile Access Platforms. Flat fee Plus area fee below Per Week Or Part:				
Application fee		52.00	50.00	4.0%
Licence fee on approval		236.00	225.00	4.9%
- additional charge (per m2) This may change to Traffic Management Fee	Plus Charge Per m2:	5.00	5.00	0.0%
* Road space booking application or road closure application might be required to facilitate		84.00	80.00	5.0%
Not adhering to licence conditions		1,027.00	980.00	4.8%
Unauthorised placement of structures/cranes on the Highway				
S74 NRSWA Charges For Late Completions. Fees range depending on circumstances and are set by statute				
S76 NRSWA Inspection Fees. Fees range depending on circumstances and are set by statute				
S50 NRSWA private apparatus in the highway licences. First application flat fee				
Application fee		50.00	50.00	0.0%
Licence fee on approval		496.00	473.00	4.9%
Not adhering to licence conditions		80.00	80.00	0.0%
* Road space booking application or road closure application might be required to facilitate				
Filming - inc internal consultation	Act' Cost Plus 20% Admin Fee			

PLACE DIRECTORATE	Unit Cost	2022/23	2021/22	%
		£	£	Increase
S184 Construction Of Vehicle Crossings				
Domestic				
Application fee		50.00	50.00	0.0%
Licence fee on approval		129.00	123.00	4.9%
Not Adhering to licence conditions		80.00	80.00	0.0%
Creation of unauthorised domestic dropped crossing		524.00	500.00	4.8%
Heavy Duty Crossing				
Application fee		50.00	50.00	0.0%
- admin fee commercial (Heavy Duty)		672.00	641.00	4.8%
Not Adhering to licence conditions		80.00	80.00	0.0%
Creation of unauthorised heavy duty dropped crossing		1,448.00	1,382.00	4.8%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- Min' charge (discretion to reduce fees) for non-commercial	Min':	624.00	595.00	4.9%
- Min' charge (discretion to reduce fees) for commercial	Max':	1,247.00	1,190.00	4.8%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Act' Costs, To A Min' Of:	389.00	371.00	4.9%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		247.00	236.00	4.7%
S171 Temporary Excavation Of The Highway				
Application fee		50.00	50.00	0.0%
Licence fee on approval		498.00	475.00	4.8%
Unauthorised excavation of the Highway		1,100.00	1,050.00	4.8%
Not adhering to licence conditions		80.00	80.00	0.0%
-charge per act (plus licence fee below): £50 Admin / 135 Licence - 2wks and 135 every two weeks		192.00	183.00	4.9%
S171 Storing materials on the Highway, incl Rubbish etc.				
Application fee		50.00	50.00	0.0%
Licence fee on approval for first 2 weeks		105.00	100.00	5.0%
Licence fee on approval for every 2 weeks after		157.00	150.00	4.7%
Unauthorised storing materials on the highway		367.00	350.00	4.9%
Not adhering to licence Conditions		80.00	80.00	0.0%
-licence fee	Plus:	132.00	126.00	4.8%
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	743.00	709.00	4.8%
- additional charge (per m2)	Plus Charge Per m2:	12.00	11.00	9.1%
Licence to rectify a defect within quarantee period (not NRSWA)		274.00	261.50	4.8%

PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
TEMPORARY TRAFFIC REGULATION ORDERS				
S14. Road Traffic Regulations (if advertising covered by applicant discount of £800 applies)	Flat Fee including Advertising Costs:	1,989.00	1,898.00	4.8%
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:	2,884.00	2,752.00	4.8%
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:	5,483.00	5,232.00	4.8%
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:	6,580.00	6,279.00	4.8%
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:	8,226.00	7,849.00	4.8%
Unauthorised Road Closure	Flat Fee	2,907.00	2,774.00	4.8%
Access Protection Markings		126.00	120.00	5.0%
Suspension of Parking Controls	Flat fee for 4 weeks period	997.00	951.00	4.8%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,989.00	1,898.00	4.8%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	103.00	98.00	5.1%
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 organiser will however remain responsible for all costs associated with advertising.		147.00	140.00	5.0%
Lane closure request on dual carriageway (Not NRSWA)	Flat fee	275.00	262.00	5.0%
Road space booking for works (Not NRSWA)	Flat fee max 2 weeks	219.00	209.00	4.8%
Road space booking for events	Flat fee	548.00	523.00	4.8%
Road space bookings for Charitable and Local Community Interest events	Flat fee	148.00	141.00	5.0%
Unauthorised placement of Traffic Management measures on the Highway (Not NRSWA)	Flat fee	1,096.00	1,046.00	4.8%

PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
OTHER TRAFFIC MANAGEMENT CHARGES				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		197.00	188.00	4.8%
Switching On/Off Permanent Traffic Signals				
- working hours:	Min. Charge:	383.00	365.00	4.9%
- evenings, and Saturdays:	Min. Charge:	577.00	551.00	4.7%
- Sundays and bank holidays:	Min. Charge:	766.00	731.00	4.8%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	199.00	190.00	4.7%
- other streets	Per Hour	66.00	63.00	4.8%
- surcharge for peak hour operation	Per Hour	165.00	157.00	5.1%
Special Signing				
-application of tourist/ visitor information signs		135.00	129.00	4.7%
-installation of tourist/ visitor information signs	Act' Cost Plus 20% Admin Fee	-	-	
-application of shopping/ business signs		264.00	252.00	4.8%
-installation of shopping/ business signs	Act' Cost Plus 20% Admin Fee (change from 2021/22)	-	293.00	-100.0%
Removal of illegal signage relating to Local Event	Fee per sign	157.00	150.00	4.7%
Removal of illegal signage relating to Developer	Fee per sign	385.00	367.00	4.9%
Repeat offender removal of illegal signage relating to Developer	Fee per sign	548.00	523.00	4.8%
Removal of Estate Agent boards from Adopted Highway land	Fee per sign	125.00		
Removal of any other signage placed in Adopted Highway Land	Fee per sign	100.00		
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		135.00	129.00	4.7%
Unauthorised Survey Equipment On The Highway		264.00	252.00	4.8%
Bike-ability Training	Per Pupil	5.00	5.00	0.0%

PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS				
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	3,726.00	3,555.00	4.8%
-over £1.0m construction costs	13% but Min' charge of	3,726.00	3,555.00	4.8%
-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		1,242.00	1,185.00	4.8%
-4.8m wide block paved road + two 2m verges		1,294.00	1,235.00	4.8%
-5.0m wide road, two 2m footways and two 1m verges		1,612.00	1,538.00	4.8%
-5.5m wide road, two 2m footways and two 1m verges		1,953.00	1,864.00	4.8%
-6.7m wide road, two 2.5m footways and two 1m verges		2,590.00	2,471.00	4.8%
-individual 2.0m footpath including lighting		583.00	556.00	4.9%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		1,029.00	982.00	4.8%
-Checking and approving interim and final travel plans standard developments (one off fee)		2,059.00	1,965.00	4.8%
-Checking and approving interim and final travel plans large/complex developments (one off fee)		4,121.00	3,932.00	4.8%
Auditing Of Road Safety Audits		559.00	533.00	4.9%
Design Of Street Lighting Schemes		436.00	416.00	4.8%
Relocation Of Street Light Equipment				
-Residential with Advantage Card				
-Commercial	Single Item: Act' Cost Plus 20% Admin Fee	(actual cost) (actual cost + 20%)	(actual cost) (actual cost + 20%)	
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		741.00	707.00	4.8%
-Complex Installation		1,242.00	1,185.00	4.8%

PLACE DIRECTORATE	Unit Cost	2022/23 £	2021/22 £	% Increase
HIGHWAY COMMUTED SUMS:				
-soakaways over 20 years		20,894.00	19,937.00	4.8%
-high friction surfacing over 5 years	Per m2:	10.00	10.00	0.0%
-pumping stations over 10 years	Min':	19,212.00	18,332.00	4.8%
-standard street lighting over 20 years		1,294.00	1,235.00	4.8%
-ornamental lighting over 20 years	Per Item:	2,136.00	2,038.00	4.8%
-traffic signals over 20 years per single pole	Per Item:	14,861.00	14,180.00	4.8%
-extra height pole	Per Item:	16,126.00	15,387.00	4.8%
-cantilever pole	Per Item:	17,585.00	16,780.00	4.8%
-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':	971.00	927.00	4.7%
-CCTV cameras over 10 years	Per Item:	16,855.00	16,083.00	4.8%
-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		648.00	618.00	4.9%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		783.00	747.00	4.8%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,189.00	1,135.00	4.8%
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	112.00	107.00	4.7%
Other Commuted Sums	Full cost or by agreement			
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		130.00	124.00	4.8%
-Inspection Fee		77.00	73.00	5.5%
-Removal Of Illegal Directional Signs	Per sign	262.00	250.00	4.8%
Removal of illegal signs for repeat offenders	Flat fee	576.00	550.00	4.7%

PLACE DIRECTORATE	2022/23 £	2021/22 £	% Increase
WASTE			
Special Collection Service, Trade Waste & Other			
-special collection service -one item	37.00	36.00	2.8%
-special collection service -two items	43.00	41.00	4.9%
-special collection service -three items	50.00	48.00	4.2%
-special collection service -four items	56.00	54.00	3.7%
-special collection service -five items (maximum)	62.00	60.00	3.3%
-special collection service -fridges/freezers per unit	37.00	36.00	2.8%
Waste bin for new development			
- Charged per property - New	80.00		
Green Waste Subscribed Collection Service			
-annual subscription	69.00	66.00	4.5%

PLACE DIRECTORATE		2022/23	2021/22	%
		£	£	Increase
PARKING SERVICE	No. of Spaces			
CAR PARKS	Chargeable Free			
Alexandra, Windsor *	198			
Charges apply Monday - Sunday between 9am-9pm (including Bank Holidays)				
Up To 1 Hour		1.80	1.70	5.9%
1 To 2 Hours		3.60	3.40	5.9%
2 To 3 Hours		5.50	5.10	7.8%
3 To 4 Hours		7.30	6.80	7.4%
4 To 5 Hours		11.50	11.00	4.5%
Over 5 Hours		14.50	14.00	3.6%
Season Tickets (3 Months)		395.00	380.00	3.9%
Season Tickets (6 Months)		780.00	750.00	4.0%
Season Tickets (Per Annum)		1540.00	1480.00	4.1%
Alma Road, Windsor * (See separate tariff For Windsor Dials)	130			
Charges apply Monday - Sunday between 9am-9pm (including Bank Holidays)				
Up To 1 Hour		1.80	1.70	5.9%
1 To 2 Hours		3.60	3.40	5.9%
2 To 3 Hours		5.50	5.10	7.8%
3 To 4 Hours		7.30	6.80	7.4%
4 To 5 Hours		11.50	11.00	4.5%
Over 5 Hours		14.50	14.00	3.6%
Season Tickets (3 Months)		395.00	380.00	3.9%
Season Tickets (6 Months)		780.00	750.00	4.0%
Season Tickets (Per Annum)		1540.00	1480.00	4.1%
Ascot High Street				
The Avenue, Datchet *	113			
Charges apply Mon - Sat between 9am-6pm (Sundays and Bank Holidays free)				
Up To 1 Hour		1.10	1.00	10.0%
1 To 2 Hours		1.80	1.60	12.5%
2 To 3 Hours		3.60	3.20	12.5%
3 To 4 Hours		4.50	4.00	12.5%
4 to 5 Hours		6.50	6.00	8.3%
Over 5 Hours		7.70	7.20	6.9%
Season Tickets (3 Months)		240.00	230.00	4.3%
Season Tickets (6 Months)		455.00	435.00	4.6%
Season Tickets (Per Annum)		890.00	850.00	4.7%

PLACE DIRECTORATE		2022/23 £	2021/22 £	% Increase
PARKING SERVICE	No. of Spaces			
CAR PARKS	Chargeable Free			
Boulter's Lock, Maidenhead *	87			
Charges apply Mon - Sun between 9am-9pm (Incl Bank holidays)				
Up To 1 Hour		1.10	1.00	10.0%
1 To 2 Hours		1.70	1.50	13.3%
2 To 3 Hours		2.30	2.00	15.0%
3 To 4 Hours		3.50	3.00	16.7%
4 to 5 Hours		4.50	4.00	12.5%
Over 5 Hours		5.50	5.00	10.0%
Braywick Nature Park, Maidenhead (8am - 9pm)				
Braywick Sports Ground, Maidenhead (Mon - Sat 9am - 9pm)	575		0.00	
Charges apply Mon - Sat between 9am-9pm (Incl Bank holidays)				
Up To 1 Hour		1.30	1.20	8.3%
1 To 2 Hours		2.60	2.40	8.3%
2 To 3 Hours		4.00	3.60	11.1%
3 To 4 Hours		5.30	4.80	10.4%
4 to 5 Hours		8.00	7.50	6.7%
Over 5 Hours		10.50	10.00	5.0%
Season Tickets (3 Months)		175.00	155.00	12.9%
Season Tickets (6 Months)		320.00	295.00	8.5%
Season Tickets (Per Annum)		600.00	580.00	3.4%
Centrica, Windsor *				
(Saturdays, Sundays & Bank Holidays In Peak Periods Only- Locked at 7pm)	134		0.00	
Coronation Road, Littlewick Green	24		0.00	
East Berks College, Windsor *	112			
Charges apply Mon - Sun between 9am-9pm (Incl Bank holidays)				
Up To 1 Hour		1.60	1.50	6.7%
1 To 2 Hours		2.30	2.10	9.5%
2 To 3 Hours		3.40	3.00	13.3%
3 To 4 Hours		5.00	4.50	11.1%
4 To 5 Hours		7.50	7.00	7.1%
Over 5 Hours		9.50	9.00	5.6%

PLACE DIRECTORATE		2022/23 £	2021/22 £	% Increase
PARKING SERVICE	No. of Spaces			
CAR PARKS	Chargeable Free			
Eton Court, Eton *	57			
Charges apply Mon-Sun between 9am-9pm (Incl 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		5.20	4.80	8.3%
3 To 4 Hours		8.50	8.00	6.3%
4 To 5 Hours		10.50	10.00	5.0%
Over 5 Hours		12.00	11.50	4.3%
Season Tickets (3 Months)	1,320	330.00	315.00	4.8%
Season Tickets (6 Months)	1,300	650.00	620.00	4.8%
Season Tickets (Per Annum)		1280.00	1230.00	4.1%
→ Grenfell Park, Maidenhead (Dawn - Dusk)			0.00	
→ Grove Road, Maidenhead (3 Hours max)	82			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 1 Hour		1.60	1.50	6.7%
1 To 2 Hours		3.20	3.00	6.7%
2 To 3 Hours		4.80	N/A	
Hines Meadow Multi Storey Maidenhead *	1,280			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 1 Hour		1.30	1.20	8.3%
1 To 2 Hours		2.60	2.40	8.3%
2 To 3 Hours		4.00	3.60	11.1%
3 To 4 Hours		5.90	5.40	9.3%
4 To 5 Hours		6.50	6.00	8.3%
Over 5 Hours		10.50	10.00	5.0%
Season Tickets (3 Months)		290.00	275.00	5.5%
Season Tickets (6 Months)		565.00	540.00	4.6%
Season Tickets (Per Annum)		1100.00	1050.00	4.8%

PLACE DIRECTORATE		2022/23	2021/22	%
		£	£	Increase
PARKING SERVICE	No. of Spaces			
CAR PARKS	Chargeable Free			
Home Park, Windsor >	181			
Charges apply Mon - Fri between 9am-4pm (Weekends and Bank Holidays free)				
Signs will indicate when the car park is not in use due to events or functions				
Up To 1 Hour		1.20	1.10	9.1%
1 To 2 Hours		2.40	2.20	9.1%
2 To 3 Hours		4.40	4.00	10.0%
3 To 4 Hours		5.50	5.00	10.0%
4 To 5 Hours		6.50	6.00	8.3%
Over 5 Hours		8.00	7.50	6.7%
Season Tickets (3 Months)		245.00	230.00	6.5%
Season Tickets (6 Months)		475.00	455.00	4.4%
Season Tickets (Per Annum)		940.00	900.00	4.4%
Horton Road, Datchet *	60			
Charges apply Mon - Sat between 9am-6pm (Sundays and Bank Holidays free)				
Up To 1 Hour		0.60	0.50	20.0%
1 To 2 Hours		1.20	1.00	20.0%
2 To 3 Hours		2.40	2.00	20.0%
3 To 4 Hours		3.50	3.00	16.7%
4 to 5 Hours		4.50	4.00	12.5%
Over 5 Hours		5.50	5.00	10.0%
King Edward VII Ave, Windsor	192			
Charges apply Mon-Sun between 9am-9pm (Including Bank Holidays)				
Up To 1 Hour		1.70	1.60	6.2%
1 To 2 Hours		3.20	3.00	6.7%
2 To 3 Hours		5.20	4.80	8.3%
3 To 4 Hours		7.10	6.60	7.6%
4 To 5 Hours		8.70	8.20	6.1%
Over 5 Hours		10.00	9.50	5.3%
Season Tickets (3 Months)		345.00	330	4.5%
Season Tickets (6 Months)		680.00	650	4.6%
Season Tickets (Per Annum)		1340.00	1280	4.7%

PLACE DIRECTORATE		2022/23	2021/22	%
		£	£	Increase
PARKING SERVICE	No. of Spaces			
CAR PARKS	Chargeable Free			
King Edward VII Hospital, Windsor	150			
Charges apply Saturdays, Sundays and Bank Holidays between 9am-6pm				
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%
Meadow Lane, Eton *	102			
Charges apply Mon-Sun between 9am-9pm (Incl 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		5.20	4.80	8.3%
3 To 4 Hours		8.50	8.00	6.3%
4 To 5 Hours		10.50	10.00	5.0%
Over 5 Hours		12.00	11.50	4.3%
Season Tickets (3 Months)		330.00	315.00	4.8%
Season Tickets (6 Months)		650.00	620.00	4.8%
Season Tickets (Per Annum)		1280.00	1230.00	4.1%
Nicholsons MultiStorey, Maidenhead *	734			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 30 Mins		0.80	0.70	14.3%
30 Mins To 1 Hour		1.50	1.40	7.1%
1 To 2 Hours		2.60	2.40	8.3%
2 To 3 Hours		4.00	3.60	11.1%
3 To 4 Hours		5.30	4.80	10.4%
4 To 5 Hours		10.50	10.00	5.0%
Over 5 Hours		15.50	15.00	3.3%
Season Tickets (1 Month)		170.00	160.00	6.3%
Season Tickets (3 Months)		480.00	460.00	4.3%
Season Tickets (6 Months)		950.00	910.00	4.4%
Season Tickets (Per Annum)		1860.00	1780.00	4.5%
Oak Lane (Annual Contract Spaces For Residents Only)		60.00	60.00	0.0%

PLACE DIRECTORATE		2022/23	2021/22	%
		£	£	Increase
PARKING SERVICE				
CAR PARKS				
	River St, Windsor *			
	Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)			
	Up To 1 Hour	5.30	5.20	1.9%
	1 To 2 Hours	8.20	8.00	2.5%
	2 To 3 Hours	10.50	10.00	5.0%
	3 To 4 Hours	14.00	13.50	3.7%
	4 To 5 Hours	16.00	15.50	3.2%
	Over 5 Hours	20.00	19.00	5.3%
	Romney Lock, Windsor *			
	Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)			
	Up To 1 Hour	1.70	1.60	6.2%
	1 To 2 Hours	3.20	3.00	6.7%
	2 To 3 Hours	5.20	4.80	8.3%
	3 To 4 Hours	7.10	6.60	7.6%
	4 To 5 Hours	8.70	8.20	6.1%
	Over 5 Hours	10.00	9.50	5.3%
	Season Tickets (3 Months)	345.00	330.00	4.5%
	Season Tickets (6 Months)	680.00	650.00	4.6%
	Season Tickets (Per Annum)	1340.00	1280.00	4.7%
	Stafferton Way Multi Storey, Maidenhead *			
	Charges apply Mon - Sat between 9am-9pm (Sundays and Bank Holidays free)			
	Daily charge	8.50	8.00	6.3%
	Season Tickets (3 Months)	290.00	275.00	5.5%
	Season Tickets (6 Months)	565.00	540.00	4.6%
	Season Tickets (Per Annum)	1100.00	1055.00	4.3%

114

No. of Spaces
Chargeable Free

145

94

576

PLACE DIRECTORATE		2022/23 £	2021/22 £	% Increase
PARKING SERVICE	No. of Spaces			
CAR PARKS	Chargeable Free			
Town Moor, Maidenhead (Blackmoor Lane)				
Charges apply Mon - Sun between 9am-9pm (Incl Bank holidays)	28			
Up To 3 Hours		1.10	1.00	10.0%
Over 3 Hours		4.20	4.00	5.0%
Victoria Street Multi Storey, Windsor *	206			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		2.40	2.30	4.3%
1 To 2 Hours		3.90	3.70	5.4%
2 To 3 Hours		6.40	6.00	6.7%
3 To 4 Hours		11.00	10.50	4.8%
4 To 5 Hours		12.00	11.50	4.3%
Over 5 Hours		16.50	16.00	3.1%
West Street, Maidenhead (3 Hours Max) *	59			
Charges apply Mon - Sat between 9am-9pm (Sundays and Bank Holidays free)				
Upto 1 Hour		1.60	1.50	6.7%
Upto 2 Hours		3.20	3.00	6.7%
Upto 3 Hours		4.80	4.50	6.7%
Windsor Dials (via Alma Road), Windsor *	250			
Charges apply Mon - Sun between 9am-9pm (Incl bank holidays)				
Car Park only available on Saturdays, Sundays, Bank Holidays				
Up To 1 Hour		1.80	1.70	5.9%
1 To 2 Hours		3.60	3.40	5.9%
2 To 3 Hours		5.50	5.10	7.8%
3 To 4 Hours		7.30	6.80	7.4%
4 To 5 Hours		11.50	11.00	4.5%
Over 5 Hours		14.50	14.00	3.6%

PLACE DIRECTORATE		2022/23	2021/22	%	
		£	£	Increase	
116	PARKING SERVICE				
	CAR PARKS				
		No. of Spaces			
		Chargeable			
		Free			
	Windsor Library	15			
	Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
	Up To 30 Mins		0.50	0.40	25.0%
	Up To 1 Hour		2.60	2.50	4.0%
	1 To 2 Hours		5.20	5.00	4.0%
	York House, Windsor	92			
	Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
	Weekends & Bank Holidays (Up To 4 Hours Charge)		3.70	3.50	5.7%
	Weekends & Bank Holidays (Over 4 Hours Charge)		7.30	7.00	4.3%
	Coach Park (Alma Road), Windsor	74			
	Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
	Up To 1 Hour - Entry		12.50	12.00	4.2%
	Prepaid Tickets (1 Hour)		11.50	11.00	4.5%
	Up To 4 Hours		26.00	25.00	4.0%
	Prepaid Tickets (4 Hours)		22.00	21.00	4.8%
	Up To 10 Hours (equivalent to all day as evenings free)		35.00	33.00	6.1%
Prepaid Tickets (10 Hours) (equivalent to all day as evenings free)		30.00	28.00	7.1%	
Christmas Period (cars only)		3.00	3.00	0.0%	
Magnet Leisure Centre - Maidenhead >	248				
Charges apply Mon - Sat 9am to 9pm (Sundays and Bank Holidays free)					
Up to 60 mins		1.20	1.10	9.1%	
Up to 90 mins		1.60	1.50	6.7%	
Up to 2 Hours		2.30	2.20	4.5%	
Up to 3 Hours		3.20	3.00	6.7%	
Up to 4 Hours		7.50	7.20	4.2%	
Over 4 Hours		10.00	9.50	5.3%	
Windsor Leisure Centre >	249				
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)					
Up to 1 Hour		1.40	1.30	7.7%	
Up to 2 Hours		2.20	2.00	10.0%	
Up to 3 Hours		4.20	3.80	10.5%	
Up to 4 Hours		12.00	11.50	4.3%	
Up to 5 Hours		14.00	13.50	3.7%	
Over 5 Hours		18.50	18.00	2.8%	

PLACE DIRECTORATE		2022/23 £	2021/22 £	% Increase
PARKING SERVICE	No. of Spaces			
CAR PARKS	Chargeable Free			
On-Street Parking				
Barry Avenue *				
	Up To 1 Hour	2.30	2.20	4.5%
	1 To 2 Hours	4.60	4.40	4.5%
St. Leonards Road (Shops) *				
	Up To 1 Hour	0.80	0.70	14.3%
	1 To 2 Hours	2.00	1.90	5.3%
Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard & Thameside (1 Hour Maximum Stay) *				
	Up To 1 Hour	1.40	1.30	7.7%
117	Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. * (Where Charges Apply Mon-Fri 8.30am - 5.30pm)			
	Up To 1 Hour	0.70	0.60	16.7%
	1 To 2 Hours	1.40	1.30	7.7%
Alma Rd, Clarence Rd, St Leonards Rd. * (Where Charges Apply Mon-Sun 8am - 8pm)				
	Up To 1 Hour	0.70	0.60	16.7%
	1 To 2 Hours	1.40	1.30	7.7%
Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd *				
	Up To 1 Hour	1.00	0.90	11.1%
The Avenue & Windsor Road (Datchet) *				
	Up To 1 Hour	1.00	0.90	11.1%
	1 To 2 Hours	1.70	1.60	6.2%
	2 To 3 Hours	3.40	3.20	6.2%
	3 To 4 Hours	4.20	4.00	5.0%
	Over 4 Hours	6.30	6.00	5.0%
Eton (2 Hour Maximum Stay) *				
	Up To 30 Mins	0.60	0.50	20.0%
	Up To 1 Hour	2.10	2.00	5.0%
	Up to 2 Hours	3.20	3.00	6.7%

PLACE DIRECTORATE		2022/23	2021/22	%
		£	£	Increase
PARKING SERVICE	CAR PARKS			
	No. of Spaces			
	Chargeable			
	Free			
	<u>Other Parking Fees And Charges</u>			
	Penalty Charge Notices			
	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%
	Business Permits			
	Business Parking Permits			
	Windsor: Outer Areas			
	First Permit	690.00	660.00	4.5%
	Second Permit	800.00	760.00	5.3%
	Third Permit	900.00	860.00	4.7%
	Windsor: Inner Areas	345.00	330.00	4.5%
	Eton and Datchet:			
	First Permit	190.00	180.00	5.6%
	Second Permit	400.00	380.00	5.3%
	Third Permit	555.00	530.00	4.7%
	Fourth Permit	770.00	735.00	4.8%
	Parking Suspensions and Dispensations			
	Suspension Of Parking Bay (Per Bay)	25.00	20.00	25.0%
	Parking Dispensations - Late Charge	55.00	50.00	10.0%
	Parking Dispensations - 1st Day	25.00	20.00	25.0%
	Parking Dispensations - Additional Days	5.50	5.00	10.0%
	Parking Dispensations - 1 Week	45.00	40.00	12.5%
	Parking Dispensations - 2 Weeks	75.00	70.00	7.1%
	Parking Dispensations - 3 Weeks	105.00	100.00	5.0%
	Parking Dispensations - 4 Weeks	130.00	125.00	4.0%
	Special Parking/ Access Permit	55.00	50.00	10.0%
	Special Parking/ Access Permit - Late Charge	55.00	0	

PLACE DIRECTORATE		2022/23 £	2021/22 £	% Increase
PARKING SERVICE				
CAR PARKS				
Resident Permits				
	No. of Spaces			
	Chargeable			
	Free			
	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	
Visitor Vouchers				
	2 Hours	1.00	1.00	0.0%
	6 Hours	2.00	2.00	0.0%
	24 Hours	4.00	4.00	0.0%
Visitor Permits				
	1st	50.00	50.00	0.0%
	2nd	70.00	70.00	0.0%
	3rd	100.00	100.00	0.0%
Electric Car Permit				
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	
Waiver Permits				
	1st	50.00	N/A	
	2nd	70.00	N/A	
	3rd	100.00	N/A	
Commercial Permits		150	100	50.0%

PLACE DIRECTORATE	2022/23		2021/22		% Increase	
	Non-Resident £	Resident £	Non-Resident £	Resident £	Non-Resident	Resident
OUTDOOR FACILITIES						
ALLOTMENTS						
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot - A+	660	330	629	315	4.9%	4.8%
A	176	87	168	83	4.8%	4.8%
B	152	77	145	73	4.8%	5.5%
CEMETERIES AND CHURCHYARDS						
STANDARD BURIAL:						
Grant of exclusive right of burial for 50 yrs including right to erect memorial Burial Fees	2,923	1,460	2,789	1,393	4.8%	4.8%
For three - Braywick Cemetery only	2,867	1,437	2,736	1,371	4.8%	4.8%
For two	2,446	1,225	2,334	1,169	4.8%	4.8%
For two - Oakley Green Cemetery only	2,446	1,225	2,334	1,169	4.8%	4.8%
For one	2,210	1,107	2,108	1,056	4.8%	4.8%
Child 7 to 17 years	1,053	-	1,005	-	4.8%	
Child up to 6 years	505	-	482	-	4.8%	
Additional charge for a casket	943	471	900	449	4.8%	4.9%
Re-open for 2nd burial 6ft depth	1,225	1,225	1,169	1,169	4.8%	4.8%
Re-open for 2nd burial 4ft depth	1,107	1,104	1,056	1,053	4.8%	4.8%
INFANT BURIAL:						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial Burial Fee	715	-	682	-	4.8%	
	283	-	270	-	4.8%	
CREMATION PLOT:						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial New Cremation Plot (2 caskets per plot)	1,423	712	1,358	679	4.8%	4.9%
Re-open for a second interment of ashes	767	385	732	367	4.8%	4.9%
	385	385	367	367		
CREMATION CHAMBER:						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,530	764	1,460	729	4.8%	4.8%
Renew grant of exclusive right of burial for a further 10 years	754	376	719	359	4.9%	4.7%
Re-open for a second interment of ashes	263	263	251	251	4.8%	4.8%

PLACE DIRECTORATE	2022/23		2021/22		% Increase	
	Non-Resident £	Resident £	Non-Resident £	Resident £	Non-Resident	Resident
OUTDOOR FACILITIES						
MEMORIALS:						
Additional inscription / replacement stone	51	51	49	49	4.1%	4.1%
Wall plaque	65	65	62	62	4.8%	4.8%
Cremation tablet	65	65	62	62	4.8%	4.8%
Vase or book on cremation plot or grave	65	65	62	62	4.8%	4.8%
Reservation of wall plaque for 7 years	65	65	62	62	4.8%	4.8%
Stake in Ground Plaque - prices from:-	185	185	177	177	4.5%	4.5%
MISCELLANEOUS:						
Record research fee	65	65	62	62	4.8%	4.8%
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,437	718	1,371	685	4.8%	4.8%
Inter cremated remains in Garden of Remembrance	220	220	210	210	4.8%	4.8%
Interment outside prescribed hours (minimum charge)	516	258	492	246	4.9%	4.9%
Minimum cost for specific needs	516	258	492	246	4.9%	4.9%
Private grave registration transfer	65	65	62	62	4.8%	4.8%
Use of chapel at Oakley Green only	188	188	179	179	5.0%	5.0%
Copy of Deed	65	65	62	62	4.8%	4.8%
PARKS AND OPEN SPACES						
FOOTBALL:						
Grade A Pitch		1,942		1,853		4.8%
Grade B Pitch		1,470		1,403		4.8%
Mini Football Pitch - Marked 2hr session		Free		Free		
RUGBY:						
Braywick / Home Park		2,460		2,348		4.8%
Mini Rugby Pitch - Marked 2hr session		Free		Free		
CRICKET:						
Home Park		3,330		3,178		4.8%
LAWN TENNIS:						
Home Park		1,531		1,461		4.8%
MISCELLANEOUS:						
Royal Windsor Dog Show		9,060		8,648		4.8%
Triathlon		7,770		7,412		4.8%
Horse Show		9,060		8,648		4.8%
Ockwells Dog Show		765		730		4.8%

PLACE DIRECTORATE

	2022/23		2021/22		% Increase	
	Non-Resident £	Resident £	Non-Resident £	Resident £	Non-Resident	Resident
OUTDOOR FACILITIES						
RIGHTS OF WAY						
Actual Costs +Advertising minimum charges:						
S118 Stopping Up of Footpaths, Bridleways & Restricted Byways.		1,488		1,420		4.8%
S119 Diversion of Footpaths, Bridleways & Restricted Byways.		1,488		1,420		4.8%
S257 Town & Country Planning Act 1980 Diversion Orders.		1,488		1,420		4.8%
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)		63		60		5.0%
Land Owner Declaration (Highways Act 1980 / Commons Act 2006)		311		297		4.7%
Land Owner Declaration (Highways Act 1980 / Commons Act 2006) - Subsequent Declaration		63		60		5.0%
NEW ROADS & STREET WORKS ACT INSPECTIONS / PERMITS						
S74 NRSWA Charges For Late Completions. Fees range depending on circumstances and are set by statute		-		-		
S76 NRSWA Inspection Fees. Fees range depending on circumstances and are set by statute		-		-		
S50 NRSWA private apparatus in the highway licences. First application flat fee		548		523		4.8%
S50 NRSWA private apparatus in the highway licences. Second and subsequent application flat fee		274		261		5.0%

PLACE DIRECTORATE

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	2022/23 £	2021/22 £	% Increase
PLANNING & DEVELOPMENT			
Pre-Application Advice (Including VAT)			
<p>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 and level of advice provided. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement based on the hourly rate for the required officers. 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 or other work requiring the appointment of external consultants also sit outside of this and will be agreed on a case by case basis with the developer responsible for covering the consultants fees.</p> <p>Parish Councils, Local community groups (at the discretion of the Head of Planning) for all categories of development</p>			
	50% off respective fee	50% off respective fee	
Householder Pre-application Fees			
Level 1 - Householder Pre-app (Extensions, Alterations and Outbuildings) - In principle desk-based written advice from planning officer only	132.00	127.00	3.9%
Level 2 - Householder pre-app (Extensions, Alterations and Outbuildings) (involves some internal consultation at discretion of planning officer - dependent on submission documents)	175.00	169.00	3.6%
Level 2 - Listed Building Householder Pre-app (Extensions, Alterations and Outbuildings to listed buildings) - Written advice following site visit and internal consultation with conservation officer	223.00	-	
Level 2 - Listed Buildings consent works only to a single dwelling house (to be dealt with by conservation officer and with site visit)	175.00	154.00	13.6%
Follow up meeting after written advice at level 1 or 2 householder pre-app (Planning Officer attendance only - if planning officer considers other specialist officers should be in attendance, additional fee based on hourly rates set out below will be discussed in advance)	94.50	91.00	3.8%
Pre-application fees for all new dwellings, commercial development or mixed schemes			
Fee covers single meeting with planning officer and any specialist officers consulted at planning officer's discretion and provision of written advice:-			
Residential			
1 unit	250.00	Change in	
More than 1 unit	£250 per unit up to maximum of £35,000	charging structure	

PLACE DIRECTORATE

	2022/23 £	2021/22 £	% Increase
Non-residential			
Less than 200 sq. m. floor space	570.00	550.00	3.6%
200-999 sq. m. floor space	1,060.00	1,022.00	3.7%
1,000-1,999 sq. m. floor space	2,215.00	2,134.00	3.8%
2,000-4,999 sq. m. floor space	3,495.00	3,367.00	3.8%
5,000-9,999 sq. m. floor space	6,000.00	5,791.00	3.6%
10,000+ sq. m. floor space	8,280.00	7,980.00	3.8%
Advertisements	160.00	154.00	3.9%
Telecommunications	370.50	357.00	3.8%
Listed building advice for non-residential buildings or more than a single dwelling house	Min £223	Contact for quote	
Additional work - charged at £94.50 per hour			
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	
Planning decisions and related documents	15.00	13.00	15.4%
Retrieval and copying from Archive of Planning Documents	£2.10 for A4 1st page / 50p per sheet thereafter	£1.58 for A4 1st page / 41p per sheet thereafter	33%
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

		2022/23 £	2021/22 £	% Increase
Hourly Rates & attendance at requested meetings (Where requests are accepted by LPA)				
Head of Service	Hourly Rates	210.00	203.20	3.3%
Deputy Head of Service or Policy Manager	Hourly Rates	158.00	152.40	3.7%
Team Leader	Hourly Rates	137.00	132.08	3.7%
Principal Officer	Hourly Rates	126.00	121.92	3.3%
Senior Officer	Hourly Rates	105.00	101.60	3.3%
Planning Officer/Conservation Officer	Hourly Rates	94.50	91.44	3.3%
Specialist Advice - e.g.. trees, ecology, highways, environmental protection	Hourly Rates	105.00	101.60	3.3%
High Hedges Complaints		795.00	769.00	3.4%
TPO-Hard Copy	Deleted		32.40	-100.0%
S106 Management, Maintenance, Compliance & Monitoring				
Major applications - non-refundable charge		876.00	836.00	4.8%
Minor and Other applications - non-refundable charge		449.00	428.00	4.9%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)		119.00	114.00	4.4%
Monitoring of non-financial S106 Obligations		235.00	224.00	4.9%
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)		168.00	160.00	5.0%

PLACE DIRECTORATE

	2022/23	2021/22	%
	£	£	Increase
Strategic Access Management Monitoring			
Bedsit/1 bed dwelling	470.83	470.83	0.0%
2 bed dwelling	620.98	620.98	0.0%
3 bed dwelling	835.96	835.96	0.0%
4 bed dwelling	951.52	951.52	0.0%
5+ bed	1,241.96	1,241.96	0.0%
Allen's Field, Ascot Suitable Alternative Natural Greenspace - Provision/Maintenance			
Bedsit / 1 bed dwelling	8,135.75	8,135.75	0.0%
2 bed dwelling	8,877.33	8,877.33	0.0%
3 bed dwelling	9,875.87	9,875.87	0.0%
4 bed dwelling	10,399.34	10,399.34	0.0%
5+ bed dwelling	11,719.50	11,719.50	0.0%
Sunningdale Park, Sunningdale Suitable Alternative Natural Greenspace			
– provision / maintenance per dwellings	9,137.36	9,137.36	0.0%

PLACE DIRECTORATE		2022/23	2022/23	2022/23	2022/23	2021/22	2021/22	2021/22	2021/22	% Increase
		£	£	£	£	£	£	£	£	
PLANNING & DEVELOPMENT - BUILDING CONTROL										
Building Control returned to the Royal Borough on 1 July, 2021										
The service exists to ensure that buildings are deigned and constructed in accordance with the Building Regulations & Associated Legislation										
A New Houses (max 300m² floor area):										
A1	Number of Dwellings - 1	450.00	650.00	1,265.00	1,581.25	New Pricing Structure				
A2	Number of Dwellings - 2	450.00	1,000.00	1,667.50	2,084.38					
A3	Number of Dwellings - 3	450.00	1,275.00	1,983.75	2,479.69					
A4	Number of Dwellings - 4	650.00	1,400.00	2,357.50	2,946.88					
A5	Number of Dwellings - 5	650.00	1,650.00	2,645.00	3,306.25					
B Domestic Alterations:										
B1	Single storey extension not exceeding 10m ²	300.00	300.00	690.00	862.50					
B2	Single Storey extension 10 m ² – 40 m ²	300.00	425.00	833.75	1,042.19					
B3	Single storey extension 40m ² – 100 m ²	350.00	575.00	1,063.75	1,329.69					
B4	Two storey extension not exceeding 40m ²	300.00	485.00	902.75	1,128.44					
B5	Two Storey extension 40 m ² – 100 m ²	300.00	700.00	1,150.00	1,437.50					
B6	Two storey extension 100m ² – 200 m ²	350.00	1,150.00	1,725.00	2,156.25					
B7	Loft conversion without dormer max 60m ²	300.00	350.00	747.50	943.38					
B8	Loft conversion including dormer or changes to roof line max 60m ²	300.00	475.00	1,162.50	1,453.13					
B9	Erection / extension-non-exempt single storey domestic detached garage / carport up to 100m ²	350.00	N/A	402.50	437.50					
B10	Erection / extension-non-exempt single storey domestic attached garage / carport up to 100m ²	200.00	275.00	516.25	645.31					
B11	Conversion of a domestic garage to habitable room (max 40m ²)	200.00	275.00	546.25	682.81					
B12	Alterations to extend or create a basement up to 100m ²	350.00	670.00	1,173.00	1,466.25					
C Domestic Alterations:										
C1	Underpinning	Individually Determined								
C2	Renovation of a thermal element to a single building	350.00	Included in	546.25	682.81					
C3	Structural alterations of a single beam or chimney breast removal	200.00	Included in	230.00	287.50					
C4 Internal alterations, installation of fittings (not electrical) and/or structural alterations:										
a)	Estimated cost of work less than £5,000	325.00	Included in	373.75	467.19					
b)	Estimated cost exceeding £5,000 and up to £25,000	200.00	325.00	603.75	754.69					
c)	Estimated cost exceeding £25,001 and up to £50,000	300.00	475.00	891.25	1,114.06					
d)	Estimated cost exceeding £50,001 and up to £75,000	300.00	725.00	1,178.75	1,473.44					

PLACE DIRECTORATE	2022/23	2022/23	2022/23	2022/23	2021/22	2021/22	2021/22	2021/22	% Increase
	£	£	£	£	£	£	£		
	Full Plans				New Pricing Structure				
C5 Window Replacement-where installer is not registered with approved competent person scheme:	Plan Charge	Inspection Charge	Building Notice	Regularisation					
a) Per installation of up to 20 windows	200.00	Included in	230.00	287.50					
b) Any electrical work	450.00	Included in	517.50	646.88					
D Other Residential (Institution & Other) including-Hospitals, Hotels and Boarding Houses: Assembly & Recreational Use including-clubs, schools and halls:									
D1 Floor area notD1 exceeding 10m ²	250.00	550.00	n/a	1,000.00					
D2 Floor area exceeding 10m ² but not exceeding 40m ²	350.00	700.00	n/a	1,312.50					
D3 Floor area exceeding 40m ² but not exceeding 100m ²	350.00	850.00	n/a	1,500.00					
D4 Floor area exceeding 100m ² but not exceeding 200m ²	350.00	1,225.00	n/a	1,968.75					
Industrial & Storage—including Factories and Warehouses:									
D5 Floor area not exceeding 10m ²	350.00	Included in	n/a	437.50					
D6 Floor area exceeding 10m ² but not exceeding 40m ²	350.00	350.00	n/a	875.00					
D7 Floor area exceeding 40m ² but not exceeding 100m ²	350.00	500.00	n/a	1,062.50					
D7 Floor area exceeding 100m ² but not exceeding 200m ²	350.00	650.00	n/a	1,250.00					
All Other Uses—including Offices and Shops (Commercial):									
D9 Floor area not exceeding 10m ²	250.00	350.00	n/a	750.00					
D10 Floor area exceeding 10m ² but not exceeding 40m ²	350.00	500.00	n/a	1,062.50					
D11 Floor area exceeding 40m ² but not exceeding 100m ²	350.00	675.00	n/a	1,281.25					
D12 Floor area exceeding 100m ² but not exceeding 200m ²	350.00	850.00	n/a	1,500.00					
E All Other Non-Domestic Work-Alterations:									
E1 Underpinning	Individually Determined								
Window Replacement:									
E2 Per installation up to 20 windows	250.00	Included in	n/a	312.50					
E3 Per installation over 20 windows up to 50 windows	200.00	300.00	n/a	625.00					
E4 Renovation of a Thermal Element (wall, floor or roof)									
a) Estimated cost up to £50,000	250.00	250.00	n/a	625.00					
b) Estimated cost exceeding £50,000 and up to £100,000	250.00	400.00	n/a	812.5					
c) Estimated Cost exceeding £100,000 and up to £250,000	250.00	500.00	n/a	937.5					

PLACE DIRECTORATE	2022/23	2022/23	2022/23	2022/23	2021/22	2021/22	2021/22	2021/22	% Increase
	£	£	£	£	£	£	£		
	Full Plans				New Pricing Structure				
E5 Alterations (not described elsewhere including structural alterations and installation of controlled fittings)	Plan Charge	Inspection Charge	Building Notice	Regularisation					
a) Estimated cost of work less than £5,000	450.00	Included in	n/a	562.50					
b) Estimated cost exceeding £5,000 and up to £25,000	200.00	350.00	n/a	687.50					
c) Estimated cost exceeding £25,001 and up to £50,000	200.00	550.00	n/a	937.50					
d) Estimated cost exceeding £50,001 and up to £100,000	350.00	600.00	n/a	1,187.50					
e) Installation of a Mezzanine Floor up to 500m ²	350.00	600.00	n/a	1,187.50					
E6 Office / Shop Fit Out									
a) Floor area up to 500m ²	250.00	350.00	n/a	750.00					
b) Floor area exceeding 500m ² and up to 1000m ²	250.00	500.00	n/a	937.50					
c) Change of use of a building (charged in addition to the above works)	250.00	Included in	n/a	312.50					
F Miscellaneous Charges				£					
Copy-Existing Document				15.00					
Reopening old applications over 3 years since last visit				90.00					
First re- issue of Completion Certificate if no inspection or review is required				50.00					
Trial hole inspection-this will be deducted from a subsequent application fee if made within 6 months				75.00					
Pre-application advice, per hour or part there of (first hour free)				75.00					
Cancellation of application or withdrawal of application:-									
No surveyor involvement				25.00					
With surveyor involvement in checking works									
				Plan fee or hourly rate					

PLACE DIRECTORATE		2022/23	2021/22	%
		£	£	Increase
STREET NAMING & NUMBERING				
Fees are inclusive of VAT				
	- Research into Archives (where not part of statutory function) set as a minimum of	243.00	232.00	4.7%
	- Research into Archives (where not part of statutory function) charge per hour after 3 hours	62.00	59.00	5.1%
	- Provision of Hard Copy of Plans (A4)	62.00	59.00	5.1%
	- Provision of Supplementary Information	129.00	123.00	4.9%
Street Naming and Numbering of Existing Properties (Fees are inclusive of VAT)				
	-Change of address for existing properties	144.00	137.00	5.1%
	-Street Name Change	437.00	417.00	4.8%
	-Rename street where requested by residents - base charge	43.00	41.00	4.9%
	-Rename street where requested by residents - advertising	1,713.00	1,635.00	4.8%
	-Rename street where requested by residents - street name plate charges (charge is variable)		-	-
Street Naming and Numbering of New Properties (Fees are exempt of VAT)				
Includes the registration of replacement dwelling of same name and property conversions				
	-New Developments 1	144.00	137.00	5.1%
	-New Developments 2	287.00	274.00	4.7%
	-New Developments 3	431.00	411.00	4.9%
	-New Developments 4	575.00	549.00	4.7%
	-New Developments 5	719.00	686.00	4.8%
	-New Developments 6-25	1,022.00	975.00	4.8%
	-New Developments 26+	1,421.00	1,356.00	4.8%
	Additional charge for naming of building	212.00	202.00	5.0%

GOVERNANCE, LAW AND STRATEGY DIRECTORATE		Unit Cost	2022/23 £	2021/22 £	% Increase
COMMUNICATIONS & MARKETING					
Film Unit Tariff					
Primary Rate					
-Major Production					
Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.			POA	POA	
-Large Production					
Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance			POA	POA	
- Medium Production					
Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+			POA	POA	
- Small Production					
-Student & Charity Productions					
Student films or charitable/community purpose, little disruption.			33.00	32.00	3.1%
Facility Fee					
-Standard Application Processing					
Application provided with over 1 weeks notice of filming date			90.00	87.00	3.4%
-Late Application Processing					
Application provided within 1 weeks notice of filming date			155.00	152.00	2.0%
-Additional Roads Processing - per every 5 additional roads					
Application lists 10 or more roads under locations to be processed on street works systems			43.00	42.00	2.4%
-Application Amendment					
-Location Advice			107.00	105.00	1.9%
Any advice or research required that exceeds 1 hour of officer time			32.00	31.50	1.6%
-Site Visit					
Any requests for a film officer to visit the filming site on the day			53.00	52.00	1.9%
-Drone Use					
Any use of a drone during filming			52.00	51.00	2.0%
-Cancellation					
Application has been processed but requires cancellation					
100% of agreed facility fees already incurred					

GOVERNANCE, LAW AND STRATEGY DIRECTORATE

Unit Cost

2022/23
£

2021/22
£

%
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

GOVERNANCE, LAW AND STRATEGY DIRECTORATE		2022/23				2021/22				% Increase			
		£				£							
DESBOROUGH SUITE		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				
COMMERCIAL RATES													
Desborough Suite		1,279.00	1,279.00	1,710.00	3,108.00	1,220.00	1,220.00	1,632.00	2,966.00	4.8%	4.8%	4.8%	4.8%
Auditorium		925.00	925.00	1,203.00	2,106.00	883.00	883.00	1,148.00	2,010.00	4.8%	4.8%	4.8%	4.8%
Receptions / Dinner Dance		512.00	512.00	1,279.00	1,927.00	489.00	489.00	1,220.00	1,839.00	4.7%	4.7%	4.8%	4.8%
Meeting Rooms (per hour/per room)		117.00	117.00	147.00	117.00	112.00	112.00	140.00	112.00	4.5%	4.5%	5.0%	4.5%
Additional time per hour, or part of, after 11.30pm		-	-	-	482.00				460.00				4.8%
NON-COMMERCIAL RATES - WHOLE SUITE													
(Dance Schools / Theatre Groups / Borough Based Registered Charities)													
133	Rehearsal / Set up (Mon-Fri)	88.00	88.00	153.00	254.00	84.00	84.00	146.00	242.00	4.8%	4.8%	4.8%	5.0%
	Rehearsal / Set up (Saturday)	124.00	124.00	194.00	270.00	118.00	118.00	185.00	258.00	5.1%	5.1%	4.9%	4.7%
	Rehearsal / Set up (Sunday)	124.00	124.00	212.00	365.00	118.00	118.00	202.00	348.00	5.1%	5.1%	5.0%	4.9%
	Performance / Function	195.00	195.00	265.00	602.00	186.00	186.00	253.00	574.00	4.8%	4.8%	4.7%	4.9%
	Additional time per hour, or part of, after 11.30pm	-	-	-	140.00				134.00				4.5%
Kitchen Hire-Price on application													
Kitchen (Unavailable Mon-Fri 8am-4pm)													

**GOVERNANCE, LAW AND STRATEGY
DIRECTORATE**

	2022/23 £	2021/22 £	% Increase
PUBLIC HALLS			
GUILDHALL, WINDSOR	1 Hour	1 Hour	
COMMERCIAL RATES:			
Day Hire - 8am - 5pm			
Mon - Fri	750.00	610.00	23.0%
Sat - Sun	895.00	865.00	3.5%
Bank Holidays	1,200.00		
Evening Hire - 5pm - 11.00pm (Mon-Fri)	Prices available on request	865.00	
Wedding Dinner and Evening Packages			
ADVANTAGE CARD HOLDERS:			
Day Hire - 8am - 5pm			
Mon - Fri	650.00	458.00	41.9%
Sat - Sun	800.00	660.00	21.2%
Bank Holidays	1,000.00		
Evening Hire - 5pm - 11.00pm (Mon-Fri)	Prices available on request	815.00	
Wedding Dinner and Evening Packages			
BOROUGH BASED REGISTERED CHARITIES:			
Day Hire - 8am - 5pm. (Mon-Fri only)	20% Discount offered	205.00	
Weddings over 50 guests will incur an additional £100 staffing fee.			
Any additional rates will need to be agreed with the Sales & Events team. Packages for weddings and dinner can also be agreed with the Sales & Events team.			

GOVERNANCE, LAW AND STRATEGY DIRECTORATE

LOCAL LAND CHARGES

Table Of Search Fees (Excluding VAT)

	2022/23 £	2021/22 £	% Increase
Standard Official Search (LLC1 and CON29R)	142.00	129.00	10.1%
Official Certificate of Search (Form LLC1 only) - No VAT	44.00	42.00	4.8%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	91.00	87.00	4.6%
Additional Parcels of Land (each)	70.00	67.00	4.5%
CON 29O Enquiries-with the original search (dealing with individual questions)	48.00	44.00	9.1%
*Standalone CON29R and CON29O searches attract an additional fee (one per search) No VAT	3.15	3.00	5.0%
Repeat Searches (LLC1 and CON29R) within 2 months of original search	59.00	56.00	5.4%
Component Data for CON29R Questions	On request	On request	

LEGAL FEES (Excluding VAT)

Legal Fees - Joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3,472.00	3,313.00	4.8%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	3,472.00	3,313.00	4.8%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£689 Min - £1,375 Max	£657 Min - £1,312 Max	4.8%
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£689 Min - £1,375 Max	£657 Min - £1,312 Max	4.8%
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£689 Min - £1,375 Max	£657 Min - £1,312 Max	4.8%
Legal Fees - Hourly Rate	115.00	110.00	4.5%
Legal Fees - S106 Bilateral Agreement	£1,279 min, thereafter £115 per hr	£1,220 min, thereafter £110 per hr	4.8%
Legal fees - S106 unilateral undertakings (including proforma):-			
Legal checking fees - Dependent on complexity	£1,279 min, thereafter £115	£1,220 min, thereafter £110	4.8%
Legal Fees - S106 Deed of Variation / Deed of Covenant	£421 min, thereafter £115 per	£402 min, thereafter £110 per	4.8%
Legal Fees - S111 Agreement (SANG mitigation)	£589 min, thereafter £115 per	£562 min, thereafter £110 per	4.8%
	£300 min, thereafter £115 per		
Legal Fees - DS1 (including deferred payment agreement) - one off charge thereafter hourly rates dependant	hr	-	
Legal Fees - Retrieval and copy of Legal Documents from Archive	£25 min (depending on complexity/urgency and size of document) charged at £115 per hour thereafter	-	
Legal Fees - Foreign pension attestation - No longer undertaken by council	-	-	

APPENDIX 3 – CAPITAL

1. INTRODUCTION

- 1.1 This Appendix sets out the proposed Capital Strategy and the proposed Capital Programme for 2021/22 – 2024/25. 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 2022/23 (Appendix 1)**. This sets out the Council's revenue spending for 2022/23 and indicative spending plans for 2023/24 - 2026/27. 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 2022/23 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 continue to restrict its capital investment in 2022/23 and beyond.

Appendix 3 Capital

2.1.5 For 2022/23 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 2022/23 Capital Programme in detail together with the sources of funding in 2022/23 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 2022/23 Capital Programme

Proposed Capital Bids 2022/23	Funding				
	Gross Cost £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000
Currently reported slippage to 2022/23	26,439	(734)	(1,166)	(1,824)	22,715
Ongoing Major Schemes Approved by Council in Previous Years excluding slippage from 2021/22	21,298	-	-	-	21,298
Fully funded schemes	12,969	(926)	(5,916)	(6,127)	-
Corporately Funded Essential Schemes	7,074	(464)	-	-	6,610
Capitalised Debt charges	248	-	-	-	248
Total	68,028	(2,124)	(7,082)	(7,951)	50,871

2.2.4 The total Capital Programme for 2022/23 is £68,028,000, of which the largest share (£21,298,000) relates to the ongoing cost of existing capital schemes. New capital investment amounts to £20,043,000. After taking into account funding from a range of sources, the net cost of the 2022/23 programme to be funded from borrowing is £50,871,000.

2.2.5 The overall three-year Capital Programme will increase borrowing by £75,287,000, of which the largest share of £21,298,000 relates to schemes approved in previous years and forecast prior year slippage of £22,715,000. 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 £74,274,000 in the next two financial years. £22,715,000 of proposed capital spending relates to spending that was originally expected in 2021/22 and is

Appendix 3 Capital

forecast to slip into 2022/23. The detail is shown in **Annex B6**. This has had a positive impact on the Revenue Budget for 2021/22.

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 2021/22 Capital Programme includes the use of £7,594,000 of s106 & CIL funding. An additional £9,206,000 is earmarked for use in 2022/23. In total the Council has the following resources as set out in **Table 2** below.

Table 2: Developer Contributions

CIL & S106 January 2021		£'000
Developer contributions by service area		
	Special Protection Area (SPA)	756
	Allotments	10
	Landscape	3
	Archiving	14
	Biodiversity	0
	Air Quality	7
	Waste Management	11
	Economic Development	16
	Indoor Sports	26
	Public Art	168
	Town Centre Enhancements	10
	Library Services	344
	Community Facilities	93
	Education	462
	Workplace Travel Plans	16
	Highways	1,427
	Open Space	670
	Affordable Housing	601
	Public Transport	129
	Community Infrastructure Levy	13,884
Total		18,647

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 £37,795,000 in 2022/23. 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
- Land at Ray Mill Road East
- River Thames infrastructure project

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 £3,955,000 over the next two 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 £23,987,000 over the next two financial years.

2.4.4 The **Vicus Way Car Park** project is now in commencement and 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 £2,988,000 over the next financial year.

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 £9,100,000 over the next two financial years.

2.4.7 The total cost of these schemes over the next three years is £60,798,000. 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. Broadway and Vicus Way car parks.

2.5 Highways Capital Programme

2.5.1 The 2022/23 road and footway programme has been included in the capital budget report. It allows for a much earlier start on the works programme with

Appendix 3 Capital

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. The earlier start on site also gives rise to the possibility of additional schemes being undertaken if resources allow and as such reserve schemes have been included in the Annex. Details are shown in **Annex B2 and B3**.

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 2022/23 as additions to the programme. These are set out in **Annex B5**.

2.6.3 Fully Funded Schemes £12,969,000

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 schemes are delivered as planned.

2.6.4 Borough Funded Schemes £6,610,000

These schemes are mostly funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes. The gross value of these schemes totals £7,074,000 and is 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 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	2021/22 Forecast Slippage carried into 2022/23

CAPITAL STRATEGY 2022/23 – 2026/27

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Royal Borough
of Windsor &
Maidenhead

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9. CORPORATE PLAN
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11. DELIVERING CAPITAL PROJECTS
12. FINANCIAL RISKS
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1 EXECUTIVE SUMMARY

- 1.1 RBWM's capital strategy forms the basis for long-term planning of capital investment. It builds upon processes implemented for the delivery of the Council's varied and aspiring capital programme. Thorough asset and resource planning has further facilitated the making of informed decisions.
- 1.2 Local authorities continue to face financial pressures and the impact of Covid-19 has exacerbated the situation. With this in mind, a balanced approach must be taken when assessing affordability and service needs.
- 1.3 Looking ahead, together with our partners, we will continue to improve our Borough's infrastructure with ambitious regeneration planned in the forthcoming years.
- 1.4 We will ensure that the Council employs sufficiently qualified and experienced staff to be able to deliver our Capital Strategy, including asset managers, development managers, legal and accountancy support staff.
- 1.5 Through our Corporate Plan, we have identified a number of priorities for the Borough, These will be built into the capital programme as the years proceed and funding streams become available.
- 1.6 In conjunction with the Medium Term Financial Plan, Treasury Management Policy and the Borough's Strategic plans, the Capital Strategy paves the way for making infrastructure improvements across the Borough.

2 BACKGROUND AND KEY FACTS

- 2.1 The Royal Borough of Windsor and Maidenhead covers an area of 76.6 square miles. Situated in Berkshire at the heart of the Thames Valley, it is less than 30 miles west of central London and is one of the most affluent areas in the country. It comprises three main settlements: Ascot, Maidenhead and Windsor; and enjoys a predominantly rural setting, including Green Belt, Crown Estate and National Trust land, with 60 parks and open spaces.
- 2.2 The estimated population of the Borough is 151,422 in 2019. Based on the Index of Multiple Deprivation 2019, the borough is ranked 304 out of 317 local authorities. Although no wards within the borough fall within the 10% most deprived wards nationally, there are areas of relative deprivation, such as Clewer East. **Table 1** provides further data.

2.3 Table 1

At a glance:	
Population:	151,422, expected to rise to 159,700 by 2041. (ONS Population Estimates)
Size:	76.6 square miles
Qualifications and training:	53.1% of population qualified to and above degree-level or equivalent (compared to South East 37.6% and England 35.8%) 2.9% with no qualifications (GCSE) (compared to South East 4.9% and England 6.3%) (ONS APS Dec-2020)
Employment:	Unemployment rate 2.8% compared to South East 4.0%, and England 4.8% (ONS APS, Dec-2020)
Ethnicity:	13.9% non-white British (ONS Census 2011)
Median house price:	£499,475 compared to South East £327,500 and England £249,000. (year ending Sep-2020, ONS House Price Statistics for Small Areas)

- 2.4 The Royal Borough delivers essential services to the community: the residents, businesses and partners of Windsor and Maidenhead every day. Services range from those that the Royal Borough is required to carry out by law (statutory duties) such as street cleaning, waste collection, planning and building control, education and social care, through to discretionary services, such as sport and leisure, tailored to local priorities and needs.

- 2.5 Adults and Children's services are managed on behalf of the Borough by Optalis Ltd and Achieving for Children (AFC) respectively. The Council shares ownership of these organisations with other partner authorities and group accounts are prepared annually including the Council's equity share of these associates.
- 2.6 As a council we measure how well we are performing through a range of indicators as well as our residents' survey. Everything we do has to be provided within the challenge of reduced central grant to local government and increasing demand on service areas as the population grows and ages.
- 2.7 The Royal Borough is committed to providing high quality services that offer value for money. Our corporate priorities guide our spending, alongside our statutory roles looking after the most vulnerable people in society and protecting the environment. Our capital strategy must balance the growing demands for services such as adult social care and children's services with our commitment to protect the environment and promote a buoyant and diverse economy.
- 2.8 An increasing proportion of our expenditure is being spent on services that support individual and vulnerable people. In all the services we either commission or deliver we will strive to achieve the best outcomes for our residents achieving the best value for money.
- 2.9 Our low council tax means our expenditure spent on all services, but in particular non-statutory services provided to our community, is under particular pressure. The Royal Borough has committed to a significant savings programme and is continually working to ensure that the services it delivers are subjected to rigorous value for money testing. We will continue to seek out opportunities to deliver efficiencies, savings and ways to increase our income.
- 2.10 The Royal Borough has an on-going transformation plan, which will aid delivery of the increased efficiencies and savings requirement.

2.11 Our commitment to delivering high quality services is rooted in our commitment to providing value for money. Outside of London the Royal Borough has the lowest level of Council Tax in England.

3 WHAT IS CAPITAL INVESTMENT?

3.1 Capital investment can be categorised into the following:

- **Major Projects** – After option appraisal; this can include the provision of a new school, library or leisure centre, or major highways investment.
- **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.
- **Equipment Replacement** – where the Council is required to replace certain equipment e.g. IT assets when they become obsolete.

3.2 In some cases, projects may be fully funded by Government Grants or partner contributions.

3.3 The main sources of capital funding are:

- **Capital Grants** – either general grants or specific grants towards specific projects e.g. highways and schools.
- **Developer Contributions** – towards the costs of local infrastructure stemming from new development. This includes S106 & Community Infrastructure Levy (CIL).
- **Partner Contributions** – Council partners may make a contribution towards the cost of capital projects.
- **Revenue Contributions** – where the revenue budget meets the cost of ongoing capital spending e.g. maintenance of buildings etc.
- **Capital Receipts** – from the disposal of council assets.

- **Prudential Borrowing** – this enables councils to borrow to fund capital investment provided that it is affordable. This is largely undertaken through the Public Works Loan Board (PWLB). The debt financing costs are also met by the Revenue Budget.
- 3.4 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:
- **Spending less than £20,000** is considered as revenue spending. This is the de minimis level that the Council sets.
 - **Annual maintenance** is considered to be revenue spending
- 3.5 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.

4 NATIONAL FINANCIAL CONTEXT

- 4.1 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 and continues to be experienced in a number of areas of the Council's operations
- 4.2 Government capital grants for funding capital projects have been cut significantly.
- 4.3 Material pressures on revenue budgets mean that councils are finding it harder to meet significant borrowing costs stemming from capital investment.

- 4.4 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.
- 4.5 Some councils have taken a more commercial approach to their assets. For example, building or expanding car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.
- 4.6 Unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. To address the issue of councils borrowing purely for commercial investment, PWLB lending terms have been modified in relation to that.
- 4.7 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.

5 RBWM FINANCIAL CONTEXT

- 5.1 RBWM has the advantage of substantial and valuable land and buildings holdings. In compliance with its asset management plan, the Borough continues to be pro-active and innovative in using these holdings to generate capital receipts for new investment.
- 5.2 As a general principle, land no longer required for its existing use is declared surplus so that options for its future use or sale can be considered by the Property Services team and members of the Capital Review Board prior to proceeding for a formal decision.
- 5.3 Capital receipts are used to finance capital expenditure. In future, capital receipts will also be utilised for debt redemption in accordance with the Council's Minimum Revenue Provision (MRP) Policy.

- 5.4 Where appropriate, the Council has used the capital receipts generated from the closure of a facility to largely fund its replacement. Disposals can only take place once the new facility is built, which means that
- The Council needs to borrow to fund the new facility initially
 - The Council carries the risk of holding and disposing of the previous asset.
- 5.5 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.
- 5.6 RBWM has also invested in its assets to generate income to support its Revenue Budget. This has included:
- Converting and investing in council land to generate additional income from car parking provision.
 - Modest investment in commercial property to maintain a revenue income stream.
- 5.7 This has resulted in significant capital investment in recent years. Council borrowing is projected at £221m for 2022/23.
- 5.8 When building the Capital Programme for 2022/23 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 2022/23 debt financing costs, including MRP, are estimated at £6.025m. 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.

5.9 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:

- Fund significant spending on maintaining assets from borrowing rather than funding this from within its Revenue Budget
- Use capital to fund a number of short-term asset replacements.
- Prioritise spending that generates future income to contribute to its Revenue Budget.

5.10 In the short term this has helped to spread the cost of this investment over a number of years and reduce the impact on the Revenue Budget.

5.11 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. For 2022/23 it is estimated that for every £1,000,000 borrowed MRP & debt costs are in the region of £30,000.

6 IFRS 16 LEASES

- 6.1 IFRS 16 'Leases' was issued by the International Accounting Standards Board (IASB) in 2016. Its main impact is to remove (for lessees) the traditional distinction between finance leases and operating leases. IFRS 16 requires all substantial leases to be accounted for using the acquisition approach, recognising the rights acquired to use an asset. This effectively means that for all substantial leases the lessee must account for them as an acquisition.
- 6.2 It was anticipated that CIPFA would instruct local authorities to adopt the requirements of IFRS 16 from 2019/20, but this was deferred by twelve months due to issues raised by Central Government. The adoption of IFRS 16 has now been further delayed to 2022/23 due to the impact of the Covid-19 pandemic on local authorities' planning and preparedness for the new standard.
- 6.3 IFRS 16 requires all lessee leases (with two exemptions) to be accounted for as finance leases, recognising the rights to use an asset i.e., accounted for as though the Authority had purchased the asset. These changes to IFRS16 do not apply where RBWM is acting as the lessor.
- 6.4 To account for a leased asset as though it was purchased requires the following to be determined to support the initial recognition of the asset:
- The value of the asset being leased
 - How much to charge to the income and expenditure account each year for the amount of the assets value used; and
 - How the asset will be financed.

- 6.5 From 2022/23, the amount of annual lease payments will be split between an interest element and the principal element. Our proposed approach to determining the initial value of the asset will be to use the 'cost model' which in effect equates the value of the leased asset as the sum of the principal repayments within the lease contract. This approach works for all assets except where assets are leased for a concessionary or nil consideration. Where leases are provided at a concessionary rate (e.g., peppercorn) or nil consideration, this approach would result in an understatement of the value of the asset. Consequently, assets from such arrangements will need to be recognised at Fair Value, but with no associated liability. In essence they will be treated as donated assets. These valuations will be undertaken as part of the Council's independent asset valuation contract.
- 6.6 After the initial recognition of leased assets on the Council's balance sheet the assets will be revalued and accounted for in accordance with the Council's current valuation policies for property, plant and equipment assets.
- 6.7 There are two exemptions for lessees from applying this standard. These are:
- 6.8 - Short term leases and;
- 6.9 - Leases where the value of the asset that the lease relates to is low.
- 6.10 The proposed definitions to apply when using these exemptions are:
- Short term leases will be defined as those with a lease term of twelve months or less at the date of their initial recognition and;
 - Leases where the value of the asset that the lease relates to is low will be defined as those where the value of the asset is less than £20,000. The Code and IFRS16 allows organisations to determine a monetary amount that would constitute low value and the proposed level of £20,000 is the Council's approved de-minimis level for capital expenditure.
- 6.11 Exempt leases will continue to be accounted for as operating leases.

- 6.12 As part of current accounting policies an annual charge is made to revenue for the use of assets through depreciation. The depreciation policy states that assets are depreciated on a straight-line basis over their useful life, with a full year's depreciation beginning the year after their initial recognition on the balance sheet. These proposals do not change this policy other than the requirement within IFRS16 to depreciate leased assets on a straight-line basis using the lower of the remaining useful life of the asset or the remaining years on the lease liability.
- 6.13 The introduction of finance leases onto the balance sheet will increase the level of capital spend to be financed i.e. the Capital Financing Requirement. Without any other change this would increase the Minimum Revenue Provision (MRP) set aside as part of annual budget setting to repay debt. However, the Council is already making lease rental payments for these assets and therefore an adjustment will be made to avoid budgets having to be set aside to fund the assets twice. The adjustment will be equal to the principal element of the lease payment so providing for a "net nil" effect on the revenue budget.

7 DEVELOPING CAPITAL PLANS

- 7.1 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.
- 7.2 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.

7.3 To strike this tough balance the Council will:

- **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.
- **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.
- **Set clear objectives** – for example it needs to be clear about the payback period it expects from commercial invest to save schemes.
- **Develop a pipeline of projects** that fit in with the longer term plan for capital investment.

7.4 This prioritisation will be assisted by having:

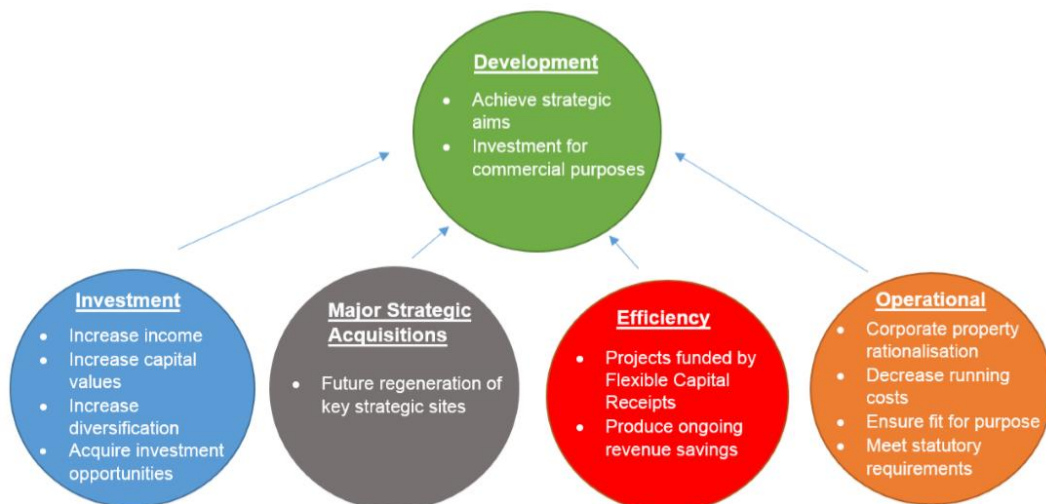
- **Surveys of all council assets** that set out maintenance requirements over time
- **Clear replacement strategies** – that show when assets need to be replaced and updated e.g. IT equipment and systems.

7.5 Given the long-term nature of capital investment, the Council should be able to plan ahead effectively and avoid the need for capital schemes to emerge at the last minute.

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

8 RBWM'S PRIORITIES

- 8.1 The Council's priorities are paramount to the capital strategy. A new Corporate Plan is currently under development, but this strategy reflects the objectives of the plan. This strategy will be updated to reflect any changes to the plan.
- 8.2 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.
- 8.3 The Council's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



9 CORPORATE PLAN

- 9.1 The Corporate Plan articulates the Council's priorities for the period 2021-2026 and sets the strategic direction in order to ensure efforts and resources are directed to the right areas. This is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough, including: climate change; the recovery from the COVID-19 pandemic and wider changes in the shape of the economy; a growing and ageing population; persistent pockets of deprivation and inequalities; and the high costs of housing in the borough. In addition, to setting out what we aim to achieve, the Plan also sets out the Council's approach to achieving change – how it will work as well as what it will focus on. The overarching aim of the Corporate Plan is to create a sustainable Borough of innovation and opportunity
- 9.2 Corporate plan objectives that impact the Capital Strategy and will be taken into consideration when prioritising future year capital projects are:
- 9.3 Thriving Communities
- Improvement in outcomes for children leaving our care – increased proportions supported to live locally (at least 95%) and in education, training or employment (at least 75%), supported by a Corporate Parenting service, judged good or better.
 - An increase in the number of adults undertaking activity in line with the UK Chief Medical Officer's physical activity guidelines, particularly in those groups where current activity is likely to be lower; linking in to Leisure Centre provision.
 - A minimum of three pilots of new Technology Enabled Care (TEC) delivered within 12 months.
- 9.4 A ladder of **housing opportunity**, to support better life chances for all.

- Enable over 3,000 new homes by 2026, of which at least 1,000 will be affordable housing (of mixed tenures and affordable housing types).
- 2,000 households helped into new and existing affordable homes, prioritising social and affordable rent.
- More people with learning disabilities to live in their own homes or with their families, increasing the proportion by 10 percent points by 2025.
- A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.
- Ensure that no one sleeps rough in the borough through necessity.

9.5 Inspiring Places

- Supporting the borough's future prosperity and sustainability
- An increase in the number of new and surviving businesses within the borough, including the expansion of Creative industries.
- An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration.
- An increase in the proportion of women and girls who feel safe in the Borough, including through a safe, thriving night time economy.

- Undertake a master planning exercise for central Windsor by 2023 and submit a business case for Government funding for identified improvements along Ascot High Street.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
- Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junction improvements.
- Investment along the A308 corridor to deliver on the recommendations of the corridor study.
- An increase in full fibre to 95% of properties by 2025; eliminate 4G “not-spots” in rural areas; and establish a test-bed and small cell roll out for 5G.
- Deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfield and Windsor.
- Increase walking and cycling by 50% by 2025, including investing in new cycle infrastructure through the North-South Green Spine in Maidenhead, and improved cycle ways in Ascot, Sunningdale, Sunninghill and Windsor.
- Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs.
- Increase the passenger satisfaction and the number of bus journeys per head of population to close the gap with neighbouring Berkshire authorities as well as establishing trials to deliver better rural bus service connectivity.

- Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the BLP), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.
- Review the collection of Community Infrastructure Levy and Section 106 funding, in order to increase developer investment in sustainable, community infrastructure.

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

- A decrease in the borough and council's own emissions by 50% by 2025 – and net zero by 2050, at the latest.
- The Council commits to spend £1 million on reducing emissions through energy efficiency improvements over the period, and will seek external funding to accelerate the plans.
- Achieve the National Air Quality Objective (AQO) across all Air Quality Management Areas (AQMAs) by 2025.
- Increase the percentage of residents who enjoy the borough's green spaces on a regular basis and feel that they are able to access quality green spaces easily.
- Drive energy efficiency improvements through our social housing providers, increasing the proportion of homes at EPC rating C to 100% by 2030.
- Adopt a new, best practice Supplementary Planning Document (SPD) to drive forward our climate and environmental goals in all new developments.

- Enable an increase in renewable energy generation in the Borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).
- Enable the delivery of electric vehicle charging infrastructure to meet growing demand through a new EV implementation plan.
- Increase biodiversity across the borough, supporting the Berks, Bucks and Oxfordshire Wildlife Trust vision for 30% of land for nature by 2030. We will ensure a minimum of 10% biodiversity net gain through the planning system and new Suitable Alternative Natural Greenspaces (SANGs) to mitigate the impact of new developments on the Thames Basin Heath Special Protected Area (SPA).
- Increase recycling to 50% of waste by 2025, and to 65% by 2035, with an overall reduction in waste generated.
- Invest £10m on flooding prevention within Datchet, Horton and Wraysbury, and Old Windsor wards, working in partnership with the Environment Agency. Alongside further investment, borough-wide, in protection against surface water flooding as part of delivering our climate adaptation plan.

10 SERVICE PRIORITIES FOR INVESTMENT

10.1 The Council's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, see **Table 2**.

Table 2

Directorate	Service priorities	Link to statutory or other plan	Link to Council priority/Corporate Plan
Chief Executive	Maintenance and improvement of existing accommodation provision for the Council and its tenants to ensure statutory requirements met and rental income is maintained and enhanced.	Asset Management Plan	Climate Strategy
	Improvement in energy efficiency to reduce environmental impact.		Values
			Safe Places
Resources	Continued investment in use of mobile technologies to enabling the workforce to deliver in efficient and effective ways	IT strategy	Make most effective use of resources
	Investment in telephony solutions that realise benefits of mobile devices.		
	Investment in network redesign and replacement.		
	Investment for improvements in library buildings and facilities to support a sustainable and resilient Library Service	Library transformation strategy	Inspiring Places
Place	Investment in essential highways infrastructure, including bridges and footpaths	Local Transport Plan	Safe and vibrant communities
	Investment in "Active Travel" and alternative transport linked to climate change	Bus Service Improvement Plan	Attractive, well connected borough

	Investment in road safety, where clear evidence identifies intervention required	Local cycling and walking plan	
		Climate Strategy	
	One off pump priming investment in digital and communications infrastructure.		
	Maintain & improve accessibility to our community assets that have a measurable and direct positive impact on residents Health & Wellbeing		
	Town Centre enhancements as part of local master planning exercises that supports vision charters across Maidenhead & Windsor, with a business case developed for identified improvements along Ascot High Street, which leverage external investment		
Adults, Health & Housing	New accommodation provision for vulnerable people.	Adult Social Care Transformation Programme	
Children's Services	Education: Mainstream and SEND capacity to keep up with growth in population in partnership with all state schools.	Inclusion Strategy	Healthy, skilled and independent residents
	Education: maintenance of community and voluntary controlled school buildings, including investment in carbon reductions.		Well managed resources, delivering value for money
	Social Care: 18-25 supported accommodation for care leavers and those with additional needs.	Council Transformation Strategy	
	Social Care: 5-10 residential children's home places to challenge the marketplace.	Sufficiency Strategy	
	Office accommodation for services.		
	Modern technology platform for mobile and partnership working.		

10.2 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.

11 DELIVERING CAPITAL PROJECTS

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

- A procurement Strategy for the project
- A project timetable and delivery plan
- An updated financial assessment including the revenue implications
- A clear assessment of project benefits and how these will be delivered and assessed.

11.2 The Council has established a Capital Review Board (CRB) which oversees the delivery of the capital programme. CRB 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 (chair)
- Head of HR, Corporate Projects and IT
- Head of Infrastructure, Sustainability and Economic Growth
- Head of Neighbourhood Services
- Head of Capital Projects and Asset Management, RBWM Property Company Limited
- School Places and Capital Team Leader
- Corporate Accountant (Capital)

11.3 Support to the Board

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

11.4 Frequency

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

11.5 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.

11.6 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.

11.7 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.

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

12 FINANCIAL RISKS

12.1 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.

- **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.
- **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.

- **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.
- **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.
- **Contractual Risk** – the cost of major projects can be heavily dependent on the level of competition that influences bids to deliver the scheme.

12.2 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. Effective project planning and due diligence, project management and budget control is essential in mitigating delivery risks along with the selection of skilled delivery partners.

12.3 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:

- Meets the Council's objectives
- Is self-funding
- Delivers a realistic pay back in the case of invest to save schemes

13 SUMMARY AND CONCLUSION

- 13.1 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.
- 13.2 Decisions on future capital investment therefore need to balance a range of different long-term priorities, often within tight financial constraints.
- 13.3 The strategy sets out some clear criteria for determining capital spending and deciding on the competing priorities.
- 13.4 The strategy also sets out a key delivery mechanism designed to deliver effective implementation of capital plans.

CAPITAL PROGRAMME 2022/23 & ONWARDS

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		Revised Budget 2021/22			First Estimate 2022/23			2023/24 Indicative			2024/25 Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Portfolio Summary													
Chief Executive													
	Property	15,181	(2,763)	12,418	42,855	(893)	41,962	14,549	(209)	14,340	1,270	(257)	1,013
	Total Chief Executive	15,181	(2,763)	12,418	42,855	(893)	41,962	14,549	(209)	14,340	1,270	(257)	1,013
Law & Strategy													
	Corporate Communications	84	0	84	0	0	0	0	0	0	0	0	0
	Democratic Representation	100	0	100	261	0	261	0	0	0	0	0	0
	Total Law & Strategy	184	0	184	261	0	261	0	0	0	0	0	0
Resources													
	Library & Resident Services	423	(16)	407	310	(190)	120	0	0	0	0	0	0
	Revenues & Benefits	30	0	30	0	0	0	0	0	0	0	0	0
	Finance	1,629	0	1,629	248	0	248	413	0	413	0	0	0
	Technology & Change Delivery	437	0	437	590	0	590	0	0	0	0	0	0
	Total Resources	2,519	(16)	2,503	1,148	(190)	958	413	0	413	0	0	0
Adults, Health & Housing													
	Housing	762	(707)	55	2,156	(1,356)	800	600	(600)	0	600	(600)	0
	Adult Social Care	0	0	0	385	(385)	0	0	0	0	0	0	0
	Adults, Health & Housing	762	(707)	55	2,541	(1,741)	800	600	(600)	0	600	(600)	0
Children's Services													
	Non Schools	222	(118)	104	370	0	370	0	0	0	0	0	0
	Schools - Non Devolved	3,835	(2,804)	1,031	3,044	(3,044)	0	0	0	0	0	0	0
	Schools - Devolved Capital	613	(613)	0	194	(194)	0	194	(194)	0	194	(194)	0
	Total Children's Services	4,670	(3,535)	1,135	3,608	(3,238)	370	194	(194)	0	194	(194)	0
Place													
	Communities	575	(126)	449	684	(309)	375	0	0	0	0	0	0
	Local Enterprise Partnership Schemes	6,887	(3,430)	3,457	4,640	(1,166)	3,474	0	0	0	0	0	0
	Planning Service	840	(312)	528	465	0	465	0	0	0	0	0	0
	Neighbourhood Services	7,927	(4,580)	3,347	9,336	(7,130)	2,206	8,650	0	8,650	0	0	0
	Infrastructure, Sustainability & Transport	2,285	(1,306)	979	2,150	(2,150)	0	0	0	0	0	0	0
	Green Spaces & Parks	308	(50)	258	292	(292)	0	0	0	0	0	0	0
	Total Place	18,822	(9,804)	9,018	17,567	(11,047)	6,520	8,650	0	8,650	0	0	0
Capital Programme Portfolio Total		42,138	(16,825)	25,313	67,980	(17,109)	50,871	24,406	(1,003)	23,403	2,064	(1,051)	1,013

		£000	£000	£000	£000
External Funding					
	Government Grants	(9,206)	(7,694)	(794)	(794)
	Developers' Contributions	(7,594)	(9,206)	0	0
	Other Contributions	(25)	(209)	(209)	(257)
Total External Funding Sources		(16,825)	(17,109)	(1,003)	(1,051)
Total Corporate Funding		25,313	50,871	23,403	1,013

CHIEF EXECUTIVE

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23 incl slippage			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Property													
CC78	Vicus Way Car Park	7,602	(1,108)	6,494	2,988	0	2,988	0	0	0	0	0	0
CC80	Temp Parking Provision-Maidenhead Regeneration	207	0	207	105	0	105	0	0	0	0	0	0
CI29	Broadway Car Park & Central House Scheme	3,541	(1,630)	1,911	13,483	0	13,483	10,504	0	10,504	0	0	0
CI33	Clyde House	0	0	0	50	0	50	0	0	0	0	0	0
CIXX	Demolition Waldeck House	0	0	0	450	0	450	0	0	0	0	0	0
CI49	Maidenhead Golf Course	100	0	100	15,950	0	15,950	0	0	0	0	0	0
CI60	Regeneration Improvement Projects	85	0	85	0	0	0	0	0	0	0	0	0
CI73	York Road, Maidenhead-Affordable Housing	55	0	55	45	0	45	0	0	0	0	0	0
CI75	York House-Leasing & Building Adaption Costs	39	0	39	0	0	0	0	0	0	0	0	0
CX40	Operational Estate Improvements	475	0	475	0	0	0	0	0	0	0	0	0
CX41	Commercial Investment & Corporate Estate Portfolio Repairs	217	0	217	2,997	(39)	2,958	0	0	0	0	0	0
CX43	Affordable Housing-St Edmunds	30	0	30	1,903	0	1,903	1,200	0	1,200	0	0	0
CX45	Affordable Housing - 16 Ray Mill Ave East, MHead	0	0	0	2,171	0	2,171	2,127	0	2,127	513	0	513
CX46	Affordable Key Worker Housing-Riverside Mokattam RM	0	0	0	843	0	843	9	0	9	0	0	0
CX50	Guildhall-Render Repair & Redecoration	49	0	49	45	0	45	0	0	0	0	0	0
CX54	Cedar Tree Guest House, Windsor-Purchase	1,612	0	1,612	7	0	7	0	0	0	0	0	0
CX60	Nicholson Shopping Centre Development	135	0	135	283	0	283	0	0	0	0	0	0
CX61	Fire Compartmentalisation Works-Maintained Schools	84	0	84	0	0	0	0	0	0	0	0	0
CX62	Guildhall-Repairs & Heating	0	0	0	615	(545)	70	0	0	0	0	0	0
CX67	18-20 Ray Mill Rd East-Family Centre Relocation	264	0	264	7	0	7	0	0	0	0	0	0
CX70	Regeneration-Legal & Consultancy Fees	300	0	300	200	0	200	500	0	500	500	0	500
CX71	Affordable Housing-106 Westborough Rd Refurb	21	(25)	(4)	4	0	4	0	0	0	0	0	0
CX72	Community Options, Maidenhead-Lease Surrender	365	0	365	0	0	0	0	0	0	0	0	0
CX73	MEES Compliance-Minimum Energy Efficiency Standard	0	0	0	100	(100)	0	0	0	0	0	0	0
CXXX	Property Finance Leases	0	0	0	209	(209)	0	209	(209)	0	257	(257)	0
CX74	Commercial Estates-Compliance	0	0	0	400	0	400	0	0	0	0	0	0
	Total Property	15,181	(2,763)	12,418	42,855	(893)	41,962	14,549	(209)	14,340	1,270	(257)	1,013
	TOTAL CHIEF EXECUTIVE CAPITAL PROGRAMME	15,181	(2,763)	12,418	42,855	(893)	41,962	14,549	(209)	14,340	1,270	(257)	1,013

LAW & STRATEGY

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Communications													
CN80	CRM Upgrade / Jadu Contract	84	0	84	0	0	0	0	0	0	0	0	0
	Corporate Communications	84	0	84	0	0	0	0	0	0	0	0	0
Democratic Representation													
CM60	Grants - Outside Organisations	100	0	361	261	0	261	0	0	0	0	0	0
		100	0	361	261	0	261	0	0	0	0	0	0
TOTAL LAW & STRATEGY CAPITAL PROGRAMME		184	0	445	261	0	261	0	0	0	0	0	0

RESOURCES

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Library & Resident Services													
CC53	Contact Centre - Ventilation & Back-up Generator	62	0	62	0	0	0	0	0	0	0	0	0
CC65	Refurbishment M'head, Windsor, Ascot , Eton Libs	19	0	19	0	0	0	0	0	0	0	0	0
CC97	Eton Wick Library - General Repairs	3	0	3	0	0	0	0	0	0	0	0	0
CC99	Eton Library – Open Access and Shop Front Repair	37	0	37	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Extension	18	0	18	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library Lease Repairs	18	0	18	0	0	0	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	1	0	1	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	3	0	3	98	(98)	0	0	0	0	0	0	0
CLE6	Upgrade Public PCs	28	0	48	20	0	20	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	13	0	13	0	0	0	0	0	0	0	0	0
CLG3	General Library Improvements	38	0	38	0	0	0	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	150	0	250	100	0	100	0	0	0	0	0	0
CLG7	Libraries-Upgrade of Self Serve Kiosks	0	0	0	44	(44)	0	0	0	0	0	0	0
CLG8	Pop Up Libraries-Equipment	0	0	0	48	(48)	0	0	0	0	0	0	0
Total Library & Resident Services		423	(16)	527	310	(190)	120	0	0	0	0	0	0
Revenues & Benefits													
CM00	Revenues & Benefits-Document Management System	30	0	30	0	0	0	0	0	0	0	0	0
Total Revenues & Benefits		30	0	30	0	0	0	0	0	0	0	0	0
Finance													
CA14	Transformation Projects	1,347	0	1,347	0	0	0	0	0	0	0	0	0
CA15	Capitalised Debt Charges	282	0	282	248	0	248	413	0	413	0	0	0
Total Finance		1,629	0	1,629	248	0	248	413	0	413	0	0	0
Technology & Change Delivery													
CA12	Modern Workplace Project-Phase 2	90	0	90	0	0	0	0	0	0	0	0	0
CA13	Key Infrastructure Upgrades & Hardware	117	0	117	0	0	0	0	0	0	0	0	0
CN00	Key Systems Infrastructure & Hardware Upgrades	8	0	8	0	0	0	0	0	0	0	0	0
CA16	MHR Pension Data Service Implementation	22	0	22	0	0	0	0	0	0	0	0	0
CA17	Delivery of IT Strategy	200	0	200	100	0	100	0	0	0	0	0	0
CA18	Additional Devices	0	0	0	40	0	40	0	0	0	0	0	0
CA19	Network Hardware Replacement	0	0	0	450	0	450	0	0	0	0	0	0
Total HR Corporate Projects & IT		437	0	437	590	0	590	0	0	0	0	0	0
TOTAL RESOURCES CAPITAL PROGRAMME		2,519	(16)	2,623	1,148	(190)	958	413	0	413	0	0	0

ADULTS, HEALTH & HOUSING

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Housing													
CE08	Air Quality Monitoring	162	(107)	55	0	0	0	0	0	0	0	0	0
CT29	Low Cost Housing (S106 Funding)	0	0	0	161	(161)	0	0	0	0	0	0	0
CT51	Key Worker DIYSO	0	0	0	195	(195)	0	0	0	0	0	0	0
CT52	Disabled Facilities Grant	600	(600)	0	600	(600)	0	600	(600)	0	600	(600)	0
CT66	John West House	0	0	0	1,200	(400)	800	0	0	0	0	0	0
	Total Housing	762	(707)	55	2,156	(1,356)	800	600	(600)	0	600	(600)	0
Adult Social Care													
CT62	Adult Services Case Management System	0	0	0	200	(200)	0	0	0	0	0	0	0
CT67	Homestead- Winston and Hub	0	0	0	185	(185)	0	0	0	0	0	0	0
	Total ADULT SOCIAL CARE	0	0	0	385	(385)	0	0	0	0	0	0	0
	TOTAL ADULTS, HEALTH & HOUSING CAPITAL PROGRAMME	762	(707)	55	2,541	(1,741)	800	600	(600)	0	600	(600)	0

CHILDREN'S SERVICES

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Non Schools													
CKVH	2Yr old capital entitlement	6	(6)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme	75	(75)	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
CT61	AfC Case Management System	89	0	89	370	0	370	0	0	0	0	0	0
Total Non Schools		222	(118)	104	370	0	370	0	0	0	0	0	0
Schools - Non Devolved													
CSDQ	Urgent Safety Works Various Schools	39	(39)	0	0	0	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	125	(125)	0	124	(124)	0	0	0	0	0	0	0
CSGV	Larchfield Primary Safeguarding & Entrance Works	157	(157)	0	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	50	(28)	22	0	0	0	0	0	0	0	0	0
CSGW	Furze Platt Senior expansion Year 1 of 3	8	0	8	0	0	0	0	0	0	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	1	0	1	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	19	0	19	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	183	0	183	0	0	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	0	0	0	0	0	0	0	0	0	0	0	0
CSJR	Works to explore expansions for all Schools	114	0	114	0	0	0	0	0	0	0	0	0
CSJX	St Peters Middle	684	0	684	0	0	0	0	0	0	0	0	0
CSKA	Alexander School Kitchen Refurbishment	158	(158)	0	0	0	0	0	0	0	0	0	0
CSKM	Wessex Primary Window & Door Replacement	225	(225)	0	0	0	0	0	0	0	0	0	0
CSKR	Kitchen Extract Cleaning and Hatchworks	25	(25)	0	0	0	0	0	0	0	0	0	0
CSKS	Dedworth Campus Resource Base	178	(178)	0	0	0	0	0	0	0	0	0	0
CSKT	Furze Platt Federation Resource Base	355	(355)	0	0	0	0	0	0	0	0	0	0
CSKU	Windsor Girls School Expansion 2022	191	(191)	0	600	(600)	0	0	0	0	0	0	0
CSKV	Charters PD Works	200	(200)	0	0	0	0	0	0	0	0	0	0
CSLA	School Kitchen Oven Upgrades	36	(36)	0	0	0	0	0	0	0	0	0	0
CSLB	Alwyn Air Conditioning Upgrade	34	(34)	0	0	0	0	0	0	0	0	0	0
CSLC	Boyne Hill Water System and Electrical Upgrade	157	(157)	0	0	0	0	0	0	0	0	0	0
CSLD	South Ascot Village Primary SEN Unit	50	(50)	0	150	(150)	0	0	0	0	0	0	0
CSLE	Boiler Replacement Programme	350	(350)	0	350	(350)	0	0	0	0	0	0	0
CSLF	All Saints Water Pipework Replacement	100	(100)	0	0	0	0	0	0	0	0	0	0
CSLG	Hilltop Boiler Replacement and Pipework Upgrade	218	(218)	0	0	0	0	0	0	0	0	0	0
CSLH	Larchfield Heating Pump and Emitter Upgrade	145	(145)	0	0	0	0	0	0	0	0	0	0
CSLI	Maidenhead Nursery Mains Water Connection	8	(8)	0	0	0	0	0	0	0	0	0	0
CSLJ	Wraysbury Primary Resourced Provision	0	0	0	400	(400)	0	0	0	0	0	0	0
CSLK	Waltham St Lawrence Cold Water Tank	21	(21)	0	0	0	0	0	0	0	0	0	0
CSLL	Hilltop Subsidence Scheme	4	(4)	0	0	0	0	0	0	0	0	0	0
CSXX	School Condition Allocation	0	0	0	770	(770)	0	0	0	0	0	0	0
CSLN	New Primary School Places	0	0	0	650	(650)	0	0	0	0	0	0	0
Total Schools - Non Devolved		3,835	(2,804)	1,031	3,044	(3,044)	0	0	0	0	0	0	0
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	613	(613)	0	194	(194)	0	194	(194)	0	194	(194)	0
Total Schools - Devolved Capital		613	(613)	0	194	(194)	0	194	(194)	0	194	(194)	0
TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME		4,670	(3,535)	1,135	3,608	(3,238)	370	194	(194)	0	194	(194)	0

PLACE

Project	Description of Scheme	2021/22 Revised Budget			First Estimate			2023/24 First Estimate			2024/25 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Indicative Income	Estimate	Gross	Indicative Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Neighbourhood Services													
CC25	M4 Smart Motorway	21	(21)	0	50	(29)	21	0	0	0	0	0	0
CC47	CCTV Replacement	126	0	126	50	0	50	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	13	0	13	0	0	0	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	0	0	0	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	9	0	9	0	0	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	204	(112)	92	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	14	(6)	8	0	0	0	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	10	0	10	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	0	0	0	0	0	0	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance	305	(200)	105	250	(250)	0	0	0	0	0	0	0
CC86	VMS Support and Maintenance	42	(42)	0	0	0	0	0	0	0	0	0	0
CC89	Elizabeth Bridge	887	0	887	0	0	0	0	0	0	0	0	0
CC90	Boulters Lock Car Park Extension	164	0	164	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
CC95	Cookham Bridge Refurbishment & Structural Repair	311	0	311	2,600	(2,000)	600	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	0	0	0	50	0	50	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	2,019	(1,907)	112	1,910	(1,910)	0	0	0	0	0	0	0
CD13	Bridge Assessments	311	(150)	161	220	(220)	0	0	0	0	0	0	0
CD14	Bridge Parapet Improvement Works	1	0	1	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	44	(44)	0	0	0	0	0	0	0	0	0	0
CD37	Car Park Improvements	97	(11)	86	20	0	20	0	0	0	0	0	0
CD43	Flood Prevention	151	(100)	51	0	0	0	0	0	0	0	0	0
CD45	Public Conveniences-Refurbishment 2015-16	10	0	10	0	0	0	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	450	0	450	450	0	450	8,650	0	8,650	0	0	0
CD72	Preliminary Flood Risk-Assessments	18	(18)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Waltham	25	(25)	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	9	(9)	0	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	14	0	14	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	34	(34)	0	0	0	0	0	0	0	0	0	0
CD83	LED Traffic Upgrades	221	(125)	96	120	(120)	0	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	0	0	0	528	(528)	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
CD86	Vicus Way & Tinkers Lane – Site Works	0	0	0	0	0	0	0	0	0	0	0	0
CD87	Pothole Action Fund-DfT Grant	875	(875)	0	0	0	0	0	0	0	0	0	0
CD92	Telemetry System Replacement	0	0	0	45	0	45	0	0	0	0	0	0
CF02	Emergency Active Travel Measures	56	(56)	0	0	0	0	0	0	0	0	0	0
CF05	Waste Vehicles	235	0	235	395	0	395	0	0	0	0	0	0
CI41	Fifield Lane - Major Carriageway Works	0	0	0	80	(80)	0	0	0	0	0	0	0
CI50	Brill Close Flood Alleviation Scheme	0	0	0	416	(416)	0	0	0	0	0	0	0
CI51	Windsor and Maidenhead Surface Water Flood Risk Engagem	0	0	0	100	(100)	0	0	0	0	0	0	0
CI52	Fifield, Holyport, Oakley Green and Bray Lake Catchment Stud	0	0	0	60	(60)	0	0	0	0	0	0	0
CI53	Marlow Road - Vehicle Restraint System Replacement	0	0	0	627	(627)	0	0	0	0	0	0	0
CI61	Street Lighting Belisha Pedestrian Crossing Refurbishment	0	0	0	152	(152)	0	0	0	0	0	0	0
CI71	Street Lighting Structural Failure Replacement	0	0	0	42	(42)	0	0	0	0	0	0	0
CI76	Drift Road - Major Carriageway Works	0	0	0	250	(250)	0	0	0	0	0	0	0
CI83	Ditch Clearance and Soakway Improvement Programme	100	(100)	0	0	0	0	0	0	0	0	0	0
CI84	Eton High Street Unsafe Electrical Boxes Removal	100	(100)	0	56	(56)	0	0	0	0	0	0	0
CI85	Column Replacement Safety Improvements	150	(150)	0	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CI86	Bridge Strengthening Scheme	100	(100)	0	250	(250)	0	0	0	0	0	0	0
CI87	Street Lighting Structural Testing	191	(191)	0	72	0	72	0	0	0	0	0	0
CI88	Car Park Lighting	30	(30)	0	20	(20)	0	0	0	0	0	0	0
CI89	Car Park Surfacing and Lining	80	(80)	0	20	(20)	0	0	0	0	0	0	0
CI90	Soakaway/Manhole Clearance Programme	100	(10)	90	0	0	0	0	0	0	0	0	0
CI91	Car Park Signage	22	(21)	1	8	0	8	0	0	0	0	0	0
CI92	Parking Reviews	50	(5)	45	25	0	25	0	0	0	0	0	0
CI93	Highway Drainage Schemes	200	(32)	168	400	0	400	0	0	0	0	0	0
CI94	Vicus Way Waste Transfer Station Site Works	70	(25)	45	70	0	70	0	0	0	0	0	0
CY20	Community Warden Vehicles	49	0	49	0	0	0	0	0	0	0	0	0
CX63	Town Hall Cooling System	0	0	0	0	0	0	0	0	0	0	0	0
Total Neighbourhood Services		7,927	(4,580)	3,347	9,336	(7,130)	2,206	8,650	0	8,650	0	0	0
Local Enterprise Partnership Schemes													
CC62	Maidenhead Missing Links (LEP Match Funded)	2,020	(955)	1,065	274	0	274	0	0	0	0	0	0
CD42	Maidenhead Station Interchange & Car Park	1,770	(888)	882	0	0	0	0	0	0	0	0	0
CD90	Maidenhead LP Housing Site Enabling Works - LEP	2,563	(1,053)	1,510	2,622	0	2,622	0	0	0	0	0	0
CD91	Windsor Town Centre Package - LEP	534	(534)	0	1,744	(1,166)	578	0	0	0	0	0	0
Local Enterprise Partnership Schemes		6,887	(3,430)	3,457	4,640	(1,166)	3,474	0	0	0	0	0	0
Planning Service													
CI22	Tree Planting & Maintenance	258	0	258	0	0	0	0	0	0	0	0	0
CI32	Borough Local Plan-Examinations / Submissions	87	0	87	0	0	0	0	0	0	0	0	0
CI43	Ascot High Street Public Realm & Highway Imps	8	(15)	(7)	7	0	7	0	0	0	0	0	0
CI47	Neighbourhood Plan-Consultation/Exams/Referendums	0	0	0	65	0	65	0	0	0	0	0	0
CI56	Design Quality – Planning Service	142	(145)	(3)	29	0	29	0	0	0	0	0	0
CI57	Joint Minerals and Waste Plan	0	0	0	96	0	96	0	0	0	0	0	0
CI59	Traveller Local Plan	18	0	18	175	0	175	0	0	0	0	0	0
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	4	0	4	10	0	10	0	0	0	0	0	0
CI67	Wider Area Growth Study	69	(152)	(83)	83	0	83	0	0	0	0	0	0
CI69	Supplementary Planning Documents-SPDs	40	0	40	0	0	0	0	0	0	0	0	0
CI82	Highways Works Programme-Tree replacement	200	0	200	0	0	0	0	0	0	0	0	0
CX66	Oak Processionary Moth Treatment	14	0	14	0	0	0	0	0	0	0	0	0
CI74	Energy Performance Certificates	0	0	0	0	0	0	0	0	0	0	0	0
Total Planning Service		840	(312)	528	465	0	465	0	0	0	0	0	0
Communities													
CC47	CCTV Replacement	126	0	126	50	0	50	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
CI14	Maidenhead Waterways Construction phase 1	33	(32)	1	0	0	0	0	0	0	0	0	0
CI54	Maidenhead Waterways-Weir Project	70	0	70	0	0	0	0	0	0	0	0	0
CR24	Windsor Squash Courts	284	(284)	0	0	0	0	0	0	0	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	34	(40)	(6)	0	0	0	0	0	0	0	0	0
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	19	(19)	0	0	0	0	0	0	0	0	0	0
CX64	Windsor Coach Park Lift Upgrade	(249)	274	25	284	(284)	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	20	0	20	0	0	0	0	0	0	0	0	0
CZ18	Braywick Leisure Centre	46	0	46	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	293	0	293	400	(25)	375	0	0	0	0	0	0
Total Communities		575	(126)	449	684	(309)	375	0	0	0	0	0	0

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
Infrastructure, Sustainability & Transport													
CC27	Permanent Traffic Counter Sites	2	(2)	0	0	0	0	0	0	0	0	0	
CC60	Hostile Vehicle Mitigation Measures for Windsor	482	(15)	467	0	0	0	0	0	0	0	0	
CC54	Electric Vehicle Charging Points-Pilot	120	(95)	25	0	0	0	0	0	0	0	0	
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	
CD93	Ascot High Street-Upgrade	0	0	0	200	(200)	0	0	0	0	0	0	
CD01	LTP Feasibility Studies/Investigation/Develop	41	(42)	(1)	0	0	0	0	0	0	0	0	
CD10	Traffic Management	341	(294)	47	0	0	0	0	0	0	0	0	
CD23	Local Safety Schemes	210	(195)	15	0	0	0	0	0	0	0	0	
CD27	Cycling Capital Programme	15	(4)	11	0	0	0	0	0	0	0	0	
CD97	Cycling Action Plan-Delivery	405	(405)	0	1,500	(1,500)	0	0	0	0	0	0	
CD98	A308 / Holyport Road Junction-Improvements	0	0	0	300	(300)	0	0	0	0	0	0	
CD99	Traffic Monitoring-Replacement Counters	0	0	0	150	(150)	0	0	0	0	0	0	
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	176	(47)	129	0	0	0	0	0	0	0	0	
CLC5	Heritage Education Space Old Windsor 2016-17	20	(20)	0	0	0	0	0	0	0	0	0	
CLF4	WRBM Audio Upgrade	18	0	18	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	
CY33	Climate Strategy-Projects	165	(27)	138	0	0	0	0	0	0	0	0	
CY34	Major Scheme Business Case Development	265	(160)	105	0	0	0	0	0	0	0	0	
Total Infrastructure, Sustainability & Transport		2,285	(1,306)	979	2,150	(2,150)	0	0	0	0	0	0	
Green Spaces & Parks													
CC44	Allotments Windsor & Maidenhead	21	(1)	20	0	0	0	0	0	0	0	0	
CC87	Public Rights of way - General	40	0	40	40	(40)	0	0	0	0	0	0	
CF08	Ray Mill Island Access Works	25	0	25	0	0	0	0	0	0	0	0	
CV03	Parks Improvements	50	0	50	50	(50)	0	0	0	0	0	0	
CV30	Play Areas - Replacement Equipment	40	(40)	0	40	(40)	0	0	0	0	0	0	
CV39	Ockwells Park-Phase 3 Improvements	30	(9)	21	0	0	0	0	0	0	0	0	
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	27	0	27	0	0	0	0	0	0	0	0	
CV45	Parks & Open Spaces- Access / Security Measure	75	0	75	75	(75)	0	0	0	0	0	0	
CV46	Nature Recovery Strategy (NRS)	0	0	0	31	(31)	0	0	0	0	0	0	
CV47	Kidwells Park-Play Area	0	0	0	56	(56)	0	0	0	0	0	0	
Total Green Spaces & Parks		308	(50)	258	292	(292)	0	0	0	0	0	0	
TOTAL PLACE CAPITAL PROGRAMME		18,822	(9,804)	9,018	17,567	(11,047)	6,520	8,650	0	8,650	0	0	

2022-23 Highways Resurfacing Programme

Road name	Extents	Proposed Treatment & Notes	Area m2 (estima	Budget Estimate £'000
A308 Windsor Rd, Maidenhead	No 180 to j/w Court Close	PRS 40mm of 14mm SMA, PSV 65	4,550	170
A308 Maidenhead Rd, Windsor	Sections between Ruddlesway & A332 Royal Windsor Way	PRS 40mm of 14mm SMA, PSV 65 & PSV 68	8,360	280
A4 Saint Cloud Way / Bridge Rd Roundabout, Maidenhead (Police Station)	Full Length of Circulatory	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911)	3,750	144
B3022 / B470 /Barry Avenue / River Street / Datchet Road, Windsor	From controlled crossing on Barry Avenue to east of zebra crossing on B470 Datchet Road	PRS 40mm of 14mm SMA, PSV 65 & PSV 68	3,025 + 200	120
B3024 Oakley Green Road, Windsor & Fifield	East of Cricket Club entrance to Oakley Mead & From Braywood Linn to bend @ Oakley Place Farm	PRS 40mm of 14mm SMA PSV 65	3,600 + 1,260	170
B3173 Imperial Rd, Windsor	Oakfield 1st School to Green Lane - sections	PRS 40mm of 14mm SMA PSV 65 & PSV 68 on approaches to signalised crossing	2,510	86
B376 Horton Rd, Datchet	From junction with B376 The Green to No. 1 Horton Road (including 2no. Mini roundabouts but exclude new raised table zebra) & from No. 27 Horton Road to No. 45 Horton Road	PRS 40mm of 14mm SMA, PSV 65	1,950	70
B3020 Sunninghill Road, Sunninghill	From junction with Kings Road to Roundabout junction with A329 London Road.	PRS 40mm of 14mm SMA, PSV 65	2,990	108
Westley Mill, Fifield (off of Howe Lane)	Sections from junction with Howe Lane to boundary with Bracknell Forest	Sections of full depth reconstruction - 350mm deep haunching, lay 300mm CBM base and 50mm of HRA 10mm Surface Course; PSV 60	510	72
Total Works Cost			A	1,220
Additional costs				
				150
				50
				40
				100
				190
				110
				50
			B	690
Total			A+B	1,910

STAND ALONE PROJECT

Road name	Extents	Proposed Treatment & Notes	Area m2 (estima	Budget Estimate £'000
Drift Road, Fifield/Windsor	Sections	Patching, haunching & resurfacing	TBC	200

RESERVE LIST

Road name	Extents	Proposed Treatment & Notes	Area m2 (estimated)	Budget Estimate £'000
Foundry Lane, Horton	Full Length	350mm deep reconstruction, lay 300mm CBM base and 50mm of HRA 10mm Surface Course; PSV 60, cut new drainage grips	530	90
A308 / A332 Maidenhead Rd Roundabout, Windsor	Circulatory and some approaches	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65	4,200	180
A30 London Rd, Sunningdale –	From B383 Broomhall Lane to Waitrose Supermarket entrance. NOTE: Extents include area of level crossing, Network Rail will need to supervise	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65	3,300	133
Station Road, Wraysbury	Section over railway bridge - NOTE: Network Rail may need to supervise. Trial holes needed prior to confirming treatment.	PRS 100mm binder + surface course & area of PRS 40mm of 14mm SMA surface course, PSV 68	374	25
A4 Bad Godesberg Way, Maidenhead	Between Castle Hill Roundabout & Cookham Rd Roundabout (extents that were not done in Housing Site or Missing Link projects 2021)	PRS 40mm of 14mm SMA PSV 65.	TBC	55
Shoppenhangers Rd, Maidenhead	East of Manor Lane to Linkside	PRS 40mm of 14mm SMA, PSV 65	2,040	70
Lime Walk, Maidenhead	Near No. 7 to No. 7A & outside no. 10	Patching / 40mm of AC10, PSV 55	195	8
B470 High Street, Datchet	Full length from B3021 Windsor Rd / Southlea Rd to Manor Hotel - NOTE: Extents include area of level crossing, Network Rail will need to supervise	PRS 40mm of 14mm SMA, PSV 65	1,640	60
B3020 High Street, Sunninghill	Between Bridge Road & Bowden Road (across bridge) NOTE: Network Rail may need to supervise	PRS 40mm of 14mm SMA, PSV 65	720	26
Bolton Road, Old Windsor	St Leonards Road to western junction with Victoria Road (no. 35)	PRS 40mm of 14mm SMA PSV 60 & reconstruct 1no. round topped road hump	1,050	30
A308 Windsor Rd, Maidenhead	2 sections deferred from 2018: 1 near Little Paddocks. 2: Near Hotel & Down Place)	PRS 40mm of 14mm SMA, PSV 65	1,570 + 3,000	165
Gorse Road, Cookham	1) from no. 31 to 21/26 = c.530m2. 2) from no.2 to no. 9 = c. 325m2	PRS 40mm of AC14 + some areas of deeper repair - Reserve of 2021	855	23
Henley Road /A404/ Burchetts Green roundabout	Southern half circulatory of roundabout	PRS 40mm of 14mm SMA, PSV 65	2,300	80
Smiths Lane, Windsor	3 sections: From A308 to north of Sawyers Close. South of Sawyers Close to no. 137. No. 125 to Mansell Close	PRS 40mm of 14mm SMA, PSV 60 & reconstruct 7no. Round topped road humps in total.	4,090	115
Westborough Rd, Maidenhead	From no. 143 to no. 21	PRS 40mm of 14mm SMA, PSV 60 + reconstruct 4no. Round topped road humps	2,640	74
Fane Way, Maidenhead	Sections - joint sealing	Specialist joint & crack seal by 'Rhino'	N/A	112
Smithfield Road, Woodlands Park	from j/w Cannon Lane to j/w Woodlands Park Road	Patching	TBC	30
A308 Windsor Road, Windsor	junction area with Oakley Green Road (exclude some central hatching)	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 68 & replace buff high friction surfacing through right turn lane.	2,350	110
Lesters Road, Cookham	Full length	Edge plane & 25mm of AC10 overaly - further to joint sealing done in previous years (note: dwg drafted)	1,200	20
Clewer Hill Rd, Windsor	From j/w Perrycroft to no. 103	PRS 40mm of 14mm SMA, PSv 65 & 68	2,630	75

Bolton Road, Windsor	Bolton Avenue to Kings Road	PRS 40mm of 14mm SMA PSV 60 & reconstruct 3no. round topped road humps	1,700	48
Cheapside Rd, Ascot	New Mile Ride to Silwood Park Entrance (north), approx 50m long	Patching / PRS 40mm of 14mm SMA, PSV 65	250	10
Wraysbury Road, Wraysbury	South of M25 bridge to borough boundary near Lammas Drive - note central hatching is the worst part - consider micro asphalt, infared patching or alternative treatment option	Central hatching repair - treatment type TBC	1,150	30
Sub-Total Works Cost				<u>1,569</u>

2022/23 Footways Programme

Road Name	Description	Cost (£)
Lassell Gardens, Maidenhead	Footway resurfacing (sections)	£ 11,000
Springfield Close, Windsor - full length	Footway refurbishment / resurfacing	£ 20,000
Harvest Hill Road, Maidenhead	New section of footway - Orchard Close to Oaklands Grove	£ 20,000
Gardner Road / Switchback Road South	Footway upgrades	£ 22,000
Wootton Way, Maidenhead	footway protection scheme	£ 9,000
Footpath 39, Eton	Slabs to asphalt	£ 25,500
Vaughan Gardens, Eton Wick	Slabs to asphalt in places and relay / replace other areas of slabs.	£ 15,000
York Avenue, Windsor	Replace slab paving with asphalt & various other footway refurbishment works	£ 49,000
accessibility upgrades	In year requests	£ 15,500
Minor capital improvement schemes	In year requests	£ 63,000
		£ 250,000

Previously approved Major Schemes 2021/22 onwards

No.	Scheme Name	Date Council Approved	2021/22 Net Cost £000k	*2022/23 Net Cost £000k	2023/24 Net Cost £000k	2024/25 Net Cost £000k	Total Net Cost
1	RBWM Affordable Housing - St Edmunds	July 2018	30	1,903	1,200	-	3,133
2	RBWM Affordable Housing - School House	July 2018	-	843	9		852
3	Broadway Car Park, Maidenhead	August 2018	3,541	13,483	10,504	-	27,528
4	Vicus Way Car Park, Maidenhead	June 2018	7,602	2,988	-	-	10,590
5	Family Centre Relocation	December 2020	264	7			271
6	Maidenhead Development	February 2016	-	15,950	-	-	15,950
7	Land at Ray Mill Rd East		-	2,171	2,127	513	4,811
8	River Thames Scheme	April 2015	450	450	8,650	-	9,550
	Total		11,887	37,795	22,490	513	72,685

*Includes slippage from previous year reported in Annex B6

2022/23 CORPORATELY FUNDED ESSENTIAL BIDS									
No.	Directorate	Title	Description	Capital Value £'000	S106 £'000	CL £'000	Grant £'000	Net £'000	Cumulative Borrowing £'000
1	Managing Director	Property Services	Commercial Estate Compliance	To ensure the Council's Corporate & Commercial Estate is compliant with regards to Fire, Asbestos, Legionella and Electrical governance.(Non Educational)	400			400	400
2	Managing Director	Property Services	Commercial Property Necessary Repairs	The Asset Review and Action Plan approved by Cabinet highlighted the lack of investment in repairs and maintenance to the Council's commercial property portfolio over a prolonged period which has led to a deterioration in the assets. Asset condition surveys were carried out by chartered surveyors which identified works required over a 5 year period to address the backlog of repairs. The surveys identified essential works that were required to meet health and safety shortcomings that are the Council's responsibility as Landlord and the Council is now therefore in breach of its repairing liabilities under the terms of the leases. There is a plethora of legislation that applies to the operation of commercial property. The most significant and relevant ones to highlight are the Corporate Manslaughter and Homicide Act; Occupiers Liability Act; Health & Safety at Work Act; Defective Premises Act and the Landlord & Tenant Act.	1,625			1,625	2,025
3	Managing Director	Property Services	Corporate Portfolio Necessary Repairs	The Asset Review and Action Plan approved by Cabinet highlighted the lack of investment in repairs and maintenance to the Council's corporate estate portfolio over a prolonged period which has led to a deterioration in the assets. Asset condition surveys were carried out by chartered surveyors which identified works required over a 5 year period to address the backlog of repairs. There is a plethora of legislation that applies to the operation of property the most significant and relevant ones to highlight are the Corporate Manslaughter and Homicide Act; Occupiers Liability Act; Health & Safety at Work Act; Defective Premises Act which place responsibility on the corporate body and executive officers	1,372	39		1,333	3,358
4	Adults, Health & Commissioning	Housing	John West House	To redevelop John West House to provide a day centre provision for rough sleepers and individuals with support needs, along with accommodation provision for Stage 2 of the Rough Sleeper Pathway. The day centre provision will provide communal space for socialising and group training sessions to take place in addition to separate meeting rooms for 1:1 work to take place with relevant agencies. John West House is owned by RBWM and has been partially converted to provide four bedrooms, a kitchen and bathroom facilities which are currently used by individuals on Stage 2 of the Rough Sleeper Pathway. Redeveloping the rest of the warehouse unit will provide essential community facilities and enable a designated space for internal and external professionals to work effectively with rough sleepers and individuals with support needs. The site has potential to create up to 13 additional bedrooms and a good range of communal and meeting room space. £400k of s106 funding has already been committed to the project, however an estimated additional £800k is required to enable the redevelopment to take place. Several external funding streams have been considered over the last two years, however funding programmes have either been unsuitable for this type of bid or bids have been unsuccessful.	1,200	400		800	4,158
5	Place	Neighbourhood Services	Road Marking Safety Programme	This programme is for the review, replacement or upgrade of lining on major roads, junctions, crossings and other potential 'hazard' locations for road safety reasons. Also provides for replacement and upgrading of road studs and high-friction surfaces. This element is not included within the lump sum of the existing Volker's contract.	50			50	4,208
6	Place	Neighbourhood services	Street Lighting Structural Testing	Continuation of periodic structural Testing for High Amber rated lighting columns for safety and compliance, through the borough. The red columns have been tested in previous years, so now we have the ambers left to test.	72			72	4,280
7	Place	Neighbourhood services	Highway Drainage Schemes	Annual programme of highway drainage improvement schemes	400			400	4,680
8	Place	Neighbourhood services	Regular annual maintenance of 5 leisure centres	Replacement water pumps, air valves; Building management controls system upgrade; Windsor LC roof and wall glazing replacement; Windsor LC all weather pitch surface replacement; Charters LC hall lighting; Charters LC squash court playing wall replacement; drainage issues, all sites; Cox Green LC boiler and automatic door replacement; Cox Green LC fire and burglar alarm replacement	400	25		375	5,055
9	Place	Neighbourhood services	Vicus Way waste transfer station site works	Improvements and upgrades to waste transfer station	70			70	5,125
10	Place	Communities	Replacement programme for CCTV	To provide a fund to enable an annual programme for the replacements to the borough's CCTV network of equipment which is beyond economical repair.	50			50	5,175
11	Resources	IT	IT Strategy Delivery	A request for a capital fund of £200k is being requested to cover projects detailed in the IT strategy such as cloud migration, remote access, telephony, corporate device operating system maintenance, new IT contract implementations and essential maintenance (hardware or software upgrades). In addition continual work on cyber security and public service network compliance also require elements of capital funding.	100			100	5,275
12	Resources	IT	Additional Devices	There has been an increase in the demand for laptop devices since the initial Modern Workplace requirements gathering due to an increase in the establishment and also our new ways of working. To date IT Services have been able to manage these new requirements from within current stocks but we are now at capacity and therefore need to request funds for additional laptops to meet these demands. CLT have recently confirmed the need for approximately 36 additional laptops between now and March 2023. We also need to replenish the buffer stock so request an additional 14 are also being requested. The latest model is approximately £800 per device and so a total of £40,000 is being requested for these additional devices.	40			40	5,315
13	Resources	IT	Network hardware Replacement	Funding is required to support the design, procurement and implementation of new network switches, routers and firewalls, around the council's internal infrastructure. This is to replace existing equipment that is end-of-life. A hardware audit has been conducted in Q1 2021 and indicative prices obtained for 'like-for-like' network hardware. The hardware audit forms the basis for this funding request. A network redesign will be completed by IT staff during Q4 2021 to finalise requirements. Any costs incurred will be covered by 2021/22 capital. The project may roll into 2023/24 in terms of implementation, if this were the case there would be a request made to slip a small proportion of the budget. The new network design will provide additional resilience, capacity and improvements to data traffic. Through the procurement process, we will ensure that the new hardware is secure, and supported. The implementation will include replacement to network equipment at the main council sites, and satellite locations like libraries, community centre and care centres.	450			450	5,765
14	Managing Director	Property Services	Demolition of Waldeck House	Waldeck House is included in the development agreement with Countryside Properties and over the last 2 years RBWM has been organising the leases of the occupiers to expire in December 2021 to allow the building to be vacated and passed to Countryside with vacant possession. Once vacated it may be a significant period before the redevelopment can proceed. When the property is vacant RBWM will become responsible for empty property rates and the costs of security for a vacant building which will become a target for vandals and squatters. The demolition of the building will reduce the costs and risks of managing an empty building. There is also a cost to RBWM relating to statutory compensation and removal costs for some of the tenants. These are estimated at £52,000, which is made up of £16,350 for two tenants entitled to statutory compensation and the remainder for 4 tenants who were promised help with their removal costs when the redevelopment of Waldeck House was first proposed in 2016.	450			450	6,215
15	Place	Neighbourhood services	Waste Vehicles	The hybrid fortnightly general waste collection solution introduced October 2022 means that residual waste will be collected fortnightly while collections of recycling and food waste will remain weekly. Green waste remains fortnightly. To deliver this model, the contractor requires six additional waste vehicles; two vehicles to be purchased in 2021/22 and a further four vehicles in 2022/23.	395			395	6,610

2022/23 FULLY FUNDED ESSENTIAL CAPITAL BIDS										
No.	Directorate	Service Area	Title	Description	Capital Value £'000	£106 £'000	CIL £'000	Grant£'000	Net £'000	Cumulative Borrowing £'000
1	Adults, Health & Commissioning	Housing	Disabled Facilities Adaptations	Adaptation work can reduce care needs and enable service users to remain in their own homes for longer, delaying the requirement for more expensive alternatives.	600			600	-	-
2	Place	ISEG	Ascot High Street	A scheme to significantly upgrade Ascot High Street has been developed to business case level and ranked joint 2nd during a Local Enterprise Partnership triage of bid submissions. This funding would be to drive this business case into a high level design phase with an indicative programme, consultation and more detailed project costs completed.	200			200	-	-
3	Place	ISEG	A308 / Holyport Road Junction	To improve the capacity of the A308/Holyport Road junction to support the forecast growth from development proposed in the Borough Local Plan.	300		300		-	-
4	Place	ISEG	Traffic monitoring	RBWM inherited a set of 58 permanent traffic counters from the Berkshire Authority in 1999. Despite best efforts nearly all of these have failed and no longer provide the valuable data they should. This project is to implement the results of a full review as to how many and where replacement counters should be located and ensure the right long term, cost effective devices are purchased. The benefit of this data is to have greater clarity when judging future transport strategy and schemes.	150			150	-	-
5	Place	ISEG	Cycling Action Plan and LCWIP Delivery	In 2019, RBWM adopted a cycling action plan which set out plans to increase cycling across the Borough. This set out an ambition to invest £1,500,000 a year to improve cycling infrastructure and deliver this over a ten year period. This funding will support delivery of schemes within the plan over the next financial year. Accelerated delivery of these plans is set out in the Environment and Climate Strategy, which was adopted in December 2020. The council is in the process of developing this strategy into a Local Cycling and Walking Infrastructure Plan, to bring it up to date with current Government Guidance, which will increase the chances of success in future bids for Government funding.	1,500	500	250	750	-	-
6	Place	Neighbourhood services	Footway Maintenance & Construction	Footways form a vital link for pedestrian access around the borough and it is essential that they are maintained in a safe condition. There are number of footways beyond their design life and require refurbishment to maintain the highway asset in an acceptable condition, and protect residents from potential trips, which will reduce insurance risks. The works will also make provision for providing disabled crossing points where appropriate, and will help to enhance the visual appearance of the environment benefitting local residents, pedestrian, and people with disabilities.	250			250	-	-
7	Place	Neighbourhood services	Highway Resurfacing Programme - This bid is a contractual commitment	The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks.	1,910			1,910	-	-
8	Place	Neighbourhood services	Bridge Assessments/ Inspections and Soud Assessment	The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. These inspections include assessing roads that are frequently taking abnormal loads, column impact assessments, as well as carrying out further detailed inspections that have been highlighted from the principal and general inspection that are highlighting a potential safety issue. These assessments allow the council to plan a works programme for essential capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Also the inspections may identify a structure in need of more extensive strengthening works.	220			220	-	-
9	Place	Neighbourhood services	Bridge Strengthen Schemes	The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. These inspections may highlight essential minor capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Following these inspections it has identified certain structures are currently structurally weak and if work is not carried out to them they will require a weight restriction enforced on them. All the structures concerned are on the boroughs main network and would have a detrimental impact if repairs are not carried out. The objective of the project is to introduce measures to mitigate and minimise any potential current safety risk and reduce insurance risks.	250			250	-	-
10	Place	Neighbourhood Services	Brill Close Flood Alleviation Scheme	Brill Close FAS is a project looking to protect approximately 48 homes from surface water flooding. Currently the project is at the option stage with the most favourable option is to create a detention basin or swale in a large agricultural field west of Cox Green Road. This will be alongside a large detention basin located within Desborough Park. Subject to stakeholder engagement, landowner agreement and planning consent.	416			416	-	-
11	Place	Neighbourhood Services	Windsor and Maidenhead Surface Water Flood Risk Engagement	The aims of the project are to utilise innovative means of engaging with areas of Windsor and Maidenhead where residents/businesses may not be aware that they are at significant surface water flood risk. Through use of social media and hyper local networks the project will raise awareness of flood risk and what mitigation options individual residents/businesses can employ to reduce the consequence of flooding. The engagement activities will also help identify which properties have historically suffered from surface water flooding. This will aid in RBWM developing flood risk mitigation options and business cases to address the risk.	100			100	-	-
12	Place	Neighbourhood Services	Fifield, Holyport, Oakley Green and Bray Lake Catchment Study	This bid is for a catchment study, which will inform the project to install measures in the upstream areas of the hydraulic catchments of Fifield, Holyport and Oakley Green to attenuate flow rates using Natural Flood Management solutions such as leaky dams. Areas to the south of the B3024 and Drift Road are proposed to be used as these storage areas. The NFM measures will not only reduce flood risk, but will create habitat and improve the water quality downstream.	60			60	-	-
13	Resources	Revs and Bens	Pop Up Libraries	To equip and furnish pop up libraries to operate from the Sunningdale Parish Council Community Room and from locations yet to be identified in Holyport and Furze Platt to serve the residents of Sunningdale, Holyport and Furze Platt when the Container Library stops visiting as recommended by the re-shaping of the Library Service in line with the Library Transformation Strategy. Sunningdale: £14,000 Holyport: £17,000 Furze Platt: £17,000 Total: £48,000 The slight increase at Holyport and Furze Platt is to cover the requirement for a storage facility and hydraulic jack. No revenue is required as staffing costs will be covered by partners.	48	48			-	-
15	Childrens Services	Childrens Services	School condition allocation (maintenance)	Grant funded programme of planned maintenance and improvements for buildings at community and voluntary controlled schools in the borough.	770			770	-	-
16	Managing Director	Property Services	MEES Compliance	The Asset Review and Action Plan approved by Cabinet in June 2020 highlighted the requirement for properties lease could only be completed if there was a valid Energy Performance Certificate that had been lodged. The majority of the Council's commercial portfolio did not have an EPC and surveys were undertaken subsequently. MEES (minimum Energy Efficiency Standards) were introduced by the Energy Efficiency Regulations 2015: Landlords responsibility to obtain Energy Performance Certificate (EPC) on every unit - from April 2018 each lettable unit has to achieve a rating higher than 'E' to be let. Failure to comply can lead to a fine of between £5,000 to £50,000 for letting non compliant property. From April 2023 the requirements stiffen and no building can be leased with an EPC below an E result in commercial income halting. The surveys identified an number of leased income producing assets that would cease to be income producing without improvements.	100			100	-	-
17	Adults, Health & Commissioning	Adults Social Care	Homestead, Winston and Hub	To bring Homestead and Winston Care Homes for people with a learning disability up to a decent living standard and meet the needs of the residents of the Windsor and Maidenhead area. Details of works required are appended (Appendix 1). The facilities to be improved include Winston House - (Bathrooms, bedrooms, kitchens laundry facilities), Homestead -(bathrooms, bedrooms, kitchens and laundry facilities, The Wellbeing Hub - changing beds, toileting facilities, kitchens.	185		185		-	-
18	Managing Director	Property Services	Gulldhall repairs	The Gulldhall is a Grade 1 listed building. A recent condition survey identified a number of essential repairs to the structure and fabric of the building. This includes a replacement heating system as the current system is at the end of its economic life, it is inefficient and unreliable with regular failures which has a negative impact on the building fabric and its visitors. The survey highlighted deterioration and staining to the stonework along with the need to repair and redecorate the external surfaces including the need to install pigeon preventative measures. The Gents toilet facility is in need of modernisation and the ladies and disabled would need some minor works carried out. The floor covering to the Council Chamber, Ascot Room, Mayors Parlour and Vestibule are also threadbare in places and pose health and safety concerns and therefore need to be replaced.	545		545		-	-
19	Place	ISEG	Parks Improvements (CV03)	Essential works to ensure that the Councils 64 parks and open spaces are in a fit and safe condition for public use	50	50			-	-
20	Place	ISEG	Play Areas-replacement equipment (CV30)	Essential works to ensure that the Councils 43 equipped childrens play areas are in a fit and safe condition for public use	40	40			-	-
21	Place	ISEG	Parks and Open Spaces-Security measures (CV45)	Site boundary and access works required to ensure the protection of the Council's parks and open spaces from unauthorised incursions	75	75			-	-
22	Place	ISEG	Public Rights of Way-general (CC87)	Essential works to ensure that the Council's 310km of public footpaths, bridleways and byways are in a safe and fit condition for public use.	40	40			-	-

2022/23 FULLY FUNDED ESSENTIAL CAPITAL BIDS						Capital Value £'000	£106 £'000	CIL £'000	Grant£'000	Net £'000	Cumulative Borrowing £'000
No.	Directorate	Service Area	Title	Description							
23	Place	ISEG	Nature Recovery Strategy (NRS)	The Nature Recovery Strategy (NRS) which includes a Nature Recovery Network (NRN) is a major commitment in the UK Government's 25-Year Environment Plan, intended to improve, expand and connect habitats to address wildlife's decline and provide wider environmental benefits for people.		31	31			-	-
24	Place	ISEG	Kidwells Park Play Area	Full replacement of worn out safety surface at childrens play area in Kidwells Park. The current safety surface was installed approximately 15 years ago, and is becoming unfit for purpose. Localised repairs have been carried out in recent years but the surface requires complete replacement in order ensure the safety of users. Full replacement of the surface will avoid the need for localised repairs, saving approximately £2000 per year maintenance costs.		56		56		-	-
25	Resources	Revs and Bens	Maidenhead High Level Maintenance and Repointing	Maidenhead Library is an iconic Grade II Listed Building on land covered by Covenants with the Carnegie and Nicholson Trusts. It receives visits from all over the world, including from international Architecture students, due to its architectural significance and beauty. The high level space frame and pointing is long overdue for maintenance work. The previous Administration took the decision to delay this work until after the surrounding regeneration and development works had been completed as these works would inevitably lead to dirt and dust and slight movements in the building. The adjoining works have now been completed and comments have been made on social media about the poor state of the painting and pointing. This bid is therefore to request the funding to go ahead with the improvement of the existing asset (painting and touch-up) of the high level space frame and re-pointing of the external brickwork. The internal work and work on the low level space frame has already been completed (in 2011). The costs have come down significantly as an alternative access approach has been designed using ropes which will reduce the need for costly scaffolding.		98	98			-	-
26	Place	Neighbourhood Services	Fifield Lane - Major carriageway works	A combination of installation of concrete channels, carriageway edge haunching, resurfacing and cutting of new drainage grips to significantly improve the condition of Fifield Lane. To the benefit of all highway users, mitigating against personal injury collision risk, reduced risk of claims arising from collisions and protecting and enhancing the highway as an asset.		80		80		-	-
27	Place	Neighbourhood Services	Marlow Road - Vehicle Restraint System replacement	There are three sections of vehicle restraint system (VRS) on the A308 Marlow Road within the first 500m of the road to the south of the A404 junction. One section (77m) is recommended for assessment only as part of this bid to identify the condition and inform a decision on a potential future request for funding. One section (74m in length) on approach to the bend immediately south of the A404 junction is recommended for replacement, and a third section is recommended for replacement (79.5m) as well as extension (an additional 44m). The VRS is provided to reduce the potential severity of injury collisions in the event of vehicles exiting the carriageway on bends where there is considered to be a heightened risk due to the horizontal alignment of the road and steep embankments. A formal assessment of the VRS, risk assessing the condition, provision and need for a VRS system was carried out in June 2021. The assessment identified that the VRS system is damaged in places, is non-compliant with current standards and is recommended for replacement to ensure that the system performs as required in the event of a vehicle losing control and colliding with the VRS, how at present is noted as medium risk against the DfT standards, and suggested work as highlighted in the assessment needs to be carried out.		627		627		-	-
28	Place	Neighbourhood Services	Traffic signal LED updates	Replacement of Traffic Signal equipment which uses halogen lamps which are not longer manufactured. Across our existing portfolio this equals to 693 lamps. This bid is for the switch out of these old units to the new units. This bid also includes the lorry watch sim cards and maintenance for the HVV monitoring camera in Sunningdale. A camera was installed a few years to monitor and prosecute those vehicles breaking the weight/tonne limit following a Cllr request. The prosecutions are carried out through the licensing team, but the maintenance of the camera sits with the highways budgets. This camera is now not maintained, nor does it have the new sim cards for transmission of data which are needed every year.		120		120		-	-
29	Place	Neighbourhood Services	Drift Road - Major carriageway works	A combination of installation of concrete channels, carriageway edge haunching, sections of full depth reconstruction, resurfacing and cutting of new drainage grips to improve the condition of Drift Road. To the benefit of all highway users, mitigating against personal injury collision risk, reduced risk of claims arising from collisions and protecting and enhancing the highway as an asset. £1m covers the worst areas only, and requires a continued commitment to improve this road for all users.		250		250		-	-
30	Place	Neighbourhood services	Eton High Street Electrical Scheme	Second Phase of Eton Electrical Supply and Lighting Improvement scheme. DNO disconnections and removal of lighting units including lighting, cabling and power supply boxes.		31		31		-	-
31	Place	Neighbourhood services	Streetlighting upgrade LED review/swap out and Street Lighting Column Replacements/Safety Improvements - This is a contractual commitment	To upgrade the remaining non-LED assets to LED allowing for a reduction in energy consumption and maintenance costs for outdated street lighting assets including lanterns, subway and illuminated signs. The column replacements for 294 damaged assets including existing stumped columns, remaining concrete columns and misaligned columns for safety and compliance that cannot be actioned via the current street lighting maintenance budget due to the quantity. This is linked to the streetlighting upgrade review paper produced July 2021. The total funding needed to complete this project is £2,637,738.10 and is to be phased over 5 years - £527,547.62		528		528		-	-
32	Place	Neighbourhood Services	Street Lighting Belisha Pedestrian Crossing Refurbishment	To supply and install 178 new LED Globes and 50 LED lanterns to light existing crossings that are over 10 years and at present risk of failure due to their. The lifespan for the average belisha crossing pole is 8 years. The refurbishment will help prevent health and safety risks such as injury or worse for the pedestrian and road user. This will also prevent any potential legal action against RBWM for accidents caused due to the falling of the belisha beacons.		152		152		-	-
33	Place	Neighbourhood Services	Street Lighting Structural Failure Replacement	The replacement of 1727 structurally failed street lighting column assets for pedestrian and road safety. The overall cost of the project is £168, 728.00. Due to the cost implication this can be completed in phases over a 4 year period, meaning a contribution from the council of £42,182.00 per yr. for the next 4 yrs.		42		42		-	-
34	Place	Neighbourhood services	Cookham Bridge Refurbishment & Structural Repair	A general inspection has been carried out in May 2017 and has highlighted that the paint system in place is no longer protecting the steel structure. This highlights a significant risk in terms of the structure capacity of the bridge. In addition to this the waterproofing and expansion joint on the deck requires replacement, the parapet needs repair along with this handrail. The bridge was last refurbished in 2000, where it received a new paint system and complete refurbishment. These works are required in order to keep the bridge to a safe standard operational to delivery vehicles and buses. Continuous assessments are being undertaken to monitor this structure. This is the second part to the previous funding which was allocated which enabled surveys, inspections and scheme designs to be carried out.		2,000		2,000		-	-
35	Resources	Revs and Bens	Upgrade of Self Serve Kiosks	Replacement of seven Self-serve kiosks at Datchet, Sunninghill, Old Windsor, Cox Green, Maidenhead and Windsor libraries. The Library Transformation Strategy requires that the Library Service takes advantage of digital technology to enable service improvements, greater reach, cost-effectiveness and greater accessibility.		44	44			-	-
36	Childrens Services	Childrens Services	Schools Devolved Formula Capital	Devolved Formula Capital grant allocated to individual schools		194		194		-	-
37	Childrens Services	Childrens Services	New school expansions	Funding for new primary school expansions in Maidenhead, if demand for school places is higher than currently anticipated.		650		650		-	-
38	Place	Property Services	Property Finance Leases	The introduction of accounting standard IFRS16 from 1 April 2022 means that some Properties leased by the Council will need to be capitalised and the assets brought onto the balance sheet. This capital cost represents the lease payments that were previously being paid through the revenue budget. A revenue contribution to capital means that although the accounting treatment has changed, the net effect on the Council's budget is nil.		209			209	-	-

Council is recommended to approve the following slippage

Capital Programme Slippage to 2022/23		£'000	£'000	£'000	Commentary
Property					
CC78	Vicus Way Car Park	164	-	164	Construction in progress; remaining profiled budget to be spent in 2022/23
CC80	Temp Parking Provision-Maidenhead Regeneration	105	-	105	Remaining budget to be spent in 2022/23.
CI29	Broadway Car Park & Central House Scheme	273	-	273	Budget to be spent in 2022/23 based on latest cashflow projections.
CI33	Clyde House	50	-	50	Demolition scheduled March 2023
CI49	Maidenhead Golf Course	15,950	-	15,950	Budget to be spent in accordance with agreement once finalised.
CI73	York Road, Maidenhead-Affordable Housing	45	-	45	Budget to be spent in 2022/23 based on latest cashflow projections.
CX43	Affordable Housing-St Edmunds	110	-	110	Budget to be spent in 2022/23 based on latest cashflow projections.
CX50	Guildhall-Render Repair & Redecoration	45	-	45	Budget to be spent in 2022/23 based on latest cashflow projections.
CX60	Nicholson Shopping Centre Development	283	-	283	Budget to be spent in 2022/23 based on latest cashflow projections.
CX67	18-20 Ray Mill Rd East-Family Centre Relocation	7	-	7	Budget to be spent in 2022/23 based on latest cashflow projections.
CX70	Regeneration-Legal & Consultancy Fees	200	-	200	Budget to be spent in 2022/23 based on latest cashflow projections.
CX71	Affordable Housing-106 Westborough Rd Refurb	4	-	4	Budget to be spent in 2022/23 based on latest cashflow projections.
CX62	Guildhall Heating	70	-	70	Programmed works Guildhall heating
Democratic Representation					
CM60	Grants - Outside Organisations	261	-	261	Capital grants to voluntary organisations deferred for use in future years.
Commissioning - Infrastructure					
CC25	M4 Smart Motorway	50	(29)	21	This is for professional fees to oversee elements of the scheme that impacts the borough. This is expected to be completed in 22-23.
CC95	Cookham Bridge Refurbishment & Structural Repair	600	-	600	Part of a 2 year capital bid. The design has been completed and awaiting confirmation of funding in 22-23. This will allow for the repair works to be carried out and scheme to progress.
CD37	Car Park Improvements	20	-	20	Scheme in progress - to complete 2022
CD92	Telemetry System Replacement	45	-	45	Scheme is still under review and therefore it is unlikely that any works will be completed by March.
CI84	Eton High Street Unsafe Electrical Boxes Removal	25	(25)	0	This is part of a 2 year scheme, the first part is underway; awaiting funding in 22-23 to complete the rollout.
CI88	Car Park Lighting	20	(20)	0	Contractor delays due to supplier issues
CI89	Car Park Surfacing and Lining	20	(20)	0	Contractor delays due to supplier issues
CI91	Car Park Signage	8	-	8	Contractor delays due to supplier issues
CI92	Parking Reviews	25	-	25	Contractor delays due to supplier issues
Local Enterprise Partnership Schemes					
CC62	Maidenhead Missing Links (LEP Match Funded)	274	-	274	Scheme in progress - to complete 2022
CD90	Maidenhead LP Housing Site Enabling Works - LEP	2,622	-	2,622	Scheme in progress - to complete 2022
CD91	Windsor Town Centre Package - LEP	1,744	(1,166)	578	Project to complete in 2022 following re-tender process.
Planning					
CI43	Ascot High Street Public Realm & Highway Imps	7	-	7	Project in progress - remaining budget to be spent in 2022
CI47	Neighbourhood Plan-Consultation/Exams/Referendums	65	-	65	Project in progress - remaining budget to be spent in 2022
CI56	Design Quality – Planning Service	29	-	29	Project in progress - remaining budget to be spent in 2022
CI57	Joint Minerals and Waste Plan	96	-	96	Project in progress - remaining budget to be spent in 2022
CI59	Traveller Local Plan	175	-	175	Project in progress - remaining budget to be spent in 2022
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	10	-	10	Project in progress - remaining budget to be spent in 2022
CI67	Wider Area Growth Study	83	-	83	Project in progress - remaining budget to be spent in 2022
Communities					
CX64	Windsor Coach Park Lift Upgrade	284	(284)	0	Scheme to progress in 2022 following project review
Housing					
CT29	Low Cost Housing (S106 Funding)	161	(161)	0	Scheme expenditure unlikely during current financial year - slip to 2022/23
CT51	Key Worker DIYSO	195	(195)	0	Scheme expenditure unlikely during current financial year - slip to 2022/23
Head of Commissioning - People					
CT62	Adult Services Case Management System	200	(200)	0	Project planning in place for scheme expenditure to occur in 2022/23
Library & Resident Services					
CLE6	Upgrade Public PCs	20	-	20	Projected expenditure to occur in 2022/23
CLG6	Maidenhead Library-Heating	100	-	100	Scheme due for completion late 2022
Non Schools					
CT61	AfC Case Management System	370	-	370	Scheme to complete in 2022
Schools - Non Devolved					
CSEX	Feasibility/Survey Costs	124	(124)	0	Basic need funded element to slip to 2022/23 in order to best utilise all available grant funding.
CSLD	South Ascot Village Primary SEN Unit	150	(150)	0	Project in early stages of commencement; due to complete during 2022/23
CSLE	Boiler Replacement Programme	350	(350)	0	Delays in boiler programme due to bids to the government's Public Sector Decarbonisation Scheme (PSDS). Information available in January - scheme likely to slip to early on in the next financial year.
CSLJ	Wraysbury Primary Resourced Provision	400	(400)	0	Scheme now scheduled to commence 2022
CSKU	Windsor Girls School Expansion 2022	600	(600)	0	The contractor for the project has now provided the Royal Borough with their spend profile, allowing most of this year's budget to be slipped.
Total Slippage		26,439	(3,724)	22,715	

APPENDIX 4 – TREASURY MANAGEMENT STRATEGY 2022/23

1. INTRODUCTION

- 1.1 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority 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 Authority's prudent financial management.
- 1.2 Treasury risk 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. 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**.
- 1.4 Local Context
- 1.4.1 On 31st March 2022 the Authority is projected to hold £210m of borrowing and £26m of treasury investments. Forecast changes in these sums are shown in the balance sheet analysis in **Table 1** below.

Table 1: Treasury balances summary and forecast

	31.3.21 Actual £m	31.3.22 Estimate £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
Capital Financing Requirement	214.4	234.1	272.6	273.8	268.5
Long term borrowing	57.0	71.3	71.3	71.3	56.3
Short term borrowing	134.7	138.5	149.4	156.8	172.9
Gross borrowing	191.7	209.8	220.7	228.1	229.2
Working capital	(13.7)	(17.9)	(7.0)	(7.0)	(7.0)
Loans to partners*	(10.2)	(7.8)	(7.3)	(7.3)	(7.3)
Net borrowing	167.8	184.1	206.4	213.8	214.9

*loans to Achieving for Children and RBWM Property Company

- 1.4.2 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 but has minimal investments. Gross borrowing is expected to increase up to £229m over the forecast period. The Authority's forecast of its capital cashflow that will determine its CFR is shown in **Annex C**.

- 1.4.3 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. **Table 1** above shows that the Authority expects to comply with this recommendation during 2022/23.

2. BORROWING STRATEGY

- 2.1 At the end of 2021/22 the Authority is forecast to hold £210 million of loans, an increase of £18 million on the previous year. Borrowing is projected to increase over the next three years peaking at £229m at the end of 2024/25, after which it is projected that capital receipts will begin to reduce the Council's borrowing requirement.

2.2 Objectives:

- 2.2.1 The Authority'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 Authority's long-term plans change is a secondary objective.

2.3 Strategy:

- 2.3.1 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 short-term loans instead.

- 2.3.2 By doing so, the Authority is able to reduce net borrowing costs (despite foregone 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 will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2022/23 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

- 2.3.3 The Authority will consider obtaining further long-term loans from the PWLB and other sources including banks, pensions and local authorities. It will also 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 Authority intends to avoid this activity in order to retain its access to PWLB loans.

2.3.4 Alternatively, the Authority 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 Authority may borrow 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 authority bond issues

2.4.2 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

2.4.3 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: 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 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.

2.4.4 The Authority 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 Authority 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 Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority 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.

2.4.5 Short-term and variable loans leave the Authority 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 below.

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 Authority may take advantage of this and replace some 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 Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's treasury investment balance has ranged between £3.2 and £27.3 million.

3.2 Objectives:

3.2.1 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. The Authority'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 Authority 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 If the Bank of England set its Bank Rate at or below zero, this would likely feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates would 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.

3.4 Strategy:

3.4.1 In conjunction with its treasury advisors the Authority 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 IFRS 9 standard, the accounting for certain investments depends on the Authority’s “business model” for managing them. The Authority 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 Authority 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
Aegon (previously 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. 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 Authority 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 Authority 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 Authority maintaining operational continuity. The Authority's current bank account provider is Lloyds Bank.

3.7 Risk assessment and credit ratings:

3.7.1 Credit ratings are obtained and monitored by the Authority'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 Authority 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 Authority's treasury management adviser. 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 Authority 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 Authority'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 Authority 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 Authority being forced to borrow on unfavourable terms to meet its financial commitments. The Authority 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 Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£2.58m
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£0.50m

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 Authority'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 Authority'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	2022/23	2023/24	2024/25
Limit on principal invested beyond year end	£25m	£25m	£25m

Related Matters

The CIPFA Code requires the Authority 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 Authority 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 Authority 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 Authority 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 Authority 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 Authority 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 Authority's treasury management activities with these organisations the Chief Financial Officer believes this to be the most appropriate status.

4.7 Financial Implications

4.7.1 The forecast for investment income in 2022/23 is £92,000, based on an average investment portfolio of £17.258 million at an interest rate of 0.1%. The forecast

for debt interest paid in 2022/23 is £3.46 million, based on an average debt portfolio of £212.5 million at an average interest rate of 1.63%. If actual levels of investments and borrowing, or actual interest rates, differ from those 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. 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.
- 5.2 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.
- 5.3 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.
- 5.4 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.
- 5.5 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority’s main objective when borrowing is to strike a balance between securing low interest rates and achieving cost certainty over the period for which funds are required. This position provides short-term savings with the flexibility to secure longer dated loans as and when financial forecasts indicate that external borrowing rates may increase.

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:

Option	Calculation method	Applies to
1: Regulatory method	Formulae set out in 2003 Regulations (later revoked)	Expenditure incurred before 1 April 2008
2: CFR method	4% of Capital Financing Requirement	Expenditure incurred before 1 April 2008
3: Asset life method	Amortises MRP over the expected life of the asset	Expenditure incurred after 1 April 2008

APPENDIX 4

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 lease, investment properties and revenue expenditure which is statutorily defined as capital expenditure under the 2003 Regulations (also referred to as revenue expenditure funded from capital under statute or REFCUS). Examples of REFCUS include: capitalised redundancy costs, loans or grants to third parties for capital purposes, and the purchase of shares in limited companies.
- 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 3rd December 2019 Full Council approved the following MRP Statement to take effect from 1 April 2019:
- for all capital expenditure, MRP will be based on expected useful asset lives (Option 3 – asset life), calculated using the annuity method;
 - asset lives will be arrived at after discussion with valuers', but on a basis consistent with depreciation policies set out in the Council's annual Statement of Accounts, and will be kept under regular review;
- 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 of the asset. An approach now being taken by most large authorities as more accurately reflecting 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.

In applying 'Option 3':

- MRP should normally begin in the financial year following the one in which the expenditure was incurred. However, in accordance with the statutory guidance, commencement of MRP may be deferred until the financial year following the one in which the asset becomes operational;
- the estimated useful lives of assets used to calculate MRP should not exceed a maximum of 50 years except as otherwise permitted by the guidance (and supported by valuer's advice);
- if no life can reasonably be attributed to an asset, such as freehold land, the estimated useful life should be taken to be a maximum of 50 years;

7 ANNEXES

7.1 This report is supported by four annexes:

- Annex A Treasury Management Policies
- Annex B Prudential Indicators
- Annex C Capital Cashflow
- Annex D Arlingclose Economic Update

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

2.1. 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 to Cabinet on their adequacy and suitability. Any actual or likely difficulty in achieving the organisation's objectives will be reported to Cabinet in accordance with the procedures set out in 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.

3.1. 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.

4.1. 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.

5.1. The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the Treasury Management Strategy.

6.1. 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.

6.2. 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.

6.3. 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.

- 6.4. 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.
- 6.5. The S151 Officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.
- 6.6. The S151 Officer will fulfil all such responsibilities in accordance with the policy statement.
- 7.1. 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.
- 7.2. As a minimum Cabinet will receive:
 - An annual report on the strategy and plan to be pursued in the coming year;
 - Mid-year and annual reports on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed, and on any circumstances of non-compliance with the organisation's Treasury Management Policy Statement.
- 8.1. 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*.
- 8.2. 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.
- 9.1. 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.

- 10.1. 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.
- 11.1. 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.
- 11.2. 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
- 11.3. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.
- 12.1. 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.
- 13.1. 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.
- 13.2. 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 2020/21 TO 2024/25

The actual figures for 2020/21 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.

	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Capital Expenditure (£m)	£27.2m	£42.3m	£68.6m	£19.3m	£13.3m
Ratio of financing costs to net revenue stream					
- Non-loan financed	20.5%	18.7%	27.8%	15.2%	14.7%
- Loan financed	5.4%	5.5%	6.2%	6.6%	8.0%
Capital Financing Requirement (£m)	214.4	234.1	272.6	273.8	268.5

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.

	2020/21	2021/22	2022/23	2023/24	2024/25
Authorised limit for external debt (£m)	£284m	£291m	£311m	£351m	£372m

The Council also approves the following boundary for external debt for the same period.

	2020/21	2021/22	2022/23	2023/24	2024/25
Operational boundary for external debt (£m)	£261m	£266m	£286m	£325m	£327m

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 & Agreed

Based on a Short term interest rate of 0.09%

	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	Total
	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	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts	0.09%	0.50%	0.80%	1.30%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
1 CIL - Projections	6,000	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	-	-	44,400
2 Use of s106	500	500	500	500	500	500	500	500	500	500	500	500	500	-	-	6,500
3 Use of capital receipts carried forward	1,347	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,347
4 Use of Capital Fund	400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	400
5 Capital Receipt - Ray Mill Road East	-	8,050	-	-	-	-	-	-	-	-	-	-	-	-	-	8,050
6 Development partnership receipts	3,879	21,764	12,013	10,963	50,250	23,394	25,235	32,161	24,168	20,312	21,455	20,693	19,562	24,381	19,169	329,398
7 Land north of Ransworth, Oakley Green Road, Windsor	-	-	-	500	-	-	-	-	-	-	-	-	-	-	-	500
Total Capital Receipts	12,126	33,514	15,713	15,163	53,950	27,094	28,935	35,861	27,868	24,012	25,155	24,393	23,262	24,381	19,169	390,595
Capital Expenditure																
8 Broadway Car Park expansion	3,541	13,483	10,504	-	-	-	-	-	-	-	-	-	-	-	-	27,528
9 Nicholsons shopping centre	132	-	-	-	-	-	-	-	-	-	-	-	-	-	-	132
10 Braywick Leisure Centre	46	-	-	-	-	-	-	-	-	-	-	-	-	-	-	46
11 Maidenhead Golf Club - Lease Surrender Purchase	-	15,950	-	-	-	-	-	-	-	-	-	-	-	-	-	15,950
12 LEP Front of Maidenhead Station	1,770	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,770
13 Annual Capital Programme	2,560	6,610	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	74,170
14 RBWM affordable housing development St Edmunds	30	1,903	1,196	-	-	-	-	-	-	-	-	-	-	-	-	3,129
15 Affordable Key Worker Housing School House	22	852	9	-	-	-	-	-	-	-	-	-	-	-	-	882
16 Maidenhead Golf Course Framework Fee	500	500	500	500	500	500	500	500	500	500	500	500	-	-	-	6,000
17 St Andrew Way - Framework Fee	213	200	200	200	200	-	-	-	-	-	-	-	-	-	-	1,013
18 York Road - RVS/MCC	-	365	-	-	-	-	-	-	-	-	-	-	-	-	-	365
19 106 Westborough Road	21	2	-	-	-	-	-	-	-	-	-	-	-	-	-	23
20 Land at Ray Mill Road East	-	2,171	2,127	513	-	-	-	-	-	-	-	-	-	-	-	4,811
21 Family Centre relocation	264	7	-	-	-	-	-	-	-	-	-	-	-	-	-	271
22 Vicus Way Car Park	7,602	2,988	-	-	-	-	-	-	-	-	-	-	-	-	-	10,590
23 River Thames Scheme	450	450	8,650	-	-	-	-	-	-	-	-	-	-	-	-	9,550
24 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
25 LEP Maidenhead Local Plan Housing Site Enabling Works	2,563	2,622	-	-	-	-	-	-	-	-	-	-	-	-	-	5,185
26 LEP Windsor Town Centre Package	534	1,744	-	-	-	-	-	-	-	-	-	-	-	-	-	2,278
27 St Peters Middle	684	-	-	-	-	-	-	-	-	-	-	-	-	-	-	684
28 Legal & Consultancy fees	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500
29 York Rd Ph 2 - Access rights	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
30 Modern Workplace Project	90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90
31 LEP Missing links	1,692	274	-	-	-	-	-	-	-	-	-	-	-	-	-	1,966
32 Hostile vehicle mitigation measures for Windsor	481	-	-	-	-	-	-	-	-	-	-	-	-	-	-	481
33 Capitalised debt charges	226	249	406	-	-	-	-	-	-	-	-	-	-	-	-	882
34 Capital Programme slippage in	11,169	9,712	8,666	14,129	4,068	2,954	2,691	2,638	2,628	2,626	2,625	2,625	2,625	2,525	2,505	74,185
35 Capital Programme slippage out	(9,712)	(8,666)	(14,129)	(4,068)	(2,954)	(2,691)	(2,638)	(2,628)	(2,626)	(2,625)	(2,625)	(2,625)	(2,525)	(2,505)	(1,501)	64,517
Total Capital Expenditure	25,477	51,417	23,130	16,274	11,815	10,763	10,553	10,511	10,502	10,500	10,500	10,500	10,100	10,020	6,004	228,065

Borrowing															
L.T. debt at the start of the year	57,049	81,264	81,264	81,264	81,264	81,264	81,264	81,264	81,264	71,264	56,264	56,264	56,264	51,264	51,264
Increases/reductions in debt	24,215	0	0	0	0	0	0	0	(10,000)	(15,000)	0	0	(5,000)	0	0
Total debt at year end	81,264	81,264	81,264	81,264	81,264	81,264	81,264	81,264	71,264	56,264	56,264	56,264	51,264	51,264	51,264
Average level of L.T. debt	64,145	71,265	71,265	63,771	56,265	56,265	56,265	56,265	48,902	39,539	31,265	31,265	28,703	26,265	26,265
Net ST debt at start of year	134,732	131,000	148,903	156,319	157,432	115,297	98,966	80,584	55,234	47,867	49,355	34,701	20,808	12,645	(1,715)
Increases/Reductions in Debt	(3,732)	17,903	7,417	1,111	(42,135)	(16,331)	(18,382)	(25,350)	(7,366)	1,488	(14,655)	(13,893)	(8,162)	(14,361)	(13,165)
Total S.T debt at year end	131,000	148,903	156,319	157,432	115,297	98,966	80,584	55,234	47,867	49,355	34,701	20,808	12,645	(1,715)	(14,880)
Average Level of S.T. debt	109,981	139,951	152,611	156,875	136,365	107,131	89,775	67,909	51,551	48,611	42,028	27,754	16,726	5,465	(8,298)
Total Debt	212,264	230,167	237,583	238,696	196,561	180,230	161,848	136,498	119,131	105,619	90,965	77,072	63,909	49,549	36,384
Capitalised debt interest on specific projects	(226)	(249)	(406)	0	0	0	0	0	0	0	0	0	0	0	0
Interest on L.Term Debt	2,769	2,807	2,807	2,738	2,669	2,669	2,669	2,669	2,293	1,847	1,472	1,472	1,349	1,232	1,232
Revenue cost of S.T. debt interest	99	700	1,221	2,039	2,045	2,143	1,795	1,358	1,031	972	841	555	335	109	(166)
Broker Fees	95	146	153	148	136	107	90	68	52	49	42	28	17	5	
Interest charge per MTFP	2,737	3,403	3,774	4,925	4,851	4,919	4,555	4,096	3,376	2,868	2,354	2,055	1,700	1,346	1,066
MRP	2,920	2,892	3,133	3,614	3,750	3,548	3,197	2,757	2,509	2,242	1,843	1,644	1,455	1,240	1,278
Total cost of Capital Finance	5,657	6,296	6,907	8,539	8,601	8,467	7,751	6,852	5,885	5,109	4,197	3,699	3,156	2,586	2,344

Appendix 4, Annex D –Updated Economic Commentary and Interest Rate Forecast – January 2021

1.1 Economic background:

- 1.2 The ongoing impact on the UK from coronavirus, together with higher inflation, higher interest rates, and the country's trade position post-Brexit, will be major influences on the Authority's treasury management strategy for 2022/23.
- 1.3 The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme.
- 1.4 Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.
- 1.5 UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.
- 1.6 In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.
- 1.7 Gross domestic product (GDP) grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% q/q in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% q/q rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of Q3, Q4 growth is expected to be soft.
- 1.8 GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first.

Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% y/y in November, the fourth month of successive increases from July's 0.7% y/y. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.

- 1.9 The US economy expanded at an annualised rate of 2.1% in Q3 2021, slowing sharply from gains of 6.7% and 6.3% in the previous two quarters. In its December 2021 interest rate announcement, the Federal Reserve continue to maintain the Fed Funds rate at between 0% and 0.25% but outlined its plan to reduce its asset purchase programme earlier than previously stated and signalled they are in favour of tightening interest rates at a faster pace in 2022, with three 0.25% movements now expected.

2. Credit outlook:

- 2.1 Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.
- 2.2 The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable and even making a handful of rating upgrades.
- 2.3 Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Authority's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterparties on the Authority's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

3. Interest rate forecast:

- 3.1 The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will continue to rise in calendar Q1 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates.
- 3.2 Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise again, the increases will not be to the extent predicted by financial markets. In the near-

term, the risks around Arlingclose's central case are to the upside while over the medium-term the risks become more balanced.

- 3.3 Yields are expected to remain broadly at current levels over the medium-term, with the 5, 10 and 20 year gilt yields expected to average around 0.65%, 0.90%, and 1.15% respectively. The risks around for short and medium-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, as ever there will almost certainly be short-term volatility due to economic and political uncertainty and events

Appendix 5 - Pay Policy Statement for the year 2022/23

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 2022, for the financial year 2022/23.
- 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 22 February 2022.
- 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':
 - Chief Executive
 - Executive Director of Place
 - Monitoring Officer and Deputy Director of Law and Strategy
 - Executive Director of Adults, Health and Housing
 - Executive Director of Children's Services*
 - Director of Children's Social Care and Early Help*
* Seconded to Achieving for Children
 - Executive Director of Resources and S151 Officer
 - Head of Commissioning - People
 - Head of Communities
 - Head of Finance

- Head of Governance (Deputy Monitoring Officer)
- Head of Housing and Environmental Health
- Head of HR, Corporate Projects and IT
- Head of Infrastructure, Sustainability and Transport
- Head of Law
- Head of Neighbourhood Services
- Head of Planning
- Head of Revenue, Benefits, Library and Resident Services
- Head of Strategy, Policy, Communications and Engagement
- Head of Transformation
- Public Health Consultant

Salaries

- 2.2 The Chief Executive is paid within a salary band of £124,848 to £152,065. Executive Directors and Directors are paid within a salary band of £99,826 to £137,697. Deputy Directors are paid within a salary range of £88,434 and £104,872. (*To be updated if there is a pay award agreed 22/2/22)
- 2.3 Heads of Service are paid within a salary band of £68,250 to £95,329.*
- 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 In 2021 a pay award of 2% was approved by full Council on 23 February 2021, which also agreed to introduce a minimum hourly rate of £10.00. (This section will be updated following the meeting on 22/2/22)

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 Chief Executive, 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. (Pro-rata for part-time employees)

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 Joint National Committee for Chief Executives in their guidance to local authorities.

Salaries

- 3.3 The hourly rate of the lowest paid employee is £10.00, which equates to an annual salary of £19,293. (To be updated following the Council meeting on 22/2/22 if required)
- 3.4 From April 2022 National Living Wage hourly rate will be £9.50.

Other payments

- 3.5 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) and other mental wellbeing support services
 - 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 Chief Executive is £151,980, plus employer's pension contributions. (To be updated post 22/2/22 if required)
- 4.2 The remuneration of the lowest paid employee is £19,293, which represents solely basic salary as no other allowances are payable. (To be updated post 22/2/22 if required)
- 4.3 Using a remuneration figure for the Chief Executive of £151,980 and a remuneration figure of £19,293 for the lowest paid employee, the pay multiple is the lower than last year. (To be updated post 22/2/22 if required)
- 4.4 The ratio between the highest paid employee, the Chief Executive and the average pay including permanent allowances of all Council employees is 1:4.5 and the median pay of all employees is 1:5.3. (To be updated post 22/2/22 if required)
- 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	7.87
2022/23	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 Chief Executive.
- 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.

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.

Early retirement or flexible retirement

- 6.5 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 Chief Executive 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 (Chief Executive).
- 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 (Chief Executive) 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 Chief Executive 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*
up to 20,000	33
>20,000 <25,000	120
>25,000 <35,000	188
>35,000 <45,000	100
>45,000 <55,000	60

Pay band* £	Number of staff*
>55,000 <65,000	19
>65,000 <80,000	12
>80,000 <100,000	10
>100,000	7
Total	549

* Excludes casual workers. Multiple job holders counted individually. All data based on Full Time Equivalent salary and permanent allowances only.

APPENDIX 6 – PAY AWARD 2022/23

1. PAY AWARD

- 1.1 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 2022/23. This year their claim is for:
- An appropriate reward for the increasing workloads and pressure that our members have experienced over the previous two years, particularly in light of Covid-19 and the additional demands that have arisen.
 - A substantial increase with a minimum of 10% on all spinal column points.
 - A one day increase to the minimum paid annual leave entitlement.
 - A two-hour reduction in the standard working week.
 - 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.
- 1.2 The claim is almost identical to that made last year.
- 1.3 Each element of the claim was reviewed, and the additional costs estimated based on last year's costs:
- 10% pay award - £2,337,500
 - One day's extra leave - £85,000
 - 2 hour reduction in the working week - £1,276,000
- 1.4 As part of the assessment of options the following was taken into consideration:
- In April 2022, the National Living Wage will increase to £9.50 per hour or £18,328pa. The Council's current minimum salary is £19,293pa or £10 per hour.
 - CPI in December 2021 was 4.8% and has been slowly increasing month on month during this year.
 - Local Government employees were offered a 1.75% pay award from 1 April 2021. At the time of writing, the settlement of this award is still outstanding.
 - RBWM sits outside the national terms and conditions and negotiations as we have opted for local terms and conditions, in 2021 the Council gave a 2% pay award for RBWM staff and implemented a minimum £10 hourly rate.

- In April 2022 National Insurance contributions will increase by 1.25%, for a basic rate taxpayer earning £24,100, this means an additional payment of £180pa. A 2% pay award on this salary would mean an increase of £482pa.

1.5 As per last year, the costs involved in awarding a 10% pay increase and a reduction of two hours in the working week are significant. For 2021 the council decided to close the offices on Friday 31 December and give all employees an extra days' leave.

Option 1

1.6 A 2% pay award is affordable within the scope of available funding.

Optalis

1.7 The Council's pay settlement relates only to its own employees. Optalis, named in the TU claim, and Achieving for Children (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 2022/23 and would be available to fund any pay claims from those contracts. The money will be set aside until these matters have been concluded.

2. KEY IMPLICATIONS

2.1

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Decision on annual pay award	N/a	22 February 2022	N/a	N/a	1 April 2022

3. FINANCIAL DETAILS / VALUE FOR MONEY

3.1 A provision of £913,000 has been included in the 2022/23 Revenue Budget for a pay award for 2022/23, and £500,000 for additional costs associated with the 1.25% increase in the Employers National Insurance contribution from April 2022. These cover costs relating to the council (50%), Achieving for Children and Optalis.

3.2 The cost of a pay award of 2% to all employees paid on the RBWM local pay scales has been estimated to be £467,500, based on actual pay in December 2021. The cost of the National Insurance increase has been estimated to be £231,800. These additional estimated costs fall within the provisions already made in the budget and it is expected through the detailed modelling that has been undertaken that this proposal is affordable.

3.3

Table 4: Financial impact of report's recommendations

REVENUE COSTS	2022/23	2023/24	2024/25
Additional total	1,413,000	1,413,000	1,413,000

4. LEGAL IMPLICATIONS

- 4.1 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.

5. RISK MANAGEMENT

- 5.1 Details of risks and mitigations are detailed in Table 5.

Table 5: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
No pay award may impact on employee morale especially in the context of the increasing cost of living and the increase in NI contributions in April 2022	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

6. POTENTIAL IMPACTS

- 6.1 Equalities: The pay award would be applied across the board and therefore no Equality Impact Assessment was required.
- 6.2 Climate change/sustainability: There are no implications because of this report.
- 6.3 Data Protection/GDPR: No Data Protection Impact Assessment was required.

7. CONSULTATION

- 7.1 The Chief Executive, Executive Director of Resources, Head of HR, Corporate Projects and IT and the Service Lead – HR People Services met with Trade Union representatives in November 2021 and again in February 2022 to discuss their claim and the council’s budget situation.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 The implementation date for the pay award is 1 April 2021. The full implementation stages are set out in Table 6.

Table 6: Implementation timetable

Date	Details
09/02/2022	Informal meeting with trade unions
22/02/2022	Decision paper to full Council (as part of the Council’s budget)
March 2022	Outcome formally communicated to Trade Unions and employees
01/04/2022	Application of pay award and revised pay scale

Appendix 7 - Budget consultation report

Summary:

Background

The budget consultation was agreed by Cabinet on Thursday 25 November and went live on Wednesday 1 December. It finished at midnight on Monday 31 January.

Public feedback from this consultation will help inform discussions when the budget is debated at Full Council on Tuesday 22 February.

This document provides a summary of results, dated as of Tuesday 1 February.

Methodology

Before the consultation launched, a pre-budget campaign was run on the council's Facebook, Twitter and Next Door platforms, to inform and educate residents about how the council spends public money and encourage their engagement in the budget setting process. This online campaign attracted 41,959 impressions and 2,242 engagements.

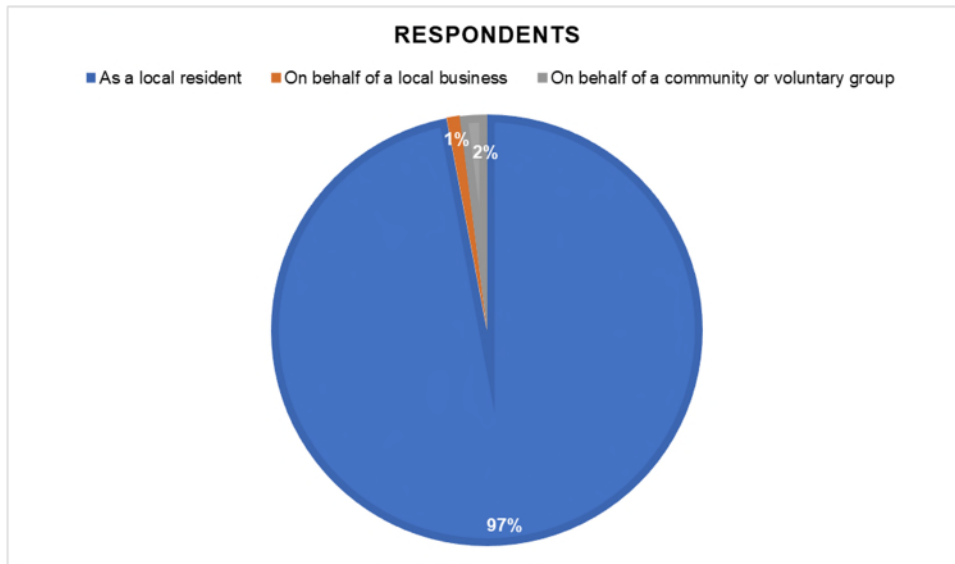
The budget consultation was hosted on RBWM Together – the council's community engagement website – alongside accompanying documents: an overview of local government finance, our [Draft Revenue Budget 2022/23](#), our [Corporate Plan 2021-26](#), and our [equality impact assessments \(EQIA's\)](#). Paper copies of the consultation were also available at borough libraries on request.

To boost awareness of the budget consultation itself, a second campaign was launched online on Wednesday 1 December on the council's social media platforms. This attracted 89,697 impressions and, 2,467 engagements. Two press releases were issued, 20 posters were displayed in libraries, and articles were posted in the staff, members, resident, parish newsletters. Community engagement channels were also utilised via the Community Information Champions, 100 community groups were directly emailed, and the consultation was promoted further, via the Windsor and Maidenhead Get Involved group, which has 350 community groups, with 1,000 contacts on their mailing lists.

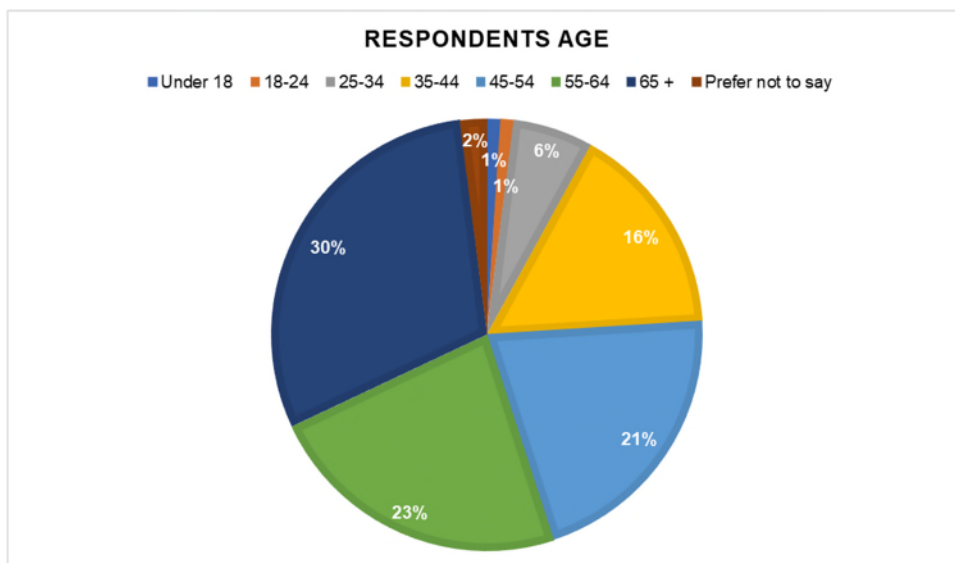
Additionally, CLT presented online and in-person to 35 community groups, explaining the budget, promoting the consultation, and answering questions.

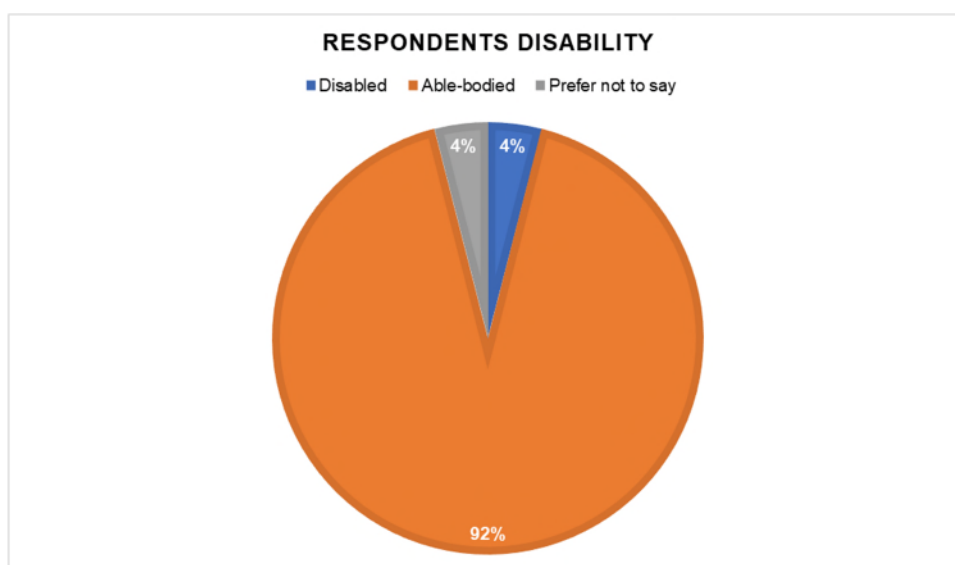
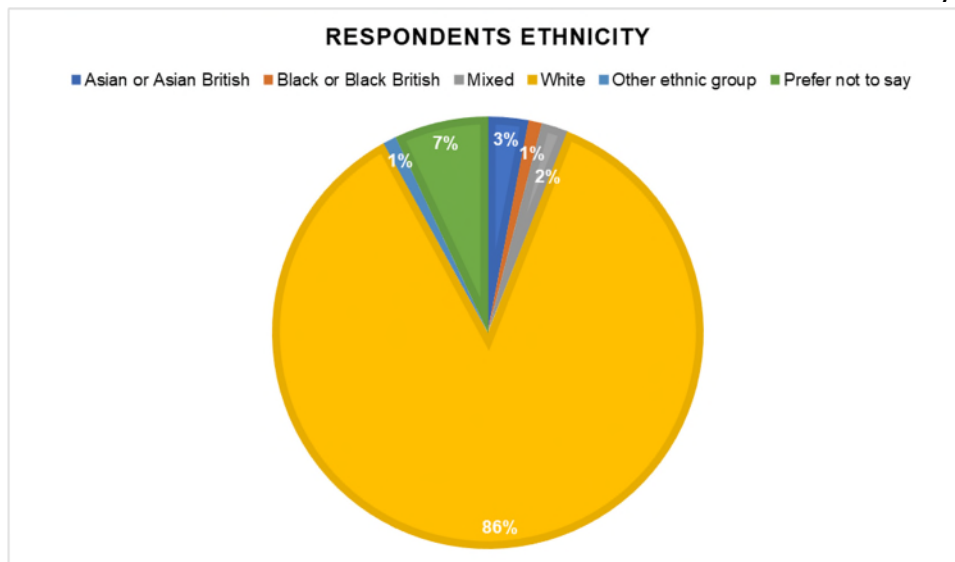
Response

5,300 visitors to the RBWM Together consultation page, 4,023 interactions with the page (viewing the accompanying documents), and 1,803 completed consultations.



The community or voluntary groups that responded included: the Baptist Church Windsor, Berkshire Vision, the Grimm Players, MaidEnergy, Maidenhead Arts Council, Maidenhead Civic Society, Maidenhead Heritage Centre, Maidenhead Music Society, Maidenhead Musical Comedy Society, Maidenhead Operatic Society, Maidenhead Painting Club, Norden Farm Arts Centre, the Old Court, Plastic Free Windsor, Slough, Windsor & Maidenhead Theatre Company, the Sound Crowd, WAMGI, WEA Maidenhead Branch, Wild Maidenhead, Windsor & Maidenhead Symphony Orchestra, Windsor Fringe Festival, Windsor Photography Society, and Windsor Theatre Guild.





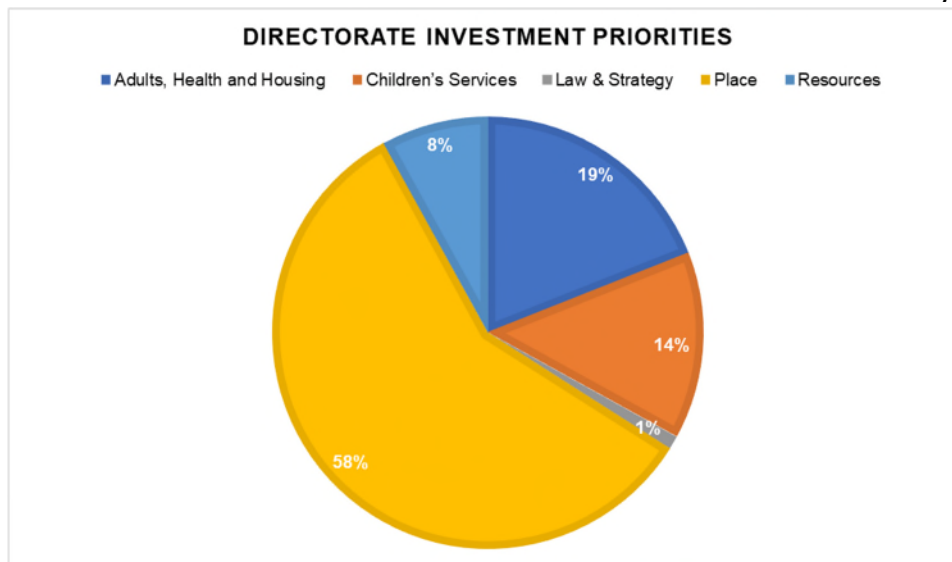
Findings

Respondents were asked four mandatory questions, to provide insight into their views on the budget, and wider council finances. All 1,803 respondents answered these questions to some extent.

Additional funding

Respondents were asked the directorate they believe the council should prioritise for investment. This was a straightforward selection between the council directorates: Adults, Health and Housing, Children's Services, Law & Strategy, Place, and Resources.

If we had more funding, which services do you think we should prioritise for investment?



Top three investment priorities

Respondents were asked their top three investment priorities in the Borough (all equal value, and not ranked). This was a qualitative response question, and there were 4,115 meaningful responses (tangential, and irrelevant, responses that did not outline investment priorities were omitted) out of a possible 5,409 responses (three answers per respondent). Many respondents suggested under, or more than, three investment priorities. To ensure fair representation, however, only the first three investment priorities were included in this report from those who suggested more than three. Responses differed in style, presentation, and wording. However, they were grouped into sub-categories with other responses following the same narrative. For instance (taken directly from the consultation):

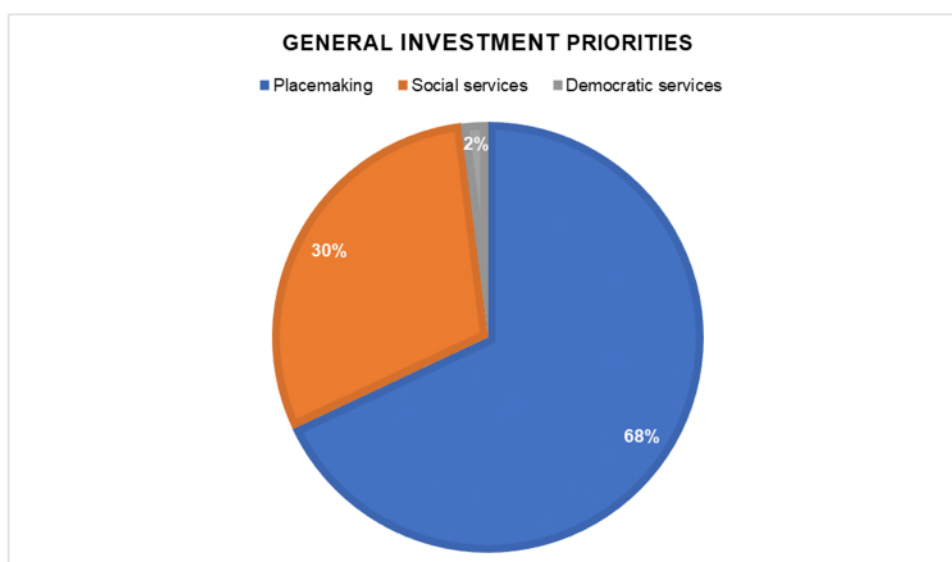
'More investment into transport like cycle ways to encourage more environmentally friendly transport.'

'Greener Transport'

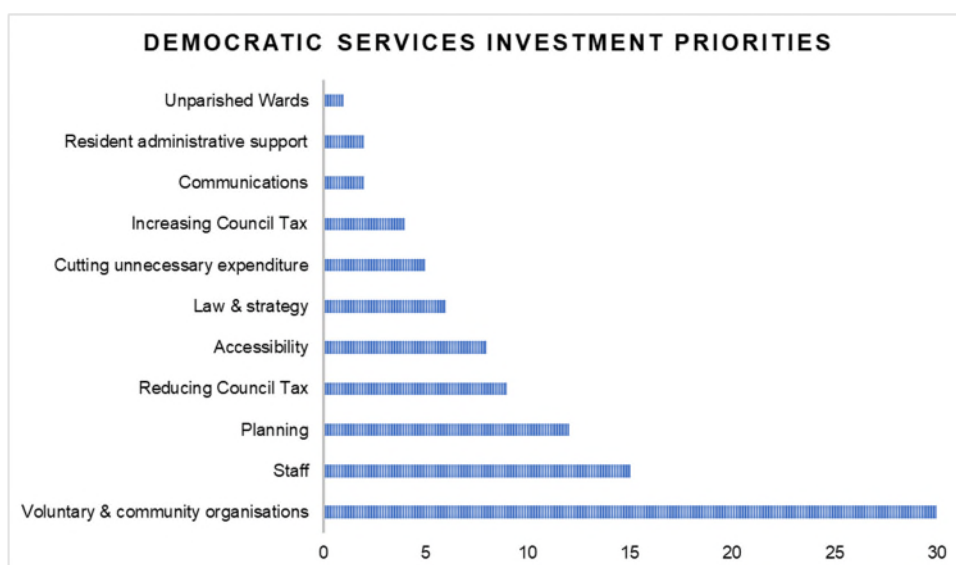
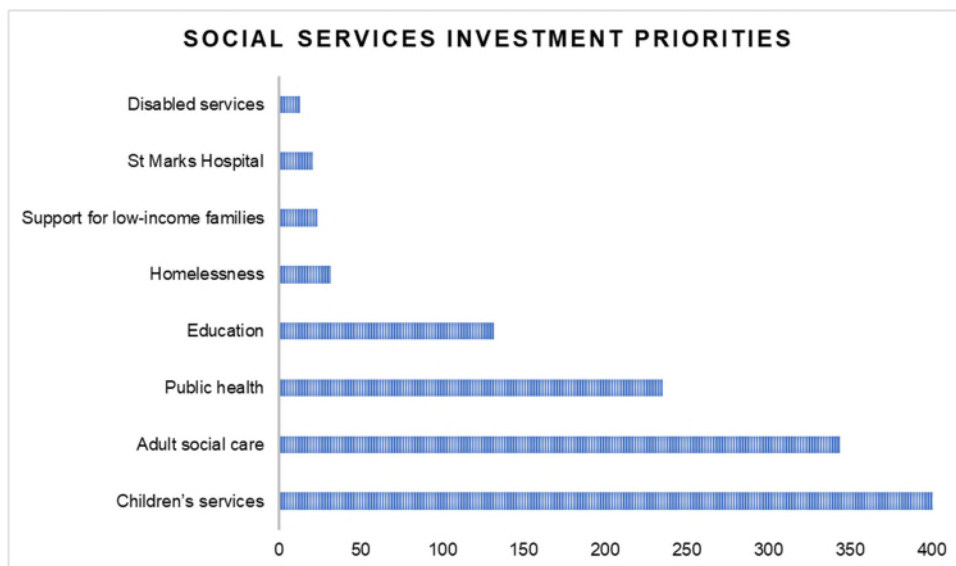
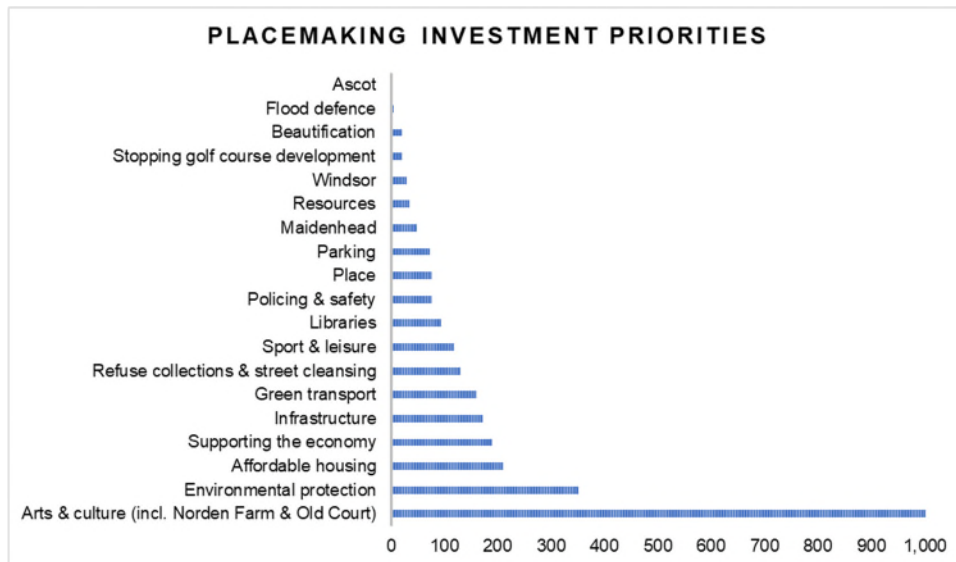
'Improvements in sustainable travel'

These would all fall under green transport, in placemaking.

What are the top three investments you would like in the Borough? What are your priorities?



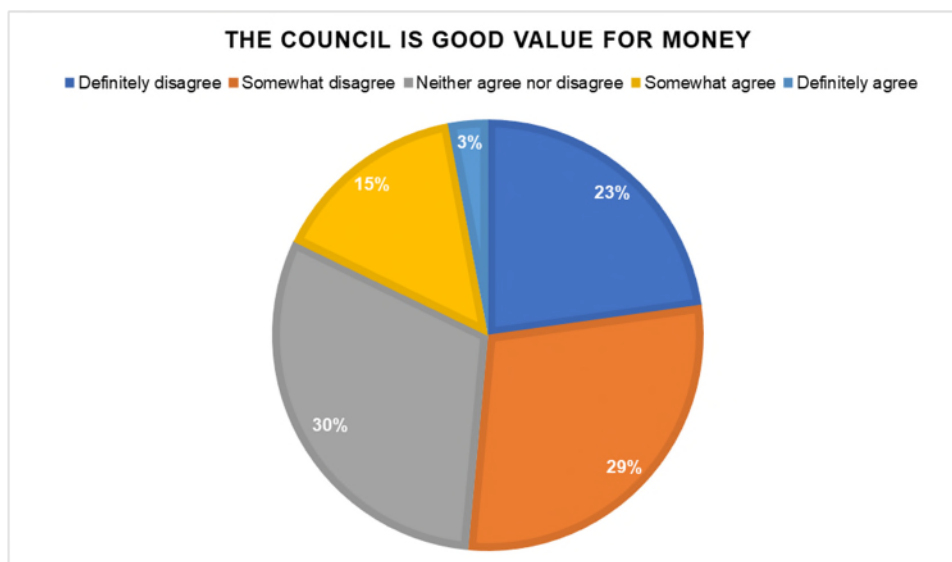
Three overarching themes emerged: placemaking, social services, and democratic services.



Value for money

Respondents were asked to rate the council's value for money. This was a straightforward selection between definitely disagreed, somewhat disagree, neither agreed nor disagreed, somewhat agreed, and definitely agreed.

How do you rate the council's value for money?



Respondents were asked to elaborate on their previous answer to explain how their score could be improved. This was a qualitative response question, and there were 1,588 meaningful responses (tangential, and irrelevant, responses that did not provide a value for money improvement were omitted). To ensure fair representation, only the first improvement was included from those who suggested more than one. Responses differed in style, presentation, and wording. However, they were grouped into sub-categories with other responses following the same narrative. For instance (taken directly from the consultation):

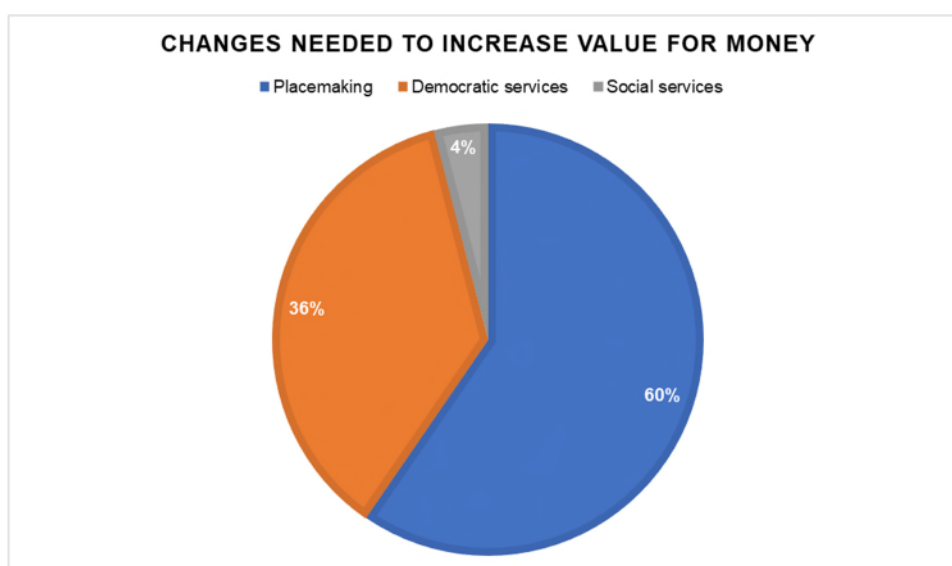
'Improve waste collection'

'Return to weekly bin collections'

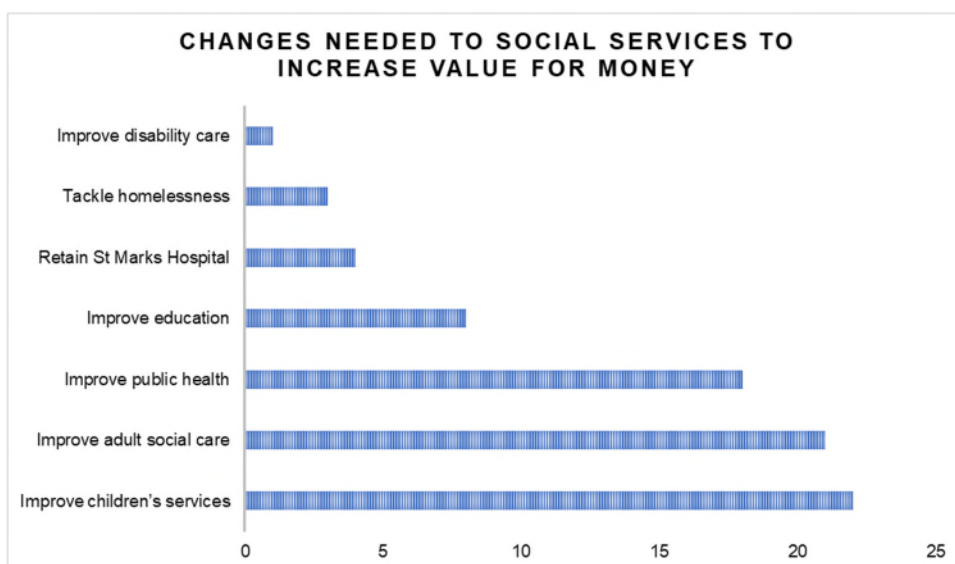
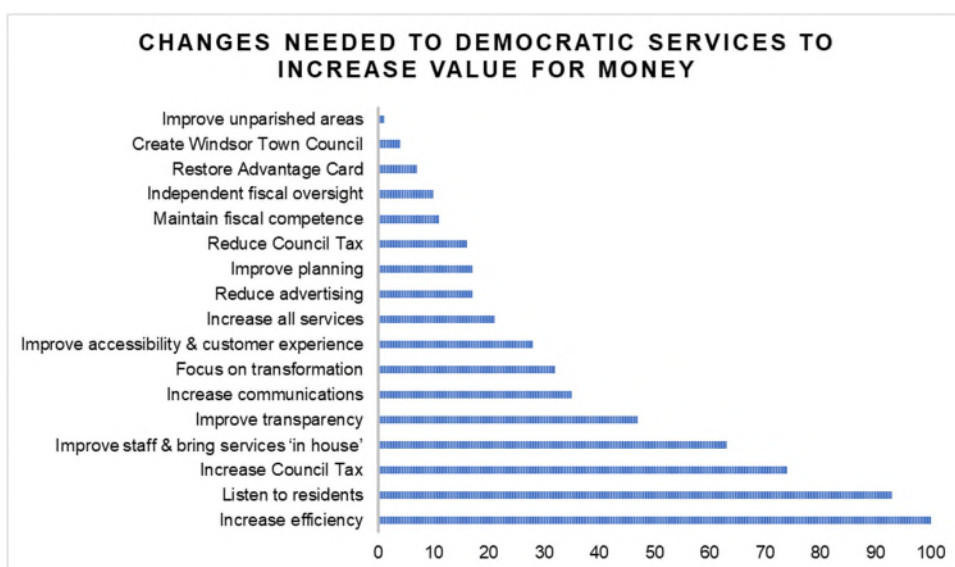
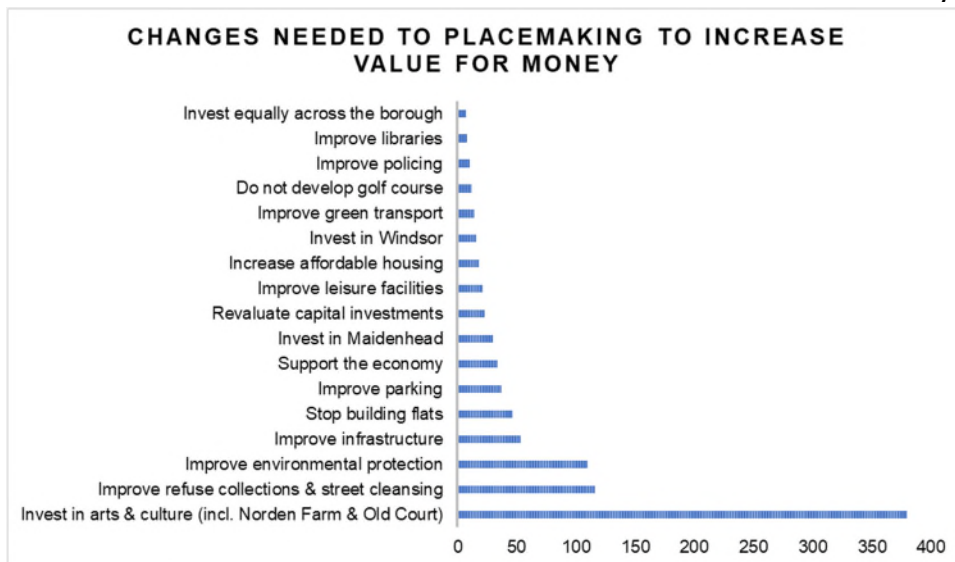
'Sort out bin collection'

These would all fall under refuse collection and street cleansing, in placemaking.

What would we need to change to improve that score?



Similarly, to question two, three overarching themes emerged: placemaking, democratic services, and social services.



Comments & suggestions

Respondents were given the opportunity to comment, and provide suggestions, on the proposals, and wider consultation. This was a qualitative response question, and there were 897 meaningful responses (tangential, and irrelevant, responses that did not comment on the proposals,

consultation, or Council finances were omitted). To ensure fair representation, only the first comment, and suggestion, was included from those who suggested more than one.

Do you have any additional comments regarding the proposals?



Face-to-face presentations

CLT presented online and in-person to various community groups, explaining the budget, promoting the consultation, and answering questions. Following this, the main feedback from these groups was collated.

Parish councils

- We should increase Council Tax.
- We could devolve services to Parish Councils.
- Appreciated being specifically consulted.

Visit Windsor

- Alma Road car park and bridges need improving.
- Signing in Windsor town centre needs improving.

Maidenhead and District Chamber of Commerce

- Car parking including queries over assumptions that have been made about volumes used to base the budget on, tariff information, the fact that parking discounts were only for residents and via RingGo.
- Support for the introduction of the violence reduction officer but asked how this links to Anti-Social Behaviour in town centre.
- Queries over whether turning off streetlights to save energy costs was a blanket approach and it was confirmed this wasn't the case.
- Christmas light installation and concerns this would mean no future displays. Was confirmed this was looking for alternative funding.
- Supportive of additional street cleaning.
- Queried how the local good causes lottery would work.
- Concerns raised about funding arts, specifically Norden Farm.

- Confirmation that we were not cutting key safeguarding support services.
- Agreed that we would meet with the Director of Finance for the Frimley ICS to explore ways in which we could potentially maximise the Frimley pound by more joint working.

Youth Council

- Arts funding, specifically Norden Farm.
- Climate change.
- Policing & safety.
- Street lighting.

Schools Forum

- Continuation of support for early intervention.

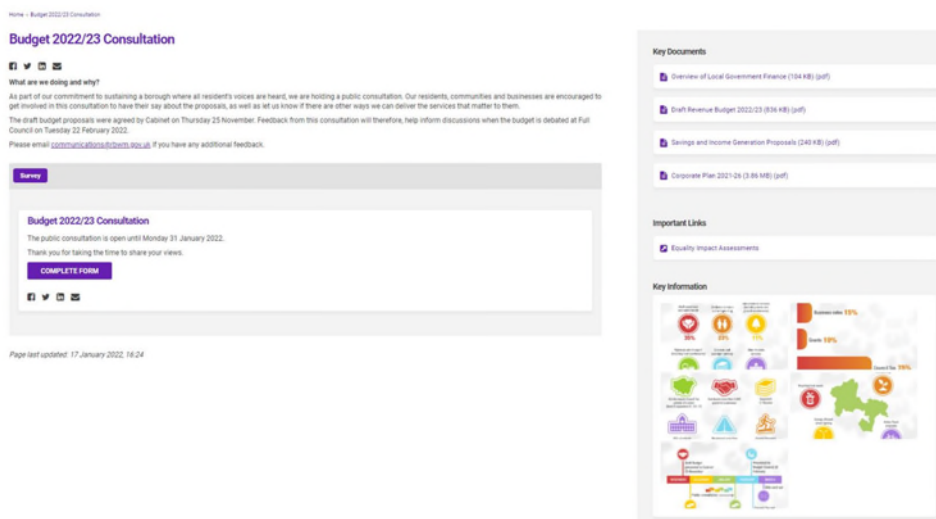
Letters & Objections

Letters have been received from the following organisations: Cookham Parish Council, Local Independents Group, Maidenhead & District Chamber of Commerce, Maidenhead Labour Party, Maidenhead Town Partnership, and RBWM Climate Emergency Coalition. Cabinet will be sighted on these letters and will have access to the contents but as they have been received close to the end of the consultation, we are liaising with those organisations about publishing the contents of the letter in line with GDPR.

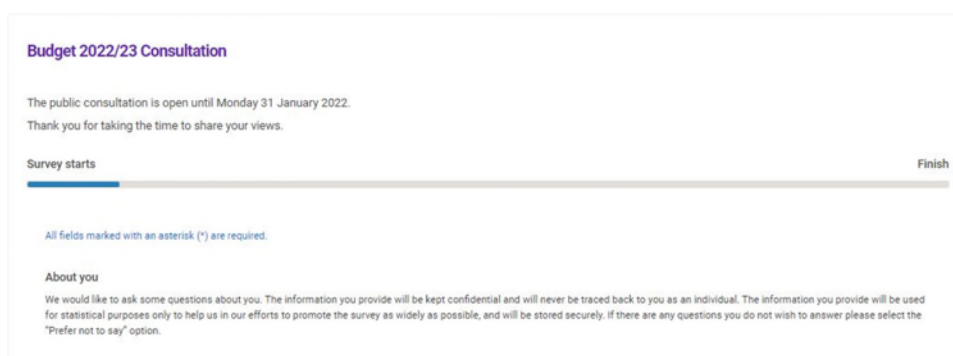
Appendix

Budget consultation

Landing page:



Introduction to demographic questions:



Questions 1 – 3:

1. In what capacity do you wish to respond to this consultation? *

- As a local resident
- On behalf of a local resident
- On behalf of a local business
- On behalf of a community or voluntary group (please specify)
- Other (please specify)

2. What is the postcode of your principal place of residence (or work if you do not live in the borough)? *

SL6 1RF

7/255

3. Which age band best describes you? *

- Under 18
- Aged 18-24
- Aged 25-34
- Aged 35-44
- Aged 45-54
- Aged 55-64
- Aged 65 and over
- Prefer not to say

Questions 4 – 5:

4. How would you describe your ethnic origin? *

- Asian or Asian British
- Black or Black British
- Mixed
- White
- Other ethnic group
- Prefer not to say

5. Do you consider yourself to be a disabled person? *

- Yes
- No
- Prefer not to say

SAVE & CONTINUE

Introduction to consultation:

Your views

Like many councils, the Royal Borough of Windsor & Maidenhead continues to face significant financial pressures from the continued impact of the Covid-19, national inflationary factors, as well as increased costs and reductions in some income sources that started during 2020/21 and continued into 2021/22.

We have a duty and responsibility to support our most vulnerable residents, and again like other councils, the demand for our services, particularly Children's Services and Adult Social Care, continue to grow.

However, this budget is an investment budget – particularly in our Climate Partnership and Children's Services. Total investment into key priorities will exceed £5.3m and we're proposing to deliver almost £3.4m in transformation. The latter come largely from efficiency, transformation, and changes to contracting arrangements – meaning the Council, wherever possible, will maintain its universal service offer, including libraries.

We are limited to increasing Council Tax, as this is capped by central government. Increasing Council Tax is always a last resort and we continue to have one of the lowest Council Tax rates in the country. At this stage, we are looking to increase Council Tax by 3% (2% core plus 1% Adult Social Care) to maintain our high-quality services. Council Tax pays directly for the services you use and does not subsidise everyone else. For your information, a 1% rise in Council Tax raises an additional £750,000 in revenue. So, if we were to avoid any transformation/savings in the 2022/23 budget, Council Tax in the Royal Borough would need to be raised an additional 4.5% on top of the currently proposed 3% rise, meaning 7.5% in total.

Not all proposals in this budget need a decision – some reflect either decisions already taken or show current actual service levels, costs, and income. You can see all of these in the Cabinet Report uploaded as one of the accompanying documents next to this consultation.

Therefore, the main decision areas for proposed transformation and investment, of more than £100,000 each, are set out below, with their totals shown in red as part of the whole budget. We invite you to share your opinions on these in this consultation, which is due to run from 1 December 2021 to 31 January 2022. Your feedback will be discussed at the budget setting Cabinet meeting in February.

Where proposals in the budget directly affect specific groups, individuals, or partners, we'll also be engaging directly with them between now and the end of January.

Thank you for taking the time to share your views.

Transformation vs Investment table:

TRANSFORMATION			INVESTMENT		
Proposal	Description	£000's	Bid title	Description	£000's
Adults, Health & Housing					
Review of resourcing	Review of resourcing.	250			
Transitions	Earlier and smarter commissioning of services provided under the Care Act, rather than the Children's Act, to enable more resource effective services - in particular support at home and towards independence.	200			
Review of packages and right sizing	Review of packages and right sizing - strengthening our reviewing function, including long term packages, to ensure consistent reviewing practice at the six-week review where actual rather than anticipated needs are clear.	275			
Sub-Total		725	Sub-Total		0
Children's Services					
Health Contribution	Review health contributions for continuing health care.	10	Cost of provision for open cases	The expected increase in costs to manage the care and support for the cohort of children currently open to the Council's services, inclusive of inflation and savings related to the process of regular placement reviews.	1,045
Refocus of parenting work to edge of care	Develop edge of care approach to work with families.	114	Estimated future demand	The estimated costs to manage likely future demand, including the continued impact of the pandemic and maintaining the domestic abuse support service to mitigate the level of demand.	385
			Workforce transformation	Three-year plan to reduce reliance on agency workers by offering strong professional development in a highly supportive environment with lower-than-average case holding levels. May make larger impact per annum, than shown, if successfully implemented.	465
			Practice Transformation	Investment in an edge of care team and continued support for domestic abuse services to support families from reaching point of crisis.	325
Sub-Total		215	Sub-Total		2,816
Place					
			Bus Service Support Investment	Additional investment to support the alignment of our approach with the National Bus Strategy and our Environment and Climate Strategy.	300
Sub-Total		0	Sub-Total		300
Sub-Total (over £100k)		940	Sub-Total (over £100k)		3,116
Sub-Total (under £100k)		611	Sub-Total (under £100k)		608
Transformational Total - for Decisions		1,551	Investment Total - for Decisions		1,724
Transformation Total - to Note		1,845	Investment Total - to Note		1,650
TRANSFORMATION TOTAL		3,396	INVESTMENT TOTAL		5,374

Questions 6 – 10:

6. If we had more funding, which services do you think we should prioritise for investment? *
- Adults, Health and Housing (delivering adult social care, public health, housing services, environmental health and trading standards)
 - Children's Services (assisting with adoption, youth counselling and high needs support)
 - Law & Strategy (Democratic Services, Electoral Services and Information Governance)
 - Place (creating conditions for jobs and growth as well as delivering planning, transport, leisure and cultural services)
 - Resources (management and delivery of public library service, resident administrative support and other customer services)

7. What are the top three investments you would like in the Borough? What are your priorities? *

Please add your comment here...

8. How do you rate the council's value for money? *

Definitely agree Somewhat agree Neither agree nor disagree Somewhat disagree Definitely disagree

The council is good value for money

9. What would we need to change to improve that score? *

Please add your comment here...

10. Do you have any additional comments regarding the proposals?

Please add your comment here...

General investment priorities responses in full (max. three per respondent):
Placemaking

Arts & culture (incl. Norden Farm & Old Court)	1,004
Environmental protection	351
Affordable housing	210
Supporting the economy	190
Infrastructure	172
Green transport	160
Refuse collections & street cleansing	130
Sport & leisure	118
Libraries	93
Policing & safety	77
Place	76
Parking	73
Maidenhead	48
Resources	34
Windsor	29
Stopping golf course development	21
Beautification	20
Flood defence	5
Ascot	2
Total	2,812

Social services

Children's services	408
Adult social care	344
Public health	235
Education	132
Homelessness	32
Support for low-income families	24
St Marks Hospital	21
Disabled services	13
Total	1,209

Democratic services

Voluntary & community organisations	30
Staff	15
Planning	12
Reducing Council Tax	9
Accessibility	8
Law & strategy	6
Cutting unnecessary expenditure	5
Increasing Council Tax	4
Communications	2
Resident administrative support	2
Unparished Wards	1
Total	94

Value for money improvement response in full (max. one per respondent):

Placemaking

Invest in arts & culture (incl. Norden Farm & Old Court)	380
Improve refuse collections & street cleansing	116
Improve environmental protection	110
Improve infrastructure	53
Stop building flats	46
Improve parking	37
Support the economy	34
Invest in Maidenhead	30
Reevaluate capital investments	23
Improve leisure facilities	21
Increase affordable housing	18
Invest in Windsor	16
Improve green transport	14
Do not develop golf course	12
Improve policing	10
Improve libraries	8
Invest equally across the borough	7
Total	935

Democratic services

Increase efficiency	100
Listen to residents	93
Increase Council Tax	74
Improve staff & bring services 'in house'	63
Improve transparency	47
Increase communications	35
Focus on transformation	32
Improve accessibility & customer experience	28
Increase all services	21
Reduce advertising	17
Improve planning	17
Reduce Council Tax	16
Maintain fiscal competence	11
Independent fiscal oversight	10
Restore Advantage Card	7
Create Windsor Town Council	4
Improve unparished areas	1
Total	576

Social services

Improve children's services	22
Improve adult social care	21
Improve public health	18
Improve education	8

Retain St Marks Hospital	4
Tackle homelessness	3
Improve disability care	1
Total	77

Comments and suggestions in full (max. one per respondent):

Comments and suggestions

Invest in arts & culture (incl. Norden Farm & Old Court)	555
Improve environmental protection (inc. not developing Golf Course)	95
Increase Council Tax	37
Increase efficiency	19
Future consultations	17
Stop building flats	16
Increase transparency	16
Invest in Maidenhead	14
Improve public health	14
Improve children's services	13
Improve adult social care	12
Improve refuse collections & street cleansing	11
Stop future consultations	11
Full representation of the Borough	10
Support the economy	10
Improve infrastructure	10
Reduce parking costs	8
Increase affordable housing	7
Invest in Windsor	7
Reduce Council Tax	6
Bring services 'in house'	5
Democratic control over Unparished Precept	4
Total	897

Pre-budget social media campaign asset examples:



Budget consultation awareness campaign asset examples:



An overview of local government finance (accompanying document):

Local authorities spend most of their revenue on providing schools, social services and maintaining roads, but they also provide many other services. Local government spending pays for many different types of local authority. These include county councils, district councils, London and Metropolitan authorities, and police and fire services.

Overall, local government spending is paid for by three main sources:

- Council Tax
- Central Government
- Business rates

Local funding received by individual authorities varies significantly depending on the local tax base for Council Tax, the demography of local service need, and the services provided by different types of local authority.

Council Tax

Council Tax pays for a substantial amount of local services. There can be pressure for large Council Tax increases if central government funding does not keep up with the local government spending

increases needed to maintain and improve local services. This has caused the significant rises in Council Tax (nationally) in recent years.

Funding from central government

The funding that local government receives from central government is made up from 'specific' grants, and a general grant for local authorities and the police.

Specific grants are provided by central government to pay directly for individual services, such as running schools and helping vulnerable people with their housing and accommodation needs. Local authorities and schools would normally only spend this allocated grant money on the specified purposes.

A general grant is also paid by central government to local authorities. This is known the Formula Grant. The Formula Grant is largely funded by local business rates income (which is ultimately collected for central government) and the Revenue Support Grant (RSG). Although the Royal Borough receives business rates income, like many councils, it does not receive the RSG element of the Formula Grant. The Formula Grant is distributed to local authorities using a complex formula.

Business rates

Business rates are also known as non-domestic rates. They are the tax on business premises set by central government. Although they are collected locally by district and borough councils, the money raised is then passed to central government. The government then distributes the money back to local authorities as a Formula Grant.

Further details about how business rates are individually assessed can be found on the website of the [Valuation Office](#).

Annual Budget and Financial Planning

A local council cannot finalise its budget plans until it knows:

- how much it needs to spend on maintaining its services to an acceptable level
- the additional spending pressures it has for service developments, price increases and pay awards
- the level of savings it can achieve
- how much it will receive from central government

When a local council knows these sums, it can calculate the amount it needs to collect from Council Tax.

The budget setting process typically starts 14 months beforehand, and budgets are considered over a five-year planning cycle. Because much information is unknown at the time, these figures provide only an indication of how much future funding will become available.

Senior staff consider spending pressures, sets out initial guidelines, and discussions continue until the government grant figures are announced in December. Plans are refined in the new year, and the full budget is finally approved in February, for implementation from April.

All the major budget decisions are discussed and approved by our Cabinet. The reports and minutes for these meetings are all published on our website: [Committee details - Cabinet \(moderngov.co.uk\)](#)

For more financial information visit: [Budgets and spending | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](#)

First press release:

Share your views on proposed council budget

Residents, community groups and businesses are invited to take part in the Royal Borough of Windsor & Maidenhead's consultation on our proposed budget, which runs from today until Monday 31 January.

The proposed budget for 2022/23 is an investment budget that seeks to deliver significant infrastructure upgrades, support our most vulnerable residents, and ensure the council continues to provide high quality services for all residents.

Following robust budgets in February 2020 and February this year, the proposals aim to significantly increase levels of investment and growth into key areas, and to support delivery of the priorities of the Corporate Plan.

Councillor Andrew Johnson, leader of the council, said: "This is an investment budget which matches the newly-adopted Corporate Plan and supports our vision going forward.

"This year's proposed budget looks to the future with investment at its heart. While maintaining the lowest Council Tax rate in Berkshire and one of the lowest Council Tax rates in England, we're investing significantly in children's services and adult social care - two of the areas most impacted by demographic demands.

"There is a focus on thriving communities and inspiring places, as we're undertaking extensive rejuvenation and regeneration programmes – most notably, of Maidenhead town centre, Ascot and the Windsor public realm. We're also investing heavily in our flood prevention measures and Climate Partnership.

"The past two years have been challenging. Like many other councils up and down the country, we have had to make some difficult decisions. These decisions have stabilised our financial position and addressed those issues needed for longer term financial sustainability."

Councillor Johnson added: "As part of our commitment to sustaining a borough where residents' voices are heard, we're holding a public consultation. I would encourage you to take part, share your thoughts with us on our proposals and we welcome ideas if you think there are other ways, we can deliver the services that matter to you."

The consultation runs from today until Monday 31 January. Feedback from the public consultation will help inform discussions when the draft budget is debated at Full Council on Tuesday 22 February 2022.

To take part in the budget consultation visit <https://rbwmtogether.rbwm.gov.uk/budget-consultation>. Paper copies of the consultation are also available in libraries across the Borough.

Second press release:

Still time to take part in the Royal Borough's budget consultation

The deadline for residents, community groups, and businesses, to participate in the Royal Borough of Windsor & Maidenhead's proposed budget consultation, is midnight on Monday 31 January.

The proposed 2022/23 budget focuses on investment to upgrade infrastructure in key areas, support the Royal Borough's most vulnerable residents, ensure the council can continue to provide quality services for all residents, and support the priorities in the borough's Corporate Plan.

The consultation, which launched at the beginning of December, is available online at <https://rbwmtogether.rbwm.gov.uk/budget-consultation>. It is an opportunity for anyone who lives or works in the Royal Borough to share their views on funding sources, regeneration, or any other council services. Paper copies of the consultation are also available in borough libraries.

Councillor Andrew Johnson, leader of the council, said: “If you haven’t already, please do take part in this crucial consultation. We want you to share your thoughts with us on our proposals. We also welcome your ideas if you think there are other ways, we could deliver those services that matter to you.

“This year’s proposed budget looks to the future with investment at its heart. While maintaining the lowest Council Tax rate in Berkshire and one of the lowest Council Tax rates in England, we’re investing significantly in children’s services and adult social care - two of the areas most impacted by demographic demands.

“There’s a focus on thriving communities and inspiring places, as we’re undertaking extensive rejuvenation and regeneration programmes – most notably in Maidenhead town centre, Ascot, and the Windsor public realm. We’re also investing heavily in our flood prevention measures and Climate Partnership.

“The past two years have been challenging. Like many other councils across the country, we’ve had to make some difficult decisions. But these decisions have stabilised our financial position and addressed those issues needed for longer-term financial sustainability.”

Feedback from the public consultation will help inform discussions when the draft budget is debated at Full Council on Tuesday 22 February 2022.

Poster displayed in libraries:



**Budget 2022/23
Consultation**

Have your say
Please scan the QR code
opposite to complete our
consultation.

www.rbwm.gov.uk customer.service@rbwm.gov.uk [f](#) [t](#) [n](#) search @RBWM

The poster features a central graphic of a map of Berkshire, West Berkshire, and Reading, composed of numerous small human figures holding up stacks of gold coins. Below the map, the text 'Have your say' is prominently displayed in a large, bold, black font. Underneath this, a smaller black font asks the viewer to scan a QR code to complete the consultation. The QR code is located to the right of the text. At the bottom of the poster, there is a purple banner containing social media and contact information: a globe icon for the website, an '@' icon for email, and icons for Facebook, Twitter, and LinkedIn, followed by the text 'search @RBWM'.

Residents’ newsletter article example:



Last chance to take part in our budget consultation

Residents, community groups and businesses have until **next Monday (31 January)** to take part in the consultation on our proposed budget. Thank you to all those who have already taken part.

This proposed budget for 2022/23 is an investment budget that looks to support our most vulnerable residents while ensuring we continue to provide high quality services for all.

To take part in the consultation, which started in early December, visit the [RBWM Together website](#). Responses will help to inform discussions when the draft budget is debated at Full Council on Tuesday 22 February.

More information is available in [our press release](#).

CLT presentation slide deck:

Revenue and MTFP 2022/23-2026/27

1

Some key facts and figures

This is where your money comes from

- Business tax 18%
- Lease 10%
- Landfill 7%

Building a borough of opportunity and innovation

This is how your money's been spent this current year

- Health 28%
- Education 24%
- Waste 12%
- Other 36%

Building a borough of opportunity and innovation

2

Basis for setting 2022/23 budget

- Balancing our income and expenditure to deliver the new agreed corporate plan objectives
- Base budget reflects:
 - Existing commitments
 - Inflation
 - Impact of prior year decisions
 - Corporate costs of borrowing, pensions and other fixed costs
- Estimates of funding relating to Council Tax, business rates and government grants
- Medium term financial planning (MTFP) over the following 4 years

3

Prior Year Budget delivery

Despite a challenging year, we have:

£1.5m savings

£1.5m income generation

£1.5m contract changes

£1.5m transformation

£1.5m service redesign

Building a borough of opportunity and innovation

4

Proposals for 2022/23

- Total investment into key priorities £5.3m+
- Total savings and income generation of almost £3.4m
- Not all proposals need a decision – some reflect either decision already taken or a reflection of current actual service levels, costs and income
- Investment in key priority areas including:
 - Children's social care
 - Response to the climate emergency
- Maintaining our universal service offer wherever possible

5

Proposals for 2022/23 (2)

- Decisions to be made around £4.1m growth
- Savings and income generation decisions £1.5m which is less than half of the total found
- Savings are categorised as:
 - Income generation
 - Contract changes
 - Transformation
 - Service redesign

6

Recent Gov. funding announcements

- Spending review October 2021 – change of emphasis
- Moving away from Council Tax increases to more government grant (generic and specific)
- 3 year national settlement but may not have specific numbers at a local level
- Detailed funding for RBWM not until mid December at the earliest. Judgements made in draft budget based on national averages
- Will be changes in the MTFP when we know more

7

Risks and Issues

- Significant changes around Health & Social Care:
 - Impact of NIC growth included in the base budget
 - Additional funding for changes around care caps in future years, workforce development and sector improvements – NO DETAIL, YET
 - Ongoing long-term impact of Covid on the care sector?
- Additional funding and additional burdens e.g. waste changes later in the MTFP period
- Announcements on other grants such as homelessness, Public Health, Social Care grant

8

Potential new funding for Gov. priorities

- Grants to be announced around – some we may have to bid for
 - Special educational needs
 - Transport and highways maintenance
 - Carbon reduction and active travel
 - Levelling up fund
- Awaiting more detail and may not be at the same time as the overall settlement

9

Tax and revenues.....

- Council Tax able to increase by 3% (2% core plus 1% Adult social care) - included in the model
- Business rate changes – including freezes in multiplier and a new 50% discount for retail, hospitality and leisure - details still to come out
- Tax bases have been calculated - November cabinet for decision

10

Getting from draft budget to final

- Revised MTFP July 2021 set the outline for producing draft budget
- Draft budget considered by cabinet 25/11/21 - published 17/11 (month earlier than last year)
- Scrutiny committee to consider whole draft budget Dec 21
- Public consultation – runs from December until end of January
- Engagement with community groups, businesses and other specific stakeholders runs concurrently

11

Getting from draft budget to final (2)

- Funding settlement mid December – analysis of funding compared to draft budget assumptions prior to finalisation of budget
- Consideration of all feedback and engagement prior to cabinet considering proposed final budget
- Cabinet considers final budget 10/02/22 for recommendation to full council on 22/02/22
- Final budget considers revenue, capital and fees and charges
- Final budget includes report from S151 on robustness of estimates and balances – assessment of financial sustainability

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Stakeholders contacted by email to disseminate among themselves and send out to their wider networks:

Educational Leaders

Interfaith Steering Group

Men's Matters

Ascot Durning Trust

Trustees of Sunninghill Reading Room

Friends of RBWM Libraries

Optalis

Alzheimer's Dementia Support

Embedding Community Response and Wider Community Groups

Slough Council for Voluntary Service (Slough CVS)

Windsor and Maidenhead Get Involved (WAM GI)

Embedding Community Response Projects across Windsor and Maidenhead

Windsor and Maidenhead Community Forum (WAM CF)

Libraries

Commissioning

Achieving for Children

Thames Valley Police

RBFRS- Slough Windsor and Maidenhead Fire Service

Community Safety

One Borough Group

Local Access Forum

Windsor Town Partnership

Maidenhead Town Partnership/Enjoy Maidenhead

Visit Windsor Partnership Board

Businesses contacts in general

Chamber of Commerce

Older peoples Advisory Board

Disability and Inclusion Forum

Our Community Enterprise

Housing Solutions

Abri Housing

Braywick User Group/Wild Maidenhead
Home Park User Group
Contacts asked to send directly to members/staff/volunteers
Age UK Berkshire
Youth Council/Girls policy Forum
SMILE Charity
Leisure Focus
People to Places
East Berkshire CCG (Clinical Commissioning Group)
Maidenhead Primary care network
Ascot Primary Care Network
Windsor Primary Care Network
Executive Place Managing Director RBWM
Achieving for children
Maidenhead Mosque
Hindu Society of Maidenhead
Apna Virsa
Family Friends
Citizens Advice Bureau
Magpies Community Care
Maidenhead Bridge Rotary
Maidenhead and District Stroke Club
Eton Wick Village Association
Maidenhead Community Centre
Maidenhead Waterways
Heritage Centre
Longridge
TVAC
Bray Lake
Desborough Bowling Club
Maidenhead Athletics Club
Slough juniors Athletics Club
WSE&H Athletics Club

Cookham Running Club
Maidenhead United
Goodgym
Sport in Mind
Toffee Group
Parish Councils

Stakeholders directly engaged via face-to-face presentations to disseminate among themselves and send out to their wider networks:

Group Leaders
Maidenhead Chamber of Commerce
Staff
Ascot Durning Trust
Trustees of Sunninghill Reading Room
Friends of RBWM Libraries
Maidenhead Civic Society
Maidenhead Town Partnership
Windsor, Eton & Ascot Town Partnership
Visit Windsor Partnership
Chambers of Commerce
Frimley Clinical Commissioning Group
Frimley NHS Foundation Trust
Berkshire Healthcare Foundation Trust
Optalis
Achieving for Children
Primary Care Networks (for Maidenhead, Windsor and Ascot)
Frimley Integrated Care System Clinical Lead
East Berkshire Public Health
Healthwatch
Parent/Carer Forum
Youth Council
AfC Directors and staff
Safeguarding partners

SPA/MASH Board
YOT Board
Early Help Board
Education Leaders (Heads and Chairs of Governors)
Councillors
Parish Councils
RBWM Mayor
Grant applicants
One Borough Group

Our Transformation Team reached out to contacts in:

BAME faith groups
The borough's Polish, African, South Asian, and Pakistani communities
WAMG GI
Disability forum
One Borough
All ECR groups

Our Community Information Champions shared with their communities and groups:

Local street groups in Windsor
RBWM Youth Council
Holyport Residents Association
Hurley Online
Oakley Green, Fifield & District Community Association
Rotary
U3A
Arts Society
Shoppenhangers Neighbourhood Watch
Maidenhead United
Jewish community
Eton Wick Residents Association
Coxgreen SOS
Age Concern Windsor

Age Concern Berks
The Garden House
Berks Vision
Datchet Corona Volunteers
Driven Forward
Maidenhead CAB
People2Places
Windsor Homeless Project
Windsor Food Share
West Windsor Hub
Holyport FC
Maidenhead Synagogue
Hindu Society
Thames Valley PNN
Windsor Youth Football
Maidenhead Touch Rugby
Windsor Youth Football
Berks College of Agriculture
Windsor College
Braywick Sports Users Group
Maidenhead Rowing
Maidenhead Marlin Swim Club
Windsor Swim Club
Five Star Fitness
Datchet Dashers

CORPORATE OVERVIEW & SCRUTINY PANEL

MONDAY, 20 DECEMBER 2021

PRESENT: Councillors Phil Haseler (Chairman), Gary Muir (Vice-Chairman), Julian Sharpe, Lynne Jones, Simon Werner, John Bowden, Chris Targowski, Leo Walters, Amy Tisi and Helen Price

Also in attendance: Councillor David Hilton, Councillor Christine Bateson, Councillor Carole Da Costa, Councillor David Cannon, Councillor Gurpreet Bhangra, Councillor John Baldwin and Councillor Mandy Brar

Officers: Mark Beeley, Emma Duncan, Karen Shepherd, David Cook, Andrew Durrant, Adele Taylor, Alysse Strachan, Andrew Vallance, Duncan Sharkey, Hilary Hall, Kevin McDaniel and Louise Freeth

APOLOGIES FOR ABSENCE

There were no apologies for absence received.

DECLARATIONS OF INTEREST

Councillor Price declared a personal interest as she was a member of Maidenhead Golf Club. There was a line in the capital budget on the golf club, Councillor Price said that she would be considering the proposals in the budget with an open mind.

DRAFT BUDGET 2022/23 - SCRUTINY CHALLENGE

Andrew Vallance, Head of Finance, set out the budget report to the Panel. The draft budget was published on 17th November and was considered by Cabinet on 25th November. The finance settlement for the budget had recently been announced, officers were still assessing the details along with financial advisors who would prepare some analysis on the figure. At this stage, there would not need to be any changes to the figures in the budget as a result, with most of the assumptions being correct. Considering the risks, the fair funding review will be back on the agenda and would potentially impact the budget for the next financial year after this budget. There was a growing risk of inflation but this was being closely monitored. RBWM needed to build up its reserves and there was still a pension fund deficit. Work was being done to look at the transformation of services to try and fill budget gaps. There was £1 million earmarked in the budget to respond to Covid pressures. This was focused on two main areas, leisure centre income and car parks.

By Friday 17th December, RBWM had received 208 responses as part of the budget consultation. 40% felt that if there was more funding, place services should be prioritised for investment, while 30% believed that adults services should receive more investment. 50% said that the council was not good value for money, 25% agreed that it was and 25% neither agreed nor disagreed.

Andrew Hill had registered to speak on the budget as a member of the public. He asked if the business case for the Vicus Way car park held up. Draft assumptions had been correct according to officers, Andrew Hill asked if the key assumption on core spending power of 6.2% was correct. He asked how much RBWM was getting from the services grant this year and was RBWM planning to respond to the government consultation on the financial

settlement. Andrew Hill commented on another local authority who had ring fenced reserves and expressed concern that there were lines in the budget showing that revenue items could not be placed into the revenue accounts. He asked why capital expenditure was therefore not being placed into the capital budget and where Deloitte had approved this process. Andrew Hill asked what the maximum levels of revenue allowed were. Other risks to residents were if another major scheme was delayed, he asked why no schemes that were likely to be delayed were outlined in the budget. Andrew Hill concluded by asking if officers believed RBWM was not exposed to any market risks.

Andrew Vallance explained that the assumptions on grant funding were very close. On the services grant, no assumptions could be made as it had only recently been created by the government, RBWM had received £877,000 out of this grant. The local authority which had been mentioned by Andrew Hill had legally funded their budget from a housing revenue account, RBWM did not have a housing revenue account and therefore Andrew Vallance felt that the example was not relevant. Deloitte had approved the capitalisation in previous years and there was a risk with inflation rates increasing as there were a lot of short-term loans. More long-term loans had been used to lock in the low interest rates.

Adele Taylor, Executive Director of Resources, continued on the capitalisation point. There had been a significant amount of money that should have been in the revenue account in previous years, this had now been moved to the correct area. This was always kept under review.

The Chairman explained the process for the meeting, the Panel would consider the key lines of enquiry which had been discussed at a pre-briefing.

Waste contract

The Chairman said it was important to see if RBWM was getting good value for money on the contract and whether there was confidence that the contract would be able to deliver the level of service that was expected across the year.

Alysse Strachan, Head of Neighbourhood Services, said that the capital requirements were primarily because of the vehicles that were used to collect waste. Originally, different types of waste were collected on the same vehicle. However, moving to a system of general waste and garden recycling being collected every two weeks and general recycling and food waste being collected weekly meant that the vehicles needed to be set up in a different configuration. Garden waste and general waste needed to be collected on separate vehicles due to the volume. Additional staff were also required which was another pressure on the revenue budget, mitigations were being monitored for these changes.

The Chairman asked if RBWM owned all the waste vehicles or if some were owned by the contractors, Serco.

Alysse Strachan explained that some were currently hired by the council but the plan was for RBWM to eventually purchase the vehicles.

Councillor Werner said that the logic of reducing collections would mean that less vehicles and staff would be needed. However, it seemed that the number of vehicles and staff had actually increased, he asked for an explanation of why this was the case. Councillor Werner asked for the detail of how many vehicles and staff RBWM currently had in waste services.

Alysse Strachan said it was primarily around the change to fortnightly collections on waste and the configurations of the waste vehicles which needed to be changed as a result. She outlined the different configurations that each vehicle needed to provide and confirmed that RBWM had required an additional six vehicles to cover these new changes. Alysse Strachan did not

have the detail on the staffing of the new vehicles, the new configuration was the optimum way of collecting the rounds for all waste streams.

Councillor Werner suggested that this was something that could be taken to the Communities Overview and Scrutiny Panel, who could consider this part of the budget in further detail.

Councillor L Jones said she was not aware of the increased costs in this service area before the budget was drafted. She agreed with the suggestion made by Councillor Werner that this could be scrutinised further by the Communities Overview and Scrutiny Panel.

Borrowing, interest rates and inflation assumptions

Councillor L Jones said that she wanted to look at the assumptions across the budget in a number of different areas, she would look to take it through the paper over the course of the meeting.

S106 and Community Infrastructure Levy

Councillor L Jones said that there had been a number of items around S106 to provide savings. There was concern that RBWM could need to find more savings going forward and suggested that it could be a stop gap.

Adele Taylor said the three items had been identified as being from S106 funds. Councillor L Jones was correct that these were one off funds but there was no other appropriate alternative use for this money. This capital had been applied in the most relevant places, the Capital Review Board had ensured that this was the case.

Councillor Price commented on lines 23 and 24 in the budget, she believed that the figure on these lines should be 0.

Andrew Vallance confirmed that Councillor Price was correct, this would be amended in the final budget.

Councillor Werner said that Community Infrastructure Levy (CIL) was zero-rated in Maidenhead town centre. He asked if officers had estimated how much income was being lost as a result, Councillor Werner had seen a report that suggested the figure could be around £45 million.

Duncan Sharkey, Chief Executive, said that no estimations had been made. CIL being zero-rated for Maidenhead was council policy therefore there was no loss, officers did not estimate figures where there was no way of knowing what they would be.

Children and adults

Councillor Tisi commented on the consultation document, some of the adults lines had been left out until today and therefore it was important that those residents who had already submitted their representations on the budget went back and considered these lines. On line 11, Councillor Tisi understood that this was around ongoing care packages and that some packages were delivered by the council rather than health. The assumption on this saving was that there would be a bigger health contribution than in the past, Councillor Tisi asked how confident officers were on this saving being delivered.

Kevin McDaniel, Executive Director of Children's Services, explained that the figure in the budget on this item was a net figure and the council was in some cases already receiving

contributions from health. Following recent staffing changes in the CCG, the council was now working with a new team and there had been new thresholds. Kevin McDaniel was confident that the new levels of contributions were not speculative, they were led by changes in staffing by health colleagues.

Councillor Tisi said that on line 38, home to school transport, she had noted a reduction in the tender process and she was not confident that this saving could be achieved. Councillor Tisi asked what factors were beyond officers control and could impact on this.

Kevin McDaniel said that there was no guarantee that the contract would run for five years. Officers were constantly looking for optimisation, routes could be changed and repurposed depending on circumstances which would impact the amount being spent. It was felt that this saving would happen, but it could not be guaranteed.

Councillor Tisi responded by asking about things that were outside the council's control, for example rising petrol costs.

Kevin McDaniel confirmed that a degree of inflation had been added in as part of the budget.

Councillor L Jones said that she was looking at demand but there was no evidence presented that demand was different to any other year. It would be useful to see the average number of cases for each area, she recommended that the detail would be considered by the Adults, Children and Health Overview and Scrutiny Panel. Councillor L Jones commented on savings from later entry into residential care and that this was supposed to be redistributed into the higher level of caring at home. She had not seen the evidence for this happening. On children's services, Councillor L Jones noted that an increased cost was coming from private facilities, she asked why the council had therefore not considered investing in house.

Kevin McDaniel confirmed that the Adults, Children and Health Overview and Scrutiny Panel considered the five-year sufficiency strategy earlier in the year. RBWM could control the cost and number of places but the volume was relatively small. A national survey had recently been completed where the average cost of inflation in placements was 9.1% of all costs. The average weekly cost had risen by £600 a week which was around a £1 million extra pressure. For those of the highest need, the increase had been another £1.3 million. Every placement was reviewed on a monthly basis to ensure that children were on the right placements.

Councillor L Jones said that she would like to see the trend over the past five years and it would be good to have it evidenced in the budget.

Adele Taylor added that trend information was being added to budget monitoring reports.

Hilary Hall, Executive Director of Adults, Health and Housing, confirmed that she was happy to take the detail to the Adults, Children and Health Overview and Scrutiny Panel. During the pandemic, there had been a move to more people living at home than in care homes but this trend had now been reversed. People were likely to be frailer when leaving hospital which therefore meant that more intensive support was needed.

Councillor Werner commented on school transport, it seemed there had been a significant amount of monitoring for the past few years. He was surprised that this amount of money had not resulted in a big change to the service that was provided.

Kevin McDaniel responded by explaining that the school transport budget was around £2.4 million a year, the figure of £160,000 was a relatively small amount. A minibus hired with 10 seats would cost significantly more than a single seat taxi and it was therefore important that the optimum mode of transport and route was considered. The home to school transport team had managed to keep costs down and ensured that the service was cost efficient.

Councillor Werner asked for confirmation that the saving in this area had already been delivered in-year.

Kevin McDaniel clarified that a £250,000 saving had been made this financial year which had been included in the budget.

Councillor Tisi said that there was a lot of transformation, she wanted to understand why the savings were proposed before the transformation was carried out.

Hilary Hall said that in adult social care a transformation plan had been put together. The service delivery had originally been traditional, the service was therefore modernised by officers which was key to improving the service for residents. Hilary Hall used the example of the day opportunities, where a saving had already been delivered whilst a modernised offer had been put forward for residents as a result.

Kevin McDaniel added that the key point was about modernising practise to see what could be done earlier in certain situations.

Councillor Tisi suggested that this item could be referred to the Adults, Children and Health Overview and Scrutiny Panel.

Councillor Walters said that these services were an expensive cost for the council. He asked if there was any way for the costs to be monitored or regulated.

Kevin McDaniel said that monitoring took the form of an inspection of the quality of services that the council provided. From a financial point of view, the competition and markets authority were undertaking a review of the marketplace for children's care after the high levels of growth that had recently been seen.

Councillor Werner raised the point about transformation coming after savings had been identified, he commented that he had raised this issue at a previous Corporate Overview and Scrutiny Panel meeting. He reiterated that this should go to the Adults, Children and Health Overview and Scrutiny Panel.

Commercialisation and revenue generation opportunities

Councillor Price said that gaining new streams of revenue income was important, it had been mentioned in the budget report but she could not see any evidence on how this would be delivered. On the lottery, the money that came in would also come out but this was shown in the budget as an income. She suggested that this could go back to the Corporate Overview and Scrutiny Panel.

Emma Duncan, Deputy Director of Law & Strategy and Monitoring Officer, said that the lottery was designed to replace grant funding and allowed residents to choose where their money was spent. The system could also generate more income than grant funding and was usually run by an external provider, therefore it was an income proposal rather than commercialisation. Emma Duncan said that by joining up opportunities and creating new ones allowed authorities to optimise income generating opportunities. The council could then investigate where additional income could happen to relieve pressure on the savings that needed to be made. Officers could not give complete guarantees but proposals had been made in the budget which officers thought were achievable.

Councillor Price believed that this did not apply to line 14 of the budget which was around advertising and sponsorship, she had not seen any evidence of this being achievable.

Emma Duncan explained that RBWM did a lot of work with the councils advertising network which investigated space on the website which could be sold.

Councillor Price felt that rooms and facilities that were owned by RBWM could be let out as another source of income generation but this was not part of the budget.

Emma Duncan responded by pointing out that this required dedicated resources. Where RBWM was light on officer resource, focus needed to be on the bigger items. Budget monitoring reports allowed Members to keep up to date with this over the course of the financial year, recommendations could then be made if needed.

Councillor Werner felt that there was a lot of speculative income projections which was a concern. He said that the income should be established before it could be put into the budget, rather than including the income before it had been established.

Emma Duncan said that RBWM had difficulty in closing the gap between income and expenditure and Councillor Werner's suggestion could be possible if the council was in a better financial position.

Adele Taylor added that all budgets were estimates based on assumptions and best estimates. Business cases should be able to generate a return on the salary. It was important to consider the consequences of actions arising out of budget decisions, it was about providing assurance where assumptions had been made.

Councillor Sharpe commented on the revenue items contained within the budget and that it was good to be making good use of resources. He proposed that the Corporate Overview and Scrutiny Panel received a quarterly progress report and asked to what extent were the projections calculated correctly.

Adele Taylor confirmed that the Panel would be able to see reports on budget monitoring over the course of the financial year. Emma Duncan said that more detail could be provided on the financial assumptions and projections which had been made in the budget.

Councillor Price said that she was not sure on the estimates and assumptions and how optimistic they were, it was therefore not clear what the risks were and she was unable to decide whether the budget was financially realistic.

Emma Duncan added that Members could be given a breakdown of the areas that officers had considered to provide further assurance to the Panel. Decisions would be made on the numbers by the officers who had authority over certain areas of the budget.

ACTION – More detail to be provided to the Panel on the assumptions in the budget and the evidence that officers had considered which showed that targets were achievable.

Councillor Walters said that the assumptions were guess estimates, officers were experimenting and provided figures which through their expertise they felt were achievable.

Corporate plan alignment

Councillor Price said the aims and objectives from the corporate plan needed to be considered as the budget was the financial driver behind the plan. She could not see where the support was in the budget for the poorest residents in the borough.

Adele Taylor said that the council had a responsibility to ensure that there was an efficient service provided for all residents, for example by providing a council tax support scheme.

There was a line in the budget under welfare benefits which was focused on maximising income.

Louise Freeth, Head of Revenue, Benefits, Library and Resident Services, explained that there were a number of different schemes. Despite the end of the furlough scheme, officers had seen a decrease in the number of residents coming to the council for additional support. The council tax support scheme would allow up to a maximum of 100% support for certain residents. The council tax reduction scheme allowed residents to get up to £150 off their council tax bill. Louise Freeth said that officers were looking at a potential underspend and customers may not be able to get up to £150 reduction. There was assistance available to residents on housing.

Duncan Sharkey said that the council supported people in need and there were huge amounts of support in place. There was no specific line in the budget as it came across in a number of different service areas.

Councillor Price said that she was concerned about next year, a number of support schemes were funded by the government and distributed by the council. It would be good to have a list of support schemes available to residents so that they could see what was available.

Adele Taylor confirmed that the schemes discussed in the budget were for the next financial year.

Councillor Baldwin raised a point of order, he claimed that Councillor Walters was a non-Panel Member but the Chairman had given him permission to speak at the meeting.

Mark Beeley, Democratic Services Officer, explained that there were ten Members on the Panel for the meeting. The five standard Corporate Overview and Scrutiny Panel Members had been joined by three additional Conservative Members, one additional Liberal Democrat Member and one additional Local Independent Member. Councillor Walters was one of the three additional Conservative Members on the Panel.

Councillor Baldwin left the meeting.

Longer term view on financial picture

Councillor L Jones said it would be helpful to have an explanation of the effect this budget had on the reserves and how the reserves would be strengthened. On borrowing, it was stated that the council would continue to borrow but the cash flow figures were fairly static. Councillor L Jones was not sure if there would be increased levels of borrowing over the next few years. There was no evidence behind the cash flows coming in on the development partnership receipts. Councillor L Jones was concerned that without flexibility to increase council tax the council could be looking at another £2 million of savings each year. She asked how much of these proposed savings had already been identified.

Adele Taylor responded by explaining that she had to put together a personal report on the robustness of estimates and position on reserves, this would happen at the final budget stage. The budget was neutral on the reserve position, there was a reserve strategy in place where a contingency sum had been set aside in the budget. This was to cover any legislation changes or other circumstances that had not been predicted. If the contingency sum was not used, Adele Taylor had recommended that this was either put back into the general reserves or used as reserves for specific areas. She had to make a judgement call on what level the general fund reserves should be at, considering things like the strategic risk register to decide what this should be. RBWM was above the minimum level of reserves required. In the Medium Term Financial Plan, a 2% increase in council tax had been added in. Officers were looking at

a five year resourcing plan which would help to understand what could change and the impact that this could have on the council.

Andrew Vallance said that the text in the budget report which Councillor L Jones had referred to would be reviewed. The cash flow was regularly updated after discussions were held with capital project managers which was at least once a quarter. This process was overseen by the Capital Review Board.

Councillor L Jones understood that a number of the answers to the questions that she had would be answered by the report that Adele Taylor had mentioned. On capital cash flows, there was no detail on how assumptions had been made. Councillor L Jones said that she would like to see how assumptions had come about, this could take the form of a Member briefing if information was commercially sensitive. Considering borrowing, there was a lot of borrowing to cover the capital spend. Councillor L Jones wanted to see borrowing reduced.

Adele Taylor said that she was happy to provide a confidential Member briefing. Borrowing was for capital expenditure and this was kept under review by officers.

ACTION – Adele Taylor to explore whether a Member briefing was required to provide evidence on how assumptions had been made by officers in the budget.

Andrew Vallance confirmed that the number of bids financed by borrowing had been reduced through meetings of the Capital Review Board.

Councillor Sharpe asked if the RBWM budget was different to other local authorities and was the budget robust and achievable over the next couple of years.

Adele Taylor said that it was similar to most other local authorities. On robustness, there were a number of significant risks but using network groups like a meeting of the Berkshire S151 officers had proved to be useful. The draft budget was the best that could be put forward at that point in time.

Councillor Sharpe suggested that if interest rates were to rise over the next twelve months, what would that do to the finances at RBWM. He asked what level of inflation had been predicted.

Adele Taylor said that interest rate rises and inflation had been included within the budget. It was assumed that there would be an inflation rise but officers would need to consider the figures. The assumptions on inflation had been made on each contract rather than being a flat, general figure.

Parking fees and charges

Alyse Strachan explained that the assumptions on parking had been based on the advantage card data from 2020/21. The model was based on the number of transactions and usage of each car park. It was anticipated that the inflation rate increase for fees and charges would cover the cost of implementing a resident discount scheme.

Councillor L Jones said it was hard to provide further comment on this as the Panel had not yet seen the full fees and charges. She suggested that it would need to come back to the Panel in the New Year.

Adele Taylor confirmed that the fees and charges would be considered by the Corporate Overview and Scrutiny Panel at the next meeting in January 2022. The document would be circulated at the start of January so that Members had time to consider it.

Councillor Tisi asked why the 2021 advantage card figures had been used when this was an inconsistent period of car parking usage which would not reflect normal patterns. She was informed that data from previous years had also been considered.

Councillor Price felt that it would be better to split the scrutiny of the fees and charges amongst the four scrutiny Panels.

Adele Taylor said that scrutiny of the budget was following a different process to last year and officers had recommended that it should be considered by the Corporate Overview and Scrutiny.

Councillor Werner argued that the fees and charges could still be delegated to relevant scrutiny Panels if the Panel decided to.

RBWM Property Company and the impact on the budget

Councillor Price asked if the property company was contributing to the revenue budget.

Adele Taylor confirmed that there was a line in the budget on income from trading companies.

Referring back to the discussion on CIL, the Chairman mentioned that it was on the work programme for the Infrastructure Overview and Scrutiny Panel.

Councillor Price said that she had read through all the Equality Impact Assessments which had been submitted as part of the budget. There were varying levels of quality and completeness. She asked if there should be more guidance provided to officers on a standard template of how to complete the Equality Impact Assessment.

Emma Duncan commented that each Equality Impact Assessment had been completed by the relevant officer. Each assessment would therefore vary slightly, Emma Duncan asked if there were any issues that Councillor Price could discuss these with her outside the meeting.

Councillor Price said that once the Borough Local Plan had been approved, there would be a significant amount of work on the Supplementary Planning Documents (SPDs). After the current Borough Local Plan was approved, work would start on the next one and Councillor Price wanted to know if there was the budget and resource available to complete these tasks.

The Chairman commented that the SPDs would be a requirement for the council.

Duncan Sharkey said that a number of the SPDs would be funded by CIL and S106 money, developers would also contribute to some SPDs.

Councillor Price said that there was a 'review of costs' in the budget to the total of £170,000. These reviews had not taken place and Councillor Price wanted to know how the savings could be made before the review.

Adele Taylor explained that some of the reviews had staffing implications, Councillor Price was welcome to contact her if there was anything specific she would like to know and she would co-ordinate responses from the appropriate teams

Recommendations

Councillor Werner said that waste collection, income generation, evidence to achieve the transformation savings, level of need for children's services, exploration of new edge of care

service, health contributions and parking charges had all been mentioned during the course of the meeting as potential topics for the other scrutiny panels to consider.

Councillor L Jones recommended that the Adults, Children and Health Overview and Scrutiny Panel considered the evidence of growth demand over the past five years and the number of cases against the average cost per case. This would allow the Panel to explore the evidence around that growth demand assumption.

Emma Duncan said that the Panel needed to be precise in the referrals that were being made. This allowed officers to understand what was being looked at and would encourage effective scrutiny.

Councillor L Jones said that the Adults, Children and Health Overview and Scrutiny Panel had knowledge in this area and she wanted the Panel to be reassured that growth in the budget was evidenced for demographic demand and that they believed it was a robust growth bid.

Kevin McDaniel said that he would be happy for a paper to be brought forward on the growth bid to the relevant scrutiny panel, this could be taken to the meeting in January 2022. He suggested that the work would involve the Panel satisfying themselves that the evidence existed for the growth items in the adult's and children's budget.

The motion was proposed by Councillor L Jones and seconded by Councillor Tisi.

A named vote was taken.

That the Adults, Children and Health Overview and Scrutiny Panel satisfied themselves that evidence existed around the growth items in the adult's and children's budget. (Motion)	
Councillor Phil Haseler	For
Councillor Gary Muir	For
Councillor Julian Sharpe	For
Councillor Lynne Jones	For
Councillor Simon Werner	For
Councillor John Bowden	For
Councillor Chris Targowski	For
Councillor Leo Walters	For
Councillor Amy Tisi	For
Councillor Helen Price	For
Carried	

RESOLVED UNANIMOUSLY: That the Adults, Children and Health Overview and Scrutiny Panel satisfied themselves that evidence existed around the growth items in the adult's and children's budget.

Councillor Werner suggested that the Communities Overview and Scrutiny Panel analysed the evidence and mechanisms that led to the increased cost of the waste contract.

Duncan Sharkey said that this could be something looked at by scrutiny in due course, rather than as part of the budget scrutiny in January 2022.

Councillor Price said that it was important to consider that the budget would deliver what the council wanted out of the waste contract.

Emma Duncan said that Members needed to consider whether items were adding to the budget scrutiny process. Considering the waste contract was a separate piece of work that the Panel could look at should they choose to.

Councillor Werner commented that officers did not have the relevant detail at this meeting and therefore the item should go to Communities Overview and Scrutiny Panel for further detail and information.

Councillor Walters said that he was satisfied with the explanation by officers about the new configuration of the waste vehicles.

Councillor L Jones said this was the first time Members had been aware of any increase in the waste contract and that Members had not been informed before the decision was made.

The Chairman said that the Panel could do a scoping document if they felt the waste contract needed to be scrutinised.

Duncan Sharkey said that the additional cost was for changes that had already been made and had been approved by Cabinet.

Councillor Targowski said it was important that the other scrutiny panels were aware of this discussion so that they could decide what they wanted to do.

Councillor Sharpe felt that the budget position had been solidified, Members were discussing the process which was not relevant to the budget.

Councillor Price commented that the council should be looking at the lessons learned from this process.

Councillor Werner said it was important that the Panel satisfied themselves. He proposed a motion that the Communities Overview and Scrutiny Panel analysed the evidence and mechanisms which had led to an increased cost in the waste contract and that the Panel were satisfied these increased costs would not be repeated for the length of the contract.

The motion was proposed by Councillor Werner and seconded by Councillor Price.

A named vote was taken.

That the Communities Overview and Scrutiny Panel analysed the evidence and mechanisms which had led to an increased cost in the waste contract and that the Panel were satisfied these increased costs would not be repeated for the length of the contract. (Motion)	
Councillor Phil Haseler	Against
Councillor Gary Muir	Against
Councillor Julian Sharpe	Against
Councillor Lynne Jones	For
Councillor Simon Werner	For
Councillor John Bowden	Against
Councillor Chris Targowski	Against
Councillor Leo Walters	Against
Councillor Amy Tisi	For
Councillor Helen Price	For
Rejected	

The motion fell, this was recorded as a minority comment.

Councillor Werner recommended that the proposed income proposals satisfied the Corporate Overview and Scrutiny Panel and showed that they were achievable. He wanted more depth and evidence to be provided.

Councillor Sharpe said that he was not sure that bringing this item back to the Panel would be beneficial, he was not sure if there was anything that the Panel could add.

Emma Duncan said that the Members would be monitoring this as part of the budget monitoring reports during the year.

Councillor Walters commented that they were guess estimates and they were the best that officers could do at this stage.

Councillor Bowden said that there were lots of matters to be resolved over the coming months, he was not in favour of the item coming back for further scrutiny.

Councillor L Jones said that the Panel needed to feel satisfied that they had seen the evidence behind the income proposals. The item did not necessarily need to be brought back to the Panel but Members needed to at least be briefed on the evidence.

Councillor Werner said that he did not want estimations going into the budget that were not achievable.

Councillor Sharpe said that officers had used their professional judgement to make estimations on income, he was not in favour of this motion.

Councillor Price supported Councillor L Jones proposal on evidence being supplied to Members separately, outside of the meeting.

Councillor Werner proposed the motion that the Corporate Overview and Scrutiny Panel satisfied themselves that the income proposals were achievable. It was agreed that instead of the item being brought to the Panel, a briefing document would be provided by officers to Members which outlined the evidence that the income proposals were achievable.

RESOLVED UNANIMOUSLY: That officers would provide a briefing document to Members on the evidence behind the income proposals so that the Corporate Overview and Scrutiny Panel could satisfy themselves that they were achievable.

Councillor Werner proposed that the Communities Overview and Scrutiny Panel analysed the details of the increase in parking income once the fees and charges were revealed to satisfy themselves that the income targets could be reached.

Councillor Bowden felt that Communities Overview and Scrutiny Panel was at the delivery end of this topic rather than the financial side. He would rather the topic was considered by the Corporate Overview and Scrutiny Panel.

Councillor L Jones said that she was happy to second the motion put forward by Councillor Werner, she argued that it would be a good topic for the Communities Overview and Scrutiny Panel to consider.

Emma Duncan said that it was a significant issue and amount of income, the topic was more suitable for the Corporate Overview and Scrutiny Panel.

Councillor Sharpe believed that the item would need to be considered at the scheduled meeting of the Panel on 26th January 2022, he asked if there was space on the agenda.

Emma Duncan said that the performance management framework would be considered at that meeting and this was a key item for Corporate going forward. Officers felt that scrutiny could do some good work on the income generation for parking and other areas, it could be rolled into an item to be considered by the Panel later in the year.

Councillor Werner said it was essential to the budget, an extra meeting of the Corporate Overview and Scrutiny Panel could be arranged if required.

Adele Taylor said that assumptions in the budget could increase due to things like inflation. It was important to consider the fees and charges document too once it was available.

A named vote was taken.

That the Corporate Overview and Scrutiny Panel analysed the details of the increase in parking income to satisfy themselves that income targets could be reached. (Motion)	
Councillor Phil Haseler	For
Councillor Gary Muir	Against
Councillor Julian Sharpe	For
Councillor Lynne Jones	For
Councillor Simon Werner	For
Councillor John Bowden	Against
Councillor Chris Targowski	For
Councillor Leo Walters	For
Councillor Amy Tisi	For
Councillor Helen Price	For
Carried	

RESOLVED: That the Corporate Overview and Scrutiny Panel analysed the details of the increase in parking income to satisfy themselves that income targets could be reached.

Councillor Tisi commented on the amount of transformation which was proposed to happen in adult's and children's services. She felt it was important that this was reviewed in six months time to understand how effectively the transformation had been delivered. An example was the commissioning of services, Councillor Tisi was concerned about whether the timeframes meant that the savings were still deliverable.

Kevin McDaniel said that the performance framework and the budget monitoring reports would allow Members to review and monitor certain elements of the budget.

Hilary Hall suggested that the assumptions could be taken to the Adults, Children and Health Overview and Scrutiny Panel so that the Panel could satisfy itself around the assumptions made on savings in adult social care.

Adele Taylor said that the Cabinet Transformation Sub Committee would be a better place for a review. This could be discussed with Councillor Tisi, there could be assurances given by officers over the ability to deliver the savings and the transformation that had been outlined in the budget.

Councillor Tisi wanted to see how the council would hit the targets in the budget.

Emma Duncan said that the suggestion could be recorded as a minority comment and then Councillor Tisi could discuss with officers outside of the meeting whether the item should be added to the work programme of the scrutiny panel or whether it should be considered by the Cabinet Transformation Sub Committee.

The Chairman said a scoping document could be completed to add any items to the work programme.

Councillor Tisi said that on health contributions, officers had been confident that savings could be delivered. She asked if Kevin McDaniel could report back to scrutiny that things were progressing as planned.

Kevin McDaniel said that he would be happy for this to be picked up through the budget monitoring reports.

Councillor Price asked if edge of care services were also considered as part of the proposal that Councillor Tisi had suggested. Councillor Tisi clarified that it was part of the transformation savings.

The meeting, which began at 7.00 pm, finished at 10.15 pm

CHAIRMAN.....

DATE.....

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Report Title:	Waste Contract Amendment
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Coppinger, Cabinet Member for Planning, Environmental Services and Maidenhead
Meeting and Date:	Cabinet – 10 February 2022
Responsible Officer(s):	Andrew Durrant Executive Director, Place Emma Duncan, Monitoring Officer
Wards affected:	All

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REPORT SUMMARY

The report identifies action needed to ratify a decision made under delegated authority in relation to a contract change notice to the Serco Waste Contract.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Ratifies the contractual amendment dated 28 September 2021**
- ii) Notes and endorses the actions proposed and taken in respect of future decision making.**
- iii) Recommends that the Audit and Governance Committee to review the suggested improvements to process identified in the report.**

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

- 2.1 The waste and recycling collections contract was procured via a full OJEU compliant competitive tender during 2018/19. The initial contract term is 8 years followed by the potential of an 8-year extension. The contract was procured on the basis of a weekly collection service and contained a contract change mechanism.
- 2.2 Once procured, the operation of the contract is an executive function meaning that Cabinet (or an officer, using delegated powers) are able to make decision of the contract provided they remain within the budgetary framework.
- 2.3 At Cabinet during discussions on the 2021/22 Budget on 4th February 2021, the Cabinet Member for Planning, Environmental Services and Maidenhead noted a projected £175,000 saving and that *“he should have introduced fortnightly black bin collection as soon as the Council declared a climate emergency. Those councillors who wanted to achieve carbon neutrality by 2030 should have demanding a change in the frequency of waste collection. It was now proposed to collect black bins fortnightly but everything else would remain the same.”*

- 2.4 At Council on 23 February 2021 the budget was debated which contained the proposed saving. Councillor Coppinger explained *“that not every property would move to a fortnightly collection. There were 64,000 properties in the borough and 18,000 would stay on a weekly collection... Councillor Coppinger recognised that the administration did promise to keep a weekly bin collection, but all had learnt so much more about the planet and what each person could do to save it. It was a sign of good governance to be nimble and adapt to changing circumstances. He therefore proposed that the council continue with the change without modification because all knew it to be the right thing to do.”*
- 2.5 During the summer of 2021 officers of the Council discussed with the provider the introduction of a new fortnightly waste collection in line with the direction given by Cabinet which resulted in a change to be agreed using the contract change provisions in the contract. This was a complicated process and involved setting off potential income streams within the waste budget, however the net increase to budget provision was identified at £500,000. The Cabinet Member and Cabinet were consulted and engaged through the contract change mechanism process.
- 2.6 In these circumstances officers (under the Council’s Contract Standing Orders and delegated authority) are able to make variations to contracts up to £500,000 subject to consultation requirements with officers and the Cabinet Member. If the change proposed is over £500,000 then it becomes a decision to be exercised by Cabinet and will be a key decision requiring inclusion on the Forward Plan.
- 2.7 On this basis the contract change mechanism within the existing contract was used and completed on 28 September 2021.
- 2.8 The financial implications were addressed by the Finance Update considered by Cabinet on 25 November 2021;

“10.4 Areas of Risk and Opportunity (significant)

Neighbourhood Services – The hybrid fortnightly general waste collection enduring solution means that residual waste will be collected fortnightly while collections of recycling and food waste will remain weekly (green waste remains fortnightly). These changes to the waste collection contract have added £500,000 of pressures this year. To deliver this model, Serco requires additional resources in the form of vehicles and staff...

16. Capital Programme

16.4 Purchase of Waste Vehicles

16.4.1 The hybrid fortnightly general waste collection solution means that residual waste will be collected fortnightly while collections of recycling and food waste will remain weekly Green waste remains fortnightly.

*16.4.2 To deliver this model, the contractor requires six additional waste vehicles. **Two vehicles will be purchased in the current financial year with a further four vehicles to be purchased during 2022/23.***

*16.4.3 Approval is sought to **vire £235,000** from the Infrastructure Delivery Programme budget to purchase two waste vehicles with no additional financial impact on the capital programme in the current financial year.”*

- 2.9 As identified above, revenue spend was dealt with as an in year pressure within the budget envelope through contingency arrangements and an additional in year capital spend of £235,000 was approved. It was also noted that capital provision would need to be made in 2022/23 for additional vehicles.
- 2.10 Subsequently it has come to light that whilst the net effect on the budget was correctly identified as £500,000, the adjustment to the contract was in excess of that, meaning that appropriate officer delegated authority was not in place at the time the change notification was completed. Additionally, the decision to vary the contract would have qualified as a key decision and therefore needed inclusion on the Forward Plan (whether a Cabinet or Officer decision). This is a complex issue, involving a number of officers and teams at the Council, however whilst the objectives were correct the decision-making process was not correctly followed.
- 2.11 As the officer delegated to make the decision had ostensible authority to bind the Council, the contract is binding, however there is a need to regularise the position to prevent future challenge.
- 2.12 Consequently Cabinet are asked to ratify the decision to vary the Waste Contract (dated 28 September 2021) in line with the financial implications in the Finance Update presented to Cabinet on 25 November 2021.
- 2.13 As a result of this issue coming to light, governance processes around delegated decision making and procurement have been reviewed. Cabinet should also note that a number of steps have been taken to prevent further procedural issues of this nature as follows;
- Contract Standing Orders have been revised to emphasise key decision limits.
 - The decision-making guidance covering key decision thresholds and delegated decisions has been reissued and will be discussed at Corporate Leadership Team.
 - A decision tracker has been implemented for papers submitted to Cabinet, so that there is clarity around if decisions are required and the constraints around the decision-making process.
 - Procurement already exists as an area for action within the Annual Governance Statement with a Procurement Toolkit and training planned and the reissued decision-making guidance will be promoted as part of this process.

Options

Table 1: Options arising from this report

Option	Comments
To ratify the Contract Change Notice dated 28 September 2021 This is the recommended option	This is the preferred option as it resolves the governance issue and mitigates against risk of challenge.

Option	Comments
To not ratify the Contract Change Notice dated 28 September 2021	This is not the recommended action as it leaves the internal governance process unclear and exposes the Council to risk of challenge. This has no impact on the change to the service delivery, the contract extension or the budget impact.

3. FINANCIAL DETAILS / VALUE FOR MONEY

- 3.1 There are no direct financial consequences of the decision to ratify the contract change and any financial implications related to the change itself are considered in the main body of the report.

4. LEGAL IMPLICATIONS

- 4.1 The Monitoring Officer is making this report under section 5A of the Local Government and Housing Act 1989. The report has been sent to all Members and the Head of Paid Service and the Executive Director of Resources have been consulted. Cabinet must report to all Members of the Council saying what action it has taken, or proposes to take and the reasons for the action or taking no action and send it to all Members. The Monitoring Officer is satisfied with the actions taken and recommended and content that they will fully address the issues raised.

5. RISK MANAGEMENT

Table 2: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Legal Challenge	Medium	Ratification of decision	Low

6. POTENTIAL IMPACTS

- 6.1 Equalities. Equality Impact Assessments are published on the [council's website](#). The proposal does not have any equality impacts and a screening assessment has been completed
- 6.2 Climate change/sustainability. There are no impacts as a consequence of the decision.

6.3 Data Protection/GDPR. No personal data has been processed.

7. CONSULTATION

7.1 The Head of Paid Service, the Section 151 Officer, the Deputy Section 151 Officer and the Deputy Monitoring Officers have been consulted on the report.

8. TIMETABLE FOR IMPLEMENTATION

8.1 Implementation date if not called in:

The decision is whether or not to ratify the exercise of delegated authority, as opposed to an issue of approving a contract change.

9. APPENDICES

9.1 This report is supported by 1 appendix:

- Equality Impact Assessment

10. BACKGROUND DOCUMENTS

10.1 This report is supported by 0 background documents:

11. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	210122	21/01/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	Author	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	210122	25/1/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	210122	21/1/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	210122	21/1/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	210122	21/1/22

Andrew Durrant	Executive Director of Place	Author	
Kevin McDaniel	Executive Director of Children's Services	Information only	
Hilary Hall	Executive Director of Adults, Health and Housing	Information only	
<i>Heads of Service (where relevant)</i>			
	Head of Neighbourhood Services	210122	
<i>External (where relevant)</i>			
N/A			

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Planning, Environmental Services and Maidenhead	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision First entered into the Cabinet Forward Plan: 120122	No	No

<p>Report Author: Andrew Durrant Executive Director, Place andrew.durrant@rbwm.gov.uk Emma Duncan, Monitoring Officer emma.duncan@rbwm.gov.uk</p>

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT**

EqlA : Waste Contract

Essential information

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

Strategy		Policy		Plan		Project		Service/Procedure	X
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Responsible officer	Emma Duncan	Service area	Governance/Law	Directorate	Governance, Law, Strategy
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Stage 1: EqlA Screening (mandatory)	Date created: 020222	Stage 2 : Full assessment (if applicable)	Date created : n/a
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Emma Duncan

Dated:020222

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Waste Contract

Guidance notes

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

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

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

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

What are the "protected characteristics" under the law?

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

What's the process for conducting an EqlA?

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

Openness and transparency

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

Enforcement

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

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Waste Contract

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 relates to use of delegated decision making and record keeping, an existing process. The process is a statutory obligation. This is a compliance issue and will not have any impact in terms of the Equality Duty.

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

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT
EqIA : Waste Contract

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Waste Contract

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	n/a			<i>Key data: The estimated median age of the local population is 42.6yrs [Source: ONS mid-year estimates 2020]. An estimated 20.2% of the local population are aged 0-15, and estimated 61% of the local population are aged 16-64yrs and an estimated 18.9% of the local population are aged 65+yrs. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory]</i>
Disability	n/a			
Gender re-assignment	n/a			
Marriage/civil partnership	n/a			
Pregnancy and maternity	n/a			
Race	n/a			<i>Key data: The 2011 Census indicates that 86.1% of the local population is White and 13.9% of the local population is BAME. The borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show a rise in the BAME population. [Source: 2011 Census, taken from Berkshire Observatory]</i>
Religion and belief	n/a			<i>Key data: The 2011 Census indicates that 62.3% of the local population is Christian, 21.7% no religion, 3.9% Muslim, 2% Sikh, 1.8% Hindu, 0.5% Buddhist, 0.4% other religion, and 0.3% Jewish. [Source: 2011 Census, taken from Berkshire Observatory]</i>
Sex	n/a			<i>Key data: In 2020 an estimated 49.6% of the local population is male and 50.4% female. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory]</i>
Sexual orientation	n/a			

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Waste Contract

Outcome, action and 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
Was a significant level of negative impact identified?	No			
Does the strategy, policy, plan etc require amendment to have a positive impact?	No			

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).

Agenda Item 7

By virtue of paragraph(s) 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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