

NOTICE OF MEETING

CABINET

will meet on

Thursday 9 February 2023 at 7.00 pm

in the

Grey Room - York House, Windsor and on [RBWM YouTube](#)

To: Members of Cabinet: Councillors:

Andrew Johnson, Leader of the Council; Growth & Opportunity (Chairman)

Stuart Carroll, Deputy Chairman of Cabinet; Children's Services, Education, Health, Mental Health, & Transformation (Vice-Chairman)

David Cannon, Anti-Social Behaviour, Crime, and Public Protection

David Coppinger, Adult Social Care & Maidenhead

Samantha Rayner, Deputy Leader of the Council; Business, Corporate & Residents Services, Culture & Heritage, & Windsor

Phil Haseler, Planning, Parking, Highways & Transport

David Hilton, Asset Management & Commercialisation, Finance, & Ascot

Donna Stimson, Climate Action & Sustainability

Ross McWilliams, Digital Connectivity, Housing Opportunity, & Sport & Leisure

Gurpreet Bhangra, Environmental Services, Parks and Countryside

Kirsty Hunt – Electoral and Democratic Services - Issued: Wednesday 1 February 2023

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 **Kirsty Hunt** kirsty.hunt@rbwm.gov.uk

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>
1.	<u>Apologies for absence</u>	
2.	<u>Declarations of Interest</u> To receive any declarations of interest	5 - 6
3.	<u>Minutes</u> To consider the minutes of the meeting held on 26 January 2023.	7 - 16
4.	<u>Appointments</u> To consider any appointments as required.	
5.	<u>Forward Plan</u> To consider the Forward Plan for the period February to May 2023.	17 - 30

Cabinet Member Reports

<u>Item</u>	<u>Subject</u>	<u>Page No</u>
6.	<u>Budget 2023-24</u> Asset Management & Commercialisation, Finance To consider and recommend to Council the financial plans for the Royal Borough of Windsor and Maidenhead and its Net Budget Requirement and associated Council Tax level for 2023/24. Appended to the report are the various elements that form the basis of the budget, including: <ul style="list-style-type: none">• Appendix 1 – the Revenue Budget, including its funding, growth and savings 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 2023/24.• 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 2023/24.• Appendix 7 – Public Consultation and feedback from Overview and Scrutiny Panels. <i>Please note this includes Part II minutes from the Place Overview and Scrutiny meeting which are not for publication by</i>	31 - 360

virtue of Paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972.

- Appendix 8 – Equality Impact Assessments

This page is intentionally left blank

MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

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

Disclosure of Other Registerable Interests

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

Other Registerable Interests:

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

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, or a body included under Other Registerable Interests in Table 2 you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

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

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a financial interest or well-being of a body included under Other Registerable Interests as set out in Table 2 (as set out above and in the Members' code of Conduct)

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

Where a matter (referred to in the paragraph above) **affects** the financial interest or well-being:

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

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

Other declarations

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

Public Document Pack Agenda Item 3

CABINET

THURSDAY 26 JANUARY 2023

PRESENT: Councillors Andrew Johnson (Leader of the Council; Growth & Opportunity) (Chairman), David Cannon (Anti-Social Behaviour, Crime, and Public Protection), David Coppinger (Adult Social Care & Maidenhead), Samantha Rayner (Deputy Leader of the Council; Business, Corporate & Residents Services, Culture & Heritage, & Windsor), Phil Haseler (Planning, Parking, Highways & Transport), David Hilton (Asset Management & Commercialisation, Finance, & Ascot), Donna Stimson (Climate Action & Sustainability) and Ross McWilliams (Digital Connectivity, Housing Opportunity, & Sport & Leisure)

Also in attendance: Councillor Sharpe

Also in attendance virtually: Councillors Brar and Price

Officers: Tony Reeves, Adele Taylor, Kevin McDaniel, Andrew Durrant and Louise Freeth

Officers in attendance virtually: Emma Duncan, Rebecca Hatch, Tim Golabek and Ian Motuel

Apologies for Absence

Apologies for absence were received from Councillors Bhangra and Carroll.

Declarations of Interest

There were none declared.

Minutes

RESOLVED UNANIMOUSLY that the minutes of the meeting held on 15 December 2022 were approved.

Appointments

There were no appointments to be considered.

Forward Plan

Cabinet noted the Forward Plan for the next four months including the following additional changes:

- Building Height and Tall Buildings Supplementary Planning Document (SPD) was delayed due to further work needing to be undertaken so this would be considered by Cabinet in March 2023
- Disabled Facilities Grant Policy was delayed due to further work needing to be undertaken so this would be considered by Cabinet in March 2023
- Award of Contract for Adult Social Care Case Management system would be delayed to the April Cabinet meeting due to a delay in the procurement process.
- The item on the Forward Plan for the Broadway Car park – Nicholson Quarter Development update was on the plan to be considered in February but as this was an update with no decision required Cabinet members would receive this information directly.
- The Leisure Management Contract was delayed from February to March Cabinet due to a delay in the procurement process.

Finance Update

Cabinet considered the report detailing the forecast outturn against budget for the 2022/23 financial year as at the end of November (Month 8). It included the revenue and capital budgets along with the forecast financial reserve position at year end.

Councillor Hiton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot moved the recommendations advising the meeting that the impact of actions reported in Month 6 was reducing the reported overspend from £1.3M to £934K which was an improvement of £363K. He stated that when taking account of contingency and funding changes the forecast outturn was an underspend of just over £1.3M.

Councillor Hilton thanked the senior management team for taking a collective responsibility for the Councils finances which had resulted in the reducing projected overspend and he continued to be optimistic that, without the use of contingency, the Council would deliver a balanced budget by the year end. He added that this would be for a fourth year in a row.

Councillor Hilton highlighted a few of the variances within the report:

- Adults & Housing were forecasting an overspend of £948K, an adverse variance from month 6 of £452K largely due to Adult Social Care. He noted that the forecast outturn relied upon the use of one-off funds. He repeated his previous observation that this overspend was mainly due to the cost of support for an increased number of older people placed into residential care as a result of the of the pandemic. Although hospitals were provided with funds to free up beds by moving patients into residential care an unintended consequence was the cost of their care passes to the Council and unfortunately once in care, they were unlikely to return to their homes. The directorate was implementing a series of actions to manage this overspend down.
- The Place directorate reported a favourable variance of £774K reducing the projected overspend to £662K. Parking income continued to increase and was now at 96% of the profiled budget. He reflected that if parking was a lead indicator of the state of the local economy then this was good news for retail sales.
- Overspend on Children's service was unchanged at £255K. He was pleased to report that the Deficit Management Plan and AfC's participation with the DfE Delivering Better Value in SEND support programme had reduced the deficit in the dedicated school grant by nearly £200k.
- The Resources and Governance, law and strategy directorates had reported a £900K positive variance.

Councillor Hilton advised that in year savings were forecast to underdeliver by £515K but that contingency had been included in the budget to manage any shortfall. He emphasised the volatility in the provision of Council services with the withdrawal of a commercial bus route and the unplanned influx of immigrant children. He commended the ability of officers and his Cabinet colleagues to manage such surprises.

Councillor Hilton reported that just 2% of Capital schemes had yet to start and that the Vicus Way carpark was operational and delivered within budget. The cost of the capital programme was £60.9M but further slippages were anticipated which would reduce interest rate costs.

He explained further detail on the two virements for consideration by Cabinet were shown in table 12 on page 46 of the agenda report. The virements related to:

- a change in practice which required Achieving for Children to invoice public health for contributions would enable the Director of Public Health to have greater oversight of how allocations of Public Health grant to Children's services was being deployed.
- the non-staff budgets which took longer to disaggregate following the restructure of the transformation team across departments.

Councillor McWilliams arrived at the meeting at 19:12.

Councillor Johnson, Leader of the Council seconded the recommendations commenting that he was pleased to see the overspends being reduced, underspends being taken into account

and noted that the rising revenue for car parks was bringing the Council within sight of where they had wanted to be.

Councillor Rayner commended the Finance team and the Council for the current financial position stating that it demonstrated a strong steer. She noted that whilst she was pleased to see 117 Ukrainians supported within the borough it did cause extra financial strain. She commented that the allowances for host was increasing from £350 to £500 at a time when the tariff was reducing but the Council was delighted to have Ukrainian people living here.

RESOLVED UNANIMOUSLY that

- i) the report be noted;**
- ii) the forecast revenue outturn for the year be noted as an overspend on services of £0.934m which reduced to an underspend of £1.329m when considering unallocated contingency budgets and changes to funding budgets (para 4.1 of the agenda report);**
- iii) two budget virements (para 12) be approved; and**
- iv) the forecast capital outturn be noted as expenditure of £60.945m against a budget of £76.121m (para 14 of the agenda report).**

Council Tax Reduction Scheme

Cabinet considered the report setting out the outcome of the consultation into the proposed amendments to the Council Tax Reduction scheme for 2023/24.

Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot proposed the recommendations and explained that the Council was obligated in law to review its Council Tax reduction scheme annually. He advised that the review left the council tax reduction rate unchanged at 80% but proposed a number of changes designed to make life easier for CTR recipients and to reduce the Council's administrative burden.

He clarified that three of the five changes only affected working age applicants who were in receipt of both Council Tax Reduction (CTR) and Universal Credit (UC). There were currently 2,204 working age residents in receipt of CTR and, of these, 1,221 were in receipt of both UC and CTR. The remaining two proposed changes affected all working age applicants.

Councillor Hilton explained the five proposed changes:

1. Universal Credit Customers – limited reassessments

The proposal was to only re-assess these claims three times per year, unless a customer had a significant change such as starting or stopping work. When re-assessed, all changes would be processed so the overall net financial effect would be the same, but the number of adjusted Council Tax bills issued to customers would be many fewer. He stated this would neither decrease nor increase the level of CTR for customers.

2. Universal Credit Customers – automatic re-awards

This proposal would mean that any UC customer who lost entitlement as a consequence of a slightly higher level of income for one UC assessment period of four weeks, would not need to submit a new claim for CTR if they subsequently re-qualified. He stated this would neither increase nor decrease the level of CTR for customers but would make the process of re-gaining support easier.

3. Universal Credit – net vs gross income

Currently, if a UC customer has a deduction from their UC income as a consequence of repaying a loan to the Department of Work and Pensions, the net UC income was taken into account when assessing entitlement to CTR. This was at variance with other Benefit Income where regulations require the gross income to be used. The proposal was to amend the scheme to equalise the treatment of UC customers by taking their gross award e.g. the amount of UC they should be receiving if deductions were not made. He stated that this would not be beneficial to these UC customers who are repaying a loan as they would get less CTR but would be fair.

4. All working age customers – backdating

It was proposed that the current one-month time limit for backdating was amended to be three months where the customer has proven good cause for failing to apply at an earlier date. This brought working age customers in line with pensions who receive CTR. He stated that this would be beneficial to customers.

5. All working age customers – annual uprating

The final proposal was to ensure the scheme aligned to changes introduced to the national Housing Benefit scheme, where the rules were set by the Department of Work and Pensions or the pensionable age CTR regulations which were amended by the Department of Levelling Up Housing and Communities. He stated that this would be largely beneficial to customers and was what the Council had done since the scheme was introduced.

Councillor Hilton reported that an extensive public consultation exercise had been undertaken from 2 September to 2 December 2022 which had included: a link on the Royal Borough's website, posters put up in the libraries and where details were held an e-mail issued to recipients of CTR and residents liable for Council Tax. He stated that in total 499 responses were received, compared with 191 responses in October 2020. The lowest support was from 77% of respondents and the highest 86% to the proposals.

He concluded that the Council had looked carefully at the comments made including the alternative proposals suggested as to savings/revenue generation.

Louise Freeth, Head of Revenues, Benefits, Library and Residents Services reiterated the Council's duty to review its Council Tax reduction scheme annually. She stated that the Council was no longer operating a two-tier system but a three tier because of the disparity between those working age customer who were on universal credit and those who were not. The Council was trying to simplify things for residents as well as making the application of the scheme more efficient. She explained that it could be very confusing for a working resident on universal credit who receives a slight fluctuation in their salary as this could mean up to 13 Council Tax Bills within the year making it very difficult for them to understand what was due when. In addition officer time to make those changes.

The Council can provide support to any residents suffering financial hardship and in addition has been asked by DLHUC to provide residents both of working age and pensionable age up to £25 off their Council Tax bill if they are in receipt of Council Tax support. The Council has £113,000 to help residents with increased charges.

Councillor Johnson, Leader of the Council seconded the recommendations.

RESOLVED UNANIMOUSLY that the report and, in particular the feedback from the consultation be noted; and

RECOMMENDED to COUNCIL that the proposed amendments to the Council Tax Reduction scheme for the financial year 2023/24 be approved.

Land east of Woodlands Park Avenue and north of Woodlands Business Park, Maidenhead Stakeholder Masterplan Document

Cabinet considered the report summarising the process and outcomes in relation to the Stakeholder Masterplan Document for Land east of Woodlands Park Avenue.

Councillor Haseler, Cabinet Member for Planning, Parking, Highways & Transport moved the recommendations explaining that the document related to Land east of Woodlands Park Avenue known as BLP allocated site AL24. BLP policy QP1 ('sustainability and placemaking') had introduced a requirement for the preparation of a stakeholder master plan for developments that would deliver 100 or more new dwellings or more than 5,000 sq metres of employment or mixed-use floor space.

He reported that the Policy explains that the stakeholder master planning process formalises good practice in relation to pre application discussions, by requiring developers of larger sites to engage with the council, local community and other stakeholders at an early stage in the development process on key issues, priorities and development options. The developer was responsible for preparing the stakeholder masterplan document. The site allocation proforma contained in the BLP outlines the uses to be accommodated on the site, alongside a number of site-specific design requirements and considerations. The proposed uses are approximately 300 residential units, strategic public open space and sports pitches. The site-specific design requirements and considerations address matters including access to the site (including by sustainable modes of transport), boundary treatments, the form of housing (including the need for family housing and affordable housing), and the importance of providing a strong green and blue infrastructure network across the site.

He continued that the requirements for site AL24, as set out in the BLP, were the starting point for determining the matters to discuss with the local community and other stakeholders through the stakeholder masterplanning process. The Berkeley Strategic Land Team set up a community liaison group, with representatives from the Parish Council, local interest groups, key stakeholders, Ward Councillors, Council Planning Policy Officers and Urban design advisor working for the Council. The group had met on three occasions between June and September 2022. A five week public consultation was held between September and November. A dedicated online website was created to share the proposals and receive feedback, along with an email address and hotline. A flyer was posted to just under 3,000 local addresses advertising the consultation. A further online meeting was held in November for Berkeley to share results of the consultation feedback. 83 feedback forms were submitted.

Councillor Haseler highlighted some of the main SMD principles and approaches:

- a commitment to deliver a greater proportion of family housing
- a commitment to providing new sports pitches and allotments
- improvement of the junction of Woodlands Park Road and Woodlands Park Avenue to enhance safety
- an extensive network of pedestrian and cycle routes providing attractive routes to key facilities and links to the countryside
- open spaces and new wildlife habitats creating at least a 10% net gain in biodiversity
- active and informal open spaces to encourage active lifestyles and enjoyment of nature
- enhanced surface water attenuation to reduce off-site flood risk
- sensitive approach to the boundaries with existing development, in particular with the Lillibrooke Manor, and Alexander Devine Children's Hospice.

He added that through the Community Infrastructure Levy (CIL), Berkeley Homes would make financial contributions towards upgrading and improving the local infrastructure as would other forthcoming developments. He reminded the meeting that the current Infrastructure Delivery Plan (IDP) states that CIL contributions would be spent on the following three junctions in the vicinity of the AL24 site:

- Shoppenhangers Road/Norreys Drive

- A4/A404(M) Thicket Roundabout and Cannon Lane/Henley Road/Bath Road (A4) roundabout
- M4 J8/9

In addition, CIL contributions may be used for enhancements to existing schools to enable the provision of additional school places; improvements to existing healthcare facilities; enhancements to existing libraries, social and community facilities and public realm improvements.

Councillor Haseler concluded that the masterplan prepared provided a description of the site and a summary of the planning policy context; summarised the feedback received during the engagement phase; set out a series of development objectives for the site; identified the principal opportunities and constraints associated with the site; and outlined the design principles that would guide the future development of the site. The site promoter, stakeholders, local residents and local planning authority had worked collaboratively on the Stakeholder Masterplan Document.

Councillor Coppinger, Cabinet Member for Adult Social Care & Maidenhead seconded the motion and thanked everyone involved for their participation in the process.

Councillor McWilliams commented on the developers engagement approach, advised that he had attended a few of the sessions and was pleased to see references to the CIL requirements in the infrastructure delivery plan. He reflected that it was good for residents to see that through the delivery plan there were clear requirements in place for mitigations on the infrastructure network and recognised it would help solve existing issues.

In response to a question from Councillor McWilliams regarding the figure of 300 and the type of homes, Councillor Haseler advised that the exact number of dwellings would be developed as the planning application process progressed. He explained that there was still a lot of work to ensure developers delivered the type of homes the borough needed.

In response to a query from Councillor McWilliams about how Berkley responded to feedback regarding the quality of their consultation Councillor Haseler reported that they had listened, added another Webinar and drop-in session on 10 February 2023 to their consultation programme. He added that Cox Green Parish Council had provided additional feedback after the consultation had ended and were working with Berkley.

Councillor Johnson commented that he wanted to see more family homes rather than flats, pleased to see that the council was raising its standards around planning consultation. He acknowledged that the Council had not always got this right. He added that he was keen for local people should benefit from the development and would be pushing for a local lettings scheme. He concluded that he was happy to hear the 300 residential units figure was not a hard target.

RESOLVED UNANIMOUSLY that

- i) **the report be noted; and**
- ii) **the Land east of Woodlands Park Avenue Stakeholder Masterplan Document be approved as an important material consideration for Development Management purposes.**

Windsor Castle Hill Public Realm Improvement

Cabinet considered the report setting out the proposed Windsor Castle Hill Public Realm Improvements.

Councillor Haseler, Cabinet member for Planning, Parking, Highways & Transport moved the recommendations explaining that in July 2020 the Council had secured over £1.5M of funding from the Local Growth Fund to deliver improvements to the public realm and wayfinding in Windsor Town Centre. The project was intended to deliver an improved pedestrian experience around Windsor Castle encourage visitors to remain in the Town which would benefit local businesses and the local economy.

He added that the proposals directly supported the delivery of the Corporate Plan's objectives and demonstrated the Borough's efforts to create a sense of place in town centres. The scheme was also an integral part of improving Windsor's public realm over the foreseeable future and was referenced within the emerging 'Vision for Windsor' project, improving access, the quality of place within the Town and ultimately driving our visitor economy. The improvement works on Windsor Castle Hill formed part of the approved RBWM Windsor Visitor Economy business case approved by the LEP and the Borough in July 2020. This was structured in line with the five-case model with strategic, economic, financial, commercial and management cases showing the benefits to the town and its residents and businesses. Future 'Vision for Windsor' ideas and projects could build on this scheme, resulting in increased benefits for the town its residents and businesses.

Councillor Haseler continued that a public consultation was completed in December and January 2020/2021 during which time an online survey was accessible to the public. Virtual consultation events had been held for councillors and members of the public. The result of the consultation was that two-thirds of respondents supported the proposed design to make Castle Hill a pedestrian-first location with vehicular access restricted. The works were scheduled to take place between February and December 2023 with a detailed breakdown of the phases in section 9 of the agenda report. He concluded by proposing the recommendations and stating that the works would be delivered through the existing Highways Contract, through the Council's delivery partner Volker Highways.

Councillor Rayner, Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor seconded the recommendations noting that Windsor was a destination for historical events and the plans built upon the improvements for Windsor making it a better place for both residents and visitors.

RESOLVED UNANIMOUSLY that

- i) the report be noted, and**
- ii) the delivery of the Castle Hill Public Realm Improvements in Windsor be approved.**

Corporate Plan Review and Refresh

Cabinet considered the report providing an overview of key achievements and activities in the first year of the Corporate Plan, the set of proposed amendments to ensure that it remained appropriate and responded to the Council's changing operating context and a revised set of equality objectives for the council.

Councillor Johnson, Leader of the Council moved the recommendations stating that this was an opportunity to review the Plan following the previous year's challenges including the economic climate, the war in Ukraine, rising inflation and interest rates and significant changes in national government policy. He reflected that the Council had benefited from new evidence and insights that became available including the residents survey, 2021 census data and updated inequalities 2020 evidence base.

He highlighted that the main changes and focus was:

- reflecting the impact of the cost-of-living crisis

- greater focus on prevention in both Adults and Children’s Social care to reduce demand and improve outcomes
- increased focus on economic growth for the benefit of our residents, partners and businesses
- increasing the Council’s Place leadership
- reducing equalities

Councillor Raynor, Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor seconded the report stating that the plan had given the Council a defined shape but to keep it updated was equally important. She added that the Plan had begun to change the organisation, she was pleased to see the objectives of a Vision for Windsor and the planning masterplans coming forward to help give confidence in development.

Councillor McWilliams was pleased to report that as part of the progress document, the rough sleeper pathway, first developed in 2019, had helped 30 individuals during the previous year into permanent long-term accommodation and whom otherwise would have been vulnerable. He added that given the recent cold weather it was reassuring that the Council had processes in place to help people and make a difference.

Councillor Stimson thanked everyone involved for the work that had been captured in the report and was pleased to see the addition of new goals to support those affected by the cost of living, children needing positive outcomes, strengthening community support and promoting economic support.

Councillor Johnson concluded the discussion by stating that he expected the document to be discussed at a future Overview and Scrutiny Panel and therefore he would not be taking questions or comments from non-Cabinet members.

RESOLVED UNANIMOUSLY that:

- i) **the report be noted;**
- ii) **the Year 1 Progress Report be approved for publication, as set out at Appendix A;**
- iii) **the changes in context set out in the report (section 2.4 – 2.9) and new evidence and insights generated in 2022 (Appendix B Inequalities Project Phase 1 findings and Appendix C Census 2021 Insights) be noted;**
- iv) **the proposed revisions to the Corporate Plan, summarised in table 1 of the agenda report, and noting the further detail included at Appendix D be agreed;**
- v) **the proposed Equality Objectives be agreed and the update on work undertaken to strengthen equalities across the council (Appendix E) be noted; and**
- vi) **inclusion of care experience as a protected characteristic within Equality Impact Assessments, in recognition of our particular responsibility to consider the needs of children in care and care leavers, as their corporate parents be agreed.**

Corporate Peer Challenge - Progress Review

Cabinet considered the report which updated Members on the progress on the Action Plan resulting from the recommendations of the Local Government Association (LGA) Corporate Peer Challenge in January 2022.

Councillor Johnson, Leader of the Council moved the recommendations reflecting the exercise had provided valuable feedback and that the Council had been challenged to raise their ambition in some areas. He reported that the Council was on target to implement all of the recommendations and acknowledged that the LGA had made a good point that Parish and Town Councils play an integral role in the Place agenda. He noted that Parish and Town Councils were not across all parts of the borough. He committed to further exploring the potential for further devolution, the development of parish and town councils in particular mentioning Clewer and Dedworth, as part of visioning work in Windsor and an opportunity to expand representation in Maidenhead.

Councillor Haseler commented that it had been an interesting and exercise taking part and thanked the LGA for their recommendations, thank you to the Leader of the Council for embracing those suggestions and to officers for enabling the Council to move forward to make it a better council.

Councillor McWilliams stated that the Council would continue to work on delivering the recommendations and commented that it was important to work with the Constitutional Working Group on areas where members felt improvements could be made and detailed recommendations developed.

Councillor Raynor, Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor seconded the recommendations and thanked the LGA for their feedback and noted that it had fed directly into the Corporate Plan refresh citing the example of strong leadership in pan Berkshire discussions and the Residents' Survey delivering above benchmark results in many areas. She added that she also supported the proposals for developing new partnerships with new parish councils and noted that Maidenhead was an unparished area and would welcome this going forward.

RESOLVED UNANIMOUSLY that the report and the comments of the Peer Review Team be noted.

The meeting, which began at 7.00 pm, finished at 7.59 pm

CHAIR.....

DATE.....

This page is intentionally left blank

FORWARD PLAN OF CABINET DECISIONS

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Email: democratic.services@rbwm.gov.uk

FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date and name of meeting	Date of Council decision (if required)
17 Budget 2023/24	Open -	To approve the budget to recommend to full Council	Yes	Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot (Councillor David Hilton)	Adele Taylor, Andrew Vallance	External consultation	Cabinet 9 Feb 2023	Council 21 February 2023
Electric Vehicle Chargepoint Implementation Plan	Open -	Presents a plan for scaling up electric vehicle chargepoint provision in the borough, to keep ahead of growing consumer demand for electric vehicles and to help bring down carbon emissions. This final plan reflects the feedback from a public consultation. The report seeks approval for the	Yes	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Chris Joyce	Public consultation	Cabinet 23 Feb 2023	

Agenda Item 5

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		policies in the plan to be adopted, and the actions implemented.						
18 A Vision for Windsor	Open -	A review of current progress featuring end stage summary of vision statement engagement process. Potential options and recommendations for next steps will be presented and approval sought to proceed to next stage.	Yes	Deputy Leader of the Council & Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor (Councillor Samantha Rayner)	Andrew Durrant	Public engagement through several workshops, drop-in sessions and public survey	Cabinet 23 Feb 2023	
Achieving for Children Annual Reserved Ownership Decisions	Open -	As a joint owner of Achieving for Children CIC the Royal Borough is responsible for agreeing the 2023/24 budget for Achieving for Children, the refresh of the Business Plan, the 2023/24 Treasury Plan and a number	Yes	Deputy Chairman of Cabinet & Cabinet Member for Children's Services, Education, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Kevin McDaniel	Discussions with key councillors, officers and budget consultation	Cabinet 23 Feb 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		of procurement decisions.						
19 Datchet Neighbourhood Plan Referendum	Open -	This report seeks approval from Cabinet to delegate authority to the Head of Planning in consultation with the Portfolio holder to allow the Datchet Neighbourhood Plan to proceed to referendum at the earliest practicable opportunity.	No	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Andrew Durrant, Ian Motuel, Adrien Waite	Internal process	Cabinet 23 Feb 2023	
Disposal of Open Space Land, Land at Braywick Park, Maidenhead	Open -	To complete the delegation from Cabinet on 26 November 2020 which approved the release of land and delegated authority to Executive Director of Place, to negotiate draft agreement for lease, for 999 years at a peppercorn rent.	Yes	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Andrew Durrant	Public consultation under Section 123(2A) of the Local Government Act 1972	Executive Director of Place Services 9 Mar 2023	
Building Height and	Open -	There is a	Yes	Cabinet Member for		Internal process	Cabinet	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
20 Tall Buildings Supplementary Planning Document (SPD)		requirement within the adopted Borough Local Plan for the preparation of a new Building Height and Tall Building Supplementary Planning Document (SPD) to support Policy QP3a. This report seeks approval for the adoption of the draft Building Height and Tall Buildings SPD.		Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Andrew Durrant, Adrien Waite		30 Mar 2023	
Disabled Facilities Grant Policy	Open -	Disabled Facilities Grants (DFG's) provide funding to improve accessibility and enable people to remain living independently in their own homes. This policy will set out the mandatory legal framework for DFGs, and how the Council intends to use its powers	No	Cabinet Member for Anti-Social Behaviour, Crime, and Public Protection (Councillor David Cannon), Cabinet Member for Digital Connectivity, Housing Opportunity, & Sport & Leisure (Councillor Ross McWilliams)	Emma Congerton, Tracy Hendren	Formal consultation with all partner agencies	Cabinet 30 Mar 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		under the RRO to provide interventions to promote independent living and wellbeing.						
2023/24 School Condition Works Programme 21	Open -	This report proposes the schemes to be funded in 2023/24 using the School Condition Allocation. This funding is used to maintain the sites and buildings of community and voluntary controlled schools.	No	Deputy Chairman of Cabinet & Cabinet Member for Children's Services, Education, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 30 Mar 2023	
Allocations Policy	Open -	The allocation policy sets out our priorities for how social rented housing in The Royal Borough will be allocated, and the guidelines which determine entitlement and eligibility to that housing for people living in the borough. It also	No	Cabinet Member for Digital Connectivity, Housing Opportunity, & Sport & Leisure (Councillor Ross McWilliams)	Tracy Hendren	Formal consultation with all partner agencies	Cabinet 30 Mar 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		explains what help people can expect from us in meeting their housing needs and sets out the system and processes by which we make nominations for housing owned and managed by our partner registered providers.						
Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) Capital Strategy	Open -	This report provides a draft SEND and AP Capital Strategy, following public consultation on a number of proposals to be included.	No	Deputy Chairman of Cabinet & Cabinet Member for Children's Services, Education, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 30 Mar 2023	
Standards and Quality of Education in Royal Borough schools	Open -	Annual report on progress against the outcomes set by cabinet that highlights overall performance of all pupils in the academic year including the attainment of	No	Deputy Chairman of Cabinet & Cabinet Member for Children's Services, Education, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 30 Mar 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		disadvantaged pupils						
RBWM Sport and Leisure Strategy - Update and Refresh 2022-23	Open -	To present the draft updated Sport and Leisure Strategy for RBWM, following the work undertaken with a range of stakeholders to inform the refresh strategy.	Yes	Cabinet Member for Digital Connectivity, Housing Opportunity, & Sport & Leisure (Councillor Ross McWilliams)	Andrew Durrant	TBC	Cabinet 30 Mar 2023	
Finance Update 23	Open -	Latest finance update	Yes	Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot (Councillor David Hilton)	Andrew Vallance	Internal process	Cabinet 30 Mar 2023	
Lower Mount Farm (Cannondown Road) Stakeholder Masterplan Document	Open -	The report explains the adopted Borough Local Plan requirement for the preparation of Stakeholder Masterplan Documents and summarises the process and outcomes specifically in relation to the Stakeholder Masterplan Document for Lower Mount Farm	No	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Andrew Durrant, Adrien Waite	Internal process	Cabinet 30 Mar 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		(Cannondown Road), Cookham. The report recommends that Cabinet approves the Lower Mount Farm (Cannondown Road) Stakeholder Masterplan Document.						
Swayer's Close Stakeholder Masterplan Document	Open -	The report explains the adopted Borough Local Plan requirement for the preparation of Stakeholder Masterplan Documents (SMD) and summarises the process and outcomes specifically in relation to the Stakeholder Masterplan Document for Sawyer's Close, Windsor. The report recommends that Cabinet approves	No	Cabinet Member for Planning, Parking, Highways & Transport (Councillor Phil Haseler)	Andrew Durrant, Adrien Waite	Internal process	Cabinet 30 Mar 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
		the Sawyer's Close Stakeholder Masterplan Document.						
25 New Shared Service Agreement for the commissioning of Joint Legal Services (JLT)	Open -	A new Shared Service Agreement (a recommendation from the 2019 review) will form the basis on which Joint Legal Team (JLT) is provided by Reading and purchased by the Partners, including the Royal Borough of Windsor and Maidenhead	Yes	Deputy Chairman of Cabinet & Cabinet Member for Children's Services, Education, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Lin Ferguson, Kevin McDaniel	Internal process	Cabinet 30 Mar 2023	
Award of RBWM Leisure Management Contract	Fully exempt - 3	To consider the appointment of the approved bidder in the re-tendering of the Borough's Leisure Management Contract for the next contract period, which is a 12 + 5 year term commencing with effect from 1 August 2023.	Yes	Cabinet Member for Digital Connectivity, Housing Opportunity, & Sport & Leisure (Councillor Ross McWilliams)	Andrew Durrant, Alysse Strachan	Internal process	Cabinet 30 Mar 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Broadband Digital Lines	Open -	The Royal Borough of Windsor and Maidenhead (RBWM) is seeking to replace its site to site broadband circuits and wide area network connections.	Yes	Deputy Leader of the Council & Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor (Councillor Samantha Rayner)	Nikki Craig	Internal process	Cabinet 27 Apr 2023	
26 Home to School Transport Policy	Open -	To seek approval for consultation on the policy	No	Deputy Chairman of Cabinet & Cabinet Member for Children's Services, Education, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Kevin McDaniel	External consultation	Cabinet 27 Apr 2023	
Award of Contract for Adult Social Care Case Management system	Fully exempt - 3	Report to Cabinet requesting approval to award contract for the supply of a case management system	Yes	Deputy Chairman of Cabinet & Cabinet Member for Children's Services, Education, Health, Mental Health, & Transformation (Councillor Stuart Carroll)	Kevin McDaniel	Internal	Cabinet 27 Apr 2023	
Contract for Parking Enforcement, Moving Traffic Enforcement, Environmental Enforcement and Highways	Fully exempt - 3	A report to set out future options for the contracts across the Borough.	Yes	Cabinet Member for Anti-Social Behaviour, Crime, and Public Protection (Councillor David Cannon), Cabinet Member for Planning, Parking, Highways &	Alysse Strachan	Internal	Cabinet 27 Apr 2023	

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Enforcement				Transport (Councillor Phil Haseler)				

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
------	--	-------------------	---------------------------------	---	---	---	--------------------------	--

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

- 1 Information relating to any individual.
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes:
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

Cabinet Forward Plan - changes made since publication on 18.01.23:

Item	Scheduled date	New date	Reason for change
Building Height and Tall Buildings Supplementary Planning Document (SPD)	23.02.23	30.03.23	Delay due to further work needing to be undertaken.
Disabled Facilities Grant	23.02.23	30.03.23	Delay due to further work needing to be undertaken.
Award of Contract for Adult Social Care Case Management system	23.02.23	27.04.23	Delay due to delay procurement process
Broadway Car park – Nicholson Quarter Development update	23.02.23	Deleted	Update only and information will be provided as a briefing
Leisure Management Contract	23.02.23	30.03.23	Delay due to delay procurement process
Determination of admission arrangements	23.02.23	Deleted	No changes to be considered

This page is intentionally left blank

Agenda Item 6

Report Title:	2023/24 Budget
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance and Ascot
Meeting and Date:	Cabinet – 9 February 2023
Responsible Officer(s):	Tony Reeves, Interim Chief Executive Adele Taylor, Executive Director of Resources and S151 Officer Andrew Vallance, Head of Finance and Deputy S151 Officer
Wards affected:	All

REPORT SUMMARY

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 2023/24. 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 savings 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 2023/24.
- 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 2023/24.
- Appendix 7 – Feedback from Overview and Scrutiny Panels / Public Consultation.
- Appendix 8 – Equality Impact Assessments

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 2023/24 Net Budget of £108.075m, consisting of:
 - a. The proposed new growth in service budgets of £10.558m as set out in **Annex C to Appendix 1**;
 - b. The proposed new opportunities and savings of £10.923m as set out in **Annex D to Appendix 1**;
 - c. The associated contribution from Earmarked Reserves of £0.165m, and the level of contingency as £2.380m as set out in paragraph 5.23
- ii) Council Tax:
 - a. A Council Tax Requirement of £87.222m.
 - b. A Band D charge of £1,223.11 for the Royal Borough of Windsor and Maidenhead in 2023/24, reflecting an overall increase of 4.99%, based on:
 - i. A 2.99% increase in base Council Tax taking the charge to £1,060.73 for 2023/24;
 - ii. An additional 2% to reflect an increase in the Adult Social Care Precept which is proposed as £162.38;
 - c. The Special Expenses Precept increases by £1.03 (2.98%) to £35.60 for 2023/24 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 E to Appendix 1**;
- iii) Schools Budget:
 - a. The allocation of the £152.201m Dedicated Schools Grant as set out in **Annex F to Appendix 1**, and delegated authority be given to the Executive Director of People and the S151 officer in consultation with the Cabinet Members for Finance and for Children’s Services, Education, Health, Mental Health and Transformation to amend the total schools’ budget to reflect the actual Dedicated Schools Grant levels once received;
- iv) Delegated authority to the Grants Panel to award community grants (capital and Kidwells Trust) for the 2023/24 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 2023/24 as set out in **Annex A to Appendix 2**.
- ii) Delegated authority is extended to the Executive Director for People, in liaison with the Cabinet Member for Adult Social Care and Maidenhead, to set the Direct Payments Standard Rate.

Appendix 3 – Capital

That Cabinet considers and recommends that Council approves:

- i) The Capital Strategy 2023/24 – 2025/26 as set out in **Annex A to Appendix 3** of this report. A draft was considered by Audit and Governance Committee on 20th October 2022.
- ii) The consolidated Capital Programme for 2022/23 – 2025/26 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 2022/23 to 2023/24 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 2023/24 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 2023/24.A draft was considered by Audit and Governance Committee on 20th October 2022.
- ii) The Council's Treasury Management Policies as set out in **Annex B to Appendix 4** of this report;
- iii) The Council's Prudential Indicators as set out in **Annex C 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 2023/24 as set out in **Appendix 5** of this report.

Appendix 6 – Proposed Pay Award

That Cabinet considers and recommends that Council approves:

- i) Pay awards of 4% from 1 April 2023, and 3% from 1 April 2024, for all staff paid on RBWM local pay scales.
- ii) An increase in Members' Allowances of 4% from 1 April 2023, and 3% from 1 April 2024, in line with the employee pay award, as required by Section 17 of the Members' Allowances Scheme.

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

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

Appendix 8 – Equalities Impact Assessments

That Cabinet considers and has due regard to the contents of Appendix 8 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 2022.
- 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 (£m)	<7.900	> 7.900, < 12.000	> 12.000, <15.000	> 15.000	31 May 2024

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 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 costs and 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 additional recurring expenditure. 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 implications of Adult Social Care reform to still come in the coming years. 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 The implications of the Covid-19 pandemic have continued this year, as well as impacts from the war in Ukraine and the increased cost of living. These events are causing significant demand on services, particularly in the Revenues and Benefits section. 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.
- 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 £10.558m, along with saving and budget reduction opportunities amounting to £10.923m. 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 4.99% within the referendum criteria (including the Adult Social Care precept). This will generate an additional £4.2m which enables the Council to set a balanced budget for 2023/24. The medium term financial plan assumes similar core council tax rises across the life of the medium term, including an Adult Social Care precept.

Structure of the report

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

Table 2: Structure of the report

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 2023/24
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 Public Consultation/Overview and Scrutiny Panels
8	Equalities Impact Assessments

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

Table 3: List of Annexes

Appendix	Annex	Details
1 Revenue Budget	A	Medium Term Financial Plan
	B	Budget by service
	C	Departmental growth
	D	Departmental savings
	E	Special expenses
	F	Dedicated Schools Grant
	G	Budget Equality Impact Assessment
	H	Changes from Draft Budget
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	2022/23 Slippage carried into 2023/24
4 Treasury Management	A	Treasury Management Policies
	B	Performance Indicators
	C	Cashflow Forecast
	D	Economic Outlook
5 Pay Policy	n/a	
6 2023/24 Pay Award	n/a	
7 Consultation Feedback	A	Overview & Scrutiny Panel Minutes
8 EQIAs	n/a	No annexes

5 2023/24 REVENUE BUDGET – APPENDIX 1

Council priorities

5.1 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. During 2023/24 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.

Financial Climate and Funding

- 5.2 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 £70m have been delivered at RBWM as a reflection and response to these funding changes since 2010.
- 5.3 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. We have seen changes in behaviour for some services that may never return to pre-pandemic days, such as the increase of permanent hybrid working impacting on parking income for example. 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.
- 5.4 The impact of higher inflation and interest rates adds further pressure to the finances. The direct impact on the Council is that higher inflation increases the cost of services and increases staff expectations of pay increases. High interest means the cost of borrowing to fund capital schemes increases. For our residents and businesses, they will be feeling similar pressures and this will also impact on the Council's finances overall, whether through changes in people's spending on discretionary services where we levy a fee or charge, through people needing increasing levels of financial support or impacts on our services such as housing and homelessness services.
- 5.5 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, has been postponed yet again, until at least 2025/26, but the timetable for engagement, consultation and implementation remains unclear.
- 5.6 As a result, the Local Government Funding Settlement was again a one-year settlement. The settlement included nearly £4 million of additional grant for 2023/24.

Budget pressures

- 5.7 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 several factors including inflation, Covid-19, demographic changes and pressures beyond the Council's control.
- 5.8 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 4% pay award for staff and Members. Further detail is provided in **Appendix 6**.

- 5.9 The table below summarises the service cost pressures that are reflected in the 2023/24 budget. These are in addition to the full year effect of those pressures included within the current budget. Further detail is provided in **Annex C to Appendix 1**.

Table 4: Service Growth and Pressures

Service Growth and Pressures	£'000
Chief Executive department	20
Adults and Housing	3,949
Children's Services	2,992
Governance, Law, Strategy and Public Health	386
Place	2,760
Resources	276
Corporate and Contingency	175
Total growth and pressures	10,558

Savings Opportunities (including income generation)

- 5.10 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.
- 5.11 Budget reductions of £10.923m are proposed. These are summarised below, with greater detail shown in **Annex D to Appendix 1**. An Equality Impact Assessment (EQIA) where relevant for a saving has been undertaken and these are included in **Appendix 8**.

Table 5: Service opportunities and savings

Department	£'000
Chief Executive department	2
Adults and Housing	4,397
Children's Services	3,081
Governance, Law, Strategy and Public Health	420
Place	1,903
Resources	991
Corporate and Contingency	129
Total opportunities and savings	10,923

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

Summary of the movements in the budget

- 5.13 The Council Tax Requirement proposed for 2023/24 is £87.222m. The Service-related pressures which need to be funded sum to £10.558m, which are offset by savings opportunities and budget reductions to the value of £10.923m. Greater detail is included within **Annex B to Appendix 1**.

- 5.14 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 other ring-fenced government grants.

Changes from the draft budget

- 5.15 The provisional settlement was better than forecast when the budget was set for consultation. Full details of how the settlement compared to our assumptions is set out in Appendix 1, Table 1.
- 5.16 As a result of the extra £3.539 million grant funding, and the public consultation on the budget (see Appendix 7), there have been a number of changes from the draft to the final budget. These are outlined in Annex H to Appendix 1.

Income generation

- 5.17 The majority of the Council's funding comes via Council Tax. The Council Tax Requirement is proposed at £87.222m. This equates to a Band D charge of £1,223.11 when divided by the 70,250 properties within the Taxbase. This represents an increase of £58.12 or 4.99% - in line with the referendum criteria. This is broken down into £34.83 or 2.99% for the general Council Tax element, and £23.29 or 2% for the Adult Social Care Precept.
- 5.18 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 2023/24 is raised by £1.03 (2.98%) to £35.60. Information on the breakdown of this is included within **Annex E to Appendix 1**.
- 5.19 RBWM intends to take advantage of any changes to the ability to charge a premium on Council Tax for long term empty properties and second homes contained within the Levelling Up and Regeneration Bill at the earliest opportunity available.
- 5.20 Income from local businesses is also received through Business Rates. £14.226m is forecast for 2023/24, which is a slight reduction on the current year and reflects changes that we are aware of. In addition, £1.600m will be required to mitigate the deficit on the collection fund. This will be funded from earmarked reserves.
- 5.21 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. The fees and charges were also considered by Corporate Overview and Scrutiny committee during January 2023. **Appendix 2** provides the full details of the individual fees and charges.

Business rates reliefs

The Council intends to continue, as in previous years, to maintain all locally controlled discretionary business rate reliefs for 2023/24.

Schools Budget

- 5.22 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 2023/24 (including Academy schools) is £152.201m, an increase of £11.035m when compared to the 2022/23 Final Settlement.
- 5.23 The deficit brought forward on the Dedicated Schools Grant into 2022/23 was £2.047m. Significant pressure remains in the High Needs block though 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 decrease to £1,850m, 1.3% of the total Dedicated Schools Grant.

Where the Dedicated Schools Grant has a deficit, local authorities, in consultation with the local Schools Forum, are required to submit a recovery plan to the DfE.

- 5.24 **Annex F to Appendix 1** provides more detail about the Dedicated Schools Grant allocations and associated reserves levels.

Risks – Reserves and Contingency

- 5.25 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 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 decisions that may have longer term consequences.
- 5.26 During 2022/23, 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 2022. The budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty.
- 5.27 A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. For 2023/24 this is £2.380m. 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 2023/24 is £0.750m 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.
- 5.28 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.
- 5.29 The level of general reserves is forecast to be at £10.082m on 31 March 2023, along with Earmarked Reserves (excluding schools, Public Health and Better Care Fund) of £5.704m. 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.

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

- 5.30 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.

- 5.31 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.
- 5.32 The Executive Director of Resources (s151 Officer) has assessed the proposed 2023/24 budget and considers:
- a. the estimates in 2023/24 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; and
 - 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 This year inflation is much higher than it has been in recent years. This feeds through to the Council charges when considering the second principle above. In December 2022 the Consumer Price Index (CPI) was 10.7% and the Retail Price Index was 14%. Most fees and charges are proposed to increase by the December CPI rate . Revisions to fees and charges have been consulted upon and considered at Corporate Overview and Scrutiny in January 2023.
- 6.4 The proposed Fees and Charges for 2023/24 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)CPI rate.
- 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 2022/23 – 2025/26 (**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 20th October 2022.
- 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 2023/24 is £45.994m, of which the largest share (£14.156m) relates to ongoing costs of existing major capital schemes. New capital investment amounts to £20.107m. After taking into account funding from a range of sources, the net cost of the 2023/24 programme to be funded from borrowing is £22.702m.
- 7.7 The overall three-year Capital Programme will increase borrowing by £34.383m, of which the largest shares of £29.318m relates to schemes approved in previous years and prior year slippage of £3.665m.

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 20th October 2022.
- 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 £218.6m 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 2023 for the year 2023/24. 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**, will come into effect once the Budget has been approved at full Council on February 21st.

9.3 The Pay Policy Statement has been updated for 2023/24 to reflect:

- The latest structure for 'Chief Officers' (the Council's most senior staff).
- Revised employee numbers.

10 PROPOSED PAY AWARD 2023/24 – 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 4% in 2023 and 3% in 2024. 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 4% is made for 2023, and for 3% in 2024.

11 INTERIM CONSULTATION AND ENGAGEMENT – APPENDIX 7

11.1 A report on the public consultation is attached as **Appendix 7**. This includes summaries of public comments.

11.2 The minutes from Overview and Scrutiny Panels are attached as **Annex A**.

12 EQUALITIES IMPACT ASSESSMENTS – APPENDIX 8

12.1 Equality Impact Assessments (EQIAs) were undertaken for any savings with potential equality impacts. These are attached as **Appendix 8**. They consider the impact upon individuals and groups with legally protected characteristics, and also include an assessment of impact related to socio-economic status. This is not a protected characteristic under law but has been included in the Equality Impact Assessment to

enable a proactive consideration of the potential impacts to individuals living in socio-economic disadvantage.

- 12.2 An overarching Equality Impact Assessment has been carried out for the budget overall. This is attached as **Annex G to Appendix 1**. EQIAs related to specific savings are attached as **Appendix 8**. The overarching EQIA considers the potential cumulative impact upon certain groups and allows for a more contextual understanding of individual savings.

13 LEGAL IMPLICATIONS

- 13.1 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.
- 13.2 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.

14 RISK MANAGEMENT

- 14.1 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.
- 14.2 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.
- 14.3 The budget represents those financial resources that are available to deliver the newly updated corporate strategy and during 2023/24 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.

15 POTENTIAL IMPACTS

- 15.1 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 attached as **Appendix 8**.
- 15.2 A full budget EQIA has been undertaken on the overall budget and is attached as **Annex G to Appendix 1**. Other EQIAs are attached as **Appendix 8**.

16 CONSULTATION

- 16.1 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**.
- 16.2 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**.

17 TIMETABLE FOR IMPLEMENTATION

- 17.1 Residents will be notified of their Council Tax in March 2023. Budgets will be in place and managed by service managers from 1 April 2023.

18 APPENDICES

- 18.1 This report is supported by seven appendices:
- Appendix 1 – Revenue Budget
 - Appendix 2 – Fees and Charges for 2023/24
 - Appendix 3 – Capital Budget
 - Appendix 4 – Treasury Management
 - Appendix 5 – Pay Policy Statement
 - Appendix 6 – Proposed Pay Award
 - Appendix 7 – Feedback from Public Consultation/O and S Panels
 - Appendix 8 – Equalities Impact Assessments

19 BACKGROUND DOCUMENTS

- 19.1 This report is supported by the following background documents:
- MTFS 2023/24 – 2027/28 Report to Council September 2022.
 - Council Tax Base 2023/24 Report to Cabinet December 2022.
 - Draft Revenue Budget 2023/24 Report to Cabinet November 2022
 - Finance Update 2022/23 Report to Cabinet January 2023

20 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	24/1/23	31/1/23
Emma Duncan	Director of Law and Strategy / Monitoring Officer	24/1/23	31/1/23
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	24/1/23	
<i>Other consultees:</i>			

Name of consultee	Post held	Date sent	Date returned
<i>Directors (where relevant)</i>			
Tony Reeves	Interim Chief Executive	24/1/23	30/1/23
Andrew Durrant	Executive Director of Place	24/1/23	27/1/23
Kevin McDaniel	Executive Director of People	24/1/23	25/1/23

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Asset Management & Commercialisation, Finance and Ascot	Yes
---	--	-----

21 REPORT HISTORY

Decision type: Key Decision	Urgency item? No	To Follow item? No
---------------------------------------	----------------------------	------------------------------

Report Author: Andrew Vallance, Head of Finance

1. INTRODUCTION TO THE 2023/24 REVENUE BUDGET

- 1.1 Like many other authorities, the Council continues to face considerable financial challenges from the economic turbulence, including high inflation and interest rates. As well as increasing demand for social care, there also continues to be questions over how much some income budgets will fully recover to pre-pandemic levels.
- 1.2 Unlike many other councils, low levels of reserves and low council tax have made the Council's financial position more challenging when balancing increasing demographic pressures with other service demands.
- 1.3 This appendix sets out the proposed revenue budget for 2023/24. It takes account of the financial settlement for Local Government which was announced on 19 December 2022.

Corporate Priorities

- 1.4 The Council's Corporate Plan for the period 2021-2026, "Building a borough of opportunity and innovation" sets out our overarching strategy and priorities. The Plan sets out the Council's objectives, and the specific goals to be achieved in support of those objectives, over the 2021-26 period.
- 1.5 Our Medium-Term Financial Strategy, and the underpinning Medium Term Financial Plan, are aligned with the priorities set out in the Corporate Plan. The Strategy provides a framework for prioritising resources and taking the difficult budgeting decisions necessary due to the significant uncertainty around funding and the economic environment.
- 1.6 When the Corporate Plan was agreed in November 2021, we agreed to review it after a year. This process is currently under way and will be informed by the changes in the external context, as well as the Council's internal financial position. The review will not change the overarching objectives and priorities of the Council but will reflect the increased pressures on Council finances and the resourcing decisions being considered as part of budget setting. New evidence from the 2022 Residents Survey, 2021 Census and the inequalities project, plus progress and performance against the Corporate Plan goals will also be considered.
- 1.7 The rises in cost of living are putting financial pressure on both our residents, and the Council, and risk driving rises in inequalities within the borough and increasing demand on services. The Council is responding by working with partners to deliver support to mitigate the impacts of cost of living rises. (For more information see our [Here to Help campaign](#).) The more difficult economic climate increases the importance of strengthening our approach to prevention, both to improve outcomes for our residents, and to reduce demand on high cost, high threshold services. Our response to these pressures will be reflected within the Corporate Plan refresh, as well as in the Medium-Term Financial Strategy and Plan.

- 1.8 The Corporate Plan refresh and budget-setting processes are being taken forward in parallel, to ensure that the 2023/24 budget and refreshed Corporate Plan are fully aligned, and together form the framework for planning and decision-making going forward.

Figure 1: Corporate Plan Overview



Financial Climate

- 1.9 Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. It looks likely that this approach will continue. At the same time pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care, as well as housing and homeless services.
- 1.10 Inflation and interest rates are also high which adds further pressure to the finances. Inflation increases the cost of services and increases staff expectations of pay increases. High interest means the cost of borrowing to fund capital schemes increases.
- 1.11 In addition to this, whilst the impact of the pandemic has diminished for some in everyday life, the impact on public services continues. For example, there continue to be pressures in adult social care nursing and residential costs as

hospitals look to protect capacity going through the winter period. Parking income remains under pressure as changing working patterns have resulted in a lower take up of season tickets.

- 1.12 Over recent years all councils have adopted different approaches to address their budget gaps. This has included outsourcing key services and entering 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.

RBWM Financial Context

- 1.13 The Council is on the face of it better placed than some authorities to meet the financial challenges that it faces.
- Relatively low levels of deprivation mean that it does not have the same level of demand for Adult Social Care and Children's Services that some councils have experienced although this does mean that small changes in client numbers can make relatively large differences to budgets.
 - Significant capital assets have enabled it to continue to fund its capital programme at a time when government support for capital schemes has diminished.
 - Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others.
 - A focus on developing other income streams using both the Council's asset base and regeneration activities which, unlike many councils, has not left the authority overexposed to fluctuations in market conditions.
- 1.14 The Council has still had to make significant savings. It has also been able to protect local non-statutory services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models.
- 1.15 In more recent years the Council 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.
- 1.16 The Council has several significant risks that need to be considered as part of its budget and medium-term financial plans and any potential mitigations identified, where possible.
- **Council Reserves are under considerable pressure.** Whilst reserves were strengthened in 2021/22 for 2022/23 they remain low. Reserves should only be used to smooth and mitigate short term impacts as they are one-off sources of funding so should never be relied upon in lieu of a

financially sustainable budget, but they can be used to manage short-term risks whilst longer-term, often transformative, solutions are put in place.

- **The Pension fund deficit** means that a growing share of Council funding is required to cover pension deficits in the future before budget is allocated to services. This is an issue for all local authorities.
- **High inflation.** The cost of goods and services is increasing due to high inflation. Staff will expect salary increases to help with the increased cost of living.
- **Higher interest rates on borrowing.** An increasing share of the Council's budget is required to service debt before money can be spent on day-to-day services. This risk has become more acute this financial year with the rise in interest rates. 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 our ability to increase our funding has been difficult, which is particularly pertinent given a significant proportion (approximately 80%) of our funding comes from council tax that we collect.
- **Growing pressures around Children and Adult Services and other demand led services** have been widening the budget gap further.

Provisional local government finance settlement

1.17 On 19 December 2022 the Department for Levelling Up, Housing and Communities released the provisional local government settlement for 2023/24. This is for one year only and is based on the Spending Review 2021 funding levels, updated for the 2022 Autumn Statement announcements.

1.18 In respect of the main grant funding streams the headline positions are:

Table 1: Funding announced in the provisional settlement

Grant	Assumed in draft budget £m	Provisional settlement £m	Change £m
Social Care Grant	3.725	6.190	2.465
Lower Tier Services Grant	0.192	0	(0.192)
Market sustainability & fair cost of care	0.322	1.116	0.794
Services Grant	0.500	0.494	(0.006)
Revenue support grant	0.002	0.114	0.112
New Homes Bonus	0.000	0.573	0.573
Council Tax Support Grant	0.094	0.000	(0.094)
Independent Living fund	0.113	0.000	(0.113)
TOTAL	4.948	8.487	3.539

- 1.19 The settlement also announced £0.316m of hospital Discharge Funding. However, this is ringfenced for new investment in Adult Social Care and is therefore not included in the table above.
- 1.20 At this stage the Public Health grant is yet to be confirmed and so the budget assumes this remains unchanged.
- 1.21 As a result of the extra £3.539 million grant funding, and the public consultation on the budget (see Appendix 7), there have been a number of changes from the draft budget to the final budget. These are outlined in **Annex H** to this appendix. These changes have also been incorporated in other tables and annexes throughout this report.

2. PROPOSED REVENUE BUDGET 2023/24

- 2.1 The proposed revenue budget is set out in the table below, with more detail on service budgets provided in Annex B.

Table 2: Revenue budget

	22/23 Budget £000	Inflation £000	Savings £000	Growth £000	Other £000	23/24 Budget £000
Chief Executive	231	13	(2)	20	0	262
Adults & Housing	39,820	1,962	(4,397)	3,949	2	41,335
Children's Services	26,798	1,417	(3,081)	2,992	(244)	27,882
GLS&PH	4,161	134	(420)	386	0	4,261
Place	13,326	(53)	(1,903)	2,760	(1,272)	12,859
Resources	5,563	406	(991)	276	181	5,434
Total services	89,898	3,879	(10,794)	10,383	(1,333)	92,033
Central budgets	13,447	0	(129)	175	2,549	16,042
Total net budget	103,346	3,879	(10,923)	10,558	1,216	108,075

Funding	(103,346)	0	0	0	(4,729)	(108,075)
----------------	------------------	----------	----------	----------	----------------	------------------

Budget gap	0	0
-------------------	----------	----------

Budget Growth

2.2 Budget growth in 2023/24 is driven by the following factors:

- Increasing demand and complexity for both Adults and Children's social care.
- High inflation and interest costs increasing pressures on all our partners and suppliers.
- Continuing impact of the pandemic on behaviour, especially in respect of parking services.
- External changes beyond the Council's control, such as changes to grant allocations and additional responsibilities through legislation change.

2.3 The table below summarises the main cost pressures that exceed £0.250m. Further detail is provided in **Annex C**.

Table 3: Service Department Budget Growth above £0.250m

Directorate / Growth Description	£m
Adults & Housing	
Nursing placements	2.567
Residential placements	0.277
Block contracts	0.313
Client contributions to care	0.418
Items less than £0.250m	0.374

Directorate / Growth Description	£m
Sub-total	3.949
Children's Services	
Children in care costs	0.694
Home to school transport	0.352
Unaccompanied asylum-seeking children	0.703
External legal services	0.300
Invest to save: Intensive Support Scheme	0.448
Items less than £0.250m	0.495
Sub-total	2.992
Governance, Law, Strategy & Public Health	
Items less than £0.250m	0.386
Sub-total	0.386
Place	
Tree maintenance	0.454
Parking income season tickets	0.250
Items less than £0.250m	2.056
Sub-total	2.760
Resources	
Items less than £0.250m	0.276
Sub-total	0.276
Other growth	0.195
Total Growth	10.558

Budget Savings

2.4 The table below summarises the main savings that exceed £0.250m. Further detail is provided in **Annex D**.

Table 4: Service Department Budget Savings above £0.250m

Directorate / Saving Description	£m
Adults & Housing	
Reablement for all	(0.300)
Right-sizing care with wider support	(0.250)
Promote independence	(0.250)
Charging recipients of Adult Social Care	(0.350)
Review of partner contributions for support	(0.250)
Line by line budget review	(0.409)
Review policies for access to care	(0.670)
Review Optalis agency use and establishment	(0.600)
Items less than £0.125m	(1.318)
Sub-total	(4.397)
Children's Services	
Children in care costs	(0.694)

Directorate / Saving Description	£m
Children in care placement review	(0.375)
Reduction in reliance on external legal services	(0.300)
Unaccompanied Asylum Seeker Children	(0.500)
Impact of SEND best value review	(0.250)
Items less than £0.250m	(0.962)
Sub-total	(3.081)
Governance, Law, Strategy & Public Health	
Items less than £0.250m	(0.420)
Sub-total	(0.420)
Place	
Line by line review of budget	(0.366)
Public transport subsidies	(0.350)
Transformation programme	(0.250)
Items less than £0.250m	(0.937)
Sub-total	(1.903)
Resources	
Line by line review of budget	(0.275)
Items less than £0.250m	(0.716)
Sub-total	(0.991)
Other savings	(0.131)
Total Savings	(10.923)

Council Tax

- 2.5 Approximately 80% of funding for the Council is from Council Tax paid by residents.
- 2.6 In November 2022, Cabinet set the Council Tax Base at 70,250.20 properties, an increase of 513.88 (0.74%) over the 2022/23 base. The Council is projecting a collection rate of 99.5%.
- 2.7 The overall Council Tax Requirement has been calculated at £87.222m for the 2023/24 financial year.
- 2.8 This gives rise to a Band D charge for 2023/24 at £1,223.11, which equates to an increase of £58.12 or 4.99%. the charge can be broken down as follows:
- £1,060.73 General Band D Charge, an increase of 2.99%.
 - £162.38 Adult Social Care Precept, an increase of 2%.
- 2.9 The Council projects that there will be a deficit of £1.989m on the Council Tax Collection Fund in 2022/23 to be distributed to the major precepting bodies. The share for the Royal Borough is £1.580m and this has been taken into account within the budget for 2023/24.

Special Expenses

- 2.10 Windsor and Maidenhead towns are not covered by parish councils and where the Council delivers services specific to these areas this is charged as a Special Expense. **Annex E** details these.

Service Income

- 2.11 The Council provides a wide range of services and the ability to charge for some of these services is a key funding source to support the cost of providing the service.
- 2.12 Some fees and charges are statutory, such as planning fees which are set nationally. Others, such as Adult Social Care, the Council has little discretion over and increases are determined by factors such as the pensions triple lock or increases in welfare benefits. Similarly, rental income from Temporary Accommodation is largely dependent on changes to the Local Housing Allowance set by the DWP.
- 2.13 Other charges are discretionary, and the Council can choose to set the level. Where this is the case, the following principles have been used:
- **Charges should be broadly in line with other neighbouring councils.** Where possible, benchmarking has been completed to ensure this is the case.
 - **Charges should reflect cost increases incurred by the Council.**
 - **Charges should recognise demand for the service.** In some cases, increasing charges can have a negative impact on overall income.
- 2.14 This year inflation is much higher than it has been in recent years. This feeds through to the Council charges when considering the second principle in the paragraph above. In December 2022 the Consumer Price Index was 10.7% and the Retail Price Index was 14.0%.
- 2.15 Table 5 details the Council's significant estimated fees and charges income streams for 2023/24. Note that the figures in the table increase savings and growth where relevant. Appendix 2 details the full list of proposed fees & charges for 2023/24.

Table 5: Fees & charges budgeted income for 2023/24

	22/23 Budget £000	23/24 Draft Budget £000	Budget change %
Parking Services	(10,272)	(11,087)	7.93%
Adult Social Care	(10,450)	(10,914)	4.44%
Property services	(4,342)	(4,469)	2.92%
Planning services	(2,111)	(2,753)	30.39%
Highways	(1,465)	(1,679)	14.63%
Housing	(1,253)	(1,290)	2.99%

Waste & Highways Environmental	(1,102)	(1,208)	9.66%
--------------------------------	---------	---------	-------

Schools Budget

- 2.16 The Dedicated Schools Grant is made up of four blocks of funding: Schools, High Needs, Early Years and the Central School Services block.
- 2.17 The provisional settlement for 2023/24 (including Academy Schools) is £152.201m, an increase of £11.035m when compared to the 2022/23 final settlement. **Annex F** provides more detail about the Dedicated Schools Grant allocations and associated reserves levels.

Reserves and Contingency

- 2.18 The Council 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.
- 2.19 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.
- 2.20 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.
- 2.21 For all councils, reserves should be there to mitigate and smooth out the impact of financial shocks in the short term given they are one-off sources of funding and sustainable savings would always need to be found to address ongoing levels of activity.
- 2.22 Two types of reserve are held:
- General Reserves – which are unringfenced. The minimum level of these are set by the Chief Finance (section 151) Officer annually reflecting the forthcoming risks. For 2023/24, £7.9m has been deemed to be the minimum level.
 - Earmarked Reserves – specific reserves that have been set aside for a particular purpose, for example to fund the deficit on the collection fund or to ringfence unspent Public Health monies for future years. 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.
- 2.23 The projected value of General Reserves at 31 March 2023 is £10.082m.

3. S151 OFFICER'S STATEMENT ON THE ROBUSTNESS OF THE ESTIMATES AND THE ADEQUACY OF THE 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 Officer (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 Officer (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 Officer (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.

Robustness of financial estimates

- 3.5 The budget is set in a period of considerable economic uncertainty. Estimates are based on the most current information available, but it is important that the Council is aware of the significant risks it faces in terms of central government funding and business rates in the medium-term, especially given the Business Rate revaluation that is currently taking place, ready for the start of 2023/24.
- 3.6 The ongoing impact and consequences of how services have been impacted by the pandemic and subsequent recovery activity, along with volatility in inflation and interest rates has made it even harder to plan with a high degree of certainty.
- 3.7 Every attempt has been made to identify all the pressures that will impact on the 2023/24 budget including consideration of previous years' estimates and outturn positions as well as activity in 2022/23. A thorough review has taken place of existing Council spending that takes into account:
- Current spending and service activity levels and predicted changes in these over the medium term
 - The approved Corporate Plan and the necessary resources to deliver our priorities
 - Pressures on the delivery of income targets and an understanding of the causes of variation.

- The ability to generate / collect income particularly in a period of uncertainty.
 - An understanding of the overall volatility within the system.
- 3.8 Given the level of savings identified the Council needs to assure itself that there are robust plans and processes to deliver and report on the delivery of savings during 2023/24.
- 3.9 Budget monitoring reports track and monitor the delivery of savings proposals. Appropriate actions taken to mitigate any delivery issues are monitored through this process.
- 3.10 During 2022/23 we invested in our finance business partnering capacity and have focussed on ensuring that there are greater links between activity and financial implications, to be able to identify as early as possible any variations between expected and actual spend. Early indications of any variations allows sufficient time to take appropriate mitigating actions.
- 3.11 Throughout the budget report key financial risks have been highlighted, but the most significant for 2023/24 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.
 - Interest rates on borrowing – interest costs have been estimated utilising our Treasury Advisors, Arlington Close, and our own professional judgement.
 - Demographic and other service pressures in demand led services – budgets have been set with regard to current activity levels and, where feasible to do so, future estimates of demand. Volatility is to be expected in many budgets and this is a consideration when determining the contingency budget.
- 3.12 **The Chief Finance Officer (Section 151 Officer) considers the estimates in 2023/24 to be robust subject to the risks set out in this report.**
- Adequacy of reserves**
- 3.13 In comparison to other unitary councils, the level of reserves held by RBWM remains low although the position has improved since the previous year's budget and over the last few years. The Council's general reserves at 31 March 2023 are forecast to equate to 9% 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 (so somewhere between £11m - £16m)
- 3.14 The Revenue Budget contains a contingency sum of £2.380m to deal with any in-year matters that cannot be funded in any other way. Part of our longer-term

financial sustainability strategy is that if any of this amount is not required in-year, this can be set aside at the end of the financial year to move the Council closer to its optimum general reserve levels.

- 3.15 One area of risk is that there is currently a deficit brought forward on the Dedicated Schools Grant into 2022/23 of £2.047m though this is forecast to reduce to £1.850m in 2023/24. Although a recovery plan is in place, there remains significant pressure in the High Needs block. The Council works closely with Schools through the Schools Forum as a joint approach to managing education resources. There exists a statutory override of accounting treatment for all councils that mean this deficit does not have to be accounted for within revenue budgets during the budget period.
- 3.16 Other risks that the Council may face in the medium term that have been considered in forming the overall judgement include:
- the robustness of the budget estimates including assessment of the impact of demographic growth;
 - levels of debt and an assessment of its recoverability;
 - the Pension Fund deficit; (noting that the results of the Triennial Review have been included for 2023/24)
 - the current position of Council partners and contractors;
 - the ongoing impact of the recovery of income post pandemic;
 - The impact of the cost of living crisis on our residents, businesses and the council
 - potential natural or other disasters that may impact on our local residents and businesses;
 - infrastructure failure;
 - inflation and interest rates volatility; and
 - Adult Social Care reforms, though these are now delayed until 2025.
- 3.17 **Given the projected levels of reserves, the Chief Finance Officer (Section 151 Officer) considers the levels 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.**
- 3.18 The Chief Finance Officer (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 Officer (Section 151 Officer) issuing a Section 114 notice.

4. MEDIUM TERM FINANCIAL PLAN

- 4.1 **Annex A** details the updated Medium Term Financial Plan. This assumes Council Tax is increased by the referendum limit and the Adult Social Care Precept is also added in each subsequent year. Table 6 details the estimated budget gap.

Table 6: Medium term Financial Plan Budget Gap

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Budget gap	0	2.618	6.610	0.782	0.148

Sensitivity analysis

- 4.2 Each 1% of Council Tax raises £0.831m in 2023/24. Due to compounding, the funding raised by a percentage increase in future years raises more. Conversely, if Council Tax is not increased future percentage increases raise fewer funds than had they been so.
- 4.3 Each 1% of pay, including staff in Optalis and AfC, costs £0.514m in 2023/24.

5. CLOSING THE FUTURE BUDGET GAP

- 5.1 The immediate challenge has been to close the budget gap to enable the Council to set a balanced budget for 2023/24. Legally, the Council must balance the financial year in which it is going into and should consider the resources it has over the medium term.
- 5.2 There is considerable uncertainty around the size and scale of future budget gaps and a lot of this will depend on final Government funding decisions. While there is always room to be more efficient, the Council is already a low spending council which constrains it from reducing costs easily.
- 5.3 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.
- 5.4 Future savings plans will need to continue to focus on more transformative savings measures.
- 5.5 The Council agreed a revised Medium Term Finance Strategy at Full Council in September 2022. It contained 6 objectives on how the Council will manage its resources over the medium to long term, aligned with the corporate plan principles. These are:
- Empower and enable individuals, communities, and businesses to maximise their potential.
 - Invest in prevention and intervene early to address problems before they escalate.
 - Shape our service delivery around our communities' diverse needs and put customers at the heart of all we do.

- Make the most effective use of resources – delivering the best value for money.
- Promote awareness of a sustainable and biodiverse environment across all our decision making.
- Promote health and wellbeing, and focus on reducing inequalities, across all areas.

5.6 Annex A details an updated Medium Term Financial Plan that reflects this proposed budget.

5.7 In developing the budget for 2023/24 consideration has also been given to how to manage Council resources in the medium to long term by defining areas to explore through specific projects that will help shape resource requirements in future years. These include:

- Making more efficient use of our physical assets.
- Regeneration and placemaking impacting on our service demands.
- Prevention, demand management and partnership working.
- Reprioritisation of services that do not impact on corporate plan.
- Income review including fees and charge, external funding, and debt management.
- Transformation of services.
- External funding including CIL/S106.

5.7 Underpinning the management of our resources both in the short and medium term is working to manage demand in our services for the most vulnerable in our community, especially Children’s and Adults services.

5.8 Working with our partners especially around preventative measures will ensure that we can look to be a more financially sustainable council but just as importantly, provide improved outcomes for our those in our community who may need additional support. Whilst work has already started to deliver savings and service changes that will impact in 2023/24, this remains a focus over the medium term and fully aligns with our Corporate Plan outcomes.

6. ANNEXES

6.1 The following annexes accompany this appendix.

ANNEX	Title
A	Medium Term Financial Plan
B	Budget by service

C	Departmental growth
D	Departmental savings
E	Special expenses
F	Dedicated Schools Grant
G	Budget equality impact assessment
H	Changes to the draft budget

MEDIUM TERM FINANCIAL PLAN	2023/24	2024/25	2025/26	2026/27	2027/28	Notes
	£'000	£'000	£'000	£'000	£'000	
SERVICES BASE BUDGET	89,898	92,033	94,986	93,521	99,662	
Inflation						
- Pay (excludes DSG funded, include increase in pension contribution)	1,237	792	816	840	865	1
- Utilities (water, gas, electricity)	368	278	333	400	480	
- Contract inflation (includes AfC and Optalis pay)	5,440	5,603	4,386	3,761	3,889	2
- Fees & charges	(2,284)	(562)	(573)	(584)	(596)	
- Adult Social Care client charges	(882)	(258)	(264)	(271)	(278)	
Growth	10,383	2,000	2,200	2,300	2,400	
Savings	(10,794)	0	0	0	0	
Removal of one-off COVID budgets	(1,092)	0	0	0	0	
Changes in government grants	(136)	(5)	0	0	0	
Full year effect of previously agreed savings / pressures	(105)	(2,278)	(1,753)	477	(513)	
Service Base Budget Before Savings	92,033	97,604	100,131	100,444	105,909	
Budget surplus / (gap)	0	(2,618)	(6,610)	(782)	(148)	
Service Net Expenditure	92,033	94,986	93,521	99,662	105,761	
NON-SERVICE BUDGETS						
Corporate Budgets and Contingency	2,895	2,420	2,420	2,420	2,420	
Interest received	(1,152)	(805)	(754)	(748)	(745)	
Interest paid	6,592	8,571	8,066	7,078	6,349	
Minimum revenue provision	3,139	3,499	3,772	3,890	3,804	
Other non-service costs	168	168	168	168	168	
Pension costs including past deficit	4,400	4,570	4,750	4,750	4,750	
Total Non-Service Budget	16,042	18,423	18,422	17,558	16,746	
TOTAL EXPENDITURE	108,075	113,409	111,943	117,220	122,507	
NON-COUNCIL TAX FUNDING						
NNDR	(14,226)	(13,517)	(12,767)	(12,017)	(12,017)	3
Income from trading companies	(260)	(260)	(260)	(260)	(260)	
Non-ringfenced grants	(8,802)	(8,302)	(3,000)	(3,000)	(3,000)	
Transfer (surplus)/deficit Collection Fund	1,600	1,000	1,000	0	0	
Transfer to (from) earmarked reserves	(165)	0	0	0	0	
Transfer to (from) general reserves	1,000	0	0	0	0	
Total non-council tax funding	(20,853)	(21,079)	(15,027)	(15,277)	(15,277)	
COUNCIL TAX	(87,222)	(92,330)	(96,916)	(101,943)	(107,230)	
TOTAL FUNDING	(108,075)	(113,409)	(111,943)	(117,220)	(122,507)	
COUNCIL TAX	£	£	£	£	£	
Adult Social Care Precept	162.38	186.84	212.53	239.49	267.80	
Council Tax at Band D	1,060.73	1,097.30	1,135.70	1,176.01	1,218.33	
Special Expenses	35.60	36.67	37.76	38.89	40.06	
Total Council Tax	1,258.71	1,320.81	1,385.99	1,454.39	1,526.19	
	No. Band D properties	No. Band D properties	No. Band D properties	No. Band D properties	No. Band D properties	
Council Taxbase	70,250	70,550	70,700	70,850	71,000	4
Unparished Taxbase	36,481	36,781	36,931	37,081	37,231	4
ASSUMPTIONS						
CTAX increase (%)	2.99%	2.99%	2.99%	2.99%	2.99%	
ASC precept (%)	2.00%	2.00%	2.00%	2.00%	2.00%	
Pay inflation (%)	4.00%	3.00%	3.00%	3.00%	3.00%	
Utility inflation (%)	62.00%	20.00%	20.00%	20.00%	20.00%	
Contract inflation not linked to CPI / RPI (%)	Actual	6.50%	4.50%	3.50%	3.50%	
Fees & charges inflation (%)	Actual	2.00%	2.00%	2.00%	2.00%	
Adult Social Care Income (usually related to pensions / benefits) (%)	10.00%	2.50%	2.50%	2.50%	2.50%	
Growth in tax base (Band D properties)	500	300	150	150	150	
Bank of England base rate	4.19%	3.78%	3.50%	3.50%	3.50%	
Government Grant inflation	Actual	0.00%	0.00%	0.00%	0.00%	

NOTES

1. Pay inflation excludes staff in Optalis and AfC. It includes in 23/24 the increase in the employers contribution rate from 15.1% to 16.6% from 2023/24.
2. Contract inflation includes pay inflation related to Optalis and AfC staff.
3. Reflects the regeneration of Maidenhead and the reduction in projected business rates as a result (estimated).
4. Assumes growth in taxbase Band D properties - see assumptions above.

BUDGET BY SERVICE

	2022/23	Reversal of Covid budgets	Full year impact of prior year savings and growth	Inflation	Inflation on fees & charges	Savings	Growth	Changes to grants and non-service budgets	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHIEF EXECUTIVE	231	0	0	13	0	(2)	20	0	262
ADULTS AND HOUSING									
Director of People Services	140	0	0	10	0	(2)	0	0	148
Adult Social Care	35,811	0	0	2,722	(882)	(3,452)	3,575	113	37,887
Safeguarding, coroners and out of hours service	1,187	0	14	13	(1)	(116)	121	0	1,219
Housing	2,626	0	0	127	(37)	(825)	253	(125)	2,018
Transformation and systems	56	0	0	14	(4)	(2)	0	0	64
Total Adults and Housing	39,820	0	14	2,886	(924)	(4,397)	3,949	(12)	41,335
CHILDREN'S SERVICES									
Director of Children's Services	(58)	0	0	1	0	(0)	0	0	(57)
Children's Social Care	26,857	0	(74)	1,416	0	(3,081)	2,992	(170)	27,939
Dedicated Schools Grant Expenditure	73,004	0	0	0	0	0	0	5,552	78,556
Dedicated Schools Grant	(73,004)	0	0	0	0	0	0	(5,552)	(78,556)
Total Children's Services	26,798	0	(74)	1,417	0	(3,081)	2,992	(170)	27,882
GOVERNANCE, LAW, STRATEGY AND PUBLIC HEALTH									
Director of Governance, Law, Strategy and Public Health	85	0	(50)	11	0	(2)	0	0	44
Strategy, Commissioning & Procurement	1,100	0	0	54	(14)	(143)	0	0	997
Governance	2,090	0	50	86	(28)	(79)	291	0	2,410
Legal Services	886	0	0	31	(5)	(6)	95	0	1,001
Public Health - spend	4,166	0	0	0	0	(190)	0	0	3,976
Public Health grant	(4,166)	0	0	0	0	0	0	0	(4,166)
Total Governance, Law, Strategy and Public Health	4,161	0	0	182	(48)	(420)	386	0	4,261
PLACE									
Director of Place	169	0	0	12	0	(267)	0	0	(86)
Communities	(956)	(592)	(65)	50	(0)	(100)	434	0	(1,229)
Health Partnerships, Community Resilience & Development	244	0	0	13	0	(2)	0	0	255
Infrastructure, Sustainability & Transport	3,894	0	(56)	177	(15)	(913)	200	0	3,287
Neighbourhood Services	8,634	(500)	(59)	1,463	(1,394)	(464)	1,622	0	9,303
Planning	1,342	0	0	154	(513)	(157)	504	0	1,330
Total Place	13,326	(1,092)	(180)	1,869	(1,921)	(1,903)	2,760	0	12,859
RESOURCES									
Director Resources	152	0	0	11	0	(2)	0	0	162
Finance	1,532	0	0	89	(19)	(491)	32	(50)	1,093
Human Resources, Corporate Projects & ICT	3,193	0	(46)	166	(41)	(116)	128	0	3,284
Revenues, Benefits, Library & Resident Services	3,858	0	100	265	(44)	(224)	116	96	4,167
Housing Benefit	(320)	0	0	0	(57)	0	0	0	(377)
Property Service	(2,853)	0	81	148	(113)	(158)	0	0	(2,894)
Total Resources	5,563	0	135	679	(273)	(991)	276	46	5,434
Total Service Budgets	89,898	(1,092)	(105)	7,045	(3,166)	(10,794)	10,383	(136)	92,033
CORPORATE AND CONTINGENCY									
Contingency	2,379	0	0	0	0	(24)	0	26	2,380
Leader's Transformation	0	0	0	0	0	0	175	0	175
Other miscellaneous costs	105	0	0	0	0	(105)	0	340	340
Total Corporate and Contingency	2,483	0	0	0	0	(129)	175	366	2,895
OTHER NON-SERVICE BUDGETS									
Interest received	(249)	0	0	0	0	0	0	(903)	(1,152)
Interest paid	2,537	0	0	0	0	0	0	4,055	6,592
Minimum revenue provision	3,797	0	0	0	0	0	0	(658)	3,139
Pension deficit recovery contributions	4,311	0	0	0	0	0	0	89	4,400
Other miscellaneous costs	568	0	0	0	0	0	0	(400)	168
Total Other Non-Service Budgets	10,964	0	0	0	0	0	0	2,183	13,147
Net budget	103,346	(1,092)	(105)	7,045	(3,166)	(10,923)	10,558	2,413	108,075
Funding									
Business rates	(13,334)	0	0	0	0	0	0	708	(12,626)
Propco dividend	(210)	0	0	0	0	0	0	(50)	(260)
Government grants	(5,948)	0	0	0	0	0	0	(2,854)	(8,802)
Contribution to / (from) earmarked reserves	(1,361)	0	0	0	0	0	0	1,196	(165)
Contributions to general reserves	0	0	0	0	0	0	0	1,000	1,000
Council tax	(82,493)	0	0	0	0	0	0	(4,729)	(87,222)
Total Funding	(103,346)	0	0	0	0	0	0	(4,729)	(108,075)
Total	0	(1,092)	(105)	7,045	(3,166)	(10,923)	10,558	(2,316)	0

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan
AHH01G	Adult Social Care spot-purchased nursing placements	Councillor David Coppinger	Adults & Housing	Adult Social Care	There has been an increase in the number of adults requiring nursing care. This is net of client contributions and is based on current levels of demand, making no assumptions about future trends.	E	2,567	2,567	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
AHH02G	Adult Social Care residential spot-purchased placements	Councillor David Coppinger	Adults & Housing	Adult Social Care	Increase in number of adults requiring residential care. This is net of client contributions and is based on current levels of demand, making no assumptions about future trends.	E	277	277	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
AHH03G	Block contract for residential and nursing placements	Councillor David Coppinger	Adults & Housing	Adult Social Care	There is a shortfall on the current budget for the nursing and residential block contracts. This includes realignment of the budget for Clara Court and Queens Court to match the contractual obligations with Care UK who run the homes.	E	313	313	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
AHH04G	Client contributions to Adult Social Care	Councillor David Coppinger	Adults & Housing	Adult Social Care	The current level of income from people paying for their care remains below budget. This budget growth is based on current forecasts of receipts.	E	418	418	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
AHH05G	Hackney Carriage License Income	Councillor David Cannon	Adults & Housing	Trading Standards & Licensing	Current data shows there has been a significant reduction in License Renewals.	E	120	120	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
AHH06G	Information Advisory Service (IAS)	Councillor David Coppinger	Adults & Housing	Commissioning & Support	The Information Advice and Support Service is a statutory service that that provide information, advice and support to disabled children and young people, and those with SEN, and their parents/carers. It has been largely funded by the DSG Central Block and external grants. The DSG Central Block funding has been reduced by 20% each year since 2019 and the grant opportunities have ceased. In the years 2021-22 and 2022-23 the expenditure has been supported by a unspent grant money which has now depleted.	E	61	61	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
AHH07G	Coroners joint arrangement	Councillor David Coppinger	Adults & Housing	Adult Social Care	The coroners services is a joint arrangement with costs split across Berkshire authorities. The Council have been notified of cost pressures in this service.	E	60	60	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
AHH08G	Private Landlord Housing Liaison Officer	Councillor David Coppinger	Adults & Housing	Housing	An additional officer to support those in temporary accommodation.	E	39	39	0	0	0	0	THRIVING COMMUNITIES. A ladder of housing opportunity, to support better life chances for all.
AHH09G	Air Quality Monitoring	Councillor Donna Stimson	Adults & Housing	Environmental Health & Protection	Additional air quality monitoring. Two air quality monitoring units plus equipment to identify where best to place these. In year one there will be capital spend funded from revenue, in subsequent years this reduces to just the operating cost of the units.	D	14	94	(80)	0	0	0	INSPIRING PLACES. Taking action to tackle climate change and its consequences, and improving our natural environment.
TOTAL ADULTS AND HOUSING GROWTH							3,855	3,949	(80)	0	0	0	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan	
								2023/24	2024/25	2025/26	2026/27	2027/28		
							£'000	£000	£000	£000	£000	£000		
CHI01G	Independent Fostering Panel increased capacity and pay award	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	The increase in panel advisor rates is required to be in line with local market rates and the increase capacity is required to meet statutory duties of support.	E	16	16	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI02G	Children in Care estimated future demand	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	The estimated increased cost of supporting children in care including accommodation and direct support costs.	D	694	694	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI03G	Development of financial support and processes	Councillor Stuart Carroll	Children's Services	Business Services	Development of financial support including automated reporting on the finance system and business partnering models.	E	25	25	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI04G	Fostering recruitment strategies	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	The recruitment of additional foster carers including an enhanced benefits package to improve recruitment and retention; additional capacity be built into the Fostering Service to ensure the recruitment and marketing of foster care is appropriately resourced; capacity to train new social workers, support ongoing development and ensure best practice is applied across the service; increase foster carer rates which will support better recruitment and retention.	E	157	157	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI05G	Home To School Transport	Councillor Stuart Carroll	Children's Services	Education/ Special Educational Needs	Pressure on the Homes to School Transport budget including the impact from discontinued bus services; increased numbers of children with Education, Health and Care Plans and refugees.	E	352	352	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI06G	New Case Management System	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Development and implementation of a new Case Management System including licences, hosting and employee costs. This new system will require less officer time inputting and extracting data enabling greater focus on priority activities.	E	500	200	230	50	10	10	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI07G	Education Welfare Service Funding	Councillor Stuart Carroll	Children's Services	Education Welfare	Changes in legislation removing the ability to offer Education Welfare Service to schools on a traded basis.	E	128	75	53	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI08G	Unaccompanied asylum seeking children	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Pressure on the unaccompanied asylum seeking children budget including a change in the age profile of asylum seekers that will reduce the amount of grant funding; the impact of the National Transfer Scheme reflecting the additional accommodation costs and a new team required to meet this materially incremental demand.	E	713	703	10	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI09G	External Legal Services	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Increased volume and complexity of cases resulting in prolonged legal proceedings.	E	300	300	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI11G	INVEST TO SAVE: Intensive Support Team	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Investment in an Intensive Support Team to transform the support provided to children and young people on the edge of care; whilst they are in care and supporting them to leave care. This initiative will help control the number of children coming in to care and requiring longer term more costly interventions.	D	(58)	448	(356)	(50)	(50)	(50)	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
CHI12G	INVEST TO SAVE: Project Officer	Councillor Stuart Carroll	Children's Services	Education / Service Wide	Project Officer post to build project capacity and maximise income generation opportunities across the service.	D	(18)	22	(10)	(10)	(10)	(10)	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
TOTAL CHILDREN'S SERVICES GROWTH								2,809	2,992	(73)	(10)	(50)	(50)	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan	
								2023/24	2024/25	2025/26	2026/27	2027/28		
							£'000	£000	£000	£000	£000	£000		
GLS01G	Scrutiny Officer	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The LGA Peer Review in January 2022 recommended that dedicated scrutiny support 'would ensure timely responses and improve the quality of reports and briefings to support an effective scrutiny function.' It also recommended a review of the structure of Health O&S. Both recommendations were approved by Cabinet in March 2022. The proposal is therefore to recruit an officer to undertake the statutory role of Scrutiny Officer and provide support to both Members and officers to improve the effectiveness of the scrutiny function including the refreshed health scrutiny function. The Democratic Services Officer post is a career-graded post with level 3 already including the statutory role of Scrutiny Officer therefore the grading has already been set as grade 7 £0.034-£0.037m; the growth bid is for this amount plus on-costs (£25%).	E	45	45	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
GLS03G	Member Induction, Training and Development 2023	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	To enable a comprehensive induction and development programme for Members after the local elections May 2023. One-off bid.	D	0	5	(5)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
GLS04G	Local elections 2023	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The costs of running local elections fall to the council (unlike e.g. parliamentary elections where costs are recovered from central government). The anticipated total cost is £0.216m. However there are three important caveats: -This figure could rise to £0.246m if we needed to undertake covid mitigations such as were required for the PCC elections in May 2021. -This figure could fall if any parish elections are contested as some costs are then shared with parishes. For example if all parishes were contested we would save £0.041m. If 6 parishes were contested (as happened in 2019) we would save £0.009m. -We do not yet have the full picture of the impacts of the Elections Bill /voter ID and any associated costs.	E	0	206	(206)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
GLS05G	Schools DPO buyback service	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The income target for the Schools DPO service is unachievable due schools opting to procure the service from new suppliers entering the market at significantly lower costs. The structure of the offer from RBWM was revised for 2022/23, offering a two tier service to try to increase demand but this has not been successful.	D	25	25	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
GLS06G	Annual canvass - staffing costs	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The staffing budget for the annual canvass was removed in 2019/20 (it is not clear why). This has not had an impact for the canvass in 2020 and 2021 as covid restrictions limited the work of canvassers to telephone contact. However, as those restrictions are now lifted the council has a responsibility to make in person visits to properties that have not responded to the annual canvass through any other communication method (email, letter, telephone).	E	10	10	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
GLS07G	Two Member Case workers & Executive Support apprentice	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The LGA Peer Review in January 2022 recommended that the council 'Put in place stronger support for member casework that provides consistency and timeliness of response across all council functions. This will help members to carry out their ward work more efficiently and maintain residents' confidence that their issues are being dealt with.' The new posts will deal with ward work, and also help service areas in efficiently responding to Member queries and requests for information.	D	95	95	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
TOTAL GLS&PH GROWTH								175	386	(211)	0	0	0	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan
								2023/24	2024/25	2025/26	2026/27	2027/28	
							£'000	£000	£000	£000	£000	£000	
PLA01G	Leisure Centre rent concession income	Councillor Ross McWilliams	Place	Communities / Neighbourhoods / Partnerships	The income expected in 2023/24 is lower than expected due to changes in behaviours and patterns of use post Covid.	D	194	194	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
PLA02G	Public transport subsidies	Councillor Phil Haseler	Place	Infrastructure, Sustainability & Transport	Recent challenges for bus operators have resulted in a substantial increase in costs, without bus fare income returning to pre-covid levels. This will result in upward pressures on supported services costs. The borough will not be able to maintain the existing supported services with either a loss of some services or a significant reduction in service quality on a number of routes if the budget remains at 2022/23 level.	D	200	200	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA03G	Tree Maintenance and Inspections	Councillor Phil Haseler	Place	Planning	Funding required including: - Unplanned maintenance of trees owned by the borough. It is considered risks are increasing due to change to climate; and - Undertake pro-active inspections including the necessary maintenance works.	E	454	454	0	0	0	0	INSPIRING PLACES. Taking action to tackle climate change and its consequences, and improving our natural environment.
PLA04G	Section 81 works extra resource	Councillor Phil Haseler	Place	Neighbourhood Services	Self funding is delayed to 2024/25 instead, resource required and include will be part of re-letting the Volker contract as from April 2024.	D	0	75	(75)	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA05G	Highways and Streetworks software	Councillor Phil Haseler	Place	Neighbourhood Services	Annual licence renewal CONFIRM IT asset management software used by the Highway Services department.	E	88	88	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA06G	Parking Income season tickets	Councillor Phil Haseler	Place	Neighbourhood Services	Due to ongoing impact of post COVID changes, parking season tickets are not likely to recover to pre covid levels within 2023/24. This is especially relevant with the changing demand for season tickets as people are working from home more on a permanent basis.	E	250	250	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA07G	Car Parks	Councillor Phil Haseler	Place	Neighbourhood Services	Additional funding required for: - maintaining the fabric of car park buildings across the Borough; and - increasing in service charges for Hines Meadows car park's.	E	210	210	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA08G	Fly Tipping	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	The current Street Cleansing contract includes a maximum number of removing fly tipping across the Borough. This has proven to be insufficient as a result of a large increase for a number of years now. Therefore, additional funding is required to remove all illegal deposits of any waste onto public land, in a timely manner to keep the borough clean and tidy.	E	100	100	0	0	0	0	INSPIRING PLACES. Taking action to tackle climate change and its consequences, and improving our natural environment.
PLA09G	Tivoli Contract	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	As a result of negotiations held with contractor Tivoli, additional funding is required, covering labour, fuel and waste disposal to allow the contractor and carry out specified works.	E	150	150	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA10G	Burials income reversal	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	Burials income target was increased for 21/22 (for 1 year only) and is not being met, as burial income has not increased in line with the target, due to a move to interments rather than burials and a decreased death rate following Covid.	E	10	10	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
PLA11G	Neighbourhood Services Resourcing	Councillor Phil Haseler	Place	Neighbourhood Services	Additional investment in four Environmental Enforcement Officers.	D	200	200	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA12G	Free car parking extension	Councillor Phil Haseler	Place	Neighbourhood Services	Extend resident parking discount to include one hour free parking in Victoria Street car park and Hines Meadow car park.	D	124	124	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA13G	Additional Road Maintenance & Cleansing investment	Councillor Phil Haseler	Place	Neighbourhood Services	Provide additional resource for boroughwide street cleansing, particularly for outskirt areas and a leafing programme. This will include, cleansing, upgrades and replacements of damaged and old signs and street furniture.	D	200	200	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA14G	Thames Valley Police - RBWM Resourcing	Councillor David Cannon	Place	Neighbourhood Services	Four additional warranted officers to be funded for Thames Valley Police to support neighbourhood policing across the Borough. This will help to shape priorities and support issues including the Night Time Economy, illegal street activity, fly tipping and other anti-social behaviour.	D	240	240	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.

							£'000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	
PLA15G	Planning Transformation Fund	Councillor Phil Haseler	Place	Planning	The Planning Service is currently undertaking a programme of service improvement. To deliver the programme successfully the service would benefit from additional project management capacity, which in turn would release key officers back to undertake broader project work.	D	50	50	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
PLA16G	Contract renewals & re-procurement support	Councillor Phil Haseler	Place	Neighbourhood Services	Consultancy support for procurement of new contracts particularly Highways and Parking to ensure we are achieving best value for money through robust contract management over the next ten years of the life of the contracts.	D	0	65	(65)	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA17G	Town Centre Facelift	Councillor Phil Haseler	Place	Neighbourhood Services	The 3 main towns of Maidenhead, Windsor & Ascot are critical to the Council's economic growth. Providing a high quality experience to our residents and visitors is essential, it supports repeat visits and builds confidence in our local retailers and business who trade in these areas. It has been recognised that there is a need for investment to bring key aspects of the towns up to a high standard, which will also help remove street clutter, renewal old planters with sustainable planting, clear 'Grot Spots' and improve signage and wayfinding around the towns.	D	0	150	(150)	0	0	0	INSPIRING PLACES. Supporting the borough's future prosperity and sustainability.
TOTAL PLACE GROWTH							2,470	2,760	(290)	0	0	0	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan	
								2023/24	2024/25	2025/26	2026/27	2027/28		
							£'000	£000	£000	£000	£000	£000		
RES01G	Library repairs and maintenance	Councillor Samantha Rayner	Resources	Library and Resident Services	Previously repairs and maintenance has been partly met from capital budgets. However, following a tightening of controls over allocation of expenditure to capital budgets this is no longer possible. As such, additional budget is required for essential repairs and maintenance work to ensure buildings remain compliant and safe. This includes routine inspections such as PAT testing, lift maintenance, legionella testing, as well as essential reactive maintenance and repair.	E	42	42	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
RES02G	ICT costs	Councillor Samantha Rayner	Resources	Human Resources, Corporate Projects and IT	Additional ICT costs as follows: - Extension of current three year warranty with Dell for modern workplace devices to five years (£0.054m) - By changing our model for our network and firewalls, there will be an increase of up to £0.020m per annum for broadband costs, but a reduction in capital required for firewall equipment. The new model will improve business continuity and remove single points of failure. - Three year renewal due April 2023 and is likely to increase by £0.120m based on the average market research testing (£0.040m per annum).	E	60	114	(54)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
RES04G	Leadership development programme	Councillor Samantha Rayner	Resources	Human Resources, Corporate Projects and IT	Roll out of the approved Leadership Development Programme. The programme will be delivered to two cohorts in 2023/24, six cohorts in 2024/25 and six cohorts in 2025/26 and each year thereafter.	D	0	14	27	0	(40)	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
RES05G	Income maximisation officers	Councillor David Hilton	Resources	Library and Resident Services	Two additional posts to assist people in receipt of services to access the financial support they are entitled to. As well as helping vulnerable clients during the cost of living crisis, it also increases income where contributions are made to the cost of services and is an important aspect of addressing arrears.	D	74	74	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
RES06G	External Audit Fees	Councillor David Hilton	Resources	Corporate Management	The current budget for external audit fee does not reflect the scale fee advised by Public Sector Audit Appointments (£0.075m) , along with the cost of the audit of the Housing Subsidy and Teachers' Pension Claims (£0.026m). Public Sector Audit Appointments have warned audit fees may increase by 150% from 2024/25.	E	220	32	188	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
TOTAL RESOURCES GROWTH								396	276	(28)	0	(40)	0	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact £'000	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan
								2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	
CORP01G	Transformation investment	Councillor Andrew Johnson	Contingency and Corporate	Contingency and Corporate	One-off funds set aside in the budget to invest in specific priorities.	D	0	175	(175)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
	TOTAL CONTINGENCY AND CORPORATE GROWTH						0	175	(175)	0	0	0	

							£'000	2023/24	2024/25	2025/26	2026/27	2027/28	
								£000	£000	£000	£000	£000	
CEX01G	Chief Executive Salary	Councillor Andrew Johnson	Chief Executive	Chief Executive	Increase in remuneration to reflect market rates.	D	20	20	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
	TOTAL CHIEF EXECUTIVE GROWTH						20	20	0	0	0	0	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
							£'000	£000	£000	£000	£000	
AHH01S	Reablement for all	Councillor David Coppinger	Adults & Housing	Adult Social Care	Increase the capability of the reablement support services. This should allow individuals to remain at their homes and in the community for longer, delaying the need to move into residential settings. Will involve training partnerships with families, care providers, health partners and the wider community to secure increased independence.	(1,300)	(300)	(500)	(500)	0	0	Yes
AHH02S	Right-sizing care with wider support	Councillor David Coppinger	Adults & Housing	Adult Social Care	A clearer focus on care packages which connect people to community and local activities which reducing the need for eligible support. Driven by both the strengths-based focus of the three-conversation model and a clear approach to independence. Will involve the use of assistive technology, wellbeing circles, Direct Payments and increased engagement with the community offer via a revised social care offer.	(750)	(250)	(250)	(250)	0	0	Yes
AHH03S	Long term independent living	Councillor David Coppinger	Adults & Housing	Adult Social Care	Develop and implement options to enable more people living with long-term challenges to live independently. This includes developing a shared lives scheme (where people with space in their homes can offer accommodation to those in need) and developing alternatives to residential placements.	(480)	(160)	(160)	(160)	0	0	Yes
AHH04S	Promote independence	Councillor David Coppinger	Adults & Housing	Adult Social Care	Two year project to review all care packages on a priority basis, in line with "right-sizing" care approach to ensure fairness across the system.	(500)	(250)	(250)	0	0	0	Yes
AHH05S	Extra care provision	Councillor David Coppinger	Adults & Housing	Adult Social Care	Refresh current contractual arrangements to match level of service currently required.	(50)	(50)	0	0	0	0	Yes
AHH06S	Top-up fees and choice policy	Councillor David Coppinger	Adults & Housing	Adult Social Care	Review application of current Adult Social Care policies in respect of choice and charging. For example, greater application of top-up fees when residents choose provision that is more expensive than the Council would ordinarily commission, or residents transition from self-funded to state funded care.	(350)	(150)	(200)	0	0	0	Yes
AHH07S	Charging recipients of Adult Social Care	Councillor David Coppinger	Adults & Housing	Adult Social Care	The Council follows national guidance in charging recipients of adult social care, where they have the means to pay. However, charging is a complicated process so a greater emphasis on navigating these complexities and ensuring charges are raised in a timely manner should help families to plan better and reduce the impact of long-term debt to the council.	0	(350)	(350)	(350)	1,050	0	No - Proposal will not affect front-line services
AHH08S	Review of partner contributions for support	Councillor David Coppinger	Adults & Housing	Adult Social Care	Work with partners to ensure that appropriate contributions such as CHC, winter pressures and other initiatives for social care improvement are effectively funded.	(500)	(250)	(250)	0	0	0	Yes
AHH10S	Care Home Quality improvement offer	Councillor David Coppinger	Adults & Housing	Adult Social Care	Remove funding for officer, currently part of ICB service with other East Berks LA's	(34)	(34)	0	0	0	0	Yes
AHH11S	Provider Services	Councillor David Coppinger	Adults & Housing	Adult Social Care	Implement an electronic care and time management system within the CQC-regulated provider services to drive long-term efficiencies.	(215)	(215)	0	0	0	0	No - Different protected characteristics will not be disproportionately or differently impacted
AHH12S	Contract for support on external funding	Councillor David Coppinger	Adults & Housing	Adult Social Care	The contract is due to expire on 31 March 2023 and it is the council's intention to not seek to renew the arrangement in the current financial conditions	(40)	(40)	0	0	0	0	Yes
AHH13S	Review safeguarding and QA arrangements	Councillor David Coppinger	Adults & Housing	Safeguarding	Review scope of roles and remits in light of Optalis and RBWM changes.	(74)	(74)	0	0	0	0	Yes
AHH14S	Domestic Abuse Accommodation Funding	Councillor Ross McWilliams	Adults & Housing	Housing	The Domestic Abuse Grant is an annual grant will be built into base budget to support the safe accommodation strategy action plan.	(177)	(177)	0	0	0	0	No - Proposal will not affect front-line services
AHH15S	Improve utilisation of contracted accommodation for Temporary Accommodation	Councillor Ross McWilliams	Adults & Housing	Housing	Negotiate alternative use for some under-used accommodation as Temporary Accommodation.	(100)	(100)	0	0	0	0	Yes
AHH16S	Review of environmental health teams	Councillor David Cannon	Adults & Housing	Environmental Health	The service will be reviewed to ensure sufficient trained officers can support: the food business establishments within the legally set code of practice; residential units including HMOs; and statutory nuisances. In addition, the review will consider the external out of hours noise nuisance service contract which expires in March 2023.	(160)	(160)	0	0	0	0	Yes
AHH17S	Review Trading standards establishment	Councillor David Cannon	Adults & Housing	Trading Standards	The service will be reviewed in light of two current vacancies to create a sustainable team able to support the annual programme of work and risk assessed spot inspections.	(47)	(47)	0	0	0	0	Yes
AHH18S	Line by line budget review	Councillor David Coppinger	Adults & Housing	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like a budget for subsidy loss on housing benefits that is no longer needed.	(409)	(409)	0	0	0	0	No - Proposal will not affect front-line services
AHH19S	Review policies for access to care	Councillor David Coppinger	Adults & Housing	Adult Social Care	Establish strict needs based policy on access to nursing and residential capacity.	(870)	(670)	(200)	0	0	0	Yes
AHH21S	End IAG services for Older People	Councillor David Coppinger	Adults & Housing	Adult Social Care	Remove service working with residents to arrange payment to adult social care.	(31)	(31)	0	0	0	0	Yes
AHH23S	Reduce scale of services to carers	Councillor David Coppinger	Adults & Housing	Adult Social Care	Reduce volume of work with carers including review of respite contract.	(80)	(80)	0	0	0	0	Yes

72

						£'000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	
AHH30S	Review Optalis agency use and establishment	Councillor David Copping	Adults & Housing	Adult Social Care	Review use of agency staff and establishment to give about 90% of current capacity, potentially resulting in increased waiting lists for some services and reduction in non-statutory tasks	(600)	(600)	0	0	0	0	Yes
TOTAL ADULTS AND HOUSING SAVINGS						(6,767)	(4,397)	(2,160)	(1,260)	1,050	0	

74

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQIA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
CHI01S	Reduced contributions relating to the former Berkshire County Council Premature Retirement scheme	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Savings will be generated through reduced contributions to the scheme reflective of recent years.	(58)	(58)	0	0	0	0	No - Proposal will not affect front-line services
CHI02S	Removal of the Children in Care estimated future demand	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Increased thresholds and greater challenge in respect of children in care placements.	(694)	(694)	0	0	0	0	Yes
CHI03S	Increased receipt of government grant receipts	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Increased receipt of specific grants for services.	(168)	(168)	0	0	0	0	No - Proposal will not affect front-line services
CHI04S	Children in Care Placement Review	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Review of all Children in Care placements identifying where appropriate changes in provision and reduction in costs, whilst meeting the child's needs.	(1,875)	(375)	(375)	(375)	(375)	(375)	Yes
CHI05S	Increased Children in Care accommodated within in-house, or by a return to family members	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Identify existing and new Children in Care placed with Independent Fostering Agencies that could be provided in-house, or by a return to family members.	(480)	(100)	(100)	(100)	(100)	(80)	Yes
CHI06S	Reduction in the workforce development training for employees	Councillor Stuart Carroll	Children's Services	Business Services	Prioritise the Workforce Development training budget to essential, statutory elements only.	(40)	(40)	0	0	0	0	Yes
CHI07S	Home to School Transport provided at statutory levels	Councillor Stuart Carroll	Children's Services	Education	Home To School Transport provided at statutory level; current exceptional provision phased out over a 5 year plan.	(40)	(8)	(8)	(8)	(8)	(8)	Yes
CHI09S	Reduction in reliance on agency workers	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Recruitment of a dedicated Human Resources Recruitment specialist who will actively work with managers to reduce agency by supporting them in recruiting of permanent frontline staff.	(184)	(144)	(40)	0	0	0	No - Staffing changes will not result in redundancies/changes to role or impact on frontline services
CHI10S	Removal of workforce retention initiatives	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Cease the Refer a Friend and Stepping Up allowance schemes.	(10)	(10)	0	0	0	0	Yes
CHI12S	Reduction in reliance on External Legal Services	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Service to gate-keep use of external legal services and significantly restrict the use on a risk assessed basis.	(300)	(300)	0	0	0	0	Yes
CHI13S	Limit acceptance of National Transfer Scheme Unaccompanied Asylum Seeking Children	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Only accept new National Transfer Scheme requests when the authority has the resources to keep them safe.	(500)	(500)	0	0	0	0	Yes
CHI14S	Reduction in the Education Welfare Service	Councillor Stuart Carroll	Children's Services	Education	Remove existing traded service element of Education Welfare Service as they are new burdens that haven't been funded.	(128)	(75)	(53)	0	0	0	Yes
CHI16S	Reduction in the Admissions Service Team	Councillor Stuart Carroll	Children's Services	Education	Review of the Admissions Service structure and priorities.	(40)	(40)	0	0	0	0	Yes
CHI17S	Reduction in the Special Educational Needs & Disabilities Service Team	Councillor Stuart Carroll	Children's Services	Education	Review of the Special Educational Needs & Disabilities Service structure and priorities.	(40)	(40)	0	0	0	0	Yes
CHI18S	Review Special Educational Needs and Disabilities policies as part of Delivering Better Value	Councillor Stuart Carroll	Children's Services	Education	Savings driven out of local authorities cost base as a result of Delivering Better Value work and the transformation grant.	(250)	(250)	0	0	0	0	Yes
CHI20S	Family Hub services	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Review of the Family Hub structure with targeted group work for those not open to a social worker ceasing, leaving Health Visiting services as main offer.	(80)	(80)	0	0	0	0	Yes
CHI21S	Family Support Worker posts	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Limit offer to vulnerable children to only time-limited interventions which reduce the immediate risk of serious harm. Reduce use of voluntary arrangements. Remove all posts that are not social work qualified and do not offer interventions such as life story work across CYPDS, Duty & Assessment and the Children in Care team; minimise externally funded interventions including respite and seek only to ensure current safety.	(110)	(110)	0	0	0	0	Yes
CH22S	National Insurance savings	Councillor Stuart Carroll	Children's Services	All	Savings from the decision to reduce the previous increase in employers National Insurance contributions.	(89)	(89)	0	0	0	0	No - Proposal will not affect front-line services
TOTAL CHILDREN'S SERVICES SAVINGS						(5,086)	(3,081)	(576)	(483)	(483)	(463)	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQA required?	
							2023/24	2024/25	2025/26	2026/27	2027/28		
						£'000	£000	£000	£000	£000	£000		
GLS015	Line-by-line review	Councillor Samantha Rayner	Governance, Law and Strategy	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like printing and software, and also the expected decrease in national insurance.	(56)	(56)	0	0	0	0	0	No - Proposal will not affect front-line services
GLS025	Council buildings waste contract	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	Potential saving as service is being re-tendered and budgets are being centralised - exact figure not yet available as specification not yet determined.	(10)	(10)	0	0	0	0	0	Yes
GLS055	Review of facilities	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	Review of Facilities including: - rationalisation of Ways Into Work posts - remove one facilities officer post. This would affect the day to day running of council buildings, cover for evening meetings may not be available. Impact would be particularly felt at times of corporate events e.g. elections where the team undertake significant additional hours moving equipment around the borough.	(37)	(37)	0	0	0	0	0	Yes
GLS075	Documents in confidential storage	Councillor Samantha Rayner	Governance, Law and Strategy	Electoral and Information Governance Services	Reduce budget by 10% for corporate access to documents stored in Iron Mountain	(2)	(2)	0	0	0	0	0	Yes
GLS085	Twinning budget	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	Reduction in the community based activities that the Twinning Committee undertake; potential long term impact on the ability of the borough to host the Youth Sports Games (RBWM next due to host in 2024). The Twinning Committee has significant reserves and this is not the core business of the Council.	(5)	(5)	0	0	0	0	0	Yes
GLS095	Townhall Budget & RBWM contribution to Lord Lieutenant office	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	Reduce Town Hall ops budget by 10% and reduce RBWM contribution to Lord Lieutenant Berkshire cost of office by 10%.	(5)	(5)	0	0	0	0	0	No - Proposal will not affect front-line services
GLS105	Deletion of Comms and Marketing Manager	Councillor Samantha Rayner	Governance, Law and Strategy	Communications & Marketing	The strategic work of the comms manager would move to the head of service - workload pressure. The postholder is due to leave in Nov 2022, this post would be deleted from the establishment.	(89)	(89)	0	0	0	0	0	Yes
GLS125	Corporate Performance Officer post	Councillor Samantha Rayner	Governance, Law and Strategy	Performance Team	This post is currently vacant - recruitment delayed for 1 year. This is a 0.4fte.	(15)	(15)	0	0	0	0	0	Yes
GLS135	Subscription to Local Government Information Unit	Councillor Samantha Rayner	Governance, Law and Strategy	Performance Team	Subscription is not fully utilised and can be ceased.	(11)	(11)	0	0	0	0	0	Yes
GLS145	Corporate costs recharged	Councillor Samantha Rayner	Governance, Law and Strategy	Public Health Grant	This is the internal recharge for the corporate costs of administering the Public Health Grant	(190)	(190)	0	0	0	0	0	No - Proposal will not affect front-line services
TOTAL GLS&PH SAVINGS						(420)	(420)	0	0	0	0	0	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQA required?	
							2023/24	2024/25	2025/26	2026/27	2027/28		
						£'000	£000	£000	£000	£000	£000		
PLA01S	Line-by-line review	Councillor Phil Haseler	Place	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like consultancy, staff public transport, training and also includes the decrease in national insurance.	(366)	(366)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA02S	Highways Development Control service	Councillor Phil Haseler	Place	Infrastructure, Sustainability & Transport	Increasing the size of the proposed in house team will allow a reduced amount of consultancy support to respond to planning applications, planning performance agreements and smaller S278 schemes which will allow more of the fees for these services to be retained by the council and therefore reduce the overall net cost to the Council.	(50)	(50)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA03S	Public Transport Subsidies	Councillor Phil Haseler	Place	Infrastructure, Sustainability & Transport	S106 contribution towards support public transport subsidies. This is an one-off.	0	(350)	350	0	0	0	0	No - Proposal will not affect front-line services
PLA04S	Sustainability team projects	Councillor Donna Stimson	Place	Infrastructure, Sustainability & Transport	The Council has been successful in securing external grant funding and S106 contributions towards sustainability projects (for example Carbon Offsetting contributions and Biodiversity Net Gain). The Council will ensure cost recovery of staff time for administration, project development and delivery.	(50)	(50)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA05S	Suitable Alternative Natural Greenspace income	Councillor Donna Stimson	Place	Infrastructure, Sustainability & Transport	Use of Suitable Alternative Natural Greenspace income, received from S106 development to support funding of the Natural Environment team to deliver management, maintenance and projects on Allen's Field and review of future sites.	(30)	(30)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA06S	Operational changes in parks	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	Review of the operation of parks including: - Provision of public conveniences and / or consideration of charging; - Closure of park gates; and / or utilisation of volunteers - Pets corner on Ray Mill Island and whether there are alternative provision arrangements.	(50)	(50)	0	0	0	0	0	Yes
PLA07S	Review of parking enforcement near schools	Councillor Phil Haseler	Place	Neighbourhood Services	Review of service provided for 2 schools in the borough.	(11)	(11)	0	0	0	0	0	Yes
PLA08S	Parking subsidies	Councillor Phil Haseler	Place	Neighbourhood Services	Review policy of subsidised parking.	(67)	(67)	0	0	0	0	0	Yes
PLA09S	Charging opportunities for car parking	Councillor Phil Haseler	Place	Neighbourhood Services	Look at additional opportunities for charging for parking to cover the cost of operating, including management of the Riverside car park.	(30)	(30)	0	0	0	0	0	Yes
PLA10S	Cashless Parking expansion	Councillor Phil Haseler	Place	Neighbourhood Services	Increase use of cashless parking utilising the existing digital solution via RingGo app, resulting in a saving of service costs as well as the collection of cash. A pay-by-app method of payment for on- and off street parking will be introduced instead in some areas.	(60)	(60)	0	0	0	0	0	Yes
PLA11S	Income opportunities across Neighbourhood Services	Councillors Gurpreet Bhangra, McWilliams	Place	Neighbourhood Services	Identification of areas where legitimate charges could be made to recover costs including: - Pavement licencing; - Cleansing and valeting services provided in car parks (currently only provided in Hines Meadow and Windsor Leisure Centre); - Licence vendors in key locations, parks, on streets; - Licence for private trainers using parks; and / or - Boat hire in Maidenhead through concession contract.	(50)	(50)	0	0	0	0	0	Yes
PLA12S	Waste operational changes	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	Review of waste services including: - Waste transfer station opening times; and / or - Introduce re-use "shop" at the household waste recycling centre.	(15)	(15)	0	0	0	0	0	Yes
PLA13S	Place Service Transformation Programme	Councillor Phil Haseler	Place	Various	A Strategic review of Place Service structures, functions and alignment to the Corporate Plan. This programme steers away from service specific cuts that would be possible to achieve this value of savings and instead seeks a more overarching view of how the directorate should involve for the next three to five years.	(250)	(250)	0	0	0	0	0	Yes
PLA14S	Contract efficiencies	Councillors Gurpreet Bhangra, Hasler, McWilliams	Place	Neighbourhood Services	Explore savings options and income generation within key contracts incl. Highways, Waste Disposal, Parking enforcement, grounds maintenance. Potential for amended specifications.	(90)	(90)	0	0	0	0	0	Yes
PLA15S	Parish council & Commercial Partnership	Councillor Gurpreet Bhangra	Place	Communities / Neighbourhoods / Partnerships	Parish Council and other commercial organisation be approached to seek support funding as an income to reduce the net cost of community services.	(90)	(90)	0	0	0	0	0	Yes
PLA16S	Economic Growth Team	Councillor Samantha Rayner	Place	Infrastructure, Sustainability & Transport	Changes to the economic growth team budget to reduce town centre events budget, utilise UK Shared Prosperity Fund to support staff time for monitoring and project delivery. Realising the remaining cost savings from the Museum and Tourist Information Centre co-location at the Guildhall (such as Business Rates) as well as opportunities for income generation from stronger integration of existing services operating from the Guildhall and as a result of the Museum accreditation.	(115)	(115)	0	0	0	0	0	Yes

						£'000	2023/24	2024/25	2025/26	2026/27	2027/28		
							£000	£000	£000	£000	£000		
PLA17S	Climate Partnership funding	Councillor Donna Stimson	Place	Infrastructure, Sustainability & Transport	Utilise carbon offsetting and biodiversity net gain fund to deliver projects through the Climate Partnership.	(100)	(100)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA18S	Planning Performance Agreements	Councillor Phil Haseler	Place	Planning	Increase promotion of the benefits of Planning Performance Agreements and encourage greater uptake.	(66)	(66)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA19S	Planning Application fee	Councillor Phil Haseler	Place	Planning	Increase in fee income from planning application due to increased availability of land for development and improve clarity arising from the adoption of the Borough Local Plan.	(63)	(63)	0	0	0	0	0	No - Proposal will not affect front-line services
TOTAL PLACE SAVINGS						(1,553)	(1,903)	350	0	0	0	0	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQJA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
RES01S	Line by line budget review	Councillor David Hilton	Resources	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like corporate subscriptions, hire charges, staff public transport and the expected decrease in national insurance.	(275)	(275)	0	0	0	0	0 No - Proposal will not affect front-line services
RES02S	Internal Audit	Councillor David Hilton	Resources	Finance	Internal Audit provision is no longer purchased from Wokingham and is now to be provided by SWAP Internal Audit Services at a cost of £0.350m per annum.	(38)	(38)	0	0	0	0	0 No - Proposal will not affect front-line services
RES03S	Registrars income	Councillor Samantha Rayner	Resources	Revenues & Benefits	Income budget for the Registrars service adjusted to reflect continued strong performance (note a £100k one-off saving was included in the 23/24 registrars budget). There are risks with this, as the demand for weddings remains uncertain post-pandemic, as does the trend for citizenship ceremonies post-Brexit. As such this will need to be kept under review.	(55)	(55)	0	0	0	0	0 No - Proposal will not affect front-line services
RES04S	Property assets	Councillor David Hilton	Resources	Property Services	The Council is due to vacate St Mary House in July 2023. Assuming any dilapidation costs are met from other budgets, this budget can be released. In addition the vacation of Clyde House is likely to be delayed a year resulting in a further year of rent from tenants.	(151)	(118)	(33)	0	0	0	0 No - Proposal will not affect front-line services
RES05S	Corporate debt recovery	Councillor David Hilton	Resources	Council-wide	Excluding Adult Social Care (which is dealt with separately) and Housing Benefit overpayments there is approximately £4.500m of overdue debt. Most debt over a year old is already 100% provided for. A renewed focus to prevent debt becoming old could enable the Council to reduce bad debt provisions for a one-off benefit to the budget. Actions could include setting up of a specific Board with service representation to ensure appropriate debt recovery action is taken in a timely manner. The current bad debt provision for this debt is £1.900m so if this could be reduced by 10% there would be a one-off benefit to the budget.	0	(190)	190	0	0	0	0 No - Proposal will not affect front-line services
RES06S	HR document management	Councillor Samantha Rayner	Resources	HR, Corporate Projects and IT	The new HR system has an inbuilt document management system which will allow for the notice to be served on the current arrangement.	(5)	(5)	0	0	0	0	0 No - Proposal will not affect front-line services
RES07S	Telephony (mobile phone contract)	Councillor Samantha Rayner	Resources	HR, Corporate Projects and IT	Revised contract for mobile phones has resulted in lower costs.	(75)	(75)	0	0	0	0	0 No - Proposal will not affect front-line services
RES08S	DWP grant	Councillor Samantha Rayner	Resources	Library and Resident Services	In 2022/23 additional DWP grant was received for the "Youth Hub". This saving assumes the scheme runs again in 2023/24 and the Council is successful in an application.	(90)	(90)	0	0	0	0	0 No - Proposal will not affect front-line services
RES09S	Admin support	Councillor Andrew Johnson	Resources	All	Review of admin functions across the Council.	(45)	(45)	0	0	0	0	0 No - Proposal will not affect front-line services
RES10S	Staffing review in Resources	Councillor David Hilton	Resources	All	Review of current vacancies across the Directorate and options for alternative delivery. This will reduce capacity to support corporate programmes, etc.	(100)	(100)	0	0	0	0	0 No - Proposal will not affect front-line services
TOTAL RESOURCES SAVINGS						(834)	(991)	157	0	0	0	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQJA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
CORP01S	Line by line budget review	Councillor Andrew Johnson	Contingency and Corporate	Contingency and Corporate	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes the expected decrease in national insurance.	(129)	(129)	0	0	0	0	No - Proposal will not affect front-line services
TOTAL CONTINGENCY AND CORPORATE SAVINGS						(129)	(129)	0	0	0	0	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQJA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
CEX01S	National insurance	Chief Executive	Councillor Andrew Johnson	Chief Executive	Savings from the reversal of the NI increase.	(2)	(2)	0	0	0	0	No - Proposal will not affect front-line services
TOTAL CHIEF EXECUTIVE SAVINGS						(2)	(2)	0	0	0	0	

1. Special Expenses for Non-Parish Areas 2023/24

- 1.1 Special expenses are costs incurred for the provision of an amenity or service that is primarily for the benefit of one locality. For the Council these expenses are levied 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.
- 1.2 In accordance with Section 35 of the Local Government Finance Act 1992 the Council has taken the decision in previous years to treat all expenses of the Council as general expenses other than those identified as special expenses that are listed in the table below.
- 1.3 It is recommended that the policy is endorsed again.

Table F1: Estimated cost of special expenses in 2023/24

	Estimated cost £
Allotments	5,960
Street and footway lighting	445,368
Recreation grounds and open spaces	805,118
Town centre management	37,402
Administration of the Town Forum	5,021
Total	£1,298,869

	2022/23	2023/24
Council Tax Base: Maidenhead	22,370.69	22,644.94
Council Tax Base: Windsor	13,809.40	13,386.41
Total	36,180.09	36,031.35
Precept Tax Band D	£1,250,743	£1,298,869
Council Tax Band D	£34.57	£35.60
Increase in Band D	1.99%	2.98%

1. Allocation of the Dedicated Schools Grant 2023-24

- 1.1 The Dedicated Schools Grant (DSG) funds both maintained schools and academies and is ring fenced for schools and 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
 - 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 2023-24.
- 1.3 The Council has a responsibility to ensure that the Dedicated Schools Grant is deployed in accordance with the conditions of grant and the School and Early Years Finance (England) Regulations. The arrangements for 2023-24 are detailed by the Education and Skills Funding Agency (ESFA) “Schools operational guide 2023 to 2024”, the “High needs funding 2023 to 2024 operational guide” and the “Early Years operational guide 2023 to 2024 operational guide”.
- 1.4 From 2019-20 onwards, the Education and Skills Funding Agency has required a deficit recovery plan from any local authority that has a cumulative Dedicated Schools Grant deficit at 31 March each year. The requirement is to demonstrate how the local authority plans to bring the DSG account back into balance.
- 1.5 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](#).
- 1.6 The latest DSG allocations for 2023-24 financial year were published by the Government in December 2022. Table 1 provides a summary.

Table G1: Dedicated Schools Grant allocations by block

	2022/23 Budget £m	2023/24 December Settlement £m	Change £m
Gross Schools Block	101.694	108.773	7.079
Schools – Base Growth Fund	0.603	1.040	0.437
Central School Services Block	1.035	0.995	(0.040)
Indicative Early Years Block	10.401	11.210	0.809
High Needs Block	27.433	30.183	2.750
Gross Dedicated Schools Grant	141.166	152.201	11.035
Less: Estimated Academy NNDR	(65.982)	(70.469)	(4.487)
Less: High needs direct funding	(3.040)	(3.176)	(0.136)
Net Dedicated Schools Grant	72.144	78.556	6.412

- 1.7 The council budget for 2023-24 reflects an estimate per block based on the December 2022 Dedicated Schools Grant settlement. The 2023-24 Schools Block settlement now includes a supplementary grant previously received in year as a non-Dedicated Schools Grant of £3.064m and allocated to schools. This supplementary grant will be incorporated into the school formula shares from April 2023.
- 1.8 The 2022-23 budget estimate includes the current Dedicated Schools Grant per block and £0.129m in year early years funding relating to 2021-22 and received in 2022-23. The School Growth fund allocations for both 2023-24 and 2022-23 reflect the base funding as per autumn grant allocations.
- 1.9 The allocations for the gross Schools and Central Block grant are now final. A proportion of the High Needs Block is subject to change by the Education and Skills Funding Agency. This change will reflect pupil movements, known as 'Imports and exports' funding and a further education college merger. The net change is likely to reduce final net grant figure due to the Council for 2023-24. The Council will also receive a revised in year estimate for the Early Years Block and this will not be finalised until July 2023, to reflect the January 2023 early years providers Census data.
- 1.10 Updated block allocations are reported to the Schools Forum at the termly meetings, along with the latest budget monitoring forecasts. The budget monitoring reports state the latest projected estimate for the Dedicated Schools Grant reserve. Table 2 summarises now this reserve has changed from 2015-16.

Table G2: Dedicated Schools Grant Reserve

Year End DSG Reserves	Surplus / (Deficit) £m
2015-16	0.737
2016-17	(0.398)
2017-18	(0.980)
2018-19	(0.783)
2019-20	(1.025)
2020-21	(1.791)
2021-22	(2.047)
2022-23 (forecast)	(1.850)

- 1.11 The reserve 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 reserve.
- 1.12 The projected cumulative deficit 31 March 2023 is 1.3% of the budget allocation 2022-23.

Background Information

Service area:	Council-wide
Directorate:	Council-wide
Budget proposal reference number/s:	2023/24 budget – Overarching EQIA
Completed by: Ellen McManus-Fry Date: 25/01/23	Approved by: Andrew Vallance Date: 31/01/23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Introduction

The 2023/24 budget details how the Council intends to use the financial resources available to it to deliver services to residents of the Borough. To a large extent services are determined by the statutory framework in which local authorities operate. Where there is discretion, the Corporate Plan serves as the framework for decision making. The financial climate for all councils is currently challenging and the requirement to set a balanced budget necessitates difficult decisions about where to target limited financial resources.

In assessing the impact of this budget, it is important to recognise that approximately 80% of the Council's spending is directed towards Children's and Adults' Services. The individuals and families accessing and supported by these services include a disproportionate number with particular protected characteristics, such as older adults accessing social care; disabled individuals and their families and carers; and children in care. The overall impact of reductions in Council spending can therefore be expected to show a bias towards those groups.

In this challenging economic climate, both for individuals and for local authorities, the Council is driving towards a more efficient and appropriate use of its spending. It is committed to protecting the most vulnerable members of our community, whilst supporting the enablement and empowerment of those who have a lower level of need through cost-effective solutions and a longer-term approach of prevention and early intervention.

Financial overview

The budget includes:

- Additional investment (growth) of £10.558m
- Savings of £10.923m

In assessing the impact at a holistic level, the following services have included cash increases in the overall budget:

- Adults & Housing
- Children's Services
- Governance, Law, Strategy & Public Health

The following services have included cash decreases:

- Place
- Resources

Equality impact assessment process

The consideration of the impact upon protected characteristics and vulnerable groups has been paramount through this budget process. As part of the process, savings proposals were reviewed to identify those where equality impact assessment was necessary, and this assessment was undertaken to highlight relevant equality considerations and the potential mitigations which may be employed. These EQIAs were subsequently published as part of the consultation on the budget and attracted feedback from the public. Investment (growth) proposals, where not driven by statutory requirements, have been driven by the Corporate Plan and related plans and strategies. The Corporate Plan was itself developed with regard to protected characteristics. The recent refresh of the Plan took place alongside the update of the Council’s equality objectives, which allowed the incorporation of equality priorities and new local data on inequalities into the Corporate Plan. In the case of both savings and growth proposals, further EQIAs will be required if and when proposals are agreed and as delivery plans are developed and agreed. There will therefore be additional opportunities to refine our understanding of the equality impacts involved and to explore measures to avoid or mitigate negative impacts upon vulnerable groups.

Consultation

The public consultation was widely promoted through multiple external and internal channels, and available in both digital and hard copy format to maximise its accessibility. Engagement was undertaken with a range of voluntary groups and organisations to increase the diversity of respondents and ensure that individuals who may be disproportionately impacted had the opportunity to respond. Among the respondents to the consultation, there was an overrepresentation of older people (45+) and people who identify as white. Young people were underrepresented, and the responses indicated that a minority (9%) had interacted with Children’s Services over the past 12 months. However, specific engagement was undertaken with the Youth Council who submitted a collective response to the budget. The proportion of respondents who stated they had a disability was higher than would be expected, based on recent census data, and may be linked to the age profile of respondents. The consultation survey was promoted through the Disability and Inclusion Forum and the Learning Disability Partnership Board, including the Speaking Out group, received a briefing on key budget proposals. Despite the relatively high proportion of responses from individuals declaring a disability, only a minority of respondents (5%) had interacted with Adults Services over the past 12 months. Consultation responses have been considered and incorporated into individual savings EQIAs as appropriate.

Equality Impact Analysis

	<p>How do the protected characteristics influence the needs of individuals within this proposal?</p> <p>How might these characteristics affect the impact of the proposal?</p> <p>(If no influence on impact, state ‘N/A’)</p>	<p>Overall impact</p>
--	--	-----------------------

<p>Age</p>	<p><u>Older people</u></p> <p>The changes to and reviews of adult social care are focused on promoting independence and reablement and making best use of assets within the community and within an individual’s family. These follow evidence- and experience-based approaches to reduce dependency and ensure that individuals receive appropriate levels of care and support which enable them to achieve better outcomes. Overall, this should have a positive impact upon older adults who access adult social care. The approach of funding social care through the establishment of a personal budget equal to the cost of the council meeting care costs will impact some older people in nursing or residential care who may have to ‘top up’ their care budget or choose an alternative placement. However, it should ensure that funding is available for all eligible residents, positively impacting a wider group of older individuals. In addition, a reduction has been made to the review of access to care policies, which means there will be a smaller negative impact to nursing/residential capacity. Older individuals in nursing and residential care may also be impacted by changes to the Care Home Quality Support service, particularly if they benefited from the inclusiveness this service promoted.</p> <p>Other proposals which may affect older people include the restructure of the safeguarding and Quality Assurance service, although a review of priorities and risks will be carried out to mitigate the impacts as far as possible and maintain quality levels through multi-agency partnership. Individuals who are cared for at home by family and friends may also be impacted by the reduction to the volume of work carried out with carers and the review of respite provision. However, reviews of individuals’ care needs will seek to ensure that individuals are receiving appropriate levels of care and support, enabling those with lower levels of care needs and directing resources towards higher-need individuals.</p> <p>The cessation of support for the Age Concern advice service will impact older people and their families who use this service, although similar services, such as Citizen’s Advice Bureau, do exist so alternative support will be available for some issues.</p> <p>The increased use of cashless parking systems in the borough and the removal of some Pay and Display machines may have an impact on older people who</p>	<p>There will be some negative impacts through necessary savings, particularly where individuals experience disadvantage related to a combination of protected characteristics, such as age and disability. However, the overall approach is designed to improve outcomes in the medium term, to mitigate impacts to the most vulnerable and to strengthen preventative services, and will therefore have an ultimately positive impact.</p>
------------	---	--

	<p>are less likely to be able or confident to use a phone app. It will be possible to pay for parking over the phone, but this may still be more difficult for any older people who have a hearing impairment. This impact will be mitigated by ensuring that the distance between remaining Pay and Display machines is kept to a minimum.</p> <p><u>Children and younger people</u> Younger age groups will be disproportionately affected by changes to Children’s Services. Within this group, children with disabilities and from lower socio-economic groups will experience greater impact due to their overrepresentation among those children and young people who are in care or in need. The reduction of home to school transport to statutory levels will impact on those from lower income families, although the statutory provision will maintain it for those most in need of this service. The restructure of the safeguarding and Quality Assurance service, mentioned in relation to older age, may also impact children and young people who are affected by the work of these teams. However, effective prioritisation of resources will enable quality service to be maintained and risk levels to be managed.</p> <p>Some savings around children and young people are focused on delivering efficiencies while protecting statutory requirements. Some shorter-term changes are being implemented to allow for longer term changes to delivery models which focus on strengthening early intervention and preventative support. The risk of increased pressure to certain services as a result of these proposals has been acknowledged through growth bids matching the reductions to legal services and UASC support. Whilst the need for a balanced budget makes it impossible to avoid any negative impact at all, consultation is planned with stakeholder groups around the Family Hub proposals to identify priority activities and services.</p>	
Disability	<p>In some cases, the impact of these proposals on disabled people will be mitigated or avoided, as the funding for those specific services is separate from the saving presented here. For example, school transport for disabled children and disabled parking provision will be protected. However, other savings will disproportionately affect those with disabilities. These include the Education Welfare Service and the Family Hub. The review of SEND support and policies within</p>	As above

	<p>Children’s Services may also impact upon disabled children and their parents/carers and result in a possible reduction in response rates, although statutory requirements will be maintained. The change to a cashless parking system may also affect disabled people who have difficulty using the internet or a phone to make payments.</p> <p>The changes to and reviews of adult social care are focused on promoting independence and reablement and making best use of assets within the community and within an individual’s family. These follow evidence- and experience-based approaches to reduce dependency and ensure that individuals receive appropriate levels of care and support which enable them to achieve better outcomes, and should therefore have a positive impact upon disabled individuals who access social care. The reduction in the number of residential and nursing places may have a particular impact upon individuals with more complex needs, such as older people with disabilities, who would have more difficulty returning to their own home and may therefore experience longer stays in hospital until suitable placements are available. However, additional funding allocated to reduce the extent of this saving will lessen its overall impact.</p> <p>Other proposals which may affect older people include the restructure of the safeguarding and Quality Assurance service, although a review of priorities and risks will be carried out to mitigate the impacts as far as possible and maintain quality levels through multi-agency partnership. Individuals who are cared for at home by family and friends may also be impacted by the reduction to the volume of work carried out with carers and the review of respite provision. However, reviews of individuals’ care needs will seek to ensure that individuals are receiving appropriate levels of care and support, enabling those with lower levels of care needs and directing resources towards higher-need individuals.</p>	
Sex	<p>Potential impacts around the protected characteristic of sex are primarily based on sex-based biases within those accessing certain services.</p> <p>Unaccompanied asylum-seeking children (UASC) are predominantly male so a reduction in the number of UASC supported in the borough would have a disproportionate impact on young male asylum seekers who are in need of support.</p>	As above

	<p>The majority of older people in residential care are female, so the proposals around nursing and residential care would have a greater impact on female residents. This includes potential positive impacts, such as the support for independent living, as well as potential negative impacts like top-up care costs and a reduction in residential/nursing places.</p>	
Race, Ethnicity and Religion/Belief	<p>The potential impact related to race and ethnicity is primarily linked to the savings within Children's Services. The changes to the support of Unaccompanied Asylum-Seeking Children will have a disproportionate impact on children from certain ethnic minority backgrounds, particularly those of black and Asian ethnicity, who make up the majority of child applicants for asylum (according to the most recent data from the Refugee Council).</p> <p>There will also be a differential use of the Education Welfare Service based on ethnic/racial background; for example, children from the gypsy and traveller community have higher rates of school absence, according to national Government figures. Any changes to this service that result from amendments to its funding process may affect certain groups differently, although the maintenance of statutory levels of support would require that case work was funded for the most severe and persistent cases of absenteeism.</p> <p>Concerns were raised in the consultation about the impact of an initial proposal to introduce Sunday parking charges on those attending church services. This feedback has been listened to and Sunday parking charges will no longer be introduced.</p>	As above
Sexual Orientation and Gender Reassignment	<p>The budget is unlikely to disproportionately or differentially impact individuals based upon this protected characteristic.</p>	
Pregnancy and Maternity	<p>Changes to any Family Hub services which benefit new or expectant parents may impact upon pregnant women and new mothers who use these services.</p>	As above
Marriage and Civil Partnership	<p>The budget is unlikely to disproportionately or differentially impact individuals based upon this protected characteristic.</p>	
Socio-economic Considerations e.g. low income, poverty *	<p>Individuals living in socio-economic disadvantage will be mainly affected by increases to or introduction of charges and reduction of supported services. This</p>	As above

<p>*this is not a legally protected characteristic and there is no legal requirement to consider the impact upon this group. However, it is voluntarily included here to enable consideration of the impact of the budget on those who are particularly vulnerable during this cost-of-living crisis</p>	<p>includes changes to parking charges and school transport reductions. Many of the proposals to parking charges will be subject to further review, so there will be opportunities to assess the potential equality impacts of the available options at a later point. The potential impact of new or increased parking charges in Maidenhead on low-income individuals and families needing to access the town centre has been mitigated by the introduction of 1-hour free parking. School transport provision will also be maintained at a statutory level so that those most in need of the service are still supported.</p> <p>Other services more likely to be required and utilised by low-income individuals include the Education Welfare Service, the Family Hub and Family Support Workers. However, some shorter-term changes like the Family Hub service will enable longer term changes to delivery models and support the development of new approaches which will result in more sustainable benefits and efficiencies. Further internal reviews and consultations with stakeholder groups will be central in determining the priorities for funding so as to mitigate the impact of reductions in service.</p> <p>Lower income individuals and families may also experience a greater impact from the personal care budget and the restrictions in placement options if they cannot afford the top-up costs associated with other placements. The cessation of support for the Age Concern advice service will have an impact upon older people with debt problems who use their debt advice service and may result in further financial difficulty for some. However, in recognition of the impact of general cost of living rises upon low-income residents, the Council is investing in two income maximisation officers, which will have a positive impact upon vulnerable residents who need assistance to access benefits and subsidies and so support those in financial difficulty.</p>	
--	--	--

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The Council is committed to ensuring that all residents, particularly those who may be most vulnerable, are supported to achieve positive outcomes, and that they have the benefit of efficient, cost-effective services which take account of their needs as individuals and enable them to thrive and live independent lives.

Feedback received through the consultation has highlighted concerns around the funding of particular areas, specifically Children's Service and Adult's Service. The Council has received additional funding and has prioritised additional funding to these services, reflecting the priority of reducing impacts on residents with protected characteristics and facing challenges. This includes a substantial reduction in the saving associated with the Family Hub, thus lessening the impact of that proposal, and additional funding for staff retention. Significant reductions have also been made to the savings related to the review of policies for accessing nursing/residential placements and to the review of Optalis staffing. This will reduce the impact on waiting times within Adult Social Care.

Concerns about the impact of parking costs on residents accessing the town centre have been addressed through the retention of free Sunday parking in Maidenhead and an expansion of 1-hour free parking at car parks in in Windsor and Maidenhead. This will reduce the cost burden for lower-income individuals accessing services and facilities in the town centre. Where proposals have the potential to increase pressure on services, this has been acknowledged and reviews are planned to prioritise the services and resources which deliver the greatest benefit to residents and service users. Where appropriate, for example for the changes to the Family Hub service and proposed changes to parking subsidies, this will involve further review or consultation with service users to identify those priorities.

The impact of some proposals can be mitigated through signposting and redirecting individuals to alternative services and resources delivered by partners or by other organisations within the community. Collaborative, cross-system working with partners such as Frimley ICB will be central to ensuring that resources are prioritised correctly and used efficiently. This approach also aligns with work being carried out across the Council to strengthen community-based services and develop preventative solutions, to reduce demand on high threshold services and enable residents to achieve better outcomes.

Where changes to staffing levels are included in proposals, efforts have been made to minimise the impact on frontline roles and to combine skills across areas, such as the housing, licencing, environmental health and trading standards teams, to maximise the service offer. In addition, investment has been allocated for new income maximisation officer, to help ensure that residents from lower socio-economic groups are accessing the benefits to which they are entitled and so maximising incomes.

1. Amendments to the draft budget

- 1.1 The provisional settlement announced on 19 December 2022 was better than assumed when setting the draft budget for consultation. In total, this delivered £3.539m additional funding. This has given the Council some ability to allocate additional resources, after considering responses to the consultation.
- 1.2 The additional funds have been used to provide additional investment (£1.807m), reduce savings (£1.200m), and reduce the requirement to raise fees and charges (£0.101m). In addition, £1.000m has been set aside to strengthen reserves. Ringfenced grants and a reduced transformation investment fund make up the balance (-£0.569m).
- 1.3 Table H1 summarises how the additional funds have been deployed. Where appropriate, further detail is provided in the paragraphs below. Most of these items appear as growth items in Annex C and are cross referenced.

Table H1: Additional budget allocated post-consultation

	Additional Budget £m	Reference
Contribution to reserves	1.000	See below
Reductions in savings		
Adult Social Care	0.500	See below
Children's Services	0.670	See below
Car parking on Sundays	0.030	PLA09S
Additional growth		
Extra 1% staff pay settlement	0.514	See below
Air quality monitoring	0.094	AHH09G
Neighbourhood services	0.200	PLA11G
Resident car parking discount	0.124	PLA12G
Road maintenance	0.200	PLA13G
Community policing	0.240	PLA14G
Planning	0.050	PLA15G
Contract procurement	0.065	PLA16G
Town centre facelift	0.150	PLA17G
Member case workers	0.095	GLS07G
Income maximisation officers	0.075	RES05G
Reduction in fees & charges income		
Car parking on Sundays	0.101	See below
Additional Funding		
Ring-fenced grant funding	(0.269)	See below
Use of the transformation investment fund	(0.300)	CORP01G
	3,539	

Council-wide budgets

- 1.4 Given the financial risks and uncertainty faced by the Council, £1.000m has been budgeted to strengthen reserves. In addition, £0.514m has been allocated to allow for a 4% pay settlement. This includes an estimate of the budget required assuming Achieving for Children and Optalis do the same.
- 1.5 To partly fund these initiatives the transformation investment fund has been reduced from £0.475m to £0.175m.
- 1.6 Additional grant funding (separate to the settlement) has also been built into the budget, mainly relating to funding received for the costs of hosting people from Ukraine that can legitimately be offset against costs of facilitating the scheme.

Adult Social Care

- 1.7 An additional £0.500m has been allocated to Adult Social Care. This has been deployed to take out the saving in relation to charging for Meals on Wheels delivery (though a charge for the cost of the meal itself remains). Other savings in respect of policies for accessing social care and Optalis staffing have been reduced (AHH19S and AHH30S in Annex D).

Children's Services

- 1.8 An additional £0.670m has been allocated to Children's services. This has been allocated mainly to reduce the saving on Family Hubs by £0.400m (CHI20S in Annex D). It has also been used to remove the saving in respect of the Youth Offending Team, and to reduce the saving in respect of workforce retention initiatives (CHI10S in Annex D).

Place Directorate

- 1.9 Several initiatives have been funded in the Place directorate and further detail can be found on most of these in Annex C which details budget growth. The changes to car parking include continuing with free parking on Sundays across Maidenhead, and extension of the resident discount for parking. As the free Sunday parking impacts on the budget via income from fees & charges, this element does not appear specifically as growth in Annex C.
- 1.10 Other significant changes include investments in community safety with four Community Police Officers, road maintenance, the appearance of town centres including four additional environmental enforcement officers, and contract monitoring with a view to achieving future efficiencies.

Governance, Law, Strategy and Public Health

- 1.11 Two additional member case workers, along with an apprentice, have been included which was part of the recommendations made in the peer review.

Resources

- 1.12 Two income maximisation officers have been budgeted for. These roles assist vulnerable clients to access financial support during the cost-of-living crisis.

This page is intentionally left blank

Appendix 2 – Fees and Charges

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 is a key funding source to support the cost of providing the service.
- 1.2 Some fees and charges are statutory, such as planning fees which are set nationally. Others, such as Adult Social Care, the Council has little discretion over and increases are determined by factors such as the pensions triple lock or increases in welfare benefits. Similarly, rental income from Temporary Accommodation is largely dependent on changes to the Local Housing Allowance set by the DWP.
- 1.3 Other charges are discretionary, and the Council can choose to set the level. Where this is the case, the following principles have been used:
- **Charges should be broadly in line with other neighbouring councils.** Where possible, benchmarking has been completed to ensure this is the case.
 - **Charges should reflect cost increases incurred by the Council.**
 - **Charges should recognise demand for the service.** In some cases, increasing charges can have a negative impact on overall income.
- 1.4 This year inflation is much higher than it has been in recent years. This feeds through to the Council charges when considering the second principle in paragraph 4.3. In December 2022 the Consumer Price Index was 10.7% and the Retail Price Index was 14.0%.
- 1.5 Table 1 details the Council's significant estimated fees and charges income streams for 2023/24. Annex A details the full list of proposed fees & charges for 2023/24.

Table 1: Fees & charges budgeted income for 2023/24

	22/23 Budget £000	23/24 Draft Budget £000	Budget change %
Parking Services	(10,272)	(11,087)	7.93%
Adult Social Care	(10,450)	(10,914)	4.44%
Property services	(4,342)	(4,469)	2.92%
Planning services	(2,111)	(2,753)	30.39%
Highways	(1,465)	(1,679)	14.63%
Housing	(1,253)	(1,290)	2.99%
Waste & Highways Environmental	(1,102)	(1,208)	9.66%

This page is intentionally left blank

97

ADULTS AND HOUSING DIRECTORATE		2023/24	2022/23	Increase	Discretionary /
		£	£	%	non-discretionary
ADULT SOCIAL CARE					
Residential placements in RBWM commissioned homes					
Older people residential home placements		Full cost recovery	Full cost recovery		Discretionary
Older people nursing home placements (Funded Nursing Care deducted where applicable)		Full cost recovery	Full cost recovery		Discretionary
Homeside Close and Winston Court - Standard Charge to other local authorities	Per week	1,804.00	1,685.71	7.0%	Discretionary
Homes for People with Learning Disability - Respite care					
RBWM residents / Personal Budget Holders	Per night	186.00	173.63	7.1%	Discretionary
Other Local Authorities, Mon-Thu	Per night	543.00	507.87	6.9%	Discretionary
Other Local Authorities, Fri-Sun	Per night	633.00	591.43	7.0%	Discretionary
Older Persons: Residential Respite					
In residential and nursing homes, arranged by the Council	Per week	1,088.00	1,017.00	7.0%	Discretionary
Administration fee for self-funders					
Administration fee for setting up care arrangements	One-off	375.00	350.00	7.1%	Discretionary
Annual fee for ongoing management of care arrangements	Annual	348.00	325.00	7.1%	Discretionary
Deferred payments					
Set up fee	One-off	1,321.00	1,235.00	7.0%	Discretionary
Ongoing fee	Annual	375.00	350.00	7.1%	Discretionary
Homecare					
Standard Charge	Per hour	19.95	19.95	0.0%	Discretionary
Live in Carer		Full cost recovery	Full cost recovery		Discretionary
Sleep in Services		Full cost recovery	Full cost recovery		Discretionary
<i>Note: The Executive Director - Adults, Health and Commissioning, in liaison with the Lead Member for Adult Social Care, sets this rate.</i>					
Meals on Wheels	Per meal	5.50	5.00	10.0%	Discretionary
Learning Disability: day activity morning or afternoon session in day centre					
Ratio 1:1 - RBWM residents / Personal Budget Holders	Per session	104.00	97.13	7.1%	Discretionary
Ratio 1:2 - RBWM residents / Personal Budget Holders	Per session	52.00	48.52	7.2%	Discretionary
Ratio 1:3 - RBWM residents / Personal Budget Holders	Per session	35.00	32.27	8.5%	Discretionary
Ratio 1:5 - RBWM residents / Personal Budget Holders	Per session	21.00	19.30	8.8%	Discretionary
Ratio 1:10 - RBWM residents / Personal Budget Holders	Per session	10.00	9.60	4.2%	Discretionary
Ratio 1:1 - Other Local Authorities and full cost payers	Per session	130.00	121.49	7.0%	Discretionary
Ratio 1:2 - Other Local Authorities and full cost payers	Per session	92.00	86.27	6.6%	Discretionary
Ratio 1:3 - Other Local Authorities and full cost payers	Per session	66.00	61.38	7.5%	Discretionary
Ratio 1:5 - Other Local Authorities and full cost payers	Per session	42.00	39.44	6.5%	Discretionary
Ratio 1:10 - Other Local Authorities and full cost payers	Per session	24.00	22.67	5.9%	Discretionary
Learning Disability: Other Local Authority midday meal supervision					
Ratio 1:1		62.00	57.69	7.5%	Discretionary
Ratio 1:2		43.00	40.08	7.3%	Discretionary
Ratio 1:3		30.00	27.74	8.1%	Discretionary

ADULTS AND HOUSING DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Ratio 1:5		18.00	16.88	6.6%	Discretionary
Ratio 1:10		9.00	8.34	7.9%	Discretionary
Continuing Health Care charge where care staff are separately funded					
Ratio 1:1	Per session	26.37	26.37	0.0%	Discretionary
Transport					
Learning Disability	Per journey	8.00	7.50	6.7%	Discretionary
Older persons single Journey to day centre/activity (max 2 charges per session)	Per journey	6.00	5.30	13.2%	Discretionary
Blue Badge					
	Per badge	10.00	10.00	0.0%	Non-discretionary
Direct Payments - Rates payable to service user					
Standard Rate - care provided by homecare agency	Per hour	SEE NOTE 2 below	SEE NOTE 2 below		Discretionary
Sleeping Night Service	Per night	69.00	64.80	6.5%	Discretionary
Employment of Personal Assistant - start up and emergency reserve	One-off	535.00	500.00	7.0%	Discretionary
Employment of Personal Assistant - standard rate including all oncosts	Per hour	15.32	14.32	7.0%	Discretionary
<i>Note: 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.</i>					

ADULTS AND HOUSING DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
COMMUNITY, PROTECTION & ENFORCEMENT SERVICES				
Environmental Protection				
Converted to a PSPO*	100.00	100.00	0.0%	Non-discretionary
Standard Fixed Penalty Notice for Environmental Protection Property	102.00	95.14	7.2%	Non-discretionary
Environmental Protection Act - LA Pollution Prevention Control (dependant on type of process tested)	Set by DEFRA	Set by DEFRA		Non-discretionary
Scrap Metal Licensing: Collector Licence	250.00	233.55	7.0%	Non-discretionary
Scrap Metal Licensing: Site Licence	373.00	348.76	7.0%	Non-discretionary
Fixed Penalty Notice for fly tipping	428.00	400.00	7.0%	Non-discretionary
Fixed Penalty Notice for failing to produce documentation for the transfer of waste	321.00	300.00	7.0%	Non-discretionary
<i>*£100 reduced to £75 if paid within 14 days</i>				
Trading Standards				
Weights & measures fees	Per hour 70.00	66.57	5.2%	Discretionary
Petroleum licences	See website	See website		Non-discretionary
Explosives licences	See website	See website		Non-discretionary
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - penalty charges				
First offence paid within 14 days	1,000.00	1,000.00	0.0%	Non-discretionary
First offence paid later than 14 days	2,000.00	2,000.00	0.0%	Non-discretionary
Second offence	3,000.00	3,048.00	-1.6%	Non-discretionary
Third and subsequent offences	5,000.00	5,080.00	-1.6%	Non-discretionary
Community safety / anti-social behaviour				
Dog Faeces Fixed Penalty Notice*	100.00	100.00	0.0%	Non-discretionary
Fixed Penalty Notice for Breach of Public Space Protection Officer (PSPO)*	100.00	100.00	0.0%	Non-discretionary
Fixed Penalty Notice for Breach of Community Protection Notice (CPN)*	100.00	100.00	0.0%	Non-discretionary
Fixed Penalty Notice for Littering*	100.00	100.00	0.0%	Non-discretionary
Fixed Penalty Notice for Graffiti (New Fee)*	100.00	100.00	0.0%	Non-discretionary
Civil Penalty of Littering for Vehicle (New Fee)*	100.00	100.00	0.0%	Non-discretionary
<i>*£100 reduced to £75 if paid within 14 days</i>				
Licensing Of Hackney Carriages And Private Hire Vehicles				
For 1-5 vehicles	265.00	265.00	0.0%	Non-discretionary
For 6-10 vehicles	440.00	440.00	0.0%	Non-discretionary
For 11-15 vehicles	615.00	615.00	0.0%	Non-discretionary
For 16-20 vehicles	790.00	790.00	0.0%	Non-discretionary
For 21 vehicles and over	1,035.00	1,035.00	0.0%	Non-discretionary
For 30 vehicles and over	1,420.00	1,420.00	0.0%	Non-discretionary
Drivers annual licence	100.00	100.00	0.0%	Non-discretionary
Drivers dual licence	160.00	160.00	0.0%	Non-discretionary
Transfer of driver or vehicle licence	37.00	37.00	0.0%	Non-discretionary
Badge replacement	10.00	10.00	0.0%	Non-discretionary
Knowledge test	16.00	16.00	0.0%	Non-discretionary
Meter test	27.00	27.00	0.0%	Non-discretionary
Carriage licence	255.00	255.00	0.0%	Non-discretionary
Replacement plate	10.00	10.00	0.0%	Non-discretionary

ADULTS AND HOUSING DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Licensing Act 2003				
Personal Licences (set by statute)	37.00	37.00		Non-discretionary
Annual Fee for Premises Licences (set by statute)	See website	See website		Non-discretionary
Sexual Venue Licensing (Per Premises)	5,000.00	5,000.00	0.0%	Discretionary
Sex Shop Licences (Per Premises)	5,000.00	5,000.00	0.0%	Discretionary
Betting Premises (excluding Tracks)				
New application	3,000.00	3,000.00	0.0%	Non-discretionary
Annual fee	600.00	600.00	0.0%	Non-discretionary
Application to vary	1,500.00	1,500.00	0.0%	Non-discretionary
Application to transfer	1,200.00	1,200.00	0.0%	Non-discretionary
Application for re-instatement	1,200.00	1,200.00	0.0%	Non-discretionary
Application for provisional statement	3,000.00	3,000.00	0.0%	Non-discretionary
Licence application (provisional statement holders)	1,200.00	1,200.00	0.0%	Non-discretionary
Copy licence	25.00	25.00	0.0%	Non-discretionary
Notification of change	50.00	50.00	0.0%	Non-discretionary
Tracks				
New application	2,500.00	2,500.00	0.0%	Non-discretionary
Annual fee	1,000.00	1,000.00	0.0%	Non-discretionary
Application to vary	1,250.00	1,250.00	0.0%	Non-discretionary
Application to transfer	950.00	950.00	0.0%	Non-discretionary
Application for re-instatement	950.00	950.00	0.0%	Non-discretionary
Application for provisional statement	2,500.00	2,500.00	0.0%	Non-discretionary
Licence application (provisional statement holders)	950.00	950.00	0.0%	Non-discretionary
Copy licence	25.00	25.00	0.0%	Non-discretionary
Notification of change	50.00	50.00	0.0%	Non-discretionary
Safety of Sports Ground Act 1975				
Issuing of a safety certificate	1,105.00	1,105.00	0.0%	Non-discretionary
Amendment of a safety certificate	553.00	553.00	0.0%	Non-discretionary
Replacement of a safety certificate	553.00	553.00	0.0%	Non-discretionary
Transfer of a safety certificate	553.00	553.00	0.0%	Non-discretionary
Cancellation of a safety certificate	553.00	553.00	0.0%	Non-discretionary
Adult gaming centre				
New application	2,184.28	2,184.28	0.0%	Non-discretionary
Annual fee	1,094.98	1,094.98	0.0%	Non-discretionary
Application to vary	1,094.98	1,094.98	0.0%	Non-discretionary
Application to transfer	1,315.01	1,315.01	0.0%	Non-discretionary
Application for re-instatement	1,315.01	1,315.01	0.0%	Non-discretionary
Application for provisional statement	2,183.76	2,183.76	0.0%	Non-discretionary
Licence application (provisional statement holders)	1,314.49	1,314.49	0.0%	Non-discretionary
Copy licence	32.02	32.02	0.0%	Non-discretionary
Notification of change	32.02	32.02	0.0%	Non-discretionary

ADULTS AND HOUSING DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Other statutory licences - set by licensing panel Street trading	3,000.00	3,000.00	0.0%	Discretionary

ADULTS AND HOUSING DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES				
Freezer failure certificate	176.97	160.89	10.0%	Discretionary
Private water supplies - laboratory costs plus officer hourly rate, subject to statutory maximums	Set by statute	Set by statute		Non-discretionary
Food hygiene rescore visit	275.00	250.00	10.0%	Discretionary
Health & Safety Work Act S28 - cost of officer time + 15% admin	93.50	85.00	10.0%	Discretionary
Breeding of dogs - single species and single activity only. NEW LICENCE	678.00	678.00	0.0%	Non-discretionary
Breeding of dogs - single species and single activity only. RENEWAL LICENCE	456.00	444.00	2.7%	Non-discretionary
Animal boarding (kennel or cattery) - single species and single activity only. NEW LICENCE	678.00	678.00	0.0%	Non-discretionary
Animal boarding (kennel or cattery) - single species and single activity only. RENEWAL LICENCE	456.00	444.00	2.7%	Non-discretionary
Home Boarders for dogs - NEW LICENCE	417.00	315.00	32.4%	Non-discretionary
Home Boarders for dogs - RENEWAL LICENCE	377.00	350.00	7.7%	Non-discretionary
Franchisee Arrangers Licence - NEW APPLICATION	417.00	235.00	77.4%	Non-discretionary
Franchisee Arrangers Licence - RENEWAL APPLICATION	377.00	265.00	42.3%	Non-discretionary
Franchisee Arrangers Licence - assessment of hobby host	377.00	115.00	227.8%	Non-discretionary
Dog Day Care - NEW LICENCE	504.00	435.00	15.9%	Non-discretionary
Dog Day Care - RENEWAL LICENCE	456.00	400.00	14.0%	Non-discretionary
Combined animal welfare activities (e.g. dogs and cats boarding)- NEW LICENCE	748.00	748.00	0.0%	Non-discretionary
Combined animal welfare activities (e.g., dogs and cats boarding)- RENEWAL LICENCE	560.00	540.00	3.7%	Non-discretionary
Hiring out of horses - NEW LICENCE	634.00			Non-discretionary
Hiring out of horses - RENEWAL LICENCE	508.00			Non-discretionary
Fees per horse: 1-10 horses - £15/horse; 11-50 horses - £10/horse; more than 50 horses - £8/horse				Non-discretionary
1-10 horses	Per horse	15.00		Non-discretionary
11-50 horses	Per horse	10.00		Non-discretionary
More than 50 horses	Per horse	8.00		Non-discretionary
Hiring out of horses - ANNUAL INSPECTION		214.00		Non-discretionary
Fees per horse: 1-10 horses - £15/horse; 11-50 horses - £10/horse; more than 50 horses - £8/horse				Non-discretionary
1-10 horses	Per horse	15.00		Non-discretionary
11-50 horses	Per horse	10.00		Non-discretionary
More than 50 horses	Per horse	8.00		Non-discretionary
Sale of pets - NEW LICENCE	678.00	678.00	0.0%	Non-discretionary
Sale of pets - RENEWAL LICENCE	541.00	444.00	21.8%	Non-discretionary
Dangerous animals - NEW LICENCE (does not include Vet Fee of £40 per hour)	356.00	612.00	-41.8%	Non-discretionary
Dangerous animals - renewal (does not include Vet Fee of £40 per hour)	191.00	500.00	-61.8%	Non-discretionary
Zoo - NEW LICENCE	451.00			Non-discretionary
Zoo - RENEWAL LICENCE	396.00			Non-discretionary
Animals for exhibit (Performing animals) - NEW LICENCE (does not include Vet fees)	483.00	390.00	23.8%	Non-discretionary
Animals for exhibit (Performing animals) - RENEWAL LICENCE	405.00	335.00	20.9%	Non-discretionary
Rating rescore/ re-evaluation	228.00	200.00	14.0%	Non-discretionary
Rating appeal (re-imbursed if appeal upheld)	90.00	90.00	0.0%	Non-discretionary
Licence Variation	80.00	50.00	60.0%	Non-discretionary
Licence Transfer in the event of death	80.00	50.00	60.0%	Non-discretionary
Ear piercing / acupuncture / electrolysis and tattooing - registration of premises and one practitioner	269.50	245.00	10.0%	Non-discretionary
Ear piercing / acupuncture / electrolysis and tattooing - each additional practitioner	90.20	82.00	10.0%	Non-discretionary
Ear piercing / acupuncture / electrolysis and tattooing - existing Licence amendment	46.75	42.50	10.0%	Non-discretionary
Ear piercing / acupuncture / electrolysis and tattooing - replacement of operator certificate	22.00	20.00	10.0%	Non-discretionary

ADULTS AND HOUSING DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
RESIDENTIAL SERVICES				
Domestic pest control service - set by SDK Environmental Ltd	See website	See website		Discretionary
Housing Act notice	300.00	Officer time		Non-discretionary
Enforcement - works in default	50.00	Officer time		Non-discretionary
Houses In Multiple Occupation (HMO Licences) - basic compliance with 5 bedrooms	920.70	837.00	10.0%	Non-discretionary
Houses In Multiple Occupation (HMO Licences) - additional rooms	30.80	28.00	10.0%	Non-discretionary
Houses In Multiple Occupation (HMO Licences) - renewal of licence and subsequent properties	847.00	770.00	10.0%	Non-discretionary
Follow ups of incomplete applications	44.00	40.00	10.0%	Non-discretionary
Copy licence	22.00	20.00	10.0%	Non-discretionary
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges				
First offence paid within 14 days	1,000.00	1,000.00	0.0%	Non-discretionary
First offence not paid within 14 days	2,000.00	2,000.00	0.0%	Non-discretionary
Second offence	3,000.00	3,000.00	0.0%	Non-discretionary
Third and subsequent offences	5,000.00	5,000.00	0.0%	Non-discretionary
Mobile Homes Act 2013				
Licensing of caravan sites for static or touring caravans for use as a holiday accommodation	487.30			Non-discretionary
New licence additional fee per pitch	17.60			Non-discretionary
Transfer of licence	205.70			Non-discretionary
Alteration of conditions (per hour)	50.00			Non-discretionary
Annual inspection fee per pitch	16.50			Non-discretionary
Enforcement action (per hour)	50.00			Non-discretionary
Deposit, vary or deleting site rules	129.80			Non-discretionary
Civil Penalty Notices for Housing Act 2004 (maximum penalty)	30,000.00	See website		Non-discretionary

CHILDRENS' DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
HOME TO SCHOOL TRANSPORT (from 1 September)					
Pupils not entitled to free transport					
Residents not entitled to free transport (mainstream and SEN)		738.00	702.00	5.1%	Discretionary
Non-resident fare payers		1,100.00	1,050.00	4.8%	Discretionary
Replacement travel pass		28.00	26.00	7.7%	Discretionary
EARLY HELP AND SAFEGUARDING					
Parental contribution towards cost of children in care	Per week	Up to fostering allowance	Up to fostering allowance		Discretionary
Foster care placements - charges to other local authorities for placing non-RBWM children	Per week	Cost of placement	Cost of placement		Discretionary
Short term breaks for disabled children - charges to other local authorities for placing non-RBWM children	Per week	Cost of placement	Cost of placement		Discretionary
Administration charge to other local authorities for foster care placements and short term breaks	Per week	110.00	105.00	4.8%	Discretionary
Flying High Play Scheme	Per day	25.00	25.00	0.0%	Discretionary

GOVERNANCE, LAW, STRATEGY AND PUBLIC HEALTH DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
COMMUNICATIONS & MARKETING				
Film unit tariff (primary rates)				
Major production - significant presence, equipment and ongoing disruption, typically involving 30+ crew	Price on application	Price on application		Discretionary
Large production - creating some level of disruption and disturbance	Price on application	Price on application		Discretionary
Medium production - little disturbance, usually for one day only with equipment and lights, typical 8+ crew	Price on application	Price on application		Discretionary
Small production - student & charity productions	35.00	33.00	6.1%	Discretionary
Facility fee				
Standard application processing (application provided with over 1 weeks notice of filming date)	150.00	90.00	66.7%	Discretionary
Late application processing (application provided within 1 weeks notice of filming date)	200.00	155.00	29.0%	Discretionary
Additional roads processing - per every 5 additional roads	45.00	43.00	4.7%	Discretionary
Application Amendment	120.00	107.00	12.1%	Discretionary
Location advice (advice or research that exceeds 1 hour of officer time) Per hour	40.00	32.00	25.0%	Discretionary
Site Visit (any requests for a film officer to visit the filming site on the day) Per hour	60.00	53.00	13.2%	Discretionary
Drone use	150.00	52.00	188.5%	Discretionary
Cancellation	All facility fees incurred	All facility fees incurred		
<i>Primary rates 'per day' can be negotiated at the officer's discretion.</i>				
<i>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.</i>				
<i>Primary rates may vary depending on the size of the crew.</i>				

GOVERNANCE, LAW, STRATEGY AND PUBLIC HEALTH DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary	
PUBLIC HALLS					
Guildhall, Windsor					
Commercial rates day hire 8am - 5pm, Mon - Fri	Per hour	750.00	750.00	0.0%	Discretionary
Commercial rates day hire 8am - 5pm, Sat - Sun	Per hour	895.00	895.00	0.0%	Discretionary
Commercial rates day hire 8am - 5pm, Bank Holidays	Per hour	1,200.00	1,200.00	0.0%	Discretionary
Evening Hire - 5pm - 11.00pm (Mon-Fri)		Prices available on request	Prices available on request		Discretionary
Advantage card holder day hire 8am - 5pm, Mon - Fri	Per hour	650.00	650.00	0.0%	Discretionary
Advantage card holder day hire 8am - 5pm, Sat - Sun	Per hour	800.00	800.00	0.0%	Discretionary
Advantage card holder day hire 8am - 5pm, Bank Holidays	Per hour	1,000.00	1,000.00	0.0%	Discretionary
Borough based registered charities day hire - 8am - 5pm. (Mon-Fri only)		20% discount	20% discount		Discretionary
Cornmarket private hire (negotiable - new charge in 2023/24)		Starting from £500			
<i>Weddings over 50 guests will incur an additional £100 staffing fee.</i>					
<i>Any additional rates will need to be agreed with the Sales & Events team.</i>					
<i>Packages for weddings and dinner can also be agreed with the Sales & Events team.</i>					

GOVERNANCE, LAW, STRATEGY AND PUBLIC HEALTH DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary	
LOCAL LAND CHARGES					
Table Of Search Fees (Excluding VAT)					
Standard Official Search (LLC1 and CON29R)	153.50	142.00	8.1%	Discretionary	
Official Certificate of Search (Form LLC1 only) - no VAT	47.50	44.00	8.0%	Discretionary	
Enquiries of Local Authority (Form CON29R only) part 1 enquiries*	98.50	91.00	8.2%	Discretionary	
Additional Parcels of Land (each)	75.50	70.00	7.9%	Discretionary	
CON 290 Enquiries-with the original search (dealing with individual questions)	52.00	48.00	8.3%	Discretionary	
*Standalone CON29R and CON290 searches attract an additional fee (one per search) No VAT	3.40	3.15	7.9%	Discretionary	
Repeat Searches (LLC1 and CON29R) within 2 months of original search	64.00	59.00	8.5%	Discretionary	
Component data for CON29R questions	On request	On request			
LEGAL FEES (Excluding VAT)					
Joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3,750.00	3,472.00	8.0%	Discretionary	
S38 One-off minimum charge non-refundable, thereafter hourly rates	3,750.00	3,472.00	8.0%	Discretionary	
Crane oversailing licence - charge dependant on complexity/urgency - minimum	750.00	689.00	8.9%	Discretionary	
Crane oversailing licence - charge dependant on complexity/urgency - maximum	1,500.00	1,375.00	9.1%	Discretionary	
Oversail licence- charge dependant on complexity/urgency - minimum	750.00	689.00	8.9%	Discretionary	
Oversail licence- charge dependant on complexity/urgency - maximum	150.00	1,375.00	-89.1%	Discretionary	
Undersail licence- charge dependant on complexity/urgency - minimum	750.00	689.00	8.9%	Discretionary	
Undersail licence- charge dependant on complexity/urgency - maximum	150.00	1,375.00	-89.1%	Discretionary	
Hourly rate	Per hour	150.00	115.00	30.4%	Discretionary
S106 Bilateral Agreement - minimum	2,500.00	1,279.00	95.5%	Discretionary	
S106 Bilateral Agreement	Per hour	150.00	115.00	30.4%	Discretionary
S106 unilateral undertakings (including proforma) checking fees - minimum	1,500.00	1,279.00	17.3%	Discretionary	
S106 unilateral undertakings (including proforma) checking fees	Per hour	150.00	115.00	30.4%	Discretionary
S106 unilateral underataskings (carbon offset provisions only) - minimum	720.00	624.00	15.4%	Discretionary	
S106 unilateral undertakings (including proforma) checking fees	Per hour	150.00	115.00	30.4%	Discretionary
S106 Deed of Variation / Deed of Covenant - minimum	650.00	421.00	54.4%	Discretionary	
S106 Deed of Variation / Deed of Covenant	Per hour	150.00	115.00	30.4%	Discretionary
S111 agreement (SANG mitigation for development purchasing 3rd party SANG capacity) - minimum	1,500.00	589.00	154.7%	Discretionary	
S111 agreement (SANG mitigation for development purchasing 3rd party SANG capacity)	Per hour	150.00	115.00	30.4%	Discretionary
S111 agreement (SANG mitigation at Allen's Field) - minimum	650.00	589.00	10.4%	Discretionary	
S111 agreement (SANG mitigation at Allen's Field)	Per hour	150.00	115.00	30.4%	Discretionary
DS1 (including deferred payment agreement) - minimum	300.00	300.00	0.0%	Discretionary	
DS1 (including deferred payment agreement)	Per hour	150.00	115.00	30.4%	Discretionary
Legal Fees - Retrieval and copy of legal documents from archive - minimum	50.00	25.00	100.0%	Discretionary	
Legal Fees - Retrieval and copy of legal documents from archive	Per hour	120.00	115.00	4.3%	Discretionary

GOVERNANCE, LAW, STRATEGY AND PUBLIC HEALTH DIRECTORATE		2023/24	2022/23	Increase	Discretionary /
		£	£	%	non-discretionary
DESBOROUGH SUITE					
Commercial rates					
Desborough suite	08:00 - 13:00	1,279.00	1,220.00	4.8%	Discretionary
Desborough suite	13:00 - 18:30	1,279.00	1,220.00	4.8%	Discretionary
Desborough suite	18:30+	1,710.00	1,632.00	4.8%	Discretionary
Desborough suite	All day	3,108.00	2,966.00	4.8%	Discretionary
Auditorium	08:00 - 13:00	925.00	883.00	4.8%	Discretionary
Auditorium	13:00 - 18:30	925.00	883.00	4.8%	Discretionary
Auditorium	18:30+	1,203.00	1,148.00	4.8%	Discretionary
Auditorium	All day	2,106.00	2,010.00	4.8%	Discretionary
Receptions / dinner dance	08:00 - 13:00	512.00	489.00	4.7%	Discretionary
Receptions / dinner dance	13:00 - 18:30	512.00	489.00	4.7%	Discretionary
Receptions / dinner dance	18:30+	1,279.00	1,220.00	4.8%	Discretionary
Receptions / dinner dance	All day	1,927.00	1,839.00	4.8%	Discretionary
Meeting room	Per hour	117.00	112.00	4.5%	Discretionary
Meeting room	Per hour	117.00	112.00	4.5%	Discretionary
Meeting room	Per hour	147.00	140.00	5.0%	Discretionary
Meeting room	Per hour	117.00	112.00	4.5%	Discretionary
Additional time after 23.30	Per hour	482.00	460.00	4.8%	Discretionary
Non-commercial rates - whole suite (dance schools / theatre groups / Borough based registered charities)					
Rehearsal / set up: Monday - Friday	08:00 - 13:00	88.00	84.00	4.8%	Discretionary
Rehearsal / set up: Monday - Friday	13:00 - 18:30	88.00	84.00	4.8%	Discretionary
Rehearsal / set up: Monday - Friday	18:30+	153.00	146.00	4.8%	Discretionary
Rehearsal / set up: Monday - Friday	All day	254.00	242.00	5.0%	Discretionary
Rehearsal / set up: Saturday	08:00 - 13:00	124.00	118.00	5.1%	Discretionary
Rehearsal / set up: Saturday	13:00 - 18:30	124.00	118.00	5.1%	Discretionary
Rehearsal / set up: Saturday	18:30+	194.00	185.00	4.9%	Discretionary
Rehearsal / set up: Saturday	All day	270.00	258.00	4.7%	Discretionary
Rehearsal / set up: Sunday	08:00 - 13:00	124.00	118.00	5.1%	Discretionary
Rehearsal / set up: Sunday	13:00 - 18:30	124.00	118.00	5.1%	Discretionary
Rehearsal / set up: Sunday	18:30+	212.00	202.00	5.0%	Discretionary
Rehearsal / set up: Sunday	All day	365.00	348.00	4.9%	Discretionary
Performance / function	08:00 - 13:00	195.00	186.00	4.8%	Discretionary
Performance / function	13:00 - 18:30	195.00	186.00	4.8%	Discretionary
Performance / function	18:30+	265.00	253.00	4.7%	Discretionary
Performance / function	All day	602.00	574.00	4.9%	Discretionary
Additional time after 23.30	Per hour	140.00	134.00	4.5%	Discretionary
Kitchen hire-price on application (unavailable Mon-Fri 08:00 - 16:00)					

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
WASTE				
Special collection service, trade waste and other - one item	42.50	37.00	14.9%	Discretionary
Special collection service, trade waste and other - two items	49.50	43.00	15.1%	Discretionary
Special collection service, trade waste and other - three items	57.50	50.00	15.0%	Discretionary
Special collection service, trade waste and other - four items	64.50	56.00	15.2%	Discretionary
Special collection service, trade waste and other - five items (maximum)	71.50	62.00	15.3%	Discretionary
Special collection service, trade waste and other- fridges / freezers Per unit	42.50	37.00	14.9%	Discretionary
Waste bin for new development Per property	100.00	80.00	25.0%	Discretionary
Green waste subscribed collection service Per annum	75.00	69.00	8.7%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
HIGHWAYS & TRANSPORT				
Consultation with Highways	Price on application	Price on application		Discretionary
Other Highway Services				
Provision of accident information (for 3 years records for road up to 1-5km / over 1km pro-rata)	200.00	156.00	28.2%	Discretionary
Provision of accident information (for 3 years records for road over 5km pro-rata)	Price on application	Price on application		Discretionary
Provision of accident information (for 5 years records for road up to 1-5km/ over 1km pro-rata)	330.00	260.00	26.9%	Discretionary
Provision of accident information (for 3 years records for road over 5km pro-rata)	Price on application	Price on application		Discretionary
Provision of existing traffic signal data	250.00	195.00	28.2%	Discretionary
Provision of personal injury accident database & traffic flow management system statistics	330.00	260.00	26.9%	Discretionary
Traffic count information (for up to 2 count stations)	330.00	260.00	26.9%	Discretionary
Traffic count information (for up to 2 count stations)	180.00	132.00	36.4%	Discretionary
Provision of junction traffic model data	Price on application	Price on application		Discretionary
Access to / use of Borough traffic computer model	7,500.00	6,215.00	20.7%	Discretionary
Research Into Archives (Where Not Part Of Statutory Function) - first 3 hours	300.00	248.00	21.0%	Discretionary
Research Into Archives (Where Not Part Of Statutory Function) - subsequent hours	80.00	63.00		Discretionary
Provision of hard copy statutory records (viewing only via website free)	85.00	67.00	26.9%	Discretionary
Provision of supplementary information	160.00	132.00	21.2%	Discretionary
Provision of hard copy statutory records - expediated service	120.00	102.00	17.6%	Discretionary
Provision of supplementary information - expediated service	240.00	198.00	21.2%	Discretionary
Site inspection - up to 3 hours	200.00	161.00	24.2%	Discretionary
Site inspection - over 3 hours	330.00	260.00	26.9%	Discretionary
Highway licences				
Street Café application fee for 3 year licence, (£150 refund if refused)	636.00	553.00	15.0%	Discretionary
Straight forward renewals	149.00	129.00	15.5%	Discretionary
Street cafes - area fee	149.00	129.00	15.5%	Discretionary
Display of goods - town centre (£150 refund if refused)	636.00	553.00	15.0%	Discretionary
Display of goods - non town centre (£50 refund if refused)	149.00	129.00	15.5%	Discretionary
Display of goods - area fee (for 3 years)	149.00	129.00	15.5%	Discretionary
No adhering to licence conditions - charge per condition	80.00	New charge		Discretionary
Removal and storage of tables and chairs and display of goods - flat fee (plus daily charge)	Replaced	129.00	-100.0%	Discretionary
Removal charge per item	50.00	New charge		Discretionary
Removal and storage of tables and chairs and display of goods- (daily charge)	Per day Replaced	26.00	-100.0%	Discretionary
Storage charge per item	Per day 10.00	New charge		Discretionary
Removal of A Boards - charge Per A Board	150.00	New charge		Discretionary
S116 extinguishment of adopted highways and rights of way (minimum)	7,100.00	6,155.00	15.4%	Discretionary
Skip company registration fee	92.00	80.00	15.0%	Discretionary
Skip company registration fee - admin fee per application including 1 week fee	75.00	65.00	15.4%	Discretionary
Skip company registration fee - weekly charge (2 Weeks)	110.00	95.00	15.8%	Discretionary
Skip company registration fee - weekly charge (3 Weeks)	156.00	135.00	15.6%	Discretionary
Skip company registration fee - weekly charge (4 weeks)	207.00	180.00	15.0%	Discretionary
Skip company registration fee - removal of builders skips	489.00	425.00	15.1%	Discretionary
Minimum charge for skip collection and one day	489.00	425.00	15.1%	Discretionary

PLACE DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Skip collection additional days		56.00	50.00	12.0%	Discretionary
Unauthorised unlicensed skips on the adopted highway		500.00	New charge		Discretionary
S169 residential scaffolding licences					
Application fees		58.00	50.00	16.0%	Discretionary
Licence fees for 8 wks (renewable every 8 wks)		155.00	134.00	15.7%	Discretionary
Unauthorised placement of scaffolding for a residential build / works		426.00	370.00	15.1%	Discretionary
S169 commercial scaffolding licences					
Application fees		60.00	52.00	15.4%	Discretionary
Minor road (less than 50m2)	0 to 2 months	547.00	475.00	15.2%	Discretionary
Minor road (less than 50m2)	3 to 4 months	1,010.00	878.00	15.0%	Discretionary
Minor road (less than 50m2)*	5 to 6 months	1,463.00	1,272.00	15.0%	Discretionary
Minor road (More than 50m2)	0 to 2 months	2,916.00	2,535.00	15.0%	Discretionary
Minor road (more than 50m2)	3 to 4 months	3,250.00	2,826.00	15.0%	Discretionary
Minor road (more than 50m2)*	5 to 6 months	3,698.00	3,215.00	15.0%	Discretionary
Major road or high amenity road (less than 50m2)	0 to 2 months	1,153.00	1,002.00	15.1%	Discretionary
Major road or high amenity road (less than 50m2)	3 to 4 months	2,027.00	1,762.00	15.0%	Discretionary
Major road or high amenity road (less than 50m2)*	5 to 6 months	2,967.00	2,545.00	16.6%	Discretionary
Major road or high amenity road (more than 50m2)	0 to 2 months	5,898.00	5,128.00	15.0%	Discretionary
Major road or high amenity road (more than 50m2)	3 to 4 months	6,503.00	5,654.00	15.0%	Discretionary
Major road or high amenity road (more than 50m2)*	5 to 6 months	7,397.00	6,432.00	15.0%	Discretionary
Not adhering to licence conditions		92.00	80.00	15.0%	Discretionary
Unauthorised commercial scaffold / hoarding on minor road (less than 50m2)		1,213.00	1,054.00	15.1%	Discretionary
Unauthorised commercial scaffold / hoarding on minor road (more than 50m2)		5,892.00	5,123.00	15.0%	Discretionary
Unauthorised commercial scaffold / hoarding on major road or high amenity road (less than 50m2)		2,426.00	2,109.00	15.0%	Discretionary
Unauthorised commercial scaffold / hoarding on major road or high amenity road (more than 50m2)		11,916.00	10,361.00	15.0%	Discretionary
<i>* For periods greater than 6 months, a combination of above durations will be used to calculate fees.</i>					
S172 hoarding licences					
Application fees		58.00	50.00	16.0%	Discretionary
Minor road (less than 50m2)	0 to 2 months	547.00	475.00	15.2%	Discretionary
Minor road (less than 50m2)	3 to 4 months	1,010.00	878.00	15.0%	Discretionary
Minor road (less than 50m2)*	5 to 6 months	1,463.00	1,272.00	15.0%	Discretionary
Minor road (more than 50m2)	0 to 2 months	2,916.00	2,535.00	15.0%	Discretionary
Minor road (more than 50m2)	3 to 4 months	3,250.00	2,826.00	15.0%	Discretionary
Minor road (more than 50m2)*	5 to 6 months	3,698.00	3,215.00	15.0%	Discretionary
Major road or high amenity road (less than 50m2)	0 to 2 months	1,153.00	1,002.00	15.1%	Discretionary

111

PLACE DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Major road or high amenity road (less than 50m2)	3 to 4 months	2,027.00	1,762.00	15.0%	Discretionary
Major road or high amenity road (less than 50m2)*	5 to 6 months	2,927.00	2,545.00	15.0%	Discretionary
Major road or high amenity road (more than 50m2)	0 to 2 months	5,898.00	5,128.00	15.0%	Discretionary
Major road or high amenity road (more than 50m2)	3 to 4 months	6,503.00	5,654.00	15.0%	Discretionary
Major road or high amenity road (more than 50m2)*	5 to 6 months	7,397.00	6,432.00	15.0%	Discretionary
Not adhering to licence conditions		92.00	80.00	15.0%	Discretionary
Unauthorised hoarding on minor road (less than 50m2)		1,213.00	1,054.00	15.1%	Discretionary
Unauthorised hoarding on minor road (more then 50m2)		5,892.00	5,123.00	15.0%	Discretionary
Unauthorised hoarding on major road or high amenity road (less then 50m2)		2,426.00	2,109.00	15.0%	Discretionary
Unauthorised hoarding on major road or high amenity road (more then 50m2)		11,916.00	10,361.00	15.0%	Discretionary
<i>* For periods greater than 6 months, a combination of above durations will be used to calculate fees.</i>					
Other Structures including cranes					
Application fee		58.00	50.00	16.0%	Discretionary
Licence fee on approval		625.00	543.00	15.1%	Discretionary
Additional charge	Per m ²	14.00	12.00	16.7%	Discretionary
Not adhering to licence conditions		92.00	80.00	15.0%	Discretionary
Unauthorised placement of structures / cranes on the highway		1,888.00	1,641.00	15.1%	Discretionary
Mobile access platforms. Flat fee Plus area fee below per week or part					Discretionary
Mobile access platforms application fee		60.00	52.00	15.4%	Discretionary
Mobile access platforms licence fee on approval		272.00	236.00	15.3%	Discretionary
Mobile access platforms additional charge	Per m ²	6.00	5.00	20.0%	Discretionary
Road space booking application or road closure application		97.00	84.00	15.5%	Discretionary
Not adhering to licence conditions		1,182.00	1,027.00	15.1%	Discretionary
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		58.00	50.00	16.0%	Discretionary
Licence fee on approval		571.00	496.00	15.1%	Discretionary
Not adhering to licence conditions		92.00	80.00	15.0%	Discretionary
Licence to rectify a defect within guarantee period (not NRSWA)		316.00	274.00	15.3%	Discretionary
Filming - including internal consultation - comms*		Actual cost + 20% admin	Actual cost + 20% admin		Discretionary
<i>* Road space booking application or road closure application might be required to facilitate</i>					
Crane Oversail licence application		756.00	657.00	15.1%	Discretionary
Urgent Crane Oversail licence application		1,509.00	1,312.00	15.0%	Discretionary
Area fee Per m2		12.00	10.50	14.3%	Discretionary
S184 construction of vehicle crossings					
Domestic application fee		60.00	50.00	20.0%	Discretionary
Domestic licence fee on approval		190.00	129.00	47.3%	Discretionary
Domestic not adhering to licence conditions		92.00	80.00	15.0%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Creation of unauthorised domestic dropped crossing	603.00	524.00	15.1%	Discretionary
Heavy Duty Crossing				Discretionary
Heavy duty crossing application fee	58.00	50.00	16.0%	Discretionary
Heavy duty admin fee commercial	773.00	672.00	15.0%	Discretionary
Heavy duty not adhering to licence conditions	92.00	80.00	15.0%	Discretionary
Creation of unauthorised heavy duty dropped crossing	1,666.00	1,448.00	15.1%	Discretionary
S142 licence to plant and maintain shrubs, trees, etc. minimum charge for non-commercial	718.00	624.00	15.1%	Discretionary
S142 licence to plant and maintain shrubs, trees, etc. minimum charge for commercial	1,435.00	1,247.00	15.1%	Discretionary
S154 cutting or felling trees etc overhanging the highway (actual costs with a minimum of)	448.00	389.00	15.2%	Discretionary
S178 apparatus over highway - (banners/signs) (discretion to reduce charge)	285.00	247.00	15.4%	Discretionary
S171 temporary excavation of the highway				
Application fee	58.00	50.00	16.0%	Discretionary
Licence fee on approval	573.00	498.00	15.1%	Discretionary
Unauthorised excavation of the highway	1,265.00	1,100.00	15.0%	Discretionary
Not adhering to licence conditions	92.00	80.00	15.0%	Discretionary
Licence to rectify a defect within guarantee period (not NRSWA)	316.00	274.00	15.3%	Discretionary
Charge per act (plus licence fee below): £50 Admin / 135 Licence - 2wks and 135 every two weeks	221.00	192.00	15.1%	Discretionary
S171 Storing materials on the highway, including rubbish etc.				
Application fee	58.00	50.00	16.0%	Discretionary
Licence fee on approval for first 2 weeks	121.00	105.00	15.2%	Discretionary
Licence fee on approval for every 2 weeks after	181.00	157.00	15.3%	Discretionary
Unauthorised storing materials on the highway	423.00	367.00	15.3%	Discretionary
Not adhering to licence conditions	92.00	80.00	15.0%	Discretionary
-licence fee	152.00	132.00	15.2%	Discretionary
S179 control of construction of cellars under streets	Actual cost + 20% admin	Actual cost + 20% admin		Discretionary
S180 control of openings into cellars, under streets, pavement lights, etc	Actual cost + 20% admin	Actual cost + 20% admin		Discretionary
S176/177 construction over highway / canopies (flat fee plus area fee below)	855.00	743.00	15.1%	Discretionary
S176/177 construction over highway / canopies (area fee)	Per m ² 14.00	12.00	16.7%	Discretionary
Temporary Traffic Regulation Orders				
S14. Road Traffic Regulations (if advertising covered by applicant discount of £800)	1,995.00	1,989.00	0.3%	Discretionary
S16A Road Traffic Act 1984 / Major Event if closure of 1 road or Public Right of Way*	2,900.00	2,884.00	0.6%	Discretionary
S16A Road Traffic Act 1984 / Major Event if closure of 2 - 5 roads / Public Right of Way*	6,306.00	5,483.00	15.0%	Discretionary
S16A Road Traffic Act 1984 / Major Event if closure of 6 - 9 roads or Public Right of Way*	7,567.00	6,580.00	15.0%	Discretionary
S16A Road Traffic Act 1984 / Major Event if closure of 10 and over roads or Public Right of Way*	9,460.00	8,226.00	15.0%	Discretionary
Unauthorised road closure	3,344.00	2,907.00	15.0%	Discretionary
Access protection markings	145.00	126.00	15.1%	Discretionary
Suspension of parking controls (flat fee for 4)	997.00	997.00	0.0%	Discretionary
Introduction of temporary parking controls	1,996.00	1,989.00	0.4%	Discretionary

PLACE DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Assistance with development of temporary traffic plans	Per hour	119.00	103.00	15.5%	Discretionary
Lane closure request on dual carriageway (Not NRSWA)		317.00	275.00	15.3%	Discretionary
Road space booking for works (Not NRSWA)		252.00	219.00	15.1%	Discretionary
Road space booking for events		631.00	548.00	15.1%	Discretionary
Road space bookings for Charitable and Local Community Interest events		171.00	148.00	15.5%	Discretionary
Unauthorised placement of Traffic Management measures on the Highway (Not NRSWA)		1,500.00	1,096.00	36.9%	Discretionary
<i>* if advertising covered by applicant discount of £1,000 applies</i>					
Highways Signage					
Removal of illegal signage relating to local event	Per sign	181.00	157.00	15.3%	Discretionary
Removal of illegal signage relating to developer	Per sign	450.00	385.00	16.9%	Discretionary
Repeat offender removal of illegal signage relating to developer	Per sign	650.00	548.00	18.6%	Discretionary
Removal of estate agent boards from adopted highway land	Per sign	150.00	125.00	20.0%	Discretionary
Removal of any other signage placed in adopted highway land	Per sign	115.00	100.00	15.0%	Discretionary
Developer site signage - application fee (Up to 1 m ² , thereafter, pro-rata)		155.00	130.00	19.2%	Discretionary
Developer site signage - inspection fee		90.00	77.00	16.9%	Discretionary
Developer site signage - removal of illegal directional signs	Per sign	320.00	262.00	22.1%	Discretionary
Developer site signage - removal of illegal signs for repeat offenders		675.00	576.00	17.2%	Discretionary
New Roads & Street Act inspections / permits					
S74 NRSWA charges for late completions.		Set by statute	Set by statute		Non-discretionary
S76 NRSWA inspection fees.		Set by statute	Set by statute		Non-discretionary
S50 NRSWA private apparatus in the highway licences. First application flat fee		630.00	548.00	15.0%	Discretionary
S50 NRSWA private apparatus in the highway licences. Second and subsequent application flat fee		315.00	274.00	15.0%	Discretionary
Other Traffic Management Charges					
Application for temporary traffic signals (Not NRSWA) (Includes Vat)		227.00	197.00	15.2%	Discretionary
Switching on / off permanent traffic signals (working hours)		460.00	383.00	20.1%	Discretionary
Switching on / off permanent traffic signals (evenings and Saturdays)		680.00	577.00	17.9%	Discretionary
Switching on / off permanent traffic signals (Sundays and bank holidays)		900.00	766.00	17.5%	Discretionary
Hourly charge for temporary traffic signals (not NRSWA) - traffic sensitive streets	Per hour	250.00	199.00	25.6%	Discretionary
Hourly charge for temporary traffic signals (not NRSWA) - other streets	Per hour	80.00	66.00	21.2%	Discretionary
Hourly charge for temporary traffic signals (not NRSWA) - surcharge for peak hour operation	Per hour	200.00	165.00	21.2%	Discretionary
Special signing -application of tourist / visitor information signs		170.00	135.00	25.9%	Discretionary
Special signing - installation of tourist / visitor information signs		Actual cost plus 20% admin	Actual cost plus 20% admin		Discretionary
Special signing - application of shopping / business signs		320.00	264.00	21.2%	Discretionary
Special signing - installation of shopping/ business signs		Actual cost plus 20% admin	Actual cost plus 20% admin		Discretionary
S50 placing temporary traffic counter / CCTV camera on the highway		180.00	135.00	33.3%	Discretionary
Unauthorised survey equipment on the highway		500.00	264.00	89.4%	Discretionary
Bike-ability training	Per pupil	5.00	5.00	0.0%	Discretionary
Highway development control charges for adopted and unadopted roads					
S38/278 fees - up to £1m construction costs (13% but minimum charge)		4,500.00	3,726.00	20.8%	Discretionary
S38/278 fees -over £1m construction costs (13% but minimum charge)		4,500.00	3,726.00	20.8%	Discretionary
For structures / roads not being adopted - technical approval		Actual cost + 20% admin	Actual cost + 20% admin		Discretionary
Renegotiation of S38/278 contract period		1,500.00	1,242.00	20.8%	Discretionary
4.8m wide block paved road + two 2m verges		1,500.00	1,294.00	15.9%	Discretionary

115

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
5.0m wide road, two 2m footways and two 1m verges	1,900.00	1,612.00	17.9%	Discretionary
5.5m wide road, two 2m footways and two 1m verges	2,300.00	1,953.00	17.8%	Discretionary
6.7m wide road, two 2.5m footways and two 1m verges	3,000.00	2,590.00	15.8%	Discretionary
Individual 2.0m footpath including lighting	700.00	583.00	20.1%	Discretionary
Checking and approving interim and final travel plans small developments	1,200.00	1,029.00	16.6%	Discretionary
Checking and approving interim and final travel plans standard developments	2,500.00	2,059.00	21.4%	Discretionary
Checking and approving interim and final travel plans large / complex developments	5,000.00	4,121.00	21.3%	Discretionary
Auditing of road safety audits	700.00	559.00	25.2%	Discretionary
Design of street lighting schemes	550.00	436.00	26.1%	Discretionary
Relocation of street light equipment				
Residential with Advantage Card - single item	Actual cost	Actual cost		Discretionary
Commercial	Actual cost + 20%	Actual cost + 20%		Discretionary
Technical approval of traffic signals -standard (four way) installation	900.00	741.00	21.5%	Discretionary
Technical approval of traffic signals - complex installation	1,500.00	1,242.00	20.8%	Discretionary
Highway commuted sums				
Soakaways over 20 years	27,000.00	20,894.00	29.2%	Discretionary
High friction surfacing over 5 years	Per m ² 12.00	10.00	20.0%	Discretionary
Pumping stations over 10 years (minimum)	25,000.00	19,212.00	30.1%	Discretionary
Standard street lighting over 20 years	1,800.00	1,294.00	39.1%	Discretionary
Ornamental lighting over 20 years	Per item 2,800.00	2,136.00	31.1%	Discretionary
Traffic signals over 20 years per single pole	Per item 18,000.00	14,861.00	21.1%	Discretionary
Extra height pole	Per item 20,000.00	16,126.00	24.0%	Discretionary
Cantilever pole	Per item 21,000.00	17,585.00	19.4%	Discretionary
Illuminated traffic signs and bollards over 10 years =<1m ²	700.00	540.00	29.6%	Discretionary
Illuminated traffic signs and bollards over 10 years > 1m ²	1,500.00	1,100.00	36.4%	Discretionary
Road markings 50% of initial cost (minimum)	1,300.00	971.00	33.9%	Discretionary
CCTV cameras over 10 years	Per item 21,000.00	16,855.00	24.6%	Discretionary
Structures (cost to be agreed between local authority and contractor)	50% of cost	50% of cost		Discretionary
Pedestrian safety barriers (cost to be agreed between local authority and contractor)	50% of cost	50% of cost		Discretionary
Trees on adopted highway (standard tree up to 12cm girth)	Per tree 800.00	648.00	23.5%	Discretionary
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth)	Per tree 1,000.00	783.00	27.7%	Discretionary
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth)	Per tree 1,300.00	1,189.00	9.3%	Discretionary
Trees on adopted highway (semi-mature tree 20cm girth or larger) - minimum	Per tree 2,800.00	2,245.00	24.7%	Discretionary
Trees on adopted highway (semi-mature tree 20cm girth or larger) - maximum	Per tree 6,500.00	5,400.00	20.4%	Discretionary
Grass cutting on adopted highway	Per m ² 13.00	10.00	30.0%	Discretionary
Shrubs and planting areas maintenance	Per m ² 140.00	112.00	25.0%	Discretionary
Other commuted sums		Full cost or by agreement		Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
CAR PARKING				
Alexandra, Windsor (198 spaces)				
Charges apply Monday - Sunday 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	2.00	1.80	11.1%	Discretionary
1 to 2 hours	4.00	3.60	11.1%	Discretionary
2 to 3 hours	6.10	5.50	10.9%	Discretionary
3 to 4 hours	8.10	7.30	11.0%	Discretionary
4 to 5 hours	12.80	11.50	11.3%	Discretionary
Over 5 hours	16.20	14.50	11.7%	Discretionary
Season tickets (3 months)	435.00	395.00	10.1%	Discretionary
Season tickets (6 months)	860.00	780.00	10.3%	Discretionary
Season tickets (per annum)	1,700.00	1,540.00	10.4%	Discretionary
Alma Road, Windsor (130 spaces) - see separate tariff for Windsor Dials				
Charges apply Monday - Sunday 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	2.00	1.80	11.1%	Discretionary
1 to 2 hours	4.00	3.60	11.1%	Discretionary
2 to 3 hours	6.10	5.50	10.9%	Discretionary
3 to 4 hours	8.10	7.30	11.0%	Discretionary
4 to 5 hours	12.80	11.50	11.3%	Discretionary
Over 5 hours	16.20	14.50	11.7%	Discretionary
Season tickets (3 months)	435.00	395.00	10.1%	Discretionary
Season tickets (6 months)	860.00	780.00	10.3%	Discretionary
Season tickets (per annum)	1,700.00	1,540.00	10.4%	Discretionary
Ascot High Street (98 spaces)	Free	Free		Discretionary
The Avenue, Datchet (113 spaces)				
Charges apply Mon - Sun 09.00-18:00 (Bank Holidays free - note charges did not apply on Sundays in 2022/23)				
Up to 1 hour	1.20	1.10	9.1%	Discretionary
1 to 2 hours	2.00	1.80	11.1%	Discretionary
2 to 3 hours	4.00	3.60	11.1%	Discretionary
3 to 4 hours	5.00	4.50	11.1%	Discretionary
4 to 5 hours	7.20	6.50	10.8%	Discretionary
Over 5 hours	8.60	7.70	11.7%	Discretionary
Season tickets (3 months)	265.00	240.00	10.4%	Discretionary
Season tickets (6 months)	500.00	455.00	9.9%	Discretionary
Season tickets (per annum)	980.00	890.00	10.1%	Discretionary
Boulton Lock, Maidenhead (87 spaces)				
Charges apply Mon - Sun 09.00-21.00 (including Bank Holidays)				

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Up to 1 hour	1.20	1.10	9.1%	Discretionary
1 to 2 hours	1.90	1.70	11.8%	Discretionary
2 to 3 hours	2.60	2.30	13.0%	Discretionary
3 to 4 hours	3.90	3.50	11.4%	Discretionary
4 to 5 hours	5.00	4.50	11.1%	Discretionary
Over 5 hours	6.20	5.50	12.7%	Discretionary
Braywick Nature Park, Maidenhead 08:00-21:00 (12 spaces)	Free	Free		Discretionary
Braywick Sports Ground, Maidenhead (575 spaces)				
Charges apply Mon - Sat 09.00-21.00 (Sundays and Bank Holidays free)				
Up to 1 hour	1.40	1.30	7.7%	Discretionary
1 to 2 hours	2.90	2.60	11.5%	Discretionary
2 to 3 hours	4.50	4.00	12.5%	Discretionary
3 to 4 hours	5.90	5.30	11.3%	Discretionary
4 to 5 hours	8.90	8.00	11.3%	Discretionary
Over 5 hours	11.70	10.50	11.4%	Discretionary
Season tickets (3 months)	190.00	175.00	8.6%	Discretionary
Season tickets (6 months)	350.00	320.00	9.4%	Discretionary
Season tickets (per annum)	660.00	600.00	10.0%	Discretionary
Centrica, Windsor - Saturdays, Sundays & Bank Holidays in peak periods only - locked at 19:00 (134 spaces)	Free	Free		Discretionary
Coronation Road, Littlewick Green (24 spaces)	Free	Free		Discretionary
East Berks College, Windsor (112 spaces)				
Charges apply Mon - Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	1.80	1.60	12.5%	Discretionary
1 to 2 hours	2.60	2.30	13.0%	Discretionary
2 to 3 hours	3.80	3.40	11.8%	Discretionary
3 to 4 hours	5.60	5.00	12.0%	Discretionary
4 to 5 hours	8.30	7.50	10.7%	Discretionary
Over 5 hours	10.50	9.50	10.5%	Discretionary
Eton Court, Eton (57 spaces)				
Charges apply Mon-Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	1.90	1.70	11.8%	Discretionary
1 to 2 hours	3.80	3.40	11.8%	Discretionary
2 to 3 hours	5.80	5.20	11.5%	Discretionary
3 to 4 hours	9.40	8.50	10.6%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
4 to 5 hours	11.60	10.50	10.5%	Discretionary
Over 5 hours	13.30	12.00	10.8%	Discretionary
Season tickets (3 months)	360.00	330.00	9.1%	Discretionary
Season tickets (6 months)	710.00	650.00	9.2%	Discretionary
Season tickets (per annum)	1,400.00	1,280.00	9.4%	Discretionary
Grenfell Park, Maidenhead (18 spaces)	Free	Free		Discretionary
Grove Road, Maidenhead (82 spaces)				
Charges apply Mon - Sat 09.00-21.00 (Sundays and Bank Holidays free)				
Up to 1 hour	1.80	1.60	12.5%	Discretionary
1 to 2 hours	3.60	3.20	12.5%	Discretionary
2 to 3 hours	5.30	4.80	10.4%	Discretionary
Hines Meadow Multi Storey Maidenhead (1,280 spaces)				
Charges apply Mon - Sat 09.00-21.00 (Sundays and Bank Holidays free)				
Up to 1 hour	1.40	1.30	7.7%	Discretionary
1 to 2 hours	2.90	2.60	11.5%	Discretionary
2 to 3 hours	4.50	4.00	12.5%	Discretionary
3 to 4 hours	6.50	5.90	10.2%	Discretionary
4 to 5 hours	7.20	6.50	10.8%	Discretionary
Over 5 hours	11.60	10.50	10.5%	Discretionary
Season tickets (3 months)	320.00	290.00	10.3%	Discretionary
Season tickets (6 months)	620.00	565.00	9.7%	Discretionary
Season tickets (per annum)	1,200.00	1,100.00	9.1%	Discretionary
Home Park, Windsor (181 spaces)				
Charges apply Mon - Sun 09.00-16.00 (Bank Holidays free - note charges did not apply on weekends in 2022/23)				
Up to 1 hour	1.30	1.20	8.3%	Discretionary
1 to 2 hours	2.70	2.40	12.5%	Discretionary
2 to 3 hours	4.90	4.40	11.4%	Discretionary
3 to 4 hours	6.20	5.50	12.7%	Discretionary
4 to 5 hours	7.20	6.50	10.8%	Discretionary
Over 5 hours	8.90	8.00	11.3%	Discretionary
Season tickets (3 months)	270.00	245.00	10.2%	Discretionary
Season tickets (6 months)	520.00	475.00	9.5%	Discretionary
Season tickets (per annum)	1,030.00	940.00	9.6%	Discretionary
Horton Road, Datchet (60 spaces)				
Charges apply Mon - Sun 09.00-18.00 (Bank Holidays free - note charges did not apply on Sundays in 2022/23)				

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Up to 1 hour	0.70	0.60	16.7%	Discretionary
1 to 2 hours	1.30	1.20	8.3%	Discretionary
2 to 3 hours	2.70	2.40	12.5%	Discretionary
3 to 4 hours	3.90	3.50	11.4%	Discretionary
4 to 5 hours	5.00	4.50	11.1%	Discretionary
Over 5 hours	6.10	5.50	10.9%	Discretionary
King Edward VII Ave, Windsor (192 spaces)				
Charges apply Mon-Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	1.90	1.70	11.8%	Discretionary
1 to 2 hours	3.60	3.20	12.5%	Discretionary
2 to 3 hours	5.80	5.20	11.5%	Discretionary
3 to 4 hours	7.90	7.10	11.3%	Discretionary
4 to 5 hours	9.60	8.70	10.3%	Discretionary
Over 5 hours	11.10	10.00	11.0%	Discretionary
Season tickets (3 months)	375.00	345.00	8.7%	Discretionary
Season tickets (6 months)	750.00	680.00	10.3%	Discretionary
Season tickets (per annum)	1,450.00	1,340.00	8.2%	Discretionary
Meadow Lane, Eton (102 spaces)				
Charges apply Mon-Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	1.90	1.70	11.8%	Discretionary
1 to 2 hours	3.80	3.40	11.8%	Discretionary
2 to 3 hours	5.80	5.20	11.5%	Discretionary
3 to 4 hours	9.40	8.50	10.6%	Discretionary
4 to 5 hours	11.60	10.50	10.5%	Discretionary
Over 5 hours	13.30	12.00	10.8%	Discretionary
Season tickets (3 months)	360.00	330.00	9.1%	Discretionary
Season tickets (6 months)	710.00	650.00	9.2%	Discretionary
Season tickets (per annum)	1,400.00	1,280.00	9.4%	Discretionary
Nicholsons Multistorey, Maidenhead (734 spaces)				
Charges apply Mon - Sat 09.00-21.00 (Sundays and Bank Holidays free)				
Up to 30 mins	0.90	0.80	12.5%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
30 mins to 1 hour	1.70	1.50	13.3%	Discretionary
1 to 2 hours	2.90	2.60	11.5%	Discretionary
2 to 3 hours	4.50	4.00	12.5%	Discretionary
3 to 4 hours	5.90	5.30	11.3%	Discretionary
4 to 5 hours	11.70	10.50	11.4%	Discretionary
Over 5 hours	17.20	15.50	11.0%	Discretionary
Season tickets (1 month)	190.00	170.00	11.8%	Discretionary
Season tickets (3 months)	530.00	480.00	10.4%	Discretionary
Season tickets (6 months)	1,050.00	950.00	10.5%	Discretionary
Season tickets (per annum)	2,000.00	1,860.00	7.5%	Discretionary
Oak Lane (annual contract spaces for residents only)	60.00	60.00	0.0%	Discretionary
River St, Windsor (145 spaces)				
Charges apply Mon-Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	5.90	5.30	11.3%	Discretionary
1 to 2 hours	9.10	8.20	11.0%	Discretionary
2 to 3 hours	11.60	10.50	10.5%	Discretionary
3 to 4 hours	15.50	14.00	10.7%	Discretionary
4 to 5 hours	17.80	16.00	11.3%	Discretionary
Over 5 hours	22.20	20.00	11.0%	Discretionary
Romney Lock, Windsor (94 spaces)				
Charges apply Mon-Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	1.90	1.70	11.8%	Discretionary
1 to 2 hours	3.60	3.20	12.5%	Discretionary
2 to 3 hours	5.80	5.20	11.5%	Discretionary
3 to 4 hours	7.90	7.10	11.3%	Discretionary
4 to 5 hours	9.60	8.70	10.3%	Discretionary
Over 5 hours	11.10	10.00	11.0%	Discretionary
Season tickets (3 months)	375.00	345.00	8.7%	Discretionary
Season tickets (6 months)	750.00	680.00	10.3%	Discretionary
Season tickets (per annum)	1,450.00	1,340.00	8.2%	Discretionary
Stafferton Way Multi Storey, Maidenhead (576 spaces)				
Charges apply Mon - Sat 09.00-21.00 (Sundays and Bank Holidays free)				
Daily charge	9.40	8.50	10.6%	Discretionary
Season tickets (3 months)	320.00	290.00	10.3%	Discretionary
Season tickets (6 months)	620.00	565.00	9.7%	Discretionary
Season tickets (per annum)	1,200.00	1,100.00	9.1%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Town Moor, Maidenhead (Blackmoor Lane) (28 spaces)				
Charges apply Mon - Sun 09.00-21.00 (including Bank Holidays)				
Up to 3 hours	1.20	1.10	9.1%	Discretionary
Over 3 hours	4.70	4.20	11.9%	Discretionary
Trevelyan School, Windsor (76 spaces)				
Charges apply Mon - Sun (including Bank Holidays), Mon - Fri 09.15-14.45 & 15.45-21.00, Sat-Sun 09.00-21.00				
Up to 1 hour	0.50	N/A		Discretionary
Up to 2 hours	1.00	N/A		Discretionary
Up to 3 hours	2.00	N/A		Discretionary
Over 3 hours	7.00	N/A		Discretionary
Victoria Street Multi Storey, Windsor (206 spaces)				
Charges apply Mon - Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	2.60	2.40	8.3%	Discretionary
1 to 2 hours	4.40	3.90	12.8%	Discretionary
2 to 3 hours	7.10	6.40	10.9%	Discretionary
3 to 4 hours	12.20	11.00	10.9%	Discretionary
4 to 5 hours	13.40	12.00	11.7%	Discretionary
Over 5 hours	18.40	16.50	11.5%	Discretionary
Vicus Way Multi Storey, Maidenhead (500 spaces)				
Charges apply Mon - Sat 09.00-21.00 (Sundays and Bank Holidays free)				
Up to 1 hour	1.00	N/A		Discretionary
1 to 2 hours	2.00	N/A		Discretionary
2 to 3 hours	3.00	N/A		Discretionary
Over 3 Hours	6.00	N/A		Discretionary
Season tickets (1 month)	100.00	N/A		Discretionary
Season tickets (3 months)	300.00	N/A		Discretionary
Season tickets (6 months)	575.00	N/A		Discretionary
Season tickets (per annum)	1,100.00	N/A		Discretionary
West Street, Maidenhead (59 spaces)				
Charges apply Mon - Sat 09.00-21.00 (Sundays and Bank Holidays free)				
Up to 1 hour	1.80	1.60	12.5%	Discretionary
Up to 2 hours	3.60	3.20	12.5%	Discretionary
Up to 3 hours	5.30	4.80	10.4%	Discretionary
Windsor Dials (via Alma Road), Windsor (250 spaces)				
Car Park available on Saturdays, Sundays, Bank Holidays 09.00-21.00				
Up to 1 hour	2.00	1.80	11.1%	Discretionary
1 to 2 hours	4.00	3.60	11.1%	Discretionary
2 to 3 hours	6.10	5.50	10.9%	Discretionary
3 to 4 hours	8.10	7.30	11.0%	Discretionary
4 to 5 hours	12.80	11.50	11.3%	Discretionary
Over 5 hours	16.20	14.50	11.7%	Discretionary
Windsor Library (15 spaces)				

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Charges apply Mon - Sun 09.00-21.00 (Bank Holidays free)				
Up to 30 mins	0.60	0.50	20.0%	Discretionary
Up to 1 hour	2.90	2.60	11.5%	Discretionary
1 to 2 hours	5.80	5.20	11.5%	Discretionary
York House, Windsor (92 spaces)				
Weekends & Bank Holidays (up to 4 hours charge)	4.10	3.70	10.8%	Discretionary
Weekends & Bank Holidays (over 4 hours charge)	8.10	7.30	11.0%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Coach Park (Alma Road), Windsor (74 spaces)				
Charges apply Mon-Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	14.00	12.50	12.0%	Discretionary
Prepaid tickets (1 hour)	13.00	11.50	13.0%	Discretionary
Up to 4 hours	29.00	26.00	11.5%	Discretionary
Prepaid tickets (4 hours)	25.00	22.00	13.6%	Discretionary
Up to 10 hours (equivalent to all day as evenings free)	39.00	35.00	11.4%	Discretionary
Prepaid tickets (10 hours) (equivalent to all day as evenings free)	34.00	30.00	13.3%	Discretionary
Christmas period (cars only)	3.50	3.00	16.7%	Discretionary
Windsor Leisure Centre (249 spaces)				
Charges apply Mon - Sun 09.00-21.00 (including Bank Holidays)				
Up to 1 hour	1.60	1.40	14.3%	Discretionary
Up to 2 hours	2.40	2.20	9.1%	Discretionary
Up to 3 hours	4.70	4.20	11.9%	Discretionary
Up to 4 hours	13.40	12.00	11.7%	Discretionary
Up to 5 hours	15.50	14.00	10.7%	Discretionary
Over 5 hours	20.50	18.50	10.8%	Discretionary
On-Street Parking				
Barry Avenue up to 1 hour	2.50	2.30	8.7%	Discretionary
Barry Avenue 1 to 2 hours	5.10	4.60	10.9%	Discretionary
St. Leonards Road (Shops) up to 1 hour	0.90	0.80	12.5%	Discretionary
St. Leonards Road (Shops) 1 to 2 hours	2.20	2.00	10.0%	Discretionary
Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard & Thameside) up to 1 hour	1.50	1.40	7.1%	Discretionary
Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St (charges apply Mon-Fri 08.30 - 17.30) up to 1 hour	0.80	0.70	14.3%	Discretionary
Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St (charges apply Mon-Fri 08.30 - 17.30) 1 to 2 hours	1.50	1.40	7.1%	Discretionary
Fawcett Rd, Frances Rd, Oxford Rd (charges apply Mon-Fri 08.30 - 17.30) up to 1 hour	0.80	0.70	14.3%	Discretionary
Fawcett Rd, Frances Rd, Oxford Rd (charges apply Mon-Fri 08.30 - 17.30) 1 to 2 hours	1.50	1.40	7.1%	Discretionary
Queens Rd, Vansittart Rd, Stovell Rd (charges apply Mon-Fri 08.30 - 17.30) up to 1 hour	0.80	0.70	14.3%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Queens Rd, Vansittart Rd, Stovell Rd (charges apply Mon-Fri 08.30 - 17.30) 1 to 2 hours	1.50	1.40	7.1%	Discretionary
Alma Rd, Clarence Rd, St Leonards Rd (charges Apply Mon-Sun 8am - 8pm) up to 1 hour	0.80	0.70	14.3%	Discretionary
Alma Rd, Clarence Rd, St Leonards Rd (charges Apply Mon-Sun 8am - 8pm) 1 to 2 hours	1.50	1.40	7.1%	Discretionary
Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd up to 1 hour	1.10	1.00	10.0%	Discretionary
The Avenue & Windsor Road (Datchet) up to 1 hour	1.10	1.00	10.0%	Discretionary
The Avenue & Windsor Road (Datchet) 1 to 2 hours	1.90	1.70	11.8%	Discretionary
The Avenue & Windsor Road (Datchet) 2 to 3 hours	3.80	3.40	11.8%	Discretionary
The Avenue & Windsor Road (Datchet) 3 to 4 hours	4.60	4.20	9.5%	Discretionary
The Avenue & Windsor Road (Datchet) over 4 hours	6.90	6.30	9.5%	Discretionary
Eton (2 hour maximum stay) up to 30 minutes	0.70	0.60	16.7%	Discretionary
Eton (2 hour maximum stay) up to 1 hour	2.30	2.10	9.5%	Discretionary
Eton (2 hour maximum stay) up to 2 hours	3.50	3.20	9.4%	Discretionary
Penalty Charge Notices				
Higher level contraventions	70.00	70.00	0.0%	Non-discretionary
Higher level contraventions discounted if paid within 14 days	35.00	35.00	0.0%	Non-discretionary
Lower level contraventions	50.00	50.00	0.0%	Non-discretionary
Lower level contraventions discounted if paid within 14 days	25.00	25.00	0.0%	Non-discretionary
Fixed Penalty Notice for fly tipping	400.00	400.00	0.0%	Non-discretionary
Fixed Penalty Notice for failing to produce documentation for the transfer of waste	300.00	300.00	0.0%	Non-discretionary
Business permits				
Business parking permits				
Windsor: outer areas				
First permit	720.00	690.00	4.3%	Discretionary
Second permit	840.00	800.00	5.0%	Discretionary
Third permit	950.00	900.00	5.6%	Discretionary
Windsor: inner areas				
Eton and Datchet first permit	360.00	345.00	4.3%	Discretionary
Eton and Datchet second permit	200.00	190.00	5.3%	Discretionary
Eton and Datchet second permit	420.00	400.00	5.0%	Discretionary
Eton and Datchet third permit	580.00	555.00	4.5%	Discretionary
Eton and Datchet fourth permit	800.00	770.00	3.9%	Discretionary
Parking suspensions and dispensations				
Suspension of parking bay (per bay)	27.00	25.00	8.0%	Discretionary
Parking dispensations - late charge	60.00	55.00	9.1%	Discretionary
Parking dispensations - 1st day	27.00	25.00	8.0%	Discretionary
Parking dispensations - additional days	6.00	5.50	9.1%	Discretionary
Parking dispensations - 1 week	49.00	45.00	8.9%	Discretionary
Parking dispensations - 2 weeks	82.00	75.00	9.3%	Discretionary
Parking dispensations - 3 weeks	115.00	105.00	9.5%	Discretionary
Parking dispensations - 4 weeks	143.00	130.00	10.0%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Special parking / access permit	60.00	55.00	9.1%	Discretionary
Special parking/ access permit - late charge	60.00	55.00	9.1%	Discretionary
Permits				
1st Resident Permit	50.00	50.00	0.0%	Discretionary
2nd Resident Permit	75.00	70.00	7.1%	Discretionary
3rd Resident Permit	110.00	100.00	10.0%	Discretionary
Electric vehicles Resident Permit	Free	Free		Discretionary
2 hours Visitor Voucher	1.00	1.00	0.0%	Discretionary
6 hours Visitor Voucher	2.00	2.00	0.0%	Discretionary
24 hours Visitor Voucher	4.00	4.00	0.0%	Discretionary
1st Visitor Permit	55.00	50.00	10.0%	Discretionary
2nd Visitor Permit	75.00	70.00	7.1%	Discretionary
3rd Visitor Permit	110.00	100.00	10.0%	Discretionary
Electric Car Permit P&D (allows free parking to RBWM resident in the Borough).	Free	Free		Discretionary
1st Waiver Permit	55.00	50.00	10.0%	Discretionary
2nd Waiver Permit	75.00	70.00	7.1%	Discretionary
3rd Waiver Permit	110.00	100.00	10.0%	Discretionary
Commercial Permits	165.00	150.00	10.0%	Discretionary

PLACE DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
OUTDOOR FACILITIES					
Allotments					
Grade A+, per 250m ² , resident	Per annum	380.00	330.00	15.2%	Discretionary
Grade A, per 250m ² , resident	Per annum	100.00	87.00	14.9%	Discretionary
Grade B, per 250m ² , resident	Per annum	89.00	77.00	15.6%	Discretionary
Grade A+, per 250m ² , non-resident	Per annum	759.00	660.00	15.0%	Discretionary
Grade A, per 250m ² , non-resident	Per annum	202.00	176.00	14.8%	Discretionary
Grade B, per 250m ² , non-resident	Per annum	175.00	152.00	15.1%	Discretionary
Cemeteries and churchyards					
Standard burial, grant of exclusive right of burial for 50 years including right to erect memorial, resident		1,679.00	1,460.00	15.0%	Discretionary
Standard burial for three (Braywick Cemetery only), resident		1,653.00	1,437.00	15.0%	Discretionary
Standard burial for two, resident		1,409.00	1,225.00	15.0%	Discretionary
Standard burial for two (Oakley Green Cemetery only), resident		1,409.00	1,225.00	15.0%	Discretionary
Standard burial for one, resident		1,273.00	1,107.00	15.0%	Discretionary
Standard burial child 7 to 17 years, resident		0.00	0.00	0.0%	Non-discretionary
Standard burial child up to 6 years, resident		0.00	0.00	0.0%	Non-discretionary
Standard burial additional charge for a casket, resident		542.00	471.00	15.1%	Discretionary
Standard burial re-open for 2nd burial 6ft depth, resident		1,409.00	1,225.00	15.0%	Discretionary
Standard burial re-open for 2nd burial 4ft depth, resident		1,270.00	1,104.00	15.0%	Discretionary
Standard burial, grant of exclusive right of burial for 50 years including right to erect memorial, non-resident		3,361.00	2,923.00	15.0%	Discretionary
Standard burial for three (Braywick Cemetery only), non-resident		3,297.00	2,867.00	15.0%	Discretionary
Standard burial for two, non-resident		2,813.00	2,446.00	15.0%	Discretionary
Standard burial for two (Oakley Green Cemetery only), non-resident		2,813.00	2,446.00	15.0%	Discretionary
Standard burial for one, non-resident		2,542.00	2,210.00	15.0%	Discretionary
Standard burial child 7 to 17 years, non-resident		1,053.00	1,053.00	0.0%	Discretionary
Standard burial child up to 6 years, non-resident		505.00	505.00	0.0%	Discretionary
Standard burial additional charge for a casket, non-resident		1,084.00	943.00	15.0%	Discretionary
Standard burial re-open for 2nd burial 6ft depth, non-resident		1,409.00	1,225.00	15.0%	Discretionary
Standard burial re-open for 2nd burial 4ft depth, non-resident		1,273.00	1,107.00	15.0%	Discretionary
Infant burial					
Grant of exclusive right of burial for 50 years, including right to erect memorial, resident		0.00	0.00	0.0%	Non-discretionary
Burial fee, resident		0.00	0.00	0.0%	Non-discretionary
Grant of exclusive right of burial for 50 years, including right to erect memorial, non-resident		822.00	715.00	15.0%	Discretionary
Burial fee, non-resident		325.00	283.00	14.8%	Discretionary
Cremation plot					
Grant of exclusive right of burial for 50 years, including right to erect memorial, resident		819.00	712.00	15.0%	Discretionary
New Cremation Plot (2 caskets per plot), resident		443.00	385.00	15.1%	Discretionary
Re-open for a second interment of ashes, resident		443.00	385.00	15.1%	Discretionary
Grant of exclusive right of burial for 50 years, including right to erect memorial, non-resident		1,636.00	1,423.00	15.0%	Discretionary
New Cremation Plot (2 caskets per plot), non-resident		882.00	767.00	15.0%	Discretionary
Re-open for a second interment of ashes, non-resident		443.00	385.00	15.1%	Discretionary

PLACE DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Cremation chamber					
Grant of exclusive right of burial for 10 years, erect memorial, interment of ashes (Oakley Green cemetery), resident		879.00	764.00	15.1%	Discretionary
Renew grant of exclusive right of burial for a further 10 years, resident		432.00	376.00	14.9%	Discretionary
Re-open for a second interment of ashes, resident		302.00	263.00	14.8%	Discretionary
Grant of exclusive right of burial for 10 years, erect memorial, interment of ashes (Oakley Green cemetery), non-resident		1,760.00	1,530.00	15.0%	Discretionary
Renew grant of exclusive right of burial for a further 10 years, non-resident		867.00	754.00	15.0%	Discretionary
Re-open for a second interment of ashes, non-resident		302.00	263.00	14.8%	Discretionary
Memorials					
Additional inscription / replacement stone		59.00	51.00	15.7%	Discretionary
Wall plaque		75.00	65.00	15.4%	Discretionary
Cremation tablet		75.00	65.00	15.4%	Discretionary
Vase or book on cremation plot or grave		75.00	65.00	15.4%	Discretionary
Reservation of wall plaque for 7 years		75.00	65.00	15.4%	Discretionary
Stake in ground plaque - prices from:-		213.00	185.00	15.1%	Discretionary
Miscellaneous					
Record research fee, resident		75.00	65.00	15.4%	Discretionary
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate), resident		1,653.00	1,437.00	15.0%	Discretionary
Inter cremated remains in Garden of Remembrance, resident		253.00	220.00	15.0%	Discretionary
Interment outside prescribed hours (minimum charge), resident		593.00	516.00	14.9%	Discretionary
Minimum cost for specific needs, resident		593.00	516.00	14.9%	Discretionary
Private grave registration transfer, resident		75.00	65.00	15.4%	Discretionary
Use of chapel at Oakley Green only, resident		216.00	188.00	14.9%	Discretionary
Copy of Deed, resident		75.00	65.00	15.4%	Discretionary
Record research fee, non-resident		75.00	65.00	15.4%	Discretionary
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate), non-resident		1,653.00	1,437.00	15.0%	Discretionary
Inter cremated remains in Garden of Remembrance, non-resident		253.00	220.00	15.0%	Discretionary
Interment outside prescribed hours (minimum charge), non-resident		593.00	516.00	14.9%	Discretionary
Minimum cost for specific needs, non-resident		593.00	516.00	14.9%	Discretionary
Private grave registration transfer, non-resident		75.00	65.00	15.4%	Discretionary
Use of chapel at Oakley Green only, non-resident		216.00	188.00	14.9%	Discretionary
Copy of Deed, non-resident		75.00	65.00	15.4%	Discretionary
Football					
Grade A pitch	Per season	2,233.00	1,942.00	15.0%	Discretionary
Grade B pitch	Per season	1,691.00	1,470.00	15.0%	Discretionary
Mini football pitch - marked 2hr session	Per season	Free	Free		Discretionary
Rugby					
Braywick / Home Park	Per season	2,829.00	2,460.00	15.0%	Discretionary
Mini rugby pitch - marked 2hr session	Per season	Free	Free		Discretionary
Cricket					
Home Park	Per season	3,830.00	3,330.00	15.0%	Discretionary

PLACE DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Lawn tennis					
Home Park	Per season	1,761.00	1,531.00	15.0%	Discretionary
Miscellaneous					
Royal Windsor Dog Show	Per season	10,419.00	9,060.00	15.0%	Discretionary
Triathlon	Per season	8,936.00	7,770.00	15.0%	Discretionary
Horse Show	Per season	10,419.00	9,060.00	15.0%	Discretionary
Ockwells Dog Show	Per season	880.00	765.00	15.0%	Discretionary
Rights of way - actual costs + advertising (including VAT) minimum charges:					
S118 Stopping up of footpaths, bridleways & restricted byways		1,711.00	1,488.00	15.0%	Discretionary
S119 Diversion of footpaths, bridleways & restricted byways		1,711.00	1,488.00	15.0%	Discretionary
S257 Town & Country Planning Act 1980 Diversion Orders		1,711.00	1,488.00	15.0%	Discretionary
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders		0.00	0.00	0.0%	Non-discretionary
Provision of hard copy of definitive map extract (viewing only free of charge)		72.00	63.00	14.3%	Discretionary
Land owner declaration (Highways Act 1980 / Commons Act 2006)		358.00	311.00	15.1%	Discretionary
Land owner declaration (Highways Act 1980 / Commons Act 2006) - subsequent declaration		72.00	63.00	14.3%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
PLANNING & DEVELOPMENT				
Pre-Application Advice (Including VAT)				
The fees for pre-application planning advice are charged as below for the service outlined in the updated Pre-application Protocol and charged on an individual cost relating to the types of staff required and level of advice provided. Advice for schemes outside of those listed in the schedule below will only be offered where agreed by a Senior Manager in the Planning Department and would be a bespoke fee arrangement or Planning Performance Agreement based on the hourly rates for the required officers, including administration fees. Charges for using the transport model are in addition to those set out below. Charges for review of viability studies or other work requiring the appointment of external consultants will be agreed on a case by case basis and funded by the applicant.				
Parish Councils, local community groups for all categories of development	50% off respective fee	50% off respective fee		Discretionary
Pre-application fees for all new dwellings, commercial development or mixed schemes				
Residential: per unit	Per unit 380.00	250.00	52.0%	Discretionary
Residential: more than 1 unit - maximum of 49 units. Schemes of 50 units or more be required to enter into a PPA	18,620.00	35,000.00	-46.8%	Discretionary
Non-residential: No increase in gross floor space	215.00	570.00	-62.3%	Discretionary
Non-residential: Increase in gross floor space fee per 75m ² up to maximum of 9,999 m ² . <i>Schemes of 10,000 sq m or more will be required to enter into a PPA</i>	350.00	570.00	-38.6%	Discretionary
Planning decisions and related documents	16.50	15.00	10.0%	Discretionary
Retrieval and copying from archive of planning documents - 1st A4 page	2.30	2.10	9.5%	Discretionary
Retrieval and copying from archive of planning documents - subsequent pages	0.55	0.50	10.0%	Discretionary
Use of RBWM Transport Model data by developers.	On Request-bespoke charge	On Request-bespoke charge		Discretionary

PLACE DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Hourly Rates & attendance at requested meetings (where requests are accepted by LPA)					
Head of Service	Per hour	250.00	210.00	19.0%	Discretionary
Development Management Service or Policy Manager	Per hour	190.00	158.00	20.3%	Discretionary
Team Leader	Per hour	165.00	137.00	20.4%	Discretionary
Principal Officer	Per hour	150.00	126.00	19.0%	Discretionary
Senior Officer	Per hour	126.00	105.00	20.0%	Discretionary
Officer	Per hour	113.50	94.50	20.1%	Discretionary
Specialist Officer Advice	Per hour	126.00	105.00	20.0%	Discretionary
High Hedge Complaints		890.00	795.00	11.9%	Discretionary
S106 Management, Maintenance, Compliance & Monitoring					
Major applications - non-refundable charge		1,051.00	876.00	20.0%	Discretionary
Minor and other applications - non-refundable charge		540.00	449.00	20.3%	Discretionary
Discharge of non-financial obligations (e.g. landscape plans, woodland management plans)		143.00	119.00	20.2%	Discretionary
Monitoring of non-financial S106 obligations		282.00	235.00	20.0%	Discretionary
Monitoring & management of viability appraisals for development	Hourly Monitoring Officer rate		Hourly Monitoring Officer rate		Discretionary
Confirmation that the obligations of a S106 legal agreement have been discharged		201.00	168.00	19.6%	Discretionary
<i>(Note: Charges for checking & monitoring travel plans refer to Highway Charges)</i>					

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Strategic Access Management Monitoring				
Bedsit / 1 bed dwelling	470.83	470.83	0.0%	Discretionary
2 bed dwelling	620.98	620.98	0.0%	Discretionary
3 bed dwelling	835.96	835.96	0.0%	Discretionary
4 bed dwelling	951.52	951.52	0.0%	Discretionary
5+ bed dwelling	1,241.96	1,241.96	0.0%	Discretionary
Allen's Field, Ascot Suitable Alternative Natural Greenspace - provision / maintenance				
Bedsit / 1 bed dwelling	9,356.11	8,135.75	15.0%	Discretionary
2 bed dwelling	10,208.93	8,877.33	15.0%	Discretionary
3 bed dwelling	11,357.25	9,875.87	15.0%	Discretionary
4 bed dwelling	11,959.24	10,399.34	15.0%	Discretionary
5+ bed dwelling	13,477.43	11,719.50	15.0%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
PLANNING & DEVELOPMENT - BUILDING CONTROL				
A New Houses (max 300m² floor area)				
A1 One dwelling: plan	495.00	450.00	10.0%	Discretionary
A1 One dwelling: inspection	715.00	650.00	10.0%	Discretionary
A1 One dwelling: building notice	1,391.50	1,265.00	10.0%	Discretionary
A1 One dwelling: regularisation	1,739.38	1,581.25	10.0%	Discretionary
A2 Two dwelling: plan	495.00	450.00	10.0%	Discretionary
A2 Two dwelling: inspection	1,100.00	1,000.00	10.0%	Discretionary
A2 Two dwelling: building notice	1,834.25	1,667.50	10.0%	Discretionary
A2 Two dwelling: regularisation	2,292.81	2,084.38	10.0%	Discretionary
A3 Three dwelling: plan	495.00	450.00	10.0%	Discretionary
A3 Three dwelling: inspection	1,402.50	1,275.00	10.0%	Discretionary
A3 Three dwelling: building notice	2,182.13	1,983.75	10.0%	Discretionary
A3 Three dwelling: regularisation	2,727.66	2,479.69	10.0%	Discretionary
A4 Four dwelling: plan	715.00	650.00	10.0%	Discretionary
A4 Four dwelling: inspection	1,540.00	1,400.00	10.0%	Discretionary
A4 Four dwelling: building notice	2,593.25	2,357.50	10.0%	Discretionary
A4 Four dwelling: regularisation	3,241.56	2,946.88	10.0%	Discretionary
A5 Five dwelling: plan	715.00	650.00	10.0%	Discretionary
A5 Five dwelling: inspection	1,815.00	1,650.00	10.0%	Discretionary
A5 Five dwelling: building notice	2,909.50	2,645.00	10.0%	Discretionary
A5 Five dwelling: regularisation	3,636.88	3,306.25	10.0%	Discretionary
B Domestic Alterations				
B1 Single storey extension ≤ 10m ² : plan	330.00	300.00	10.0%	Discretionary
B1 Single storey extension ≤ 10m ² : inspection	330.00	300.00	10.0%	Discretionary
B1 Single storey extension ≤ 10m ² : building notice	759.00	690.00	10.0%	Discretionary
B1 Single storey extension ≤ 10m ² : regularisation	948.75	862.50	10.0%	Discretionary
B2 Single storey extension 10m ² – 40m ² : plan	330.00	300.00	10.0%	Discretionary
B2 Single storey extension 10m ² – 40m ² : inspection	467.50	425.00	10.0%	Discretionary
B2 Single storey extension 10m ² – 40m ² : building notice	917.13	833.75	10.0%	Discretionary
B2 Single storey extension 10m ² – 40m ² : regularisation	1,146.41	1,042.19	10.0%	Discretionary
B3 Single storey extension 40m ² – 100m ² : plan	385.00	350.00	10.0%	Discretionary
B3 Single storey extension 40m ² – 100m ² : inspection	650.00	575.00	13.0%	Discretionary
B3 Single storey extension 40m ² – 100m ² : building notice	1,190.25	1,063.75	11.9%	Discretionary
B3 Single storey extension 40m ² – 100m ² : regularisation	1,487.81	1,329.69	11.9%	Discretionary
B4 Two storey extension ≤ 40m ² : plan	330.00	300.00	10.0%	Discretionary
B4 Two storey extension ≤ 40m ² : inspection	533.50	485.00	10.0%	Discretionary
B4 Two storey extension ≤ 40m ² : building notice	993.03	902.75	10.0%	Discretionary
B4 Two storey extension ≤ 40m ² : regularisation	1,241.28	1,128.44	10.0%	Discretionary
B5 Two storey extension 40m ² – 100m ² : plan	330.00	300.00	10.0%	Discretionary
B5 Two storey extension 40m ² – 100m ² : inspection	770.00	700.00	10.0%	Discretionary
B5 Two storey extension 40m ² – 100m ² : building notice	1,265.00	1,150.00	10.0%	Discretionary
B5 Two storey extension 40m ² – 100m ² : regularisation	1,581.25	1,437.50	10.0%	Discretionary
B6 Two storey extension 100m ² – 200m ² : plan	385.00	350.00	10.0%	Discretionary
B6 Two storey extension 100m ² – 200m ² : inspection	1,265.00	1,150.00	10.0%	Discretionary
B6 Two storey extension 100m ² – 200m ² : building notice	1,897.50	1,725.00	10.0%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
B6 Two storey extension 100m ² – 200m ² : regularisation	2,371.88	2,156.25	10.0%	Discretionary
B7 Loft conversion without dormer max 60m ² : plan	330.00	300.00	10.0%	Discretionary
B7 Loft conversion without dormer max 60m ² : inspection	385.00	350.00	10.0%	Discretionary
B7 Loft conversion without dormer max 60m ² : building notice	822.25	747.50	10.0%	Discretionary
B7 Loft conversion without dormer max 60m ² : regularisation	1,027.81	943.38	8.9%	Discretionary
B8 Loft conversion including dormer or changes to roof line max 60m ² : plan	330.00	300.00	10.0%	Discretionary
B8 Loft conversion including dormer or changes to roof line max 60m ² : inspection	522.50	475.00	10.0%	Discretionary
B8 Loft conversion including dormer or changes to roof line max 60m ² : building notice	980.38	1,162.50	-15.7%	Discretionary
B8 Loft conversion including dormer or changes to roof line max 60m ² : regularisation	1,225.47	1,453.13	-15.7%	Discretionary
B9 Erection / extension-non-exempt single storey domestic detached garage / carport up to 100m ² : plan	400.00	350.00	14.3%	Discretionary
B9 Erection / extension-non-exempt single storey domestic detached garage / carport up to 100m ² : building notice	460.00	402.50	14.3%	Discretionary
B9 Erection / extension-non-exempt single storey domestic detached garage / carport up to 100m ² : regularisation	575.00	437.50	31.4%	Discretionary
B10 Erection / extension-non-exempt single storey domestic attached garage / carport up to 100m ² : plan	220.00	200.00	10.0%	Discretionary
B10 Erection / extension-non-exempt single storey domestic attached garage / carport up to 100m ² : inspection	302.50	275.00	10.0%	Discretionary
B10 Erection / extension-non-exempt single storey domestic attached garage / carport up to 100m ² : building notice	600.88	516.25	16.4%	Discretionary
B10 Erection / extension-non-exempt single storey domestic attached garage / carport up to 100m ² : regularisation	751.09	645.31	16.4%	Discretionary
B11 Conversion of a domestic garage to habitable room (max 40m ²): plan	220.00	200.00	10.0%	Discretionary
B11 Conversion of a domestic garage to habitable room (max 40m ²): inspection	302.50	275.00	10.0%	Discretionary
B11 Conversion of a domestic garage to habitable room (max 40m ²): building notice	600.88	546.25	10.0%	Discretionary
B11 Conversion of a domestic garage to habitable room (max 40m ²): regularisation	751.09	682.81	10.0%	Discretionary
B12 Alterations to extend or create a basement up to 100m ² : plan	385.00	350.00	10.0%	Discretionary
B12 Alterations to extend or create a basement up to 100m ² : inspection	737.00	670.00	10.0%	Discretionary
B12 Alterations to extend or create a basement up to 100m ² : building notice	1,290.30	1,173.00	10.0%	Discretionary
B12 Alterations to extend or create a basement up to 100m ² : regularisation	1,612.88	1,466.25	10.0%	Discretionary
C1 Underpinning	Individually Determined	Individually Determined		Discretionary
C2 Renovation of a thermal element to a single building: plan and inspection	385.00	350.00	10.0%	Discretionary
C2 Renovation of a thermal element to a single building: building notice	442.75	546.25	-18.9%	Discretionary
C2 Renovation of a thermal element to a single building: regularisation	553.44	682.81	-18.9%	Discretionary
C3 Structural alterations of a single beam or chimney breast removal: plan and inspection	225.00	200.00	12.5%	Discretionary
C3 Structural alterations of a single beam or chimney breast removal: building notice	258.75	230.00	12.5%	Discretionary
C3 Structural alterations of a single beam or chimney breast removal: regularisation	323.44	287.50	12.5%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost ≤ £5K - plan	357.50	325.00	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost ≤ £5k - inspection	Included in plan charge	Included in plan charge		
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost ≤ £5k - building notice	411.13	373.75	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost ≤ £5K - regularisation	513.91	467.19	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £5k, ≤ £25k - plan	220.00	200.00	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £5k, ≤ £25k - inspection	357.50	325.00	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £5k, ≤ £25k - building notice	664.13	603.75	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £5k, ≤ £25k - regularisation	830.16	754.69	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £25k, ≤ £50k - plan	330.00	300.00	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £25k, ≤ £50k - inspection	522.50	475.00	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £25k, ≤ £50k - building notice	980.38	891.25	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £25k, ≤ £50k - regularisation	1,225.47	1,114.06	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £50k, ≤ £75k - plan	330.00	300.00	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £50k, ≤ £75k - inspection	797.50	725.00	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £50k, ≤ £75k - building notice	1,296.63	1,178.75	10.0%	Discretionary
C4 Internal alterations, installation of fittings (not electrical) or structural alterations - cost > £50k, ≤ £75k - regularisation	1,620.78	1,473.44	10.0%	Discretionary
C5 window replacement per installation of up to 20 windows - plan and inspection*	220.00	200.00	10.0%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
C5 window replacement per installation of up to 20 windows - building notice*	253.00	230.00	10.0%	Discretionary
C5 window replacement per installation of up to 20 windows - regularisation*	316.25	287.50	10.0%	Discretionary
C5 window replacement any electrical work - plan and inspection*	495.00	450.00	10.0%	Discretionary
C5 window replacement any electrical work - building notice*	569.25	517.50	10.0%	Discretionary
C5 window replacement any electrical work - regularisation*	711.56	646.88	10.0%	Discretionary
<i>* Where installer is not registered with approved competent person scheme</i>				
D Other Residential (Institution & Other) including-Hospitals, Hotels and Boarding Houses				
D1 Assembly & Recreational including clubs, schools and halls - floor area ≤ 10m ² - plan	275.00	250.00	10.0%	Discretionary
D1 Assembly & Recreational including clubs, schools and halls - floor area ≤ 10m ² - inspection	605.00	550.00	10.0%	Discretionary
D1 Assembly & Recreational including clubs, schools and halls - floor area ≤ 10m ² - regularisation	1,100.00	1,000.00	10.0%	Discretionary
D2 Assembly & Recreational including clubs, schools and hall - floor area > 10m ² , ≤ 40m ² - plan	385.00	350.00	10.0%	Discretionary
D2 Assembly & Recreational including clubs, schools and hall - floor area > 10m ² , ≤ 40m ² - inspection	770.00	700.00	10.0%	Discretionary
D2 Assembly & Recreational including clubs, schools and hall - floor area > 10m ² , ≤ 40m ² - regularisation	1,443.75	1,312.50	10.0%	Discretionary
D3 Assembly & Recreational including clubs, schools and hall - floor area > 40m ² , ≤ 100m ² - plan	385.00	350.00	10.0%	Discretionary
D3 Assembly & Recreational including clubs, schools and hall - floor area > 40m ² , ≤ 100m ² - inspection	935.00	850.00	10.0%	Discretionary
D3 Assembly & Recreational including clubs, schools and hall - floor area > 40m ² , ≤ 100m ² - regularisation	1,650.00	1,500.00	10.0%	Discretionary
D4 Assembly & Recreational including clubs, schools and hall - floor area > 100m ² , ≤ 200m ² - plan	385.00	350.00	10.0%	Discretionary
D4 Assembly & Recreational including clubs, schools and hall - floor area > 100m ² , ≤ 200m ² - inspection	1,347.50	1,225.00	10.0%	Discretionary
D4 Assembly & Recreational including clubs, schools and hall - floor area > 100m ² , ≤ 200m ² - regularisation	2,165.63	1,968.75	10.0%	Discretionary
D5 Industrial & storage – including factories and warehouses - floor area ≤ 10m ² - plan	385.00	350.00	10.0%	Discretionary
D5 Industrial & storage – including factories and warehouses - floor area ≤ 10m ² - inspection	Included in plan charge	Included in plan charge		
D5 Industrial & storage – including factories and warehouses - floor area ≤ 10m ² - regularisation	481.25	437.50	10.0%	Discretionary
D6 Industrial & storage – including factories and warehouses - floor > 10m ² , ≤ 40m ² - plan	385.00	350.00	10.0%	Discretionary
D6 Industrial & storage – including factories and warehouses - floor > 10m ² , ≤ 40m ² - inspection	385.00	350.00	10.0%	Discretionary
D6 Industrial & storage – including factories and warehouses - floor > 10m ² , ≤ 40m ² - regularisation	962.50	875.00	10.0%	Discretionary
D7 Industrial & storage – including factories and warehouses - floor > 40m ² , ≤ 100m ² - plan	385.00	350.00	10.0%	Discretionary
D7 Industrial & storage – including factories and warehouses - floor > 40m ² , ≤ 100m ² - inspection	550.00	500.00	10.0%	Discretionary
D7 Industrial & storage – including factories and warehouses - floor > 40m ² , ≤ 100m ² - regularisation	1,168.75	1,062.50	10.0%	Discretionary
D8 Industrial & storage – including factories and warehouses - floor > 100m ² , ≤ 200m ² - plan	385.00	350.00	10.0%	Discretionary
D8 Industrial & storage – including factories and warehouses - floor > 100m ² , ≤ 200m ² - inspection	715.00	650.00	10.0%	Discretionary
D8 Industrial & storage – including factories and warehouses - floor > 100m ² , ≤ 200m ² - regularisation	1,375.00	1,250.00	10.0%	Discretionary
D9 All other uses – including offices and shops (commercial) - floor area ≤ 10m ² - plan	275.00	250.00	10.0%	Discretionary
D9 All other uses – including offices and shops (commercial) - floor area ≤ 10m ² - inspection	385.00	350.00	10.0%	Discretionary
D9 All other uses – including offices and shops (commercial) - floor area ≤ 10m ² - regularisation	825.00	750.00	10.0%	Discretionary
D10 All other uses – including offices and shops (commercial) - floor area > 10m ² , ≤ 40m ² - plan	385.00	350.00	10.0%	Discretionary
D10 All other uses – including offices and shops (commercial) - floor area > 10m ² , ≤ 40m ² - inspection	550.00	500.00	10.0%	Discretionary
D10 All other uses – including offices and shops (commercial) - floor area > 10m ² , ≤ 40m ² - regularisation	1,168.75	1,062.50	10.0%	Discretionary
D11 All other uses – including offices and shops (commercial) - floor area > 40m ² , ≤ 100m ² - plan	385.00	350.00	10.0%	Discretionary
D11 All other uses – including offices and shops (commercial) - floor area > 40m ² , ≤ 100m ² - inspection	742.50	675.00	10.0%	Discretionary
D11 All other uses – including offices and shops (commercial) - floor area > 40m ² , ≤ 100m ² - regularisation	1,409.38	1,281.25	10.0%	Discretionary
D12 All other uses – including offices and shops (commercial) - floor area > 100m ² , ≤ 200m ² - plan	385.00	350.00	10.0%	Discretionary
D12 All other uses – including offices and shops (commercial) - floor area > 100m ² , ≤ 200m ² - inspection	935.00	850.00	10.0%	Discretionary
D12 All other uses – including offices and shops (commercial) - floor area > 100m ² , ≤ 200m ² - regularisation	1,650.00	1,500.00	10.0%	Discretionary
E All other non-domestic work alterations				
E1 Underpinning	Individually Determined	Individually Determined		Discretionary
E2 Window replacement per installation up to 20 windows - plan	275.00	250.00	10.0%	Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
E2 Window replacement per installation up to 20 windows - inspection	Included in plan charge	Included in plan charge		
E2 Window replacement per installation up to 20 windows - regularisation	343.75	312.50	10.0%	Discretionary
E3 Window replacement per installation over 20 windows up to 50 windows - plan	220.00	200.00	10.0%	Discretionary
E3 Window replacement per installation over 20 windows up to 50 windows - inspection	330.00	300.00	10.0%	Discretionary
E3 Window replacement per installation over 20 windows up to 50 windows - regularisation	687.50	625.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost ≤ £50k - plan	275.00	250.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost ≤ £50k - inspection	275.00	250.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost ≤ £50k - regularisation	687.50	625.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost > £50k, ≤ £100k - plan	275.00	250.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost > £50k, ≤ £100k - inspection	440.00	400.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost > £50k, ≤ £100k	893.75	812.50	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost > £100k, ≤ £250k - plan	275.00	250.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost > £100k, ≤ £250k - inspection	550.00	500.00	10.0%	Discretionary
E4 Renovation of a thermal element (wall, floor or roof) estimated cost > £100k, ≤ £250k - regularisation	1,031.25	937.50	10.0%	Discretionary
E5 Alterations estimated cost ≤ £5k - plan*	495.00	450.00	10.0%	Discretionary
E5 Alterations estimated cost ≤ £5k - inspection*	Included in plan charge	Included in plan charge		
E5 Alterations estimated cost ≤ £5k* - regularisation	618.75	562.50	10.0%	Discretionary
E5 Alterations estimated cost > £5k, ≤ £25k - plan*	220.00	200.00	10.0%	Discretionary
E5 Alterations estimated cost > £5k, ≤ £25k - inspection*	385.00	350.00	10.0%	Discretionary
E5 Alterations estimated cost > £5k, ≤ £25k* - regularisation	756.25	687.50	10.0%	Discretionary
E5 Alterations estimated cost > £25k, ≤ £50k - plan*	220.00	200.00	10.0%	Discretionary
E5 Alterations estimated cost > £25k, ≤ £50k - inspection*	605.00	550.00	10.0%	Discretionary
E5 Alterations estimated cost > £25k, ≤ £50k* - regularisation	1,031.25	937.50	10.0%	Discretionary
E5 Alterations estimated cost exceeding £50k, ≤ £100k - plan*	385.00	350.00	10.0%	Discretionary
E5 Alterations estimated cost exceeding £50k, ≤ £100k - inspection*	660.00	600.00	10.0%	Discretionary
E5 Alterations estimated cost exceeding £50k, ≤ £100k* - regularisation	1,306.25	1,187.50	10.0%	Discretionary
E5 Alterations installation of a mezzanine floor up to 500m ² - plan*	385.00	350.00	10.0%	Discretionary
E5 Alterations installation of a mezzanine floor up to 500m ² - inspection*	660.00	600.00	10.0%	Discretionary
E5 Alterations installation of a mezzanine floor up to 500m ² - regularisation*	1,306.25	1,187.50	10.0%	Discretionary
<i>* not described elsewhere including structural alterations and installation of controlled fittings</i>				
E6 Office / shop fit out - floor area up to 500m ² - plan	275.00	250.00	10.0%	Discretionary
E6 Office / shop fit out - floor area up to 500m ² - inspection	385.00	350.00	10.0%	Discretionary
E6 Office / shop fit out - floor area up to 500m ² - regularisation	825.00	750.00	10.0%	Discretionary
E6 Office / shop fit out - floor area exceeding 500m ² and up to 1000m ² - plan	275.00	250.00	10.0%	Discretionary
E6 Office / shop fit out - floor area exceeding 500m ² and up to 1000m ² - inspection	550.00	500.00	10.0%	Discretionary
E6 Office / shop fit out - floor area exceeding 500m ² and up to 1000m ² - regularisation	1,031.25	937.50	10.0%	Discretionary
E6 Office / shop fit out - change of use of a building (charged in addition to the above works) - plan	275.00	250.00	10.0%	Discretionary
E6 Office / shop fit out - change of use of a building (charged in addition to the above works) - inspection	Included in plan charge	Included in plan charge		
E6 Office / shop fit out - change of use of a building (charged in addition to the above works) - regularisation	343.75	312.50	10.0%	Discretionary
F Miscellaneous charges				
Copy existing document	16.50	15.00	10.0%	Discretionary
Reopening old applications over 3 years since last visit	100.00	90.00	11.1%	Discretionary
First re- issue of completion certificate if no inspection or review is required	55.00	50.00	10.0%	Discretionary
Trial hole inspection - deducted from subsequent application fee if made within 6 months	85.00	75.00	13.3%	Discretionary
Pre-application advice, per hour or part there of (first hour free)	85.00	75.00	13.3%	Discretionary
Cancellation of application or withdrawal of application: no surveyor involvement	30.00	25.00	20.0%	Discretionary
Cancellation of application or withdrawal of application: with surveyor involvement in checking works	Plan fee or hourly rate	Plan fee or hourly rate		Discretionary

PLACE DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
STREET NAMING AND NUMBERING				
Change of name of named properties if not part of formal address (fees inclusive of VAT)				
Research into archives (where not part of statutory function) set as a minimum of	280.00	243.00	15.2%	Discretionary
Research into archives (where not part of statutory function) charge per hour after 3 hours	72.00	62.00	16.1%	Discretionary
Provision of hard copy of plans (A4)	72.00	62.00	16.1%	Discretionary
Provision of supplementary information	149.00	129.00	15.5%	Discretionary
Street naming and numbering of existing properties (fees are inclusive of VAT)				
Change of address for existing properties	166.00	144.00	15.3%	Discretionary
Street name change	503.00	437.00	15.1%	Discretionary
Rename street where requested by residents - base charge	50.00	43.00	16.3%	Discretionary
Rename street where requested by residents - advertising	1,970.00	1,713.00	15.0%	Discretionary
Rename street where requested by residents - street name plate charges (charge is variable)	At cost + 20%			Discretionary
Street naming and numbering of new properties (fees are exempt of VAT)				
New Developments 1	166.00	144.00	15.3%	Discretionary
New Developments 2	331.00	287.00	15.3%	Discretionary
New Developments 3	496.00	431.00	15.1%	Discretionary
New Developments 4	662.00	575.00	15.1%	Discretionary
New Developments 5	827.00	719.00	15.0%	Discretionary
New Developments 6-25	1,176.00	1,022.00	15.1%	Discretionary
New Developments 26+	1,635.00	1,421.00	15.1%	Discretionary
Additional charge for naming of building	244.00	212.00	15.1%	Discretionary
<i>Includes the registration of replacement dwelling of same name and property conversions</i>				

RESOURCES DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
DEPUTYSHIP				
Estates Winding Up Fee - Level 1 Basic requirements assuming 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	280.00	259.00	8.1%	Discretionary
Estates Winding Up Fee - Level 2 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	346.00	320.00	8.1%	Discretionary
Estates Winding Up Fee - Level 3 Include some or all of levels 1 and 2, plus the additional work. - Collecting Death Certificate - Registering the death - Arranging the funeral	484.00	448.00	8.0%	Discretionary
OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION				
Remuneration of Local Authority deputies - fees are exempt of VAT and set by the Court of Protection				
Category I: Work up to and including appointment of a deputy for property and affairs	745.00	745.00	0.0%	Non-discretionary
Category II: Annual fee local authority appointed deputy for property and affairs:				
- For the first year	775.00	775.00	0.0%	Non-discretionary
- For the second and subsequent years	650.00	650.00	0.0%	Non-discretionary
Where net assets are below £16,000, the local authority Deputy may take an annual fee not exceeding 3% net assets.				
Category III - Annual property management fee	300.00	300.00	0.0%	Non-discretionary
Category IV - Preparation and lodgement of an annual report or account to the Public Guardian	216.00	216.00	0.0%	Non-discretionary

RESOURCES DIRECTORATE	2024/25 £	2023/24 £	2022/23 £	Increase % (2024/25)	Increase % (2023/24)	Discretionary / non-discretionary
SUPERINTENDENT REGISTRAR						
General Searches						
General Search in indexes in Office not exceeding 6 successive hours		18.00	18.00		0.0%	Non-discretionary
Certificates - Prices set by Statute						
Issue of Certificate (Standard 14-day despatch)		11.00	11.00		0.0%	Non-discretionary
Issue of Certificate (Express 24-48 hours despatch)		35.00	35.00		0.0%	Non-discretionary
Multilingual Standard Form (MSF)		N/A	N/A		N/A	Non-discretionary
Attestation of Foreign Pensions (Proof of Life)		22.00	21.00		4.8%	Non-discretionary
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%	Non-discretionary
Entering a notice of marriage in a marriage notice book		35.00	35.00		0.0%	Non-discretionary
Attending a Marriage at a registered building		84.00	84.00		0.0%	Non-discretionary
Attending a Marriage at the Register Office		46.00	46.00		0.0%	Non-discretionary
Certification Of Worship And Registration For Marriage						
Certification of a place of meeting for religious worship-statutory fee		28.00	28.00		0.0%	Non-discretionary
Registration of a building for the solemnisation of marriages-statutory fee		120.00	120.00		0.0%	Non-discretionary
Licensing an outside venue for weddings and civil partnerships		2,095.00	1,995.00		5.0%	Discretionary
Additional rooms		638.00	608.00		4.9%	Discretionary
Marriage and Civil Partnership Ceremonies in Licenced Venues						
Monday to Thursday (up to / including 5:00pm)	610.00	587.00	560.00	3.9%	4.8%	Discretionary
Monday to Thursday (after 5.00pm if available)	676.00	650.00	620.00	4.0%	4.8%	Discretionary
Fridays and Saturdays (up to / including 5pm)	676.00	650.00	620.00	4.0%	4.8%	Discretionary
Friday and Saturday (after 5pm if available)	745.00	718.00	685.00	3.8%	4.8%	Discretionary
Sundays and Bank Holidays (up to / including 5pm)	745.00	718.00	685.00	3.8%	4.8%	Discretionary
Sundays and Bank Holidays after 5pm	785.00	755.00	720.00	4.0%	4.9%	Discretionary
Marriage and Civil Partnership Ceremonies in Maidenhead Ceremony Room						
Monday to Thursday (up to / including 3:30pm)	290.00	278.00	265.00	4.3%	4.9%	Discretionary
Monday to Thursday (after 3.30pm if available)	360.00	330.00	315.00	9.1%	4.8%	Discretionary
Friday to Saturday	360.00	330.00	315.00	9.1%	4.8%	Discretionary
Saturday (after 12pm if available)	460.00	440.00	420.00	4.5%	4.8%	Discretionary
Sunday	550.00	524.00	500.00	5.0%	4.8%	Discretionary
Bank Holiday	680.00	650.00	620.00	4.6%	4.8%	Discretionary
Citizenship Ceremonies						
Per Ceremony		80.00	80.00		0.0%	Non-discretionary
Private Citizenship Ceremonies - Register Office:						
Mondays to Thursdays per individual		195.00	185.00		5.4%	Discretionary
Mondays to Thursdays per couple		278.00	N/A		N/A	Discretionary
Friday per individual		210.00	N/A		N/A	Discretionary
Friday per couple / family		330.00	N/A		N/A	Discretionary
Saturday -individual or couple / family		330.00	329.00		0.3%	Discretionary
Baby Naming And Reaffirmation (inclusive of VAT)						
Register Office - Monday to Thursday		305.00	285.00		7.0%	Discretionary

RESOURCES DIRECTORATE	2024/25 £	2023/24 £	2022/23 £	Increase % (2024/25)	Increase % (2023/24)	Discretionary / non-discretionary
Register Office - Friday and Saturday (up to 12pm)		345.00	329.00		4.9%	Discretionary
Register Office - Saturday (after 12pm)		445.00	422.00		5.5%	Discretionary
Register Office - Sunday		515.00	487.00		5.7%	Discretionary
Register Office - Bank Holidays		585.00	548.00		6.8%	Discretionary
Outside Venues - Monday to Thursday		435.00	400.00		8.8%	Discretionary
Outside Venues - Friday and Saturday		570.00	526.00		8.4%	Discretionary
Outside Venues - Sunday		655.00	604.00		8.4%	Discretionary
Outside Venues - Bank Holidays		655.00	635.00			
Changing the name on a venue license		42.00	39.00		7.7%	Discretionary

RESOURCES DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
LIBRARIES					
Overdue returns (Per Loan Period)					
Adult Books	Per day	0.30	0.28	7.1%	Discretionary
Adult Books	Maximum per item	12.60	11.50	9.6%	Discretionary
Children's / Teenage Books	Per day	0.05	0.05	0.0%	Discretionary
Children's / Teenage Books	Maximum per item	12.60	11.50	9.6%	Discretionary
DVDs	Per day	0.68	0.63	7.9%	Discretionary
DVDs	Maximum per item	12.60	11.50	9.6%	Discretionary
Audio / Visual Loan Charges					
DVD (Advantage Card Holder)	Per item for 1 week	3.00	2.75	9.1%	Discretionary
DVD (non-Advantage Card Holder)	Per item for 1 week	3.10	2.80	10.7%	Discretionary
Reservations					
Adult books from SELMS partnership libraries		3.00	3.00	0.0%	Discretionary
Inter-Library Loans with Advantage Card		10.00	9.50	5.3%	Discretionary
Inter-Library Loans without Advantage Card		12.00	11.50	4.3%	Discretionary
Inter-Library Loans: Student Discount Rate with Advantage Card		2.70	2.50	8.0%	Discretionary
Inter-Library Loans: Student Discount Rate without Advantage Card		2.70	2.50	8.0%	Discretionary
Inter-Library Loans					
Urgent and Specialists administration (in addition to British Library Charge)		8.50	8.00	6.3%	Discretionary
Music scores and play sets administration (in addition to courier charge)		10.00	8.00	25.0%	Discretionary
Library events					
Children (minimum)		4.50	4.20	7.1%	Discretionary
Adults (minimum)		6.80	6.30	7.9%	Discretionary
Library School Offers					
RDS: 100 books per year, unlimited exchange		380.00	365.00	4.1%	Discretionary
RDS: 200 books per year, unlimited exchange		770.00	730.00	5.5%	Discretionary
RDS: 400 books per year, unlimited exchange		1,350.00	1,250.00	8.0%	Discretionary
RDS: 750 books per year, unlimited exchange		2,400.00	2,200.00	9.1%	Discretionary
RDS: 950 books per year, unlimited exchange		2,800.00	2,600.00	7.7%	Discretionary
Topic boxes per term		90.00	80.00	12.5%	Discretionary
Sessions each		115.00	105.00	9.5%	Discretionary
Reference Library Services					
Printing from Electronic Information sources: black and white	Per A4 sheet	0.25	0.25	0.0%	Discretionary
Printing from Electronic Information sources: colour	Per A4 sheet	0.50	0.50	0.0%	Discretionary
Research (first 30 mins free)	Per 15 minutes (or part)	16.00	15.00	6.7%	Discretionary
Photocopying					
Black and White	Per A4 copy	0.25	0.25	0.0%	Discretionary
Black and White	Per A3 copy	0.50	0.50	0.0%	Discretionary
Colour	Per A4 copy	0.50	0.50	0.0%	Discretionary
Colour	Per A3 copy	1.00	1.00	0.0%	Discretionary

141

RESOURCES DIRECTORATE		2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
Microform & Microfiche					
Printing from Microform & Microfiche	Per A4 copy	0.50	N/A	N/A	Discretionary
Printing from Microform & Microfiche: Handling P&P (minimum)		2.50	2.25	11.1%	Discretionary
Printing from Microform & Microfiche: Printing from customer's microform		0.50	N/A	N/A	Discretionary
Lost and damaged items					
Replacement membership card		3.00	2.80	7.1%	Discretionary
Room & Exhibition Hire (All Libraries)					
Commercial Organisations	Per hour	50.00	44.00	13.6%	Discretionary
Commercial Organisations	Per 1/2 day	110.00	100.00	10.0%	Discretionary
Commercial Organisations	Per day	190.00	170.00	11.8%	Discretionary
Non-Commercial Organisations (charged services)	Per hour	35.00	30.00	16.7%	Discretionary
Non-Commercial Organisations (charged services)	Per 1/2 day	70.00	60.00	16.7%	Discretionary
Non-Commercial Organisations (charged services)	Per day	100.00	91.00	9.9%	Discretionary
Other Borough Based Community Groups	Per hour	15.00	13.00	15.4%	Discretionary
Other Borough Based Community Groups	Per 1/2 day	40.00	34.00	17.6%	Discretionary
Other Borough Based Community Groups	Per day	50.00	45.00	11.1%	Discretionary
(Kitchen facilities included in all rates per hire, refreshments price per hire on app.)					
Cancellation fee for bookings cancelled within one month		20% of fee	20% of fee		Discretionary
Weekly or 'subsequent day' rates negotiable					
Interview Room					
Commercial Organisations	Per hour	30.00	25.00	20.0%	Discretionary
Commercial Organisations	Per 1/2 day	60.00	50.00	20.0%	Discretionary
Commercial Organisations	Per day	100.00	80.00	25.0%	Discretionary
Non-Commercial Organisations (charged services)	Per hour	18.00	16.50	9.1%	Discretionary
Non-Commercial Organisations (charged services)	Per 1/2 day	35.00	31.50	11.1%	Discretionary
Non-Commercial Organisations (charged services)	Per day	54.00	49.00	10.2%	Discretionary
Other Borough Based Community Groups	Per hour	6.00	5.50	9.1%	Discretionary
Other Borough Based Community Groups	Per 1/2 day	18.00	17.00	5.9%	Discretionary
Other Borough Based Community Groups	Per day	28.00	26.00	7.7%	Discretionary
Use of library computer					
Guest' (non-members)	Per 1/2 hour	1.00	1.00	0.0%	Discretionary
Library Members	Per 1/2 hour	0.50	0.50	0.0%	Discretionary
Advantage Card holders (45mins per day free)	Per 1/2 hour	0.50	0.50	0.0%	Discretionary

RESOURCES DIRECTORATE	2023/24 £	2022/23 £	Increase %	Discretionary / non-discretionary
INSURANCE				
Insurance Admin charges for Street Furniture Cost recovery (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 < £1,000	180.00	172.50	4.3%	Discretionary
Recoveries with a value > £1,000 and < £2,000	240.00	230.00	4.3%	Discretionary
Recoveries with a value > £2,000	360.00	345.00	4.3%	Discretionary

APPENDIX 3 – CAPITAL

1. INTRODUCTION

- 1.1 This Appendix sets out the proposed Capital Strategy and the proposed Capital Programme for 2022/23 – 2025/26. 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 2023/24 (Appendix 1)**. This sets out the Council's revenue spending for 2023/24 and indicative spending plans for 2024/25 - 2027/28. 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 2023/24 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, now at much higher interest rates compared to previous years. It has therefore sought to continue to restrict its capital investment in 2023/24 and beyond.

2.1.5 For 2023/24 this again 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 2023/24 Capital Programme in detail together with the sources of funding in 2023/24 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 2023/24 Capital Programme

Proposed Capital Bids 2023/24	Funding				
	Gross Cost £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000
Currently reported slippage from 2022/23 to 2023/24	11,260	(1,424)	-	(6,171)	3,665
Ongoing Major Schemes Approved by Council in Previous Years	14,156	-	-	-	14,156
Fully funded schemes	15,697	(330)	(4,080)	(11,287)	-
Corporately Funded Essential Schemes	4,410	-	-	-	4,410
Capitalised Debt charges	471	-	-	-	471
Total	45,994	(1,754)	(4,080)	(17,458)	22,702

2.2.4 The total Capital Programme for 2023/24 is £45,994,000, of which the largest share (£14,156,000) relates to ongoing cost of existing capital schemes. New capital investment amounts to £20,107,000. After taking into account funding from a range of sources, the net cost of the 2023/24 programme to be funded from borrowing is £22,702,000.

2.2.5 The overall three-year Capital Programme will increase borrowing by £34,383,000, of which the largest share of £29,318,000 relates to schemes approved in previous years and forecast prior year slippage of £3,665,000.

Appendix 3 Capital

Note this forecast slippage position will be updated at outturn to reflect the final 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 £58,358,000 in the next two financial years. £11,260,000 of proposed capital spending relates to spending that was originally expected in 2022/23 and is forecast to slip into 2023/24. The detail is shown in **Annex B6**. This has had a positive impact on the Revenue Budget for 2022/23.
- 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 2022/23 Capital Programme includes the use of £9,755,000 of s106 & CIL funding. An additional £5,834,000 is earmarked for use in 2023/24. In total the Council has the following resources as set out in **Table 2** below.

Table 2: Developer Contributions

S106 & CIL Balances January 2023	Current Balances £'000
	a
Developer Contributions by Service Area	
Carbon Offset Contribution - Lifestyle	426
Carbon Offset Contribution - Building Emissions	527
Carbon Offset Contribution	7
Special Protection Area (SPA)	731
Allotments	-
Landscape	3
Archiving	14
Air Quality	7
Waste Management	-
Economic Development	-
Indoor Sports	12
Public Art	211
Town Centre Enhancements	-
Library Services	207
Community Facilities	81
Education	367
Workplace Travel Plans	14
Highways	1,598
Open Space	602
Affordable Housing	4,940
Public Transport	351
Community Infrastructure Levy	
Windsor	758
Maidenhead	981
RBWM	11,311
Total s106 & CIL	23,147

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 £14,156,000 in 2023/24. 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** schemes propose 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 £4,481,000 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 **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.
- 2.4.5 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 £850,000 over the next two financial years with major works due to commence from 2027.
- 2.4.6 The total cost of these schemes over the next three years is £52,448,000. Some will enable the generation of future Capital Receipts. Other schemes will generate future revenue income, after taking into account debt financing costs, e, g, and Broadway car park.

2.5 Highways Capital Programme

- 2.5.1 The 2023-24 road and footway programme has been included in the capital budget report. It allows for a much earlier start on the works programme with appropriate notice to utility providers and better liaison and coordination with the community and those who also work on the highway, for example, Highways England. 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 2023/24 as additions to the programme. These are set out in **Annex B5**.
- 2.6.3 **Fully Funded Schemes £15,697,000**
These schemes are either funded from s106 & CIL allocations from developers or specific grant and have no net cost to the Council but need to be approved and monitored through the year to ensure spending is within budget and the scheme is delivered as planned.

2.6.4 Borough Funded Schemes £4,410,000

These schemes are mostly funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes.

2.7 De Minimis

All expenditure below £20,000 is de Minimis for capital purposes and expenditure below this amount is funded from within revenue budgets. This decision has the benefit of a reducing the number of capital projects, enabling more focus on larger schemes when approving and monitoring spend.

3. ANNEXES

3.1 The table below details the Annexes to this Appendix:

Annex	Details
A	Capital Strategy
B1	Proposed Capital Programme Summary
B2	Block Allocation – Highways Resurfacing
B3	Block Allocation – Highways Scheme Detail
B4	Major Schemes
B5.1	Proposed Capital Programme Detail – Corporately funded bids
B5.2	Proposed Capital Programme Detail – Fully funded bids
B6	2022/23 Forecast Slippage carried into 2023/24

Capital Strategy

2023/24 to 2026/27

www.rbwm.gov.uk



Royal Borough
of Windsor &
Maidenhead

Table of Contents

1. Introduction	2
2. The Royal Borough	3
3. Corporate Plan	6
4. Strategic Direction of the Royal Borough	8
5. The Royal Borough Priorities	8
6. Service Priorities for Investments	9
7. Capital Strategy	11
8. National Financial Context	18
9. The Royal Borough Financial Context	18
10. Developing Capital Plans	19
11. Delivering Capital projects	20
12. Financial Risks	21
13. Summary and Conclusion	22

1. Introduction

1.1 Overview

CIPFA's Prudential Code requires Councils to have a capital strategy. The Code states that "In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

1.2 Objectives

The purpose of the strategy as per the Code is that it is "intended to give a high-level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services, along with an overview of how associated risk is managed and what the implications might be for future financial sustainability."

The Council must demonstrate that it takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability giving due consideration to both risk and reward and the impact on outcomes.

The strategy aims to balance capital expenditure needs and expectations (e.g., replacement of business-critical IT systems) with the scarcity of available resources to enable the identification and optimisation of all sources of capital funding and also be flexible enough in order to respond to emergencies and changes in priorities.

The Capital Strategy is a collective document involving various departments within the organisation. It is not purely a finance function; all the relevant officers should review this document periodically and update it accordingly.

1.3 Capital Strategy Framework

The strategy maintains a strong and current link to the Council's priorities and to other key strategy documents such as












- Treasury Management Strategy (Including strategies on Investments and Borrowings)
- RBWM Property Company Business Plan
- Asset Management Strategy





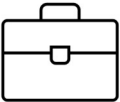



2. The Royal Borough

2.1 The Royal Borough of Windsor and Maidenhead covers an area of 76.6 square miles. Located in the heart of the Thames Valley, the borough is rich in areas of natural beauty and green space. The River Thames flows through the borough for 25 miles, forming a significant landscape feature and wildlife corridor. Distinct towns and villages, each with their own identity and character but all related by an attractive countryside, create a high-quality environment in which to live, work and visit. Our unique and long association with the Crown has also gifted the borough with a rich portfolio of heritage assets, attractions, and world-class events.

2.2 Situated less than 30 miles from the west of Central London, and close to Heathrow Airport, the borough is on the M4 corridor and is served by a combination of main line and branch line rail services. Our location is a key factor in attracting businesses to invest in the borough, and we are part of a dynamic regional economy. The borough is home to an impressive range of local, national, and international businesses and our residents are able to take advantage of employment opportunities across the Thames Valley region and in the capital.

2.3 Some key facts

Icon image	People: Description
	In 2020 an estimated 151,273 people live in the borough. (<i>ONS MYE 2020</i>). By 2043 this is estimated to be 155,348 (ONS projections 2018-based edition)
	In 2020 an estimated: 20.1% of the local population are aged 0-15 . (2043 estimate: 17.4%) 61% are aged 16-64 . (2043 estimate: 56.1%) 18.9% are aged 65+ . (2043 estimate: 26.5%). (<i>ONS</i>)
	In 2020 the estimated median age of the local population is 42.6 , an increase on 2001 estimates (38.69) (<i>ONS</i>).
	The 2011 Census indicates 86.1% of the local population is White and 13.9% is BAME . The Royal 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 rise in the BAME population.
	In 2020 an estimated: 5,131 people aged 18-64 have impaired mobility (predicted to rise to 5,323 by 2030). 2,129 people aged 18-64 have a learning disability (predicted to decrease to 2,093 by 2030). (<i>PANSI</i>)
	In 2020 there is an estimated 770 people per sq.km , a 13.2% increase since 2001 (680 people per sq.km) (<i>ONS</i>)
	Life expectancy at birth is 81.8 (males) ↑ <i>SE average (80.6) and England average (79.4)</i> Life expectancy at birth is 84.7 (females) ↑ <i>SE average (84.1) and England average (83.1) (2018-20, ONS)</i>
	The Royal Borough has a Score of 8.4 on the Index of Multiple Deprivation (IMD 2019) ↓ <i>SE (15.5) and England (21.7) (MHCLG)</i> . However, the borough has some areas ranked as most deprived (scores 1-4)
	The Royal Borough has 70 parks , open spaces and play areas, covering a total area of around 295 hectares 25 miles of River Thames
	Over 950 Listed Buildings , 17 Scheduled Monuments (including Windsor Castle) 12 registered historic parks and gardens , and world-class attractions and events
	27 Conservation Areas 11 sites designated by Natural England as very best wildlife and geological sites in the country

Icon image	People: Description
	66 state schools
	6 leisure centres (externally managed)
	11 libraries
	10,785 active businesses (IDBR, 2020) Highest proportion (24.6%) of local businesses are in the professional, scientific, and technical industry (2021, ONSIDBR)
	82% economic activity rate ↑ SE (80.8%) and ↑ England (78.7%) 77.5% of economically active employed ↓ SE (77.6%) and ↑ England (75.1%) 3.6% of economically active unemployed ↓ SE (3.8%) and England (4.5%) (Dec-21, APS, ONS)
	58.6% of working population educated to NVQ4 level and above ↑ SE (45.1%) and England (43.1%) (Dec-21, APS, ONS)
	£32,240 median annual salary for all workers (excluding self-employed) ↑ SE (£28,200) and England (£26,192) (ONS, ASHE 2021)
	£515,000 median price of a property ↑ SE (£365,000) and England (£285,000) (ONS, Dec-21)

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 share of these joint ventures.

2.6 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 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.

2.8 Council Tax is 39% below the national average (including adult social care and parish precepts (Band D) as well as significantly below neighbouring Berkshire councils. This presents challenges to service provision.

- 2.9 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.
- 2.10 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.
- 2.11 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.
- 2.12 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.
- 2.13 The Royal Borough has an on-going transformation plan, which will aid delivery of the increased efficiencies and savings requirement.

3. Corporate Plan

- 3.1 The Corporate Plan articulates the Royal Borough'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 as highlighted in the previous section. The overarching aim of the Corporate Plan is to create a sustainable Borough of innovation and opportunity.
- 3.2 A key driver of the Capital Strategy is our Corporate Plan 2021-26, which was adopted by Full Council in November 2021 with a headline vision of "Creating a sustainable borough of opportunity and innovation". The Plan sets three overarching objectives: thriving communities, inspiring places and a council trusted to deliver its promises. These include 50 related goals for achievement in the period 2021-2026.
- 3.3 The Council has included in its priorities for the next five years, a ladder of housing opportunity, to support better life chances for all.
- 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.
- 3.4 Inspiring Places is one of the fundamental goals of the Corporate Plan and includes: -
- 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.

3.5 Taking action to tackle climate change and its consequences and improving our natural environment will be achieved by:

- 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.

4. Strategic Direction of the Royal Borough

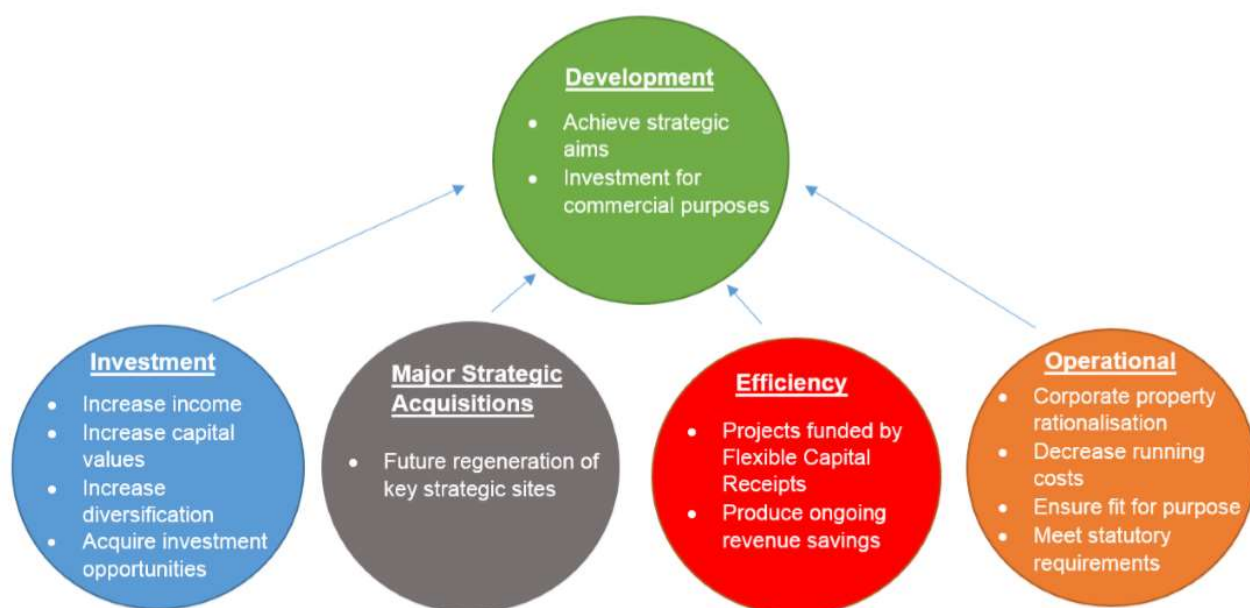
- 4.1 Through our Corporate Plan, we have identified a number of priorities for the Borough, these will be built into the capital programme as the years proceed and funding streams become available.
- 4.2 The Royal Borough's Capital Strategy forms the basis for long-term planning of capital investment. It builds upon processes implemented for the delivery of the Royal Borough's varied and aspiring capital programme. Thorough asset and resource planning has further facilitated the making of informed decisions.
- 4.3 Local authorities continue to face financial pressures with the impact of high inflation and interest rates continuing to exacerbate the economic situation post-covid. The Royal Borough is also required to take a balanced approach when assessing affordability and service needs.
- 4.4 Looking ahead, together with our partners, we will continue to improve our Borough's infrastructure with ambitious regeneration planned in the forthcoming years.
- 4.5 We will ensure that the Royal Borough employs sufficiently qualified and experienced staff to be able to deliver our Capital Strategy, including asset managers, development managers, legal and accountancy support staff.
- 4.6 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.

5. The Royal Borough's Priorities

- 5.1 The Royal Borough's priorities are paramount to the capital strategy. The Corporate Plan was approved by Council in November 2021. The Plan recognises that we must make choices about where we focus resources, and it is a key component of good governance. Setting strategic direction in order to ensure efforts and resources are directed to the right areas 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.

The Plan also sets out our approach to achieving change. The Capital Strategy will help support informed decision making in the delivery of Corporate Plan.

- 5.2 Finance is both the enabler that allows the Royal Borough to deliver these key priorities and the constraint that the Royal Borough needs to work within as it makes tough decisions between those priorities.
- 5.3 The Royal Borough's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



6. Service Priorities for Investments

6.1 The Royal Borough's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, in the table below: -

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
Resources	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	Make most effective use of resources
	Improvement in energy efficiency to reduce environmental impact.	Environment and Climate strategy	Values and Taking Action on Climate
	Continued investment in use of mobile technologies to enabling the workforce to deliver in efficient and effective ways	IT strategy (currently being updated)	Make most effective use of resources
	Investment in telephony solutions that realise benefits of mobile devices.	IT strategy (currently being updated)	Make most effective use of resources
	Investment in network redesign and replacement.	IT strategy (currently being updated)	Make most effective use of resources
	Investment in technologies that support service transformation.	IT strategy (currently being updated)	Make most effective use of resources
	Investment for improvements in library buildings and facilities to support a sustainable and resilient Library Service	Library transformation strategy	Inspiring Places

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
Place	Investment in essential highways infrastructure, including bridges and footpaths	Local Transport Plan	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	Investment in “Active Travel” and alternative transport linked to climate change	Local Transport Plan Local cycling and walking infrastructure plan	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper and Taking Action on Climate
	Investment in road safety, where clear evidence identifies intervention required	Local Transport Plan	Taking Action on Climate
	Electric Vehicle Charging infrastructure to support transition to electric vehicles and tackle transport emissions	Environment and Climate Strategy and Local Transport Plan.	Taking Action on Climate
	One off pump priming investment in digital and communications infrastructure.	Berkshire Recovery and Renew	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	Maintain & improve accessibility to our community assets that have a measurable and direct positive impact on residents Health & Wellbeing	Berkshire Recovery and Renew	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	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	Berkshire Recovery and Renew	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
Adults, Health & Housing	New accommodation provision for vulnerable people.	Adult Social Care Transformation Programme	Healthy, skilled and independent residents
Children’s Services	Education: Mainstream and SEND capacity to keep up with growth in	Inclusion Strategy	Healthy, skilled and independent residents

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
	<p>population in partnership with all state schools.</p> <p>£3.7m investment in new/improved SEND/AP provision from the High Needs Provision Capital Allocation.</p> <p>New special school on the land west of Windsor.</p> <p>£2.2m investment in the five oil boiler replacement schemes, part funded by the Public Sector Decarbonisation Scheme.</p>		
	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.		Well managed resources, delivering value for money
	Modern technology platform for mobile and partnership working.		Well managed resources, delivering value for money

6.2 The Royal Borough 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 Royal Borough.

7. Capital Strategy

7.1 Scope

Capital expenditure is strictly defined by statute and accounting principles and is principally expenditure incurred in buying, constructing or improving assets such as land, buildings, vehicles, plant, machinery and intangibles (e.g. computer software). It also includes grant and advances to be used for capital purposes, such as Disabled Facility Grants.

The Royal Borough's policy on capitalisation in accordance with the Royal Borough's approved accounting policies and procedures, is that expenditure on land, buildings, vehicles, plant, machinery, and intangibles over £20,000 will be capitalised, expenditure under these limits is deemed to be a revenue cost.

Ideally, the Royal Borough 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.

The Capital Strategy sets out the Council's approach to:

- Working with partners
- Asset management planning
- RBWM Property Company Business Plan
- Risk appetite
- Governance and decision making
- Capital financing & affordability
- Invest to Save
- Managing borrowing
- Leasing
- Monitoring & project evaluation
- Capital investment in 2022/23 to 2026/27

7.2 Working with Partners

The Royal Borough is committed to work with its partners to carry out its objectives. Given the financial challenges faced by the Royal Borough, it is particularly important that it works closely with regional and other local authority partners to deliver investment across the Borough which otherwise would not be deliverable or affordable. This is through central government grants and town council/Parish contributions or through delivering schemes in partnership with neighbouring authorities. The Partners have the freedom to propose and identify the schemes but those will need the approval from the members on the basis of council priorities and affordability.

7.3 Community Engagement

The Royal Borough engages with residents and the local community when making decisions that impact capital investment. Examples include Highway consultations, the Residents' survey 2022 and the Active Travel consultations.

The future SEND and AP Capital Strategy consultation will guide capital investment in new and improved provision for children and young people with EHCPs and/or in Alternative Provision.

7.4 Asset Management Planning

The Royal Borough has the responsibility for a range of assets. The asset management strategy establishes the priorities for asset management planning. It is essential to understand the need, utilisation, condition, income generating potential and the investment and operating cost requirements of assets, whether owned or leased. The Council has a Capital Review Board in place to make appropriate decisions and ensure that proper practices are followed.

The core asset management programme which deals with General Fund assets is now supplemented with additional budget as a result of a review of the condition of the Royal Borough's General Fund assets. This revealed that after years of under investment that significant funding would be required to ensure that assets are maintained at an acceptable standard to allow the Royal Borough to continue to deliver its services.

7.5 RBWM Property Company Business Plan

This function is carried out by the RBWM Property Company. Further details are set out in the table:

To help develop and regenerate the Council's assets to create a Borough of Opportunity and Innovation by:
--

Identifying and helping to deliver low carbon solutions on all new projects wherever possible

Facilitating the delivery of new homes, indirectly with the Council and Joint Venture partners and directly investing as the Prop Co in residential development.
Ensuring greater access to quality affordable housing for those in housing need.
Support the regeneration of the Borough's Town Centres and 'Place Making', working alongside Council colleagues and Stakeholders at an early stage of development to ensure optimal outcomes.
To grow Prop Co as an asset of value for the Council with a portfolio of residential, retail, and commercial properties.
To provide the Council with cost savings, a dividend on its investment and/or other value towards the cost-of-service provision, both financial and social.

7.6 IT

Utilising IT solutions for local authority service delivery and digital enablement is crucial for the Royal Borough.

Following the rollout of Windows 10 laptop devices IT Services have been able to promote remote working for staff and leverage the investment of the Microsoft Office 365 Suite. As Office 365 is cloud-based, the full-featured experience can be accessed from anywhere, on any device, as long as staff are online, allowing them to create, collaborate and communicate more efficiently and effectively. Microsoft Teams is now a fundamental part of the organisation allowing staff to instant 'chat' message, collaborate on files and create/attend audio and video meetings with internal colleagues and external partners. This has reduced costs associated with corporate telephony and legacy conference calling facilities.

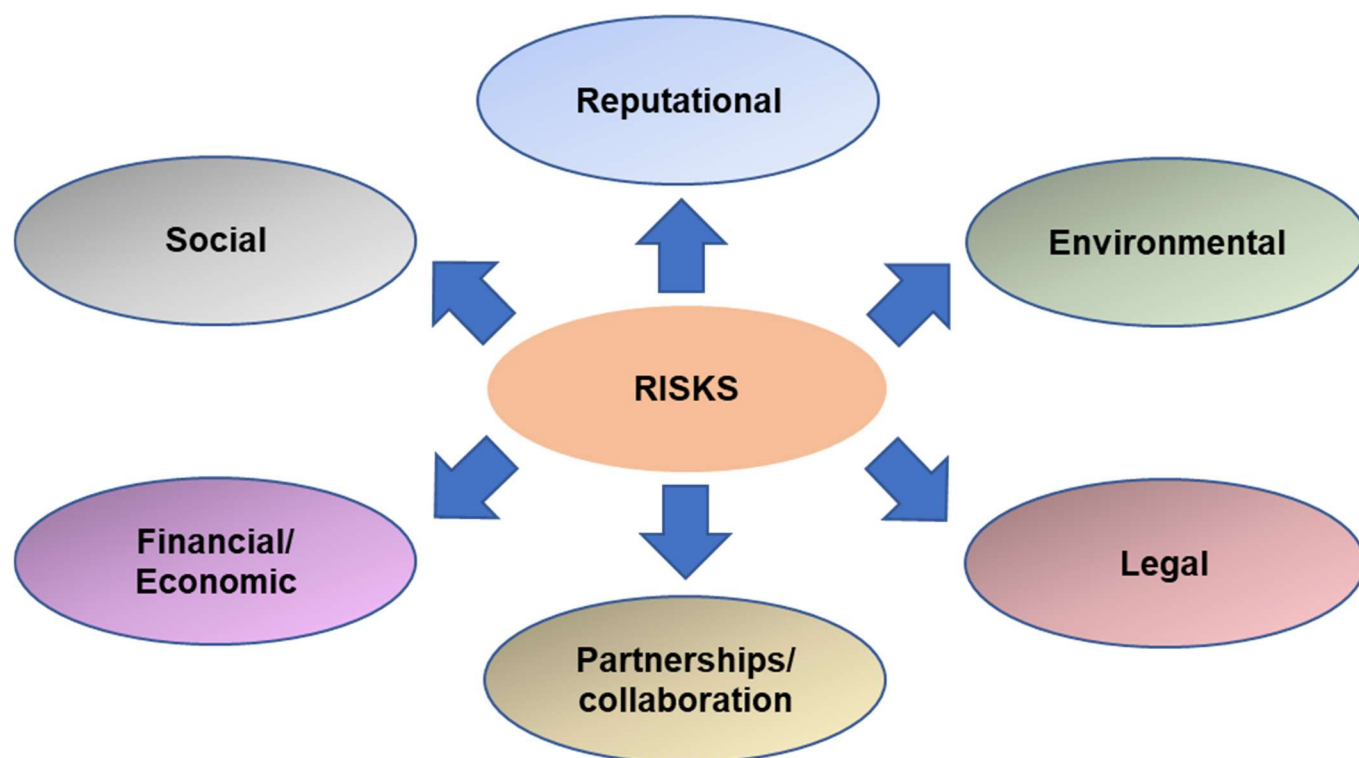
Additional Microsoft Teams phone system licenses were also introduced in 2021 to give staff the ability to utilise Microsoft Teams as a fully functional softphone via their devices. This allows calls to be made and received via existing council direct dial extension and service numbers and ceased the costly and traditional ISDN lines and PBX solution.

Future IT projects includes work on the network redesign and broadband which will further improve business continuity as well as investigations of enhancements to the Teams Cloud Telephony solution to migrate additional services over to this solution. These works will form part of the Corporate IT and Digital Strategy that is being developed. Major systems replacements of the Adult Social Care and Children's IT systems are also planned.

The IT strategy is currently under development. Investment in IT to allow business continuity forms part of the capital plans and further investment is planned during 2023/24.

7.7 Risk Appetite

Any new proposed capital scheme should be supported by a sound business case/options appraisal and should include a full evaluation of risk:



This should have regard to the whole life costing methodology, “the systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.” In practical terms this means that any appraisal will need to consider not just the initial outlay, but all costs/income associated with the project that are likely to occur in future years, including possible replacement. This is vital to ensure that the Royal Borough is not committing itself to future liabilities that are unsustainable.

7.8 Governance & Decision Making

It is important that those charged with governance understand the long-term context in which investment decisions are made and the financial risks to which the Royal Borough is exposed. The strategy should therefore contain sufficient detail to allow members and officers to understand how stewardship, value for money, prudence, sustainability and affordability will be achieved.

In common with other local authorities, The Royal Borough is facing a challenging financial climate and it is therefore essential that systems are in place to ensure that scarce resources are allocated in the most effective possible way and therefore expenditure needs to be prioritised:

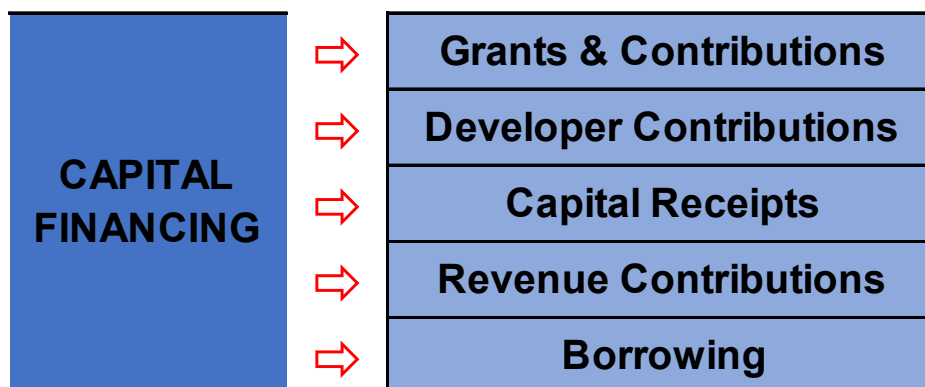
Priority	Type of Projects to deliver strategic outcomes as per the Royal Borough’s vision
Highest Priority	Unavoidable capital expenditure due to an emergency such as one affecting service continuity or business critical infrastructure
	Projects necessary to deliver statutory, mandatory and legal/contractual obligations
	Projects that give rise to revenue savings or income generation. These can be developed as invest to save projects
to	Projects attracting additional external funding
Lowest Priority	Projects which improve the Royal Borough assets and reduce the need for revenue maintenance

7.9 Capital Financing & Affordability

The Royal Borough will need to assess the overall affordability of any new scheme, having regard to the availability of resources, existing financial commitments and the projected level of balances forecast in the medium-term financial strategy.

The prudential code requires ‘the local authority shall ensure that all of its capital and investment plans and borrowing are prudent and sustainable.’

Capital expenditure can be funded in a variety of ways:



Grants and developer contributions are generally used to fund specific capital schemes linked to the conditions imposed by the relevant grant or contribution. There is little, if any, latitude in the way grant funding can be applied. Capital receipts are derived from the sale of the Royal Borough’s non-assets. The Royal Borough’s asset management planning identifies all the opportunities available for capital receipts, However, asset disposals are infrequent.

Revenue contributions are a flexible source of funding, but they put an immediate strain on the General Fund balance and can therefore only be used to a limited extent.

Borrowing spreads the cost over a number of years but loan servicing costs and the overall level of debt exposure both need to be considered and clearly flagged in a business case including the impact of minimum revenue provision requirements.

7.10 Invest to save

Invest to save is- investment now to transform and reshape services to reduce running costs/generate efficiency savings or earn income to pay back the initial outlay. Priority should be given to these projects providing that they are supported by a sound business case and financial appraisal.

7.11 Managing Borrowing

The Royal Borough will have £218m of total current borrowing both long term and short term as at 31 March 2023. This is funded from Public Works Loan Board (PWLB), other local authorities and financial institutions for a number of schemes/projects previously approved by members. It should be noted that due to the cost of borrowing in the current economic climate and outstanding debt liabilities, the Royal Borough should only consider it as a last resort after all other sources of financing have been exhausted. At the time of writing, the cost of local authority borrowing from the Public Works Loan Board (PWLB) has increased significantly. This follows the recent financial uncertainty.

Rapid changes in the economic and political situation during 2022 lead to sharp increases in interest rates during the second half of the year. The Authority's treasury management adviser, Arlingclose, forecasts that the bank rate will continue to rise in 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target. These changes have significantly increased the cost of new borrowing available to the Authority.

An increase in interest rates has significantly increased the cost of borrowing available to the Authority. This significantly impacts capital spending plans for the foreseeable future.

7.12 Leasing

Leasing obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning such asset itself.

By 1 April 2024, the Royal Borough is required to implement IFRS 16 (International Financial Reporting Standard), although it has an option to implement earlier. This accounting standard sets out the guidelines for recognising and disclosure requirements for accounting for leases and will replace previously in place requirements under IAS 17 (International Accounting Standard). This means from this date the way the Royal Borough accounts for assets it leases from third parties will change as assets will be shown on the Royal Borough's Balance Sheet as Right to Use Asset with a corresponding liability.

The definition of a lease has been adapted for the public sector as being 'a contract, or part of a contract, that conveys the right to use an asset for a period of time.'

The Royal Borough currently leases some assets including land, buildings, vehicles and photocopiers.

Under these changes these right of use assets will be disclosed on the balance sheet except for leases with a term of 12 months or less or if the asset is of low value. The accounting standard does not include intangible assets (e.g. computer software licences) or where a contract contains use of an asset but the supplier has the ability to substitute alternative assets throughout the period (e.g. hygiene bins).

When the asset is recognised in the balance sheet a corresponding liability is then created, representing the obligation to make lease payments. When the Royal Borough makes a lease payment rather than it showing as an expense against the relevant cost centre, it is split between paying off this liability and interest payments. The asset is depreciated in the same way as similar assets of that class, usually over the life of the lease unless the asset useful life is lower.

In preparation, a data gathering exercise has already been undertaken to record all the leases the Royal Borough has, including those at peppercorn/nil consideration (where the Royal Borough pays little or no rental payments at any point during the duration of the lease). The Royal Borough is required to evidence to its external auditors that it is prepared for these changes. The accounting policies will be amended to reflect the move to IFRS 16 and the threshold for low value will be determined in the year of its implementation.

Finance should be consulted on all new leases and contracts which includes the use of an asset (whether this is directly by the Royal Borough or by the contractor) to deliver obligations under a contract so that it can be assessed to see if the contract contains an embedded lease.

7.13 Treasury Management

The Royal Borough undertakes borrowing for two main purposes:

- Meeting its daily cashflow commitments, and
- Financing its capital programme

Treasury Management is the management of the Royal Borough's borrowing, investments and cashflows and is essential in particular when accessing the affordability of a capital project, the Treasury Management Strategy includes:

- The borrowing strategy
- The authorised limit for external debt

Where capital expenditure has been incurred without a specific funding stream to meet the expenditure, there will be an increase in the Royal Borough's Capital Financing Requirement (CfR) which is a determinant of the Royal Borough's underlying need to borrow. The Royal Borough is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget, this known as minimum revenue provision (MRP). CFR is calculated below:

	Opening CFR	
	+	
	Capital expenditure for the year	
	-	
	Grants, contributions, reserves, capital receipts funding new capital expenditure	
	-	
	Minimum Revenue Provision and other debt repayment	
	=	
	Closing CFR	

At 31 March 2022, the Royal Borough's CFR was £225.3m, subject to audit, compared to its total borrowing of £206.6m reflecting under borrowing of £18.7m.

7.14 Monitoring & Project evaluation

It is the responsibility of the relevant budget holder and their team to manage costs and to provide explanations for any variations or slippages from the approved budget as soon as they become known. Budget monitoring statements are presented to senior management and to Cabinet regularly through the bi-monthly Financial Update report.

Major capital projects are reviewed at the Capital Review Board meetings throughout the project. The board has representation from across the services teams including Finance. These meetings discuss progress, including cost projections.

A post project evaluation is required to be undertaken to measure delivery against required project outcomes, not just time and cost. It is again the responsibility of the budget holder to undertake this review. This will help the Royal Borough for the future as lessons learned can be transferred to new projects and help with such things as benchmarking.

8. National Financial Context

- 8.1 Over recent years all local authorities have faced significant reductions in government funding because of austerity measures put in place. This has had a significant impact on major investment decisions. The financial sustainability of local government has faced successive challenges, including increased demand for services, notably social care and the Covid-19 pandemic. Current economic developments that have caused inflationary pressures and a significant increase in interest rates will further impact the Borough significantly.
- 8.2 Government capital grants for funding capital projects have been materially reduced over the years. This leaves councils in an unenviable position to finance essential capital schemes using debt where other funding options have been exhausted.
- 8.3 Material pressures on revenue budgets mean that councils are finding it much harder to meet significant borrowing costs stemming from capital investment.
- 8.4 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 in respect of specific capital developments.
- 8.5 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.
- 8.6 In past years, unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. However, the situation has recently reversed causing significant pressures to council finances nationwide. To address the issue of councils borrowing purely for commercial investment, PWLB lending terms have been modified to limit a council's liability to borrow purely for investment purposes.
- 8.7 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment. As with most other councils, the Royal Borough has an asset disposal plan in place.

9. The Royal Borough Financial Context

- 9.1 The Royal Borough 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.
- 9.2 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.
- 9.3 Capital receipts are used to finance capital expenditure. In future, capital receipts will also be utilised for debt redemption in accordance with the Royal Borough's Minimum Revenue Provision (MRP) Policy.
- 9.4 Where appropriate, the Royal Borough 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 Royal Borough needs to borrow to fund the new facility initially
 - The Royal Borough carries the risk of holding and disposing of the previous asset.

9.5 In other cases, the Royal Borough has been able to use s106 & Community Infrastructure Levy contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.

9.6 The Royal Borough has also invested in its assets to generate income to support its Revenue Budget. This has included:

- Converting and investing in the Royal Borough land to generate additional income from car parking provision.
- Modest investment in commercial property to maintain a revenue income stream.

9.7 In addition, the Royal Borough has invested in building and enhancing assets for residents, including the secondary schools expansions programme, libraries and leisure centres. This has resulted in significant capital investment in recent years. The Royal Borough's borrowing is projected to be £202m by 31 March 2024.

9.8 When building the Capital Programme for 2023/24 the cost of borrowing will be kept as low as possible by investing in essential schemes only. For 2023/24 debt financing costs, including MRP, are estimated at £9.2m. Short-term borrowing rates are expected to increase to 4.19% in 2023/24 which places considerable financial pressure on the Council's revenue budget. To minimise this financial burden, the treasury management team will consider the best borrowing options between short and long-term borrowing. An asset disposal plan to reduce debt is in place, however, most capital receipts are projected to be received after this turbulent period which places additional pressure on Council finances.

9.9 Overall, the Royal Borough 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 refurbishing assets from borrowing rather than funding this from within its Revenue Budget
- Use capital to fund a number of short-life asset replacements e.g. Software.
- Prioritise spending that generates future income to contribute to its Revenue Budget.

9.10 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.

However, in the longer term as borrowing and interest rates increase, more and more pressure is placed on the Revenue Budget, through increasing the level of debt financing costs. Interest rates were at 0.75% at the beginning of 2022/23, and are now projected to rise to 4.19% by the beginning of 2023/24.

10. Developing Capital Plans

10.1 Decisions around future capital investment should not be taken lightly as this often involves significant sums of public spending, which has a significant future impact on the Royal Borough's finances.

10.2 The Royal Borough 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 the Royal Borough assets to create long term revenue streams or whether to dispose of assets to help to reduce borrowing costs.

10.3 To strike this tough balance the Royal Borough 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.

10.4 This prioritisation will be assisted by having:

- Surveys of all the Royal Borough 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.

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

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

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, both immediate and ongoing
- A clear assessment of project benefits and how these will be delivered and assessed.

11.2 The Royal Borough 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 Royal Borough'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 the Royal Borough in accordance with the Constitution. The following summarises the terms of reference of the board:

Membership

- Executive Director of Place
- Managing Director, RBWM Property Company Limited
- 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)

Support to the Board

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

Frequency

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

Overall Responsibilities

- Advise on the Royal Borough's Capital Strategy in line with the Council's priorities.
- Ensure the effective development and delivery of the Capital Programme in line with the Royal Borough'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.

11.3 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.

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

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

12. Financial Risks

Planning for the future can never be an exact science. There are many factors that the Royal Borough cannot control, the war in Ukraine and recent economic developments being prime examples. External factors have been shown to have a significant impact on costs and the viability of future capital plans.

Interest rates were at 0.75% at the beginning of 2022/23 and are now projected to rise to 4.19% by the beginning of 2023/24. With interest rates at 4.19% a £10m reduction in capital expenditure would result in a reduction in annual borrowing costs of £419,000 and the capital programme has been reviewed to minimise revenue costs to the council.

- 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 – Rising 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.

12.1.1 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 are essential in mitigating delivery risks along with the selection of skilled delivery partners.

12.2 Funding capital investment represents a significant pressure on the Revenue Budget. It is essential that the Royal Borough understands fully the revenue impact of capital investment and the extent to which the project:

- Meets the Royal Borough'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.

13.5 The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates and a deteriorating economic outlook, are major influences on the Authority's capital strategy for 2023/24.

CAPITAL PROGRAMME 2023/24 & ONWARDS

171

		Revised Budget 2022/23			First Estimate 2023/24			2024/25 Indicative			2025/26 Indicative		
		Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
Portfolio Summary													
Law & Strategy													
	Corporate Communications	59	-	59	387	(387)	-	-	-	-	-	-	-
	Democratic Representation	230	-	230	-	-	-	-	-	-	-	-	-
	Total Law & Strategy	289	-	289	387	(387)	-	-	-	-	-	-	-
Resources													
	Library & Resident Services	596	(189)	407	30	(30)	-	-	-	-	-	-	-
	Property	36,085	(2,098)	33,987	14,256	-	14,256	10,731	-	10,731	500	-	500
	Revenues & Benefits	22	-	22	-	-	-	-	-	-	-	-	-
	Finance	845	-	845	471	-	471	-	-	-	-	-	-
	Technology & Change Delivery	699	-	699	1,756	-	1,756	-	-	-	-	-	-
	Total Resources	38,247	(2,287)	35,960	16,513	(30)	16,483	10,731	-	10,731	500	-	500
Adults, Health & Housing													
	Housing	2,306	(1,451)	855	1,032	(1,032)	-	1,000	(1,000)	-	1,000	(1,000)	-
	Adult Social Care	385	(385)	-	1,150	-	1,150	-	-	-	-	-	-
	Adults, Health & Housing	2,691	(1,836)	855	2,182	(1,032)	1,150	1,000	(1,000)	-	1,000	(1,000)	-
Children's Services													
	Non Schools	503	(57)	446	1,004	0	1,004	-	-	-	-	-	-
	Schools - Non Devolved	9,337	(7,977)	1,360	6,041	(6,041)	0	-	-	-	-	-	-
	Schools - Devolved Capital	786	(786)	-	180	(180)	0	180	(180)	-	180	(180)	-
	Total Children's Services	10,626	(8,820)	1,806	7,225	(6,221)	1,004	180	(180)	-	180	(180)	-
Place													
	Communities	1,095	(319)	776	500	(500)	-	-	-	-	-	-	-
	Local Enterprise Partnership Schemes	7,265	(1,467)	5,798	-	-	-	-	-	-	-	-	-
	Planning Service	1,158	(255)	903	80	(80)	-	-	-	-	-	-	-
	Neighbourhood Services	9,382	(7,528)	1,854	4,990	(4,990)	-	-	-	-	-	-	-
	Infrastructure, Sustainability & Transport	4,849	(3,499)	1,350	2,750	(2,350)	400	450	-	450	-	-	-
	Green Spaces & Parks	520	(261)	259	110	(110)	-	-	-	-	-	-	-
	Total Place	24,269	(13,329)	10,940	8,430	(8,030)	400	450	-	450	-	-	-
	Slippage from 2022/23 to 2023/24	(11,260)	7,595	(3,665)	11,260	(7,595)	3,665	-	-	-	-	-	-
	Capital Programme Portfolio Total	64,862	(18,677)	46,185	45,997	(23,295)	22,702	12,361	(1,180)	11,181	1,680	(1,180)	500
External Funding		£000			£000			£000			£000		
	Government Grants	(8,647)			(17,461)			(1,180)			(1,180)		
	Developers' Contributions	(9,755)			(5,834)			-			-		
	Other Contributions	(275)			-			-			-		
	Total External Funding Sources	(18,677)			(23,295)			(1,180)			(1,180)		
	Total Corporate Funding	46,185			22,702			11,181			500		

LAW & STRATEGY

Project	Description of Scheme	2022/23 Approved Incl Slippage			First Estimate 2023/24			2024/25 First Estimate Indicative			2025/26 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	59	-	59	-	-	-	-	-	-	-	-	-
CNXX	Berkshire Records Office				387	(387)	-						
	Corporate Communications	59	-	59	387	(387)	-	-	-	-	-	-	-
	Democratic Representation												
CM60	Grants - Outside Organisations	230	-	230	-	-	-	-	-	-	-	-	-
		230	-	230	-	-	-	-	-	-	-	-	-
	TOTAL LAW & STRATEGY CAPITAL PROGRAMME	289	-	289	387	(387)	-	-	-	-	-	-	-

PLACE

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate			2025/26 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Neighbourhood Services													
CC25	M4 Smart Motorway	66	(45)	21	-	-	-	-	-	-	-	-	-
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	12	-	12	-	-	-	-	-	-	-	-	-
CC70	Street Cleansing Maidenhead Town Centre	14	(6)	8	-	-	-	-	-	-	-	-	-
CC85	Major Footway Construction/Maintenance	333	(250)	83	250	(250)	-	-	-	-	-	-	-
CC92	Maintenance to Anti-Terrorist Rising Bollards	2	-	2	-	-	-	-	-	-	-	-	-
CC95	Cookham Bridge Refurbishment & Structural Repair	2,656	(2,000)	656	600	(600)	-	-	-	-	-	-	-
CD07	Road Marking-Safety Programme	50	-	50	100	(100)	-	-	-	-	-	-	-
CD12	Roads Resurfacing-Transport Asset & Safety	2,558	(2,446)	112	1,261	(1,261)	-	-	-	-	-	-	-
CD13	Bridge Assessments	338	(220)	118	-	-	-	-	-	-	-	-	-
CD14	Bridge Parapet Improvement Works	1	-	1	-	-	-	-	-	-	-	-	-
CD17	Replacement Street Lighting	-	-	0	200	(200)	-	-	-	-	-	-	-
CD35	Reducing Congestion & Improving Air Quality	36	(36)	0	-	-	-	-	-	-	-	-	-
CD37	Car Park Improvements	15	-	15	200	(200)	-	-	-	-	-	-	-
CD45	Public Conveniences-Refurbishment	10	-	10	30	(30)	-	-	-	-	-	-	-
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	24	24.00	0	-	-	-	-	-	-	-	-	-
CD75	Bus Stop Accessibility	1	(1)	0	-	-	-	-	-	-	-	-	-
CD76	Bus Stop Waiting Areas	7	(7)	0	-	-	-	-	-	-	-	-	-
CD80	Grenfell Road-Off-Street Parking	6	-	6	-	-	-	-	-	-	-	-	-
CD82	Intelligent Traffic System-Maintenance & Renewal	10	(10)	0	-	-	-	-	-	-	-	-	-
CD83	LED Traffic Upgrades	238	(142)	96	-	-	-	-	-	-	-	-	-
CD84	Street Lighting-LED Upgrade	528	(528)	0	500	(500)	-	-	-	-	-	-	-
CD87	Patching Programme	349	(349)	0	1,209	(1,209)	-	-	-	-	-	-	-
CF05	Waste Vehicles	395	-	395	-	-	-	-	-	-	-	-	-
CI41	Fifield Lane - Major Carriageway Works	80	(80)	0	-	-	-	-	-	-	-	-	-
CI53	Marlow Road - Vehicle Restraint System Replacement	627	(627)	0	-	-	-	-	-	-	-	-	-
CI61	Street Lighting Belisha Pedestrian Crossing Refurbishment	152	(152)	0	-	-	-	-	-	-	-	-	-
CI71	Street Lighting Structural Failure Replacement	42	(42)	0	-	-	-	-	-	-	-	-	-
CI83	Ditch Clearance and Soakway Improvement Programme	20	(20)	0	-	-	-	-	-	-	-	-	-
CI84	Eton High Street Unsafe Electrical Boxes Removal	146	(146)	0	-	-	-	-	-	-	-	-	-
CI86	Bridge Strengthening Scheme	255	(255)	0	300	(300)	-	-	-	-	-	-	-
CI87	Street Lighting Structural Testing	98	(26)	72	-	-	-	-	-	-	-	-	-
CI88	Car Park Lighting	49	(49)	0	-	-	-	-	-	-	-	-	-
CI89	Car Park Surfacing and Lining	58	(58)	0	-	-	-	-	-	-	-	-	-
CI90	Soakaway/Manhole Clearance Programme	49	-	49	-	-	-	-	-	-	-	-	-
CI91	Car Park Signage	17	(8)	9	-	-	-	-	-	-	-	-	-
CI92	Parking Reviews	24	-	24	-	-	-	-	-	-	-	-	-
CI94	Vicus Way Waste Transfer Station Site Works	116	(1)	115	60	(60)	-	-	-	-	-	-	-
CI95	Traffic Signal Upgrades	-	-	0	130	(130)	-	-	-	-	-	-	-
CI96	Drift Road Resurfacing	-	-	0	150	(150)	-	-	-	-	-	-	-
Total Neighbourhood Services		9,382	(7,528)	1,854	4,990	(4,990)	-	-	-	-	-	-	-

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate			2025/26 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
Local Enterprise Partnership Schemes													
CC62	Maidenhead Missing Links (LEP Match Funded)	1,026	-	1,026	-	-	-	-	-	-	-	-	
CD42	Maidenhead Station Interchange & Car Park	1,107	(225)	882	-	-	-	-	-	-	-	-	
CD90	Maidenhead LP Housing Site Enabling Works - LEP	3,313	-	3,313	-	-	-	-	-	-	-	-	
CD91	Windsor Town Centre Package - LEP	1,819	(1,242)	577	-	-	-	-	-	-	-	-	
Local Enterprise Partnership Schemes		7,265	(1,467)	5,798	-	-	-	-	-	-	-	-	
Planning Service													
CC59	Highways Tree Surgery Works from Inspections	47	-	47	-	-	-	-	-	-	-	-	
CI22	Tree Planting & Maintenance	154	-	154	-	-	-	-	-	-	-	-	
CI43	Ascot High Street Public Realm & Highway Imps	9	(9)	0	-	-	-	-	-	-	-	-	
CI56	Design Quality – Planning Service	112	(94)	18	-	-	-	-	-	-	-	-	
CI57	Joint Minerals and Waste Plan	36	-	36	-	-	-	-	-	-	-	-	
CI59	Traveller Local Plan	188	-	188	-	-	-	-	-	-	-	-	
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	238	-	238	-	-	-	-	-	-	-	-	
CI67	Wider Area Growth Study	152	(152)	0	-	-	-	-	-	-	-	-	
CI69	Supplementary Planning Documents	51	-	51	80	(80)	-	-	-	-	-	-	
CI82	Highways Works Programme-Tree replacement	157	-	157	-	-	-	-	-	-	-	-	
CX66	Oak Processionary Moth Treatment	14	-	14	-	-	-	-	-	-	-	-	
Total Planning Service		1,158	(255)	903	80	(80)	-	-	-	-	-	-	
Communities													
CC47	CCTV Replacement	111	-	111	50	(50)	-	-	-	-	-	-	
CD85	Enforcement Services-Mobile Phone Replacement	3	-	3	-	-	-	-	-	-	-	-	
CI14	Maidenhead Waterways Construction phase 1	11	(10)	1	-	-	-	-	-	-	-	-	
CI54	Maidenhead Waterways-Weir Project	13	-	13	-	-	-	-	-	-	-	-	
CR24	Windsor Squash Courts	284	(284)	-	-	-	-	-	-	-	-	-	
CX64	Windsor Coach Park Lift Upgrade	195	-	195	-	-	-	-	-	-	-	-	
CX65	Goswell Hill-Night Time Economy Measures / ASB	42	-	42	-	-	-	-	-	-	-	-	
CY20	Community Warden Vehicles	12	-	12	-	-	-	-	-	-	-	-	
CZ42	Leisure Centres-Annual Programme & Equipment	424	(25)	399	450	(450)	-	-	-	-	-	-	
Total Communities		1,095	(319)	776	500	(500)	-	-	-	-	-	-	

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate			2025/26 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
Infrastructure, Sustainability & Transport													
CC51	Datchet Barrel Arch Drainage Repairs	220	-	220	-	-	-	-	-	-	-	-	
CC54	Electric Vehicle Charging Points-Pilot	117	(92)	25	200	(200)	-	-	-	-	-	-	
CC60	Hostile Vehicle Mitigation Measures for Windsor	261	(15)	246	-	-	-	-	-	-	-	-	
CC63	Major Incident Resource Kit	3	-	3	-	-	-	-	-	-	-	-	
CD01	LTP Feasibility Studies/Investigation/Develop	26	(26)	-	-	-	-	-	-	-	-	-	
CD10	Traffic Management	59	(50)	9	-	-	-	-	-	-	-	-	
CD23	Local Road Safety Schemes	86	(84)	2	200	(200)	-	-	-	-	-	-	
CD27	Cycling Capital Programme	6	-	6	1,500	(1,500)	-	-	-	-	-	-	
CD54	River Thames Scheme Infrastructure Project	230	-	230	400	-	400	450	-	450	-	-	
CD92	Telemetry System Replacement	45	-	45	-	-	-	-	-	-	-	-	
CD93	Ascot High Street-Upgrade	200	(200)	-	-	-	-	-	-	-	-	-	
CD94	Maidenhead Town Centre-Street Environment Imps	0	-	-	150	(150)	-	-	-	-	-	-	
CD97	Cycling Action Plan-Delivery	1,570	(1,570)	-	-	-	-	-	-	-	-	-	
CD98	A308 / Holyport Road Junction-Improvements	300	(300)	-	-	-	-	-	-	-	-	-	
CD99	Traffic Monitoring-Replacement Counters	150	(150)	-	-	-	-	-	-	-	-	-	
CF02	Emergency Active Travel Measures	37	(37)	-	-	-	-	-	-	-	-	-	
CI50	Brill Close Flood Alleviation Scheme	416	(416)	-	-	-	-	-	-	-	-	-	
CI51	Windsor and Maidenhead Surface Water Flood Risk Engagemen	100	(100)	-	-	-	-	-	-	-	-	-	
CI52	Fifield, Holyport, Oakley Green and Bray Lake Catchment Study	60	(60)	-	-	-	-	-	-	-	-	-	
CI76	Drift Road - Major Carriageway Works	250	(250)	-	-	-	-	-	-	-	-	-	
CI93	Highway Drainage Schemes	456	-	456	300	(300)	-	-	-	-	-	-	
CV39	Ockwells Park-Phase 3 Improvements	27	(5)	22	-	-	-	-	-	-	-	-	
CV46	Nature Recovery Strategy (NRS)	31	(31)	-	-	-	-	-	-	-	-	-	
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	11	-	11	-	-	-	-	-	-	-	-	
CY34	Major Scheme Business Case Development	188	(113)	75	-	-	-	-	-	-	-	-	
Total Infrastructure, Sustainability & Transport		4,849	(3,499)	1,350	2,750	(2,350)	400	450	-	450	-	-	
Green Spaces & Parks													
CC87	Public Rights of way - General	40	(40)	-	-	-	-	-	-	-	-	-	
CF08	Ray Mill Island Access Works	25	-	25	-	-	-	-	-	-	-	-	
CV03	Parks & Countryside Improvements	50	(50)	-	110	(110)	-	-	-	-	-	-	
CV30	Play Areas - Replacement Equipment	40	(40)	-	-	-	-	-	-	-	-	-	
CV45	Parks & Open Spaces- Access / Security Measure	86	(75)	11	-	-	-	-	-	-	-	-	
CV47	Kidwells Park-Play Area	56	(56)	-	-	-	-	-	-	-	-	-	
CX36	Purchase of LandThriftwood	223	-	223	-	-	-	-	-	-	-	-	
Total Green Spaces & Parks		520	(261)	259	110	(110)	-	-	-	-	-	-	
TOTAL PLACE CAPITAL PROGRAMME		24,269	(13,329)	10,940	8,430	(8,030)	400	450	-	450	-	-	

ADULTS, HEALTH & HOUSING

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate Indicative			2025/26 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	150	(95)	55	-	-	-	-	-	-	-	-	-
CT29	Low Cost Housing (S106 Funding)	161	(161)	-	-	-	-	-	-	-	-	-	-
CT51	Key Worker DIYSO	195	(195)	-	-	-	-	-	-	-	-	-	-
CT52	Disabled Facilities Grant	600	(600)	-	1,032	(1,032)	-	1,000	(1,000)	-	1,000	(1,000)	-
CT66	John West House	1,200	(400)	800	-	-	-	-	-	-	-	-	-
	Total Housing	2,306	(1,451)	855	1,032	(1,032)	-	1,000	(1,000)	-	1,000	(1,000)	-
Adult Social Care													
CTXX	Adult Social Care System	200	(200)	-	1,150	-	1,150	-	-	-	-	-	-
CT67	Homestead- Winston and Hub	185	(185)	-	-	-	-	-	-	-	-	-	-
	Total Adult Social Care	385	(385)	-	1,150	-	1,150	-	-	-	-	-	-
	TOTAL ADULTS, HEALTH & HOUSING CAPITAL PROGRAMME	2,691	(1,836)	855	2,182	(1,032)	1,150	1,000	(1,000)	-	1,000	(1,000)	-

CHILDREN'S SERVICES

Project	Description of Scheme	2022/23 Approved Incl Slippage			First Estimate 2023/24			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Non Schools													
CKVH	2Yr old capital entitlement	6	(6)	-	-	-	-	-	-	-	-	-	
CKVN	IT Software upgrades-2015-16	16	(16)	-	-	-	-	-	-	-	-	-	
CKVR	Youth Centres Modernisation Programme	31	(31)	-	-	-	-	-	-	-	-	-	
CKVX	Pinkneys Green Storage Facility	4	(4)	-	-	-	-	-	-	-	-	-	
CKVY	Youth Voice Youth Choice	5	-	5	-	-	-	-	-	-	-	-	
CT61	AfC Case Management System	441	-	441	1,004	-	1,004	-	-	-	-	-	
Total Non Schools		503	(57)	446	1,004	-	1,004	-	-	-	-	-	
Schools - Non Devolved													
CSDQ	Urgent Safety Works Various Schools	84	(84)	-	-	-	-	-	-	-	-	-	
CSEX	Feasibility/Survey Costs	286	(286)	-	-	-	-	-	-	-	-	-	
CSKA	Alexander School Kitchen Refurbishment	149	(149)	-	-	-	-	-	-	-	-	-	
CSKC	Climate Strategy schools programme 1	2,109	(2,109)	-	492	(492)	-	-	-	-	-	-	
CSKR	Kitchen Extract Cleaning and Hatchworks	125	(125)	-	-	-	-	-	-	-	-	-	
CSKU	Windsor Girls School Expansion 2022	3,521	(2,161)	1,360	-	-	-	-	-	-	-	-	
CSKV	Charters PD Works	200	(200)	-	-	-	-	-	-	-	-	-	
CSLA	School Kitchen Oven Upgrades	66	(66)	-	-	-	-	-	-	-	-	-	
CSLB	Alwyn Air Conditioning Upgrade	12	(12)	-	-	-	-	-	-	-	-	-	
CSLC	Boyne Hill Water System and Electrical Upgrade	100	(100)	-	-	-	-	-	-	-	-	-	
CSLD	South Ascot Village Primary SEN Unit	191	(191)	-	-	-	-	-	-	-	-	-	
CSLG	Hilltop Boiler Replacement and Pipework Upgrade	218	(218)	-	-	-	-	-	-	-	-	-	
CSLH	Larchfield Heating Pump and Emitter Upgrade	145	(145)	-	-	-	-	-	-	-	-	-	
CSLI	Maidenhead Nursery Mains Water Connection	1	(1)	-	-	-	-	-	-	-	-	-	
CSLJ	Wraysbury Primary Resourced Provision	391	(391)	-	-	-	-	-	-	-	-	-	
CSLK	Waltham St Lawrence Cold Water Tank	14	(14)	-	-	-	-	-	-	-	-	-	
CSLL	Hilltop Subsidence Scheme	4	(4)	-	-	-	-	-	-	-	-	-	
CSLN	New Primary School Places	650	(650)	-	1,028	(1,028)	-	-	-	-	-	-	
CSLR	Eton Wick First Incoming Power & Elec Upgrade	51	(51)	-	-	-	-	-	-	-	-	-	
CSLS	Woodlands Park Primary Heating Upgrade	197	(197)	-	-	-	-	-	-	-	-	-	
CSMA	Furze Platt Infants Heating Upgrade	87	(87)	-	-	-	-	-	-	-	-	-	
CSMB	Furze Platt Junior Heating Investigations and Upgrade	184	(184)	-	-	-	-	-	-	-	-	-	
CSMC	Alwyn Infants Heating Upgrade	110	(110)	-	-	-	-	-	-	-	-	-	
CSMD	Alwyn Infants Hot Water Supply	24	(24)	-	-	-	-	-	-	-	-	-	
CSMF	Kings Court First Electrical Distribution	6	(6)	-	-	-	-	-	-	-	-	-	
CSMG	Riverside Primary Electrical Distribution	22	(22)	-	-	-	-	-	-	-	-	-	
CSMH	Eton Wick First External Areas Resurfacing	40	(40)	-	-	-	-	-	-	-	-	-	
CSMI	Hilltop First Roof Repair	10	(10)	-	-	-	-	-	-	-	-	-	
CSMJ	Hilltop First Window Adjustments	5	(5)	-	-	-	-	-	-	-	-	-	
CSMK	Alwyn Infants Rainwater Equipment	18	(18)	-	-	-	-	-	-	-	-	-	
CSML	Alexander First Windows	25	(25)	-	-	-	-	-	-	-	-	-	

CHILDREN'S SERVICES

Project	Description of Scheme	2022/23 Approved Incl Slippage			First Estimate 2023/24			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
CSMM	Boyne Hill Infants Toilets	121	(121)	-	-	-	-	-	-	-	-	-	
CSMN	Wessex Primary Toilets	51	(51)	-	-	-	-	-	-	-	-	-	
CSMO	Riverside Primary LED Lights	20	(20)	-	-	-	-	-	-	-	-	-	
CSMP	Significant Maintenance and Upgrade of Schools	-	-	-	1,100	(1,100)	-	-	-	-	-	-	
CSMQ	Provision Improvement for Special Education Needs	-	-	-	3,421	(3,421)	-	-	-	-	-	-	
CSMR	High Needs Provision Design Works	100	(100)	-	-	-	-	-	-	-	-	-	
Total Schools - Non Devolved		9,337	(7,977)	1,360	6,041	(6,041)	-	-	-	-	-	-	
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	786	(786)	-	180	(180)	-	180	(180)	-	180	(180)	
Total Schools - Devolved Capital		786	(786)	-	180	(180)	-	180	(180)	-	180	(180)	
TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME		10,626	(8,820)	1,806	7,225	(6,221)	1,004	180	(180)	-	180	(180)	

RESOURCES

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Library & Resident Services													
CC53	Contact Centre - Ventilation & Back-up Generator	62	-	62	-	-	-	-	-	-	-	-	
CC65	Refurbishment M'head, Windsor, Ascot , Eton Libs	14	-	14	-	-	-	-	-	-	-	-	
CLB2	Sunninghill Library Lease Repairs	14	-	14	-	-	-	-	-	-	-	-	
CLE1	Cox Green Lib - Building Repairs Etc	5	-	5	-	-	-	-	-	-	-	-	
CLE5	Maidenhead Library-External Works	98	(98)	0	-	-	-	-	-	-	-	-	
CLE6	Upgrade Public PCs	39	-	39	-	-	-	-	-	-	-	-	
CLG3	General Library Improvements	23	-	23	-	-	-	-	-	-	-	-	
CLG6	Maidenhead Library-Heating	250	-	250	-	-	-	-	-	-	-	-	
CLG7	Libraries-Upgrade of Self Serve Kiosks	44	(44)	-	30	(30)	-	-	-	-	-	-	
CLG8	Pop Up Libraries-Equipment	47	(47)	-	-	-	-	-	-	-	-	-	
Total Library & Resident Services		596	(189)	407	30	(30)	-	-	-	-	-	-	
Property													
CC78	Vicus Way Car Park	4,236	-	4,236	-	-	-	-	-	-	-	-	
CC80	Temp Parking Provision-Maidenhead Regeneration	297	-	297	-	-	-	-	-	-	-	-	
CI29	Broadway Car Park & Central House Scheme	2,944	(1,189)	1,755	13,756	-	13,756	10,231	-	10,231	-	-	
CI33	Clyde House	50	-	50	-	-	-	-	-	-	-	-	
CI49	Maidenhead Golf Course	15,950	-	15,950	500	-	500	500	-	500	500	-	
CI73	York Road, Maidenhead-Affordable Housing	84	-	84	-	-	-	-	-	-	-	-	
CI75	York House-Leasing & Building Adaption Costs	27	-	27	-	-	-	-	-	-	-	-	
CI77	Waldeck House, Demolition	450	-	450	-	-	-	-	-	-	-	-	
CX40	Operational Estate Improvements	475	-	475	-	-	-	-	-	-	-	-	
CX41	Commercial Investment Property Portfolio-Repairs	3,184	(39)	3,145	-	-	-	-	-	-	-	-	
CX43	Affordable Housing-St Edmunds	1,879	-	1,879	-	-	-	-	-	-	-	-	
CX45	Affordable Housing - 16 Ray Mill Ave East, MHead	2,734	-	2,734	-	-	-	-	-	-	-	-	
CX46	Affordable Key Worker Hsing-School House	843	-	843	-	-	-	-	-	-	-	-	
CX50	Guildhall-Render Repair & Redecoration	76	-	76	-	-	-	-	-	-	-	-	
CX54	Cedar Tree Guest House, Windsor-Purchase	320	-	320	-	-	-	-	-	-	-	-	
CX55	Property-Finance Leases	209	(209)	-	-	-	-	-	-	-	-	-	
CX60	Nicholson Shopping Centre Development	293	-	293	-	-	-	-	-	-	-	-	
CX61	Fire Compartmentalisation Works-Maintained Schools	28	-	28	-	-	-	-	-	-	-	-	
CX62	Guildhall-Repairs & Heating	615	(545)	70	-	-	-	-	-	-	-	-	
CX67	18-20 Ray Mill Rd East-Family Centre Relocation	19	-	19	-	-	-	-	-	-	-	-	
CX70	Regeneration-Legal & Consultancy Fees	500	-	500	-	-	-	-	-	-	-	-	
CX71	Affordable Housing-106 Westborough Rd Refurb	16	(16)	-	-	-	-	-	-	-	-	-	
CX72	Community Options, Maidenhead-Lease Surrender	356	-	356	-	-	-	-	-	-	-	-	
CX73	MEES Compliance-Minimum Energy Efficiency Standard	100	(100)	-	-	-	-	-	-	-	-	-	
CX74	Commercial Estates-Compliance	400	-	400	-	-	-	-	-	-	-	-	
Total Property		36,085	(2,098)	33,987	14,256	-	14,256	10,731	0	10,731	500	-	500

RESOURCES

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Revenues & Benefits													
CM00	Revenues & Benefits-Document Management System	22	-	22	-	-	-	-	-	-	-	-	
	Total Revenues & Benefits	22	-	22	-	-	-	-	-	-	-	-	
Finance													
CA14	Transformation Projects	486	-	486	-	-	-	-	-	-	-	-	
CA15	Capitalised Debt Charges	359	-	359	471	-	471	-	-	-	-	-	
	Total Finance	845	-	845	471	-	471	-	-	-	-	-	
Technology & Change Delivery													
CA12	Modern Workplace Project-Phase 2	2	-	2	-	-	-	-	-	-	-	-	
CA13	Key Infrastructure Upgrades & Hardware	28	-	28	-	-	-	-	-	-	-	-	
CA16	MHR Pension Data Service Implementation	14	-	14	-	-	-	-	-	-	-	-	
CA17	Delivery of IT Strategy	205	-	205	100	-	100	-	-	-	-	-	
CA19	Network Hardware Replacement	450	-	450	200	-	200	-	-	-	-	-	
CA20	Network Broadband Deployment	-	-	-	180	-	180	-	-	-	-	-	
CA22	Firewall Renewal	-	-	-	96	-	96	-	-	-	-	-	
CA23	HR System Procurement	-	-	-	396	-	396	-	-	-	-	-	
CA24	Replacement Laptops	-	-	-	242	-	242	-	-	-	-	-	
CA25	Wireless Access Point (WAP) Replacement	-	-	-	42	-	42	-	-	-	-	-	
CA26	Customer Relationship Management System	-	-	-	500	-	500	-	-	-	-	-	
	Total HR Corporate Projects & IT	699	-	699	1,756	-	1,756	-	-	-	-	-	
TOTAL RESOURCES CAPITAL PROGRAMME		38,247	(2,287)	35,960	16,513	(30)	16,483	10,731	-	10,731	500	-	500

2023-24 RESURFACING PROGRAMME - ROADS

Road name	Extents	Proposed Treatment & Notes	Area m2 (estimate)	Budget Estimate £'000
Foundry Lane, Horton	Full length	350mm deep reconstruction, 300mm CBM base and 50mm of HRA 10mm Surface Course; PSV 60	530	90
A308 / A332 Maidenhead Rd / Royal Windsor Way Roundabout, Windsor	Circulatory and sections of approaches	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65	4,200	180
A308M / A330 Braywick Roundabout, Maidenhead	Circulatory	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65.	5,500(sma)	260
A30 London Road, Sunningdale	Sections from B383 Broomhall Lane to Waitrose Supermarket entrance	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65	3,300	133
B3018 Binfield Road, Shurlock Row	Approaches on both sides of M4 overbridge - approx 120m north side of bridge & 150m south side of bridge	PRS 40mm / 100mm - 60mm binder & 40mm SMA, PSV 65	2000	85
A308 Furze Platt Road, Maidenhead	Sections between Switchback Road South & Pinkneys Drive	Surface treatments / PRS	4,500	140
A308 Kings Street, Maidenhead	Northbound from Railway Bridge to Traffic Lights at Maidenhead Station raised table zebra)	PRS 40mm of 14mm SMA PSV 68	475	20
Stanwell Road, Horton	Sections between Horton Road to Coppermill Road	PRS 40mm of 14mm SMA, PSV 60 & reconstruct some road humps and speed cushions	3,500	125

**Total Works
Cost (A) 1,033**

Additional costs

Fees	100
Assessments	10
Legal Services/Traffic Orders	20
Minor Patching	20
Major Patching Schemes/Repairs	48
Highway asset repairs / upgrades	15
Extreme Weather Damage Repairs	15

Additional costs (B) 228

Total A+B 1,261

POTHOLE REPAIR / MAJOR PATCHING

Road name	Extents	Proposed Treatment & Notes	Area m2 (estimate)	Budget Estimate £'000
A332 Royal Windsor Way, Windsor	Sections between B3026 flyover to Borough boundary	Pre-patching and Proprietary Asphalt Preservation Treatment by RMS	TBC	260
B4447 Cookham Road, Maidenhead	J/w Kennet Road to zebra crossing	PRS 40mm of 14mm SMA, PSV 68	1,010	38
Lime Walk, Maidenhead	Near No. 7 to No. 7A & outside no. 10	Patching / 40mm of AC10, PSV 55	195	8
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
Vicus Way, Maidenhead	50m from its junction with Stafferton Way, south for approximately 120m	PRS 40mm of 14mm SMA, PSV 60	830	25
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
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
Lesters Road, Cookham	Full length	Edge plane & 25mm of AC10 overaly - further to joint sealing done in previous years	1,200	20
B3020 High Street, Sunninghill	Between Bridge Road & Bowden Road (across bridge) NOTE: Network Rail to supervise	PRS 40mm of 14mm SMA, PSV 65	720	26
Fane Way, Maidenhead	Sections - joint sealing	Specialist joint & crack seal by 'Rhino'	N/A	112
Cox Green Lane, Maidenhead	Sections between Mercia Road and Cox Green Road	PRS 40mm of 14mm SMA, PSV 60	1,200	45
General pothole repair and patching	Borough wide	TBC	TBC	507

**Total Works
Cost (C)**

1,209

RESERVE LIST

Road name	Extents	Proposed Treatment & Notes	Area m2 (estimate)	Budget Estimate £'000
Station Road, Wraysbury	Section over railway bridge - NOTE: Network Rail 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	Sections Between Castle Hill Roundabout & Cookham Rd Roundabout	PRS 40mm of 14mm SMA PSV 65.	2,170	81
Shoppenhangers Rd, Maidenhead	East of Manor Lane to Linkside	PRS 40mm of 14mm SMA, PSV 65	2,040	70
A308 Windsor Rd, Maidenhead	2 sections: 1 near Little Paddocks. 2: Near Hotel & Down Place)	PRS 40mm of 14mm SMA, PSV 65	1,570 + 3,000	165
Alma Road, Windsor	Claremont Road to Goslar Way	PRS 40mm of 14mm SMA, PSV 65	3,000	85
Victoria Street, Windsor	Peascod Street to Sheet Street	PRS 40mm of 14mm SMA, PSV 65	4,070	115
Cannon Court Road, Maidenhead	Nightingale Lane to Malders Lane	TBC - Overlay or 100mm PRS	860	50
Vicus Way, Maidenhead	50m from its junction with Stafferton Way, south for approximately 120m	PRS 40mm of 14mm SMA, PSV 60	830	25
Spring Lane, Cookham Dean	Pudsey Close to Choke Lane	PRS 40mm of 14mm SMA, PSV 60	3,500	100
B470 High Street, Datchet	Full length from B3021 Windsor Rd / Southlea Rd to Manor Hotel - NOTE: Extents include area of level crossing, Network Rail to supervise	PRS 40mm of 14mm SMA, PSV 65	1,640	60
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
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
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	95
Wraysbury Road, Wraysbury	South of M25 bridge to borough boundary near Lammas Drive - note central hatching is in worst condition	Central hatching repair - treatment type TBC	1,150	30
William Street, Windsor	Victoria Street to the Post Office	PRS 40mm of 14mm SMA, PSV 60	750	22
Linden Avenue, Maidenhead	Whole Road	Patching / PRS 10mm	-	60
Oaken Grove, Maidenhead	Outside the school	Major patching and structural repairs	-	100

**Total Works
Cost (D)**

1,615

Footway Programme 2023-24

Road Name	Description	Cost (£)	
Bridle Road, Maidenhead	Harrow Lane to 20m south of Mossy Vale (west footway) - Replace slab paving with asphalt	£	22,000
Smithfield Road, Maidenhead	Footway repairs / reconditioning - various sections	£	27,000
High Street, Cookham	Footway repairs / reconditioning - various sections	£	28,000
Southwood Road, Cookham	Footway reconditioning	£	47,000
Barry Avenue, Windsor	Footway repairs / slabs to asphalt in sections as needed due to root heave	£	17,000
Bouldish Farm Road, Ascot	Footway repairs / reconditioning (north footway) sections in length from junction of All Souls Road through to junction leading to Liddell Way	£	13,000
Accessibility upgrades	In year requests	£	20,000
Minor capital improvement schemes	In year requests	£	46,000
Fees		£	30,000
		£	250,000

Previously approved Major Schemes 2022/23 onwards

No.	Scheme Name	Date Council Approved	2022/23 Net Cost £'000	2023/24 Net Cost £'000	2024/25 Net Cost £'000	2025/26 Net Cost £'000	Total Net Cost £'000
1	RBWM Affordable Housing - School House	July 2018	-	-	947		947
2	RBWM Affordable Housing - St Edmunds	July 2018	-	-	2,763	771	3,534
3	Broadway Car Park, Maidenhead	August 2018	2,944	13,756	10,231		26,931
4	Vicus Way Car Park, Maidenhead	June 2018	4,236	-	-		4,236
5	Maidenhead Development	February 2016	15,950		-	-	15,950
6	River Thames Scheme	April 2015	-	400	450		850
	Total		23,130	14,156	14,391	771	52,448

No.	Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000	Cumulative Borrowing £'000
2023/24 BOROUGH FUNDED SCHEMES											
1	IT1	Network Broadband Deployment	Resources	HR, Corporate Projects and IT	Estimated implementation costs for deploying to new provider contract. £180k required in 2023/24, £60k required in 2024/25.	180	-	-	-	180	180
2	IT2	Network Hardware Replacement	Resources	HR, Corporate Projects and IT	An initial bid was submitted for £480,000 for 2022/23. Market prices for the hardware have significantly increased and, incorporating the new network design, we now seek to secure additional funding for this project. 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. 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.	200	-	-	-	200	380
3	IT3	Firewall Renewal	Resources	HR, Corporate Projects and IT	To purchase and replace the firewalls used to protect the councils sites that are reaching end of life and support.	96	-	-	-	96	476
4	IT4	HR System Procurement	Resources	HR, Corporate Projects and IT	Capital costs for the HR system procurement. Project approved by Cabinet on 26 May 2022. Request for Council to approve budget for full scheme implementation.	396	-	-	-	396	872
5	IT5	Replacement Laptops	Resources	IT Services	Having purchased extended warranties for the laptop devices purchased as part of the Modern Workplace project, analysis suggests that the extended warranty model is the most cost effective option for repairs (excluding accidental damage) giving any laptop device five years support and maintenance. There are currently circa 1200 RBWM corporate laptop devices being used with the first phase laptops due to go end of life in June 2024. We recommend purchasing 1/5th of the estate every year to allow for replacements to ensure employees are supported in service delivery; using functioning, secure, up to date and enabling IT infrastructure. The request is being made at this time in order to carry out a compliant appropriate procurement exercise and ensure devices can be secured, delivered, built and deployed to staff with the devices due to go end of life from June 2024. Additionally in preparation for the Borough and Parish council elections taking place in May 2023, new laptop devices are required to replace any iPads that existing Councillors may use which are now entering end of life and are very IT support intensive. Laptops will ensure a consistent device offering. Total estimated costs for these devices of £242,250	242	-	-	-	242	1,114
6	IT6	Wireless Access Point (WAP) Replacement	Resources	HR, Corporate Projects and IT	Replacement of end-of-life Wireless Access Points across all council operated sites.	42	-	-	-	42	1,156
7	IT7	IT Strategy Delivery	Resources	HR, Corporate Projects and IT	A request for a capital fund of £100k 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 compliance also require elements of capital funding.	100	-	-	-	100	1,256
8	IT8	Customer relationship management system	Resources	HR, Corporate Projects and IT	Purchase and implementation of replacement customer relationship management system	500	-	-	-	500	1,756
9	PR1	RBWM Property Company management fees for Maidenhead development	Resources	RBWM Property Company	Annual RBWM Property Company management fees for Maidenhead development.	500	-	-	-	500	2,256
10	AS1	Adult Social Care system replacement	Adults, Health & Housing	Adult Social Care	A new Adult Social Care system is required to automate processes, allow effective interrogation of data, facilitate good case management, and to allow the Council to implement the Care Reforms from October 2023. Procurement is scheduled to complete by the end of December so it may be that some initial payments to the provider will be required at the end of the 21/22 financial year.	1,150	-	-	-	1,150	3,406
11	ED3	Children's IT system	Children's Services	AFC Support Services	Implementation (project management, data migration, training) and ongoing support and maintenance of a new children's social care system	1,004	-	-	-	1,004	4,410

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000	
2023/24 FULLY FUNDED ESSENTIAL CAPITAL BIDS										
1	NS1	Footway Maintenance & Construction	Place	Neighbourhood Services	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)	-
2	NS2	Pothole Action Fund DFT Grant	Place	Neighbourhood Services	This is additional maintenance funding from the DFT specifically to fix potholes, but will also be available to undertake longer-term road resurfacing works to prevent potholes from appearing.	1,209	-	-	(1,209)	-
3	IS1	Highway Drainage Schemes	Place	Infrastructure, Sustainability & Economic Growth	Annual programme of highway drainage improvement schemes	300	-	(300)	-	-
4	IS4	Maidenhead Town Centre Streets	Place	Infrastructure, Sustainability & Economic Growth	Improvements to Maidenhead town centre street environment to better facilitate trips into and around town by bike and on foot	150	-	-	(150)	-
5	IS6	Road Safety Schemes	Place	Infrastructure, Sustainability & Economic Growth	Addressing road safety measures historically has required the investment of £200k per annum. This is a recurring bid funded through the Integrated Transport Block to provide safety measures such as the provision of in year requests for road safety measures to be implemented. These will include measures such as pedestrian crossings, traffic calming and speed limit reviews that have been reported as residents concerns for safety. All requests will be triaged and if action is needed prioritised for in year or future years implementation.	200	(200)	-	-	-
6	LL1	Self Service Kiosk Upgrade	Resources	Library and Res Contact	4 D-Tech Self Service Kiosks to replace the old equipment. This includes cash and card payment options for Council Services including Council Tax and Business Rates as well as self service library transactions	30	(30)	-	-	-
7	HH2	Disabled Facilities Grant	Adults, Health & Housing	Housing, Environmental Health & Trading Standards	We have a several large-scale adaptations in progress that will require significant funding next year. Coupled with the new DFG policy, which will also be in place next year and which includes the potential for discretionary funding above the £30k mandatory grant limit, we will require the additional funds to ensure the works can be completed.	1,032	-	-	(1,032)	-
8	ED1	School Condition Allocation 2023/24	Children's Services	School Places and Capital Team	Grant funded programme of significant maintenance and upgrades for buildings at community and voluntary controlled schools in the borough. The DfE is not expected to announce the level of grant available to the borough in 2023/24 until March 2023. The level of grant is likely to be reduced as Woodlands Park Primary School is converting to an academy on 1st November. All Saints CE Junior School is also expected to convert before the end of the financial year. An estimated £1.1m grant is therefore expected. An adjustment to the budget may need to be taken to Council in Spring 2023 following confirmation of the grant amount. No specific projects have yet been identified. This work will commence, in partnership with Property, once the currently vacant Capital Projects Officer post is filled. This grant is specifically for addressing school maintenance issues.	1,100	-	-	(1,100)	-
9	ED2	High Needs Provision Capital Allocation 2023/24	Children's Services	School Places and Capital Team	This is for capital works to improve the provision available to children and young people with Special Educational Needs (SEND) and/or in Alternative Provision (AP). This grant is specifically for new SEND and AP provision.	3,421	-	-	(3,421)	-
10	NS4	Highway Resurfacing Programme - This bid is a contractual commitment	Place	Neighbourhood Services	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.	1,261	-	-	(1,261)	-
11	NS5	Bridge Strengthening Schemes	Place	Neighbourhood Services	The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridge 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 enforcement on them. All the structures concerned are on the boroughs main network and would have a detrimental impact of 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.	300	0	(300)	-	-

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000
12 NS41	Street Lighting replacement	Place	Neighbourhood Services	To facilitate the ongoing structural testing of the remaining 10008 street lighting structurally rated amber(close to failing) rated units as required by Contract.	200	0	(200)	-	-
13 NS17	Regular annual maintenance of 5 leisure centres - contractual commitment	Place	Neighbourhood Services	Replacement water pumps, air valves; Building management controls system upgrades; 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; Braywick Park astro pitch light replacement (to LED); Windsor/Braywick fitness equipment replacement and maintenance.	450	0	(450)	-	-
14 NS7	Cookham Bridge Refurbishment & Structural Repair	Place	Neighbourhood Services	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. 22/23 funding to the value of £2million was received for carrying out these works. However since the capital bid last year the cost of the materials has increased, and as such additional funding is being requested to fill this short fall. The works are due to be spread over 22/23 & 23/24 capital programmes due to restrictions placed on us by the Environment Agency and channel closes.	600	0	(600)	-	-
15 NS27	Car Park Improvements	Place	Neighbourhood Services	Essential Improvements to the councils car parks of which we currently have 4 multi storeys and 42 surface car parks. Including works that will improve the life span of structures as well as improving safety.	200	0	0	(200)	-
16 NS3	Road Marking Safety & Signing Safety Programme	Place	Neighbourhood Services	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 our lump sum of the existing Volker contract.	100	0	(100)	-	-
17 NS10	Traffic Signal upgrades	Place	Neighbourhood Services	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 Clr request. The prosecutions are carried out through the licencing 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	130	0	(130)	-	-
18 NS11	Drift Road Resurfacing	Place	Neighbourhood Services	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. This work is phased over 4 years, asking for £250 per year to carry out the necessary works.	150	0	(150)	-	-
19 NS8	Streetlighting LED upgrade, incl. Street Lighting Column/sign safety improvements/ Deillumination of signposts - This is a contractual commitment	Place	Neighbourhood Services	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 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 requested is £2million, however this is suggested to be split over 4 years.	500	0	(500)	-	-
20 IS3	Electric Vehicle ChargePoint Implementation Plan Rollout (Phase 1)	Place	Infrastructure, Sustainability & Economic Growth	Installing electric vehicle charge points on street and in our car parks, spread across the borough, to provide for the transition to zero/low emission vehicles	200	0	(200)	-	-
21 IS5a	LCWIP Delivery (Local Cycling & Walking Infrastructure Plans)	Place	Infrastructure, Sustainability & Economic Growth	Walking and cycling improvements in neighbourhoods to the north of Maidenhead town centre, and a corridor linking them together, through to the town centre as well as Ascot Station to Heatherwood Hospital - (CIL and S106 applied to leverage external grant funding for the council)	1,500	(100)	(900)	(500)	-
22 NS19	New CCTV equipment	Place	Neighbourhood Services	To purchase and install some additional CCTV cameras in new locations across the Borough linked to the Control Room at Tinkers Lane, to extend the community network and coverage to provide new coverage in identified areas of either none or weak coverage with a view to increasing the impact of the CCTV network with regards to combatting crime and increasing community safety.	50		(50)		-
23 NS50	Public conveniences	Place	Neighbourhood Services	Capital works for the refurbishment to upgrade the existing toilets in the Royal Borough. Every year the Borough seems a high number of visitors to its towns, which use this facilities, which need to be in good working order.	30		(30)		-
24 NS13	Vicus Way waste transfer station site works	Place	Neighbourhood Services	Vicus Way waste transfer station site works	60		(60)		-

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000
25	NS14	Parks, open spaces and rights of way improvements	Place	Neighbourhood Services	Essential works to ensure that the Councils 64 parks and open spaces (including play areas) and 310km of public footpaths, bridleways and byways are in a fit and safe condition for public use	110		(110)	-
26	PL1	Development and adoption of Development Plan Document and Supplementary Planning Documents	Place	Planning	Traveller Local Plan, Maidenhead TC SPD, Climate Change SPD, Affordable Housing SPD, Parking SPD development funded by capital grant.	80		(80)	-
27	ED10	Schools Devolved Formula Capital	Children's Services	School Places and Capital Team	Annual DFC grant allocation to schools	180		(180)	-
28	ED11	Public Sector Decarbonisation Scheme	Children's Services	School Places and Capital Team	The Royal Borough has been successful in a further bid for funding from the Public Sector Decarbonisation Scheme (PSDS) to reduce emissions from public sector buildings. The additional funding will allow for decarbonisation works at The Lawns Nursery School and at the Chiltern Road primary school site. In both cases the schemes will involve the replacement of gas-fired boilers with Air Source Heat Pumps, plus building fabric improvements to improve energy efficiency. The additional PSDS grant is £1,024,835. The local authority is required to make a contribution to the projects totalling £496,017. This will be funded from unallocated School Condition Allocation (SCA). This contribution is similar to the saving made to the SCA in 2022/23 as a result of the previous PSDS successful bid.	1,025		(1,025)	-
29	ED12	Chiltern Rd Primary School site	Children's Services	School Places and Capital Team	Works to the Chiltern Road primary school site are already in the capital programme under cost centre CSLN. It is proposed that the budget for this cost centre be increased by £1,028,836. Works to The Lawns Nursery School will be carried out alongside similar works at the co-located Oakfield First School, which is already in the capital programme (together with boiler replacement works at four other schools) under cost centre CSKC. It is proposed that the budget for this cost centre be increased by £492,016.	492		(492)	-
30	LS01	Berkshire Records Office	Law & Strategy	Corporate Communications	The Royal Borough's contribution to the extension of the existing building, The Berkshire Records Office, situated in Coley Avenue, Reading and established in 1948, is a joint arrangement between the six Berkshire authorities following the abolition of Berkshire County Council in 1998. The Records Office holds the archives of the Royal County of Berkshire, amounting to nearly nine hundred years of the County's history, including parish registers, electoral registers from 1839 and access to national resources.	387		(387)	-
Total					15,697	(330)	(4,080)	(11,287)	-

Council is recommended to approve the following slippage to 2023/24		£'000	£'000	£'000	Commentary
Property					
CI33	Clyde House	50	0	50	Demolition scheduled 2023/24
CX55	Property-Finance Leases	209	(209)	0	Implementation of lease accounting deferred nationally by CIPFA
CX43	Affordable Housing-St Edmunds	1,826	-	1,826	Budget rephased to 2024/25
CX46	Affordable Key Worker Hsing- School House	768	-	768	Budget rephased to 2024/25
Infrastructure, Sustainability & Transport					
CI50	Brill Close Flood Alleviation Scheme	416	(416)	-	Slippage to 2023-24
CI51	Windsor and Maidenhead Surface Water Flood Risk Engagement	100	(100)	-	Scheme on hold
CD98	A308 / Holyport Road Junction-Improvements	300	(300)	-	Slippage to 2023/24
CD97	Cycling Action Plan-Delivery	1,000	(1,000)	-	Scheme to progress in 2023/24
Neighbourhood Services					
CC95	Cookham Bridge Refurbishment & Structural Repair	2,000	(2,000)	-	Scheme to proceed in 2023/24.
Schools - Non Devolved					
CSMA	Furze Platt Infants Heating Upgrade	80	(80)	-	Works scheduled for Summer 2023
CSMB	Furze Platt Junior Heating Investigations and Upgrade	175	(175)	-	Slippage to 2023/24
CSMC	Alwyn Infants Heating Upgrade	100	(100)	-	Slippage to 2023/24
CSKU	Windsor Girls School Expansion 2022	2,000	(2,000)	-	Slippage to complete in 2023/24
Library & Resident Services					
CC53	Contact Centre - Ventilation & Back-up Generator	62	0	62	Slippage to 2023/24
CLB2	Sunninghill Library Lease Repairs	4	0	4	Slippage to 2023/24
CLE5	Maidenhead Library-External Works	98	(98)	0	Slippage to 2023/24
CLG8	Pop Up Libraries-Equipment	31	(31)	0	Slippage to 2023/24
CLG6	Maidenhead Library-Heating	100	0	100	Slippage to 2023-24
Housing					
CE08	Air Quality Monitoring	100	(45)	55	Slippage to 2023/24
CT29	Low Cost Housing (S106 Funding)	161	(161)	-	Slippage to 2023/24
CT51	Key Worker DIYSO	195	(195)	-	Slippage to 2023/24
CT66	John West House	1,100	(300)	800	Slippage to 2023/24
Head of Commissioning - People					
CT62	Adult Services Case Management System	200	(200)	-	Slippage to 2023/24
CT67	Homestead- Winston and Hub	185	(185)	-	Slippage to 2023/24
Total Slippage		11,260	(7,595)	3,665	

APPENDIX 4 – TREASURY MANAGEMENT STRATEGY 2023/24

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 2021 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report complies with best practice and also 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 B**.
- 1.3 Acting as the Authority'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 C**.
- 1.4 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. Accordingly, all members were invited to attend a training session presented by Arlingclose explaining the roles and responsibilities of elected members and giving them an economic update.
- 1.5 The training needs of treasury management officers are reviewed periodically and senior officers attend seminars at least once a year. Since Covid 19 there have been more bite size webinars from various organisations, which are attended by Treasury officers regularly.
- 1.6 The Authority uses Arlingclose as its external treasury management advisors. The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of external providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.
- 1.7 It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will 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.

Local Context

- 1.8 The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates and a deteriorating economic outlook, will be major influences on the Authority's treasury management strategy for 2023/24. An economic update from the Authority's treasury management advisors Arlingclose is included in **Annex E**.
- 1.9 On 31st March 2023 the Authority is projected to hold £219m of borrowing and £39m of treasury investments. Forecast changes in these sums are shown in the balance sheet analysis in **Table 1** below.
- 1.10 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 to a peak of £219m at the end of 2022/23 and to reducing to £167m at the end of 2025/26. The Authority's forecast of its capital cashflow that will determine its CFR is shown in **Annex D**.

Table 1: Treasury balances summary and forecast

	31.3.22 Actual £m	31.3.23 Estimate £m	31.3.24 Forecast £m	31.3.25 Forecast £m	31.3.26 Forecast £m
Capital Financing Requirement	225.3	250.2	261.6	262.9	259.3
Long term borrowing	71.3	100.3	94.3	73.3	69.3
Short term borrowing	134.6	118.3	108.3	139.3	97.6
Gross borrowing	205.9	218.6	202.6	212.6	166.9
Working capital	(32.5)	(38.8)	(10.0)	(10.0)	(10.0)
Loans to partners*	(9.2)	(8.1)	(8.0)	(8.0)	(8.0)
Net borrowing	164.2	171.7	184.6	194.6	148.9

*loans to Achieving for Children and RBWM Property Company

- 1.11 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 2023/24.

Liability Benchmark

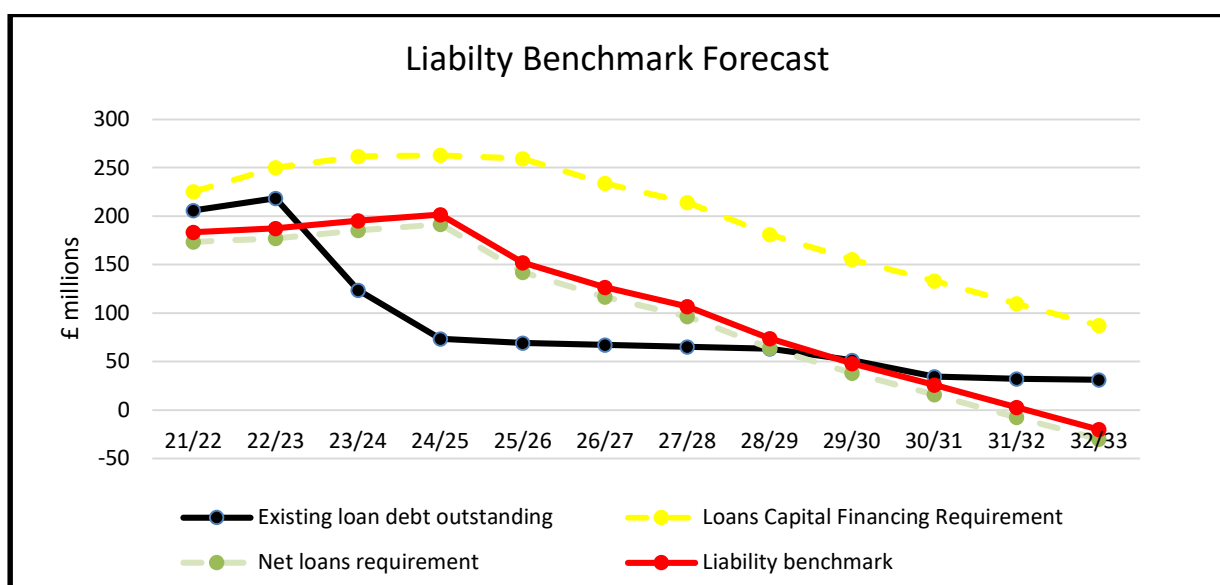
1.12 The liability benchmark is an important tool to help establish whether the Authority is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Authority must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

Table 2: Prudential Indicator: Medium-term liability benchmark

	31.3.22 Actual £m	31.3.23 Estimate £m	31.3.24 Forecast £m	31.3.25 Forecast £m	31.3.26 Forecast £m
Existing loan debt outstanding	205.9	218.6	123.6	73.3	69.3
Loans Capital Financing Requirement	225.3	250.2	261.6	262.9	259.3
Net loans requirement	173.4	177.3	185.4	191.7	142.0
Liability benchmark	183.4	187.3	195.4	201.7	152.0

1.13 **Table 2** above shows the forecast medium-term liability benchmark for the Authority and **Chart 1** below shows its forecast long-term liability benchmark. The difference between the liability benchmark (the red line in Chart 1) and the existing loan debt outstanding (the black line in Chart 1) represents additional borrowing that the Authority will be required to arrange to meet its borrowing requirement.

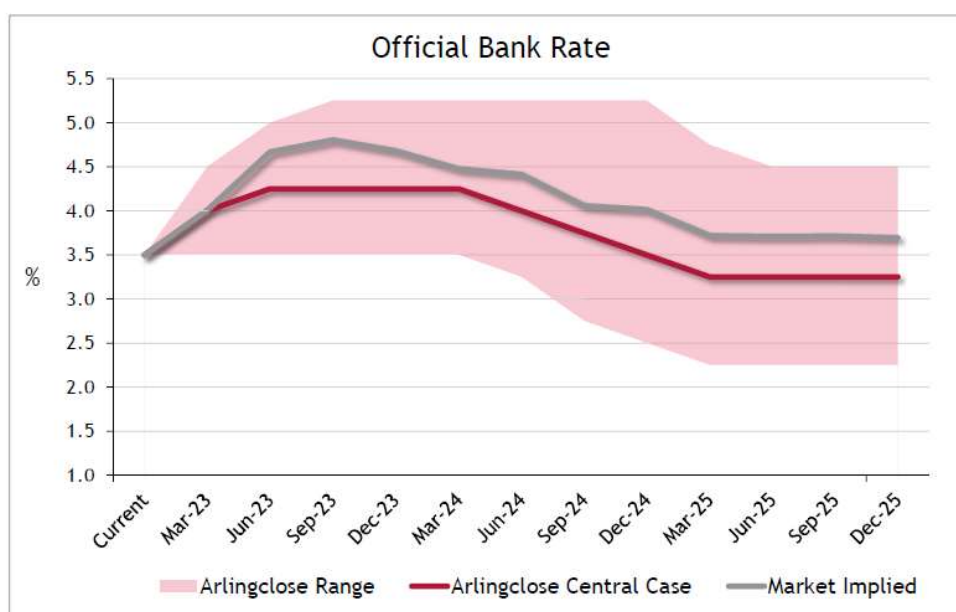
Chart 1: Long-term liability benchmark



2. BORROWING STRATEGY

- 2.1 At 31 March 2023, the Authority is forecast to hold £219 million of loans. This figure is higher than initially forecast due to additional long-term borrowing being arranged to protect the Authority against rising interest rates. From 2025/26 it is projected that capital receipts will be used to reduce the Authority's borrowing requirement.
- 2.2 Rapid changes in the economic and political situation during 2022 lead to sharp increases in interest rates during the second half of the year. The Authority's treasury management adviser Arlingclose forecasts that Bank Rate will continue to rise in 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target. These changes have significantly increased the cost of new borrowing available to the Authority.
- 2.3 Interest rates were at 0.75% at the beginning of 2022/23 and are now projected to rise to 4% by the beginning of 2023/24. Please see the interest rate forecast from Arlingclose in **Chart 2** below:

Chart 2: Arlingclose interest rate forecast as at 19/12/2022



- 2.4 The **Table 3** below shows the Authority's current projection for interest rates for the medium-term together with its forecast borrowing costs based on the latest capital cashflow forecast.

Table 3: Projected interest rates and borrowing costs

	31.3.22 Actual	31.3.23 Estimate	31.3.24 Forecast	31.3.25 Forecast	31.3.26 Forecast
Average interest rate %	0.19	2.23	4.22	4.62	3.00
Borrowing costs	2,874	4,111	5,153	3,362	3,044

- 2.5 In light of these increases in borrowing costs the Authority will continue to review and where appropriate reduce its capital programme. With interest rates at 4% a £10m reduction in capital expenditure would result in a reduction in annual borrowing costs of £400,000.

Objectives:

- 2.6 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.

Strategy:

- 2.7 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 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.
- 2.8 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 2023/24 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 2.9 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.

2.10 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.

Sources of funding:

2.11 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

2.12 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

2.13 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.

2.14 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 2028. With interest rates having risen recently, there is now a reasonable chance that Dexia could exercise their option. If they do, the Authority will consider the option to repay the loan to reduce refinancing risk in future years. Total borrowing via LOBO loans will be limited to £13m.

- 2.15 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.

Debt rescheduling:

- 2.16 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. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

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 £21m and £85m.

Objectives:

- 3.2 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. The Authority aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

Strategy:

- 3.3 As demonstrated by the liability benchmark above, the Authority expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. 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.

ESG policy:

- 3.4 Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Authority's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Authority

will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

Business models:

- 3.5 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.

Approved counterparties:

- 3.6 The Authority may invest its surplus funds with any of the counterparty types in **Table 4** below, subject to the limits shown.

Table 4: Treasury investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	3 years	Unlimited	n/a
Local authorities & other government entities	3 years	£5m	Unlimited
Secured investments *	3 years	£5m	Unlimited
Lloyds Bank – (the Authority's 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

- 3.7 This table must be read in conjunction with the notes below

*** 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.

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 3 years.

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.

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.

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.

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.

Risk assessment and credit ratings:

- 3.8 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.
- 3.9 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.

Other information on the security of investments:

- 3.10 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.
- 3.11 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.

Liquidity management:

- 3.12 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 three 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**Interest rate exposures**

- 4.1 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	£2m
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£2m

Maturity structure of borrowing:

- 4.2 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.

Long-term treasury management investments:

- 4.3 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	2023/24	2024/25	2025/26
Limit on principal invested beyond year end	£25m	£25m	£25m

Related Matters

- 4.4 The CIPFA Code requires the Authority to include the following in its treasury management strategy.

Financial derivatives:

- 4.5 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).
- 4.6 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.
- 4.7 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.

External Funds:

- 4.8 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.

Markets in Financial Instruments Directive:

- 4.9 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.

Financial Implications

- 4.10 The forecast for investment income in 2023/24 is £1.2m, based on an average investment portfolio of £27.9 million at an interest rate of 4.3%. The forecast for debt interest paid in 2023/24 is £6.5 million, based on an average debt portfolio of £190 million at an average interest rate of 3.43%. 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 Authority to determine its own level of capital investment. However, the Authority 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 Authority 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 Authority'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 Authority 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 Authority 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 Authority 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 Authority.

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
4: Depreciation method	Charge MRP on the same basis as depreciation	Expenditure incurred after 1 April 2008

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 Authority 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 Authority’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 Authority 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. LEGAL IMPLICATIONS

- 7.1 This report assists the Authority in fulfilling its statutory obligation to set out its Treasury Strategy for borrowing and to prepare an Annual Investment Strategy for the coming year setting out the Authority's policies for managing its borrowing and investments and giving priority to the security and liquidity of those investments.

8. RISK MANAGEMENT

Threat or risk	Impact with no mitigations in place or if all mitigations fail	Likelihood of risk occurring with no mitigations in place.	Mitigations currently in place	Mitigations proposed	Impact of risk once all mitigations in place and working	Likelihood of risk occurring with all mitigations in place.
That a counterparty defaults on repayment of a loan resulting in a loss of capital for the Authority.	Major	Medium	Loans are only made to counterparties on the approved lending list. The credit ratings of counterparties on the lending list are monitored regularly. Counterparty limits reviewed and reduced to limit individual exposure.		Moderate	Low
That funds are invested in fixed-term deposits and are not available to meet the Authority's commitment to pay suppliers and payroll.	Moderate	Medium	A cashflow forecast is maintained and referred to when investment decisions are made to ensure that funds are available to meet the Authority's commitment to pay suppliers and payroll.		Minor	Low

9. POTENTIAL IMPACTS

- 9.1 Equalities. An Equality Impact Assessment is available as Appendix A
- 9.2 Climate change/sustainability. None identified
- 9.3 Data Protection/GDPR. None identified.

10. CONSULTATION

- 10.1 Not applicable

11. TIMETABLE FOR IMPLEMENTATION

- 11.1 The strategy will be used from 1 April 2023 in line with the commencement of the 2023/24 budget.

12. ANNEXES

- 12.1 This report is supported by five annexes:

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

13. BACKGROUND DOCUMENTS

- 13.1 None

14. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot		
Cllr Johnson	Leader of the Council		
Tony Reeves	Interim Chief Executive		
Andrew Durrant	Executive Director of Place		
Adele Taylor	Executive Director of Resources and Section 151 Officer		
Kevin McDaniel	Executive Director of People Services		
Andrew Vallance	Head of Finance (Deputy S151 Officer)		

Name of consultee	Post held	Date sent	Date returned
Elaine Browne	Head of Law (Deputy Monitoring Officer)		
Emma Duncan	Deputy Director of Law and Strategy & Public Health / Monitoring Officer		
Nikki Craig	Head of HR, Corporate Projects & ICT		
Ellen McManus-Fry	Equalities & Engagement Officer		
Lyn Hitchinson	Procurement Manager		
Samantha Wootton	Data Protection Officer		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Council decision	No	Not applicable
Report Author: Andrew Vallance, Head of Finance.		

ANNEX A – EQUALITY IMPACT ASSESSMENT

Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

1. Background Information

Title of policy/strategy/plan:	Treasury Management
Service area:	Finance
Directorate:	Resources

Provide a brief explanation of the proposal:

- What are its intended outcomes?
- Who will deliver it?
- Is it a new proposal or a change to an existing one?

To provide effective management of the Authority's cash flows, borrowing and investments, and the associated risks. This is to be delivered by finance and is an updated strategy for the forthcoming financial year.

2. Relevance Check**Is this proposal likely to directly impact people, communities or RBWM employees?**

- If No, please explain why not, including how you've considered equality issues.
- Will this proposal need a EQIA at a later stage? (for example, for a forthcoming action plan)

No

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement**Who will be affected by this proposal?**

For example, users of a particular service, residents of a geographical area, staff

N/A

Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) disproportionately represented?

For example, compared to the general population do a higher proportion have disabilities?

N/A
<p>What engagement/consultation has been undertaken or planned?</p> <ul style="list-style-type: none"> • How has/will equality considerations be taken into account? • Where known, what were the outcomes of this engagement?
N/A
<p>What sources of data and evidence have been used in this assessment? Please consult the Equalities Evidence Grid for relevant data. Examples of other possible sources of information are in the Guidance document.</p>
N/A

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'

More information on each protected characteristic is provided in the Guidance document.

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age	N/A		
Disability	N/A		

Sex	N/A		
Race, ethnicity and religion	N/A		
Sexual orientation and gender reassignment	N/A		
Pregnancy and maternity	N/A		
Marriage and civil partnership	N/A		
Armed forces community	N/A		
Socio-economic considerations e.g. low income, poverty	N/A		
Children in care/Care leavers	N/A		

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

<p>What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it? For example, adjustments needed to accommodate the needs of a particular group</p>
<p>Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this?</p> <ul style="list-style-type: none"> For planned future actions, provide the name of the responsible individual and the target date for implementation.
<p>How will the equality impacts identified here be monitored and reviewed in the future? See guidance document for examples of appropriate stages to review an EQIA.</p>

--

6. Sign Off

Completed by: Ryan Stone	Date: 18/01/2023
Approved by:	Date:

If this version of the EQIA has been reviewed and/or updated:

Reviewed by:	Date:
---------------------	--------------

ANNEX B - 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 2021/22 TO 2025/26

The actual figures for 2021/22 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.

	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Capital Expenditure (£m)	£26.4m	£51.6m	£45.9m	£19.6m	£8.9m
Ratio of financing costs to net revenue stream					
- Non-loan financed	12.0%	24.2%	29.0%	13.2%	8.0%
- Loan financed	5.4%	5.7%	7.5%	10.2%	8.6%
Capital Financing Requirement (£m)	225.3	250.2	261.6	262.9	259.3

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.

	2021/22	2022/23	2023/24	2024/25	2025/26
Authorised limit for external debt (£m)	£291m	£303m	£329m	£342m	£344m

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

	2021/22	2022/23	2023/24	2024/25	2025/26
Operational boundary for external debt (£m)	£267m	£277m	£302m	£314m	£315m

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

	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	Total
	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	£'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected short term interest rate	2.56%	4.19%	4.62%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
Capital Receipts														
Developer & reserves income	4,586	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	-	45,286
Residential receipts	5,068	7,424	5,950	50,944	23,932	24,666	32,161	24,168	20,312	21,455	20,693	19,562	24,381	280,716
Commercial receipts	13,950	-	-	-	-	-	-	-	-	-	-	-	-	13,950
Total Capital Receipts	23,604	11,124	9,650	54,644	27,632	28,366	35,861	27,868	24,012	25,155	24,393	23,262	24,381	339,952
Capital Expenditure														
Annual Capital Programme Schemes	9,300	4,110	450	5,000	5,000	13,610	5,000	5,000	5,000	5,000	5,000	5,000	5,000	72,470
Residential Schemes	16,752	700	4,210	1,271	500	250	500	500	500	-	-	-	-	25,183
Commercial Schemes	7,180	13,756	10,231	-	-	-	-	-	-	-	-	-	-	31,167
Capitalised debt charges	464	471	-	-	-	-	-	-	-	-	-	-	-	935
Capital Programme slippage in	9,852	13,064	9,630	4,904	2,235	1,547	3,081	1,716	1,443	1,389	1,278	1,256	1,251	52,647
Forecast Capital Programme slippage out	(13,064)	(9,630)	(4,904)	(2,235)	(1,547)	(3,081)	(1,716)	(1,443)	(1,389)	(1,278)	(1,256)	(1,251)	(1,250)	44,045
Total Capital Expenditure	30,484	22,471	19,617	8,940	6,188	12,326	6,865	5,773	5,555	5,111	5,022	5,004	5,001	138,357
Borrowing														
L.T. debt at the start of the year	71,265	100,265	94,265	73,265	69,265	67,265	65,265	63,265	51,265	34,265	32,265	31,265	26,265	
Increase/reductions in debt	29,000	(6,000)	(21,000)	(4,000)	(2,000)	(2,000)	(2,000)	(12,000)	(17,000)	(2,000)	(1,000)	(5,000)	0	
Total L.T. debt at year end	100,265	94,265	73,265	69,265	67,265	65,265	63,265	51,265	34,265	32,265	31,265	26,265	26,265	
Net ST debt at start of year	134,598	118,290	108,290	139,257	97,553	78,109	64,069	37,073	26,978	25,520	7,476	(10,895)	(24,153)	
Increases/Reductions in Debt	(16,308)	(10,000)	30,967	(41,704)	(19,443)	(14,041)	(26,995)	(10,095)	(1,458)	(18,044)	(18,371)	(13,258)	(19,380)	
Total S.T. debt at year end	118,290	108,290	139,257	97,553	78,109	64,069	37,073	26,978	25,520	7,476	(10,895)	(24,153)	(43,532)	
Total Debt	218,555	202,555	212,522	166,817	145,374	129,333	100,338	78,243	59,785	39,741	20,370	2,112	(17,268)	
Capitalised debt interest on specific projects	(464)	(471)	-	-	-	-	-	-	-	-	-	-	-	
Interest on L.Term Debt	3,269	3,521	3,261	3,044	2,984	2,940	2,880	2,450	1,951	1,531	1,480	1,348	1,232	
Revenue cost of S.T. debt interest	841	2,984	5,723	3,573	2,632	2,130	1,514	1,029	762	492	0	0	0	
Broker Fees	105	89	130	120	88	72	51	35	26	18	0	0	0	
Interest charge per MTFP	3,752	6,123	9,114	6,737	5,704	5,141	4,445	3,514	2,740	2,040	1,480	1,348	1,232	
MRP	3,020	3,139	3,323	3,536	3,431	3,267	3,190	3,057	2,898	2,661	2,505	2,447	2,398	
Total cost of Capital Finance	6,772	9,261	12,437	10,273	9,135	8,408	7,636	6,571	5,637	4,702	3,985	3,796	3,630	

Annex E – Arlingclose Economic & Interest Rate Forecast – December 2022**1 Underlying assumptions:**

- 1.1 The influence of the mini-budget on rates and yields continues to wane following the more responsible approach shown by the new incumbents of Downing Street.
- 1.2 Volatility in global markets continues, however, as investors seek the extent to which central banks are willing to tighten policy, as evidence of recessionary conditions builds. Investors have been more willing to price in the downturn in growth, easing financial conditions, to the displeasure of policymakers. This raises the risk that central banks will incur a policy error by tightening too much.
- 1.3 The UK economy is already experiencing recessionary conditions and recent GDP and PMI data suggests the economy entered a technical recession in Q3 2022. The resilience shown by the economy has been surprising, despite the downturn in business activity and household spending. Lower demand should bear down on business pricing power – recent data suggests the UK has passed peak inflation.
- 1.4 The lagged effect of the sharp tightening of monetary policy, and the lingering effects of the mini-budget on the housing market, widespread strike action, alongside high inflation, will continue to put pressure on household disposable income and wealth. The short- to medium-term outlook for the UK economy remains bleak.
- 1.5 Demand for labour appears to be ebbing, but not quickly enough in the official data for most MPC policymakers. The labour market remains the bright spot in the economy and persisting employment strength may support activity, although there is a feeling of borrowed time. The MPC focus is on nominal wage growth, despite the huge real term pay cuts being experienced by the vast majority. Bank Rate will remain relatively high(er) until both inflation and wage growth declines.
- 1.6 Global bond yields remain volatile as investors price in recessions even as central bankers push back on expectations for rate cuts in 2023. The US labour market remains tight and the Fed wants to see persistently higher policy rates, but the lagged effects of past hikes will depress activity more significantly to test the Fed's resolve.

1.7 While the BoE appears to be somewhat more dovish given the weak outlook for the UK economy, the ECB seems to harbour (worryingly) few doubts about the short term direction of policy. Gilt yields will be broadly supported by both significant new bond supply and global rates expectations due to hawkish central bankers, offsetting the effects of declining inflation and growth.

2 Forecast:

2.1 The MPC raised Bank Rate by 50bps to 3.5% in December as expected, with signs that some members believe that 3% is restrictive enough. However, a majority of members think further increases in Bank Rate might be required. Arlingclose continues to expect Bank Rate to peak at 4.25%, with further 25bps rises February, March and May 2023.

2.2 The MPC will cut rates in the medium term to stimulate a stuttering UK economy, but will be reluctant to do so until wage growth eases. We see rate cuts in the first half of 2024.

2.3 Arlingclose expects gilt yields to remain broadly steady over the medium term, although with continued volatility across shorter time periods.

2.4 Gilt yields face pressures to both sides from hawkish US/EZ central bank policy on one hand to the weak global economic outlook on the other. BoE bond sales and high government borrowing will provide further underlying support for yields.

	Current	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Official Bank Rate													
Upside risk	0.00	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25	1.25
Arlingclose Central Case	3.50	4.00	4.25	4.25	4.25	4.25	4.00	3.75	3.50	3.25	3.25	3.25	3.25
Downside risk	0.00	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00
3-month money market rate													
Upside risk	0.00	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25	1.25
Arlingclose Central Case	3.00	4.40	4.40	4.40	4.35	4.30	4.25	4.00	3.75	3.50	3.40	3.40	3.40
Downside risk	0.00	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00
5yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.43	3.60	3.80	3.80	3.80	3.70	3.60	3.50	3.40	3.30	3.30	3.30	3.30
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.47	3.50	3.60	3.60	3.60	3.60	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
20yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.86	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
50yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.46	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%
PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%
UKIB Rate (Maturity Loans) = Gilt yield + 0.60%

This page is intentionally left blank

Appendix 5 - Pay Policy Statement for the year 2023/24

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 2023, for the financial year 2023/24.
- 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 21 February 2023.
- 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
 - Executive Director of People Services (DCS & DASS)
 - Executive Director of Resources and S151 Officer
 - Monitoring Officer and Director of Law and Governance
 - AfC Director of Children's Services*
 - * Seconded to Achieving for Children
 - Head of Education and Schools
 - Head of Finance

- Head of Housing, Environmental Health and Trading Standards
- Head of HR, Corporate Projects and IT
- Head of Infrastructure, Sustainability and Economic Growth
- Head of Law and Governance (Deputy Monitoring Officer)
- Head of Neighbourhood Services
- Head of Partnerships, Community Resilience and Developments
- Head of Planning
- Head of Public Health
- Head of Revenue, Benefits, Library and Resident Services
- Head of Strategy
- Adult Social Care Lead
- Safeguarding Assurance Manager

Salaries

- 2.2 The Chief Executive is paid within a salary band of £150,800 to £192,400. Executive Directors are paid within a salary band of £105,896 to £146,069. Directors are paid within a salary range of £93,811 and £111,248.
- 2.3 Heads of Service are paid within a salary band of £72,400 to £101,125.
- 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 Monitoring Officer and Director of Law and Governance 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 2023 a pay award of 4% was approved by full Council on 21 February 2023.

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 The Council does not treat the Chief Executive, Executive Directors, Directors, and Heads of Service differently to other council employees in relation to termination payments. See section 6.

Special Severance Payments (SSP's)

- 2.15 The Council adheres to the Government's Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England.
- 2.16 The statutory guidance defines the following as likely to constitute a Special Severance Payment:
- payments reached under a settlement agreement between the employer and employee to discontinue legal proceedings without admission of fault.
 - pay in lieu of notice, where non-contractual
 - the value of any employee benefits or allowances which are allowed to continue beyond the employee's agreed exit date.
 - write-offs of any outstanding loans.
 - honorarium payments.
 - hardship payments.
 - payments to employees for retraining related to their termination of employment
- 2.17 The Council approves Special Severance payments by the following process:
- payments of £100,000 and above full Council, as required by the Localism Act 2011.
 - payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Chief Executive, s.151 Officer, Monitoring Officer, with a clear record of the Leader's approval.

- payments below £20,000 must be approved by the Chief Executive, Monitoring Officer, and s.151 Officer.
- 2.18 As a Local Government employer, the Council must comply with its duties under The Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999.
- 2.19 In the event that an employee ceases to hold office and is eligible for a redundancy payment, such payment is determined in accordance with the Council's redundancy policy and procedure that applies to all employees, or any protection rights accrued where the employee has TUPE transferred to the council.
- 2.20 Where the payment exceeds £100,000 this must be referred to full Council.

Other terms and conditions

- 2.21 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.
- 2.22 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

- 2.23 The Council would not normally appoint a consultant to a permanent post, unless specific expertise was required.
- 2.24 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.
- 2.25 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 reason 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 £10.61, which equates to an annual salary of £20,466.
- 3.4 From April 2023 National Living Wage hourly rate will be £10.42.

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 16.6%)
 - 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
 - Season ticket loan
 - Birthday leave
 - Discounts via MS Home Use and Dell Advantage employers' schemes

4. RELATIONSHIP BETWEEN THE REMUNERATION OF CHIEF OFFICERS AND THE LOWEST PAID EMPLOYEES

- 4.1 The salary for the Chief Executive is £180,000, plus employer's pension contributions.
- 4.2 The remuneration of the lowest paid employee is £20,466 which represents solely basic salary as no other allowances are payable.
- 4.3 Using a remuneration figure for the Chief Executive of £180,000 and a remuneration figure of £20,466 for the lowest paid employee, the pay multiple has increased from last year, due to the appointment of a new Chief Executive and a review of the salary range for the post due to market pressures.

- 4.4 The ratio between the highest paid employee, the Chief Executive and the average pay including permanent allowances of all council employees is 1:4.8 and the median pay of all employees is 1:5.8.
- 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	9.5
2018/19	8.3
2019/20	8.8
2020/21	8.8
2021/22	7.9
2022/23	7.9
2023/24	8.8

- 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 increase in 2023/24 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 Regulations 70 and 71 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 and to keep that policy under review. The Pension Fund Committee determined on 7 March 2022 to maintain its previous policy that no abatement would be exercised

for those returning to local government employment within the Berkshire area or anywhere else in England and Wales.

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 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	16
>20,000 <25,000	124
>25,000 <35,000	211
>35,000 <45,000	109
>45,000 <55,000	54
>55,000 <65,000	30
>65,000 <80,000	11
>80,000 <100,000	7
>100,000	6
Total number of staff	568

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

Appendix 6 – Proposed 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 2023/24. This year their claim is for:
- UNISON and the GMB believe that only a significant rise will help protect services and enable staff to weather the growing cost of living pressures following a decade of local authority cuts and pay restraint.
 - A £2,000 rise at all pay grades or the current rate of RPI (presently 11.1%, September 2022), whichever is higher for each individual.
 - A one day increase to the minimum paid annual leave entitlement
 - A two-hour reduction in the standard working week
 - Agreement of home/hybrid working guidance and an introduction of a home working allowance.
 - An urgent review of all mileage rates currently applying
 - 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 has been modelled and costed:
- A £2,000 increase on the lowest point would be a 10.14% increase therefore 11.1% has been applied to all pay grades, the cost of this is over **£2,610,000** for RBWM staff (excluding AfC and Optalis).
 - A one day increase in annual leave has been costed at **£164,000**.
 - A two-hour reduction in the working week has been costed at **£1,364,000**.
- 1.3 With regard to home/hybrid working guidance, the council already has guidance in place and in common with the majority of councils there are no plans to pay a home working allowance.
- 1.4 The council pays mileage rates based on the HMRC approved rates of 45p per mile up to 10,000 and 25p over 10,000. A recent survey identified that 82% of employers apply the HMRC rates. Employers can choose to pay above the HMRC rate, however any additional payment would be subject to tax and is P11D reportable. The HMRC rates have been in place for many years and there is no indication that they are planning to revise them.
- 1.5 The NHS has increased their mileage rate on a temporary basis by 5 pence per mile from 47 pence. The national pay offer for Local Government does not

include any increase in mileage rates. And the price of fuel has been coming down in the past couple of months.

- 1.6 In 2021/22 the total mileage claimed cost £43.2k. And for 2022/23 (7 months projected to 12) the estimated cost is £63.1k for around 150 claimants. It is likely that the mileage claimed during 2021/22 was lower due to the lockdowns, as some services have seen a significant increase in mileage claims so far this year. Table 2 below identifies the additional annual cost of a 5, 10 and 15 pence per mile increase.

Table 2: Estimated costs for an increase in mileage based on 2022/23 full year projection

	+5p per mile	+10p per mile	+15p per mile
Additional cost pa	£7k	£14k	£21k

- 1.7 It is recommended that there is no change to the current mileage rate.
- 1.8 As part of the assessment of options the following was taken into consideration:
- In April 2023, the National Living Wage will increase to £10.42 per hour or £20,104pa. The council's current minimum salary is £19,679pa or £10.20 per hour. A 4% pay award will increase the salary to £20,466, which is £10.61 per hour.
 - CPI November 2022 was 10.7% a slight reduction following an increase month on month during this year.
 - Local Government employees received a flat rate increase of £1,925 from 1 April 2022.
 - RBWM sits outside the national terms and conditions and negotiations as we have opted for local terms and conditions. In 2022 the Council gave a 2% pay award for RBWM staff.
- 1.9 As set out in paragraph 2.2 the costs of an 11.1% pay award, a 2 hour reduction in the working week and an additional day's leave are significant.
- 1.10 For Christmas/New Year 2022, the council has approved an additional day's leave as the offices were closed on 30 December.

Option 1

- 1.11 A two-year settlement of a pay award of 4% in 2023 and 3% in 2024 is affordable within the scope of available funding.

Optalis

- 1.12 The council's pay settlement relates only to its own employees. Optalis, named in the TU claim, and AfC, not named in the claim, as separate employers are responsible for managing their own pay review and pay award processes within the context of their own pay policy and terms and conditions. Provision for a pay award for the Optalis and AfC contracts are included in the proposed budget for 2023/24 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

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Decision on annual pay award	N/a	21 February 2023	N/a	N/a	1 April 2023

3. FINANCIAL DETAILS / VALUE FOR MONEY

3.1 Provision of £2,087,000 has been included in the draft budget for a pay award for 2023. This provision is to cover the council, Achieving for Children and Optalis. The cost of the pay award of 4% to all council employees paid on the RBWM local pay scales has been estimated at £941,000. For 2024 the cost is estimated to be £969,000.

3.2

Table 3: Financial impact of report's recommendations

REVENUE COSTS	2023/24	2024/25	2025/26
Additional total	£2,087k	£3,700k	£3,700k

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

Table 4: Impact of risk and mitigation

Threat or risk	Impact with no mitigations in place or if all mitigations fail	Likelihood of risk occurring with no mitigations in place.	Mitigations currently in place	Mitigations proposed	Impact of risk once all mitigations in place and working	Likelihood of risk occurring with all mitigations in place.
There is a risk that employee morale will be impacted if there is no pay award which could result in	Moderate	Medium	The council's financial position has been communicated to the Trade Unions and staff by the	None	Minor	Medium

increased turnover. Morale is still likely to be impacted as 4% is lower than the pay awards applied to other public sector workers. No pay award may encourage the Trade Unions to consider some form of industrial action.			CE and Director of Resources and the council's draft budget contains provision for a 3% pay award.			
---	--	--	--	--	--	--

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 Interim Chief Executive, Director of Resources, Head of HR, Corporate Projects and IT and the Service Lead HR Services met with Trade Union representatives in October to discuss their claim and the council's budget situation.

8. TIMETABLE FOR IMPLEMENTATION OF 2023 PAY AWARD

- 8.1 Implementation date if not called in: 1 April 2023. The full implementation stages are set out in table 5.

Table 5: Implementation timetable

Date	Details
21/02/2023	Decision paper to full Council (as part of the Council's budget)
March 2023	Outcome formally communicated to Trade Unions and employees.
01/04/2023	Application of pay award and revised pay scale

This page is intentionally left blank

Appendix 7 – Budget Consultation Report

Introduction

The purpose of the 2023/24 Budget consultation was to provide an opportunity for residents, businesses, community groups, and those working in the borough, to submit their feedback on the Council's draft Budget and thereby help inform discussions when it was debated at Full Council on Tuesday 21 February 2023.

The draft budget was agreed by Cabinet on 22 November 2022 and the budget consultation was launched via the council's online community engagement platform ("Engagement HQ") on Tuesday 13 December 2022, closing at midnight on Tuesday 24 January 2023.

The 2023/24 budget consultation was widely publicised through a variety of communication channels, including via social media (Facebook and Twitter), over 100 stakeholder e-shots to community groups, parishes, councillors, MPs, and business groups, and also internal communications to staff. Once the budget consultation was launched, key information about the funding and spending proposals were communicated via social media. As of Wednesday 25 January, the social media posts have attracted 24,147 impressions on Facebook and 14,078 impressions on Twitter.

In response to feedback received last year, the 2023/24 consultation was made more accessible and user-friendly. A new budget consultation guide was produced to provide respondents with a summary of the budget proposals, including a breakdown of council funding and spending (and comparisons with 2021/22), an explanation of the importance of council tax to the services provided to the Royal Borough, and short descriptions of directorate responsibilities and their budget proposals.

Overall, the supporting documents were downloaded by a large number of visitors to RBWM Together (1,220 times), with the budget guide receiving the most views and downloads (350 downloads and 280 additional views).

Paper copies of the budget materials and the survey questions themselves were available upon request at all borough libraries, although the council did not receive any written responses this way. Nevertheless, this facility provided accessibility to those respondents who could not access the consultation online.

In addition to the responses submitted via RBWM Together, the council also received a letter from the Youth Council, a letter from the Governors at Furze Platt Senior School, and a letter from Cookham Parish Council. Presentations were also made to business groups, the Learning Disability Partnership Board, the Older Person's Working Group, the Place committee, and the Overview and Scrutiny committee (Appendix 7 Annex A) in order to receive verbal feedback on the budget. These responses are included within the findings summarised below (although the statistics are based on the online responses).

The timing of the six-week consultation was impacted by the financial uncertainty surrounding the delayed Autumn statement and this meant that this year's budget consultation ran for a slightly shorter period than the 2021-22 budget consultation.

The survey itself was more wide-ranging than in previous years and was designed to give more specific and insightful feedback to each directorate. Respondents were asked a variety of quantitative and qualitative questions that covered their use of different directorate services, their initial response to the proposals, their concerns, and the potential impact of the proposals. In addition, respondents were also asked about proposed parking fees, their overall suggestions for the budget, and some questions about preventative services and their impact. Respondents were able to skip questions if they wanted to and this allowed flexibility for respondents to address the services and proposals that they were most concerned about.

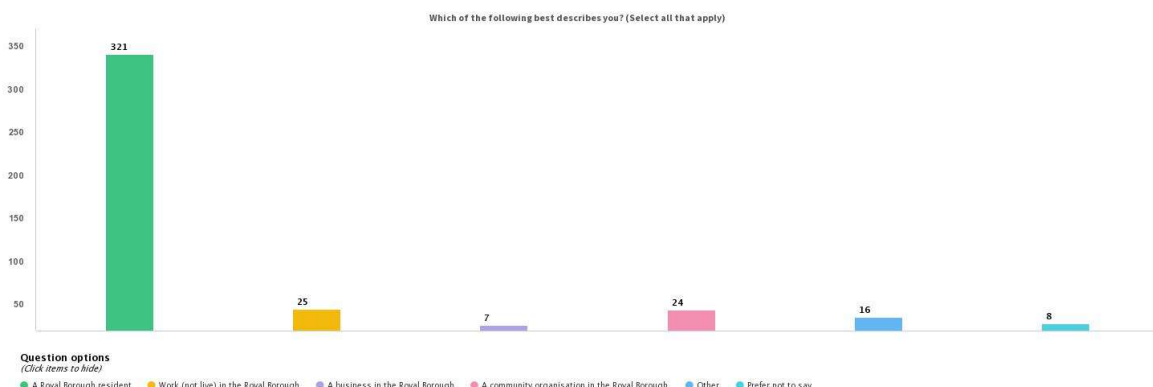
The following document provides a summary of the results from the budget consultation, dated as of Wednesday 25 January. It summarises the key feedback points and includes some example responses to give a sense of common concerns and comments. The council’s response to the feedback is included under each section.

Respondent Demographics

368 individual responses were received on Engagement HQ throughout the consultation period. No paper responses were received via the drop boxes at Windsor and Maidenhead libraries and the post at Maidenhead Town Hall. Cumulatively, respondents answered a total of 6,833 questions, with respondents most likely to respond to the following questions: ‘Q11: To what extent do you agree with the budget proposals for Place’ (356); ‘Q10: Have you used any services provided by Place in the past year?’ (355); ‘Q1: Have you used Adult Services in the past year?’ (354).

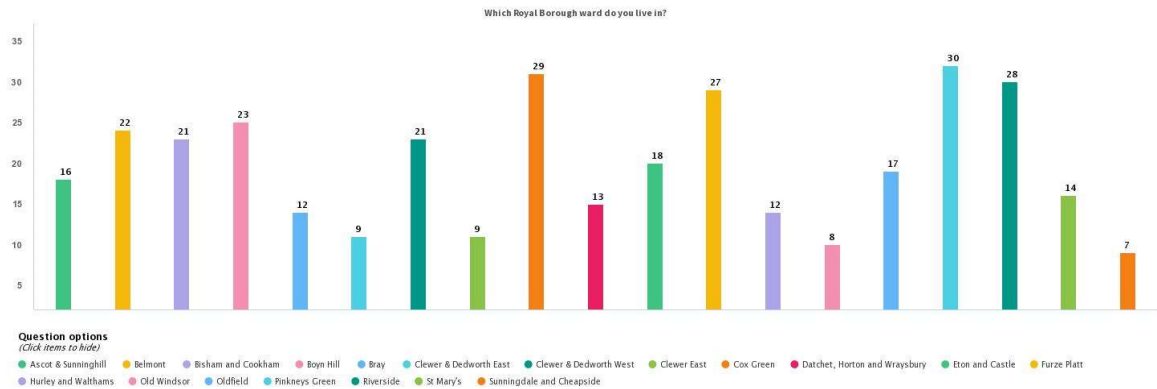
Due to the timing of the consultation in relation to Christmas and New Year’s, there was an expected drop off in responses in late December, but there was renewed interest in early January when the budget consultation was publicised via a reminder campaign.

Of those responding through the online consultation platform, RBWM Together, the majority of respondents identified themselves as a resident of the Royal Borough (321 respondents or 88.2%); 24 (or 6.6%) responded on behalf a community group; 25 (or 6.9%) identified as working but not living in the Royal Borough; 15 (or 4.4%) identified as Other; 8 (or 2.2%) preferred not to say; and 7 (or 1.9%) responded on behalf of a business.



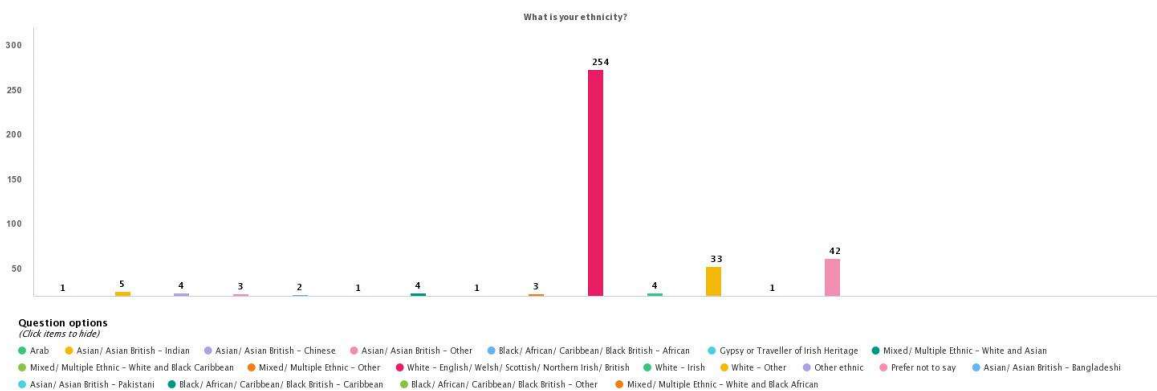
The budget consultation was completed by respondents from across the borough with responses received from all wards. The top three wards that completed the survey were: Pinkneys Green (30 respondents or 8.9%); Cox Green (29 respondents or 8.6%); Riverside (28 respondents or 8.3%). The wards with the lowest number of respondents were:

Sunningdale and Cheapside (7 respondents or 2.1%) and Old Windsor (8 respondents or 2.4%).

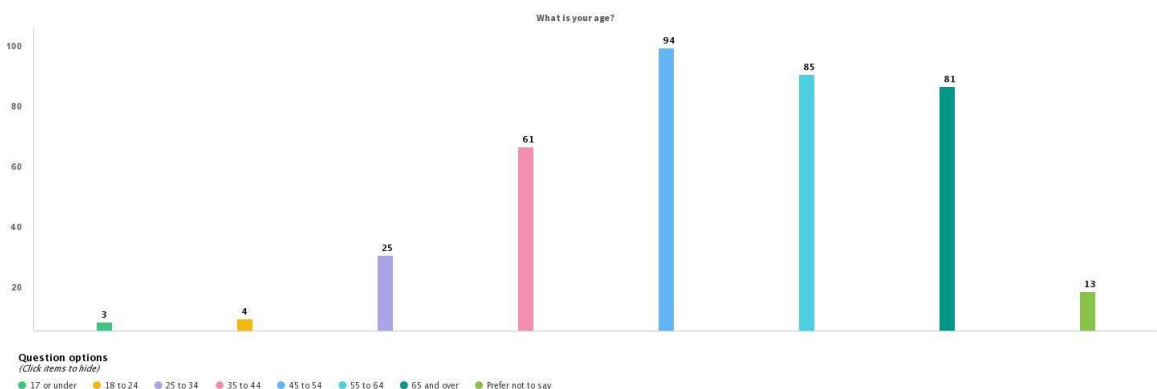


358 individuals responded to the question about ethnicity, with respondents identifying as the following:

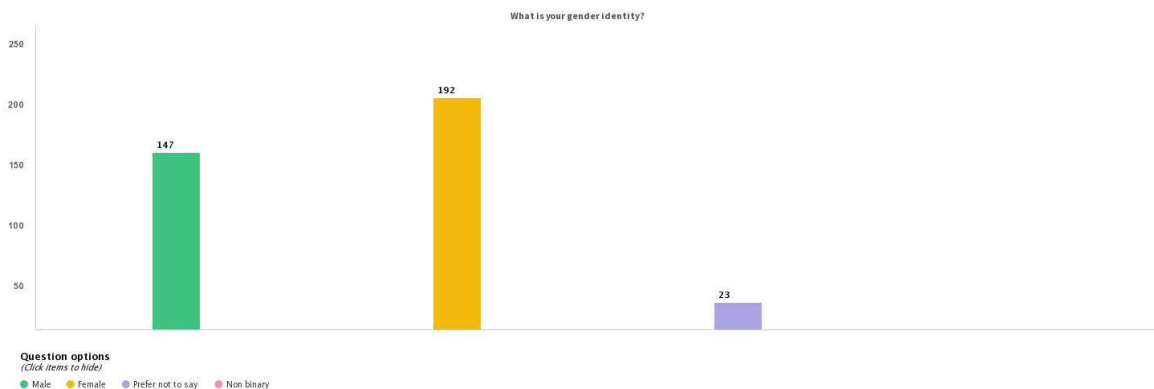
- White (English/Welsh/Scottish/Northern Irish/British/Irish/Other): 291 (81.2%)
- Prefer not to say: 42 (11.7%)
- Asian/Black/Gypsy/Traveller/Arab/Other: 25 (7%)



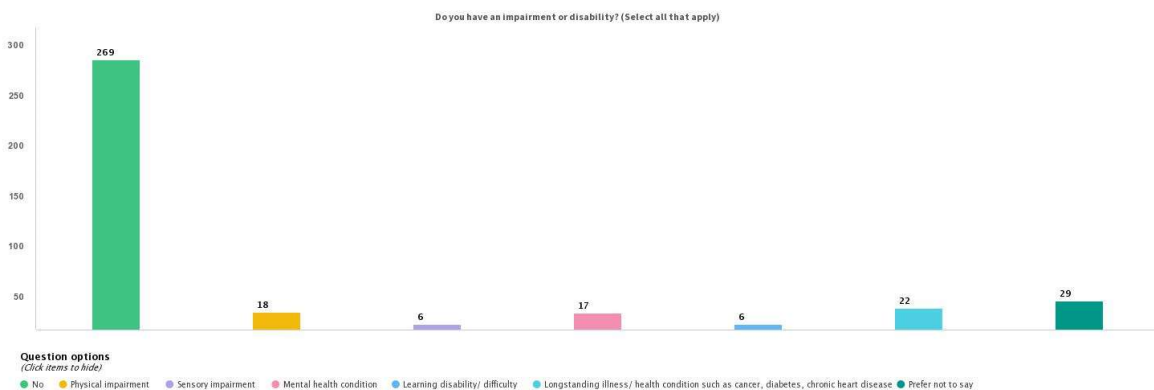
There was a mixture of responses across different age groups, with 366 individuals choosing to answer the question about age. Those aged 45-54 most likely to complete the survey (94 respondents or 25.7%) and those aged 17 or under least likely to respond (3 respondents or 0.8%). However, the Youth Council separately submitted a letter offering their response to the budget consultation.



362 respondents answered the question about gender identity. 192 (53%) identified as female, 147 (40.6%) identified as male, zero identified as non-binary, and 23 (6.4%) preferred not to say.

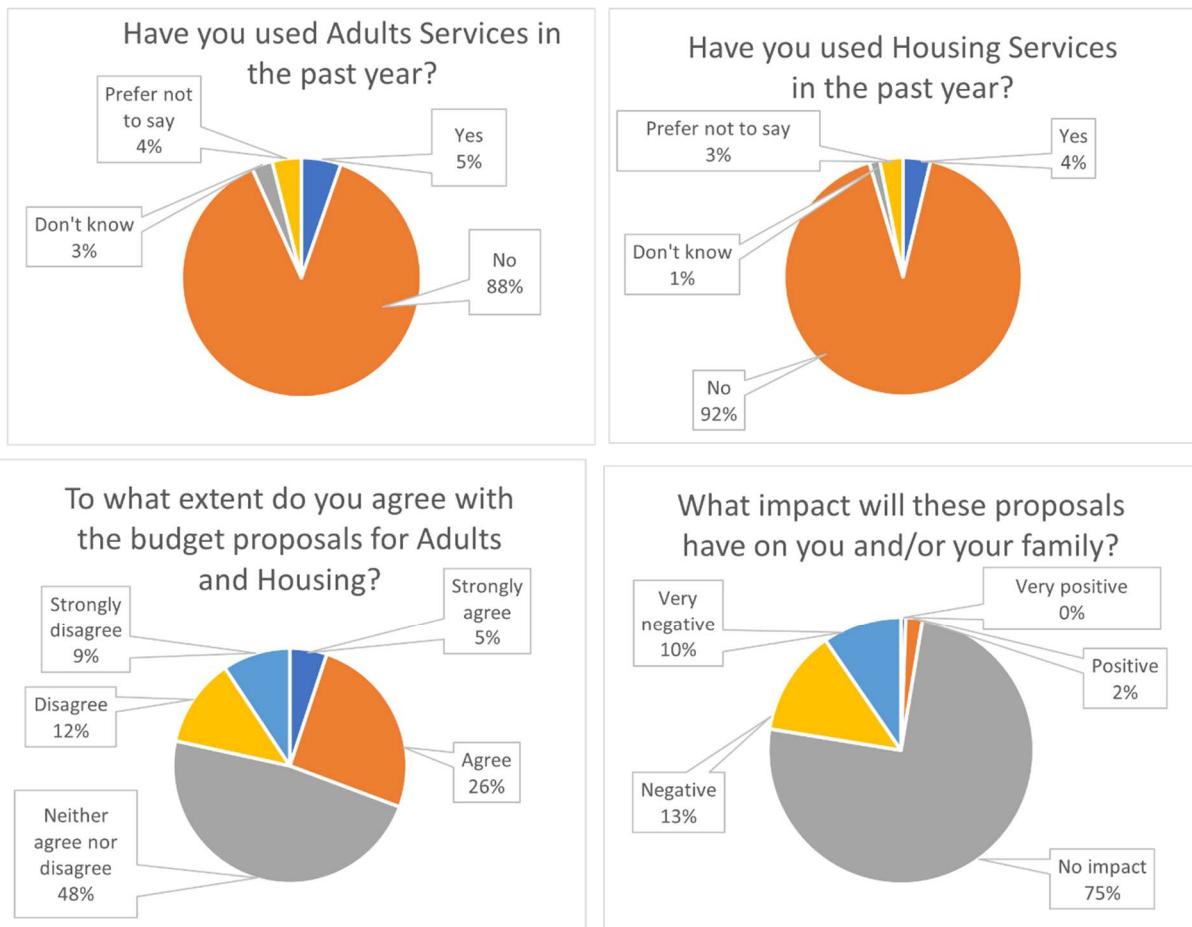


353 respondents answered the question about disabilities and impairments. Overall, 269 (76.2%) declared they had no disability or impairment and 29 (8.2%) preferred not to say. However, 69 (19.5%) identified as having a longstanding illness or health condition, a physical impairment, a sensory impairment, or a learning disability/difficulty. The council also separately briefed the Learning Disability Partnership Board to listen to their responses to the budget consultation and we would like to develop this engagement next year.



Adults & Housing

The overall response to the budget proposals for this directorate were mixed, with 108 respondents (30.7%) agreeing or strongly agreeing with the proposals, 168 respondents (47.7%) neither agreeing nor disagreeing, and 76 (21.6%) respondents disagreeing or strongly disagreeing with the proposals. The majority of respondents (257 or 74.9%) stated that the proposals would have ‘no impact’ on them and/or their family, but 77 (or 22.4%) of respondents noted that they and/or their family would feel a negative or very negative impact. By contrast, only 9 respondents (or 2.6%) stating that the proposals would have a positive or very positive impact on them and/or their family. However, only 19 (5.3%) of respondents who answered questions in this section explicitly stated they had used Adults Services in the past year and only 13 (3.7%) explicitly stated that they had used Housing Services in the past year.



The key concerns arising from the budget proposals for Adults & Housing were:

1. **Funding:** There were concerns about the level of funding for services, especially the impact of below inflation investment in Adult Social Care. Concerns were also raised about potential impacts on the health service of savings within Adult Social Care.

“A real term reduction in funding is unlikely to allow you to achieve your aims”

“I agree with care being brought into the community. BUT on condition that the services and funding are there to support it.”

“£0.7M is insufficient to address the numbers of residents who on account of the Cost of Living crisis and current economic climate, are being turfed out of their rented homes or whose homes are being repossessed as they can't repay mortgages. There is and has been for a while, no sign of decent affordable housing for key workers in particular. Homelessness is on the rise and deaths from homelessness, mental health issues is, I understand, also on the rise.”

“Cutting costs to Care Home Quality Improvements, Information & Advice and Carer Services will put vulnerable and disadvantaged residents in a far worse situation. The £2m of cuts by restricting access to care and "right-sizing" could create safeguarding issues, carer breakdown and blight the lives of our most vulnerable”

“Put People first not the council resources”

“We are concerned that Council intends to implement these real term cuts by reducing already stretched early intervention services for these groups [Adults and Housing and Children’s Services], which will have immediate, long-lasting, and costly effects on the most vulnerable members of Cookham’s community.” – (letter from Cookham Parish Council)

2. **Environmental Health and Trading Standards:** The potential impact of reduction of staffing in Environmental Health and Trading Standards was raised, as was the risk this poses to public health and safety (especially with high-profile events such as the Coronation due to take place this year).

“An effective team of EHOs is highly essential [not a luxury option]. Without it the reputation of the Borough is at risk”

“Failure to meet our statutory functions may result in intervention from Central Government agencies such as The Food Standards Agency, The Health and Safety Executive, The Drinking Water Inspectorate and is likely to have an adverse effect on the health and wellbeing of residents and visitors as well as the reputation of The Royal Borough as has happened with other nearby local authorities.”

“The threat to cut environmental health and trading standards posts at time of economic depression and increased public health risk appears counter-intuitive.”

“We have no extra capacity right now to take on any other tragedy, high profile work or to cover the back log of inspections. We cannot afford to lose any staff member. The proposals are putting the borough at risk. We are a statutory function.”

3. **Housing:** Concerns were raised about perceived increases in the level of homelessness and more broadly around shortages of affordable housing in the borough. These included calls for more social housing. The tension between the needs of local residents and the needs of vulnerable residents and asylum seekers was also seen in a range of comments from differing perspectives.

“We need a housing strategy that recognises the need for and importance of social housing and affordable housing.”

“More money needs to be set aside for Social & Community Housing as it has become almost impossible for local Windsor people to afford even the most basic housing in their home town.”

“No more housing the town is full and we don't have the infrastructure to take in any more recent arrivals”

“Do not spend Council Taxpayers money on "unaccompanied children" or offspring of asylum shoppers living in local hotels”

The council's response:

Adult Social Care

In light of additional funding announced by central government since the start of the consultation, the council has reviewed its budget proposals and allocated a further £0.5m to fund Adult Social Care. This has enabled the council to reduce savings in the following ways:

- £20k to remove the proposal to charge for meals on wheels (AHH22S)
- £330k towards reducing the saving on reviewing policies to access care (AHH19S)
- £150k towards reducing the saving on Optalis establishment (AHH30S)

Housing

The council recognises respondent's concerns about the challenges in finding affordable housing in the borough. In response, an additional £39k has been allocated to fund a private landlord housing liaison officer. This will support residents access quality private sector accommodation options.

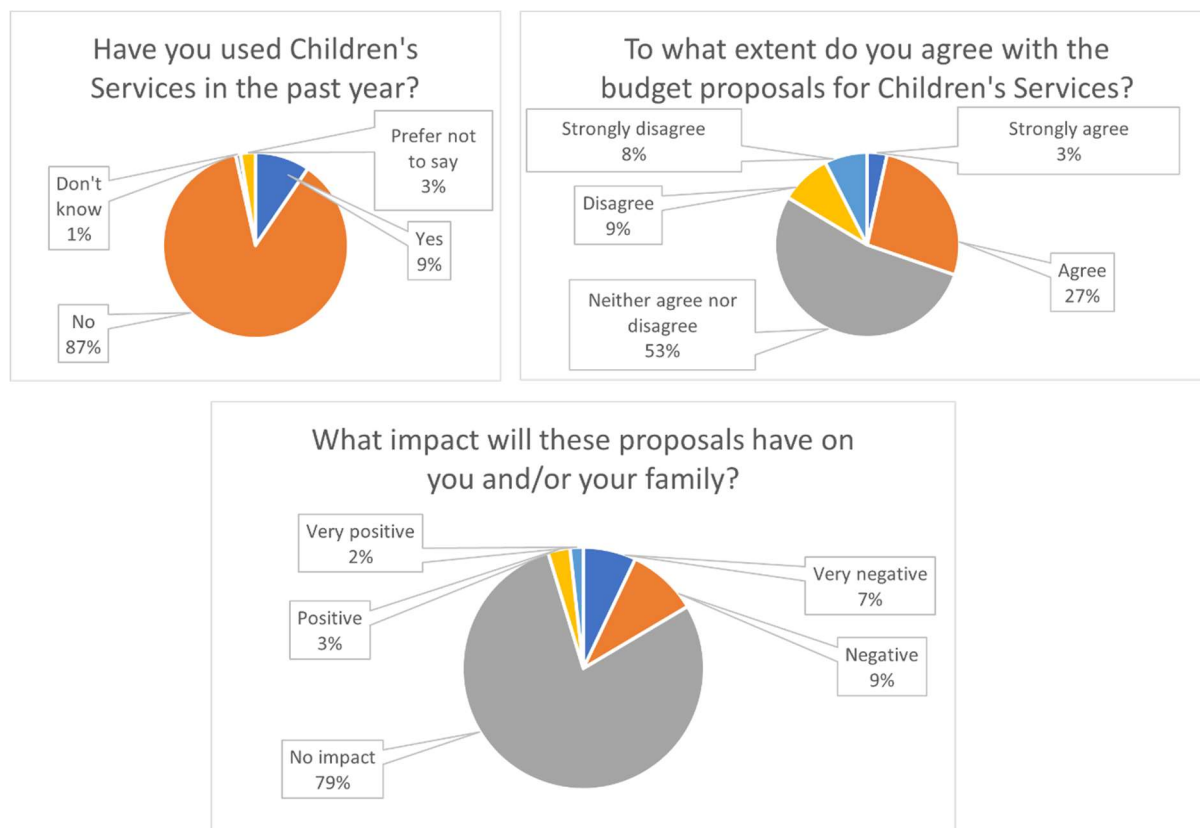
Environmental Health/Trading Standards

Where changes to staffing levels are included in proposals, efforts have been made to minimise the impact on frontline roles and to combine skills across areas, such as the housing, licencing, environmental health and trading standards teams, to maximise the service offer.

Children's Services

The overall response to the budget proposals for this directorate were mixed, with 105 respondents (30.3%) agreeing or strongly agreeing with the proposals, 185 respondents (53.3%) neither agreeing nor disagreeing, and 57 (16.4%) respondents disagreeing or strongly disagreeing with the proposals. The majority of respondents (269 or 79.4%) stated that the proposals would have 'no impact' on them and/or their family, but 51 (or 15.1%) of respondents noted that they and/or their family would feel a negative or very negative impact. By contrast, only 19 respondents (or 5.6%) stating that the proposals would have a

positive or very positive impact on them and/or their family. However, only 33 (9.5%) of respondents who answered questions in this section explicitly stated they had used Children's Services in the past year.



The key concerns arising from the budget proposals for Children's Services were:

1. **Funding:** There were a number of concerns about the level of funding, especially the impact of below inflation investment upon the level of support provided by Children's Services.

"I would happily see more money diverted to this area. It can prevent the need for adult services in the future"

"Cutting children's services [...] feels a short-sighted way of saving money"

"The proposed budget increase in children's services is well below the rate of inflation and will be partly enabled by reprioritising services to those children in even more extreme need that at present."

"I think your budget needs to increase"

"Keep as many of the Family Hub services as possible, reducing these would be detrimental to the children and young people in our council"

"losing the early help support runs a high risk of much higher costs as families escalate to statutory intervention due to lack of early intervention"

"how will the removal of early support help to strengthen the council's focus on

prevention and early intervention? [...] We think this is an extremely dangerous approach when supporting vulnerable young people and their families.” – (letter from RBWM Youth Council)

2. **Vulnerable Children:** Several respondents raised concerns about the need for more support for vulnerable children, especially SEND children and those with mental health issues.

“The budget needs to be higher. There are long waiting lists for children in [the] borough to access services and families are at breaking point. More staff in CYPDS, more in IAS, more SEN school places etc.”

“£0.45 million sounds like a lot but not enough when you consider the lack of services for children with SEN.”

“I am concerned that advocates should continue to be readily available to Children in Care. They need that voice”

“We are concerned that Council may intend to implement this proposed significant real term cut in the budget for its Children’s Services by reducing already stretched early intervention services for our most vulnerable students. This will have immediate, serious, and long-lasting effects on both our most vulnerable students, many of whom are already struggling, and our wider school community.” – (letter from the Governors of Furze Platt Senior School)

3. **Additional budget Information:** Several respondents highlighted their desire for more specific information about the proposals under consideration and clearer language (particularly in relation to the directorate paragraph in the Budget Guide).

“There is not enough detail in the budget guide to enable residents to comments on this. For example, how does RBWM propose to support children by reducing the risk of family breakdowns?”

The council’s response:

Children’s Services

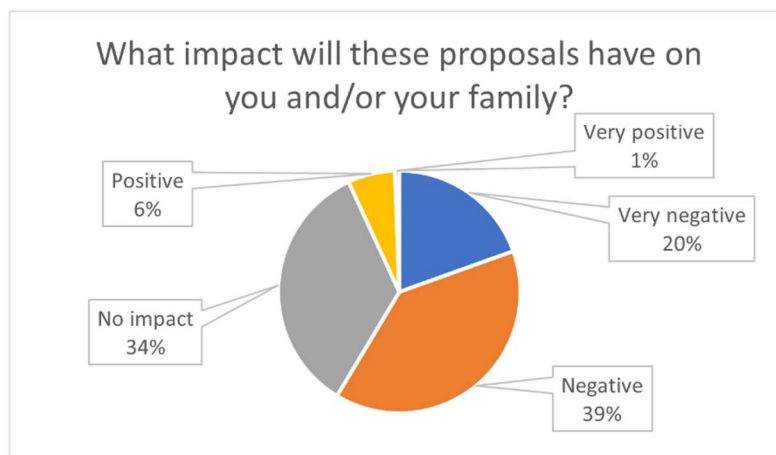
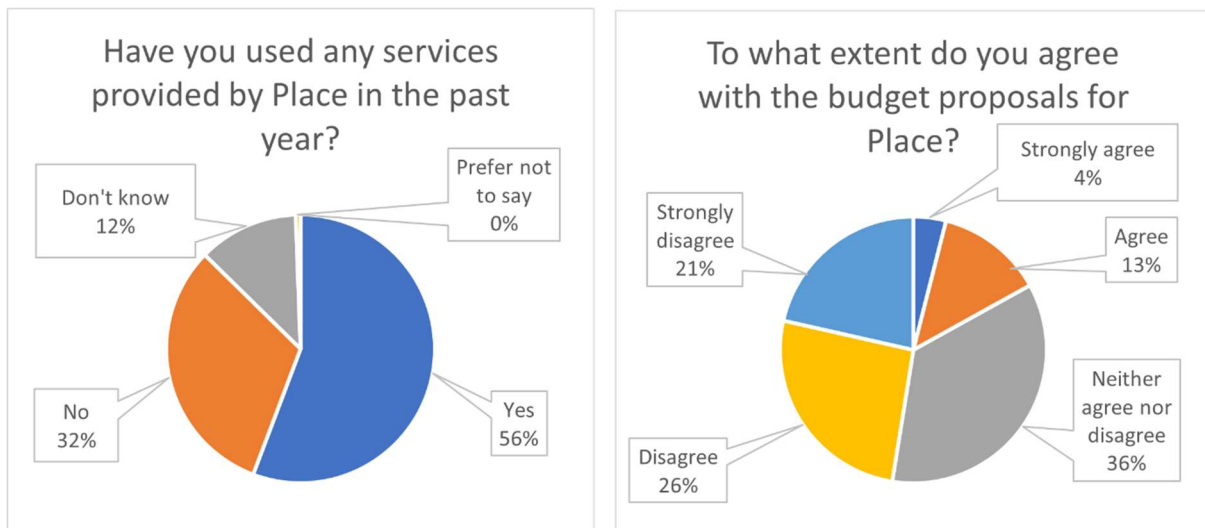
In light of additional funding announced by central government since the start of the consultation, the council has reviewed its budget proposals and allocated a further £0.5m to fund Children’s Services, plus identified an additional grant of £100k. This has enabled the council to reduce savings in the following ways:

- £160k for staff retention
- Reduce savings for Family Hubs by £400k

- Remove the saving in the Youth offending team
- Remove the £170k saving on business support (CHI19S)

Place

The overall response to the budget proposals for this directorate were negative/mixed, with only 55 (15.4%) agreeing or strongly agreeing with the proposals, 119 respondents (33.2%) neither agreeing nor disagreeing, and 184 (51.4%) respondents disagreeing or strongly disagreeing with the proposals. The majority of respondents (217 or 62.5%) stated that the proposals would have a negative or strongly negative impact, whilst 107 (30.8%) felt there would be 'no impact' on them and/or their family. Only 23 (or 6.7%) of respondents noted that they and/or their family would feel a positive or very positive impact from these proposals. 216 (60.5%) of 357 respondents who answered questions in this section explicitly stated they had used these services provided by Place in the past year, although, in fact, almost all respondents will have used a range of services provided by the Place directorate, including waste collection, parks, highways etc.



The key concerns arising from the budget proposals for Place were:

1. **Parking:** the most highlighted issue was the proposed changes to Sunday parking charges, especially at Hines Meadow carpark. There was strong feeling from the responses that these parking charges would negatively impact the ability of residents to attend church and thus receive the spiritual and pastoral care they felt they received there. There were also repeated concerns throughout the consultation about the potentially negative economic and social effect that parking increases could have in discouraging residents and visitors from using retail, leisure, pastoral services in the borough. There were also a number of concerns about Ringo and respondents' inability to successfully use the app when parking.

"Many residents use Hines Meadow Car Park on Sundays to attend church services, an important part of community life in our town. Charging for parking on Sundays will harm residents' access to these essential services in the local community."

"Parking fees increase will only deter visitors who generate income and [will] prevent businesses from choosing Windsor."

"Stop charging for every single car park in the royal borough! They should either be free on Sundays or cheaper to park. They are all so expensive! That would massively encourage people to use more facilities, such as parks, green spaces, leisure centres and shopping. It would have a positive impact on the economy as more people would go to these places and use the facilities and it would have a much better impact on people's well-being!"

"it's ridiculous that the only discount is held via a third party app that has poor service."

2. **Climate Partnership:** There were a large number of responses that raised concerns about the funding of the Climate Partnership had apparently been changed.

"The revenue budget set for the Climate Partnership should be retained at, at least, £250,000 and not rely on CIL payments. CIL payments should be reserved for counteracting damage incurred through development. [...] this is not the time to reduce the overall budget made available to deliver upon the commitments set out in the Council's own Environment and Climate Strategy and the Corporate Plan's priority to tackle climate change and its consequences."

3. **Environment:** There were also a strong variety of responses that highlighted concerns about the environment, the importance of green spaces in the borough, and the impact of development.

“I think the council needs to focus money on sustainability and environmental issues as [a] priority in budgets and action.”

“All budget items should be reviewed to determine their environmental and climate impact, similar to the Equality Impact Assessments, so that informed decisions can be taken.”

4. **Neighbourhoods:** There were a smaller number of concerns about the state of roads, the state of shared public spaces, and the need for additional police/community wardens. One respondent suggested that fundraising and/or community events (such as litter picking with complimentary hot drinks) could be organised to help improve shared spaces.

“WE NEED the police to be visible and active”

“The roads in this area CANNOT accommodate the huge increase in traffic arising from the excessive housing developments being squashed into this area. There are NO greenspaces or parks in this area and it is urgently needed.”

The council’s response:

Parking

In response to widespread concerns about the proposed parking increases in the Royal Borough, the council can confirm that free Sunday parking will be retained in Maidenhead. An additional £124k has also been made available to expand 1-hour free parking for residents at Victoria Street (Windsor) and Hines Meadow (Maidenhead).

Environment

Public concerns about the environment and the impact of air quality in the borough have been addressed through an additional £94k has been allocated for air quality monitoring.

Climate Partnership

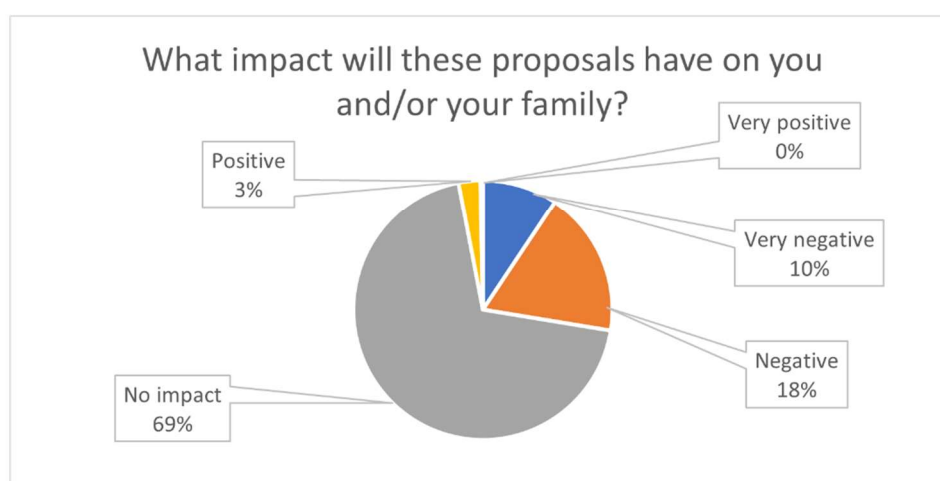
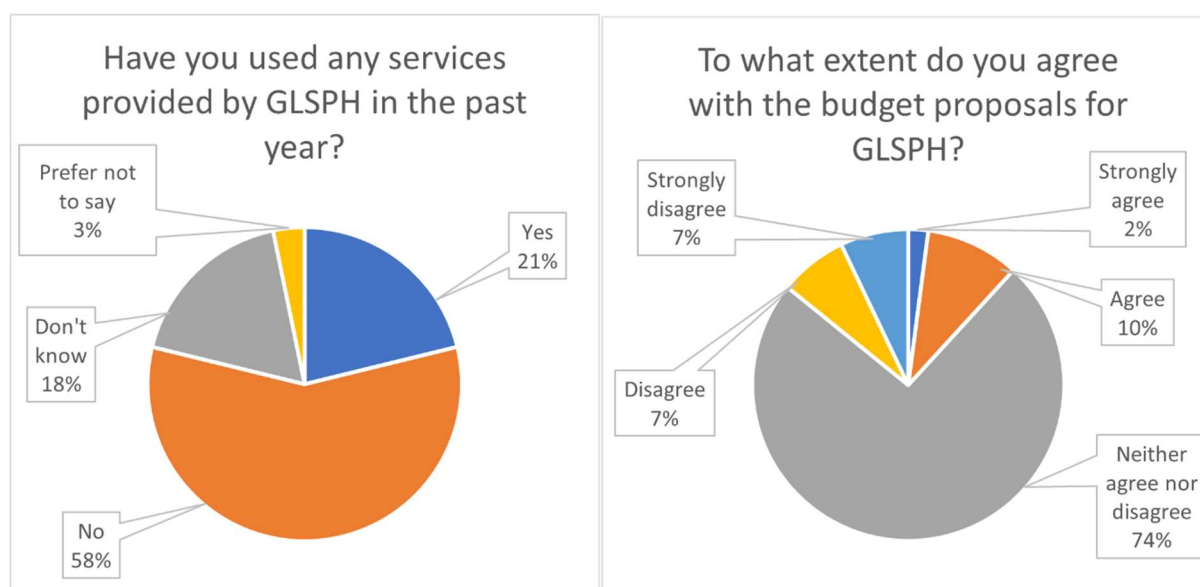
The council can confirm that the amount of money being provided to the Climate Partnership will remain the same as previously agreed. Part of the funding will be provided through S106 funding which is earmarked for the purpose of carbon offsetting projects and is therefore an appropriate source of funding. The funding will not be from CIL funds, as suggested in a number of consultation responses.

Neighbourhoods

The council can confirm that additional investment will be made to ensure the Royal Borough remains a safe, well-maintained community. This includes funding four additional neighbourhood police officers, providing £200k of additional funding for street cleansing, and £150k for a ‘face-lift’ for town centres.

Governance, Law, Strategy & Public Health (GLSPH)

The overall response to the budget proposals for this directorate were largely ambivalent, with only 40 (11.8%) agreeing or strongly agreeing with the proposals, 251 respondents (74%) neither agreeing nor disagreeing, and 48 (14.2%) respondents disagreeing or strongly disagreeing with the proposals. The majority of respondents (229 or 69.4%) felt there would be 'no impact' on them and/or their family, whilst 91 (27.6%) stated that the proposals would have a negative or strongly negative impact. Only 10 (or 3%) of respondents noted that they and/or their family would feel a positive or very positive impact from these proposals. 72 (21.2%) of 340 respondents who answered questions in this section explicitly stated they had used services provided by GLSPH in the past year.



The key concerns arising from the budget proposals for GLSPH were:

1. **Funding:** There were some concerns about the level of spending in this area in the context of the cost-of-living crisis and the potential negative impact spending in GLSPH could have on other "front line" services

“These services are important to ensure that citizens of the Borough are treated fairly and legally and should not be cut.”

“I think reducing staff in administrative roles and placing more staff in front line roles is essential.”

“Consideration should be given to substantial improvement in the Council's communication with the public and community groups. I fear that holding the budget level will not allow improvements to be delivered.”

2. **Additional Information:** Several respondents asked for better/additional information in order to adequately answer the questions they were asked.

“I couldn't determine what your proposals are from your documentation.”

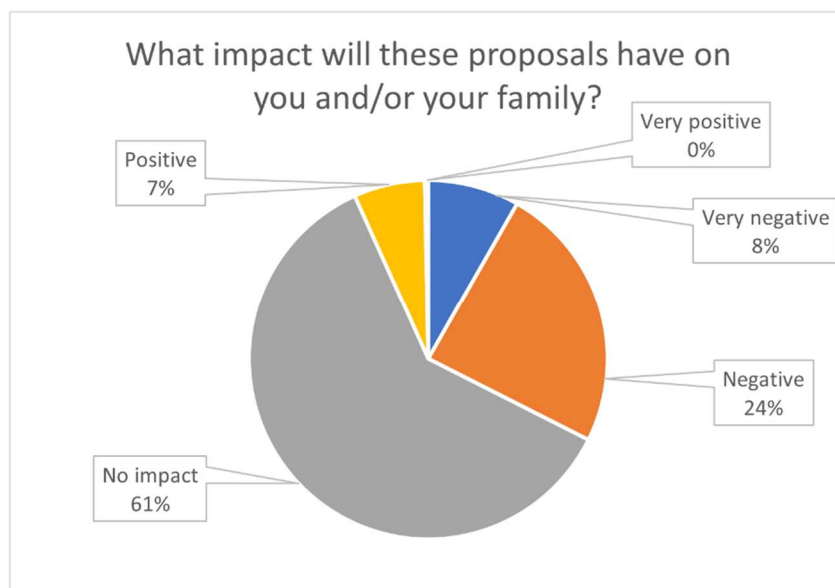
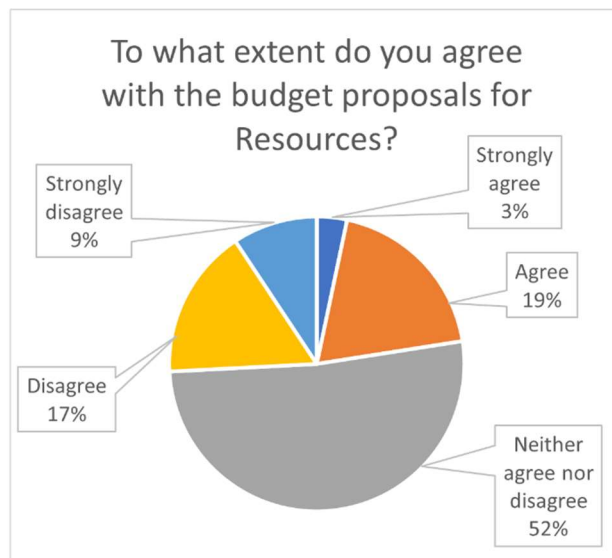
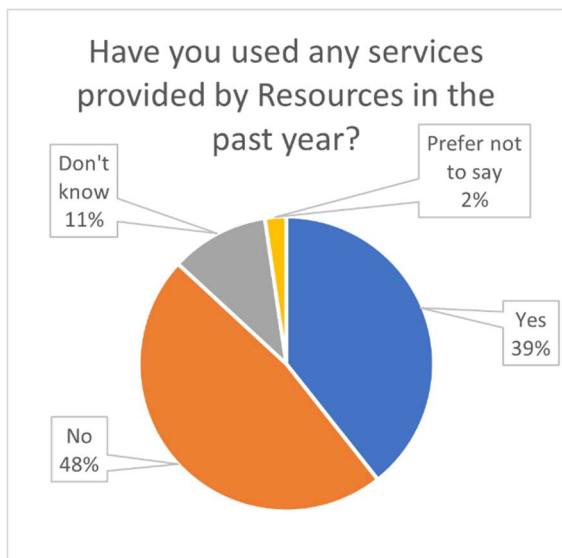
“It is difficult to judge if the correct services are being provided and if they are being provided efficiently. We need some more detailed analysis and KPIs, for comparison with other local authorities on how well RBWM are doing.”

The council's response:

The council recognises the importance of this directorate in providing good governance and its significant role in supporting equalities. This directorate has made savings, as required by all parts of the council, but has prioritised key democratic and legal functions.

Resources

The overall response to the budget proposals for this directorate were largely ambivalent, with only 75 (22.5%) agreeing or strongly agreeing with the proposals, 172 respondents (51.7%) neither agreeing nor disagreeing, and 86 (25.8%) respondents disagreeing or strongly disagreeing with the proposals. The majority of respondents (199 or 60.9%) felt there would be 'no impact' on them and/or their family, whilst 106 (32.5%) stated that the proposals would have a negative or strongly negative impact. Only 22 (or 6.7%) of respondents noted that they and/or their family would feel a positive or very positive impact from these proposals. Only 135 (39.4%) of 343 respondents who answered questions in this section explicitly stated they had used services provided by Resources in the past year.



The key concerns arising from the budget proposals for Resources were:

1. **Libraries:** There was very strong feeling from respondents about the positive impact that libraries have on the local community, and many were keen to see that they were properly funded and supported.

“YOU cannot cut funding to libraries. Residents who do not have the internet rely on the Libraries to help them. Libraries are warm spaces for people who cannot heat their homes. Libraries can be the centre of a community if funded correctly.”

“Please ensure that libraries are supported and continue to stay open for our community. Libraries are a vital resources for our local communities providing information, support, companionship and a vital warm space; as well as book borrowing.”

“I strongly feel access to libraries is important. Not only for borrowing books, but also a comfortable warm space where you don’t have to make purchases. It is a safe environment for those who cannot afford heating. Plus it enables people who may otherwise be alone to see and talk to others. And learn! So a beneficial social and educational aspect too.”

2. **Council Tax:** A number of responses actively called for an increase in council tax so that quality services could be retained and/or improved. However, other called for council tax to be reduced due to increased living costs.

“Hold a referendum to enable RBWM to increase council tax beyond inflation and the social care precept.”

“This is one of the wealthiest boroughs in the country! I would rather pay more and have excellent services and public environment.”

“The council should ask national government for the ability to make a one-off bigger increase in council tax since the level is so much below nearby local authorities like Slough and Bracknell Forest”

“Everyone’s bills have gone through the roof gas electricity food petrol everything has gone up a lot and lots of people are at breaking point trying to survive.”

“Budget should not be increased as council tax is becoming unaffordable.”

3. **Funding:** there were some concerns about the funding of this directorate and the potential impact of increased costs for residents, especially in the context of the cost-of-living crisis. However, there were also concerns that this directorate was an “easy target” for savings, even though it actually provided important support for “front line” council staff.

“background services look like an easy target but they support what the front line council workers do”

The council’s response:

Libraries:

The council recognises the important role that libraries play in our communities and for that reason has not chosen to make any changes in the provision of this service; we will continue to build on the library transformation strategy agreed in 2020.

Funding, Cost-of-living and Council Tax

The council recognises the ongoing impact of the cost-of-living crisis on local residents and continues to provide support for the members of our community who are most in need. The council can confirm that an additional £74k has been made available to fund two income

maximisation offers to help make sure that residents are receiving the benefits that they are entitled to.

The council recognises that our Council Tax rates are some of the lowest in the country and although it would be possible to seek a referendum on raising council tax rates beyond the cap, that in itself would be a costly exercise with no certainty of success. The council also recognises that for some of our residents, even with our council tax being significantly below the national average, raising council tax levels could negatively impact on their personal financial situation. The council has therefore considered the issues carefully and have decided to maximise the increase within the cap, which is still below half of the current inflation level. Support remains for those in financial hardship through schemes such as Council Tax Reduction Scheme and specific financial hardship support.

Respondent's Efficiency, Income & Improvement Suggestions

A range of constructive ideas were submitted for improving council services, maximising income, and managing the budget more efficiently.

Efficiency/Digital Improvements/Prioritisation

Many agreed that services need to be efficient and work together in order to provide good value for money and reduce waste and duplication, but respondents were also keen that services be adequately funded so that provisions remain impactful and quality staff are retained. Others felt that improvements to the website and increased staff in customer service positions would help improve the way they accessed services and information; the possibility of improving IT interoperability was also raised as a way of making cooperation between services easier and more efficient. There were some calls to focus on "basic" (statutory) council services rather than other services deemed "luxuries". Respondents highlighted the need to focus on key/urgent issues first. There were also repeated calls for environmental impacts to be considered in the same way as Equality Impact Assessments.

"I see a lot of duplication of effort, particularly in adult services - teams need to talk to each other and be clear on their remit to reduce waste."

"Do not waste money on paying for unnecessary roles such as diversification and inclusion. We cannot afford it now."

"Your website is awful, very slow and more often than not has errors and is hard to navigate. The phone line has been very problematic too."

"Need to get the basics sorted and then start doing the luxuries. I see too much extravagant waste of money on non-essentials yet the things I need are poorly managed and maintained."

"All budget items should be reviewed to determine their impact on the environment and climate, similar to the EIA, so that informed decision can be taken."

“Why not turn off unnecessary fountains that operate 24/7. This would save on electricity, which as we all know is a huge expense at the moment, and not only help save jobs but also help the planet.” – (letter from RBWM Youth Council)

Contracts and Procurement

A large number of respondents were concerned about the outsourcing of services, the cost of contractors, and the quality of services they provide and thus the value for money they present the borough.

“interrogate the external private sector contracts and frameworks you have to ensure they are representative of council tax payers requirements, put more KPIs in place to guarantee the required delivery.”

“Perhaps ensure you have the best, most suitable staff in place and get rid of any old contractors that are earning massive incomes. Streamline your processes and move away from public sector mentality.”

“Reducing refuse service by choosing a cheaper contractor resulted in very poor service to the residents. It took too long to resolve so if this is a way to save money and I have no issue with looking for competitive services but please ensure a much better implementation”

“3rd party contracting in general can be counterproductive, spending more to achieve a service, which in the long term can reap benefits and savings if managed correctly internally.”

“Contracts are largely silent on Net Zero, Climate Mitigation, Biodiversity Restoration, pollution reduction and, elimination of plastics”

Income generation and Partnerships:

Throughout the consultation concerns were raised about the transparency regarding spending, procuring contractors and outsourcing services, and the feeling that increased parking fees were being used to compensate for the lack of funding generated by council tax. Others raised the possibility of a tourist tax, increasing business rates, raising council tax, sharing services with neighbouring councils in order to offset costs, and more collaboration between community groups. One respondent raised the possibility of using council building to help small businesses and the possibility of generating income through projects such as the Lookout in Bracknell.

“Share more with neighbouring councils like Wokingham and focus on IT interoperability to make it easy to share information eg with Optimistic and AFC”

“Charging for Services in enforcement, e.g. inspections, service of prohibition and Improvement notices to improve standards in food hygiene and health and safety.”

“Outsourcing must be a matter of last resort. With it comes tangible and non-tangible outcomes that can (and invariably do) lead to inefficiencies (higher costs, less value for money) and residents dis-satisfaction.”

“Focus on improving business rates income. it is unbelievable that it is such a small portion of the Borough's income.”

“Consider reducing power consumption outside of office hours. Simple example TV is always running in the library”

“Make tourists pay more for e.g. parking.”

“Can the council run a rickshaw and bicycle hire & use scheme like some banks have done in London? Council could also run crèche in town centre with small contribution from the use? Soft play area in town, Primark, homeless shelter and sustainable shopping areas (no plastic)? The council could introduce a plastic tax for every item wrapped in plastic?”

“Hold focus groups with Windsor residents for brainstorming of ideas. There is a huge wealth of unused talent from adults in Windsor who have worked (still working) in business and/or professional roles who could offer their advice, expertise etc. as a joint venture.”

“Expand residential parking Sponsorship from local companies to support the maintenance for parks and outdoor areas, will free up revenue to be spent elsewhere.”

Feedback on consultation documents:

Some respondents noted that they felt they didn't have enough detail to properly respond to the questions either because they could not find/access supporting documents or because they felt that the introductory paragraphs and/or the questions themselves were not adequately phrased.

Overall, there seems to have been a positive response to the budget consultation documents but there were a number of suggestions that information could be more clearly signposted in the survey and there was a clear desire for a more detailed narrative breakdown of directorate proposals in the budget guide.

These comments have been taken on board and will help inform our communication of the budget proposals next year and make them even more accessible.

“Again I require more detail to make any proper suggestions.”

“we need more detailed analysis and KPIs, for comparison with other local authorities on how well RBWM are doing.”

“While there was a slight improvement on some of the material produced we didn't think the guide gave us the information we really needed. We had to plough through reams of paper to get the facts. Once again we invite you to work with us to produce young people friendly versions of your documents. It is imperative that we are able to understand the implications of decisions that are made that will affect us.” – (letter from RBWM Youth Council)

The council's response:

The council will continue to identify efficiencies that can be made to improve the running of services across the council and welcomes the ideas provided through the consultation.

Following concerns regarding contracts and procurement, the council can confirm that an additional £65k has been allocated to Resources to help assist with contract renewals.

The council acknowledges the complexity of the budget setting process which can make public engagement with the draft budget difficult. Considerable effort was made this year to provide respondents with a more accessible summary of the budget proposes but we have also identified areas for improvement in the future. As highlighted by the Youth Council and the Learning Disability Partnership Board, it is imperative that everyone have the same opportunity to engage with and respond to the budget setting process. Although the council provides more budgetary information than many other local authorities – beyond its statutory requirements – we recognise the strong desire of many respondents to more fully engage with the specifics of the budget and will take this feedback on board for next year.

Prevention

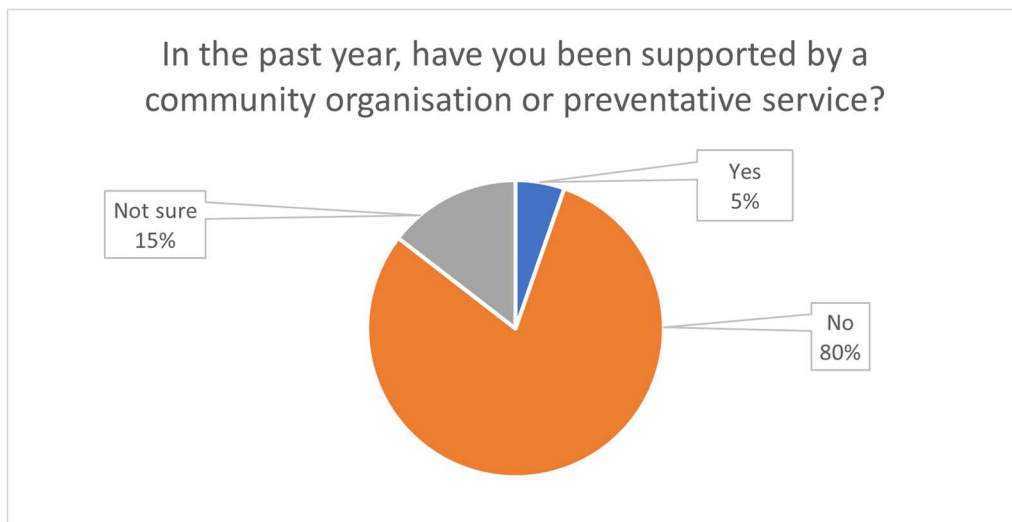
Overall, respondents agreed with the importance of preventative services in providing positive outcomes for communities that provide value for money.

“Preventative care is crucial and the way forward but will not happen if there is not the structure in place to support it.”

“Although I agree with a preventative approach, the existing issues should not be neglected.”

“Many bigger issues down the line can be prevented by effective and supportive services when needed.”

Of the 337 respondents who answered whether or not they had been supported by a community organisation or preventative service in the past year, 270 (80.1%) responded “no”, 49 (14.5%) answered “not sure”, and only 18 (5.3%) said they had.



Nevertheless, a variety of prevention services and community groups were highlighted in the consultation as having had a positive impact on individuals and communities in the Royal Borough. They include:

- **The Autism Group** *“pulls out all the stops and are very supportive”*
- **RBWM Achieving for Children**
- **Family Hubs** *“Support available for all families if needed. This can be intensive support, light touch to support families with particular issues such as behaviour, interventions for young people such as knife crime, sexual exploitation to name but a few.”*
- **Child welfare support services**
- **Clewer & Dedworth events**
- **The Old Court Art Centre Windsor**
- **Number 22** *“Mental health services are effectively and cheaply provided for young people and adults. We are very concerned about being able to continue without reduction”*
- **Family Friends**
- **Mencap Monday Club** and **ALLsorts** *“supporting adults with learning disabilities as there are very few social events for this group of people”*
- **St Mary’s Church Maidenhead** *“provides friendship, family, support through difficult decisions. Was a lifesaver during COVIS with virtual services to remain connected with other people whilst living alone.”*
- **People to Places** *“gives excellent service, especially shop mobility”*
- **Wild Maidenhead** *“is increasing biodiversity in Maidenhead and its surrounding villages and rural areas by planting trees, creating wildflower areas, supporting the RBWM Biodiversity Action Plan, advising residents, groups and businesses on wildlife and campaigning for better policy.”*
- **Windsor and Maidenhead Climate Community**
- **Wild Maidenhead**
- **Good Gym**
- **Some independent councillors**
- **Food and Baby Banks**
- **Activities in Kidwell park like Cinema in Park and music festival**

- **Ukrainian support**
- **Early Help**
- **Filling Good** *“helping to achieve sustainable lifestyle”*
- **Cycle Hub**
- **Braywick Leisure Centre** *“encouraging healthier lifestyle”*
- **Park Run** *“providing weekly community running”*
- **Repair Café** *“encouraging less waste”*
- **The pub**
- **Craft Coop CIC** *“a social enterprise that not only helps up to 100 local artisans and craftspeople sell their ware in both town, but also offer so many community support activities from free craft sessions for Age Concern, Thames Hospice, Stroke Association, warm spaces for local families on Saturday mornings, but also raising over 500 Christmas gifts for locals in need, in addition to £1000s in local charity support. Yet they cannot continue to do so indefinitely but would benefit from grant funding to help facilitate this on a wider scale.”*
- **West Windsor Hub**
- **Community Wardens**
- **Healthwatch**
- **World Cafes**
- **Police**
- **Housing Solutions**
- **The Preventative Healthcare Service** *“It focuses on mental health, breathing, movement/exercise, relaxation and nutrition. It was tested with three GP practices in the Borough with extremely positive results. [...] With a fractured and crumbling NHS, teaching people how to better take care of themselves via Preventative Healthcare solutions is not only effective, cheap but also has long-term benefits for people and planet as well as profits.”*

Improvements to preventative services

In addition to this feedback, respondents also submitted a number of suggestions for improving support for individuals, families, and communities in order to prevent problems from escalating.

Respondents highlighted that preventative services need to be adequately funded in order to work effectively:

“Services need to be funded so they have the capacity when it’s needed”

“Think very carefully about a referendum to ask if further council tax fees should be introduced if financial support here is preventing lack of help.”

Respondents were also keen to see cross-organisation working, both within the council and with external organisations, but there were also concerns that private and voluntary groups cannot fulfil all the roles of the council.

“Look at partnerships with organisations and churches to use the resources and work together effectively. Thank you for the good work.”

“Adopt solutions such as The Preventative Health Care Service offering and scale it across the borough so it’s a service and solution available to everyone. The resources

are there - we're keen to support helping everyone to learn how to take care of themselves - so that the NHS can concentrate on the big stuff."

"Support community centres and help organisations to promote and advertise themselves. Provide financial support to community groups providing support to client groups needing help. Provide youth hubs and make counselling for young people and adults more available in the community."

"By not abdicating Council responsibility in the vague and untested hope that private and voluntary organisations will plug shortfall"

Several respondents provided specific suggestions for improving access to community events/organisations or ideas for new community ventures.

"When parking costs increase, the additional costs cause people drop out of community groups and societies, and become less engaged in the overall community. It's only by encouraging inclusion and engagement that these services can be effective at prevention."

"A key way is for people to build friendships and support networks themselves before trouble strikes through religious and community activity groups. The council could also direct people to services like the Christians Against Poverty debt centre in Maidenhead."

"Make use of the arts to support well being services - such as Norden Farm"

"Ask for volunteers from people who have existing or transferable skills who could offer their time to assist/support others. Volunteers could be from people who have retired or still working, but have some spare time and willingness to help the community."

"Have free healthy meal for a whole street, cooked by community. Bring people together somewhere warm"

The importance of education and training were highlighted as important preventative factors, although there was an awareness that this needs to be tailored to the needs of individuals.

"Helping them to be active and find a job through training"

"Adult education provides skills and support- grow this"

"Education. It seems to be inter-generational families that use these services"

"Parenting groups"

"from personal experience, families offered parenting courses and little else. Whilst these may help some it is not a one size fits all approach."

Respondents also emphasised the importance of early intervention and targeting support at children and young people in order to prevent issues from escalating and reduce the need and expense of additional and/or protracted intervention in the future.

“Better children's services. This is key, so people grow up to be better citizens.”

“Bring back youth clubs to keep teenagers off the streets”

“early intervention with a proactive preventative strategy rather than reactive”

“More early intervention for struggling families. More effective use of direct payments. An earlier intervention with adults so the funding gap is not forever a drain on much needed resources. Less reliance on Residential care for Children and Adults with disabilities and then care packages passed to ASC without due diligence. More fiduciary responsibility and audit carried out in the disability services.”

Respondents also highlighted the important role the council has in supporting community organisations advertise the work they do and the support they can offer. Others were keen to have better opportunities to engage with the council and have their ideas and concerns better listened to.

“Operate a platform that enables community organisations and preventive services to work easily together, be the facilitator and support for these organisations that do brilliant work. Enable them to do what they do well even better.”

“You need to find ways to meet residents, actively listen to them,, communicate openly and transparently with them, be realistic about what you can do, tell the truth, feed back to them promptly, stop using up time and effort in pointless tick box exercises intended to justify what you have already decided to do regardless of what residents think, stop 'spinning' everything with positive misinformation when we all know things are dire - in short just start doing what you are supposed to do. As it stands many residents don't like you, don't respect you, and don't believe you.”

“Empower residents to manage the resources within their own areas”

“Hold a citizens assembly to find out what issues people need most support for.”

“As I see it most of the time, the council are signposting people back to charities. Continue to support the charities that have proven to do good work.”

“Provide citizens advice type centres in local shopping areas to provide a visible help hub for people. Online version also useful”

“Clearly signposting resources, whether it be online or physically”

There were also a number of responses that focused on the need for improved health support in order to prevent issues from escalating and/or becoming more expensive.

“Doctor and health visitor home visits”

“Focus on mental health”

“Speeding up referrals to dementia services”

The council’s response

The council recognises the invaluable supported provided to communities across the borough from our excellent voluntary and community sectors. The council supports suggestions put forward through the consultation on stronger partnership working, and building further early intervention and preventative services. Over the coming months, the council will be working with our partners to build on existing good practice and to strengthen support provided within, by and for communities.

This page is intentionally left blank

Corporate Overview and Scrutiny Panel

Wednesday 14 December 2022

Present: Councillors Gerry Clark (Chairman), John Story (Vice-Chairman), Simon Bond, Gary Muir, Neil Knowles, Helen Price, Julian Sharpe, Shamsul Shelim and Chris Targowski

Also in attendance: Councillors Andrew Johnson, Samantha Rayner, David Hilton, David Coppinger, Gurpreet Bhagra, Phil Haseler, Amy Tisi, Mandy Brar, David Cannon and Donna Stimson

Officers: Mark Beeley, Kirsty Hunt, Tony Reeves, Emma Duncan, Andrew Durrant, Kevin McDaniel, Adele Taylor, Andrew Vallance, David Birch, Elaine Browne, Lin Ferguson, Louise Freeth, Tracy Hendren, Chris Joyce, Lynne Lidster, Rebecca Hatch, Alysse Strachan and Adrien Waite

Draft Budget 2023/24 - Scrutiny Challenge Session

The Chairman introduced the budget paper and explained that all Members had been given the opportunity to submit questions to officers which would be answered. These questions had been answered and circulated to Panel Members ahead of the meeting, with the Panel meeting an opportunity for Panel Members to raise further and additional questions. The Chairman underlined that only Panel Members would be able to ask questions at the meeting.

Adele Taylor, Executive Director of Resources, gave a presentation which showed the approach for managing the council's resources. It was a challenging financial situation, with high inflation, interest rates and demographic growth impacting both the council and its residents. This had an impact on both revenue and capital costs. In year, there had been budget pressures identified from month 2 onwards, with a peak of £2.5 million overspend but this had been reduced by month 6. Assumptions at the start of the budget setting process had been for a 2% council tax increase, no adult social care precept, a 1% increase in pension contributions, reductions in some government grants and a 2% salary increase. However, since the Medium Term Financial Plan had been agreed, there had been some changes to assumptions. Council tax had increased by 3% and adults social care by 2%, which was worth around £830,000 for every 1% increase. Interest rate and inflation assumptions had been updated, while the pensions primary rate was increased by 1.5% but the deficit was reduced to keep to an overall of a 1% increase. There had been some reductions in government grants but the council was waiting for policy documents and the finance settlement to come through from the government which would provide further information.

Considering the approach to the budget, Adele Taylor explained that services had been asked to model growth, savings and invest to save initially. Services were also asked to model cash limited budgets except for two corporate issues, new obligations under the national transfer scheme and the cost of elections. Capital spending was limited, the cost of borrowing had increased significantly despite action taken by officers to protect against rising interest rates. There was a prioritisation of resources to align with priorities in the corporate plan.

Kevin McDaniel, Executive Director of People, said that adult social care was around £40 million of the council's expenditure. There was a focus on independent living for all residents, ensuring that long term care worked, self-service assessment could be run and to ensure that there were fair contributions from all who should pay. Short term controls were needed while the budget was embedded in the Medium Term Financial Plan. Support would be reduced for some non-statutory service elements while there would be limited staff capacity in statutory, community and provider services. As a result of the pandemic, there were more people in residential and nursing homes now than there had been before and there was a £3.5 million budget shortfall at the start of 2022-23. Other opportunities were being explored, for example workforce recruitment and retention investments to reduce the risk of workforce options.

On housing and environmental services, Kevin McDaniel said that there continued to be a significant number of families that needed temporary accommodation. Skills would be combined across teams to provide a full service offer. Grant funding would be used as an opportunity to align the service with the corporate plan priorities, while it was planned that under-utilised properties would be used as temporary accommodation. On financial risks, Kevin McDaniel highlighted the loss of income on Hackney Carriage Licenses, the increased pressure on housing due to the cost of living crisis and increased demand for temporary accommodation.

Kevin McDaniel concluded by talking about the children's services budget. A new case management system would be implemented which would help to drive efficiency and provide new options for electronic ways of working. Legal support would be focused on the most needed cases, to ensure resource prioritisation. Family hubs would be scaled back to statutory only services and staff capacity would be limited by implementing agency limits.

Emma Duncan, Monitoring Officer and Director of Law, Governance and Public Health, said that core governance services would be prioritised to ensure that assurances could be given to the council on the governance framework. Resources were also being focused on key risk areas such as contract, procurement and democratic processes. The growth bid reflected the recommendations which had been made from the Peer Review, which has taken place earlier in the year. Issues and risks included levels of challenge to decisions made, recruitment challenges and staffing budgets.

Andrew Durrant, Executive Director of Place, said the main approach was to take a strategic and collaborative view across the service, maintaining essential and statutory services which were underpinned by quality. Priority setting had been done through the corporate plan and areas had been identified to maximise commercial activity and income generation opportunities. Risks included historic contracts, post pandemic behaviour and the national economic outlook. Opportunities like the Berkshire County Deal could open up new funding opportunities, while strategic relationships would help to maximise grant income. Andrew Durrant provided some detail to the Panel on the savings and growth bids for the place directorate budget.

Adele Taylor outlined the resources budget, there was a focus on contract management particularly around IT contracts, as these underpinned the whole organisation. Future years pressures would be around new external audit contracts and there would be improved debt management opportunities. Although not included in the service, there would be a number of 'below the line' items impacted by actions by the service, for example the amount of council tax collected.

Andrew Vallance, Head of Finance, explained that the capital review board had considered all capital bids which had been made by service areas and had made its recommendations to Cabinet. Fully funded schemes were agreed, these were mostly funded by government

grants, with as much CIL (Community Infrastructure Levy) as possible, where appropriate. Considering affordability, the increased interest rates had a huge impact on revenue budgets, while there had been a reduction in new borrowing. Slippage was under constant review by officers. The total capital programme was around £40 million, with £27.5 million being funded through borrowing.

Adele Taylor set out the governing principles of the Medium Term Financial Plan, a number of these linked in with the aims of service areas when setting their budgets. The budget needed to be balanced legally, with the approach being to manage finances sustainably. It was anticipated that detailed financial information for local authorities from the government would be published the week beginning 19th December, estimates of government funding had been included in the draft budget. This would be refined following the government announcement and the policy statement which was due shortly.

Adele Taylor concluded the presentation by explaining the pathway to the budget being approved. The consultation had been launched and would allow residents to provide feedback on the draft budget. Cabinet would consider the engagement feedback and would propose the final budget in early February, this would go to Full Council at the end of February for final approval.

The Panel heard from a member of the public, Mr Paul Hinton, who was representing the RBWM Climate Emergency Coalition. He felt that this was not the time to reduce the overall budget made available to deliver upon the commitments set out in the council's Environment and Climate Strategy, and the corporate plan's priority to tackle climate change and its consequences. In the draft budget, it was proposed that £100,000 of the £250,000 budgeted for supporting the Climate Partnership would no longer come from the revenue budget, this would instead come from CIL payments. Mr Hinton felt that this was equal to a £100,000 reduction in spend on the delivery of the strategy.

Mr Hinton said that the CIL payments were meant to remedy damage caused by development and should be in addition to projects delivered through the Climate Partnership. However, when used as defined in this budget, he felt that this was no benefit. Mr Hinton highlighted to the Panel that in order to meet the council's commitment to reduce carbon emissions, the budget would be relying on development, which was one of the activities that caused them. When RBWM had declared the emergency, the council committed to call on the government to provide additional powers and resources which ensured that the council could help deliver on national emissions targets. Mr Hinton asked if the council could confirm what had been done in this regard, to avoid a significant overall reduction in funds allocated to one of this Council's top three priorities.

The Chairman felt that some important points had been raised by Mr Hinton, the council needed to reduce its carbon footprint. Overall statements as part of the budget would be useful so that the Panel and public could understand where reductions would happen. It could also be something for another Overview and Scrutiny Panel to consider, should there be further questions.

Councillor Bond noted that transport was both a growth item and a saving, which involved S106 money. As this was the form of funding, it was classed as a capital investment and was designed to improve services above the current level, Councillor Bond asked if this presumption was correct. On adult services, he understood that the approach was to encourage residents to stay in their own homes for longer, although the risk was that some residents could need to stay in hospital. Councillor Bond asked if this approach had been shared with NHS partners, he suggested that this could be considered by the Health and

Wellbeing Board at a future meeting. He considered the savings that had been proposed, it was like a spectrum with the majority of savings affecting frontline services.

Andrew Durrant said that there had been some positive feedback received about bus services, there had been an offer of free bus travel in the build up to Christmas. The S106 funds that were being used were already in the budget and had been allocated to public transport. They could be both revenue and capital funds depending on the S106 agreement.

Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth, said that bus companies were under a lot of pressure in the current economic climate. There had been a significant amount of funding provided by the Department for Transport to support bus services, the growth bid reflected the expectation that there would not be funding of this level from the government going forward.

Kevin McDaniel responded to Councillor Bond's questions on adult social care. The reason why the council wanted residents to be at home was because the outcomes were usually better, provided this was the correct choice. Moving patients straight from hospital to care homes often meant that more independence was lost. Kevin McDaniel confirmed that he would be happy to have an item come to a Health and Wellbeing Board meeting, in collaboration with NHS partners, which considered how the service could help residents lead independent lives. He had been in regular contact with the NHS RBWM Place Convenor about making sure the care system could work as well it could for residents of the borough.

ACTION – Item to be submitted to the Health & Wellbeing Board for consideration at a future meeting.

The Chairman commented on the adult social care reforms, he asked if there was any certainty that this would impact on the budget.

Kevin McDaniel said that until the detail was seen by officers, there would be some caution.

Adele Taylor said that they had tried to indicate where impacts would be felt from the savings that were proposed. Transformation could lead to savings, but savings did not directly lead to transformation, it was important not to transform just to make savings.

Councillor Price said at the last meeting of the Panel, there had been a report considered on a refresh of the corporate plan. However, she did not feel that the budget reflected what had been discussed at the meeting. Councillor Price had carefully considered the equality impact assessments and understood that around half of the budget lines would affect those that were elderly, those that were disabled and those that were poor. The residents survey also highlighted the groups of residents who were dissatisfied, it was the same group of people. Councillor Price noted that comments had been made in the consultation for the budget that it was focused on those most vulnerable in society, but this was not reflected on the equality impact assessments submitted by service areas. She asked if the assessments were therefore accurate and if the council received more money from the government, could this be invested in those groups of residents who needed it most.

Tony Reeves, Interim Chief Executive, said that the refresh of the corporate plan was due to be considered by Cabinet early in the new year. The council was faced with huge challenges on interest rates and the cost of borrowing, it had been difficult to set a legal, balanced budget. The equality impact assessments were in draft form and would continue to be developed, they identified the risks and challenges which were currently being dealt with by the council in the current economic climate.

Councillor Price felt that residents were not being told the full truth, it would be difficult for those who were not healthy and well off. Community organisations would need to be provide more support to these groups as a result.

Tony Reeves responded by saying that there was support for residents provided by the council in the current economic crisis, new funding streams were coming in and the council was working closely with the voluntary sector to distribute this funding. Resources would be deployed against the priorities of the council, to ensure key services continued and that the council was also financially robust. A stable financial position would allow RBWM to make significant progress for residents over the coming years.

The Chairman suggested that Councillor Price could raise direct issues with any of the equality impact assessments with officers and Cabinet Members, to see if any improvements could be made.

Councillor Sharpe said that officers had attempted to deliver a balanced budget, he asked what the budget looked like for the average resident and also how the budget affected the use of services.

Adele Taylor said that it was a difficult question to answer, there were not many average residents as all circumstances were different. The council had a corporate plan and the budget provided the resources to deliver that plan, having a balanced budget allowed the council to control its own destiny. An unbalanced budget would only allow a council to deliver its minimum statutory services, RBWM was not in this position. Around 80% of the borough's funding was spent on the most vulnerable residents.

Kevin McDaniel said that it was clear on the website what services were provided for adult social care, to allow residents to continue to enjoy their lives and so that individuals felt empowered to live an independent life for longer.

Lin Ferguson, Director of Children's Services, added that the council needed to prioritise the most vulnerable. For young children, it was important to develop family resilience and communities could support vulnerable people. The council could intervene where there were gaps, officers were keen to work with voluntary organisations and families to build resilience and increase independence.

Councillor Sharpe said that the emerging need from residents should be considered, so that the council was aware of where challenges would be coming from. He commented that the budget was only balanced if all savings which had been proposed were achieved, Councillor Sharpe asked how confident officers were that savings would be achieved.

Councillor Knowles passed on his gratitude to the finance team, it was hard to set a balanced budget and make decisions on trimming services. He was concerned about the staff headcount and the increased pressure that some staff would be under, this would not help retention. Councillor Knowles hoped that the questions which had been submitted and answered in advance of the meeting would be published as they contained detail on a number of budget lines. A lot of savings were marked as 'explore', or 'investigate', and this needed some clarification. Councillor Knowles suggested that each line should be considered by either the People or the Place Overview and Scrutiny Panels, as appropriate, which would allow for focused discussion. On interest rate and debt assumptions, Councillor Knowles asked what risk mitigations were in place should these assumptions not be correct.

Adele Taylor confirmed that the questions and answers could be published as a supplement to the agenda after the meeting. The Audit and Governance Committee had an oversight role of the treasury management strategy and the capital strategy, there had discussion at

the Committee about how to de-risk rising interest rates. The council worked closely with their financial advisors, Arlingclose. The impact of interest rates had been mitigated through borrowing throughout the year, along with long term fixed borrowing.

Councillor Knowles felt that each overview and scrutiny panel would be able to consider the budget with fresh eyes which would ensure more productive scrutiny, it was not possible for the Corporate Overview and Scrutiny Panel to consider all the budget lines at this meeting.

Tony Reeves said that the council did not yet have the financial settlement from the government, the budget was still in draft form. The cost of borrowing had changed dramatically in the last few months and could change before the budget was set. The budget consultation process offered both Members and residents the opportunity to provide detailed feedback. Having each line considered by each Panel would distort the process, it should be viewed as a whole compared to the priorities set out in the corporate plan.

The Chairman said that concerns had been raised by Members as part of the questions which had been submitted in advance of the meeting and these would be picked up officers and Cabinet Members to consider if any changes to budget proposals were needed.

Councillor Knowles felt that further scrutiny was required, as the answers to these questions could not be challenged further and some answers needed some clarification.

Adele Taylor highlighted that the page for the budget consultation had gone live, she encouraged all Members to share this link with residents, voluntary groups and other organisations. A single email inbox had been set up to deal with and answer questions on the budget for councillors, any additional questions that Members had would be answered as soon as possible by the finance team. A briefing session would take place with each political group, which provided a further opportunity for questions to be asked.

Tony Reeves added that all feedback received through the consultation would feed back in to the revised equality impact assessments. This was a transparent process, Full Council set and agreed the budget.

Councillor Story thanked the finance team for providing the answers to all of the questions which had been submitted by Members. There was a lot of uncertainty around the next financial year, with some of the answers given by officers not giving an exact answer as further work needed to be done, this was understandable. However, Councillor Story asked in light of this uncertainty, how confident were officers that the savings outlined in the budget could be delivered.

Adele Taylor said that the budget was in draft form, if some of the work did not have deliverability it could be altered before the final budget was submitted to Full Council. She needed to also produce a section 25 report, this was a personal statement from the Executive Director of Resources which discussed the robustness of estimates and described the methodology which had been used. Potential risks would be included and this also included risks external to the council. Officers believed that they could deliver the estimates in the budget.

Tony Reeves added that throughout the process of developing the budget proposals, the Corporate Leadership Team had been challenged extensively to ensure that any optimism bias had been removed and the budget was as robust as it could be, at the current stage.

Councillor Story noted that around 80% of council tax was spent on adult social care, he asked if this was similar to last year.

He was informed that it was a slightly greater proportion of council tax being spent in this area, compared to the last financial year. It had been around 78% previously.

Councillor Story asked how this compared with other local authorities.

Adele Taylor said this figure was comparable with other local authorities, it was slightly higher due to the low council tax base in RBWM.

Kevin McDaniel said that considering the amount of money spent per person who needed support from the council, RBWM was a good value authority. The council was an outlier on specific services, for example placements for young people and residential placements for adults.

Councillor Story commented on unaccompanied asylum seeking children, there was a figure in the budget of £713,000. He understood that the council had an obligation to accept a certain number of children, Councillor Story felt that the council was doing more than other local authorities.

Kevin McDaniel said that an unaccompanied asylum seeker under the age of 18 was treated as a child in care. The council received £1,000 a week up until the child was 18, the average across the country was that money would pay for the accommodation of the asylum seeker, but not the cost of the teams that supported asylum seekers. The number of children in care from local families was at around 100, while there were 35 unaccompanied asylum seekers. RBWM received no infrastructure costs to cover the 35 asylum seekers, £713,000 was the investment the council needed to make. In total, the council spent about £1 million a year on unaccompanied asylum seekers, Ukrainian families were not included in this as they were covered by a separate government grant. RBWM was one of two councils in the south east running at 100% of the target in this area.

Councillor Story asked if there was any prospect of government support to help the council with the £1 million investment it had earmarked for unaccompanied asylum seekers.

Kevin McDaniel explained that at the current point in time, there was no intention from the government to change any of the support grants or policy statements.

Councillor Story asked about reserves, he said that the purpose of reserves was to mitigate financial shocks.

Adele Taylor said that all council's needed reserves to cover unforeseen incidents, this was called general fund reserves. RBWM had historically low reserves, being previously close to the minimal level recommended. This level was calculated by the financial risks in the system. In years where the contingency sum had not been used, this had been put into the reserves. The council also had ear marked reserves, these were reserved for specific purposes, for example an election.

Councillor Story concluded his questions by asking about council tax. He said that RBWM was very low compared to neighbouring authorities, for example, Reading Borough Council was over £600 more a year for the same council tax band. Councillor Story asked if this would be the same for the next financial year.

Adele Taylor said that she could not comment on the council tax policies of other authorities, but she imagined that most would take the opportunity to increase the amount charged by some level. However, a 5% increase for RBWM would raise less money than a 5% increase for an authority which already had a higher rate of council tax. The government assumed that local authorities would raise their council tax by the maximum amount possible, if an

authority chose not to do this it could lead to a greater erosion of finances. Residents should be aware of the support that could be provided, like the council tax reduction scheme.

Councillor Shelim said that the consultation gave all residents the opportunity to be part of the budget proposals. He asked why the council was looking to recruit a full time scrutiny officer.

Emma Duncan said that the peer review recommendations highlighted that a scrutiny officer would provide extensive support to the scrutiny function. Scrutiny was an important part of making sure that decisions were made in the right way, resources had therefore been focused on this function.

Councillor Werner said that there were a number of savings lines in the budget which increased the risk of the welfare of children and young people. He had noted an admission earlier in the meeting that the resources of the budget did not allow all of the corporate plan priorities to be fulfilled. Reducing services in the family hub to statutory only would have a significant impact on vulnerable families and would increase spending. Without the family hubs, Councillor Werner felt that it would be difficult to teach family resilience. There were a number of items in the budget that were labelled as 'review', which came to a total of approximately £5 million, with a number being amber or red in terms of achievability. Councillor Werner believed that the budget was not balanced, he felt that the review lines were put in to give the appearance of a balanced budget. It was a scary budget and needed further scrutiny, he felt that lines of the budget should be considered by each of the relevant scrutiny panels.

Tony Reeves said that it was not regarded as a scary budget by officers. The budget was at an early stage and there were a couple of months to go before the process concluded, the council would have an updated position on the financial settlement from the government which would provide further clarity. Officers were as confident as they could be currently.

Kevin McDaniel said that the children's services budget was still £27 million, with the majority of this money prioritised on those children that were at immediate or significant risk of harm. The budget did not reduce the amount of money available for early help and prevention services, transformation would help to ensure that less was spent on the crisis service and more was spent further down the line. Kevin McDaniel said that he was happy to have any meetings with Members to answer any further detailed questions on the children's services budget.

Councillor Werner asked a number of detailed questions:

- On the reduction in education welfare support, new statutory requirements for attendance support had been put in place but were not funded by the government. He asked if this saving would reduce the support to the new statutory level in order for the council to meet the cost rather than schools.
- On youth offending, much of what the team did was statutory so there was very little that could be cut. The team could not be restructured without consultation from the Youth Justice Board to ensure that the council met statutory duties, caseloads had increased 66% in the past year and this was expected to continue to rise. How confident were the administration that the council would be able to fulfil its statutory duties after this saving was made.

- On the SEND service team, this was being reduced to the statutory level which was to consider EHCP applications within 20 weeks. Officers expected timeliness would reduce from 80%. Councillor Werner asked how would the increased risk of expensive parent led tribunals and complaints be managed within the budget.
- 2485 pupils were classed as SENCO on the SEND register and they would now not be eligible for support. Councillor Werner asked if this was correct and could be justified.
- On the removal of non-statutory children's hub services, Councillor Werner asked if the only statutory services that the family hub had to provide were in relation to children in care.
- The overall cost of non-statutory family hub services was more than the £480,000 saving in the budget. From initial questions, it was suggested that £450,000 of the family hub budget was from the strengthening families funding which was specifically for early help interventions. Councillor Werner asked if this money was ring fenced for early help only, and what would happen to this funding if the council ceased to provide more than statutory services.
- Councillor Werner asked why were the health visiting team being offered as a substitute for non-statutory family hub services.
- Councillor Werner concluded his questions on asking what would happen with the child sexual exploitation and criminal exploitation work that protected young people and how many young people could be put at risk.

The Chairman advised Councillor Werner that these questions could be submitted to officers and the relevant Cabinet Member after the meeting, as they were complex and would require detailed answers.

Kevin McDaniel said that he was happy to answer the questions after the meeting and for the answers to be circulated to the Panel and published as a supplement to the minutes.

ACTION – Answers to Councillor Werner's questions to be circulated and published once they were ready.

Councillor Price asked how many full time employees would be affected by proposals made in the budget. She noted that the Panel were not told which items were not changing or what the amount would be, for example she did not know if community grants would be changing. Councillor Price felt that she would have more confidence if lines which were still under review were discounted from the budget, she asked if this had been considered by the finance team.

Adele Taylor said that the number of affected RBWM employees was in the single digits. Optalis and Achieving for Children were separate companies, but Adele Taylor was happy to provide the exact figure after the meeting for RBWM. There had been challenge sessions with the finance team to ensure that review lines were challenged effectively. The budget was still in draft form and could change, there was also a contingency line in the budget, this would deal with non-delivery of savings where an alternative could not found along with one off items that could occur. This was included in the budget every year.

ACTION – Adele Taylor to provide the number of RBWM employees affected by the budget.

Andrew Durrant confirmed that community grants would continue and was in the budget going forward, work was being done to investigate the benefits of a community lottery. He was happy to see if he could help any organisation which needed the support of the council.

Councillor Price said that the budget showed which areas had increased and decreased. However, she felt like she could not make a decision on whether there were enough community wardens, for example, as she did not know how many there currently were.

Adele Taylor clarified that the decision that Full Council would make would be on the budget with detailed additions and reductions to the existing budget. Resources were linked to outcomes, if priorities in the corporate plan were not being achieved, growth bids would be added to the budget. It was the role of the finance team to ensure that there was enough resource to fulfill the corporate priorities.

Councillor Price proposed that all items in the budget related to the place directorate would be considered by the Place Overview and Scrutiny Panel and that all items related to the people directorate were referred to the People Overview and Scrutiny Panel. This was seconded by Councillor Knowles.

A named vote was taken.

Refer all place items to the Place Overview and Scrutiny Panel and all people items to the People Overview and Scrutiny Panel (Motion)	
Councillor Gerry Clark	For
Councillor John Story	For
Councillor Simon Bond	For
Councillor Gary Muir	For
Councillor Neil Knowles	For
Councillor Helen Price	For
Councillor Julian Sharpe	Against
Councillor Shamsul Shelim	Against
Councillor Chris Targowski	For
Carried	

RESOLVED: That all items in the budget related to the place directorate were referred to the Place Overview and Scrutiny Panel and all items in the budget related to the people directorate were referred to the People Overview & Scrutiny Panel.

Councillor Davies thanked Paul Hinton for his comments on climate change in the budget at the start of the meeting. Taking action to prevent climate change and its consequences was one of the council's top three priorities in the corporate plan, she asked if the Place Overview and Scrutiny Panel could take a closer look and consider the impact on the community.

The Panel agreed that this could be added into the recommendation, highlighting that the Place Overview and Scrutiny Panel should pay particular attention to how action on climate change was being funded in the budget.

RESOLVED UNANIMOUSLY: That the Place Overview and Scrutiny Panel would consider the climate change budget lines in further detail.

Adele Taylor advised that if there was the removal of a saving, alternatives needed to be considered.

Councillor Stimson, Cabinet Member for Climate Action and Sustainability, said that difficult decisions had to be made on the budget. Over 80% of council tax funding was spent on vulnerable children and adults, if this funding was removed then it would need to be found from somewhere else.

Emma Duncan said that the Place Overview and Scrutiny Panel could make recommendations to Cabinet on which savings should be removed, but Cabinet had a duty to set a balanced budget.

Andrew Durrant clarified that the council was not looking to reduce the £250,000 which had been committed to the climate partnership over three years. The budget was showing that £100,000 of this funding would come from S106 money, which the council already had. Therefore, there was no change to the amount of money which was being prioritised in this area.

Councillor Hilton, Cabinet Member for Asset Management, Commercialisation, Finance and Ascot, addressed the Panel. He thanked all Panel Members and officers for their time and input into the meeting. Comments on the budget at the meeting were welcomed and would be considered by officers and Cabinet, the budget could be changed before it was agreed by Cabinet and put forward to Full Council in February.

Councillor Price asked if the process for asking questions at the Panel meetings in January could be outlined, for example would non-Panel Members be able to ask questions.

The Chairman agreed that all Members being briefed on the procedure would be useful if appropriate, in advance of the meetings taking place.

People Overview and Scrutiny Panel

Thursday 19 January 2023

Present: Councillors Sayonara Luxton (Chairman), Maureen Hunt (Vice-Chairman), Clive Baskerville, Catherine Del Campo, Carole Da Costa, Neil Knowles, Julian Sharpe, John Story and Amy Tisi

Also in attendance virtually: Councillor Gerry Clark

Officers: Becky Oates, Kevin McDaniel, Lynne Lidster and Lin Ferguson

Officers in attendance virtually: David Birch, Carl Griffin and Tracy Hendren

Draft Budget 2023/24

Kevin McDaniel, Executive Director of People Services, gave a presentation to the Panel on the proposals for People Services within the current draft budget.

Adult Services had a proposed growth bid of £3.816m and targeted savings of £4.899m. This would be achieved through a focus on independent living for all and looking to discharge home first. The service would look at reviewing its use of agency and other staffing, while looking at the longer-term impact of working collaboratively with Health.

Housing and Environmental Services were looking at a growth bid of £0.120m and savings of £0.853m. This would be achieved through combining skills across housing, licensing, environmental health and trading standards teams to maintain a full service offer. The service recognised the loss of income on Hackney Carriage Licenses and the increased pressure on housing and temporary accommodation while looking at how to use property in a smarter way across the entire Council portfolio.

Children's Services had a proposed growth bid of £2.992m and targeted savings of £3.571m. Fundamentally, the service looked to continue good progress on ensuring that children weren't brought into care when they didn't need to be. More was needed to replace the case management system (CMS) in order to increase efficiency. In the short term, the scale of the family hubs would be reduced.

The proposals for the Capital Review Board were to continue to support the fully funded scheme using as much as money from developer contributions in the form of Community Infrastructure Levy (CIL) and s106 payments as much as possible and as appropriate. A focus would be kept on capital programmes that were affordable. Within the programme were two significant IT investments in replacing the CMS for both Adult's and Children's Service as significant drivers of long-term improvements in the way the borough worked with families and became more efficient over time.

Kevin McDaniel highlighted the key dates for the budget. The consultation portal was open until the 24 January 2023 and was available on the RBWM Together website. After the consultation ended, Cabinet would consider this feedback and propose their final budget on 9 February 2023, which would then go to Full Council for approval on 22 February 2023.

The Vice-Chair asked how schools were faring as concerns had been raised at the Schools Forum meeting on 19 January 2023 about government funding being reduced, and asked if this would impact on the draft budget.

Kevin McDaniel confirmed that the schools' budget did not impact the budget being discussed currently. There was a separate ringfenced budget for education of £151m in the coming year for RBWM. Schools were rightly concerned that the budget had not increased with the level of pay offer that was under discussion, but there were very few lines that crossed over between the two budgets.

Councillor Knowles asked if the pay rises overall for staff was a generalised 3%.

Kevin McDaniel stated that a flat percentage of the pay pot had been modelled, which is where this figure had come from

Councillor Baskerville asked why there had been a loss of income on Hackney Carriage Licenses.

Tracy Hendren, Head of Housing, Environmental Health, and Trading Standards, confirmed that one of the main factors was that during Covid, many taxi drivers had to find alternative jobs as the taxi service was not running in the way it used to. As things returned to normal, many taxi drivers did not return to the trade.

The Vice-Chair asked if the domiciliary care contract had an impact on the budget.

Lynne Lidster stated that looking at the cost pressures in the current budget, most of these were on residential and nursing placements, which meant that there wasn't currently pressure on the domiciliary care budget. At the beginning of the year, the department were looking at a £1.1m overspend which hadn't materialised, which was good news. A good response from providers was evidenced, with there currently being around 12 providers up from an original 7. There was a decreasing number of people placed outside those providers decrease over time, demonstrating that the contract was working well despite pressures in the workforce and communities.

Councillor Carole Da Costa asked if pressures on the budget were being felt from different geographical areas of the borough.

Lynne Lidster stated that there was a fixed rate of £19.40 across the borough which was brought in from 1 August 2022. There was no particular difficulty felt in areas such as Ascot. It was more difficult to find workforce in certain parts of the borough, with Ascot traditionally being one such area, but capacity was being achieved across the borough.

As of 23 January 2023, a provider would be starting to work on the hospital discharge programme on a 370-hour contract which would support people coming out of hospital and aim to get those people mobilised within 5-6 weeks.

Councillor Sharpe stated that this sounded like really good news as the system seemed to be working as it was intended to work. If residents were able to be moved out of the hospital and into a care system, it was good for the borough and good for the NHS.

Councillor Hunt added that this was thanks to the hard work of officers.

Councillor Knowles commented that one ongoing problem was that many residents didn't have anywhere to go after leaving hospital, and this would require a long-term solution.

Kevin McDaniel added that there was a national agenda around getting people out of hospital so that they could treat those who absolutely needed urgent care. The domiciliary

care contract was part of an investment in the RBWM area between the borough and the NHS. This would enable the flow out of hospitals. It was not a case of people being taken directly from hospital to a care home but trying to take people back to their own homes with the support that was needed in order to live their lives independently for as long as possible.

Councillor Carole Da Costa commented that taking people from hospital to recover into a care home was the most disabling thing that the borough could do. The period of support within the home to enable people to get back to their pre-hospital selves would be very important in order to assess longer term needs.

Councillor Tisi stated that the budget item that concerned her the most was the removal of non-statutory Family Hub services, given that this would be an 80% reduction in Family Hub services. Councillor Tisi asked what the long-term impact on families and the demand for statutory services would be if this early help offer was removed.

Lin Ferguson, Director of Children's Services – AfC, stated that the current proposals would mean a significant reduction in Family Hub services, primarily staffing. This impact would mean that Family Hubs couldn't deliver the breadth and volume of services currently delivered. Research showed that the earlier that Family Hubs were able to intervene, the more likely this could prevent families needing statutory services and additional support. Early help was a valuable resource which kept the majority of families in this service from needing statutory support.

Councillor Tisi asked how the percentage of children receiving statutory support within RBWM compared to neighbouring authorities.

Lin Ferguson stated that statistically, children in care were measured per 10,000 of the child population. RBWM were statistically lower than the national average and those of local authorities for children in care. Research suggested that if a borough had a robust early help service, it was likely to have fewer children in care, but it was difficult to establish cause and effect.

Councillor Tisi asked about the financial implications for the authority if the number of children in care increased.

Kevin McDaniel stated that if a child came in to the care of the borough, their life chances were significantly reduced compared to others. If the child was in the care of their family, extended family and/or with a local fostering family, this care would cost around £50,000 a year for the council. If the child was placed externally, this cost could easily reach £150,000 a year. The number of children currently in care was very low, and whether this number would increase was difficult to determine.

Councillor Tisi stated that in the framework for Ofsted evaluations of local authorities, a local authority would be likely to be 'good' if it included early help. Councillor Tisi asked what the perceived risk to the authority's 'good' rating would be if this part of the criteria could not be fulfilled.

Lin Ferguson stated that if these savings were to be realised, it could have an impact on regulatory outcomes. Although it was hard to say for certain and could not be predicted, it could have the potential of the authority not being able to retain its 'good' rating.

Councillor Sharpe commented that it was important to realise that the authority did not want to make cuts to the budget, but it had been put into a position where these cuts were necessary. It was a question of how resources could be used most effectively to deal with the problems which the borough faced, and how the budget could be used in such a way as to prevent these things happening. Research showed that preventative measures were a

good way of keeping costs down but more importantly, it was the best way to look after people who were in need of help. Councillor Sharpe asked officers to paint a picture of what the services would look like if these proposed cuts went ahead, in order to understand the real impact on the level of service.

Kevin McDaniel stated that if the draft budget passed in its current form, those in the most critical need would still get the support that was needed. The risk with this budget was those who currently engaged with early help at the earliest stages may not find the support that was needed and may find that their issues escalated to the point where they would be in a worse position before engaging with services.

Councillor Sharpe asked if any work was being undertaken to deliver alternative services that would support the community, such as remotely delivered mental health support.

Kevin McDaniel stated that this was a professional job, with families expecting to be able to get a service which takes money. A lot of work had gone into making family hubs as efficient as possible. This saving was the least worst thing for the borough to do, though it was not being recommended as a good thing to do.

Lin Ferguson added that these cuts would mean relying on other services within the borough in order to support families with this being achieved through signposting.

Councillor Sharpe stated that it was important that all services were as joined up as possible with regards to every family to ensure that services were delivered in the most integrated way.

Lin Ferguson stated that Achieving for Children would continue to scrutinise their own budget to ensure that the money available was going to the right place.

Councillor Del Campo said that with regards to reablement, she supported the idea of helping people stay in their homes for as long as it was appropriate and safe, and emphasised the role of signposting. Councillor Del Campo asked how this would be monitored to ensure that people who were still in their homes were not just surviving but were also thriving.

Kevin McDaniel stated that Councillor Del Campo was right to recognise that signposting was something that the borough could do better at, as the earlier people understood they can help themselves, the better the outcome for residents. With regards to reablement, the service had been improving and developing with reablement occurring for a particular group of adults.

David Birch, Chief Executive of Optalis, added that over the last year, Optalis had been revamping the service to maximise capacity and productivity in order to access as many people who need that service as possible. An external review had been commissioned which indicated a number of areas where capacity could be increased. Some non-reablement services had been stopped to ensure that specialists were dedicated to working in the area they were specialising in. The Home First initiative would help to free up additional capacity as it meant that the assessment phase was being carried out by a multi-disciplinary team rather than just the reablement team. Additionally, a significant recruitment campaign was ongoing to increase the size of the team by 15-20 people over the next year.

David Birch stated that Councillor Del Campo's point about finding people who were struggling was well made. The challenge was how to identify people who were struggling but not wanting to bother anybody. Discussions were ongoing with health colleagues and community groups in order to identify these people in a non-intrusive way to provide them with the support they need.

Councillor Del Campo stated that when care home resident savings fell below a certain threshold, the borough stepped in and paid an appropriate amount for their care. Councillor Del Campo asked for clarity on the base budget figure and what percentage of this figure had come about through a deprivation of assets scenario.

Kevin McDaniel responded that there were many care home beds within the borough that people chose to put themselves into and paid for, rather than being put into the state-funded places. There was a significant price differential in the beds that were paid for, with these differences sometimes being as much as a £1000 per week.

In the cases where somebody had run out of money to pay for their care, the borough would step in to make sure that they had care, but it would still be the good quality care at the same amount of money that was paid for those who didn't have the wherewithal to pay for their own care. This saving covered individuals who may have been in care for a short term and had run out of money, in which a sensible conversation would be needed. If a third party, normally the family, were not able to pay, then the borough's policy was to ask people to move when it was safe to do so.

Lynne Lidster stated that the borough used to see under 10 people per year who would run out of money. However, this position had changed quite dramatically with this number almost doubling and more and more people running out of money. Lynne Lidster stated that this may have been a result of the pandemic, which resulted in people going into care homes far earlier than they normally would have. It was hoped that these high numbers would start to come down, but the number of people running out of money was significant.

In these cases, the first thing would be to negotiate with the provider where the person is currently residing. Every step would be taken to keep people where they were, but in instances where the provider was unwilling to negotiate, the family were unable or unwilling to top-up costs, and it was safe to do so, the individual would be moved to a different location which was more affordable for the authority. In these instances, a personal budget would be set which could meet the individual's needs, which would enable the person to choose where they would go.

Councillor Del Campo asked about if deprivation of assets was a particular issue for the borough and if so, what the scale of the issue might be.

Lynne Lidster stated that that she didn't have an idea on the possible scale but added that it was very hard to prove that someone had either been deprived or had deprived themselves of their assets. Reasonable assumptions and investigations were made to try and detect any self-deprivation, but it did occur. In instances where a third party had deprived somebody of their assets, this was a safeguarding issue which would be dealt with and potentially referred to the police. It was more difficult to see if people were depriving themselves of their own assets.

Councillor Del Campo stated that she was concerned about the cuts to Meals on Wheels, and asked officers to describe the value that this service provided.

Lynne Lidster stated that some of the people who received Meals on Wheels were reluctant to have formal care. The company used were specially trained to work with people, look at what was in people's homes, complete risk assessments and so forth. Meals on Wheels was a means of keeping an eye on somebody who was reluctant to enter the formal care system, and may result in that individual being more likely to eventually accept support. It was a valuable service, especially for those people who were at risk and were vulnerable.

Councillor Del Campo asked if Meals on Wheels could potentially help people who might otherwise fall through the gaps.

Lynne Lidster stated that the other side of the coin was that people would only ever pay their assessed charges. For instance, if an individual had an assessed charge of £50 per week and received services of £200 per week, they would still only pay the initial assessment of £50.

Kevin McDaniel confirmed that for the final budget he was proposing that this saving be made in a different way, with an increase in the meal price but still making the service available.

Councillor Del Campo asked the Chair if she could propose a recommendation to Cabinet now, or if this was better suited to the end of the debate.

The Chair confirmed that it would be better to propose any motions at the end of the debate.

Councillor Carole Da Costa stated that she came from a medical background, and every service would look to intervene as early as possible to make longer term savings and better outcomes for individuals. She stated that she couldn't support a budget that would look at removing those early help interventions, particularly when looking at CAMHS waiting lists of almost two years. One of the justifications for family hubs was that support could be put into place while people were waiting to see some kind of counselling. Councillor Carole Da Costa added that to take away the early intervention would be doing a disservice to the Council and its young people.

Councillor Carole Da Costa suggested looking again at this savings line and trying to reserve as much of the non-statutory Family Hub service as possible, as well as looking at ways to recruit and retain good quality staff so as to decrease reliance on agency services.

Councillor Knowles stated that he was involved as a trustee of two almshouses and had a vested interest, referring to savings lines AHH01S and AHH021S. During the pandemic, he was involved in supporting older residents through this period. Councillor Knowles knew how passionate most people were about independence and staying in their own homes, so the drive towards increased reablement was something that should be supported.

Councillor Knowles stated that the shared lives scheme in budget line AHH03S was quite brilliant, and asked if there had been any trials of this in the UK as it was often the norm for older people to remain with their families in other countries such as Germany. Councillor Knowles also asked how this would be managed, as it was a complex method that may pose safeguarding risks.

Lynne Lidster said that shared lives in the UK was primarily for people with learning disabilities, so was tried and trusted. The scheme was regulated through the Care Quality Commission (CQC) and would involve the borough partnering with another local authority to deliver this scheme. The scheme was originally launched in the borough around 7/8 years ago but wasn't successful, so the aim was to try again.

In terms of the personal care aspects, it would be the same as individuals living in their own home. The scheme was not registered for personal care so if the individual needed personal care, an agency registered to deliver this kind of care would come in to provide it. With regards to safeguarding, checks were carried out on the family and the individuals living in the home in the same way that Children's Services would do for foster carers.

Councillor Knowles asked if the level of safeguarding was the same as that required in care homes.

Lynne Lidster confirmed that this was the case.

Councillor Knowles stated that he knew many senior friends who were recipients of Meals on Wheels, and a reduction in this service would mean a reduction in mobility and support. Councillor Knowles's main worry was that he was concerned about an overall reduction in a level of staffing and what this would mean if gaps were needed to be filled by agency staff. Councillor Knowles stated that the People Service was very important as this related to people's lives, and if there was any slack in the original grant, it should be directed into these services as a priority.

Kevin McDaniel stated that he agreed with Councillor Knowles's statement but would reflect on other services of the Council which were equally as important. Many services were also becoming leaner in terms of staffing, but this was the nature of the budget.

Councillor Sharpe asked for clarification that the recommendations proposed in the draft budget would result in the savings stated in the papers. If these recommendations went through, Councillor Sharpe asked about the number of people who would be made redundant and if there was the option for redeployment off these affected staff.

Kevin McDaniel explained that at this stage of the budget proposals, none of the processes that would be necessary had begun. In all areas, the borough had looked to minimise the number of redundancies of permanent employees of the council or its partner companies. Within the borough, there was a very clear set of policies around reskilling and reasonable alternatives that wherever this option was possible it would be carried out. However, within People Services, there was a significant amount of training and development that would be required to move an individual from a non-specialist professional position to some of the more specialised roles.

The Vice-Chair asked for clarification on the need for, and cost of, a new CMS.

Kevin McDaniel explained that at present, a shared system (PARIS) was used by both Adults and Children's Services which provided the electronic record keeping of all interactions, particularly the statutory interactions with adults and children. This CMS enabled these services to ensure that they were effectively able to provide the right services and demonstrate the progress over time. In many cases, this CMS provided statutory data returns to the government and demonstrate through external reviewers that services provided were good quality.

The CMS was last purchased around 12 years go, and the borough was one of three councils left using the system, and the supplier had stated that they would no longer be updating and developing the software. Therefore, two new CMS would be required with one for Adult's and one for Children's. The cost indicated was how much it would take to complete a migration of the computer system so would be a one-off cost, however the borough did pay a couple of hundred thousand pounds a year to run these tools and systems.

The Vice-Chair asked if the cost of providing care for unaccompanied asylum-seeking children would decrease next year.

Lin Ferguson stated that the National Transfer Scheme (NTS) had become mandatory at the beginning of 2022. During 2022, the NTS increased the quota of the number of unaccompanied asylum-seeking young people from 0.07% to 0.1% [of the 0-18 age population]. For a small borough, this meant taking on significantly more young people. Information indicated that not all south-east authorities were at the same quota. A decision had been made that at the current time, unless the borough had the capacity to safely

support and care for any additional young people, they would not be taking any further young people through the NTS. Therefore, it was expected that these costs would go down. The young people received through the scheme were offered support and care in the same way as any other young person would, and it was important to highlight that these young people arrived with very significant needs due to trauma and required additional support.

Lin Ferguson explained that there were currently two hotels in the borough for asylum seekers, and if any young asylum seekers presented themselves outside the NTS, the borough had a responsibility to support these people and the borough would do so as it would with any other young person.

Kevin McDaniel added that one of the issues was that these young people arrived with no additional resources over and above the base budget for any council. Councils were provided with around £1000 per week to cover the cost of accommodation for these young people, but this did not provide support for the cost of their care. The borough had continually spoken with the Home Office, who had responsibility for this group, to explain that if the resources provided were increased then the number of young people that the borough took on could be increased.

Kevin McDaniel noted that as of 1 February 2023, the Home Officer were paying a one-off £15,000 per young person who was taken in as an incentive, in addition to this £1000 per week that was also provided. The borough was at capacity so would not be taking any more young people, but it may serve as an incentive to boroughs which did have the capacity but lacked the resources.

The Vice-Chair asked why the figure indicated in budget line AHH19S, review policies for access to care, was so high.

Kevin McDaniel explained that the first few lines in Table 4 added up to well over £3m. This was some of the people who had gone into care earlier than they needed to, and this was the figure that would need to be spent if this continued. The policy review was a saving the borough hoped to achieve by placing people into the right locations.

The Vice-Chair asked for an explanation on budget line CHI01S.

Kevin McDaniel and Andrew Vallance, Head of Finance, confirmed that this would be responded to outside of the meeting.

ACTION: Written response to the Vice-Chair's question to be provided.

Councillor Tisi asked if the borough were aware of the strains and stresses that were being put on agencies and the voluntary sector, and whether anything could be done to help.

Kevin McDaniel stated that, anecdotally, he had heard that in the voluntary sector, for the right bid there was quite a lot of money out there, with quite a lot of benefactors willing to support families and young people in particular. Work on the borough's side in order to improve signposting and join organisations up could be improved.

Councillor Tisi explained that she had submitted questions ahead of the original Corporate Overview & Scrutiny Panel's session on the budget, to which she had received detailed replies. Councillor Tisi stated that she would be happy to send the answers to her written responses to panel members.

ACTION: Councillor Tisi to send Panel members answers to her written questions.

Councillor Tisi proposed a motion that Cabinet uses £500,000 funding from the additional budget settlement to remove the amount of savings required of the non-statutory Family Hub

services (savings ref. CHI20S) and create a new growth bid of £20k for the Family Hubs to ameliorate increasing demand on the service. This motion was seconded by Councillor Carole Da Costa.

A named vote was taken.

To recommend that Cabinet use funding from the additional budget settlement to remove the amount of savings required of the non-statutory Family Hub services (savings ref. CHI20S) and create a new growth bid of £20,000 for the Family Hubs to ameliorate increasing demand on the service (Motion)	
Councillor Sayonara Luxton	Abstain
Councillor Maureen Hunt	Abstain
Councillor Clive Baskerville	For
Councillor Catherine del Campo	For
Councillor Carole Da Costa	For
Councillor Neil Knowles	For
Councillor Julian Sharpe	For
Councillor John Story	Abstain
Councillor Amy Tisi	For
Carried	

The result was 6 votes in favour and 3 abstentions, therefore the motion passed.

Councillor Baskerville stated that he was glad to see that the borough recognised that by maintaining lower levels of council tax, it was missing out on additional revenue.

Andrew Vallance explained that it was the Council's policy to cut council tax for several years in the early 2010s. If it had taken the full increase every year that was allowed under that scheme, there would be an extra £30m in the budget.

Councillor Story asked if the £500,000 figure for unaccompanied Asylum Seeker Children was part of the total £1m figure that was given for the total cost of all asylum seekers, and if the other £500,000 was for adults.

Kevin McDaniel stated that much of the expense came to Children's Services, but AfC had responded during the year with increased efficiencies to the structure. The total cost was £1m, but some of this was a cost that would have been necessary. Most of the costs associated with asylum seekers related to hotel costs.

Councillor Story asked for clarification on the process for the budget moving forward.

Andrew Vallance explained that the administration would put forward a revised budget, which was currently being prepared and would be published on 1 February 2023 as part of the Cabinet agenda. This budget would incorporate what the administration wished to do with the extra £3.6m worth of funding. The results of the consultation, which ended on 24 January 2023, would also be considered at Cabinet alongside any recommendations from all three Overview & Scrutiny Panels.

Cabinet would then vote to recommend a final budget to Full Council in February, at which the budget would be debated by all political groups and any amendments to the budget could be proposed.

Councillor Del Campo emphasised the importance of Meals on Wheels in terms of safeguarding and supporting residents.

Councillor Del Campo proposed a motion to strike savings line item AHH22S from the budget. Councillor Tisi seconded this motion.

A named vote was taken.

To recommend that Cabinet strike savings line item AHH22S from the budget. (Motion)	
Councillor Sayonara Luxton	For
Councillor Maureen Hunt	For
Councillor Clive Baskerville	For
Councillor Catherine del Campo	For
Councillor Carole Da Costa	For
Councillor Neil Knowles	For
Councillor Julian Sharpe	For
Councillor John Story	Abstain
Councillor Amy Tisi	For
Carried	

The result was 8 votes for and 1 abstention, therefore the motion passed.

Councillor Knowles proposed that a risk assessment was kept on the impact of reduction of staff on services.

Kevin McDaniel confirmed that the Council ran both a corporate and directorate level risk register, with financial and staffing stability both being included on those registers.

The Vice-Chair proposed a motion that Cabinet approved the draft budget.

Kevin McDaniel clarified that the draft budget had already been approved by Cabinet on 1 December 2022.

Councillor Sharpe stated that it was appropriate for discussion to finish as two motions had been proposed and passed.

Councillor Del Campo asked if it was just a matter of Cabinet taking the minutes of this meeting into account when considering any recommendations to the budget.

Becky Oates, Democratic Services Officer, confirmed that it was just a matter of Cabinet taking the minutes into account.

The Chair thanked all for their contributions.

Place Overview and Scrutiny Panel

Wednesday 25 January 2023

Present: Councillors John Bowden (Chairman), Gerry Clark, Maureen Hunt, Sayonara Luxton, Shamsul Shelim, Leo Walters, Joshua Reynolds, Mandy Brar, Gurch Singh, Jon Davey and Parish Councillor Pat McDonald (Co-Optee)

Present virtually: Councillor Helen Taylor (Vice-Chairman)

Also in attendance: Councillors Gurpreet Bhangra and Phil Haseler

Also in attendance virtually: Councillors Donna Stimson, Karen Davies and David Coppinger

Officers: Laurence Ellis, Alysse Strachan, Adele Taylor and Andrew Durrant

Officers in attendance virtually: Chris Joyce and Adrien Waite

Draft Budget 2023/24 - Place Items

Andrew Durrant, Executive Director of Place Services, gave a presentation on highlighting the budget of 2023/24 relating to Place Overview and Scrutiny. He explained that the report presented pressures and mitigating savings to enable the Council to balance its budget in 2023/24. It was understood that there would be financial challenges, including the recovery from the Covid pandemic, high inflation, increasing interest rates and demographic growth all impacting on the Borough's residents. This also had an impact on both the Borough's revenue costs and capital costs (cost of borrowing).

Andrew Durrant also noted that RBWM had a low council tax rate which was more acute in comparison to other local councils, also low budget levels (although building these back).

Andrew Durrant also mentioned that there were in-year budget pressures (partially caused by Covid). In response, he stated that he was working with Heads of Service and teams to mitigate these pressures.

Andrew Durrant also pointed out that approximately over 80% of funding from Council Tax was spent on approximately over 80% on individual services.

Andrew Durrant then informed that there was a government funding announcement which included:

- Council Tax policy (3 +2) % (1% increase = approx. £830,000)
- New social care grants.
- One more year of New Homes Bonus (but no legacy payments)
- Consolidation of a number of grants
- Reductions in services grant to fund some of other commitments

This meant that RBWM was in an improved position with additional funding over and above what was included in current draft budget. Looking forward, Andrew Durrant stated that reserve levels would be reviewed as well as prepare for future challenges.

Andrew Durrant then discussed the Place Service Budget setting approach. In terms of approach to resource prioritisation, these included:

- Taking a strategic and collaborative view across Place Service in 3-5 years
- Maintaining essential and statutory services (underpinned by 'quality')
- Prioritise in setting the Corporate Plan goals
- Focus on Strategic Placemaking and Economic Growth
- Opportunities to promote Health and Wellbeing (e.g. Active Travel and enhancing facilities)
- Partnership delivery models key and area to explore
- Areas to maximise commercial activity and income generation opportunities
- Address system failure, improve process and unblock issues

Andrew Durrant then raised some financial risks and issues:

- Place Change Programme presented opportunities but also some challenges
- Historic contracts and renewals
- Post-pandemic behavioural change and recovery (e.g. Covid grant reduction)
- Economic outlook

Andrew Durrant then explained other opportunities which were being explored. These included the Berkshire Deal to open up new funding opportunities, better alignment of services and leadership with Corporate Plan Priorities, and strategic relationships with business and growth sector organisations.

Andrew Durrant then discussed the Place Service savings (accounting for £1.943 million) and growth (accounting for £1.731 million) from various sections.

In response to Councillor Singh wishing to have a copy of the slides, Andrew Durrant mentioned that he could circulate the slides to panel members after the meeting.

To conclude, Andrew Durrant then displayed the key dates:

- Online Engagement (launched on 13th December 2022) had closed on 24th January 2023.
- Cabinet to consider engagement feedback and propose budget on 9th February 2023.
- Full Council to discuss the budget on 22nd February 2023

With agreement from the panel, the Chairman invited the public speaker to address the panel. They had three minutes to do so.

Mr Hinton stated that he was speaking on behalf of the RBWM Climate Emergency Coalition. While it was acknowledged that the Council was experiencing increasing costs and needed to budget accordingly, he argued that this was not the time to reduce the overall budget made available to deliver upon the commitments set out in the Council's own Environment and Climate Strategy, and the Corporate Plan's priority to tackle climate change and its consequences. He stated the Council is behind schedule with 3 of its 4 key Environment and Climate change objectives and with fully establishing the Climate Partnership. Therefore, he conveyed, there was a very strong argument for investment and acceleration.

Mr Hinton said that the Council were only considering the obvious climate related budget items, rather than the impact each budget item had on the climate and/or environment. For example, in recruitment, what provisions will be made to reduce emissions associated with the position through home working and/or use of public transport?

Regarding the draft budget, Mr Hinton stated that the proposed budget would reduce £180,000 in spending on delivering on its Environment and Climate Strategy, whereby funding would come from the carbon offsetting and biodiversity net gain fund (s106 payments). The s106 payments were meant to remedy damage caused by development, and were in addition to, not instead of, projects delivered through the Climate Partnership and/or the Council.

Mr Hinton concluded by asking the Panel what they had done to secure additional powers and resources from government to avoid a significant overall reduction in funds allocated to one of the Council's top three priorities.

Chris Joyce, Head of Infrastructure Sustainability and Economic Growth, stated that the Council was on track to meet its commitments relating to its own emissions, but also admitted that there were some challenges around meeting targets for the overall Borough emissions. He also stated that there were no reductions on the amount of money going into projects and teams in the budget proposals. Regarding external funding and money from government, there had been some success in acquiring £4-5 million to help the Council deliver on its climate commitments.

Chris Joyce then explained that, rather than being seen as a cut, he was making best use of the grant funding the Council had to grow the team and ensure that they had the right resources to deliver its objectives.

Andrew Durrant added that he and his team were working with its contract operators to look into carbon reduction as well as investigating and trialling methods in reducing environmental harm, such as road works. In addition, future contracts would have requirements on environmental friendliness.

(Councillor Brar entered the meeting at 6:10pm)

In terms of staff, Andrew Durrant explained that flexible and agile working would continue as well as looked into further. He also added that public transport would be further promoted.

Referring to the Climate Partnership funding (PLA17S in the report), where there was a proposed £100,000 saving and the finance was to be derived from the Carbon Offsetting, Biodiversity fund and S106 payments, Councillor Reynolds asked if these funds were already in place to replace funding directly. Andrew Durrant confirmed this.

Councillor Reynolds then asked if S106 payments would limit the amount of funds for other projects. Chris Joyce replied that the Carbon Offsetting fund was a s106 Payment fund, collected to reduce carbon emissions in the Borough. He also stated that the commitment to give £250,000 to climate partnership for three years would continue.

Councillor Reynolds then asked if this meant there were specific project limitations on that funding or would that funding be able to be used in anyway as per the original planned partnership funding. Chris Joyce replied that this was based on the business plan with the Climate Partnership Board. He stated that the funding was very much used for the intended purpose.

Regarding the Climate Partnership Fund and the money being used from s106 payments, Councillor Reynolds then asked if residents would not expect s106 payments to be spent on projects rather than running the Climate Partnership. Chris Joyce replied that he had worked with the Climate Partnership Board to identify their business plan for the next 3 years in terms of funding. The Carbon Offsetting fund (part of the s106 payments) would only fund projects rather than the general running of the Climate Partnership. There was nothing

preventing in investing in more projects which reduce carbon emissions across the Borough identified with the Climate Partnership.

The Panel then discussed the Draft Budget 2023/24 items that fall under the Place Directorate by going through the list of budget items in the report.

The Panel discussed Line-by-Line Review (PLA01S).

Councillor Walters asked if rising interest rates had been factored in. Adele Taylor, Executive Director of Resources, replied that had interest rates and inflations had been factored in the overall draft budget in the medium term.

Councillor Hunt asked why there was a high saving for a Line-by-Line Review. Andrew Durrant replied that this was made up of a variety of different aspects. Having had a look at some consultancy costs, some of these had been removed for the next financial year as consultancy costs were usually large but often one-off. The Place Directorate had looked into how this could be invested within the organisation, such as project management support. Adele Taylor explained that the Line-by-Line Review was annual exercise because there were usually changes for next year's budget. She added that the biggest change to Line-by-Line savings for the draft budget was the National Insurance (NI) changes, whereby employers and employees were to be charged additional Health and Social care NI, but this was no longer required. Thus, this was removed from every Directorate budget in 2023-24.

Councillor Davey commented that the Line-by-Line lacked detailed information in the report and stated that he was better informed during a meeting with officers in which he shadowed. He asked if there could be an informal meeting before the Place O&S meeting so that Panel members could be better informed on items in future. Adele Taylor replied that the Line-by-Line Review was hundreds of pages long due to having to go through every cost centre and account code.

Councillor Singh asked how much of £376,000 would go to staff public transport as there appeared to be a reduction. Adele Taylor replied that the sections (including staff public transport) under the £376,000 funding were areas where there had been a budget but there had been no spending over a number of years. She explained that there was a reduction in staff public transport was because of factors like changes such as more online meetings.

The Panel then moved onto discussing PLA02S (Infrastructure, Sustainability and Transport). Councillor Reynolds asked if there was a guarantee that in-house teams would be successfully recruited as well as why there was a struggle to recruit them. Chris Joyce replied that the recently recruited Highways Development Control Officer had recently started. He added that the reason that recruitment had not been done before was because the previous Transport and Infrastructure Team was originally an outsourced service and therefore it was being paid through a contract. By bringing the Team in-house, some money was able to be saved.

Councillor Walters asked if recruitment for an in-house team would result in the curtailment of employing individuals outside of the Council. Andrew Durrant replied that it would not. He elaborated that the Place Directorate may have a different approach with contracts going forward, such as looking at different functions that were currently within contracted services transiting into in-house in the future, and therefore, providing some additional resource within the service teams directly rather than being within contracted teams.

On PLA03S (Public Transport Subsidies), Councillor Brar asked why the S106 contribution was a one-off. Adele Taylor replied that the sum of money was only received once and

therefore it could only be spent once. She explained that the sum of money would go in for one year and then get reversed back out in the following year because it was a one-off grant.

Councillor Davey asked if Public Transport Subsidies was a special project that was being funded out of S106 funding or a standard service which was being funded out of S106 funding. Chris Joyce replied that S106 funding was financing the services that RBWM were currently supporting but the alternative choice was to reduce the service and then refund the service using section 106. In effect, if this money was not put into the budget, then RBWM would then fund a lesser public transport service; but then the following day, RBWM would then put section 106 to restart up one of the bus services it supported.

Councillor Davey believed that S106 was for when there was an expansion and services were needed to support this. Therefore, he asked if there were issues with an existing service, would RBWM need to look into that service. Chris Joyce replied that the Transport Team were doing and that this was helping to maintain services for people whilst the Team undertake the more detailed review.

The Panel had no questions or comments for PLA4S (Sustainability team projects) and PLA5S (Suitable Alternative Natural Greenspace income). The Panel then discussed PLA06S (Operational changes in parks).

Councillor Reynolds had some concerns over the closure of park gates and the suggestion of utilising volunteers. He asked if there had been considerations on the potential saving from this proposal being balanced against potential expenditure in the future resulting from and social behaviour vandalism, such as replanting trees which vandals had damaged. He also asked if the parks referred to in the report included cemeteries. Alysse Strachan, Head of Neighbourhood Services, confirmed that the balance of costs was considered. She added that it would not be all parks, and that there would be a place-by-place consideration whereby key parks which had a high volume of anti-social behaviour would be looked into. This would be done through a risk assessment with partners, such as Thames Valley Police. She also confirmed that this may also include the closing of cemetery gates.

Councillor Singh had some concerns on the provision of public conveniences (public toilet) and asked if an EQIA assessment had taken place as some public toilets had been removed. Alysse Strachan replied that a full-scale review of all public toilets in the Borough (rather than just in parks) would take place. She confirmed that an EQIA assessment had been completed but this would be updated as the project progressed in case there were any alternative options, such as parishes or other partners which may take on operational use of public conveniences. Therefore, this may not involve the removal of public toilets or charging for them.

The Panel then discussed the budget items relating to parking: PLA07S (Review of parking enforcement near schools), PLA08S (Parking Subsidies) and PLA09S (Charging opportunities for car parking). The Chairman declared some of these items would be discussed in Part II.

Councillor Reynolds requested to raise a point regarding PLA07S in Part II of the meeting. The Chairman accepted this.

On saving £67,000 for parking subsidies, Councillor Davey asked what these subsidies were or whether this was generic subsidies. Alysse Strachan replied this was made up of various subsidies that RBWM provided for parking across the Borough. A large chunk of parking subsidies was the free Christmas parking for residents, costing around £50,000 per year to deliver. The alternative arrangement introduced this year where public transport provision was made in conjunction with the resident's parking discount had proved successful. The

introduction of the resident discount scheme meant there was a negated need for this because residents could access free parking in the town centres. In addition, RBWM sometimes received requests from event organisers and therefore provide subsidised parking for events. The event organisers will be advised that they need to factor in parking costs into their plans.

On PLA09S, Councillor Singh asked if free parking on Sundays had been dropped. Adele Taylor replied this report was a draft budget and that Cabinet may make some changes before the final budget. At that stage, this was still in draft budget. In response, Councillor Singh then asked if there were any financial calculation in terms of budgetary arrangements on this direction. Adele Taylor replied that the draft budget to be sent to Cabinet would have full financial implications in it. She added that any changes Cabinet would potentially make would have to be fully costed and the draft budget would have to be fully balanced.

The Panel then moved onto PLA10S (Cashless Parking expansion). Parish Councillor Pat McDonald, Co-Optee, was reluctant about the use of cashless parking and asked if cash parking could continue in Maidenhead.

Councillor Reynolds asked if there was any additional cost with RingGo to the Council. Alysse Strachan replied that any costs were offset by the maintenance the Council had to pay for the maintenance of pay and display machines as well as facilitate cash collections.

Councillor Walters supported the idea of retaining cash parking due to an ageing population in the Borough and asked if this could be retained. Alysse Strachan responded that trends were showing that more people were taking up the cashless option which was why the Borough was moving in this direction. Though, with EQI element, cash parking still needed to be considered with different groups of people and the preference in payment method. She also stated that the cash parking option would not be fully removed and were looking at different options. Councillor Davey commented that EQI assessment did mentioned elderly people and therefore payment preferences for certain people had to be considered.

Councillor Reynolds asked if there was a proposal to remove parking machines from some of car parks and would that leave any of current car parks with no parking machines. Alysse Strachan said this could be a potential; but this would be a location-by-location basis whereby a couple of machines would be retained if there was no cash payment option nearby for residents. Though there was already a program of removing pay-and-display machines across the Borough.

Moving onto PLA11S (Income opportunities across Neighbourhood Services), Councillor Brar asked if the pavement licencing and cleansing and valeting services (as mentioned in the item) was going ahead. Alysse Strachan advised the project had not started yet because approval to go forward with this was pending; but any commercial opportunities with the assets that the Borough had were being looked at. Councillor Brar asked if residents were being consulted on this. Alysse Strachan said that there would a wide range of consultations.

Councillor Luxton asked how the Council received money from, for example, private car washers, such as would a fee be charged. Alysse Strachan replied that this was in development, but it may be in the form of a concession contract in which the Council would charge a management fee or received a percentage of the income.

Councillor Reynolds asked for reassurance that management enforcement would not involve enforcement such as management officers penalising children for a lemonade stand or a jumble sale. Alysse Strachan reassured this would not happen. Councillor Reynolds later followed up by asking what safeguards were put in place to ensure that young enterprising people were not being penalised as well as the grey area on what would be considered

acceptable and unacceptable. Andrew Durrant acknowledged that there could be pitfalls and that the approach to the program would need to be considered before being introduced.

Regarding licences for private trainers using parks, Councillor Singh asked if this encompassed organised exercises and events and thus the individuals arranging this would be charged. Andrew Durrant replied that this was one of several areas that was listed and identified to achieve the £50,000 worth of savings that the Place Service were committed to. An approach he suggested for the Council was to work more in partnership with the likes of personal trainers to see, for example, if there could be discounted concessions or to continue their free but commercial activity in exchange for some free to access community-led provision in which RBWM could then expand its activity program and health and wellbeing program. Andrew Durrant also stated that while the Council should consider the licensing arrangements for those individuals going forward, it should also equally and ideally engage and work with individuals which were providing activity in public spaces and to see how it could work with them to allow them to continue but to benefit the wider community.

Councillor Brar asked if the boat hire in Maidenhead through concession contract was related to the Maidenhead waterways or the River Thames. Alysse Strachan reiterated that she was looking at all the assets that the Borough possessed as well as the commercial opportunities that it could explore.

The Panel moved onto PLA12S (Waste operational changes). Councillor Shelim asked what was meant by waste transfer station opening times, such as whether this meant shorter opening times. Alysse Strachan confirmed this, explaining that there were different summer and winter opening hours. As such, RBWM had been looking at the option to have its winter opening hours reflected in the summer opening hours, in which they would be open for shorter. Despite this, as part of that work, RBWM would do investigations on the demand on when residents would want to use the tip.

Councillor Luxton asked what was meant by 're-use "shop"'. Alysse Strachan explained that sometime residents bring items to the tip which can be reused. Therefore, the staff on site would look to see what items were reusable, like bikes or chairs, they collect that equipment and then sell them to other residents who visited the site.

Councillor Singh asked if upcycling shops were considered which could be placed in the town centre as well as how the staffing and management would be organised. Alysse Strachan responded that some details were yet to be decided, but she was open to pop-up shops. If this had potential successful, then these suggestions could be explored.

Moving onto PLA13S (Place Service Transformation Programme), Councillor Walters asked what this meant. Andrew Durrant explained that it was intended in the long-term to achieve a better alignment of the services in recent times, functions and staffing resource across the Place Service. Some of these changes included the creation of Neighbourhood Services, with a realignment of some functions, and Chris Joyce's Infrastructure Sustainability and Economic Growth Service. Collectively, the directorate leadership team had identified aspects where the Place Service could be more effective in its contract management as well as where it could deliver higher quality of standard to RBWM residents. It was often about identifying areas of real expertise and specialism that could be better aligned and avoid any fragmentation. It was hoped that this would promote efficiency and reductions in costs.

Councillor Davey asked if the contract work was being done by the Legal Team. Andrew Durrant replied that while the Legal Team was separate from the Place Service, they provide legal support in re-procurement of contracts alongside separate financial and HR support from other teams or services.

The Panel then discussed PLA14S (Contract efficiencies). Councillor Brar asked if there was an attempt to bring the services mentioned (Highways, Waste Disposal, Parking enforcement, grounds maintenance) in-house. Alysse Strachan replied that it was not an objective to bring all the services in-house, though potentially with some of them. For example, the re-procuring of highways contracts potentially had elements which may be better delivered in-house.

The Panel moved onto PLA15S (Parish council & Commercial Partnership). Councillor Luxton asked if the Borough Council controlled the flow of money to Parish Councils as well as what it was being spent on. Adele Taylor replied that the parish precepts were for Parish Councils and the Borough collected and delivered this to the Councils on their behalf as part of the Council tax collection. As Parish Councils were their own separate and sovereign bodies, the Borough Council had no control over where this money was spent. Unlike RBWM, which had a referendum limit of 4.99% on Council tax, Parish Councils were not limited by this. Another difference was that there was an un-parish element, which was limited to by the referendum limit, which covered costs in areas which were not under the jurisdiction of a Parish Council.

Councillor Brar asked if PLA15S was asking Parish Councils to take in services from the Borough. Andrew Durrant replied that this budget line was part of the Council looking into how to better work with parishes in the future. Through discussions with parishes, Andrew Durrant stated that there were potential opportunities and that some parishes were keen to have further discussion to ensure cooperation. In addition, commercial opportunities were also considered, such as supporting community service. Community wardens were also discussed with parishes.

Councillor Brar then asked if Borough funding would be provided for the services in which Parish Councils may take on. Andrew Durrant replied that this was still under consideration and discussion. In addition, there needed to be an analysis of the assets as well as the divisions of responsibility in the parishes to understand where the opportunities exist. One objective for the future was to ensure that officers were identified so they could do that type of work.

(Councillor Clark left the meeting at 7:59pm)

The Chairman asked if the Council knew Parish Councils individual reserves and a cumulative figure of their reserves. Adele Taylor reiterated that Parish Councils were their own separate sovereign bodies, and therefore it was up to them to determine what their reserves were.

The Panel then moved onto PLA16S (Economic Growth Team). Councillor Reynolds asked if town centre events (such as Christmas light switch on) were at risk with this budget line. Chris Joyce replied that most of those big events were financed through sponsorship and organised by partners, while the budget was for minor events which may be organised. Therefore, the events were not at risk. Coming back, Councillor Reynolds then asked what smaller events were at risk in not being arranged. Chris Joyce said he would need to come back to the question, but he reassured that major events like Christmas lights were not under threat.

Councillor Shelim asked for explanation regarding Guildhall and business rates in the budget line. Chris Joyce explained that the tourist information centre was previously based in the shopping centre and was paying rent and business rates. As part of the process to bring the tourist information centre into the Guildhall and share the space with the museum, the rent was taken out of the budget, and this had identified that there was also a business rate cost

that had previously not appeared in the budget and now could because it was now within an RBWM building.

The Panel then discussed PLA17S (Climate Partnership funding). Councillor Reynolds asked if the budget would keep RBWM on its annual carbon budget and successfully achieve its annual carbon budget production. Chris Joyce replied that forecasts for the Council carbon emissions showed that it was on track to meet its target and there was nothing in the budget proposals which would make achieving these carbon targets harder. Though some other potential risks may exist, such as securing government funding.

In reference to a Table 3 (under 4.17: Development Contributions) in the report, Councillor Davey commented that there were no S106 and CIL contributions for biodiversity, despite biodiversity being discussed. Chris Joyce stated this did not mean there would not be any spending on biodiversity. The table was referring to the fact that there was no S106 contributions to biodiversity at the moment, though S106 contributions may be collected to support biodiversity in future.

The Panel then moved onto PLA18S (Planning Performance Agreements). Councillor Reynolds asked for an elaboration on the budget line. Adrien Waite, Head of Planning, explained that a planning performance agreement was when RBWM entered into an agreement with a developer to process a free application advice or a planning application to try and meet particular time scales. These were often associated with funding agreements which RBWM negotiate on a on a bespoke basis. They could provide extra resource such as specialist external consultants or contract planners. As part of the budget, the Planning Team was looking to change some of its pre-application charging structure but there were also a lot of larger developments in the pipeline due to the adoption of the Borough Local Plan. Overall, this budget line was highlighting that there was the opportunity for more discussions with developers particularly on larger sites and to try and increase revenue to fund those activities.

Councillor Reynolds responded that this sounded like a “planning application fast lane” in which developers could grant RBWM extra cash to get applications through quicker. Adrien Waite responded that this was not the case, explaining that this did not change how planning applications were handled. Rather, this changed how it would be dealt with and the way it would be funded as well as bring in additional resources. He also explained that these planning performance agreements would mostly be used for larger developments.

Councillor Reynold was still sceptical with the idea. Adele Taylor stated that planning performance agreements were used in multiple local authorities. She stated that these agreements were to ensure the right skills and resources were acquired in a timely manner when doing planning applications. She stated that this was supporting the efficient use of RBWM resources for individual applications and minor applications by utilising funding like this to support major ones. This was about individuals who would pay for the increase in use of resources.

The Panel had no comments or questions on PLA19S (Planning Application fee), PLA01G (Leisure Centre rent concession income) and PLA02G Public transport subsidies

On PLA03G (Tree Maintenance and Inspections), Councillor Davey asked if the full year impact of £454,000 in the budget line encompassed tree planting by the Tree Team or whether it included tree maintenance. Andrew Durrant replied that this encompassed tree inspection and maintenance and not the re-planting of trees, though tree planting schemes had been investigated. He added that there had been increased pressures relating to trees, such fallen trees caused by extreme weather.

The Panel had no comments on PLA04G (Section 81 works extra resource) and PLA05G (Highways and Streetworks software).

On PLA06G (Parking Income season tickets), in reference to Table 6: Fees and Charges Income in the report, Councillor Davey asked for an explanation for the income growth from £10.3 million to £11.5 million. Adele Taylor explained that the table illustrated the totality of the income and that the overall income budget for parking services would be £11.5 million (an 11.6% average increase). She also added that the table reflected the changing demand and behaviour in certain areas.

The Panel had no comments regarding PLA07G (Car Parks).

On PLA08G (Fly Tipping), Councillor Davey asked if there was an organisation who would be providing most of the funding. Alysse Strachan replied that the existing contract which RBWM had underestimated the volume of fly tipping in the Borough, therefore the Borough had to pay for anything above the threshold.

The Panel had no comments regarding PLA09G (Tivoli Contract) and PLA10G (Burials income reversal).

Councillor Davey requested to look at different approach on discussing the budget items, arguing that discussing the items in a less formal chat would give Panel members a chance to discuss and ask questions. Adele Taylor replied that the budget process was made extremely difficult due to a tight timescale from central government; namely late notification of information and policy decisions from central government which therefore caused work around balancing budget to be done right up until the draft budget was to be presented to Cabinet. She added that if it were not for the restrictions from central government, then RBWM officers could have looked at different ways to brief councillors.

Adele Taylor also stated that a review would be arranged on how things could be done differently. She also explained that it was the remit of the Corporate Overview and Scrutiny Panel to consider the budget because the budget should not have been separated into single elements because it was about the totality of the funding, elaborating that if the budget was viewed separately, the budget as a whole would not be reviewed. They could however involve other panels but it was their remit to consider the whole budget.

The Panel had no recommendations to Cabinet. Therefore, the Panel moved the meeting into Part II.

RESOLVED UNANIMOUSLY: That the motion to exclude the public for the remainder of the meeting be approved.

After some discussion on the nature of the proposals in Part II, two motions were proposed.

Councillor Luxton proposed the motion that Cabinet explore all the schools in the Borough which require funding for school crossing patrols (SCPs). This was seconded by Councillor Shelim.

A named vote was taken.

That Cabinet explore all the schools in the Borough which require funding for school crossing patrols (SCPs). (Motion)	
Councillor John Bowden	For
Councillor Gerry Clark	No vote recorded
Councillor Maureen Hunt	For
Councillor Sayonara Luxton	For
Councillor Shamsul Shelim	For
Councillor Leo Walters	For
Councillor Joshua Reynolds	Against
Councillor Mandy Brar	Abstain
Councillor Gurch Singh	Against
Councillor Jon Davey	Abstain
Carried	

The result was 5 in favour, 2 against and 2 abstain, so the motion passed.

AGREED: That Cabinet explore all the schools in the Borough which require funding for school crossing patrols (SCPs).

Councillor Reynolds proposed the motion that Cabinet review budget line PLA07S (Review of parking enforcement near schools). This was seconded by Councillor Singh.

That Cabinet review budget line PLA07S (Review of parking enforcement near schools) (Motion)	
Councillor John Bowden	Against
Councillor Gerry Clark	No vote recorded
Councillor Maureen Hunt	Against
Councillor Sayonara Luxton	Against
Councillor Shamsul Shelim	Against
Councillor Leo Walters	Against
Councillor Joshua Reynolds	For
Councillor Mandy Brar	For
Councillor Gurch Singh	For
Councillor Jon Davey	For
Rejected	

The result was 5 against and 4 in favour, so the motion fell.

Corporate Overview and Scrutiny Panel

Monday 30 January 2023

Present: Councillors Gerry Clark (Chairman), John Story (Vice-Chairman), Simon Bond, Greg Jones, Lynne Jones, Helen Price, Julian Sharpe, Shamsul Shelim, Leo Walters and Simon Werner

Also in attendance virtually: Councillors David Hilton, Mandy Brar, Ewan Larcombe, Donna Stimson and Gurpreet Bhangra

Officers: Mark Beeley, Adele Taylor and Nikki Craig

Officers in attendance virtually: Andrew Vallance, Emma Duncan and Alysse Strachan

Budget 2023/24 - Fees and Charges

Adele Taylor said that the full fees and charges report was part of the agenda pack, the Panel were asked to provide any comments on the proposals. This included the financial implications which were included as part of the draft budget. Lines that were statutory had been indicated and service areas were asked to consider the fees impact on the budget, for example an increase in volume should be fed into the service area income budget.

Councillor Price commented that there was no point in the Panel discussing non-discretionary items as these were fixed. This was confirmed by the Executive Director of Resources.

Councillor Price asked if there was a rationale for some areas which had increased and other areas which had not.

Adele Taylor explained that some increases could be higher due to the scale of some of the fees, cost recovery could be a factor if costs had also increased. Average increases could be skewed if one specific fee had increased which had affected the overall average.

Councillor Price asked why the parking fees had gone out to public consultation but no other fees in the budget had done so.

Adele Taylor said the parking fees formed the majority of the council's income which was why officers had focused on this area.

Councillor L Jones said that inflation was forecast to drop rapidly over the next couple of months, she asked why the finance team were not using the forecast on inflation.

Adele Taylor said that the rate of inflation was taken at the current point in time, the same had been done for expenditure. Some of the fees and charges were driven by costs in year. All fees and charges were done on an individual service basis, these service areas could justify any rises if needed.

Councillor L Jones did not understand what other costs had been incurred on parking over the past year, other than a loss in income. She did not believe that parking charges needed to be raised to match coinage as parking charges were now done digitally. Councillor L

Jones suggested that particularly in Windsor, residents needed more than a one hour discount on parking, residents needed to be encouraged to use their local high street. She requested to Cabinet that the parking charge was not increased, that the inflation rate used needed to be revaluated and that residents were given a greater discount on parking.

The Chairman recalled that the parking team had benchmarked parking charges against other local authorities and RBWM had low parking charges, in comparison.

Alysse Strachan, Head of Neighbourhood Services, confirmed that benchmarking had been done with neighbouring authorities and also with other authorities in different areas of the country. RBWM was largely similar in the level of charge for parking.

Councillor Sharpe wanted to ensure that comparisons had been made locally, residents of RBWM were only likely to visit other local town centres for shopping.

Councillor Werner felt that the cost of parking in Windsor was shocking, he said it was cheaper to travel and park in Bracknell. Councillor Werner said that residents should have a greater discount at car parks in RBWM, they should not be charged the same level as tourists.

The Chairman highlighted that an increase in discounted parking would have to be offset by revenue in another area, to ensure that the budget remained balanced.

Councillor Werner suggested that there should be a proper residents discount scheme, where residents paid a fairer rate which was less than what tourists were charged. The more parking charges were raised, the less residents would use RBWM car parks. The council was losing customers to Bracknell and Wokingham due to the cost of parking.

Councillor Shelim understood that some of the car parks in Windsor were near tourist areas and it made sense why the charges in these car parks were higher. Other car parks were used by residents and the charges should be kept as low as possible.

Councillor Bond noted that there was a proposal to charge for parking in Maidenhead on a Sunday but this was now going to be withdrawn and he welcomed this change. He also understood that the one hour free parking for residents would be extended to a third car park in Maidenhead. Councillor Bond felt the Panel should be informed of the estimated cost, so that this could be factored into the overall budget proposals.

Adele Taylor said that any amendments to the budget would be part of the Cabinet agenda which was due to be published on 1st February. She was unable to comment further until the agenda had been published, which would contain the final confirmed information.

Councillor Price was concerned that a price increase on parking would affect businesses in Windsor as well as residents.

Councillor L Jones said that Windsor did not benefit from free parking on Sundays, the price was the same regardless of the day. She felt that this showed the inequality between Maidenhead and Windsor. Councillor L Jones commented that there was a high chance that residents would not choose to park in Windsor for shopping or leisure activities due to the cost.

Councillor Sharpe pointed out how poor he felt the parking was in Ascot during race days. Local residents should be considered to ensure that they were not forgotten.

The Chairman suggested that the Panel could ask the Cabinet Member for Finance to check the distribution of increased car parking charges across the borough and to ensure that the potential impacts on Windsor and Ascot had been considered.

Councillor L Jones suggested that the inflation rate should be reviewed, parking charge increases were not tied to coinage and therefore should be reconsidered and that the resident discount scheme should be expanded, especially in Windsor.

Adele Taylor reminded the Panel that if any recommendations had an impact on the income total, alternative sources of funding would need to be considered.

Councillor Walters felt that the impact on businesses in Windsor from a rise in parking charges would have been taken into account by officers when the decision was made.

Alysse Strachan said that the reference made to York being a comparison was because Windsor was also a tourist destination. The daily parking budget was up to around 96% of pre-Covid levels, however season ticket income was much lower and was around 55% of pre-Covid levels.

The Chairman felt that it was appropriate to ask the Cabinet Member for Finance to note the comments which the Panel had made and to consider whether there were any elements in the points which had been made that should be addressed before the budget was proposed to Full Council for adoption. This recommendation was seconded by Councillor Werner.

RESOLVED UNANIMOUSLY: That the comments from the Corporate Overview & Scrutiny Panel on parking were considered by the Cabinet Member for Finance.

Councillor Sharpe said it was important to not let things get out of control and that the council had the funds to cover all services in the budget. In other areas, charges had not been increased at all. One example was charges on anti-social behaviour, he asked if this was something that the council could change.

He was informed that this was a non-discretionary charge, therefore the council had no power to amend this amount.

Councillor Price felt that the charges for film units were low, she suggested that this market could bear higher prices.

Adele Taylor said most of the income would come from the price on application, so this could vary.

Councillor Price was surprised that the charge for hiring the Guildhall in Windsor had not increased, she felt like this was a missed opportunity.

Adele Taylor said that the Guildhall was charging fairly significant rates compared to other venues, uptake on its usage was plateauing.

Councillor Price was concerned that the charge on the collection of special waste had increased, residents could be more likely to fly tip which would cost the council more money in the long term.

Alysse Strachan understood the concerns, there had been a lot of research done on this. The organisation Keep Britain Tidy had confirmed that there was little to no increase in fly tipping as a result of charges being increased. She was aware of some authorities which had

no charge on waste collection but still had high levels of fly tipping, therefore no definitive correlation could be made.

Councillor Price asked if the charge for rooms at the library applied to all organisations. The police had recently given a presentation to residents using this space, she asked if they would have been charged by the council.

Adele Taylor confirmed that all organisations were charged for their use of the library space.

Councillor Bond was disappointed to see the charges for sports pitches were increasing more than inflation when it was good for people to participate in exercise. He noticed that sexual entertainment venue licenses and sex shop licenses were charged at the same amount, particularly when other things like the Windsor Horse Show and the triathlon paid significant amounts to the council. Councillor Bond suggested that he would like to see the cost of these licenses be increased so that they were in line with inflation. One of the budget proposals was to review public conveniences in parks, it did not seem appropriate or convenient to implement this.

Councillor L Jones asked if there was a discount or benefit on special waste collection for those who were disabled or the elderly. Allotments were increasing by 15%, this was a £50 increase a year which was significant. The council were meant to be encouraging people to exercise and maintain wellbeing, increasing the cost of sport pitches and allotments went against this principle.

Alysse Strachan confirmed that there was a 50% discount on waste collection available to those on housing benefits. On sport pitches, the tariff in RBWM was particularly low when compared with neighbouring local authorities, it was important that the council was able to cover the cost of the maintenance of these areas. Allotments were very popular, in some places there was a ten year waiting list in place. These prices were also comparable to other authorities.

Councillor Shelim asked why on the annual fee for premises licenses, the report said 'see website'. He asked if it was therefore a different amount for each premise.

Adele Taylor said that the amount had not been set which was why the website had been referenced in the report, she would confirm this after the meeting.

ACTION – Adele Taylor to confirm the reason why 'see website' had been referenced in the report.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel provided comments on the proposed fees and charges for 2023/24, these would be published as part of the budget report for consideration by Cabinet on 9th February 2023.

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

Document is Restricted

This page is intentionally left blank

Assessment of Equality Impacts

Background Information

Service area:	Placements & Fostering Services
Directorate:	Children's Services
Budget proposal reference number/s:	CHI02S/CHI04S/CHI05S
Completed by: James Norris Date: 14-11-22	Approved by: Lin Ferguson Date: 16-01-23

Brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Containment of the Children in Care estimated future demand

Work will focus on the right children and young people coming into the care of the local authority and at the right time. This will mean a greater focus on 'edge of care' support, working with extended family and friends as alternative carers (when appropriate) and greater challenge in respect of children in care placements. The proposal will impact on children not in care. This will not conflict with any statutory responsibilities or requirements.

Children in Care Placement Review

Implementation of a 'Child by Child' Savings Plan identifying planned moves and/or rate reductions – enhanced scrutiny and challenge of this overseen by the Resource Panel. This should result the right children and young people being in the right placements to meet their needs. The proposal will impact on Children in Care. This will not conflict with any statutory responsibilities or requirements.

Children in Care accommodated within in-house provision

Identify existing and new Children in Care placed with Independent Fostering Agencies that could be provided in-house, or by a return to family members (reunification). The proposal will impact on Children in Care. This will not conflict with any statutory responsibilities or requirements.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The Placements & Fostering saving does impact on this protected characteristic; however, children will be supported as set out in accordance with statutory responsibilities.	X	
Disability	N/A		
Sex	N/A		

Race, Ethnicity and Religion/Belief	The Placements & Fostering saving does impact on this protected characteristic; however, children will be supported as set out in accordance with statutory responsibilities.	X	
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	The Placements & Fostering saving does impact on this protected characteristic; however, children will be supported as set out in accordance with statutory responsibilities.	X	
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	The Placements & Fostering saving does impact on this protected characteristic; however, children will be supported as set out in accordance with statutory responsibilities.	X	

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The Placements & Fostering Service saving will be met through child by child reviewing and assessment of Children in Care packages, identifying any changes in needs. This saving has been partly matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.

Background Information

Service area:	Business Support
Directorate:	Children's Services
Budget proposal reference number/s:	CHI06S/CHI07S/CHI16S
Completed by: James Norris Date: 14-11-22	Approved by: Lin Ferguson Date: 14-11-22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Reduction in workforce development training for employees

Prioritise Workforce Development Training budget to essential, statutory elements only. The proposal will impact on employees operating in non-essential, statutory services. This will not conflict with any statutory responsibilities or requirements.

Home to School Transport provided at statutory levels

Home To School Transport provided at statutory level; current exceptional provision phased out over a 5-year plan. The proposal will impact pupils receiving non statutory provision. This will not conflict with any statutory responsibilities or requirements.

Reduction in the Admissions Service Team

Review of the Admissions Service structure. The proposal will impact on employees within the Admissions Service Team. This will not conflict with any statutory responsibilities or requirements.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The Business Services savings will not materially impact on this protected characteristic. The Home to School Transport saving does impact on this protected characteristic, however, future pupils will still be supported as set out in accordance with statutory responsibilities.		
Disability	The Home to School Transport saving does not impact on this protected characteristic as they are supported through a separate budget.		
Sex	N/A		

Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	The Home to School Transport saving does impact on this protected characteristic, however, future pupils will still be supported as set out in accordance with statutory responsibilities.		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The Business Services savings will be driven through process savings and efficiencies whilst ensuring statutory responsibilities are met, however, inevitably there may be some reduction in service response rates.

Background Information

Service area:	Education Services
Directorate:	Children's Services
Budget proposal reference number/s:	CHI11S/CHI14S
Completed by: Clive Haines Date: 14-11-22	Approved by: Lin Ferguson Date: 13-01-23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Academy Conversion

Academy Conversions (with deficit balances) failure to comply with Secretary of State direction. There is a risk that the Council will be in breach of DfE Financial Regulations. In discussion with the DfE at the current time in light of an historical underpayment by the DfE.

The Academy conversion in question becomes a sponsor academy which is sponsored by an organisation who has received approval from the Department for Education (DfE) to support an underperforming academy or group of academies.

Statutorily the LA maintained school that are being sponsored requires any deficit budget to be paid by the LA.

On a sponsored Academy route the Borough would end up paying off the deficit on the day the school became an academy – this has now happened on 1st Jan 2023 – currently no other schools are at risk of being sponsored so no further impact.

Education Welfare Service

Remove existing traded service element of Education Welfare Service as they are new burdens that haven't been funded. However, that is a high-risk reputational decision for the Council. The new guidance (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1073591/School_attendance_guidance_May-2022.pdf) puts the responsibility on schools for supporting non attendance and removes the Service Level agreement with schools to buy EWO services.

Currently on the new guidance, as an LA we will have to meet with school once per term and support pupils with less than 90% attendance, alongside the school, and 50% attendance with active caseload management, as a statutory duty without funding – this will add burden to the education budget without income of SLA and grants.

The outcomes are that the Education Welfare Service will be funded directly. The new Working together to improve school attendance guidance makes it a statutory duty that the Attendance support meetings (One per full term for every maintained, special and independent school in the borough), case work for severely absent and support /signposting for persistently absent pupils be provided free of charge to schools. High impact on revenue.

The Education Welfare Service will continue to provide all legal interventions and support regarding attendance for all schools across the borough as a statutory duty.

Who will be affected by the proposal?

Children with absences from school and their families. The Education Welfare Service is fully established and is embedded well into the fabric of the education structure across the borough. It is a team of highly experienced professionals who have a holistic understanding of the needs, pressures and context of schools and families. They support children and families at risk and without their intervention the life chances of children diminish, and vulnerabilities increase.

Does this conflict with any statutory responsibilities or requirements?

If not supported, we would not be fulfilling the statutory duties that will be coming into force September 2023 and a risk that of any children not accessing education and could result in safeguarding concerns.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The Education Welfare Service saving does impact on this protected characteristic; however, pupils will still be supported as set out in accordance with statutory responsibilities. As any child at any point could be classed as persistently absent and without robust mechanisms in place to monitor could result in safeguarding concerns as attendance of pupils is a trigger to safeguarding.		X
Disability	As above, as all children can be affected		X
Sex	N/A		
Race, Ethnicity and Religion/Belief	The Education Welfare Service saving does impact on this protected characteristic; however, pupils will still be supported as set out in accordance with statutory responsibilities. As any child at any point could be classed as persistently absent and without robust mechanisms in place to monitor could result in safeguarding concerns as attendance of pupils is a trigger to safeguarding.		X
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	The Education Welfare Service saving does impact on this protected characteristic; however, pupils will still be supported as set out in accordance with statutory responsibilities. As any child at any point could be classed as persistently absent and without robust mechanisms in place to monitor could result in		X

	safeguarding concerns as attendance of pupils is a trigger to safeguarding.		
--	---	--	--

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The Academy Conversion saving will be met through negotiations with the DfE highlighting the improvements made at the school and the expected ongoing positive outcomes for pupils following the intervention programme managed by the local authority. This saving has been matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.

The Education Welfare Service saving will result in services being delivered in accordance with statutory responsibilities. Further opportunities to identify new alternative funding are being explored to enable this saving to be mitigated for 2023/24.

Background Information

Service area:	Social Care & Early Help
Directorate:	Children's Services
Budget proposal reference number/s:	CHI10S/CHI20S/CHI21S
Completed by: Rachel Park-Davies Date: 09-01-23	Approved by: Lin Ferguson Date: 10-01-23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Cease all non-statutory Family Hub services

Review of the Family Hub structure; targeted group work for those not open to a social worker will cease, leaving Health Visiting services as main offer. The proposal will impact on employees within the Family Hub Service Team. This will not conflict with any statutory responsibilities or requirements.

Removal of Family Support Worker posts

Limit offer to vulnerable children to only time-limited interventions which reduce the immediate risk of serious harm. Remove all posts that are not social work qualified and do not offer interventions such as life story work across CYPDS, Duty & Assessment, the Pods and the Children in Care Team; minimise externally funded interventions including respite and seek only to ensure current safety. The proposal will impact Family Support Workers. This will not conflict with any statutory responsibilities or requirements.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The Social Care & Early Help saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities. Reducing the early intervention element of this service will negatively impact children and residents with children. While the Health Visiting service is a universal health offer for children aged 0-5, for families requiring services outside this remit (i.e., parenting support), or families with children aged 5-19, access to this support will not be available.		X
Disability	The Social Care & Early Help saving does impact on this protected characteristic;		X

	however, children will be supported as set out in accordance with statutory responsibilities.		
Sex	Data relating to the gender of parents/carers and the children and young people that use Family Hub services is not routinely collected. However, it can be assumed that the majority of parents and carers attending are female as they generally remain the primary carer.		X
Race, Ethnicity and Religion/Belief	The Social Care & Early Help saving does impact on this protected characteristic; however, children will be supported as set out in accordance with statutory responsibilities.		X
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	The Social Care & Early Help saving does impact on this protected characteristic; however, children will be supported as set out in accordance with statutory responsibilities.		X
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	The Social Care & Early Help saving does impact on this protected characteristic; however, children will be supported as set out in accordance with statutory responsibilities. The Family Hub has been instrumental in providing support to low income families since the cost of living crisis has emerged.		X

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The Social Care & Early Help savings will be driven through process savings and efficiencies whilst ensuring statutory responsibilities are met, however, inevitably there may be some reduction in service response rates. Additionally, consultation with key stakeholder groups will enable prioritisation of activities to ensure the most valued continue within the reduced resource. The Social Care & Early Help saving will result in services being delivered in accordance with statutory responsibilities. Further opportunities to identify new alternative funding are being explored to enable this saving to be mitigated for 2023/24.

Background Information

Service area:	External Legal Services
Directorate:	Children's Services
Budget proposal reference number/s:	CHI12S
Completed by: Lin Ferguson Date: 06-01-23	Approved by: Lin Ferguson Date: 06-01-23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

External Legal Services

Service to gate-keep use of external legal services and restrict use to limited budget on a risk assessed basis. The proposal will impact on the external legal service provider and Social Care & Early Help staff. This will not conflict with any statutory responsibilities or requirements.

Context

Joint Legal Services (JLT), hosted by Reading Council, was established in 1998 and is commissioned, by joint agreement, to provide a legal service for all Children's Services within the six Unitary Berkshire Local Authorities. The joint agreement is currently being revised and will go to the RBWM March 2023 Cabinet for a decision.

Intended Outcomes

The intended outcome is that there is a more effective and efficient use of the budgetary envelope for the use of external legal services and that Joint Legal Services plan their intervention accordingly. This includes the following:

- a new Joint Protocol being in place so that there is clarity, from both sides, about when legal advice and intervention is required, ceasing all non-essential input. This will gate-keep use.
- JLT will seek sign-off from Children's Services in relation to the use of Counsel and only when this is necessary.
- Review of all spend on the use of external 'experts' (including the use of Independent Social Workers) so that these assessments are only commissioned when necessary or appropriate.

Who will be affected by this proposal?

If Children's Services need to use legal intervention to safeguard or support children, young people and families, this statutory duty will continue unchanged. This means that our threshold for legal intervention will not be impacted by any reduction in funding; i.e. it will not change. Therefore there will be no impact on children, young people or families. This saving relates to how we manage our legal budget, going forward, to ensure we get best value from it. Discussions are currently ongoing between Children's Services, JLT and the other Berkshire authorities who commission them too. This will result in a Joint Protocol and more streamlined services. Decisions to instigate legal proceedings rests with the relevant Children's Services Associate Director and this will remain unchanged. The only impact will be on the Joint Legal Team and Children's Services staff who use the service, because appropriate usage will be monitored via the Joint Protocol.

Does this conflict with any statutory responsibilities or requirements?

No. If Children's Services need to use legal intervention to safeguard or support children, young people and families, this statutory duty will continue unchanged.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

No negative impact has been identified. As set out above, the External Legal Services saving will be met through discussions with the current provider to implement practice improvements and deliver efficiencies in order to ensure value for money. This will be coupled with changes to internal processes to access External Legal Services. This saving has been matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.

Background Information

Service area:	National Transfer Scheme
Directorate:	Children's Services
Budget proposal reference number/s:	CHI13S
Completed by: Lin Ferguson Date: 06-01-23	Approved by: Lin Ferguson Date: 06-01-23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Limit acceptance of National Transfer Scheme (NTS) - Context

The National Transfer Scheme (NTS) is now a mandatory national scheme. This scheme disperses unaccompanied asylum seeking children/young people (UASC) across Children's Services Departments throughout the country, but our 'area' benchmark is the South East. The NTS has increased the ratio that Children's Services should take from 0.07% of its Children in Care population to 0.1% of its Children in Care population, which is a significant rise, particularly for a small Council area. In 2021, Unaccompanied Asylum Seeking children and young people represented 2.3% of our Children in Care population while today they represent 27%. In the South East, RBWM Council is one of only a few Councils to have met its mandatory quota obligation. Although we do receive some funding for unaccompanied asylum seeking children and young people who are under 18, this does not meet the cost of accommodating and appropriately supporting these vulnerable children and young people.

The Intended Outcome

With immediate effect, only accept new National Transfer Scheme requests when we are confident that we have the resources necessary to safeguard and support these vulnerable children and young people. We will continue to meet the needs of those presenting directly to us, including those who emerge as unaccompanied children/young people from the local Asylum Seeker Hotels.

Who will be affected by the proposal?

Unaccompanied Asylum Seeking Children/Young People not registered with RBWM because of this local decision. For any Unaccompanied Asylum Seeking Children/Young People currently supported by RBWM, or those who present to us outside of the National Transfer Scheme (eg via the Local Hotels) we will continue to support as business as usual and fully meet our statutory duties.

Does this conflict with any statutory responsibilities or requirements?

No. Our statutory responsibilities for unaccompanied Asylum Seeking Children and Young People who present to us outside of the National Transfer Scheme (ie locally) will continue to be fully met. By not accepting any further children/young people from the NTS, the NTS will remain responsible for dispersing them to another area, where they haven't reached their quota as yet.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal?	Potential positive impact	Potential negative impact
--	---	---------------------------	---------------------------

	(If no influence on impact, state 'N/A')	(Tick where relevant)	(Tick where relevant)
Age	The National Transfer Scheme saving does impact on this protected characteristic, but only for those children and young people who are not accepted by RBWM as per this local decision. However, the NTS will remain responsible for dispersing them to other South East Council areas. Our statutory responsibilities for unaccompanied Asylum Seeking Children and Young People who present to us outside of the National Transfer Scheme (i.e., locally) will continue to be fully met.		X
Disability	N/A		
Sex	The National Transfer Scheme saving does impact on this protected characteristic, but only for those children and young people who are not accepted by RBWM as per this local decision. However, the NTS will remain responsible for dispersing them to other South East Council areas. Our statutory responsibilities for unaccompanied Asylum Seeking Children and Young People who present to us outside of the National Transfer Scheme (i.e., locally) will continue to be fully met.		X
Race, Ethnicity and Religion/Belief	The National Transfer Scheme saving does impact on this protected characteristic, but only for those children and young people who are not accepted by RBWM as per this local decision. However, the NTS will remain responsible for dispersing them to other South East Council areas. Our statutory responsibilities for unaccompanied Asylum Seeking Children and Young People who present to us outside of the National Transfer Scheme (i.e., locally) will continue to be fully met.		X
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		

Socio-economic Considerations e.g. low income, poverty	The National Transfer Scheme saving does impact on this protected characteristic, but only for those children and young people who are not accepted by RBWM as per this local decision. However, the NTS will remain responsible for dispersing them to other South East Council areas. Our statutory responsibilities for unaccompanied Asylum Seeking Children and Young People who present to us outside of the National Transfer Scheme (i.e., locally) will continue to be fully met		X
--	--	--	---

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The National Transfer Scheme will remain responsible for dispersing children/young people to other Council areas. Our statutory responsibilities will be fully met for children and young people who present locally.

The National Transfer Scheme saving will be met through discussions with the Home Office (currently ongoing) in respect of the volume of children/young people who have been accommodated within the Borough and future directed transfers. This saving has been matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.

Background Information

Service area:	Special Educational Needs & Disabilities Services
Directorate:	Children's Services
Budget proposal reference number/s:	CHI17S / CHI18S
Completed by: Clive Haines Date: 16-01-23	Approved by: Lin Ferguson Date: 16-01-23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Reduction in the Special Educational Needs & Disabilities Service Team

Review of the Special Educational Needs & Disabilities Service structure. The proposal will impact on the Special Educational Needs & Disabilities Service Team staff and performance to reach statutory requirement to allocate EHC plans within time and to provide effective support to children/young people with SEN. This will also affect the SEND Department's ability to meet timeframes and will result in further complaints, Tribunals, Judicial Reviews and LGO investigations negatively impacting on the council's performance and reputation.

Review Special Educational Needs and Disabilities policies as part of Delivering Better Value

Savings driven out of local authorities cost base as a result of Delivering Better Value work and transformation grant. The proposal will impact on the Special Educational Needs & Disabilities Services. This will not conflict with any statutory responsibilities or requirements.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The Special Educational Needs & Disabilities saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities. Under this proposal the team will be unable to adequately support children/young people aged 2-25, leading to their disengagement from learning and resultant future impact on their adult life.		

Disability	The Special Educational Needs & Disabilities saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities. Under this proposal the SEN Service would be unable to properly support children and young people with physical, learning or mental health needs who require additional support in school/college. As a result they would fall further behind their peers and potentially experience further discrimination.		
Sex	N/A		
Race, Ethnicity and Religion/Belief	Under this proposal the team will be unable to adequately support those families who find it hard to access school/council services due to language, cultural differences etc.		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	Under this proposal the SEN Service would be unable to properly support vulnerable families whose children have physical, learning or mental health needs and require additional support in school/college.		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The Special Educational Needs and Disabilities Services savings will be driven through process savings and efficiencies whilst ensuring statutory responsibilities are met, however, inevitably there may be some reduction in service response rates and in the support/service offered to families. The Special Educational Needs & Disabilities Services saving will result in services being delivered in accordance with statutory responsibilities. Further opportunities to identify new alternative funding are being explored to enable this saving to be mitigated for 2023/24.

Background Information

Service area:	Governance
Directorate:	Governance, Law Strategy and Public Health
Budget proposal reference number/s:	GLS01S GLS02S GLS05S GLS07S GLS08S
Completed by: Karen Shepherd Date:11/11/22	Approved by: Emma Duncan Date 11/11/22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

These budgets in these areas primarily consist of staff so to achieve the cash limited budget we have focussed on reducing levels of service in areas that present less risk to the Council in not being able to fulfil its statutory duties.

Key outcomes;

- To focus resource on maintaining key governance to an acceptable standard so that a level of assurance can continue to be provided to the Council on the Annual Governance Statement.
- To ensure that statutory obligations in respect of meetings, access to information, information management can be met.

Affected Groups; Staff and members, recipients of Twinning Committee community-based activities (e.g. Youth Games)

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A - Service reviews will not use this protected characteristic as a relevant consideration The reduction in funding to the Twinning Committee may affect future opportunities for young people to attend events such as the Youth Games		X
Disability	N/A - Service reviews will not use this protected characteristic as a relevant consideration		

Sex	N/A - Service reviews will not use this protected characteristic as a relevant consideration		
Race, Ethnicity and Religion/Belief	N/A - Service reviews will not use this protected characteristic as a relevant consideration		
Sexual Orientation and Gender Reassignment	N/A - Service reviews will not use this protected characteristic as a relevant consideration		
Pregnancy and Maternity	N/A - Service reviews will not use this protected characteristic as a relevant consideration		
Marriage and Civil Partnership	N/A - Service reviews will not use this protected characteristic as a relevant consideration		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

--

Background Information

Service area:	Communications
Directorate:	Governance, Law Strategy and Public Health
Budget proposal reference number/s:	GLS10S
Completed by: Emma Duncan Date: 09/11/22	Approved by: Date

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

These budgets in these areas primarily consist of staff so achieve the cash limited budget we have focussed on reducing levels of service in areas that present less risk to the Council in not be able to fulfil its statutory duties. Key outcomes;

- To focus resource on maintaining key governance to an acceptable standard so that a level of assurance can continue to be provided to the Council on the Annual Governance Statement.
- To ensure that statutory obligations in respect of meetings, access to information, information management can be met.

The proposal is to delete a manager post. This has no equality impact.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Strategy, Performance, Policy, Procurement
Directorate:	Governance, Law Strategy and Public Health
Budget proposal reference number/s:	GLS12S GLS13S
Completed by: Emma Duncan Date: 09/11/22	Approved by: Date

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

These budgets in these areas primarily consist of staff so achieve the cash limited budget we have focussed on reducing levels of service in areas that present less risk to the Council in not be able to fulfil its statutory duties. Key outcomes;

- To focus resource on maintaining key governance to an acceptable standard so that a level of assurance can continue to be provided to the Council on the Annual Governance Statement.
- To ensure that statutory obligations in respect of meetings, access to information, information management can be met.

The removal of the post will impact on other team members and the wider organisation in relation to information being used to make decisions. The subscriptions will impact on the whole organisation.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

Background Information

Service area:	Neighbourhood services
Directorate:	Place
Budget proposal reference number/s:	PLA06S
Completed by: Naomi Markham Date: 15/11/22	Approved by: Alysse Strachan Date 15/11/22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Review of the operation of parks including:

- Provision of public conveniences and / or consideration of charging.
- Closure of gates
- Pets corner on Ray Mill island and whether there are alternative provision arrangements.

All of the above options are subject to a service review taking place to look at alternative methods of provision including engagement with parishes, community groups, the business community and interested members of the public to look at ways of providing these services differently.

None of the services are statutory requirements.

If any of the options result in a closure or reduction in facilities this may have an impact on all park users including residents and visitors to the borough but at this point no impact on any group with a protected characteristic has been identified.

As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		

Socio-economic Considerations e.g. low income, poverty	N/A		
--	-----	--	--

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?
N/A

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA07S
Completed by: Neil Walter Date: 10/01/23	Approved by: Alysse Strachan Date: 10/01/23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Review of parking enforcement near schools

- Review of parking enforcement 2 schools in the borough.
- Schools – to be confirmed as part of the review.
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA08S
Completed by: Neil Walter Date: 10/01/23	Approved by: Alysse Strachan Date: 10/01/23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Review of parking subsidies

- Review of parking subsidies including:
 - Staff parking
 - Electric vehicles
 - Christmas period
 - Volunteers
- Potentially staff, electric vehicle owners, volunteers and car park users – to be confirmed as part of the review. Does not impact disabled parking
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA09S
Completed by: Neil Walter Date: 10/01/23	Approved by: Alysse Strachan Date: 10/01/23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Charging opportunities for car parking

- Look at additional opportunities for charging for parking to cover the cost of operating, including:
 - Out of town car parks
 - Management of the Riverside car park Businesses – these potential income streams would not be directly from the public
- Some/ all car park users. Does not impact disabled parking.
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA10S
Completed by: Neil Walter Date: 10/01/23	Approved by: Alysse Strachan Date: 10/01/23

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Removal of pay & display machines

- Removal of the ability to by using cash at pay & display machines across the borough, resulting in a saving of service costs as well as the collection of cash. A pay-by-app method of payment is already in place and on street machines will be updated to take credit/debit cards.
- Some/ all on street parking and car park users.
- No conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The proposal would potentially make it difficult to obtain a pay and display ticket with cash without having to walk further than previously		*
Disability	The proposal would potentially make it difficult to obtain a pay and display ticket with cash without having to walk further than previously		*
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

Retain a number of machines where card payments can still be made. Keep distances between available machines to a minimum where possible but especially in shopping areas. Signage to direct users to the nearest machine to be in place. There is no need for an App to be used as a normal phone can be used to pay for parking.

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA11S
Completed by: Chris Wheeler Date: 14/11/22	Approved by: Alysse Strachan Date: 15/11/22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Income Opportunities across Neighbourhood Services

- Identification of areas where legitimate charges could be made to recover costs including:
 - Pavement licencing
 - Cleansing and valeting services provided in car parks (currently only provided in Hines Meadow and Windsor Leisure Centre)
 - Licence vendors in key locations, parks, on streets
 - Licence for private trainers using parks
 - Boat hire in Maidenhead through concession contract
- Businesses – these potential income streams would not be directly from the public
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA12S
Completed by: Naomi Markham Date: 15/11/22	Approved by: Alysse Strachan Date: 15/11/22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Waste operational changes

- Review of waste services including:
 - Further initiatives on waste reduction and increased recycling
 - Waste transfer station opening times
 - Introduce re-use "shop" at the household waste recycling centre
- Some/ all residents – to be confirmed as part of review
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Place Service
Directorate:	Place Service
Budget proposal reference number/s:	PLA13S
Completed by: Andrew Durrant Date: 11/11/22	Approved by: Date

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Place Service Transformation Programme

A Strategic review of Place Service structures, functions and alignment to the Corporate Plan. This programme steers away from service specific cuts in isolation that would generate savings but aims to achieve a more overarching view of how the directorate should involve for the next 3-5 years.

The review will encompass the whole of Place Service, the staff, teams, and contracted services that exist within this directorate of RBWM. However, the focus of this programme of work is to consider efficiencies through better service alignment, contract re-procurement and maximising existing resource. It does not set out to remove or reduce current staffing levels as these are already recognised as being inadequate as some areas.

In addition to ensuring close alignment and prioritisation of RBWM corporate plan goals, Place service is responsible for some statutory duties and health and safety compliance, therefore the transformation programme will carefully map out and retain adequate management capacity for these duties. More detailed consideration of the equality impacts will be considered as specific parts of the programme are developed and delivered.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		

Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

--

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA14S
Completed by: Chris Wheeler Date: 15/11/22	Approved by: Alysse Strachan Date: 15/11/22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Contract efficiencies Neighbourhood Services

- Explore savings options and income generation within key contracts incl. Highways, Waste Disposal, Parking enforcement, grounds maintenance. Potential for amended specifications.
- Contractors – to be confirmed as part of efficiencies review.
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA15S
Completed by: Chris Wheeler Date: 15/11/22	Approved by: Alysse Strachan Date: 15/11/22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Parish Councils and commercial partnership

- Parish Councils and other commercial organisation be approached to seek support funding as an income to reduce the net cost of community services.
- Parish councils
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	N/A		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Infrastructure, Sustainability and Economic Growth
Directorate:	Place
Budget proposal reference number/s:	PLA16S
Completed by: Chris Joyce Date:11/11/2022	Approved by: Chris Joyce Date: 11/11/2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

The proposals for changes in the economic growth team budget have been developed to minimise impacts on service delivery and protect services which directly impact those with protected characteristics. We are maintaining our economic development resources which focus on jobs, employment and skills where there are specific programmes of work targeted at particular groups.

The proposed changes include a reduction in the events budget for the town centre teams with focus shifting to facilitating and promoting events and seeking sponsorship rather than providing funding. Some of the saving relates to realising further savings from the Museum and Tourist Information Centre co-location such as business rates and utilising external funding from the UK Shared Prosperity fund to support staff time in delivering and monitoring projects.

This is not a statutory service and does not impact any statutory requirement.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The proposals have been developed to ensure resource to support our programmes to support young people into work are retained.		
Disability	The proposals have been developed to ensure resource to support our programmes to support people with disabilities into work are retained.		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		

Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g. low income, poverty	The proposals retain resource to support employment, jobs and skills programmes that particularly support those on lower incomes.		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

N/A

Background Information

Service area:	Adult Social Care
Directorate:	People
Budget proposal reference number/s:	AHH – 01S, 02S, 04S, 08S
Completed by: Optalis Date: 7/11/2022	Approved by: Kevin McDaniel Date 15/11/2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Adult Social Care aims to promote well-being, increase and maintain independence and ensure people with support needs have as much choice and control over their lives and care as possible. We are therefore, proposing to increase reablement services and strengthen our reviewing function to ensure consistent reviewing practice at the six-week review to ensure a clear focus remains on promoting an individual's well-being and increasing independence.

Reablement approaches are already used with each individual based on their needs with the ambition of recovering lost capabilities regardless of protected characteristics. We will review circumstances where an increase in care and support was provided for a short-term period but not reviewed and working with individuals and their carers/families to identify a range of ways to meet their needs.

Practice experience indicates that an individual's need for support is likely to reduce following the initial assessment. The service will follow a well-established process for carrying out the reviews and therefore, there is unlikely to be a negative impact on any protected characteristic.

The aim is to ensure that everyone with support needs receives care and support which is safe, personalised and affordable. In addition, we have identified a number of people who have complex needs and who are currently supported by adult social care and subject to charging. We believe that for some people, these needs should be supported by the NHS via Continuing Health Care arrangements. This is a well-established process based on a joint assessment between health and social care practitioners. The joint assessment is carried out within the national Continuing Health Care guidance and is a statutory responsibility. The joint assessment of eligibility for Continuing Health Care is conducted under the same legal equalities framework as assessments for Social Care. If the person is assessed as not eligible for support via Continuing Health Care, the existing support package is continued.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The reablement work and reviews will be undertaken with individuals and will not focus on, or be primarily differentiated, by a person's age or disability. However,	x	

	<p>this will only be relevant to people who receive support from adult social care. Each person will be part of a review to identify support needs and ways of meeting those needs in a personalised and cost effective way. This is a statutory responsibility and will be paramount in any consideration. A service which safely reduces people's reliance on high levels of care through smarter working will have better outcomes for the person. The joint assessment of eligibility for Continuing Health Care is conducted within equalities legislation. Review of these arrangements will impact on older or disabled people receiving a support package from Adult Social Care. There are only two outcomes from the reviews; either the support package continues to be provided by adult social care or some or all of it is delivered by the NHS. The latter outcome will reduce or remove any direct cost to the individual and there is no adverse impact</p>		
Disability	<p>These reviews will be undertaken with individuals and will not focus on, or be primarily differentiated, by a person's age or disability. However, these reviews will only be relevant to people who receive support from adult social care. Each person will be part of a review to identify support needs and ways of meeting those needs in a safe, personalised, and cost-effective way. This is a statutory responsibility and will be paramount in any consideration. A service which safely reduces people's reliance on high levels of care through smarter working will have better outcomes for the person. The joint assessment of eligibility for Continuing Health Care is conducted within equalities legislation. Review of these arrangements will impact on older or disabled people receiving a support package from Adult Social Care. There are only two outcomes from the reviews; either the support package continues to be provided by adult social care or some or all of it is delivered by the NHS. The latter outcome will reduce or remove any</p>	x	

	direct cost to the individual and there is no adverse impact.		
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	n/a		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

None identified as needs as defined in the Care Act 2014 would continue to be met.

Background Information

Service area:	Adult Social Care
Directorate:	People
Budget proposal reference number/s:	AHH - 03S, 05S
Completed by: Optalis Date: 7/11/2022	Approved by: Kevin McDaniel Date 15/11/2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Implement Shared Lives scheme - Shared Lives is an initiative whereby people with space in their homes invite people to live with them and be supported.

These schemes are regulated by the Care Quality Commission, have a local infrastructure and are subject to a high level of monitoring. The scheme enables people with support needs to live in someone's home with the person supporting them, and the person supporting is paid for the use of the house and the support provided. These arrangements are flexible and work well for many people, but also are more flexible, personalised and cost effective than more traditional placements in care settings for people with support needs. We want to expand our shared lives offer from the current 5 people.

Shared Lives will offer a positive accommodation/support choice to people to broaden the range of support options. Those people who wish to use Shared Lives will have chosen to do so and will be fully engaged in any process of matching them with shared lives carers. Shared Lives places are offered under a CQC regulation framework and local monitoring to ensure that they meet people's needs. Shared lives carers are assessed and vetted prior to acceptance on the scheme and receive regular support from the Shared Lives service.

The current contractual arrangements for Extra Care will be reviewed to meet actual current needs and, as they are based on individual needs, will account for needs arising from any protected characteristics.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	Shared Lives will offer a positive accommodation/support choice to people. Those people who wish to use shared lives will have chosen to do so and will be fully engaged in any process of matching them with shared lives carers. Shared Lives places are offered under a CQC regulation framework and local	x	

	monitoring to ensure that they meet people's needs.		
Disability	Shared Lives will offer a positive accommodation/support choice to people. Those people who wish to use shared lives will have chosen to do so and will be fully engaged in any process of matching them with shared lives carers. Shared Lives places are offered under a CQC regulation framework and local monitoring to ensure that they meet people's needs.	x	
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	n/a		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

None identified.

Background Information

Service area:	Adult Social Care
Directorate:	People
Budget proposal reference number/s:	AHH6S
Completed by: Optalis Date: 7/11/2022	Approved by: Kevin McDaniel Date 15/11/2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

This refers to the full implementation of the Council's policy on implementing the Care Act 2014 in respect of people in residential and nursing accommodation. The policy was approved by Full Council in December 2019 and can be found at the following link [Report template \(moderngov.co.uk\)](https://www.moderngov.co.uk)

The Royal Borough has a statutory duty, under the Care Act 2014, to meet the eligible support needs of adults in the borough. This includes becoming responsible for funding people who have moved into a registered care home in the borough and who subsequently run out of money, and people who have been assessed as no longer eligible for NHS Continuing Health Care.

In the majority of instances, the costs that individuals or the NHS pay for care costs is more than the Royal Borough would usually pay for similar support needs. Whilst the council will always try to negotiate with the current care home to reduce the costs, in the majority of cases, the council exercises its discretion and allows the person to stay in the care home, paying a higher rate than it would for people who have care originally commissioned by the council.

The approach, consistent with practice in other local authorities, is to set a personal budget equal to the cost of the council meeting the person's needs in a care home with a suitable place available. The council would then negotiate with the current provider based on the amount of the personal budget with a view to only funding the person in a care home at that level, or lower.

In addition, there are people who approach the local authority to fund the cost of their new eligible care needs in a nursing or residential care because they do not have the funding to pay for it. In these cases, the local authority will set a personal budget at the amount that a placement is available that can meet the person's needs. If the person, or their family, chooses a more costly placement then the person will have to find a third party to top up their personal budget to the increased amount.

In all cases, the "wellbeing" principle of the Care Act will apply, e.g. if there is sufficient medical evidence to suggest that moving a person would be significantly detrimental to their wellbeing, then the council will allow the person to stay in their current care home and pay a higher rate.

The approach is in line with the Care Act 2014 and will ensure that all people are treated equitably and there is sufficient funding available to meet assessed social care needs for all eligible residents.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal?	Potential positive impact	Potential negative impact

	How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	(Tick where relevant)	(Tick where relevant)
Age	The approach is in line with the Care Act 2014 and will ensure that all people are treated equitably and there is sufficient funding available to meet assessed social care needs for all eligible residents. In all cases, the person's assessed needs will be met and the well-being principle will apply.		
Disability	The approach is in line with the Care Act 2014 and will ensure that all people are treated equitably and there is sufficient funding available to meet assessed social care needs for all eligible residents. In all cases, the person's assessed needs will be met and the well-being principle will apply.		
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	n/a		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

n/a

Background Information

Service area:	Voluntary Sector
Directorate:	People
Budget proposal reference number/s:	AHH12S
Completed by: Jesal Dhokia Date: 21/11/22	Approved by: Kevin McDaniel Date 21/11/22

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
 - Who will be affected by the proposal?
 - Does this conflict with any statutory responsibilities or requirements?
- To allow the contract with Our Community Enterprise (OCE) to come to its natural end on the 31 March 2023
 - The contract is partially funded and although it will affect some of the voluntary sector organisations that have worked with OCE
 - No it does not conflict with any statutory responsibilities or requirements

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	There are a number of organisations that work with the community across all ages. Many of these group deliver their own fundraising and submit their own grant applications to external funders without any support from bid writing organisations. The new way of working with our communities through asset based community development (ABCD) solutions will continue to drive and build resilience. The ABCD approach will reach out to the more disadvantaged communities, the innovation fund will continue to support individuals to wish to deliver community based solutions and would not require a fundraising organisation for this. Support to VCS groups will continue through the Community Team within Place and other various development officers within RBWM		x

Disability	The disability forum is a membership forum and does not apply for external funds. RBWM will continue to work with Maidenhead Football Club and Maidenhead Magpies to support groups with disabilities. A new Sports Development Officer is in post who will look to support organisations and support funding applications alongside the community team such as Recharge and Rockets Wheelchair Basketball		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	Organisations that have supported residents from various faith organisations have not used OCE services to apply for their grants.		x
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	n/a		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

OCE were part funded, the other area of funding relied on their success rate and charged a consultancy fee to the group. The organisation would continue this model with voluntary sector organisations and charge a consultancy fee based on the success of external grant funding. There is also a new sports development officer in place who will support organisations on bid writing where is related to health and wellbeing including sports projects. The officer will work closely with the community service team to develop asset-based community development initiatives in order to build on community resilience and community engagement across RBWM. Although there is a negative impact on some of the groups who used OCE, the community team have the skills to support organisations to apply to funding pots and external grant.

Background Information

Service area:	Adult Social Care
Directorate:	People
Budget proposal reference number/s:	AHH13S
Completed by: Optalis Date: 7/10/2022	Approved by: Kevin McDaniel Date 15/11/2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

This EQIA is in response to a saving proposal to restructure the safeguarding and quality assurance service. The intended outcome of these savings proposals is to ensure that a balanced budget can be set for Adult Social Care while retaining appropriate overview of adult and children's safeguarding.

It is proposed to reduce the Safeguarding team by 1.0 FTE and cease the role of RBWM principal social worker. The multi-agency partnership has a strong base, supported by external scrutiny, to retain effective oversight. The planned introduction of CQC inspections has changed the requirement for RBWM to have a clear assessment of service quality, separate from the practice improvement resourced and operated by Optalis

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	The safeguarding arrangements need to ensure that sufficient time is given to age related safeguarding concerns.		x
Disability	The safeguarding arrangements need to ensure that sufficient time is given to disability related safeguarding concerns.		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	n/a		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

A clear set of priorities will be developed to ensure that the risks identified here are managed.

Background Information

Service area:	Housing
Directorate:	Adults and Housing
Budget proposal reference number/s:	AHH15S
Completed by: Kevin McDaniel Date: 15/11/2022	Approved by: Date:

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

The Borough holds a number of contracts with local housing providers for specific properties which includes costs relating to periods where the accommodation is empty. This saving seeks to negotiate a relaxation on the conditions of use for these properties so that they can be used as Temporary Accommodation when not required for other service users on a planned basis.

This will provide additional capacity for the housing service, reducing the volume of accommodation needed in the private rental sector which offers the level of saving set out in the budget.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	n/a.		
Disability	Those with a disability will continue to have access to the accommodation on a priority, planned basis. The regular use of the property, rather than extended periods of being empty will mean the property is more regularly maintained, offering an potentially quicker access to a more up to date property for some residents	X	
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		

Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	n/a		

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

n/a

Background information

Service Area:	Housing, Environmental Health & Trading Standards
Directorate:	People
Budget proposal reference number	AHH16S and AHH17S
Completed by: Tracy Hendren Date 22/11/2022	Approved by Kevin McDaniel Date 22/11/2022

What is the purpose of this budget proposal?

- What are its intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

The intended outcome of these savings is to ensure a balanced budget can be for the local authority by reducing the staffing costs by 10% within Housing, Environmental Health and Trading Standards

The staff savings proposed are from within existing teams with the intention of remaining professional colleagues cross-skilling for the same functions which are delivered to any resident as needed. All services are statutory or regulated services and therefore, peaks in demand will be impacted with responses times being stretched and potential challenges with capacity.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	Increased waiting times for households requesting a statutory service where there is an increase in demand.		x
Disability	Increased waiting times for households requesting a statutory service where there is an increase in demand.		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		

Socio-economic Considerations e.g. low income, poverty	n/a		
--	-----	--	--

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

Detailed consultation with the affected staff to find the combination of changes which minimises the impact of the proposals.

Background Information

Service area:	ASC
Directorate:	Adults and Housing
Budget proposal reference number/s:	AHH19S
Completed by: Helen Sargeant Dar Date: 08/11/2022	Approved by: Kevin McDaniel Date 15 November 2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

To reduce the number of nursing/residential placements by approx. 50 in order to remain within budget – reduction of Spot Placements from 125 to 75

The action required would be to only support new placements based on the highest level of risk over a significant period to balance the current budget. This would mean people remaining in hospital or in the community until a bed is available. Nursing placements in particular would be affected as this is the biggest budget pressure.

Individuals, families, the hospital trust would all be affected. Discharges from hospital would be delayed further, increasing the chance of challenge from the Trust. Individuals and families would be affected having to care for their relative until a placement became available.

We have a statutory duty to assess and meet the needs of individuals who are eligible under the Care Act 2014. If we were unable to meet the needs of individuals who have been assessed, we would be in breach of this duty.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	Mostly affecting older people in need of Nursing or Residential Care. Delays in transfer of care from hospital could create Safeguarding issues – the level of deterioration for older people remaining in hospital increases disproportionately on a daily basis and significantly affects mobility, cognition, general health and exposure to hospital borne illness including sepsis and Covid. People needing res/nursing care in a community setting would not have their assessed needs met in a timely way and the stress on carers (formal and family) would be extreme and expensive (eg		X

	increase in domiciliary support needed). Some people would end up in hospital because of carer breakdown.		
Disability	As above		X
Sex			
Race, Ethnicity and Religion/Belief			
Sexual Orientation and Gender Reassignment			
Pregnancy and Maternity			
Marriage and Civil Partnership			
Socio-economic Considerations e.g. low income, poverty			

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The proactive focus on returning home with the right support could enable many more people to remain in their own homes rather than taking the step to residential accommodation.

Background Information

Service area:	Adult Social Care
Directorate:	People
Budget proposal reference number/s:	AHH30S
Completed by: Optalis Date: 7/10/2022	Approved by: Kevin McDaniel Date 28/11/2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

This EQIA considers the impact of the proposed reduction in Agency workers Optalis, and a reduction in recruitment except for safeguarding roles. The intended outcome of these savings proposals is to ensure that a balanced budget can be set for Adult Social Care. It is expected that these savings will result in a smaller work-force capacity which means that tasks will have to be prioritised, with a focus on safeguarding. This is likely to mean longer waits for some residents and some non-statutory tasks paused for operational reasons.

Optalis competes with other local authorities in a limited pool of staff and, as it offers less favourable terms and conditions, often has to rely on temporary staff through agencies to cover vacancies. Not being able to use agency staff will have an impact on waiting times for residents and morale on existing staff with increased workloads.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	Increased waiting times for people for assessment and care to be put in place with risks of not complying with the Care Act 2014.		x
Disability	Increased waiting times for people for assessment and care to be put in place with risks of not complying with the Care Act 2014.		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		

Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	Optalis already has less favourable terms and conditions compared to ASC staff in other boroughs. Some staff are already reporting that they are struggling to meet the costs of rising inflation.		x

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

Detailed consultation with the affected staff to find the combination of changes which minimises the impact of the proposals.

Background Information

Service area:	ASC
Directorate:	ADULTS AND HOUSING
Budget proposal reference number/s:	AHH – 10S, 23S
Completed by: Helen Sargeant Dar Date:08/11/2022	Approved by: Kevin McDaniel Date 15/11/2022

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Reduce or remove services/increase charge:

1. To removed support for the Care Home Quality improvement service
2. Reduce volume of work with carers including review of respite contract

Most of the above is preventative work supporting people to be independent longer and/or to be supported to gain skills and employment.

Individuals, carers and families will be affected by the proposals, including vital preventative support. Carers save public money by caring for family members themselves and if respite is withdrawn the service may pick up people who would otherwise have been cared for without statutory intervention. Carer stress likely to be exacerbated.

The above are not strictly statutory services. The Care Act, however, places emphasis on preventing, reducing or delaying needs (for statutory/long-term support). We have a duty under the Care Act to support Carers and meet their eligible needs.

The Care Home Quality Support service has been focussed on helping Care Homes to recognise the diversity and individual needs of residents as part of their core business. The reduction in this service may result in less inclusive practice in some lower quality provisions.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	People will lose much needed support to sustain themselves or their cared-for. It will impact the ability to be independent for as long as possible without the need for statutory provision. Potentially people will need care and support earlier.		X

	There maybe increasing pressure for families to place relatives into long term residential care.		
Disability	As above. An already disadvantaged group including life-expectancy, increased ill-health factors would be further disadvantaged by having employment/skills opportunities removed.		X
Sex			
Race, Ethnicity and Religion/Belief			
Sexual Orientation and Gender Reassignment			
Pregnancy and Maternity			
Marriage and Civil Partnership			
Socio-economic Considerations e.g. low income, poverty			

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

People may choose a change in the overall package of care to ensure safety.
Carers may continue to care with less support, and other groups may offer different types of help.

Background Information

Service area:	Adult Social Care
Directorate:	People
Budget proposal reference number/s:	AHH21S
Completed by: Optalis Date: 10 th November 2022	Approved by: Kevin McDaniel Date

Provide a brief explanation of the budget proposal/s:

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

End the Information and Advice Service provided under contract with Age Concern Slough and Berkshire East. This is a targeted service and one that supports the council to unblock debts by supporting people to organise their finances. This would have an impact on the council's ability to recover adult social care debt.

Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal? How might these characteristics affect the impact of the proposal? (If no influence on impact, state 'N/A')	Potential positive impact (Tick where relevant)	Potential negative impact (Tick where relevant)
Age	Ceasing the contract to support older people with their finances would have a negative impact and would also reduce the council's ability to recover debts.		x
Disability	n/a		
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	Ceasing the contract to support older people with their finances would have a negative impact and would also reduce the council's ability to recover debts.		x

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

None identified beyond existing support such as that provided by the CAB.