

Report Title:	<b>Budget 2020/21</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Adults, Children and Health Overview and Scrutiny Panel – 29 January 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim S151 Officer
Wards affected:	All

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## REPORT SUMMARY

1. As part of the budget process the views of Overview and Scrutiny Panels are sought on the savings, fees & charges and capital proposals that are relevant to their panels.
2. This report provides the context against which Members are asked to consider these proposals.
3. Like many councils the Royal Borough faces a challenging financial position. Pressures around Children, Adults and vulnerable people will add considerably to Council costs in 2020/21, together with the cost of a substantial pension deficit.
4. In addition the Council faces further challenges that are more specific to the Royal Borough including the cost of financing substantial investment in regenerating Maidenhead.
5. The relatively low level of reserves held by the Royal Borough means that it has less options to adjust to new financial challenges in the short term than some other councils.
6. The Council continues to work within similar funding constraints, with little changes to external funding in 2020/21 and council tax limits remaining at 2% albeit with an additional 2% adult social care precept.

## 1. DETAILS OF RECOMMENDATION(S)

### RECOMMENDATION:

**The Adults, Children and Health Overview & Scrutiny Panel is asked to comment on:**

- (i) **proposed savings set out within appendix A**
- (ii) **proposed fees & charges set out within appendix B**
- (iii) **proposed capital schemes as set out in appendix C**

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

2.1 This report sets out the context for Overview and Scrutiny Panels to consider:

- (i) Savings proposals
- (ii) Changes to Fees & Charges
- (iii) Proposed capital schemes

## 3. KEY IMPLICATIONS

**Table 2: Key Implications**

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

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

### 4.1 Introduction

4.1.1 This budget is set during a period of considerable uncertainty in the medium term, particularly around future funding for councils with the prospect of a government spending review in 2020. This is also likely to include changes to the allocation and retention of business rates. This could impact significantly on the overall funding for the council in 2021/22 and beyond.

4.1.2 Pressures around spending on Children and Adult Social Care have a major impact on council spending plans and the scale of this impact in 2020/21 and beyond continues to be uncertain.

### 4.2 Current Position

4.2.1 The Royal Borough of Windsor and Maidenhead has focussed on managing costs and delivering value for money. This means that it is a low spending council in comparison to its nearest statistical neighbours. The table below, based on 2019/20 estimates, compares its expenditure on individual services per head of population.

## Cost per head of population based in 2019/20 Estimates

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Nearest Statistical  
Neighbours \*

Education Services	480.44	559.83
Highways and Transport Services	2.55	39.96
Children's Social Care	116.38	149.57
Adults Social Care	260.62	315.97
Public Health	30.85	44.27
Housing Services	31.82	20.76
Cultural and Related Services	25.92	26.49
Environmental and Regulatory Services	100.10	86.33
Planning and Development	16.08	9.72
Central Services	35.26	38.86
Total Other Services	0.00	1.82

### Financial Context

- 4.2.1. Like many councils, the Royal Borough faces considerable financial challenges, particularly increasing numbers and costs of supporting adults, vulnerable people and children in care. However, the Council's level of reserves are low which means that it has less time and potentially fewer options than others to bring its budget into balance.
- 4.2.2. The Berkshire Pension Fund has one of the highest proportional deficits of all Council pension funds, the Royal Borough's pension funding level is estimated to be just 73%. This means that all Berkshire authorities including the Royal Borough must make significant employer's deficit recovery contributions each year to improve the funding level and reach a fully funded level by 2040. This is estimated at £4.2m in 2020/21 in addition to standard employer's pension contributions.
- 4.2.3. The Royal Borough has made a substantial commitment to the regeneration of Maidenhead and to the development of the local economy. To fund this important investment, borrowing has substantially increased.
- 4.2.4. In the current year council spending has come under considerable pressure. In part, this has been due to service pressures in adult and children's social care. The council has also found it harder to deliver savings than it had expected, which has also meant that some savings targets have not been achieved.

### Policy Context

- 4.2.5. The Council will still be spending over hundred million pounds in 2020/21 delivering services to the residents of Windsor and Maidenhead and investing in the future of the borough through major capital schemes.
- 4.2.6. It is important that the Council considers how best it can continue to meet its policy objectives within the tighter financial constraints that it faces.

4.2.7. This will undoubtedly require a level of prioritisation and these budget plans focus on the following key policy objectives: -

- (i) protecting the most vulnerable and ensuring that the Council can continue to meet its significant and growing commitment on Children's and Adults Social Care.
- (ii) creating opportunities across the borough and continuing to invest in its regeneration and development.
- (iii) enabling the Council to meet its existing capital commitments as well as starting to invest in new technology to help it become more efficient in the future.
- (iv) ensuring that the council adopts a more sustainable and carbon neutral approach to the environment.

4.2.8. These policy objectives are not achievable without sustainable council finances and the proposals within this report have been developed to help make the finances of the Council more sustainable in the short term as well as starting to plan for the medium to longer term.

4.2.9. As part of this the Council has had to consider the affordability of the services it provides by ensuring that the users of services meet a greater share of the cost of the service they receive as happens in many other councils

### 4.3 **Budget Pressures**

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

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

#### 4.4 Proposed Savings

4.4.1 In total the council proposes to deliver £5.976m of savings. The main areas of proposed savings over £100,000 are set out below.

Proposed Savings	£'000
Reduced costs of placements for children in the care of the local authority.	700
Remove Advantage Card discounts for parking.	650
Deliver adult social care transformation programme	495
Transform Youth and early years services to be targeted at the most vulnerable	450
Additional Management Fee from Countryside	330
Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	250
Charging for Resident's Parking Permits, £50 each for first permit, £70 for second permit	250
Post Deletions	231
Refocus Community Wardens on problem solving, achieving staff savings	180
Customer Services & Libraries	170
Deliver the supported employment service differently	166
Implement technology enabled care across adult services	120
Delete a vacant post in the Achieving for Children Management team	110
Review grant payments in line with developing voluntary sector funding strategy	100
Reduce the number of subsidised bus routes	100
Recruitment Drive for permanent Children's Social Workers	100
Vacancy Factor/Recruitment Freeze	100
Concessionary Fares	100
<b>Sub-total</b>	<b>4,602</b>
Other Savings under £100,000	824
<b>Total Proposed Savings within the 2020/21 Budget</b>	<b>5,426</b>
Other Potential Savings (paragraph 4.4.5)	400
<b>Total Identified Savings</b>	<b>5,826</b>

4.4.2 Further detail of all savings is provided at Appendix A

4.4.3 An assessment of all savings has been carried out to assess their deliverability during 2020/21 and accordingly a sum of £1.300m has been set aside as a provision against non-delivery or delay in implementation of these savings.

4.4.4 In addition to the above savings, further potential savings of £400,000 have been identified within the collection fund. This includes a review of the council tax reduction scheme, subject to consultation, (£330,000) and a reduction in empty properties relief (£70,000). Although both of these savings will take effect from April 2020 if agreed this will be after the setting of the Council Tax base in January 2020.

4.4.5 These additional savings cannot be taken into account when setting the budget for 2020/21 but the surplus on the collection fund of £400,000 generated by the savings will increase reserves in 2021/22.

#### 4.5 **Income**

4.5.6 The proposed fees and charges for 2020/21 are set at Appendix B.

4.5.7 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 council are lower than neighbouring councils. Charges have therefore been reviewed to bring them into line with other councils.
- b) **Charges should reflect cost increases incurred by the council**, accordingly the majority of charges have been increased by approximately 3% in line with estimated inflation.
- c) **Charges should recognise demand for the service** – in some cases where income is falling, increasing charges can have a negative impact on overall income.

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

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

4.5.9 This above analysis excludes recovered social care fees.

## 5. **RISK MANAGEMENT**

- 5.1. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver.
- 5.2. This risk has been mitigated by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 5.3. A key risk for the council is that its finances are not sustainable in the long term and it does not have enough reserves to enable it to effectively manage the financial risk that it faces in the medium term.

## 6. POTENTIAL IMPACTS

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

## 7. CONSULTATION

- 7.1. Consultations will take place with the local chambers of commerce in February 2020.

## 8. TIMETABLE FOR IMPLEMENTATION

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

**Table 3: Implementation timetable**

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

## 9. APPENDICES

- 9.1. The table below details the Annexes to this report

Appendix	
A	Savings
B	Fees and Charges
C	Capital

## 10. BACKGROUND DOCUMENTS

- 10.1. None

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	17/01/20	17/01/20
Cllr Johnson	Leader of the Council	17/01/20	
Duncan Sharkey	Managing Director	16/01/20	17/01/20
Russell O'Keefe	Director of Place	16/01/20	
Terry Neaves	Interim Section 151 Officer	16/01/20	20/01/20
Elaine Browne	Head of Law	16/01/20	
Nikki Craig	Head of HR, Corporate Projects & ICT	16/01/20	17/01/20

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Louisa Dean	Communications	16/01/20	
Kevin McDaniel	Director of Children's Services	16/01/20	16/01/20
Hilary Hall	Director of Adults, Commissioning & Health	16/01/20	17/01/20
Karen Shepherd	Head of Governance	16/01/20	16/01/20
	Other		

## **REPORT HISTORY**

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

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	CLlr Carroll	Review of posts in Optalis	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	512	31	31	31	31
Adults Childrens and Health	CLlr Carroll	Review of posts in commissioning function	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	300	20	20	20	20
Adults Childrens and Health	CLlr Carroll	Transform youth and early years services to be targeted at the most vulnerable	The delivery of services will be through two Family Hubs, focusing on statutory services and targeted support for vulnerable groups. Subject to the priorities established through consultation, it is expected that there will be no universal services provided on a "drop in" basis.	1,482	450	600	600	600
Adults Childrens and Health	CLlr Carroll	Optimise the provision of carers services	This is an opportunity to improve the effectiveness of services for carers by joining up provision, providing quality advice and guidance to carers in one place.	826	75	75	75	75
Adults Childrens and Health	CLlr Carroll	Optimise the delivery of the supported employment service by integration with council-owned services	More effective, efficient and responsive delivery of the supported employment service through joining up with existing Optalis teams. This will include recruiting a full time headcount within Optalis to provide a full service to residents providing greater opportunities to integrate the service in collaboration with local employers. Communication with local employers is already in place, for example, promotion of workplace health by the Lead Member and Director of Public Health.	241	166	166	166	166

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Deliver befriending service in a new and different way	We will seek to continue to deliver the service through the voluntary sector.	35	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Deliver adult social care transformation programme	This is a key opportunity to deliver improved services for residents of the borough by embedding prevention and promoting community enablement to maximise independence. The programme has been presented to the Health and Wellbeing Board which includes NHS partners and Healthwatch and was unanimously approved and endorsed.	51,192	495	1,700	1,700	1,700
Adults Childrens and Health	Cllr Carroll	Optimise the delivery of the Recovery College	A needs based review has been undertaken which has endorsed the Royal Borough's commitment to deliver the core principles of the Recovery College in partnership with the NHS. Investment and spend on mental health services in the NHS is increasing year on year in line with the NHS settlement and the Long Term Plan. The Royal Borough plays an active role in the Integrated Care System, working with NHS partners.	115	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Implement technology enabled care across adult services	Improved provision for residents, maximising the use of recent developments in technology to maximise independence to ensure that people remain in their own homes for as long as possible.	6,600	120	300	300	300
Adults Childrens and Health	Cllr Carroll	Optimise costs of placements for children in the care of the local authority	RBWM has increased capacity and capability within AfC to monitor and track the financial packages of care alongside the social work team through a fortnightly "resource panel". Case level tracking of progress will be shared openly between AfC and RBWM through the commissioning meeting arrangements.	7,945	700	700	700	700

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	CLlr Carroll	Optimise the delivery of health checks	A review of health checks has been undertaken with the outcome of targeting the service to those in most need, and leveraging the impact of NHS campaigns.	60	10	10	10	10
Adults Childrens and Health	CLlr Carroll	Allocation of Public Health reserve to meet current needs	This maintains Public Health services and optimises use of resources. Public Health England does not encourage Local Authorities to maintain reserves.	88	46	0	0	0
Adults Childrens and Health	CLlr Carroll	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Analysis and best practice in other authorities has shown that moving to online financial assessment improves the process for the benefit of residents, making it more efficient and is in line with the council's digital aspirations.	197	0	70	70	70
Adults Childrens and Health	CLlr Carroll	Remove additional local authority support for school improvement in Academy schools	Academy schools are directly funded by the DFE for school improvement. At the end of December 2019, 94% of all schools are Good or Outstanding with two Academy schools judged Requires Improvement. No schools are currently judged Inadequate.	75	20	20	20	20
Adults Childrens and Health	CLlr Carroll	Recruitment drive to improve Social Worker workforce stability and outcomes	A service-wide Social Worker recruitment drive to run through the final quarter of 2019/20 which seeks to secure at least 5 permanent social workers to deliver savings, reduce reliance upon interim social workers and improve outcomes	420	100	100	100	100
Adults Childrens and Health	CLlr Carroll	Legal savings in Achieving for Children	The legal services contract across Achieving for Children is due to end 31-03-20 and has been recommissioned. The use of a single supplier provides cashable efficiencies and improves delivery of the service.	635	25	25	25	25
Adults Childrens and Health	CLlr Carroll	Operational efficiency within the Achieving for Children finance team	Reduced back office resource as a result of managers becoming more effective in their use of the finance system and self-reporting tools. RBWM finance officers will take over monitoring of capital projects.	25	25	25	25	25

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Clr Carroll	Delete a vacant post in the Achieving for Children Management team	Efficiency in Achieving for Children Operational Management Team with continued shared leadership of the Inclusion priority for the Directorate.	110	110	110	110	110
Communities	Clr Cannon	Refocus Community Wardens on problem solving, acheiving staff savings	Review and adjust the overall tasking of the Community Wardens to reflect the current priorities of the Council, to reduce the total number of Wardens who will cover all the aspects of the Wardens responsibilities	639	180	200	200	200
Communities	Clr Rayner	Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	Staffing provision was increased in order to provide the customer facing RBWM services from York House. Moving back into the Library will provide economies of scale, allowing for a reduction in staffing. Encourage more 24/7 digital interation with the council through its website, providing residents, businesses and visitors with easy access at a time that suits them. This will enable the council to deliver services more efficiently and reduce officer time and cost. Propose reducing library opening hours by 123 per week following detailed analysis of current usage. This includes Sunday opening, alternative delivery in Woodlands Park and Eton (Mobile/Container) and other reductions, subject to public consultation. Reduce Contact Centre operating hours to Monday, Tuesday, Thursday and Friday 9-5 and Wednesday 10-5. This means weekends and evenings (5-7pm) will cease. While it is hoped that staff reductions may be achieved through negotiation with staff these proposals will require a change to contracted hours resulting in staff being put at risk and a redundancy consultation undertaken. Vacancies and reduced casual hours will mitigate some of the impact on staff wherever possible.	2,004	220	265	265	265

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Communities	CLlr Cannon	Removal of PCSO funding	New national funding has been awarded to Police Services to increase staffing resources. Discussion with local Police Area Commander commenced November 2019 to remove this LA funding for Policing roles.	74	74	74	74	74
Communities	CLlr Rayner	WAM Get Involved support	This will cease the current SLA with local voluntary coordinators to reduce their role, there will still be scope for those interested in volunteering to be signposted to volunteering opportunities through a single central route via the Borough's revised website Know Your neighbourhood facility, going live later in 2020.	45	33	45	45	45
Communities	CLlr Rayner	STRIVE	Support for new support initiatives, to be provided by local Housing Association and to return focus for support to Department of Work and Pension, and Job Centre Plus, who have the statutory role to support in this area.	8	8	8	8	8
Corporate	CLlr Rayner	Deliver system efficiencies through the new customer relationship management system	Better connectivity of internal systems and ability to configure customer relationship management system in line with business processes.	113	25	50	50	50
Corporate	CLlr Rayner	Review grant payments in line with developing voluntary sector funding strategy	Community Grant funding levels will revert to recent levels prior to the increase introduced through additional revenue funding in addition to capital funding which will be maintained at current levels.	100	100	100	100	100
Corporate	CLlr Rayner	Citizens Advice Bureau grant	CAB provide a cost effective support and engagement with residents who would otherwise be unlikely to engage with the Council at an early stage. Informal notice was given in November 2019 about the intended change in October 2020. This acknowledges additional national Government funding provided direct to CAB's.	124	16	31	31	31
Corporate	CLlr Rayner	Reduce the current grant provision for The Old Court, Windsor from September 2020.	Reduce the grant provided to The Old Court by £17,000 per annum from September 2020. The in-year reduction for 2020/21 would be £8,500	80	9	17	17	17
Corporate	CLlr Rayner	Reduce the current grant provision for Norden Farm from September 2020	Reduce the grant provided to Norden Farm by £33,000 per annum from September 2020. The in-year reduction for 2020/21 would be £16,500	158	17	33	33	33

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	Cllr Rayner	Cease the provision of the GROW service with residents being signposted to alternative forms of assistance.	Residents will be signposted by customer services or the call centre to alternative forms of assistance.	63	64	64	64	64
Corporate	Cllr Johnson	Cease support for the One Stop Shop in Datchet	Viability of the OSS may be affected if they are unable to find alternative funding. The organisation has submitted an application to the Grant Panel for consideration.	1	1	1	1	1
Corporate	Cllr Rayner	Rationalise the council's current mobile phone usage to reduce operating costs	Optimising the deployment and usage of mobile phones to reduce operating costs	106	10	10	10	10
Corporate	Cllr Johnson	Remove budget for individual members to attend conferences/training	Could lead to pressure on service areas to fund member attendance at service area specific conferences/training.	3	3	3	3	3
Corporate	Cllr Rayner	Removal of all refreshments from council meetings, member briefings and member training sessions	Saving can only be achieved if all refreshments are ceased for all council meetings/briefings/training sessions.	10	10	10	10	10
Corporate	Cllr Johnson	No longer print and distribute Council Tax leaflet with bills	Provide access to the Council Tax leaflet on the council's website, providing efficiency savings and reduced carbon footprint	89	5	5	5	5
Corporate	Cllr McWilliams	Optimise use of digital distributing Around the Royal Borough	Through increasing our digital distribution of Around the Royal Borough and orientating away from print, we will contribute to decarbonising the council and ensuring we are more accessible to residents.	59	23	23	23	23
Corporate	Cllr Johnson	Empty Properties Relief - reduction	Increase the council tax premium on empty homes to encourage them back into use.	Collection Fund	70	70	70	70
Corporate	Cllr Johnson	Review of Council Tax Reduction Scheme Discount levels	Reduce the maximum discount for working age claimants, subject to consultation, from 91.5% to 80% in line with other councils.	Collection Fund	330	330	330	330
Corporate	Cllr Johnson	Vacancy Factor/Recruitment Freeze	Hold vacancies to reduce the prospect of making compulsory redundancy for permanent staff in at risk posts.	5,383	100	100	100	100

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	Cllr Rayner	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers. 2 hour vouchers - £1 per voucher. 4 hour vouchers - £2 per voucher 24 hour voucher - £4 per voucher. Discounts apply to electric vehicles and residents of pensionable age and in receipt of Council Tax reduction.	-	250	250	250	250
Corporate	Cllr Johnson	Additional Management Fee to Countryside	This would result in additional income through a management fee from Countryside for the St Clouds Way development in addition to the capital receipt. It is subject to approval of the site proposal and signing of the development agreement.	3,995	300	200	200	200
Corporate	Cllr Johnson	Post Deletions	Efficiencies across the organisation made up from deleting vacant posts.	5,383	231	231	231	231
Infrastructure	Cllr Stimson	Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	A potential reduction in subscriptions may occur and there is an increased risk of contamination of waste streams. Clear messaging and alternatives will be required to minimise the external impact	577	250	250	250	250
Infrastructure	Cllr Stimson	Remove free Saturday garden waste collection	The alternative to the free Saturday green waste collection service is to subscribe to the green waste scheme and receive a fortnightly service.	2,726	25	25	25	25
Infrastructure	Cllr Cannon	Remove Advantage Card discounts for parking.	A comprehensive review of the tariffs and a post-installation review of parking machines has identified a complicated tariff structure across the parking estate. Removing discounted tariffs will offer equality of provision across the borough whilst retaining the technology to offer targeted / seasonal discounts.	7,813	650	650	650	650
Infrastructure	Cllr Cannon	Advertising on car park tickets/car parks	Research with other authorities have shown that income potential through advertising on the parking estate is possible. Initial proposals have been developed and are being pursued.	-	30	30	30	30

OPPORTUNITIES AND SAVINGS 20/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Infrastructure	Cllr Cannon	Parking season ticket income	Inflationary increase on season tickets. There is a risk that some businesses and/or individuals may choose not to renew as a result of the increased charge.	1,248	50	50	50	50
Infrastructure	Cllr Clark	Review and optimise the number of subsidised bus routes	The council currently subsidises a network of bus routes, to supplement the commercial network (for example: weekend, evening and areas of low patronage) at a cost of approximately £850k per annum. A comprehensive review will be undertaken to evaluate usage patterns; reasons for travel and identify alternative options to deliver a more efficient network. Alternative models which are 'greener'; support the climate change agenda and minimise the impact on users will be sought.	800	100	200	200	200
Infrastructure	Cllr Clark	Traffic signal costs - capital spend	Service standards will remain unchanged.	65	65	65	65	65
Infrastructure	Cllr Clark	Efficiency saving from traffic counter machines	New contract with neighbouring councils will generate efficiency savings in the cost of traffic counter machines.	41	15	15	15	15
Infrastructure	Cllr Clark	Concessionary Fares	The concessionary fares scheme will be altered to align with the statutory requirements. Free travel will be available from 09.30 rather than unlimited as at present. This aligns with other areas, reduces congestion and increases capacity for commuters on peak time bus services	1,169	100	100	100	100
				<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
			<b>TOTAL</b>		<b>5,826</b>	<b>7,527</b>	<b>7,527</b>	<b>7,527</b>
			<b>Collection fund savings</b>		<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
			<b>TOTAL SAVINGS EXCLUDING COLLECTION FUND</b>		<b>5,426</b>	<b>7,127</b>	<b>7,127</b>	<b>7,127</b>

Unit Cost	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
<b>CARE FOR ADULTS</b>						
<b>RESIDENTIAL CARE</b>						
(*) - all service user contributions towards cost of care (**) - all OLA & health income for day centres. Service						
RBWM residents & PBH OLA RBWM residents & PBH OLA RBWM residents & PBH OLA						
<b>Homes for Older People - residential care in RBWM commissioned homes</b>						
Maximum charge						
Residential Home placements	week	Full cost recovery	Full cost recovery			
Nursing Home placements (FNC to be deducted where applicable)	week	Full cost recovery	Full cost recovery			
<b>Homes for People with Learning Disability - residential care</b>						
Homeside Close and Winston Court - Standard Charge to other local authorities	week		1,603	1,554		3.2%
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.						
<b>COMMUNITY CARE &amp; RESPITE CARE</b>						
OLA is an abbreviation for "Other Local Authority" PBH is an abbreviation for "Personal Budget Holder"						
RBWM residents & PBH OLA & Full Cost Payers RBWM residents & PBH OLA & Full Cost Payers % Increase % Increase						
<b>Homes for People with Learning Disability - Respite care</b>						
		RBWM - PBH	night	165	160	3.0%
		OLA - Weekdays Mon-Thurs	night		468	3.0%
		OLA - Weekends Fri-Sun	night		545	3.0%
<b>Administration Fee for Self-Funders Receiving Care at Home</b>						
Administration fee for setting up care arrangements	one-off	300		300		0.0%
Annual fee for ongoing management of care arrangements	annual	250		250		0.0%
<b>Homecare</b>						
Standard Charge	hour	Full cost recovery		17.95		NEW
<b>Meals on Wheels</b>						
	per meal	4.95				NEW

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

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

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

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

<b>Proposed Capital Programme 2020/21 - 2022/23</b>	<b>Scheme Cost Gross</b>	<b>S106</b>	<b>Grant</b>	<b>Other Income</b>	<b>2020/21 Net Cost</b>	<b>2021/22 Net Cost</b>	<b>2022/23 Net Cost</b>	<b>Net Cost over three years</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Estimated Slippage to 2020/21	14,198	(300)	(3,558)	-	10,340			10,340
Pre-approved Schemes 2020/21	28,747	(6)	-	(12,836)	15,905	27,024	10,567	53,496
Fully Funded Schemes 2020/21	4,833	(80)	(4,753)	-	-			-
Income generating schemes	820				820			820
<b>Pre-approved /Fully Funded Total</b>	<b>48,598</b>	<b>(386)</b>	<b>(8,311)</b>	<b>(12,836)</b>	<b>27,065</b>	<b>27,024</b>	<b>10,567</b>	<b>64,656</b>
<b>New Bids 2020/21</b>								
Transformational 2020/21	1,000				1,000			1,000
Annual maintenance/statutory schemes	2,986	(161)		(137)	2,688	1,866	1,816	6,370
Refurbishment & enhancement schemes	2,411	(77)		(26)	2,308	1,500	-	3,808
ICT renewal schemes	1,190	(40)		-	1,150	-	-	1,150
<b>New Bids 2020/21 Total</b>	<b>7,587</b>	<b>(278)</b>	<b>-</b>	<b>(163)</b>	<b>7,146</b>	<b>3,366</b>	<b>1,816</b>	<b>12,328</b>
<b>Total Capital Programme</b>	<b>56,185</b>	<b>(664)</b>	<b>(8,311)</b>	<b>(12,999)</b>	<b>34,211</b>	<b>30,390</b>	<b>12,383</b>	<b>76,984</b>

## Fully funded Capital schemes to be approved 2020/21

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
1	Disabled Facilities Grants	Local Authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs adaptions fund and provide an essential mechanism for supporting people with disabilities to live independently within their home. Common adaptations include providing residents access to their bedrooms, bathroom and undertaking tasks such as cooking within the home. Ramps, widening doorways, and, stair lifts.  Adaptations prevent admissions to hospital and residential care. DFGs are also able to prevent or decrease social care costs as the number of carers and the frequency of carers attending the property is likely to be decreased following an adaptation that allows the resident to undertake the task independently. DFGs also improve quality of life by enabling disabled people to live independently in their homes, to be more active in their community and maintain and sustain employment.	650	-	650	-
CHILDRENS SERVICES 2020/21 BIDS - December 2019 Cabinet						
2	Alexander School Kitchen Refurbishment	Kitchen Feasibility and commencement of works. The floor in the kitchen is uneven and is a trip hazard. Some of the equipment is inadequate. The kitchen needs to be remodelled to improve operations and refurbished and some of the equipment replaced.	100		100	-
3	School kitchen safety works	The school kitchens need upgrading to meet current safety standards: Filters, CO2 detection systems and access for cleaning ducting. Programme of investigation and implementation of recommendations from the reports.	50		50	-
4	School Feasibility / Survey works	Preparatory and investigative works for schemes and projects in the capital programme.	180		180	-
5	School water pipework: Oakfield school and The Lawns Nursery	School has rotten pipework, with underground leaks and high costs. The project will replace pipework.	40		40	-
6	Urgent school safety works	To respond to emergency works required and not yet identified.	50		50	-
7	School Boiler upgrade works: Boyne Hill school	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	100		100	-
8	School boiler upgrade: Wraysbury	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	87		87	-
9	School boiler upgrade: Maidenhead Nursery	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	30		30	-
10	Roof Works in schools 2020-21:	School roof repairs and replacements	110		110	-
11	Structural Works / building fabric: Homer school	The screed under the hall flooring has perished and the floor needs replacing / repairing.	40		40	-
12	Internal upgrade: Wessex Nursery	The nursery lighting, ceiling and general ambiance of this building is now very out-dated and unsuitable for teaching young nursery children. It needs considerable improvement. This project would investigate options to upgrade the building and begin works to improve the learning environment.	60		60	-
13	School window and door replacements	Continuing programme of window replacements	90		90	-
14	Schools Devolved Formula Capital	DFC allocation	196		196	-
15	Fire Compartmentalisation Works for Maintained Schools	Works relating to fire safety compliance, and health/safety works at community and voluntary controlled schools.	150		150	-

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

No.	Scheme Name	Scheme Description	Gross Scheme Total Cost £000	2020/21				2021/22 Cost £000k	2022/23 Cost £000k	Total Net Cost £000
				Gross Cost £000s	S106	Other Income £000s	Net Cost £000			
1	Registered Provision for Vulnerable Adults	Kitchens - Winston Ct & Homeside	20	20			20			20