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| Report Title: | Budget 2020/21 |
| Contains Confidential or Exempt Information? | No - Part I |
| Member reporting: | Councillor Hilton, Lead Member for Finance and Ascot |
| Meeting and Date: | Corporate Overview & Scrutiny Panel - 4 February 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 Corporate 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

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

4.1.1 This 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

| |
|--|
| |
|--|

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 |
| Sub-total | 4,602 |
| Other Savings under £100,000 | 824 |
| Total Proposed Savings within the 2020/21 Budget | 5,426 |
| Other Potential Savings (paragraph 4.4.5) | 400 |
| Total Identified Savings | 5,826 |

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 |

| Name of consultee | Post held | Date sent | Date returned |
|--------------------------|---|------------------|----------------------|
| 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

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

| OPPORTUNITIES AND SAVINGS 2020/21 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 | Deliver system efficiencies through the new customer relationship management system | Better connectivity of internal systems and ability to configure customer relationship management system in line with business processes. | 113 | 25 | 50 | 50 | 50 |
| Corporate | Cllr Rayner | Review grant payments in line with developing voluntary sector funding strategy | Community Grant funding levels will revert to recent levels prior to the increase introduced through additional revenue funding in addition to capital funding which will be maintained at current levels. | 100 | 100 | 100 | 100 | 100 |
| Corporate | Cllr Rayner | Citizens Advice Bureau grant | CAB provide a cost effective support and engagement with residents who would otherwise be unlikely to engage with the Council at an early stage. Informal notice was given in November 2019 about the intended change in October 2020. This acknowledges additional national Government funding provided direct to CAB's. | 124 | 16 | 31 | 31 | 31 |
| Corporate | Cllr Rayner | Reduce the current grant provision for The Old Court, Windsor from September 2020. | Reduce the grant provided to The Old Court by £17,000 per annum from September 2020. The in-year reduction for 2020/21 would be £8,500 | 80 | 9 | 17 | 17 | 17 |
| Corporate | Cllr Rayner | Reduce the current grant provision for Norden Farm from September 2020 | Reduce the grant provided to Norden Farm by £33,000 per annum from September 2020. The in-year reduction for 2020/21 would be £16,500 | 158 | 17 | 33 | 33 | 33 |
| Corporate | Cllr Rayner | Cease the provision of the GROW service with residents being signposted to alternative forms of assistance. | Residents will be signposted by customer services or the call centre to alternative forms of assistance. | 63 | 64 | 64 | 64 | 64 |
| 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 |

| OPPORTUNITIES AND SAVINGS 2020/21 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 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 |
| 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 |
| Communities | Cllr Cannon | Refocus Community Wardens on problem solving, achieving staff savings | Review and adjust the overall tasking of the Community Wardens to reflect the current priorities of the Council, to reduce the total number of Wardens who will cover all the aspects of the Wardens responsibilities | 639 | 180 | 200 | 200 | 200 |

| OPPORTUNITIES AND SAVINGS 2020/21 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 | 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 interaction with the council through its website, providing residents, businesses and visitors with easy access at a time that suits them. This will enable the council to deliver services more efficiently and reduce officer time and cost. Propose reducing library opening hours by 123 per week following detailed analysis of current usage. This includes Sunday opening, alternative delivery in Woodlands Park and Eton (Mobile/Container) and other reductions, subject to public consultation. Reduce Contact Centre operating hours to Monday, Tuesday, Thursday and Friday 9-5 and Wednesday 10-5. This means weekends and evenings (5-7pm) will cease. While it is hoped that staff reductions may be achieved through negotiation with staff these proposals will require a change to contracted hours resulting in staff being put at risk and a redundancy consultation undertaken. Vacancies and reduced casual hours will mitigate some of the impact on staff wherever possible. | 2,004 | 220 | 265 | 265 | 265 |
| Communities | Clr 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 | Clr 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 | Clr 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 |

| OPPORTUNITIES AND SAVINGS 2020/21 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 |
| 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 |

| OPPORTUNITIES AND SAVINGS 2020/21 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 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 |
| 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 |

| OPPORTUNITIES AND SAVINGS 2020/21 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 | 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 |
| Adults Childrens and Health | Cllr 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 |
| 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 |

| OPPORTUNITIES AND SAVINGS 2020/21 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 | 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 |
| 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 |

| OPPORTUNITIES AND SAVINGS 2020/21 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 |
| | | | | £000 | £000 | £000 | £000 | £000 |
| | | | TOTAL | | 5,826 | 7,527 | 7,527 | 7,527 |
| | | | Collection fund savings | | 400 | 400 | 400 | 400 |
| | | | TOTAL SAVINGS EXCLUDING COLLECTION FUND | | 5,426 | 7,127 | 7,127 | 7,127 |

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

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

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

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

Income generating schemes to be approved 2020/21

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

Pre-approved Major Schemes 2020/21 onwards

| Scheme Name | 2020/21 | | | | 2021/22 Net Cost £000k | 2022/23 Net Cost £000k | Total Net Cost | Expenditure to Q3 2019/20 £'000 | Total scheme cost including previous years £'000 |
|---|--------------------------|---------------|--------------------------|-------------------------|------------------------------|------------------------------|-------------------|---------------------------------------|---|
| | Scheme Cost £'000k | S106 £'000 | Other Income £'000 | Net 2020/21 £'000 | | | | | |
| Braywick Leisure Centre | 3,341 | 6 | | 3,335 | - | | 3,335 | 25,172 | 36,386 |
| RBWM Affordable Housing | - | | | - | 4,490 | 7,017 | 11,507 | - | 13,599 |
| Broadway Car Park, Maidenhead | 6,100 | | | 6,100 | 16,384 | 3,000 | 25,484 | 5,482 | 34,843 |
| Vicus Way Car Park, Maidenhead | 5,600 | | | 5,600 | 5,600 | | 11,200 | - | 13,207 |
| Sale of Freehold Interest in Nicholson's Walk Shopping Centre and Central House, Maidenhead | 270 | | | 270 | 100 | 100 | 470 | 116 | 470 |
| Braywick Road Pedestrian Crossing | 150 | | | 150 | - | - | 150 | 20 | 150 |
| Maidenhead Local Plan Housing Site Enabling Works - LEP - Cabinet Decision Already Made | 5,281 | | 5,281 | - | | | - | - | 5,758 |
| Windsor Town Centre Package - LEP | 1,563 | | 1,563 | - | | | - | - | 1,563 |
| Maidenhead Station - LEP | 3,750 | | 3,750 | - | | | - | 1,603 | 4,265 |
| Maidenhead Missing Links - LEP | 2,242 | | 2,242 | - | | | - | 257 | 4,630 |
| River Thames EA - Council Decision | 450 | - | - | 450 | 450 | 450 | 1,350 | 1,204 | 10,000 |
| Total | 28,747 | 6 | 12,836 | 15,905 | 27,024 | 10,567 | 53,496 | 33,854 | 124,871 |