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| Report Title:                                | <b>Draft Revenue Budget 2021/22</b>                       |
| Contains Confidential or Exempt Information? | No - Part I   |
| Member reporting:                            | Councillor Hilton, Lead Member for Finance and Ascot      |
| Meeting and Date:                            | Cabinet - 17 December 2020                                |
| Responsible Officer(s):                      | Adele Taylor, Director of Resources & Section 151 Officer |
| Wards affected:                              | All   |

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## REPORT SUMMARY

1. This report sets out the Council's proposed draft revenue budget for 2021/22 based on information as we currently know it.
2. The Council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for a number of services, with Children's Services and Adult social care being two of the most significant areas impacted by demographic demands.
3. The Council approved a robust budget in February 2020, which began to stabilise the Council's financial position and started to address the issues for longer term financial sustainability.
4. However, the impact of the Covid-19 pandemic that we are experiencing has led to increased costs and large reductions in income in the current financial year. Uncertainty around the duration of these impacts and the scale of additional funding from central government to mitigate the ongoing impact as part of our financial settlement following the Comprehensive Spending Review, means that there is more potential volatility in the forecasts for the next financial year than is usual.
5. The position for the Royal Borough is more acute than some other councils, due to its historically very low level of reserves. These were barely adequate to cover its usual financial risks and whilst a plan had been put into place to start to address this over the medium term, these are insufficient to cover future projected funding shortfalls in 2021/22 and beyond without significant sustainable savings being identified and delivered.
6. For all councils, reserves are set aside 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 increases in levels of activity. There is further uncertainty around future central government funding given that the anticipated multi-year comprehensive spending review and funding regime for local government has not materialised this year. It means that consideration still needs to be given to an ongoing volatile risk profile.
7. This report presents likely pressures from both the Covid-19 pandemic and other service issues, as well as proposed savings to enable the Council to balance its budget in 2021/22 and future years.

8. The proposals in this paper will be consulted upon in the period between this Cabinet meeting and the February 2021 budget meetings of Cabinet and full Council. They will also be reviewed by Overview and Scrutiny panels during January 2021. The results of consultations will be reported to Cabinet in February 2021, to inform final budget proposals. Consultations and engagement will be undertaken with our affected stakeholders including residents, businesses and partner organisations.
9. It should be noted that at the time of writing this report we are awaiting the final details of the one-year finance settlement for Local Government following on from the November comprehensive spending review. We have made best estimates as to what the impact of the settlement will be but this is subject to change.

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION: That Cabinet agrees the draft budget that will be consulted upon prior to final budget setting during February 2021 including:**

- i) **The draft budget and revised Medium Term Financial Plan set out in Appendix A.**
- ii) **The proposed Covid-19 pressures set out in Appendix B**
- iii) **The proposed growth and budget pressures set out in Appendix C.**
- iv) **The proposed savings set out in Appendix D.**

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

- 2.1 This report sets out the draft 2021/22 revenue budget for the Royal Borough of Windsor and Maidenhead
- 2.2 A range of assumptions around the recommended draft budget are set out in paragraph 5.2.
- 2.3 The current situation is extremely volatile, and the total savings requirement may change, especially when the Government announces funding for next year as part of the Local Government Financial Settlement following the Comprehensive Spending Review (CSR) announced in November 2020.
- 2.4 Finer details of the CSR and subsequent settlement remain uncertain at the time of writing this report. We do not have a confirmed date when the detailed local government financial settlement will be announced.

### 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 Just like many other councils, the Royal Borough of Windsor and Maidenhead faces considerable financial challenges as a result of the Covid-19 pandemic.
- 4.1.2 Unlike many other councils, low levels of reserves and the lowest council tax in the country outside of London, coupled with increasing levels of borrowing have made the RBWM financial position more challenging when balancing increasing demographic pressures with other service demands. It should be noted however, that the impact of the Covid-19 pandemic has been very different across local authorities and many have experienced a more serious erosion of their reserves than we have, to date.
- 4.1.3 This document sets out the draft budget for 2021/22. Once agreed, it will be consulted upon in order to inform the final budget proposals in February 2021. The final budget will take account of the responses to the consultation process, as well as final funding settlements from the Government.

#### 4.2 Corporate Priorities

- 4.2.1. The Council's priorities must be at the heart of any budget. In many ways they inform one another. RBWM has an agreed interim strategy in light of the impact of the pandemic on the authority. The interim strategy was agreed by Cabinet on 30<sup>th</sup> July 2020. A refresh of the overall corporate strategy will be undertaken during the early part of financial year 2021/22.
- 4.2.2. Finance is both the enabler that allows the Council to deliver these key priorities and the constraint that the Council needs to work within as it makes tough decisions between those priorities.
- 4.2.3 The current agreed interim key priorities for Windsor and Maidenhead are:-

##### Covid-19

- Immediate response
- Long term recovery
- New service requirements

##### Interim Focus Objectives

- Service stand up (business continuity)

- Revised service operating plans
- Transformation plan
- Climate strategy
- Governance
- People plan – values, leadership, Diversity and Inclusion

#### MTFS

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

### 4.3 Financial Climate

- 4.3.1. Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. 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.
- 4.3.2. This has placed considerable pressure on discretionary and other services to ensure we are able to meet our statutory responsibilities.
- 4.3.3. The Covid-19 pandemic has increased costs in many areas but has also severely reduced councils’ income and it is difficult to predict the recovery profile of these with any level of certainty given the ongoing need to respond to the changing impact of the pandemic on our services, our residents and local businesses.
- 4.3.4. Over recent years all councils have adopted different approaches to address their budget gap during that time. This has included outsourcing key services and entering into service delivery partnerships with other councils, as well as looking at other forms of sustainable income through regeneration activities and a greater focus on commercial activity. Each Council, including RBWM, will have looked to consider the most appropriate package of responses when considering their own local circumstances.

### 4.4 RBWM Financial Context

- 4.4.1 RBWM is on the face of it better placed than some councils to meet the financial challenges that it faces.
- Relatively low levels of deprivation mean that it does not have the same level of pressure on Adult Care and Children’s Services that some councils have experienced.
  - 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

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

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

4.4.4 RBWM has a number of significant risks that need to be considered as part of its budget and medium term financial plans and any potential mitigations identified, where possible.

- **Council Reserves are under considerable pressure** – without Covid-19 the Council was beginning to build back its reserves, but in the current situation they are insufficient to absorb the financial pressure projected for 2021/22 and beyond, unless significant savings are made on an ongoing and sustainable basis. 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 any money is spent on council services. This is not just an issue for RBWM and is part of wider sector and national risks.
- **Substantial levels of borrowing** mean that an increasing share of the Council's budget is required to service debt before money can be spent on day to day services. Getting the balance right between ensuring that sufficient money is spent on longer term capital projects to generate sustainable income or to reduce ongoing pressures is an important part of the consideration that the Council needs to make when determining how to utilise its resources.
- **Maintaining a low level of council tax**, means that the Council has missed out on additional revenue from raising council tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on council tax capping has also meant that our ability to increase our funding has been difficult, which is particularly pertinent to RBWM given a significant proportion (approx. 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.
- **The Covid-19 pandemic has increased costs and reduced income.** Additional Government funding has mitigated most of this in 2020/21, but

there is no guarantee that this support will be repeated in subsequent years. Even if the virus were cured some of the income loss would persist as the world of work has changed significantly

- **Many potential consequences of the pandemic are not yet apparent.** As Government support such as the furlough scheme ends, the full economic and health impacts of the pandemic may yet still be revealed. This may lead to impacts on the Council's budget such as increased council tax support, more homelessness and lower business rates income.

#### 4.5 Proposed Draft Revenue Budget 2021/22

4.5.1 The proposed draft revenue budget is set out in the table below:

|   | Base Budget   | Other Changes | Savings        | Growth       | Proposed Budget |
|---|---------------|---------------|----------------|--------------|-----------------|
|   | 2020/21       |               |                |              | 2021/22         |
|   | £'000         | £'000         | £'000          | £'000        | £'000           |
| Managing Director                                   | 3,039         | (127)         | (140)          | 0            | 2,772           |
| Resources   | 7,883         | 646           | (685)          | 209          | 8,053           |
| Adults, Health & Commissioning                      | 48,312        | 1,691         | (4,982)        | 800          | 45,821          |
| Childrens Services                                  | 23,185        | 167           | (1,105)        | 1,498        | 23,745          |
| Place   | 1,206         | (141)         | (1,047)        | 632          | 650             |
| Corporate capacity                                  | 0             | 0             | 0              | 850          | 850             |
| Pay Award   | 0             | 0             | 0              | 895          | 895             |
| Covid-19 costs                                      | 0             | 9,251         | 0              | 0            | 9,251           |
| Contingency   | 2,881         | 0             | 0              | 0            | 2,881           |
| <b>Total Service Budgets</b>                        | <b>86,506</b> | <b>11,487</b> | <b>(7,959)</b> | <b>4,884</b> | <b>94,918</b>   |
| Capital Financing                                   | 6,010         | (93)          | 0              | 0            | 5,917           |
| Pension Deficit Recovery                            | 4,217         | (18)          | 0              | 0            | 4,199           |
| Central and One-Off Budgets                         | 162           | 3             | 0              | 0            | 165             |
| <b>Net Council Spend</b>                            | <b>96,895</b> | <b>11,379</b> | <b>(7,959)</b> | <b>4,884</b> | <b>105,199</b>  |
| <b>Financed By:-</b>                                |               |               |                |              | 0               |
| Income from Trading Companies                       | 210           | 0             |                |              | 210             |
| Special Expenses                                    | 1,217         | 38            |                |              | 1,255           |
| Council Tax   | 74,008        | 4,284         |                |              | 78,292          |
| Locally Retained Business Rates                     | 15,315        | (311)         |                |              | 15,004          |
| Collection Fund Deficit                             | (113)         | (987)         |                |              | (1,100)         |
| Covid-19 potential funding                          | 0             | 3,091         |                |              | 3,091           |
| Potential additional Covid-19 funding for Quarter 2 | 0             | 1,700         |                |              | 1,700           |
| Use of Earmarked Reserve                            | 0             | 3,000         |                |              | 3,000           |
| Transfer to (from) reserves                         | 2,218         | (2,218)       |                |              | 0               |
| New Homes Bonus                                     | 2,102         | (1,471)       |                |              | 631             |
| Government Grants                                   | 2,002         | 1,114         |                |              | 3,116           |
| Parish Equalisation Grant                           | (64)          | 64            |                |              | 0               |
| <b>Total Financing</b>                              | <b>96,895</b> | <b>8,304</b>  | <b>0</b>       | <b>0</b>     | <b>105,199</b>  |

#### 4.6 Budget Pressures

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

- a) **Covid-19 – one off pressures arising from the global pandemic**
- b) **Previous spending decisions**– for example funding costs from the Revenue budget instead of through the Capital Programme.
- c) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase.
- d) **Spending pressures on Children’s Services and Adult Care** are placing increased pressure on council budgets.
- e) **External changes beyond the Council’s control**, such as changes to grant allocations from central government, and additional responsibilities through legislation change.
- f) **Under-delivery of savings** – some of the savings identified for 2020/21 have not been delivered mainly for Covid-19 related reasons and therefore have an impact on the 2021/22 budget.
- g) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

- 4.6.2 The table below summarises the Covid-19 related cost pressures that are reflected in the 2021/22 budget and exceed £100,000. Further detail is provided in Appendix B.
- 4.6.3 It is very difficult to predict how long the pandemic will continue, how long the after-effects will be impacting on the Council, and whether there will be permanent changes to working and shopping patterns that reduce demand for car parking.
- 4.6.4 This draft budget assumes that the impact of Covid-19 will be felt throughout 2021/22.
- 4.6.5 The draft budget in Appendix A includes Covid-19 pressures but these are highlighted separately. As these are mainly one-off pressures (even if the impact is felt over more than one financial year), it is intended to fund these from 2020/21 underspends or additional one-off Government funding.
- 4.6.6 As part of the recent Comprehensive Spending Review some announcements were made about one-off funding for Covid-19 related expenditure to cover the first quarter of costs and loss of income. We have made assumptions about the level at which this funding will apply to RBWM until announcements are made when we receive the details of the local government settlement. We have estimated the claim against the first quarter Sales, Fees and Charges compensation scheme too. We have also made assumptions within the model that should the impact continue beyond the first quarter then further central government funding will be forthcoming. This will therefore need to be carefully considered during the financial year, alongside the estimated pressures that are included in our budget model.
- 4.6.7 It will be important through budget monitoring in 2021/22 to identify as early as possible where any of these Covid-19 costs may become permanent and consider the impact when looking to deliver a sustainable budget in future years. This is in line with the decision by central Government to hold a one-year comprehensive spending review for 2021/22 rather than the anticipated multi-year settlement to be better able to determine the ongoing impact that the pandemic will have on the economy.

4.6.8 The Month 6 budget monitoring report presented to Cabinet in November 2020 proposed the creation of an earmarked reserve to fund any further Covid-19 losses in 2021/22. Any underspends in 2020/21 will be transferred there to finance the other anticipated losses in the table below. The formal setting up of the reserve will form part of the outturn processes for the 2020/21 financial year.

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

4.6.9 The table below summarises the main non-Covid-19 cost pressures that are reflected in the 2021/22 budget and exceed £100,000. Further detail is provided in Appendix C.



| <b>Growth and Pressures Above £100k – 2021/22</b>                                       |              |
|---|--------------|
| <b>Scrutiny Panel / Description</b>   | <b>£'000</b> |
| <b>Adults, Children's and Health</b>  |              |
| <u>Children's Services</u>  |              |
| Employee Related budget shortfalls, plus increased establishment in Disability Services | 835          |
| Reduction in Home Office Grant  | 128          |
| <b>SUB-TOTAL</b>  | <b>963</b>   |
| <b>Communities</b>  |              |
| Unachievable waste saving from recycling identified in the February 2020 budget         | 335          |
| <b>SUB-TOTAL</b>  | <b>335</b>   |
| <b>Corporate</b>  |              |
| Invest to save costs of project relating to temporary accommodation                     | 100          |
| <b>SUB-TOTAL</b>  | <b>100</b>   |
| <b>Infrastructure</b>   |              |
| Loss of Parking Income – reduced capacity during regeneration                           | 440          |
| <b>SUB-TOTAL</b>  | <b>440</b>   |
| <b>Pressures under £100k</b>  | <b>1,301</b> |
| <b>Total Growth and Pressures</b>   | <b>3,139</b> |

#### 4.7 Proposed Savings

- 4.7.1 In total the Council proposes to deliver £7.959m of savings. The main areas of proposed savings over £100,000 are set out below and all savings are shown in detail in Appendix D.
- 4.7.2 The Council budget for 2020/21 approved in February 2020 already included savings of £2.135m for 2021/22.
- 4.7.3 Additional savings of £5.824m are presented
- 4.7.4 A draft equality impact assessment for each saving has been undertaken. These savings will be consulted upon between now and the budget setting Cabinet in February 2021. The results of the consultation and any amendments to EQIAs will be reported to that meeting. A draft EQIA for the total impact of the budget is also included and again following consultation on all proposals as well as the inclusion of the full detail of government funding once it has been announced will be considered prior to the final budget being presented in February.

| <b>Opportunities and Savings Above £100k – 2021/22</b>   |              |
|--|--------------|
| <b>Scrutiny Panel / Description</b>  | <b>£'000</b> |
| <b>Adults, Children's and Health</b>   |              |
| <u>Children's Services</u>   |              |
| Optimise costs of placements for children in care  | 250          |
| Remove all discretionary travel awards   | 300          |
| Redesign Health Visiting Service   | 150          |
| Simplify therapy offer   | 100          |
| <b>SUB-TOTAL</b>   | <b>800</b>   |
| <u>Adult Services</u>  |              |
| Extend the offer of reablement to all residents coming out of hospital   | 500          |
| Maximise the income due to the Council from resident contributions   | 500          |
| Deliver day opportunities for older people and people with learning disabilities in a different way                  | 300          |
| Develop alternative options for supporting residents in need of additional support                                   | 200          |
| Ensure value for money of high cost placements for people with learning disabilities                                 | 200          |
| Ensure value for money of supported living packages for people with learning disabilities                            | 200          |
| Ensure value for money of community packages for people with learning disabilities                                   | 200          |
| <b>SUB-TOTAL</b>   | <b>2,100</b> |
| <b>Communities</b>   |              |
| Remodel and reshape the Community safety functions including the Community Safety Partnership and Community Wardens. | 300          |
| Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections        | 175          |
| Reshape museum and tourism information centre service.   | 187          |
| Reshape the trees function   | 125          |
| <b>SUB-TOTAL</b>   | <b>787</b>   |
| <b>Corporate</b>   |              |
| Reduction in Libraries opening hours   | 118          |
| <b>SUB-TOTAL</b>   | <b>118</b>   |
| <b>Infrastructure</b>  |              |
| Review of Council's rural car parks  | 100          |
| Remodel street cleansing activity in town centres, estates and rural roads   | 100          |
| Additional income from enforcement of street works activity  | 100          |
| <b>SUB-TOTAL</b>   | <b>300</b>   |
| <b>Savings under £100k</b>   | <b>1,719</b> |
| <b>Sub-total of new savings as per Appendix D</b>  | <b>5,824</b> |

|  |              |
|--|--------------|
|  |              |
| <b>Savings from February 2020 budget</b> | <b>2,135</b> |
|  |              |
| <b>Total Opportunities and Savings</b>   | <b>7,959</b> |

#### **4.8 Spending Review and Balancing the Budget**

- 4.8.1 The Comprehensive Spending Review (CSR) was announced on November 25<sup>th</sup>.
- 4.8.2 The Government announced additional Covid-19 grant funding of £1.55 billion for councils for April to June 2021, and a continuation of the Sales, Fees and Charges scheme for lost income for the same period. Exact distribution details for the grants have not yet been announced, but it is estimated that RBWM will receive £3.091m from both sources, based on prior awards and the losses in income that we are predicting.
- 4.8.3 It is estimated that the earmarked reserve described in paragraph 4.6.6 will provide £3 million of funds for the 2021/22 budget.
- 4.8.4 The MHCLG has stated that further Covid-19 funding would be available should the pandemic continue beyond June 2021. This budget assumes that £1.7 million would be received to offset the pressures in section 4.6 of this report as these are based on worse-case scenarios of Covid-19 continuing to have a financial effect throughout 2021/22. This would ensure a balanced budget for 2021/22. This level of funding is our best estimate but remains a risk within our budget should that funding not materialise.

#### **4.9 Funding Settlement and Council Tax**

- 4.9.1 There is still considerable uncertainty around future funding for local councils. The Comprehensive Spending Review had already been delayed until 2020, and it is now confirmed that there will again only be a one year settlement for 2021/22.
- 4.9.2 The Provisional Funding Settlement is likely to be announced during the week commencing 14<sup>th</sup> December, although a final date has not been announced.
- 4.9.3 The Government announced council tax levels and referendum limits for 2021/22 only as part of the Spending Review. Current assumptions included in the draft budget in Appendix A are:
- Council tax referendum limit remaining at 2% per annum every year with an additional social care precept of 3% in 2021/22 only.
  - Expected changes to funding streams including Fairer Funding, Business Rate Retention and Better Care Funding delayed until at least 2022/23
  - Protection in 2021/22 for councils including RBWM, who would otherwise have to repay revenue support grant, through something known as negative RSG
  - New Homes Bonus Funding : £631k in 2021/22, £220k in 2022/23 and zero from then on, based on an announcement of one additional year of this funding that had not previously been expected

4.9.4 In short, there is still a considerable level of uncertainty around financial plans for 2021/22 and beyond, that will continue to be revised as more information becomes available.

4.9.5 Assuming a council tax increase of 2%, and a social care precept of 3%, Band D council tax would increase by £54.32 from £1077.41 to £1131.73.

#### 4.10 Corporate Capacity to Deliver

4.10.1 As the Council has been dealing with significant financial pressures in the past there has been a reduction in the corporate capacity, a hollowing out, of the officer core. The Council needs additional capacity to deliver change in a way that will make us sustainable in the medium term.

4.10.2 There is a significant risk that without this capacity to deliver, the Council will make short term decisions that have unintended financial consequences and can provide a false economy through not being able to deliver savings appropriately. The team may also lack expertise leading to an increased risk of legal or regulatory challenge.

4.10.3 We have reviewed areas where we believe there are specific capacity gaps and have identified some immediate priorities in relation to equalities and the Monitoring Officer which have been resolved in 2020/21.

4.10.4 There are a number of other areas to focus on. Allowance has been made in the 2021/22 revenue budget to better resource areas as follows:

- Strategy/Policy Development
- Monitoring Officer (additional capacity)
- Insight, Engagement and Consultation
- Transformation
- Data Analytics
- Project Management
- Procurement

#### 4.11 Income

4.11.1 The Council's estimated fees and charges income for 2021/22 is as follows. Revisions to fees and charges will be approved as part of the final budget process, after consultation and equality impact assessments are undertaken.

| Service                | Budget 20/21 | Change ** | Projected Covid-19 effect | Budget 21/22 | Average % increase in Fee charges |
|------------------------|--------------|-----------|---------------------------|--------------|-----------------------------------|
|                        | £'000        | £'000     | £'000                     | £'000        |                                   |
| Parking                | 10,244       | (340)     | (3,070)                   | 6,834        | TBC                               |
| Planning & Development | 1,473        | 25        | 0                         | 1,498        | 1.6                               |

|  |     |      |       |     |     |
|--|-----|------|-------|-----|-----|
| New Roads and Street Works Inspections/Permits | 720 | 112  | (100) | 732 | 1.6 |
| Green Waste Subscribed Collection Service      | 840 | 64   | 0     | 904 | 2.0 |
| Marriage and Civil Partnership Ceremonies      | 402 | (55) | (200) | 147 | 1.5 |
| Cemeteries and Churchyards                     | 321 | 5    | 0     | 326 | 1.6 |
| Highway Licences                               | 292 | 5    | (100) | 197 | 1.6 |
| Local Land Charges                             | 253 | 4    | 0     | 257 | 1.6 |
| Temporary Traffic Regulation Orders            | 154 | 2    | 0     | 156 | 1.6 |
| Guildhall                                      | 120 | 2    | (72)  | 50  | 1.7 |

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

4.11.2 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.

4.11.3 Some charges are statutory, such as planning fees which are set nationally. Other charges are discretionary, and the Council can choose to set the level. Charges are based on the cost of providing the service and what is reasonable. In determining reasonableness, the Council compares the charges made for the same service by other councils and the private sector.

4.11.4 There are other circumstances where a charge is set to manage demand to meet the Council's overall objectives such as mitigating the impact of climate change. An example of this might be increasing parking charges to encourage the use of public transport.

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

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

## 5. Medium Term Financial Plan

5.1 The Council approved a medium-term financial plan on October 14<sup>th</sup> 2020. This report shows the latest revisions to that forecast. Further revisions will be made as part of the final budget proposals in February 2021 once more information on Council Tax and Government funding is available.

The table below shows the projected savings required during the period of the latest MTFS

| <b>2022/23</b> | <b>2023/24</b> | <b>2024/25</b> | <b>2025/26</b> |
|----------------|----------------|----------------|----------------|
| £3.974m        | £2.381m        | £2.777m        | £4.856m        |

**5.2** Key assumptions included above are that:

- (i) Council tax levels increase in line with national limits 5% for 2021/22 (2% + 3% Adult Social Care precept) and 2% thereafter.
- (ii) Interest rates of 0.6% per annum, as advised by our Treasury Management advisers in light of the current economic situation when calculating capital financing costs.
- (iii) Adult Social Care Grant continues at current levels.
- (iv) Inflation is in line with current government projections.
- (v) Projected savings are fully delivered.
- (vi) The council does not make any further substantial capital investments which are not funded from future receipts, section 106, CIL or LEP money.

**5.3 Sensitivity Analysis**

5.3.5 Projecting the future financial challenge is not an exact science and many factors are beyond the control of the Council. The overall scale of the financial challenge is heavily influenced by Government decisions around funding levels and council tax limits. In particular, whether the Government will provide further Covid-19 funding should the pandemic continue throughout 2021/22. The draft budget as shown in Appendix A includes £9.251m of Covid-19 Costs.

5.3.6 It is impossible to predict accurately how long the current pandemic will last and any further associated costs likely to be incurred by the Council.

5.3.7 As part of the budget process, officers have been asked to offset any additional pressures they identify by compensating savings wherever possible.

5.3.8 While many of the factors will be beyond the control of the council, it does have control over some key factors that will influence the financial projection and scale of the financial gap that it faces. These include decisions on:-

- (i) Council Tax levels – council tax contributes to over 75% of net council expenditure. If the Council does not decide to increase council tax up to the maximum level then this has a significant impact on the scale of the financial gap that it faces.
- (ii) Capital investment – if the Council chooses to invest significantly in capital projects, which are not fully funded or do not deliver savings, then this will have a big impact on the financial gap. The impact will be even greater if interest rates rise. The Capital Strategy sets out the Council's focus on capital investment.

- (iii) Service Costs – none of the above scenarios provide for significant changes in the level of service provision. Clearly if the Council wishes to increase services then this will significantly increase the size of the budget gap.

## **6 Principles for Delivering a Sustainable Budget**

- 6.1 There is little doubt that RBWM continues to face considerable financial pressures. The only uncertainty is around the scale of the financial pressures. Despite the impact of Covid-19 the financial pressures the Council faces are in the medium term much more about the impact of capping on a very low council tax charge. It would be wrong to characterise the current fragility of our finances as anything other than a funding challenge. The overall impact of Covid-19 costs has exacerbated that pre-existing challenge.
- 6.2 All councils are having to make some tough choices around the way they manage their finances in order to remain financially viable.
- 6.3 This section sets out some key principles that the Council will continue to follow in the short and medium term to manage the financial uncertainty that it faces. These were agreed by Council as part of the medium term financial plan in October 2020.

### **Principle 1 – an adequate level of reserves**

- 6.4 RBWM faces considerable financial risks that can have a potentially significant and immediate impact on its finances.
- 6.5 Reserves 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. The Month 6 Budget Monitoring Report to Cabinet indicated that the Council is predicted to be above minimum levels of reserves by year end, and the current assumption is that RBWM will be above the minimum level of reserves at the start of the 2021/22 financial year. Across the medium term financial plan the assumption is that RBWM will identify sustainable savings and therefore remain above that limit. A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. The assumption is that anything unspent in each year would be added to the general reserves which will improve the council financial sustainability going forwards. Reserve levels should be reviewed on an annual basis as part of the budget setting process and the Council's S151 officer reports on the adequacy of these as part of the final proposed budget to Council each year.
- 6.6 The Council should aim to ensure that it has a specific reserve that is sufficient to cover future budget gaps in the short-term to give it the time to deliver the savings it needs to deliver to close the gap, without having to make changes that potentially can have a damaging impact on service delivery. However, savings proposals that are presented when setting the budget should be supported by robust evidence, analysis and realistic timelines to mitigate any risks of non-delivery.

## **Principle 2 – raise council tax in line with Government limits**

- 6.7 Council Tax contributes to a large share of the Council's budget. The Council already faces the potential need to make further reductions to services and scale back investment. This position will only be made more challenging if it does not increase council tax in line with the assumptions in the MTFS.
- 6.8 The Council should therefore remain committed to increasing council tax in line with the limits set by central government.
- 6.9 The Medium Term financial forecast demonstrates the need to take advantage of any flexibility that the Government offers to increase council tax further, if the Council is to remain financially viable.

## **Principle 3 – Optimise Income Generation**

- 6.10 The Council should continue to look at opportunities to generate sustainable income including rents from, or sales of, its property portfolio and through further regeneration opportunities.
- 6.11 The Council should aim to ensure that its fees and charges are set at levels that are appropriate and proportionate to the costs of the service they are delivering and the market within which they operate. The expectation should be that these will keep pace with inflation, should be appropriately benchmarked with other similar authorities and services, and should be reviewed on an annual basis to ensure that they at least cover the cost of services when appropriate.

## **Principle 4 – Enhanced scrutiny of capital investment**

- 6.12 Funding capital investment represents a significant pressure on the revenue budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the investment: -
- (i) meets the Council's policy objectives
  - (ii) is self-funding
  - (iii) delivers a realistic pay back in the case of invest to save schemes
  - (iv) Appropriate external funding routes need to be considered
  - (v) All capital investment should be supported by appropriately detailed business cases with clear measures of return on investments at both a financial and community level
- 6.13 Over time the Council should continue to ensure that it funds more of its ongoing maintenance and equipment replacement from its revenue budget.

## **Principle 5 – the Council maintains tight financial control of in year budgets and the delivery of savings programmes.**

- 6.14 The Council has recognised the need to keep tight control of its spending to ensure that the scale of the financial challenge does not worsen even further. During 2020/21 improved budget monitoring reports to committee meetings have been introduced and this allows challenge of any new spending



pressures at an early stage. The CIPFA report recommendations are being implemented and a cultural shift within the organisation has begun.

- 6.15 The Council needs to deliver substantial savings to balance its budget again so there needs to be a continued focus on monitoring and delivering savings in 2021/22 and on an ongoing basis.

**Principle 6 – the Council should keep the level of short term borrowing under review**

- 6.16 In recent years borrowing has increased substantially to enable the Council to invest in the regeneration of the borough and core services.
- 6.17 Potentially a lot of this investment can be funded through asset sales, although this can take time. Accordingly the Council has a relatively high level of short term borrowing, which exposes it to the risk of interest rate increases.
- 6.18 The Council is keeping short term borrowing under review and when appropriate will consider the potential to fix rates in the medium to long term to manage the risk and potential financial impact of interest rate increases. The Council continues to consult specialist advice to keep this under review.

**Principle 7 – Lobby for relaxation of capping to give RBWM the Freedom to Recover and additional grant funding**

- 6.19 The Council should maintain pressure on Central Government to deliver a fairer funding model for RBWM that provides:
- (i) Additional grant to support the service pressures that it faces for Children and Adults
  - (ii) Greater flexibility to increase council tax.

## **7 Closing the Budget Gaps**

- 7.1 The immediate challenge is to close the budget gap for 2021/22 to enable the council to set a balanced budget for 2021/22. Legally, the Council has to balance the financial year in which it is going into (in this case 2021/22) and should consider the resources it has over the medium term.
- 7.2 There is considerable uncertainty around the size and scale of future budget gaps and a lot of this will depend on Government funding decisions.
- 7.3 While there is always room to be more efficient, RBWM is already a low spending council which constrains it from reducing costs easily.
- 7.4 On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service.
- 7.5 Immediate cost reduction measures include a significant proportion of service reductions or cessations.

- 7.6 Future savings plans will need to focus on more transformative savings measures and the Council has recently agreed a transformation strategy.

## 8 **Next Steps**

- 8.1 The proposals contained in this report will be subject to consultation in order to inform final decisions at Cabinet and Council in February 2021.
- 8.2 The Council will consult with residents, businesses and its own staff.
- 8.3 An Equality Impact Assessment of the whole budget will be undertaken, as well as individual EQIAs for each saving proposal. These will be amended if necessary in the light of consultation responses and reported to the February meeting.
- 8.4 This draft budget will be amended once the Local Government Finance Settlement and council tax information is published in December.
- 8.5 Overview and Scrutiny Panels will review the proposals during January 2021.
- 8.6 Final budget proposals will be considered by Cabinet on 4<sup>th</sup> February 2021, with recommendations to Full Council on 23<sup>rd</sup> February 2021.

## 9. **LEGAL IMPLICATIONS**

- 9.1 None at this stage of the budget process.

## 10. **RISK MANAGEMENT**

- 10.1 Failure to identify sufficient savings as part of the budget process would risk the Council being unable to maintain minimum levels of reserves. Failure to deliver the planned savings would have the same effect.
- 10.2 Balancing the 2021/22 budget is dependent upon a £3 million earmarked reserve utilising underspends from 2020/21 and additional Government Covid-19 funding of £1.7 million. If these are not achieved, additional savings will be necessary.

## 11. **POTENTIAL IMPACTS**

- 11.1 **Equalities.** A full EQIA will be undertaken on the budget submitted to Council in February 2021. Each individual saving proposal will also have an EQIA undertaken. All EQIAs will be revised in the light of any relevant consultation responses. Draft EQIAs have been published to support this consultation paper. <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

**11.2 Climate change/sustainability.** The potential impact of budget recommendations will be considered once details of budget submissions are published.

**11.3 Data Protection/GDPR.** Not applicable.

## **12. CONSULTATION**

12.1 The draft budget approved by Cabinet in December 2020 will be fully consulted on before final proposals are made to Cabinet and Council in February 2021. All Scrutiny committees will consider the areas relevant to their remits.

## **13 APPENDICES**

13.1 The table below details the Appendices to this report

| Appendix |   |
|----------|---|
| A        | Draft revenue budget 2021/22 and revised MTFP |
| B        | Covid-19 pressures                            |
| C        | Other pressures                               |
| D        | Savings                                       |

## **14 BACKGROUND DOCUMENTS**

14.1 None

## **15 CONSULTATION (MANDATORY)**

| <b>Name of consultee</b> | <b>Post held</b>                     | <b>Date sent</b> | <b>Date returned</b>              |
|--------------------------|--------------------------------------|------------------|-----------------------------------|
| Cllr Hilton              | Lead Member for Finance              | 3/12/20          | 4/12/20                           |
| Cllr Johnson             | Leader of the Council                | 3/12/20          |                                   |
| Duncan Sharkey           | Managing Director                    | 25/11/20         | 30/11/20                          |
| Russell O'Keefe          | Executive Director of Place          | 25/11/20         | 02/12/20                          |
| Mary Severin             | Monitoring Officer                   | 25/11/20         | 30/11/20                          |
| Elaine Browne            | Head of Law                          | 25/11/20         | 26/11/20                          |
| Nikki Craig              | Head of HR, Corporate Projects & ICT | 25/11/20         | 26/11/20                          |
| Adele Taylor             | Director of Resources, S151 Officer  | 25/11/20         | 26/11/20,<br>7/12/20 &<br>8/12/20 |
| Louisa Dean              | Communications                       | 25/11/20         | 02/12/20                          |

| <b>Name of consultee</b> | <b>Post held</b>                              | <b>Date sent</b> | <b>Date returned</b> |
|--------------------------|---|------------------|----------------------|
| Kevin McDaniel           | Director of Children's Services               | 25/11/20         | 01/12/20             |
| Hilary Hall              | Director of Adults,<br>Commissioning & Health | 25/11/20         | 01/12/20             |
| Karen Shepherd           | Head of Governance                            | 25/11/20         | 26/11/20             |
|                          |   |                  |                      |

**16 REPORT HISTORY**

|   |                            |  |
|---|----------------------------|--|
| <b>Decision type:</b><br>Council decision       | <b>Urgency item?</b><br>No | <b>To Follow item?</b><br>Not applicable |
| Report Author: Andrew Vallance, Head of Finance |                            |  |

| <b>GENERAL FUND - 2021/22 MEDIUM TERM FINANCIAL PLAN</b>  |                 |                 |                 |                 |                 |                 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>(PRE SETTLEMENT DECEMBER 2020)</b>                     |                 |                 |                 |                 |                 |                 |
| <b>SUMMARY Model - OCTOBER 2020 TO CABINET</b>            |                 |                 |                 |                 |                 |                 |
|   | 2020/21         | 2021/22         | 2022/23         | 2023/24         | 2024/25         | 2025/26         |
|   | £'000           | £'000           | £'000           | £'000           | £'000           | £'000           |
| <b>Total Service Base budget</b>                          | <b>81,155</b>   | <b>86,506</b>   | <b>94,918</b>   | <b>87,731</b>   | <b>89,292</b>   | <b>91,403</b>   |
| Pay Award   | 0               | 895             | 913             | 931             | 950             | 969             |
| General Inflation   | (746)           | (146)           | (466)           | (475)           | (483)           | (492)           |
| Contract Inflation  | 1,561           | 1,599           | 2,655           | 3,086           | 3,521           | 3,956           |
| Corporate capacity  | -               | 850             | -               | -               | -               | -               |
| Demographic Growth  | 1,136           | -               | 900             | 900             | 900             | 900             |
| Virements to Non service budgets(unringfenced grants)     | -               | 814             | -               | -               | -               | -               |
| Contingency   | 1,745           | -               | -               | -               | -               | -               |
| Growth (Appendix C)                                       | -               | 3,139           | -               | -               | -               | -               |
| Full year effects of prior years pre-approved decisions   | (1,646)         | (31)            | -               | -               | -               | -               |
| COVID effect pressures (Appendix B)                       | -               | 9,251           | (6,993)         | (500)           | -               | -               |
| New Pressures identified since 1st April 2020             | 8,815           | -               | -               | -               | -               | -               |
| Savings Identified since April 2020 (Appendix D)          | -               | (5,824)         | (289)           | -               | -               | -               |
| Efficiency Savings - Existing plans from February 20      | (5,514)         | (2,135)         | 67              | -               | -               | -               |
| <b>Efficiency Savings - TO BE IDENTIFIED</b>              | <b>-</b>        | <b>-</b>        | <b>(3,974)</b>  | <b>(2,381)</b>  | <b>(2,777)</b>  | <b>(4,856)</b>  |
| <b>Service Net Expenditure</b>                            | <b>86,506</b>   | <b>94,918</b>   | <b>87,731</b>   | <b>89,292</b>   | <b>91,403</b>   | <b>91,880</b>   |
| <b>Total Non Service Base budget</b>                      | <b>10,101</b>   | <b>10,389</b>   | <b>10,281</b>   | <b>10,324</b>   | <b>10,586</b>   | <b>11,662</b>   |
| Environment Agency Levy                                   | 3               | 3               | 3               | 3               | 3               | 3               |
| Interest on balances net of Bank charges                  | 54              | 49              | -               | (4)             | -               | -               |
| Interest Payments   | -               | (1,475)         | (15)            | 48              | 436             | 585             |
| Capitalised debt interest on specific projects            | -               | 171             | (26)            | (76)            | 406             | -               |
| Minimum revenue provision on capital cashflow             | 31              | 1,162           | (53)            | 133             | 66              | 67              |
| Contribution to / from Earmarked Reserves                 | -               | -               | -               | -               | -               | -               |
| Movement on Pension Reserve (Deficit Contribution)        | 200             | (18)            | 134             | 159             | 165             | 160             |
| <b>Non Service Net Expenditure</b>                        | <b>10,389</b>   | <b>10,281</b>   | <b>10,324</b>   | <b>10,586</b>   | <b>11,662</b>   | <b>12,478</b>   |
| <b>TOTAL EXPENDITURE</b>                                  | <b>96,895</b>   | <b>105,199</b>  | <b>98,054</b>   | <b>99,878</b>   | <b>103,065</b>  | <b>104,358</b>  |
|   |                 |                 |                 |                 |                 |                 |
|   | 2020/21         | 2021/22         | 2022/23         | 2023/24         | 2024/25         | 2025/26         |
| <b>FUNDING</b>  | <b>£'000</b>    | <b>£'000</b>    | <b>£'000</b>    | <b>£'000</b>    | <b>£'000</b>    | <b>£'000</b>    |
| NNDR  | (15,315)        | (15,004)        | (14,296)        | (13,588)        | (12,879)        | (12,129)        |
| Use of NNDR Provision                                     | (1,767)         | -               | -               | -               | -               | -               |
| Income from trading companies                             | (210)           | (210)           | (88)            | (72)            | -               | -               |
| Education Services Grant                                  | (315)           | (315)           | (315)           | (315)           | (315)           | (315)           |
| Parish Equalisation Grant                                 | 64              | -               | -               | -               | -               | -               |
| Government Grants(unringfenced)                           | (1,687)         | (2,801)         | (2,801)         | (2,801)         | (2,801)         | (2,801)         |
| COVID-19 potential funding                                | -               | (3,091)         | -               | -               | -               | -               |
| Potential additional COVID-19 funding for Quarter 2       | -               | (1,700)         | -               | -               | -               | -               |
| New Homes Bonus   | (2,102)         | (631)           | (220)           | -               | -               | -               |
| Use of Earmarked Reserve                                  | -               | (3,000)         | -               | -               | -               | -               |
| Use of General Reserve                                    | (2,218)         | -               | -               | -               | -               | -               |
| Transfer (surplus)/deficit to Council Tax Collection Fund | 113             | (500)           | 500             | -               | -               | -               |
| Transfer (surplus)/deficit to NNDR Collection Fund        | 1,767           | 1,600           | 1,600           | 1,600           | -               | -               |
| <b>TOTAL FUNDING</b>                                      | <b>(21,670)</b> | <b>(25,652)</b> | <b>(15,620)</b> | <b>(15,176)</b> | <b>(15,995)</b> | <b>(15,245)</b> |
| <b>Total Council Tax Requirement</b>                      | <b>75,225</b>   | <b>79,547</b>   | <b>82,434</b>   | <b>84,702</b>   | <b>87,070</b>   | <b>89,113</b>   |
| <b>Council Taxbase(Band D)</b>                            | <b>68,691</b>   | <b>69179.45</b> | <b>69,789</b>   | <b>70,289</b>   | <b>70,789</b>   | <b>71,289</b>   |
| Adult Social Care Precept(increased by 3% in 21/22 only)  | 95.46           | 127.78          | 127.78          | 127.78          | 127.78          | 127.78          |
| Council Tax at Band D                                     | 981.94          | 1003.95         | 1034.82         | 1058.18         | 1082.62         | 1102.13         |
| <b>Council Taxbase(Unparished areas)</b>                  | <b>35,467</b>   | <b>35861.00</b> | <b>36,361</b>   | <b>36,861</b>   | <b>37,361</b>   | <b>37,861</b>   |
| Special Expenses  | 34.31           | 34.99           | 35.69           | 36.40           | 37.12           | 37.86           |
| <b>Council Tax income using Taxbase</b>                   | <b>75,225</b>   | <b>79,547</b>   | <b>82,434</b>   | <b>84,702</b>   | <b>87,070</b>   | <b>89,113</b>   |

| COVID-19 RELATED GROWTH PROPOSALS 2021/22 |                             |                 |                                  |  |   |   |                   |
|---|-----------------------------|-----------------|----------------------------------|--|---|---|-------------------|
| Reference number                          | O&S Committee               | Lead Member     | Directorate                      | Growth Title                                     | Growth Description  | Estimated Pressure 2021/22                                      | One-Off / Ongoing |
|   |                             |                 |                                  |  |   | £000  |                   |
|   |                             |                 |                                  |  |   | <b>UNAVOIDABLE ADDITIONAL PRESSURE (IN OCTOBER MTFS REPORT)</b> |                   |
| 001                                       | Communities                 | Cllr Rayner     | Place                            | Reshape the Leisure Services Contract            | Due to COVID-19 the original supplier Parkwood terminated the contract with the council. A newly formed charitable incorporated organisation(CIO) took over the contract on 1 August 2020. This budget pressure reflects the effect of COVID-19 and the significant downturn in the leisure industry and social distancing due to government guidelines.                            | 1,758   | Ongoing           |
| 002                                       | Infrastructure              | Cllr Cannon     | Adults, Health and Commissioning | Reduced Car Parking Income                       | Car parking income is reduced due to the restrictions on population movement, particularly on income related to tourism activity (coaches) and season ticket income (commuters). Some restrictions likely to last into 2021/22 along with social distancing mean reduced travel and therefore parking requirements. Also, some impact on parking PCNs income.                       | 1,000   | One-off           |
|   |                             |                 |                                  |  |   | <b>TOTAL UNAVOIDABLE ADDITIONAL PRESSURE</b>                    | <b>2,758</b>      |
|   |                             |                 |                                  |  |   | <b>LIKELY ADDITIONAL PRESSURE</b>                               |                   |
| 003                                       | Infrastructure              | Cllr Johnson    | Place                            | Reduced Commercial Rental Income                 | Commercial rental income is at risk due to the economic impacts of COVID-19 on local businesses. There is pressure on the council as landlord to offer discounts and waivers, otherwise it could lead to tenants closing. Therefore there is a likelihood that voids will be longer and costs of eviction will rise in 2021/22 as tenants arrears continue.                         | 1,510   | One-off           |
| 004                                       | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Additional CCG Income                            | It is assumed that the additional reimbursement income from CCG will continue into 2021/22.   | -500  | One-off           |
| 005                                       | Corporate                   | Cllr Hilton     | Resources                        | Reduced collection of Benefit Overpayments       | Reduction in collection of benefit overpayments income as debts become more unenforceable due to the economic impacts of COVID-19, which therefore reduced the amounts recovered and increases the risk that debts becomes bad.   | 334   | Ongoing           |
| 006                                       | Corporate                   | Cllr Clark      | Adults, Health and Commissioning | Reduced Pool Car Income                          | Due to the majority of staff working from home, and the use of virtual meetings, the usage of pool car has reduced. The pressure is partially mitigated through the assumption that the current fleet of 13 vehicles will be reduced to 8 vehicles by 1 April   | 20  | Ongoing           |
| 007                                       | Corporate                   | Cllr Rayner     | Resources                        | Additional Cleaning Costs                        | Public spaces such as libraries will required additional cleaning costs relating to COVID-19.   | 6   | One-off           |
| 008                                       | Adults, Children and Health | Cllr Carroll    | Children's Services              | Family Hubs                                      | Market conditions make re-letting of family hubs space unlikely resulting in net increased costs the the council.   | 70  | One-off           |
| 009                                       | Adults, Children and Health | Cllr Carroll    | Children's Services              | PPE and communication licence fee                | Purchase of personal protection equipment for staff and continuation of school communication licence fee.that was extended dueu to COVID-19.  | 60  | One-off           |
| 010                                       | Corporate                   | Cllr Hilton     | Place                            | Recognition of reduced Property Valuations       | Property revaluations have reduced as a result of COVID-19, which need to be reflected in the 2021/22 valuations for the accounts.  | 50  | One-off           |
| 011                                       | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Additional PPE and inflation provision           | There is significant demand for additional PPE for Optalis staff delivering adult social care services on behalf of the council in residents' homes. Inflation provision on individual care packages is also required for COVID-19 on providers, including insurance and staffing.  | 920   | One-off           |
| 012                                       | Adults, Children and Health | Cllr McWilliams | Place                            | Additional Housing Placements                    | There is pressure to deliver additional safe housing services as a result of COVID-19, which is likely to continue. Additional funding is being received to fund additional staffing resources, however this pressure is for the costs of temporary accommodation. The rise in numbers of family units becoming homeless may continue as furloughing ceases and unemployment rises. | 650   | One-off           |
|   |                             |                 |                                  |  |   | <b>TOTAL LIKELY ADDITIONAL PRESSURE</b>                         | <b>3,120</b>      |
|   |                             |                 |                                  |  |   | <b>POSSIBLE ADDITIONAL PRESSURE</b>                             |                   |
| 013                                       | Infrastructure              | Cllr Cannon     | Adults, Health and Commissioning | Reduced Car Parking Income                       | Car parking income is reduced due to the restrictions on population movement, particularly on income related to tourism activity (coaches) and season ticket income (commuters). Some restrictions likely to last into 2021/22 along with social distancing mean reduced travel and therefore parking requirements. Also, some impact on parking PCNs income.                       | 2,070   | One-off           |
| 014                                       | Corporate                   | Cllr Rayner     | Resources                        | Reduced Wedding Income                           | The wedding income target will be under continued pressure for registrars due to COVID-19 resulting in reduced ceremonies and restriction on the number of guests allowed as well as venues being closed due to government guidelines. This assumes 50% reduction in new bookings.  | 200   | Ongoing           |
| 015                                       | Infrastructure              | Cllr Clark      | Adults, Health and Commissioning | Reduced Highways Income                          | There is a pressure on highways income through reductions in highways licences, street works permitting scheme, etc. due to government restrictions. This is expected to extend into 2021/22 .  | 200   | One-off           |
| 016                                       | Corporate                   | Cllr Rayner     | Resources                        | Reduced Libraries Income                         | Library income for fees and charges, such as overdue loans and room hire will be under continued pressure due to COVID-19 and government guidelines.  | 66  | One-Off           |
| 017                                       | Infrastructure              | Cllr Rayner     | Place                            | Reduced Tourism income                           | Tourism revenue streams from the international market for quarter 1 and 2 will be absent and should slowly return in quarter 3 and 4. Event income for the booking office will be slow to return as many major events are cancelled until at least quarter 2  | 60  | One-off           |
| 018                                       | Adults, Children and Health | Cllr Carroll    | Children's Services              | Reduced Youth Service & Outdoor Education Income | Youth service and outdoor education income targets for next year will be under continued pressure due to government restrictions as a result of COVID-19.   | 120   | One-off           |

| COVID-19 RELATED GROWTH PROPOSALS 2021/22 |                             |                 |                                  |   |  |                            |                   |
|---|-----------------------------|-----------------|----------------------------------|---|--|----------------------------|-------------------|
| Reference number                          | O&S Committee               | Lead Member     | Directorate                      | Growth Title                            | Growth Description   | Estimated Pressure 2021/22 | One-Off / Ongoing |
|   |                             |                 |                                  |   |  | <b>£000</b>                |                   |
| 019                                       | Adults, Children and Health | Cllr Rayner     | Adults, Health and Commissioning | Reduced Wedding income at the Guildhall | Wedding income targets for next year will be under continued pressure as a result of COVID-19. Currently there is a limit on the number of guests for weddings as well as restrictions on wedding receptions and events within the building. With the increased cleaning regime there also needs to gaps within the wedding schedule which has resulted in less weddings taking place during the day.      | 72                         | One-off           |
| 020                                       | Adults, Children and Health | Cllr McWilliams | Adults, Health and Commissioning | Reduced Marketing Income                | Marketing income targets for next year, in particular the film unit income, will be under continued pressure due to government restrictions as a result of COVID-19. This is because mainly productions have been cancelled or postponed due to social distancing requirements   | 25                         | One-off           |
| 021                                       | Adults, Children and Health | Cllr Carroll    | Children's Services              | Additional Care Placement Costs         | Further increased placements numbers and the additional cost of care resulting from increased referrals following impact of COVID-19. Part of this pressure will be market led due to national increase in demand  | 360                        | Ongoing           |
| 022                                       | Adults, Children and Health | Cllr Carroll    | Children's Services              | Additional Specialist Workers           | There is a need for additional specialist workers arising from the increased demand due to COVID-19  | 140                        | Ongoing           |
| 023                                       | Communities                 | Cllr Cannon     | Place                            | Reduced Volume of Licenses issued       | Uptake of both premises and Hackney Carriage Licences has been negatively impacted by the COVID-19 emergency. It is anticipated that this will continue to in the coming year. Where licences premises do not re-open there is likely to be some permanent impact on income. There is little sign that the numbers of Hackney Carriage Licences applications will recover to pre COVID-19 levels in 21/22. | 60                         | Ongoing           |
|   |                             |                 |                                  |   | <b>TOTAL POSSIBLE ADDITIONAL PRESSURE</b>  | <b>3,373</b>               |                   |
|   |                             |                 |                                  |   | <b>TOTAL ADDITIONAL SERVICE COSTS PROJECTED DUE TO COVID-19 EFFECT</b>   | <b>9,251</b>               |                   |

## RBWM GROWTH BIDS 2021/2022

| Reference number | O&S Committee               | Lead Member  | Directorate                      | Growth Title   | Growth Description   | Estimated Pressure 2021/22 | One-Off / Ongoing |
|------------------|-----------------------------|--------------|----------------------------------|--|--|----------------------------|-------------------|
|                  |                             |              |                                  |  |  | <b>£000</b>                |                   |
| 001              | Communities                 | Cllr Cannon  | Place                            | Reduced Hackney Carriage Licence fee Income                    | Current trends show that the income target for Hackney Carriage Licence Fees is unachievable following the application of inflation in previous years without a corresponding increase in the fees. Therefore the target needs to be reduced. Fees are set by Licensing Panel following consultation with Trade.   | 92                         | Ongoing           |
| 002              | Corporate                   | Cllr Rayner  | Resources                        | Reduced income for wedding venue licensing                     | Current trends show that the income target for the venue licensing budget is too high. We have 8 venues which at £1,800 each = £14,400 against a target of £29,250. In 2021/22, a further 3 venues will not be renewing. Therefore the target needs to be reduced to 5 @ £1,800= £9,000.   | 21                         | Ongoing           |
| 003              | Corporate                   | Cllr Rayner  | Resources                        | Reduced income for Registrars                                  | Current trends show that the income target for Wedding income is unachievable. There has been a decline in demand over the last few years (the 2018/19 budget was missed by £25k) - but in 2019/20 the wedding income budget was increased by a further £13,000. There was further reduction in demand during 2019/20. Therefore the target needs to be reduced by £61k.   | 61                         | Ongoing           |
| 004              | Corporate                   | Cllr Rayner  | Resources                        | Library cleaning costs   | The budget for Library cleaning costs is insufficient. Therefore it needs to be increased to meet the costs.   | 28                         | Ongoing           |
| 005              | Adults, Children and Health | Cllr Carroll | Children's Services              | Adoption Services  | This growth reflects the 2020/21 growth in the cost of the shared adoption services (Adopt Thames Valley).   | 31                         | Ongoing           |
| 006              | Adults, Children and Health | Cllr Carroll | Children's Services              | Children's legal services                                      | This growth reflected the full year cost of the 2020/21 service to meet the legal costs of the most vulnerable children.   | 75                         | Ongoing           |
| 007              | Adults, Children and Health | Cllr Carroll | Children's Services              | Lost income  | The youth service will no longer be able to generate income for the letting of space at 4 Marlow Road.   | 17                         | Ongoing           |
| 008              | Adults, Children and Health | Cllr Carroll | Children's Services              | Placement  | This growth reflects the in-year pressure and the indicative full year effect of the current cohort in 2021/22, plus reflects the indicative Future Demand / increasing complexity of cases and two likely changes in provision.   | 247                        | Ongoing           |
| 009              | Adults, Children and Health | Cllr Carroll | Children's Services              | Employee Related Costs following external reviews and changes. | This growth reflects the increased contribution to the pension fund, pay progression and awards, the removal of the vacancy factor and a reduced contribution to statutory posts from the Dedicated Schools Grant. It also increases the establishment of the Children's Young Peoples Disability Services following the Ofsted Special Educational Needs inspection and includes salaries previously funded from capital.   | 1,005                      | Ongoing           |
| 010              | Adults, Children and Health | Cllr Carroll | Children's Services              | Lower income from Home Office                                  | Covers the budget shortfall resulting from Home Office grant for UASC based on their age reaching 18 despite being secure in pre-18 accommodation.   | 128                        | Ongoing           |
| 011              | Adults, Children and Health | Cllr Carroll | Children's Services              | Operational costs  | AFC interest on balances borrowed from RBWM  | 40                         | Ongoing           |
| 012              | Infrastructure              | Cllr Johnson | Place                            | Reduced Commercial income                                      | Reduced projection for commercial income from the Council's property portfolio in addition to that included within the Covid-19 impacts.   | 100                        | Ongoing           |
| 013              | Communities                 | Cllr Cannon  | Place                            | Environmental Health staffing                                  | Investment in this team is required to solve the long term problems of recruitment and capacity  | 50                         | Ongoing           |
| 014              | Corporate                   | Cllr Rayner  | Resources                        | Communications software  | This proposal is for a new contact centre solution which will enable the Library and Resident staff to take Resident phone calls remotely along with other communication channels of choice to support the new ways of working and to improve the level of reactivity available to the contact centre. Funding for the first year maintenance costs is required, in future years the cessation of other associated contracts will partially mitigate this cost. The timing of this project has been brought forward as a result of the COVID 19 emergency. | 44                         | Ongoing           |
| 015              | Communities                 | Cllr Stimson | Place                            | Increase burial capacity                                       | Works have been identified within Braywick cemetery that would increase burial capacity by an additional 3-4 years.  | 19                         | Ongoing           |
| 016              | Infrastructure              | Cllr Cannon  | Adults, Health and Commissioning | Temporary loss of Parking income through regeneration          | Loss of parking income as a result of regeneration activity in Maidenhead  | 440                        | Ongoing           |
| 017              | Corporate                   | Cllr Cannon  | Place                            | Joint arrangement  | Joint Emergency Planning Unit - based budget of £75k is not sufficient for costs now which are running at £87k, this is unavoidable  | 14                         | Ongoing           |
| 018              | Infrastructure              | Cllr Johnson | Place                            | Staffing fixed term costs                                      | Staffing for potential additional affordable housing and temporary accommodation   | 100                        | Ongoing           |
| 019              | Infrastructure              | Cllr Johnson | Place                            | Contract costs   | Annual external property portfolio valuation   | 68                         | Ongoing           |



|                             |                             |                |                                  |   |  |              |         |
|-----------------------------|-----------------------------|----------------|----------------------------------|---|--|--------------|---------|
| 020                         | Infrastructure              | Cllr Johnson   | Place                            | Maintenance charges   | Software annual maintenance charge re Technology forge. Cloud maintenance & support property IT system   | 18           | Ongoing |
| 022                         | Infrastructure              | Cllr Johnson   | Place                            | Reshape the Economic Growth team to deliver the Recovery Strategy | To reshape the Economic Growth Team to provide strategic leadership for the function. Increase capacity for economic analysis, developing employment and skills programmes as well as increased digital capabilities to support place marketing and increased inward investment.   | 60           | Ongoing |
| 023                         | Communities                 | Cllr Rayner    | Place                            | Support funding for Arts organisations.                           | A one-off grant available to Arts Organisations to transition and transform their service delivery model to enable sustainable ongoing finances. The council will work with organisations and industry bodies to seek to secure other external funding.  | 50           | one-off |
| 024                         | Corporate                   | Cllr Hilton    | Place                            | Berkshire Community Foundation grant                              | This funding is to enable a Revenue Service based Budget to cover a grant to eh Berkshire Community Foundation to support their local grant making to organisations and good causes with RBWM. The BCF have had a annual grant each year for this purpose for many years and this service based revenue provision will embed the revenue provision in the service rather that it be reliant on the annual community grants provision.                            | 21           | Ongoing |
| 025                         | Corporate                   | Cllr Hilton    | Place                            | Community grants  | This revenue funding growth is to enable the re-establishment of Revenue Community Grants scheme for 2021/22. The Community Grants were all Capital Grant funded in 2020/21, and this revenue base provision will allow a range of revenue funded grants to be considered for the 2021/22 fiscal year, to support local good causes and support activities and organisations in the Borough as a part of the over support for community grants provided by RBWM. | 50           | one-off |
| 026                         | Communities                 | Cllr Coppinger | Adults, Health and Commissioning | Saving from increased recycling                                   | Savings through additional sales of recycled material is no longer achievable because although volume has increased the price received has fallen.   | 335          | Ongoing |
| 027                         | Adults, Children and Health | Cllr Rayner    | Adults, Health and Commissioning | System efficiencies   | This proposal is a one off to offset a saving that cannot be delivered in 2021-2022 across the directorate due to the impact of Covid. The intention is to replace existing systems through developing similar capability in the new customer relationship management system.  | 25           | Ongoing |
| <b>TOTAL GROWTH 2021/22</b> |                             |                |                                  |   |  | <b>3,139</b> |         |

| RBWM SAVINGS PROPOSALS 2021/22 |               |             |             |   |   |             |                          |                          |                       |
|--------------------------------|---------------|-------------|-------------|---|---|-------------|--------------------------|--------------------------|-----------------------|
| Reference number               | O&S Committee | Lead Member | Directorate | Efficiency Title  | Efficiency Description  | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                |               |             |             |   |   | £000        | £000                     | £000                     |                       |
| 001                            | Corporate     | Cllr Hilton | Resources   | Removal of one Benefit Assistant post   | Cease face to face benefit enquiries service offered from Windsor library but continue the services by appointment from Maidenhead.   | 22          | 22                       | 0                        | April-21              |
| 002                            | Corporate     | Cllr Rayner | Resources   | Stop moving the Container Library saving towage costs                           | Cease the movement of the container library to various sites throughout the borough with the mobile library visiting these sites instead.   | 55          | 28                       | 27                       | Sept -21              |
| 003                            | Corporate     | Cllr Rayner | Resources   | Reduction of Library hours  | The library estate has been reviewed and a proposal will go forward to consultation with new hours and some sites retained to deliver the library service in the borough. We are committed to transformation and diversity of the library offer to maintain a sustainable and resilient library service going forward | 1,842       | 73                       | 0                        | Sept-21               |
| 004                            | Corporate     | Cllr Hilton | Resources   | Review of Accountancy structure   | Efficiency savings by reviewing existing processes.   | 35          | 35                       | 0                        | April-21              |
| 005                            | Corporate     | Cllr Hilton | Resources   | Review of Internal audit contract   | Review of level of service provision in 21/22   | 437         | 50                       | 0                        | April-21              |
| 006                            | Corporate     | Cllr Hilton | Resources   | Remove supplies and services budgets from finance team                          | Removal of general expenses, corporate subscriptions, software and publication budgets  | 29          | 67                       | 0                        | April-21              |
| 007                            | Corporate     | Cllr Hilton | Resources   | Defer Discretionary NNDR write-off  | This is deferral of the write off of the historical relief debt that is held on the balance sheet.  | 28          | 28                       | -28                      | April-21              |
| 008                            | Corporate     | Cllr Hilton | Resources   | Review of resourcing of the Insurance and Risk service                          | Review of funding and resourcing of the insurance and risk service  | 45          | 45                       | 0                        | April-21              |
| 009                            | Corporate     | Cllr Rayner | Resources   | Removal of fax machine analogue lines   | Using alternative ways of sending data allows for the removal of fax machine analogue lines that are no longer required.  | 838         | 2                        | 0                        | April-21              |
| 010                            | Corporate     | Cllr Rayner | Resources   | Removal of database and network contracts budget                                | Removal of budget as no longer required.  | 1,084       | 63                       | 23                       | April-21              |
| 011                            | Corporate     | Cllr Rayner | Resources   | Stop software licences for employee relations advice                            | Use of alternative software releasing two software licences for employee relations advice.  | 757         | 3                        | 4                        | May-21                |
| 012                            | Corporate     | Cllr Rayner | Resources   | Reduce Advertising contracts  | Add an applicant tracking module to HRIS iTrent and give notice to providers who currently provide that service.  | 757         | 0                        | 7                        | April-22              |
| 013                            | Corporate     | Cllr Rayner | Resources   | Review of charging structure for provision of services to academies and schools | Increase in charges to existing school and academy customers to ensure charging is inline with full cost of delivery.   | 757         | 10                       | 10                       | Aug-21                |

| <b>RBWM SAVINGS PROPOSALS 2021/22</b> |               |             |                     |   |   |             |                          |                          |                       |
|---------------------------------------|---------------|-------------|---------------------|---|---|-------------|--------------------------|--------------------------|-----------------------|
| Reference number                      | O&S Committee | Lead Member | Directorate         | Efficiency Title  | Efficiency Description  | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                       |               |             |                     |   |   | £000        | £000                     | £000                     |                       |
| 014                                   | Corporate     | Cllr Rayner | Resources           | Increase the admin charge for DBS checks                                | Increase in existing admin charge to £13 per cheque.  | 757         | 6                        | 0                        | April-21              |
| 015                                   | Corporate     | Cllr Rayner | Resources           | Efficiencies from D360 document management system and iTrent HR system. | Making processes more efficient leading to a review of resources.   | 757         | 13                       | 11                       | Oct-21                |
| 016                                   | Corporate     | Cllr Rayner | Resources           | Ceasing Quick Address software contract                                 | Using alternative software enables staff to cease using Quick Address software.   | 757         | 2                        | 0                        | April-21              |
| 017                                   | Corporate     | Cllr Rayner | Resources           | Restructure of OD function  | Review of organisational development function leading to a proposed reduction in resources.   | 757         | 30                       | 15                       | Aug-21                |
| 018                                   | Corporate     | Cllr Rayner | Resources           | Restructure of Compliments and Complaints function                      | Review of compliments and complaints functions leading to a proposed reduction in resources.  | 95          | 18                       | 0                        | April-21              |
| 019                                   | Corporate     | Cllr Rayner | Managing Director's | Removal of Member training budget                                       | Cease using external trainers, instead using internal training and 'free' training from membership bodies such as LGA.  | 2           | 2                        | 0                        | April 21              |
| 020                                   | Corporate     | Cllr Rayner | Managing Director's | Reduction in budget Member's Special Responsibility Allowances          | Reduction in budget which removes the buffer available for increases in line with staff salaries in future years.   | 224         | 24                       | 0                        | April 21              |
| 021                                   | Corporate     | Cllr Rayner | Managing Director's | Removal of room hire budget for council meetings                        | Removal of the budget for booking external rooms for council meetings   | 1           | 1                        | 0                        | April 21              |
| 022                                   | Corporate     | Cllr Rayner | Managing Director's | Reduction in budget for Member mileage claims                           | Reduction in budget following trend of reduced mileage claims.  | 9           | 5                        | 0                        | April 21              |
| 023                                   | Corporate     | Cllr Rayner | Managing Director's | Reduction in postage to Members   | Regular weekly post out to members would cease. Officers and members would only receive electronic papers for meetings unless e.g. medical dispensation. Mail received for members at the Town Hall will continue to be scanned and emailed to them rather than posted out. | 3           | 2                        | 0                        | April 21              |

| <b>RBWM SAVINGS PROPOSALS 2021/22</b> |                |                |                                  |   |   |             |                          |                          |                       |
|---------------------------------------|----------------|----------------|----------------------------------|---|---|-------------|--------------------------|--------------------------|-----------------------|
| Reference number                      | O&S Committee  | Lead Member    | Directorate                      | Efficiency Title  | Efficiency Description  | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                       |                |                |                                  |   |   | £000        | £000                     | £000                     |                       |
| 024                                   | Corporate      | Cllr Rayner    | Managing Director's              | Reduction in the annual support provided to the Twinning Committee              | Reduction in the community based activities that the Twinning Committee undertake   | 10          | 5                        | 0                        | April 21              |
| 025                                   | Corporate      | Cllr Rayner    | Managing Director's              | Facilities vehicles   | Termination of large van lease (used primarily by the library service).   | 19          | 0                        | 7                        | April 22              |
| 026                                   | Corporate      | Cllr Rayner    | Managing Director's              | Reduced MFD printing  | Reduced number of Multi-Functional Devices across council sites where there are currently multiple devices  | 260         | 30                       | 0                        | April 21              |
| 027                                   | Corporate      | Cllr Rayner    | Managing Director's              | Reduction in Stationery purchased.  | Greater use of technology enables a reduction in the amount of stationery required. Rationalisation of options available to order where still required.   | 36          | 20                       | 0                        | April 21              |
| 028                                   | Corporate      | Cllr Rayner    | Managing Director's              | Reduced Confidential waste collection   | A reduction in the number of sites from which confidential paper waste is collected and the reduction in the frequency of collections   | 21          | 4                        | 0                        | April 21              |
| 029                                   | Corporate      | Cllr Rayner    | Managing Director's              | Removal of all vending machines in council offices (Town Hall and Tinkers Lane) | Hot/cold drinks and snacks will not be available in the council offices and will therefore have to be purchased off site.   | 8           | 0                        | 5                        | April 22              |
| 030                                   | Corporate      | Cllr Rayner    | Managing Director's              | Review of charging structure for Schools Data Protection Officer service        | Charges to existing school and academy customers aligned with full cost of delivery.  | 0           | 40                       | 0                        | Ongoing               |
| 031                                   | Corporate      | Cllr Rayner    | Managing Director's              | Reduce Borough By-Elections Budget  | Reduce base budget to enable delivery of only one by-election per year  | 17          | 7                        | 0                        | April 21              |
| 032                                   | Communities    | Cllr Coppinger | Adults, Health and Commissioning | Additional income from green waste subscriptions                                | Additional income from increased green waste subscriptions  | 840         | 50                       | 0                        | April 21              |
| 033                                   | Infrastructure | Cllr Cannon    | Adults, Health and Commissioning | Remove 50 on street parking machines  | Remove the majority of 'outdated' on street pay and display parking machines and move the majority of transactions through to the Ringo app/phone line. This will reduce maintenance costs and cash collection fees. A machine will be retained in each of the parking areas for those without access to Ringo. | 50          | 50                       | 0                        | April 21              |
| 034                                   | Infrastructure | Cllr Clark     | Adults, Health and Commissioning | Redesign provision of street cleansing  | The service model will be redesigned as there is currently some overlap between different contracts. This will release some efficiencies together with a more targeted model of prioritising street cleansing activity focusing on high profile/high usage areas.   | 9,455       | 100                      | 0                        | April 21              |

| RBWM SAVINGS PROPOSALS 2021/22 |                |                |                                  |   |   |             |                          |                          |                       |
|--------------------------------|----------------|----------------|----------------------------------|---|---|-------------|--------------------------|--------------------------|-----------------------|
| Reference number               | O&S Committee  | Lead Member    | Directorate                      | Efficiency Title  | Efficiency Description  | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                |                |                |                                  |   |   | £000        | £000                     | £000                     |                       |
| 035                            | Communities    | Cllr Coppinger | Adults, Health and Commissioning | Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections | The mix of waste and recycling has changed this year and will allow us to move the collection of black bins to fortnightly. Whilst waste is burnt to create energy this move is completely in line with our commitment to Climate Change.   | 9,455       | 175                      | 0                        | June-21               |
| 036                            | Infrastructure | Cllr Cannon    | Adults, Health and Commissioning | Review of council's rural car parks'  | Bring all Council car parks into new parking strategy's restructured tariff scheme  | 0           | 100                      | 0                        | April 21              |
| 037                            | Infrastructure | Cllr Clark     | Adults, Health and Commissioning | Additional income from enforcement of street works activity   | Introduction of a one-year's pilot to invest in additional officers who will focus on enforcement of streetworks activity. Increasing the number of site visits will generate additional income through the issue of Fixed Penalty Notices and S74 overrun notices.   | 100         | 100                      | 0                        | April 21              |
| 038                            | Infrastructure | Cllr Clark     | Adults, Health and Commissioning | Reduce the council's pool car fleet   | Reduction of the council's pool car fleet from 13 to 8 vehicles in line with new ways of working and reduced travel demand  | 20          | 20                       | 0                        | Jan-21                |
| 039                            | Infrastructure | Cllr Clark     | Adults, Health and Commissioning | Remodel street cleansing activity in town centres, estate and rural roads                                     | The current model of mechanically sweeping and litter picking town centres, estates and rural roads operates on a fixed interval basis -weekly for town centres and six weekly for estates and rural roads. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage seasonal demand, eg autumn. | 1,467       | 50                       | 0                        | April 21              |
| 040                            | Infrastructure | Cllr Cannon    | Adults, Health and Commissioning | Activate optional one-year contract extension for parking enforcement   | The parking enforcement contract has an option to extend the term by an additional year. If this option is exercised, NSL will waive the contract inflationary uplift for 2021/22   | 933         | 30                       | 0                        | April 21              |
| 041                            | Infrastructure | Cllr Clark     | Adults, Health and Commissioning | Redesign the street cleansing pattern for the A404M/Marlow bypass   | The current model of cleansing the A404/Marlow bypass operates on a fixed interval basis -four per annum. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage demand.   | 20          | 10                       | 0                        | April 21              |
| 042                            | Infrastructure | Cllr Clark     | Adults, Health and Commissioning | Redesign the street cleansing pattern for Royal Windsor Way   | The current model of cleansing the Royal Windsor Way operates on a fixed interval basis -four per annum. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage demand.  | 20          | 10                       | 0                        | April 21              |
| 043                            | Communities    | Cllr Stimson   | Adults, Health and Commissioning | Deliver the waste incentivisation scheme through the Climate Change Strategy                                  | There is provision in the Serco waste collection contract for a waste incentivisation scheme which encourages householders to participate in greater recycling of waste, thereby sending less waste for disposal. The proposal is to remove this sum from the contract and focus behavioural change through the Climate Change Strategy and Plastic Strategy  | 9,354       | 30                       | 0                        | April 21              |

| RBWM SAVINGS PROPOSALS 2021/22 |                             |                 |                                  |   |   |             |                          |                          |                       |
|--------------------------------|-----------------------------|-----------------|----------------------------------|---|---|-------------|--------------------------|--------------------------|-----------------------|
| Reference number               | O&S Committee               | Lead Member     | Directorate                      | Efficiency Title  | Efficiency Description  | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                |                             |                 |                                  |   |   | £000        | £000                     | £000                     |                       |
| 044                            | Corporate                   | Cllr McWilliams | Adults, Health and Commissioning | Maximise digital distribution of Around the Royal Borough   | Maximise digital distribution of Around the Royal Borough by encouraging residents to join our digital mailing list through the residents' newsletter, which will include a 'how-to' guide to signing up for residents to share with less digitally able residents, and having an annual physical copy sent to individual households  | 413         | 14                       | 0                        | April 21              |
| 045                            | Corporate                   | Cllr McWilliams | Adults, Health and Commissioning | Implement a revised Advantage Card  | Identify and establish dynamic third-party alternatives for promoting discounts and special offers with local businesses through a 'new-look' Advantage Card  | 0           | 14                       | 0                        | April 21              |
| 046                            | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Develop alternative options for supporting residents in need of additional support                  | The "front door" of adult social care is being redesigned to offer better signposting for residents needing support. This will involve greater use of a range of assistive technologies to enable residents to stay in their own homes longer and working with voluntary organisations to support residents to connect with their communities   | 43,000      | 200                      | 0                        | April 21              |
| 047                            | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Deliver day opportunities for older people and people with learning disabilities in a different way | As part of the overall review of day opportunity provision, the proposal would be to close the current Windsor Day Centre and Oakbridge Day Centre. Provision can be sourced elsewhere both in Windsor and Maidenhead to meet the needs of the residents currently using the centres. Community options are also being developed. This would release a capital asset which could be repurposed to build supported living accommodation for young people with learning disabilities which, in turn, would reduce the requirement for expensive out of borough residential placements. There is currently a very poor offer of supported living accommodation in the borough. | 602         | 300                      | 0                        | April 21              |
| 048                            | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Ensure value for money from residential care placements for people with learning disabilities       | All residents currently in receipt of a high cost residential care package to have their needs reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and delivers value for money.  | 8,050       | 200                      | 0                        | April 21              |
| 049                            | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Ensure value for money from supported living packages for people with learning disabilities         | All supported living packages will be reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and value for money. Packages will be renegotiated with providers.  | 6,150       | 200                      | 0                        | April 21              |
| 050                            | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Ensure value for money from community packages for people with learning disabilities                | The needs of all people with learning disabilities in receipt of community/home care packages to be reviewed to ensure that the packages remain appropriate and cost effective. Reinstating a Shared Lives Scheme in the borough will also be taken forward.  | 2,500       | 200                      | 0                        | April 21              |
| 051                            | Adults, Children and Health | Cllr Carroll    | Adults, Health and Commissioning | Extend the offer of reablement to all residents coming out of hospital                              | Transformation of the current reablement service will offer reablement opportunities to all residents being discharged from hospital in order to ensure that the level of subsequent long term packages of care are "right sized" and appropriate for their needs   | 2,100       | 500                      | 0                        | April 21              |

| <b>RBWM SAVINGS PROPOSALS 2021/22</b> |                             |                |                                  |  |   |             |                          |                          |                       |
|---------------------------------------|-----------------------------|----------------|----------------------------------|--|---|-------------|--------------------------|--------------------------|-----------------------|
| Reference number                      | O&S Committee               | Lead Member    | Directorate                      | Efficiency Title   | Efficiency Description  | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                       |                             |                |                                  |  |   | £000        | £000                     | £000                     |                       |
| 052                                   | Adults, Children and Health | Cllr Carroll   | Adults, Health and Commissioning | End contract with People to Places for services that are no longer running   | Following the cessation of some routes to day centres, the contract for those routes has come to an end and not been renewed. Alternative transport arrangements are in place.  | 90          | 90                       | 0                        | Already achieved      |
| 053                                   | Adults, Children and Health | Cllr Carroll   | Adults, Health and Commissioning | Refocus the operation of the Health Visiting service   | Transformation of the current service to remodel it into a more targeted service, using a wide range of workforce skills and experience.  | 1,570       | 150                      | 0                        | April 21              |
| 054                                   | Adults, Children and Health | Cllr Carroll   | Adults, Health and Commissioning | Maximise the income due to the council from resident contributions   | Implement improved processes to ensure that income is collected in a timely way and residents are clear on the amount of the contribution they need to make to their care in order to reduce the amount of bad debt accruing.   | -9,100      | 500                      | 0                        | April 21              |
| 055                                   | Communities                 | Cllr Coppinger | Place                            | Reshape Planning Support Team  | Reshape the planning support team   | 1,109       | 29                       | 0                        | Immediate             |
| 056                                   | Communities                 | Cllr Rayner    | Place                            | Reduction in Arts Grants   | To remove arts grants from the budget from Q2 in 2021/22  | 233         | 187                      | 46                       | June-21               |
| 057                                   | Communities                 | Cllr Rayner    | Place                            | Reshape museum and tourism information centre service  | Review the delivery model for face to face elements of the Museum and Tourist Information Centre services. This saving will enable the Tourist Information Centre to move into the Guildhall with the museum. The opening hours will be reduced with a review and consultation to develop the best service  | 175         | 85                       | 0                        | June-21               |
| 058                                   | Communities                 | Cllr Clark     | Place                            | Remove ongoing aviation budget   | Removal of budget that has been used to challenge Heathrow expansion.   | 20          | 20                       | 0                        | Jan-21                |
| 059                                   | Communities                 | Cllr Cannon    | Place                            | Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens. | Following the reshaping of the wardens service implemented in April 2020, the service leader has left and there is a further need to reshape the management and operation of the community safety work stream including the delivery of the Community Safety Partnership, Anti-Social Behaviour and Public Space Protection Orders and police liaison and coordination, including Prevent and Channel programmes. | 695         | 300                      | 0                        | June-21               |
| 060                                   | Communities                 | Cllr Rayner    | Place                            | Revise the management of the leisure contract  | Since the completion of Braywick Leisure Centre this role has now changed and is the management of the leisure service contract of the six leisure centres and shared use at Dedworth school.   | 74          | 62                       | 12                       | June-21               |

| <b>RBWM SAVINGS PROPOSALS 2021/22</b> |                             |              |             |   |  |             |                          |                          |                       |
|---------------------------------------|-----------------------------|--------------|-------------|---|--|-------------|--------------------------|--------------------------|-----------------------|
| Reference number                      | O&S Committee               | Lead Member  | Directorate | Efficiency Title  | Efficiency Description   | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                       |                             |              |             |   |  | £000        | £000                     | £000                     |                       |
| 061                                   | Communities                 | Cllr Stimson | Place       | Remove funding from Borough in bloom and community participation project                          | Borough wide twice a year seasonal planting and maintenance will stop. The current planters will not be replanted and the containers will be removed.  | 86          | 86                       | 0                        | April 21              |
| 062                                   | Communities                 | Cllr Rayner  | Place       | Remove funding from SMILE and stop service  | Cease the delivery of the current Community based SMILE programme. We will look for alternative sources to fund this service.  | 70          | 58                       | 0                        | June-21               |
| 063                                   | Communities                 | Cllr Rayner  | Place       | Remove vacant community sports development post and projects                                      | Delete the sport development manager post and stop the partnership sports development work that this role leads. The liaison with the sports club across the borough and the liaison with the National Governing Bodies will cease.  | 65          | 54                       | 0                        | June-21               |
| 064                                   | Communities                 | Cllr Stimson | Place       | Reshape the trees function  | Move the trees function into planning and reshape with focus moving forward on only high priority work and planning officers advising on trees in relation to applications leading to reduction in posts.  | 326         | 125                      | 0                        | June-21               |
| 065                                   | Adults, Children and Health | Cllr Carroll | Children's  | Develop an increasingly independent school travel policy which is focused on the most vulnerable. | Shape home to school transport services to increase levels of independence while retaining focus on statutory responsibilities including for those on low incomes; of statutory school age; and reasonable adjustments for those with disabilities   | 2,853       | 300                      | 0                        | April 21              |
| 066                                   | Adults, Children and Health | Cllr Carroll | Children's  | Independent Fostering Agency (IFA) development  | Invest in IFA development and grow capacity to meet local need and trade excess with neighbouring local authorities.   | -29         | 15                       | 0                        | April 21              |
| 067                                   | Adults, Children and Health | Cllr Carroll | Children's  | Greater use of virtual technologies   | Greater use of virtual technologies to reduce the number of face to face meetings attended outside of the borough, making staff time more efficient and reducing travel costs. Develop and standardise the use of electronic secure documents and workflow to reduce paper based processes and handling. | 169         | 50                       | 0                        | April 21              |
| 068                                   | Adults, Children and Health | Cllr Carroll | Children's  | Support for young person's transition to a sustainable adulthood.                                 | Improvements to be made in provision to support the young person's transition to a sustainable adulthood, reducing the costs of education and care for some young people.  | 489         | 15                       | 0                        | April 21              |



| RBWM SAVINGS PROPOSALS 2021/22 |                             |              |                               |  |   |             |                          |                          |                       |
|--------------------------------|-----------------------------|--------------|-------------------------------|--|---|-------------|--------------------------|--------------------------|-----------------------|
| Reference number               | O&S Committee               | Lead Member  | Directorate                   | Efficiency Title   | Efficiency Description  | Base Budget | Estimated saving 2021/22 | Estimated saving 2022/23 | Savings Delivery Date |
|                                |                             |              |                               |  |   | £000        | £000                     | £000                     |                       |
| 069                            | Adults, Children and Health | Cllr Carroll | Children's                    | Care Leavers Accommodation   | Establish more local care leaver accommodation so that efficiencies can be made in placement costs.   | 985         | 20                       | 0                        | April 21              |
| 070                            | Adults, Children and Health | Cllr Carroll | Children's                    | Implement schools Inclusion Advisor                                | Aim to drive development of better and cheaper inclusion options, ensuring these critical skills are available to schools to drive effectiveness of High Needs spending through a defined post.                       | 111         | 90                       | 0                        | April 21              |
| 071                            | Adults, Children and Health | Cllr Carroll | Children's                    | Therapy assessment service   | Set-up assessment service which will both simplify therapy offer with far fewer exceptions while driving up the use of effective, time limited interventions.   | 169         | 100                      | 0                        | April 21              |
| 072                            | Adults, Children and Health | Cllr Carroll | Children's                    | Use external support for early years quality improvement needs     | Signpost early years settings to the Nursery School Federation to secure support to improve the quality of their provision.   | 160         | 60                       | 0                        | April 21              |
| 073                            | Adults, Children and Health | Cllr Carroll | Children's                    | Continue to optimise costs of placements for children in our care. | Increased monitoring and tracking of the financial package of care alongside the social work team through a fortnightly "resource panel". Builds on 2020/21 success with the long-term approach in AfC business plan. | 6,281       | 250                      | 150                      | April 21              |
| 074                            | Corporate                   | Cllr Rayner  | Library and Resident services | Library Stock fund   | Reduction of library book fund  | 288         | 20                       | 0                        | April 21              |
| 075                            | Corporate                   | Cllr Johnson | Place                         | Consultancy costs  | Property consultancy budget no longer required  | 110         | 70                       | 0                        | April 21              |
| 076                            | Adults, Children and Health | Cllr Carroll | Children's                    | Improve business support processes                                 | Develop current hub approach to allow multi-skilled staff deal with a range of services with a variable level of need.  | 475         | 45                       | 0                        | April-21              |
| 077                            | Adults, Children and Health | Cllr Carroll | Children's                    | Account appropriately for financial support services.              | Reduce finance team to statutory minimum for direct LA services and have RBWM maintained schools pay contribution to finance function provided to them.   | 475         | 55                       | 0                        | April 21              |