

Report Title:	<b>2021/22 Budget</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 4 February 2021
Responsible Officer(s):	Duncan Sharkey, Managing Director Adele Taylor, Director of Resources and S151 Officer Andrew Vallance, Head of Finance and Deputy S151 Officer
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

- 1 This report sets out the financial plans for the Royal Borough of Windsor and Maidenhead (RBWM) and its Net Budget Requirement and associated Council Tax level for 2021/22.
- 2 Appended to the report are the various elements that form the basis of the budget, including:
  - Appendix 1 – the Revenue Budget, including its funding, growth and opportunities affecting service budgets, proposed Council Tax and the Council’s reserves and balances position;
  - Appendix 2 – the proposed Fees and Charges for 2021/22;
  - Appendix 3 – the Capital Budget, including the Capital Strategy and the proposed Capital Programme;
  - Appendix 4 – Treasury Management, including the Treasury Management Strategy which contains the counterparty lending criteria, the Minimum Revenue Provision and Prudential Code indicators.
  - Appendix 5 – the proposed Pay Policy Statement as required by statute.
  - Appendix 6 – the Proposed Pay Award for the year 2021/22
  - Appendix 7 – Interim Feedback from Overview and Scrutiny Panels / Public Consultation
- 3 This report summarises these main areas of financial risk impacting on the revenue and capital budgets and in respect of these risks sets out the assumptions that underpin the forecast position for the year.

## 1. DETAILS OF RECOMMENDATIONS

### Appendix 1 – Revenue Budget

**That Cabinet considers and recommends that Council approves:**

- i) The 2021/22 Net Budget of £105.625m, consisting of:
  - a. The proposed new growth in service budgets of £3.124m as set out in **Annex D to Appendix 1**;
  - b. The proposed Covid-19 growth in service budgets of £9.251m as set out in **Annex E to Appendix 1**;
  - c. The proposed new opportunities and savings of £5.730m as set out in **Annex F to Appendix 1**;
  - d. The associated contribution from Earmarked Reserves of £3m as set out in paragraph 5.5.1, and the level of contingency as £2.812m as set out in paragraph 5.8.4;
- ii) Council Tax:
  - a. A Council Tax Requirement of £79.540m.
  - b. A Band D charge of £1,131.97 for the Royal Borough of Windsor and Maidenhead in 2021/22, reflecting an overall increase of 4.99%, based on:
    - i. A 1.99% increase in base Council Tax taking the charge to £1,004.19 for 2021/22;
    - ii. An additional 3% to reflect an increase in the Adult Social Care Precept which is proposed as £127.78;
  - c. The Special Expenses Precept frozen at £34.31 for 2021/22 for the unparished areas of Windsor and Maidenhead in accordance with Section 35 of the Local Government Finance Act 1992, as set out in **Annex G to Appendix 1**;
- iii) Schools Budget
  - a. The allocation of the £133.918m Dedicated Schools Grant as set out in **Annex H to Appendix 1**, and delegated authority be given to the Director of Children's Services and S151 officer in consultation with the Lead Members for Finance and Adult Social Care, Children's and Health Services to amend the total schools' budget to reflect the actual Dedicated Schools Grant levels once received;

### Appendix 2 – Fees and Charges

**That Cabinet considers and recommends that Council approves:**

- i) The Fees and Charges for 2021/22 as set out in **Annex A to Appendix 2**.
- ii) Delegated authority is extended to the Director for Adults, Health and Commissioning, in liason with the Lead Member for Adult Social Care, Children's and Health Services, to set the Direct Payments Standard Rate (p20 of Annex A to Appendix 2).

### **Appendix 3 – Capital**

**That Cabinet considers and recommends that Council approves:**

- i) The Capital Strategy 2021/22 – 2023/24 as set out in **Annex A to Appendix 3** of this report.
- i) The draft consolidated Capital Programme for 2020/21 – 2022/23 in **Annex B1-3 to Appendix 3** of this report, including previously approved schemes and proposed new schemes as set out in **Annexes C & D to Appendix 3** of this report.
- ii) Capital programme slippage to date from 2020/21 to 2021/22 as detailed in **Annex E to Appendix 3**.

### **Appendix 4 – Treasury Management**

**That Cabinet considers and recommends that Council approves:**

- i) The Council's Treasury Management Strategy for 2021/22 as set out in **Appendix 4** of this report, including
  - a. The proposed Lending Counterparty Criteria;
  - b. the continuation of the current Minimum Revenue Provision Policy for 2021/22.
- ii) The Council's Treasury Management Policies as set out in **Annex A to Appendix 4** of this report;
- iii) The Council's Prudential Indicators as set out in **Annex B to Appendix 4** of this report

### **Appendix 5 – Pay Policy Statement**

**That Cabinet considers and recommends that Council approves:**

- i) The Council's updated Pay Policy Statement Strategy for 2021/22 as set out in **Appendix 5** of this report, noting that Sections 2.9, 3.3, 3.4, 4.2, 4.3 and 4.5 of that appendix will be updated following Council's decision regarding the 2021 staff pay award.

### **Appendix 6 – Proposed Pay Award**

**That Cabinet considers and recommends that Council approves:**

- ii) The Council's proposed Pay Award for 2021/22 as set out in **Appendix 6** of this report.
- iii) A revision to the Council's pay structure, with a new minimum pay point of Grade 2, point 20 at a rate of £10 per hour at a cost of £18,382. This would equate to a minimum increase of 2.14% for those paid less than £10 per hour.
- iv) A pay award of 2% to those not impacted by the £10 per hour increase, with effect from 1 April 2021 at an estimated cost of £431,426.
- v) The increase in the apprentice rates from April 2021, retaining the current differentials between employees who are under 18 and aged 20.

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

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

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

- 2.1. The policy and financial context for setting the budget is set out within the Budget Strategy, which was approved by Cabinet in October 2020.
- 2.2. The statutory process for setting the budget is that a budget is recommended by the Cabinet to the Council. This report provides a coherent and realistic budget and ensures that the corporate plan and service delivery priorities of the Council can be achieved, and that financial sustainability can be secured, whilst enabling the continuation of quality services for residents and providing excellent value for money.
- 2.3. There are a variety of elements within the budget that the Council is required by law to agree, such as the Council Tax charge and the Minimum Revenue Provision. In addition, due regard is required for the various implications of the proposals within the budget as well as considering the Equalities Impact Assessments. This report ensures compliance with the regulations.
- 2.4. Any further revisions to the recommendations resulting from the Final Settlement figures and clarification of outstanding information will be circulated electronically to all Members as early as possible and will also be posted on the Council's website.

### 3. KEY IMPLICATIONS

**Table 1: Key implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£6,370,000	£6,370,000 To £6,500,000	£6,500,001 To £16,900,000	> 16,900,000	31 May 2022

### 4. HEADLINE SUMMARY

- 4.1.1. The Revenue Budget along with the Capital Programme represents considerable investment in the Royal Borough. Future spending plans are set against clear policy objectives under the banner of 'creating a borough of opportunity and innovation', of continuing to protect the most vulnerable in the community, and investing in the future economic development and regeneration opportunities while increasingly ensuring that the Council recognises its commitments with regard to climate resilience and its overall environmental impact.

- 4.1.2. The Council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for services. However, the position for the Royal Borough is more acute than other councils, due to its very low level of reserves, the lowest Council Tax in the country outside of London, coupled with increasing levels of borrowing. The reserves are now adequate to cover current risks, but may be insufficient to cover significant issues that might occur. Uncertainty around future central government funding and the relatively low level of provision for bad debts and Business Rates appeals adds to the scale of this risk. The Council therefore needs to balance the affordability of its services and ensure that service users meet the cost of the services they receive where they can afford to do so.
- 4.1.3. This year also has the additional implications of the Covid-19 pandemic. With that comes significant demand on services, particularly in the Revenues and Benefits section which has experienced significant growth in demand due to the extraordinary amount of financial support the Government has given to local businesses. Pressure is also felt in the Adult Social Care section where there is a need to facilitate timely discharge from hospital back home or to other care provision to relieve pressure on the NHS. The impact has also been felt through the substantial loss of income the Council can usually rely on, such as car parking income. In total, the additional costs included in the 2021/22 budget are £9.251m. Uncertainty around the duration of these impacts and whether the Government will provide additional funding to mitigate the ongoing impact means that there is more potential volatility in the forecasts for next financial year than is usual.
- 4.1.4. The Council has therefore reviewed all aspects of the budget and has identified substantial new cost pressures amounting to £3.124m, along with saving opportunities amounting to £5.730m. While every attempt has been made to protect key services, these savings will inevitably impact on service levels in some areas.
- 4.1.5. In addition, the Council is proposing to increase Council Tax by the permitted 4.99% within the referendum criteria. This will generate an additional £3.775m which enables the Council to set a balanced budget for 2021/22.

#### 4.2. Structure of the report

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

Appendix	Details
1	Revenue Budget, including its funding, growth and opportunities affecting service budgets, proposed Council Tax and the Council's reserves and balances position
2	Fees and Charges for 2021/22
3	Capital Budget, including the Capital Strategy and the proposed capital programme
4	Treasury Management, including the Treasury Management Strategy which contains the counterparty lending criteria, the Minimum Revenue Provision and Prudential Code indicators
5	Pay Policy Statement
6	Proposed Pay Award
7	Interim Feedback from Overview and Scrutiny Panels / Public Consultation

- 4.2.2. In addition, there are a number of Annexes to these appendices, including:

Appendix	Annex	Details
1 Revenue Budget	A	2021/22 Budget Summary and Medium-Term Financial Plan
	B	2021/22 Budget Control Totals
	C	Budget Movements 2020/21 to 2021/22
	D	Service Growth Bids
	E	Covid-19 Growth Bids
	F	Service Saving Opportunities
	G	Special Expenses Rate
	H	Dedicated Schools Grant
	I	Budget Equality Impact Assessment
2 Fees and Charges	A	Proposed Fees and Charges
3 Capital	A	Capital Strategy
	B1-3	Proposed Capital Programme Summary
	C	Major Schemes
	D	Proposed Capital Programme Detail
	E	2020/21 Slippage carried into 2021/22
4 Treasury Management	A	Treasury Management Policies
	B	Performance Indicators
	C	Cashflow Forecast
	D	Economic Outlook
5 Pay Policy	N/a	N/a
6 2020/21 Pay Award	A	Impact on grading structure
	B	New pay scales from 1 April 2021
7 Consultation Feedback	A	Interim Consultation Report – report from M.E.L Research (Interim report)
	B	Overview and Scrutiny Panel Minutes

## 5. 2021/22 REVENUE BUDGET – APPENDIX 1

### 5.1. Council Priorities:

5.1.1. The Revenue Budget covers the day-to-day expenditure for the Council to deliver its priorities. 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 July 2020. A refresh of the overall corporate strategy will be undertaken during the early part of financial year 2021/22.

### 5.2. Financial Climate and Funding

5.2.1. For the last decade, funding for local authorities has decreased significantly due to the austerity measures implemented by the Government following the financial crises in

2008. At the same time, demand for Housing and Social Care services has increased, placing significant pressure on budgets. As a result, many discretionary services have been pared back to ensure statutory responsibilities are met, and savings amounting to around £60m have been delivered since 2010.

- 5.2.2. 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. It is also highly likely that future funding levels will be constrained due to the increased national budget deficit, which could take some time to reduce. Therefore, the delayed multi-year Comprehensive Spending Review now planned for Autumn 2021 will be critical in the overall funding available to the sector.
- 5.2.3. Adding further uncertainty is the planned revamp of the funding mechanisms used to allocate grant to local authorities. The Fair Funding Review and review of the Business Rates Retention Scheme, initially started in 2016 and planned to be implemented in April 2019, have been delayed until at least 2022/23.
- 5.2.4. As a result, the Local Government Funding Settlement was again a one-year roll forward. Despite headlines announcing an increase in spending power, almost solely driven by increases in Council Tax included within the referendum limits, it announced little additional grant funding, but did confirm a fifth tranche of Covid-19 funding which covers off the risk that had been identified in the draft budget of potential further central government funding coming forward.

### 5.3. Budget pressures

- 5.3.1. RBWM has a number of budget pressures that need to be considered as part of its budget and medium-term financial plans and any potential mitigations identified, where possible. They are driven by a number of factors ranging from inflation, Covid-19, demographic changes and pressures beyond the Council's control.
- 5.3.2. Inflationary increases have also been applied to the Council's various contracts and this has been kept to a minimum where possible through negotiations with contractors. The Council is also proposing cost of living increases for staff and Members in a change to recent years where no award has been made. Further detail is provided in **Appendix 6**.
- 5.3.3. The table below summarises the service cost pressures that are reflected in the 2021/22 budget. These are in addition to the Full Year Effect of those pressures included within the current budget. Further detail is provided in **Annex D to Appendix 1**.

<b>Service Growth and Pressures – 2021/22</b>	<b>£'000</b>
Children's Services	1,543
Adults, Health and Commissioning	835
Place	592
Resources	154
<b>Total Growth and Pressures</b>	<b>3,124</b>

- 5.3.4. The table below summarises the Covid-19 related cost pressures that are reflected in the 2021/22 budget. 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. Further detail is provided in **Annex E to Appendix 1**.

<b>Covid-19 Related Growth and Pressures – 2021/22</b>	
<b>Description</b>	<b>£'000</b>
Unavoidable loss of income	2,758
Likely loss of income	1,844
Likely additional costs	1,276
Possible additional loss of income	2,873
Possible additional costs	500
<b>Total Covid-19 Related Growth and Pressures</b>	<b>9,251</b>

#### 5.4. Savings Opportunities

- 5.4.1. To mitigate the additional cost pressures, services are required to identify opportunities to save money. This is achieved through a variety of ways including becoming more efficient, increasing income generation and ultimately reducing the service offering. The latter is avoided wherever possible.
- 5.4.2. Savings of £5.730m are proposed, in addition to the £2.135m already approved within the current budget. These are summarised below, with greater detail shown in **Annex F to Appendix 1**. An Equality Impact Assessment (EQIA) for each saving has been undertaken and these are available on the Council's website.

<b>Service Opportunities and Savings – 2021/22</b>	<b>£'000</b>
Children's Services	980
Adults, Health and Commissioning Place	3,093
Resources	1,002
Managing Director's	515
<b>Total Growth and Pressures</b>	<b>140</b>
	<b>5,730</b>

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

#### 5.5. Summary of the movements in the budget

- 5.5.1. The Council Tax Requirement proposed for 2021/22 is £79.540m, which includes £1.230m to be raised through the Special Expenses Rate. This is an increase of £4.302m on the current year. Costs have risen due to the additional £9.251m cost pressures brought by the Covid-19 Pandemic, although the Council expects to receive £5.583m of additional grant income for this, along with £3m from the Covid-19 Earmarked Reserve. The Service-related pressures which need to be funded sum to £10.783m, which are partially offset by savings opportunities to the value of £7.865m.

The remainder of the increase (£0.716m) results from reductions in general grant funding. Greater detail is included within **Annex C to Appendix 1**.

- 5.5.2. The movement on Adult Social Care expenditure is masked by increases in direct Government Grant such as Public Health, Better Care Fund and increased one-off income received from the CCG to support quicker hospital discharges. In addition, there are centrally held cost overheads, and the value of the proposed pay award which relate to services. Furthermore, there are transition budgets held in Children's Services relating to individuals who will transfer into Adults during the year.

## 5.6. Income Generation

- 5.6.1. The majority of the Council's funding comes via Council Tax. The Council Tax Requirement is proposed at £79.540m. This equates to a Band D charge of £1,131.97 when divided by the 69,179.45 properties within the Taxbase. This represents an increase of £54.57 or 4.99% - in line with the referendum criteria. This is broken down into £22.25 or 1.99% for the general Council Tax element, and £32.32 or 3% for the Adult Social Care Precept.
- 5.6.2. In addition, the Council charges an additional precept for where the Council delivers services specific to a particular area within the Borough. These are known as Special Expenses and are charged to the unparished areas of Windsor and Maidenhead. The charge for 2021/22 is frozen at £34.31. Greater information is included within **Annex G to Appendix 1**.
- 5.6.3. Income from local businesses is also received through Business Rates. Some £15.004m is forecast for 2021/22, which is a slight reduction on the current year. However, given the impact Covid-19 is having on businesses who have been forced to close during lockdown, this funding has held remarkably firm.
- 5.6.4. The Council provides a wide range of services and the ability to charge for some of these services has always been a key funding source to support the cost of providing the service. Most fees and charges are proposed to increase by inflation. Revisions to fees and charges have been consulted upon and Equality Impact Assessments have been undertaken. **Appendix 2** provides the full details of the individual fees and charges.

## 5.7. Schools Budget

- 5.7.1. The Dedicated Schools Grant (DSG) is made up of four blocks of funding: Schools, High Needs, Early Years and the Central School Services block. The Indicative Settlement for the Royal Borough for 2021/22 (including Academy schools) is currently £133.918m, an increase of £9.763m when compared to the 2020/21 Final Settlement.
- 5.7.2. The deficit brought forward on the Dedicated Schools Grant into 2020/21 was £1.025m. Significant pressure remains in the High Needs block and based on the current cohort of provision and early indications of future demand the deficit to be carried forward into 2021/22 is forecast to increase to £1.413m of the total DSG, a little over 1% of the total DSG Grant. Where the DSG has a deficit, local authorities, in consultation with the local Schools Forum are required to submit a recovery plan to the DfE.
- 5.7.3. **Annex H to Appendix 1** provides more detail about the Dedicated Schools Grant allocations and associated reserves levels.

## 5.8. Risks – Reserves and Contingency

- 5.8.1. RBWM faces considerable financial risks that can have a potentially significant and immediate impact on its finances. To mitigate and smooth the impact on the budget, reserves and a contingency budget are held. However, these are currently at, or close to, the minimum levels required to protect the Council from these financial risks as well as potential service risks that it may also face.
- 5.8.2. During 2020/21, the Council made a risk based assessment of the pressures that it is experiencing, particularly around the impact of the global pandemic. Budget estimates have been challenged initially through officer challenge sessions, followed by challenge sessions from the lead cabinet members prior to the draft budget being produced in December 2020. The budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty.
- 5.8.3. It is recognised that this year there still remains significant volatility, particularly in relation to the impact of the global pandemic both directly for the Council but also for our partners, stakeholders and residents and businesses.
- 5.8.4. A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. For 2021/22 this is £2.812m. The assumption is that anything unspent in each year would be added to the General Reserves which will improve the Council's financial sustainability going forwards.
- 5.8.5. The Council also holds reserves to mitigate against high risk / low likelihood events, including both specific earmarked reserves to smooth out the impact of some known or expected events as well as a general reserve to deal with unexpected financial shocks.
- 5.8.6. 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. Balancing the 2021/22 budget is dependent upon the use of £3m from that Earmarked Reserve.
- 5.8.7. The level of general reserves is forecast to be at £6.751m on 31 March 2021, along with Earmarked Reserves of £7.243m. Across the Medium-Term Financial Plan, the assumption is that RBWM will identify sustainable savings and therefore remain above the minimum level of reserves identified by the S151 Officer.

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

- 5.9.1. The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its Net Budget Requirement, it must have regard to the report of the Chief Finance (Section 151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- 5.9.2. **The Director of Resources (s151 Officer) has assessed the the proposed 2021/22 budget and considers:**

- a. the estimates in 2021/22 to be robust subject to the risks set out in this report including the recognition that there is greater volatility due to the impact of the global pandemic on our resources;
- b. the level of reserves are adequate to cover unforeseen demands but that it is imperative that the Council continues its strategy to increase reserves over the short to medium-term..

## 6. FEES AND CHARGES – APPENDIX 2

- 6.1. The Council provides a wide range of services and the ability to charge for some of these services has always been a key funding source to support the cost of providing the service.
- 6.2. Overall the following principles have been used to review fees and charges:
  - a) Charges should be broadly in line with other neighbouring councils – in some cases charges set by the Royal Borough are lower than neighbouring councils. Charges have therefore been reviewed to bring them into line with other councils.
  - b) Charges should reflect cost increases incurred by the Council; accordingly the majority of charges have been increased in line with estimated inflation.
  - c) Charges should recognise demand for the service – in some cases where income is falling, increasing charges can have a negative impact on overall income.
- 6.3. Most fees and charges are proposed to increase by inflation. The July 2020 figure of 1.6% has been used for 2021/22. Revisions to fees and charges have been consulted upon and Equality Impact Assessments have been undertaken.
- 6.4. The proposed Fees And Charges for 2021/22 are set out in full in **Appendix 2** and their impact is reflected within this report.

## 7. CAPITAL EXPENDITURE – APPENDIX 3

- 7.1. Capital expenditure is incurred on major projects where an asset is created that will last longer than a year. For example, building a road or a bridge. This is treated separately to Revenue, although links very closely to it, as the cost of funding these large projects comes from Revenue (where prudential borrowing is undertaken).
- 7.2. The Council is now operating within its means and no new discretionary spending is included as an addition to the proposed Capital Programme, with new schemes either self-funded or essential to maintain service provision.
- 7.3. Appendix 3 sets out the proposed Capital Strategy (**Annex A to Appendix 3**) and the proposed Capital Programme for 2020/21 – 2022/23 (**Annexes B1-3, C and D to Appendix 3**).
- 7.4. The Capital Strategy as set out in **Annex A to Appendix 3** provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and

the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are integrated.

- 7.5. The Capital Programme (**Annexes B1-3, C and D to Appendix 3**), using this strategy, is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational. These are funded from either capital grants, developer contributions in the form of s106 & CIL, partner contributions, capital receipts or prudential borrowing; the cost of which is funded from the Revenue Budget.
- 7.6. The total Capital Programme for 2021/22 is £52.103m, of which the largest share (£42.425m) relates to ongoing cost of existing capital schemes. New capital investment amounts to £9.678m. After taking into account funding from a range of sources, the net cost of the 2021/22 programme to be funded from borrowing is £35.101m.
- 7.7. The overall three-year Capital Programme will increase borrowing by £79.175m, of which the largest share of £58.768m relates to schemes approved in previous years and prior year slippage of £18.615m.

## **8. TREASURY MANAGEMENT – APPENDIX 4**

- 8.1. Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks.
- 8.2. Treasury management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
- 8.3. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The Authority has an increasing CFR, due to the capital programme and minimal cash investments, and therefore expects borrowing to increase up to £251.5m over the medium-term.
- 8.4. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow using short-term loans instead.
- 8.5. The Authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the Security and Liquidity of its investments before seeking the highest rate of return, or Yield (SLY Principle).
- 8.6. The Capital Strategy outlines the following, which need specific approval each year:
  - a) Treasury Investment Counterparties and Limits;
  - b) Minimum Revenue Provision Policy
  - c) Prudential Code Indicators

## 9. PAY POLICY STATEMENT – APPENDIX 5

- 9.1. The Localism Act 2011 requires Council to approve its Pay Policy Statement annually and to publish on its website the updated statement by 31 March 2021 for the year 2021/22. The Pay Policy Statement enables residents to understand the Council's pay policy for senior staff and how it relates to the salaries of the lowest paid. Its purpose is to provide transparency and enable residents to assess whether the salaries paid represent value for money.
- 9.2. The Pay Policy Statement, attached as **Appendix 5**, has been updated for 2021/22 to reflect:
- The latest structure for 'Chief Officers' (the Council's most senior staff).
  - An updated process for the approval of pay awards and the process for senior appointments following changes to the Constitution in 2020 – sections 2.8, 3.6, 7.1, 7.2 and 8.1
  - Sections 2.9, 3.3, 3.4, 4.2, 4.3 and 4.5 will need to be updated once the decision regarding the pay award for 2021 has been made.
  - The introduction from 4 November 2020 of the Restriction of Public Sector Exit Payments Regulations 2020 and the LGPS (Restriction of Exit Payments) (Early Termination of Employment) (Discretionary Compensation and Exit Payments) (England and Wales) Regulations 2020 – sections 5 and 6.
  - Revised employee numbers in section 11.

## 10. PROPOSED PAY AWARD – 2021/22 – APPENDIX 6

- 10.1. The Royal Borough operates a local pay agreement, whereby any annual pay award is determined by Council as part of the annual budget setting process in February. This process includes allowing the recognised Trade Unions to submit their pay claim for consideration and for 2021 their claim included a 10% pay award and a minimum hourly rate of £10, plus additional annual leave.
- 10.2. The draft budget provision will allow for an increase of £10 per hour; for all other staff there would be a pay award of 2%. In the context of no pay award made to employees in 2020 and the challenges faced by staff in 2020 and continuing in 2021, it is recommended that a pay award is made for 2021 and that the minimum hourly pay rate paid by the Council is increased to £10.

## 11. INTERIM CONSULTATION AND ENGAGEMENT – APPENDIX 7

- 11.1 An interim report on the public consultation from M.E.L. Research is attached as **Annex A to Appendix 7**. This includes summaries of public comments, and summaries of the Overview and Scrutiny Panels.
- 11.2 The minutes from the Overview and Scrutiny Panels are attached as **Annex B**.

- 11.3 Six engagement sessions with staff were held and their comments have been noted.
- 11.4 Engagement sessions with local businesses and contractors were also held. Businesses raised concerns in particular around further Government support for Covid-19 closures. Officers stressed the need to work closely with contractors to deliver the additional savings required in future years.
- 11.5 Parish councils have raised concerns around the removal of the Parish Equalisation Grant, and the reduction in the wardens service.

## **12.LEGAL IMPLICATIONS**

- 12.1. Section 30(6) LGFA 1992 provides that the Council must set its budget before 11 March in the financial year preceding the one in respect of which the budget is set. The setting of the budget is a function reserved to Full Council which will consider the draft budget which has been prepared and recommended by the Cabinet. Producing this budget and recommending it to Full Council for approval is part of the process that will ensure the Council meets its legal obligations to set a balanced budget.
- 12.2. Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered as agreed and that new expenditure is contained within available resources.

## **13.RISK MANAGEMENT**

- 13.1. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver. This risk has been mitigated by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 13.2. A key risk for the Council is that its finances are not sustainable in the long term and it does not have enough reserves to enable it to effectively manage the financial risk that it faces in the medium-term. The budget strategy sets out the steps that the Council needs to take as a matter of urgency to make its finances more sustainable. This includes the need to build its reserves to a more realistic level in the medium term. This budget continues that strategy.

## **14.POTENTIAL IMPACTS**

- 14.1. This report contains proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality Impact Assessments have been completed where appropriate and are available on the Council's website.
- 14.2. A full EQIA has been undertaken on the overall budget and is attached as **Annex I to Appendix 1.**

## **15. CONSULTATION**

15.1. Consultations on the various proposals in this budget took place with the following Overview and Scrutiny Panels:

- Communities – 18 January 2021
- Adults, Children and Health – 21 January 2021
- Infrastructure – 19 January 2021
- Corporate – 26 January 2021

The feedback from these panels can be found in **Appendix 7**.

15.2. Similarly, the budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty. The feedback from this can be found in **Appendix 7**.

## **16. TIMETABLE FOR IMPLEMENTATION**

16.1. Residents will be notified of their Council Tax in March 2020. Budgets will be in place and managed by service managers from 1 April 2021.

## **17. APPENDICES**

17.1. This report is supported by seven appendices:

- Appendix 1 – Revenue Budget;
- Appendix 2 – Fees and Charges for 2021/22;
- Appendix 3 – Capital Budget;
- Appendix 4 – Treasury Management;
- Appendix 5 – Pay Policy Statement;
- Appendix 6 – Proposed Pay Award.
- Appendix 7 – Interim Feedback from Overview and Scrutiny Panels / Public Consultation

## **18. BACKGROUND DOCUMENTS**

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

- Medium Term Financial Strategy 2021/22 – 2025/26 Report to Council October 2020.
- Council Tax Base 2021/22 Report to Cabinet December 2020.
- Draft Revenue Budget 2021/22 Report to Cabinet December 2020
- Finance Update 2020/21 Report to Cabinet January 2021

## 19. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date issued for comment</b>	<b>Date returned with comments</b>
Cllr Hilton	Lead Member for Finance and Ascot	22/01/2021	25/01/2021
Cllr Johnson	Leader of the Council	22/01/2021	26/01/2021
Duncan Sharkey	Managing Director	22/01/2021	26/01/2021
Hilary Hall	Deputy Director of Adults, Health and Commissioning (DASS)	22/01/2021	25/01/2021
Adele Taylor	Executive Director and Section 151 Officer	22/01/2021	25/01/2021
Kevin McDaniel	Director of Children's Services	22/01/2021	25/01/2021
Nikki Craig	Head of HR,IT and Corporate Projects	22/01/2021	25/01/2021
Louisa Dean	Communications	22/01/2021	26/01/2021
Elaine Browne	Head of Law	22/01/2021	27/01/2021
Mary Severin	Monitoring Officer	22/01/2021	27/01/2021
Karen Shepherd	Head of Governance	22/01/2020	25/01/2021

## 20. REPORT HISTORY

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

## **APPENDIX 1 – REVENUE BUDGET**

### **1. INTRODUCTION**

- 1.1. The Council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for a number of services, with Children's Services and Adult Social Care being some of the most significantly impacted by demographic demands.
- 1.2. 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 Royal Borough of Windsor and Maidenhead (RBWM) financial position more challenging when balancing increasing demographic pressures with other service demands.
- 1.3. 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.
- 1.4. The impact of the Covid-19 pandemic has exacerbated the challenge and has led to increased costs and large reductions in income. Uncertainty around the duration of these impacts and whether the Government will provide sufficient additional funding to mitigate the ongoing impact means that there is more potential volatility in the forecasts for the next financial year than is usual.
- 1.5. The position for the Royal Borough is more acute than some other councils, due to its historically very low level of reserves. These were just adequate to cover its usual financial risks, but whilst a plan had been put into place to start to address this over the medium term, these are insufficient to cover future projected funding shortfalls in 2022/23 and beyond without significant sustainable savings being identified.
- 1.6. This appendix sets out the proposed 2021/22 Revenue Budget. It 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, which have been consulted upon.

### **2. PROPOSED 2021/22 REVENUE BUDGET**

#### **2.1. Corporate Priorities**

- 2.1.1. 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 July 2020. A refresh of the overall corporate strategy will be undertaken during the early part of financial year 2021/22.

2.1.2. 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.

2.1.3. 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

2.2. Financial Climate

2.2.1. Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit, at a time when pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care as well as housing and homeless services. This has placed considerable pressure on discretionary services and other services to ensure we are able to meet our statutory responsibilities.

2.2.2. 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.

2.2.3. Over recent years all councils have adopted different approaches to address their budget gap during that time. This has included outsourcing key services and entering into service delivery partnerships with other councils, as well as looking at other forms of sustainable income through regeneration activities and a greater focus on commercial activity. Each Council, including RBWM, will have looked to consider the most appropriate package of responses when considering their own local circumstances.

## 2.3. RBWM Financial Context

2.3.1. RBWM is, on the face of it, better placed than some councils to meet the financial challenges that it faces, due to:

- Relatively low levels of deprivation mean that it does not have the same level of pressure on Adult Social Care and Children's Services that some councils have experienced.
- Significant capital asset sales have enabled it to continue to fund its Capital Programme at a time when Government support for capital schemes has diminished.
- Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others.
- A focus on developing other income streams using both the Council's asset base and regeneration activities which, unlike many councils, has not left the Authority overexposed to fluctuations in market conditions.

2.3.2. RBWM has still had to make significant savings and has already delivered around £60m savings since 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.

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

2.3.4. However, RBWM still has a number of significant risks that need to be considered as part of its Budget and Medium-Term Financial Plans and any potential mitigations identified, where possible.

- **Council Reserves 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 2022/23 and beyond, unless significant savings are made on an ongoing and sustainable basis.
- **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 the ability to increase this source of funding has been difficult, which is particularly pertinent to RBWM given the significant proportion of funding coming from Council Tax.
- **Growing pressures around Children's and Adult Services and other demand led services** have been widening the budget gap further.
- **The Covid-19 pandemic has increased costs and reduced income.** 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. Notwithstanding any positive impact of the vaccination programme, it is likely that some of the income loss will persist as the world of work has changed significantly with ongoing working from home and reduced central office accommodation requirements.
- **Many potential consequences of the pandemic are not yet apparent.** As Government support such as the Furlough Scheme ends, the full economic and health effects of the pandemic may be revealed. This may lead to impacts on the Council's budget such as increased Council Tax support, more homelessness, increased demand and complexity for adult social care and lower Business Rates income.

#### 2.4. Corporate Capacity to Deliver

- 2.4.1. 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 it sustainable in the medium term.
- 2.4.2. 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.
- 2.4.3. Officers have reviewed areas where it is believed 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. 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 (changing circumstance)
  - Insight, Engagement and Consultation
  - Transformation
  - Data Analytics
  - Project Management
  - Procurement

## 2.5. Spending Review and Settlement Funding

### 2.5.1.1. Spending Review

2.5.1.2. The Spending Review was announced on 25 November 2020 covering just a single year as has been the case for the last couple of years. Within it, the Government announced additional Covid-19 grant funding of £1.55 billion for local councils for April to June 2021, and a continuation of the Sales, Fees and Charges scheme for lost income for the same period.

2.5.1.3. The MHCLG has stated that further Covid-19 funding would be available should the pandemic continue beyond June 2021. This budget contains £3.118m of Tranche 5 funding for Quarter 1 and assumes that a further £1.1million would be received in Quarter 2 to offset the pressures in section 2.7.4 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 when added to the £3m earmarked reserve carried forward from 2020/21.

2.5.1.4. The Government announced Council Tax levels and referendum limits for 2021/22 only as part of the Spending Review. Those relevant for RBWM are:

- Council Tax referendum limit remaining at 1.99%;
- An additional Social Care Precept of 3% in 2021/22 only.

2.5.1.5. Given the scale of the financial challenge in 2021/22, it is essential that the council takes advantage of the flexibility to increase its Council Tax by a total of 4.99%.(including the ASC precept). Failure to do this would result in the loss of some £3.775m of funding in 2021/22 and in future years. This would significantly worsen the Council's financial position.

2.5.1.6. In summary, the headlines of the other main funding announcements are:

- £670m of unringfenced funding in 2021/22 for **Local Council Tax Support** aimed directly at supporting councils to meet the anticipated additional costs of providing Local Council Tax support in 2021-22, resulting from increased unemployment. The settlement announced that RBWM will receive £0.599m of additional one-off funding.
- The **Business Rate** Baseline would not be reset, and that the multiplier would be frozen in 2021/22 as a measure to further assist businesses affected by Covid-19, but local authorities would be compensated for the additional income foregone through the funding settlement. The additional funding to mitigate the freezing of the Business Rates multiplier is £0.663m. The impact of the baseline system reset is beneficial as the growth built into the system since 2013 remains.
- The **Disabled Facilities Grant** national allocation will increase to £573m. It is therefore assumed that this year's DFG allocation will

increase from the £0.909m received in 2020/21, although individual authority allocations have not yet been announced.

2.5.1.7. As a result of the one-year Spending Review, there is still a considerable level of uncertainty around funding levels for 2022/23 and beyond. Adding further uncertainty is the planned revamp of the funding mechanisms used to allocate grant to local authorities. The Fair Funding Review and review of the Business Rates Retention Scheme, initially started in 2016 and planned to be implemented in April 2019, have been delayed again until at least 2022/23. As a result, the Local Government Funding Settlement also only covered one-year, essentially rolling forward the system once more.

## 2.5.2. Local Government Funding Settlement

2.5.2.1. The 2021/22 Provisional Local Government Finance Settlement was announced by the Minister for Housing, Communities and Local Government (MHCLG), Robert Jenrick MP, on Thursday 18 December 2020. This launched a consultation period, following which the Final Settlement will be confirmed. RBWM does not expect any significant alterations to the funding allocations announced.

2.5.2.2. The announcement largely confirmed a roll forward of the 2020/21 allocations, but included additional funding related to Covid-19, thereby at national level gives a 4.5% cash terms increase year-on-year. However, the vast majority of that increase is through assumed increases in Council Tax; there is little new grant funding available which affectively covers inflation. Once again, RBWM will be negatively affected by this due to its lower than average Council Tax charge.

2.5.2.3. As announced by the Government in July, collection fund losses can be phased over three years, rather than repaying deficits in the following year. However, collection rates have held firm and therefore the collection surpluses / losses will not be materially different to that forecast. In addition, there is a Tax Income Guarantee Scheme with national funding of £790m. This is intended to fund 75% of irrecoverable losses in Council Tax and Business Rates.

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

Grant	2020/21	2021/22 Assumed	2021/22 Settlement	Movement from Assumption	
				£	%
Business Multiplier – under-indexing	£0.510m	£0.663m	£0.663m	£0m	0%
Improved Better Care Fund*	£2.079m	£2.079m	£2.079m	£0m	0%
New Homes Bonus	£2.102m	£0.631m	£0.473m	–£0.158m	–25%
Social Care Grant	£2.501m	£2.801m	£2.621m	–£0.180m	–6%
Lower Tier Services Grant	N/a	£0m	£0.179m	+£0.179m	+100%
<b>TOTAL</b>	<b>£7.192m</b>	<b>£6.174m</b>	<b>£6.015m</b>	<b>–£0.159m</b>	<b>–2.6%</b>

2.5.2.5. The Lower Tier Service Grant was introduced in 2021/22 of £111m nationally to provide funding for shire district councils and unitary authorities providing

shire district-level services. However, of this, £25m is ringfenced to district councils to ensure that no council sees its core spending power reduced. RBWM's allocation is £0.179m. Essentially, this has recycled funding from the New Homes Bonus fund.

2.5.2.6. Therefore, the main difference is the Social Care Grant. This is due to a change in the allocation methodology which allocates 80% of the overall fund to equalise for the funding that could potentially be raised through the Adult Social Care Precept in 2021/22. For those authorities whose ASC precept income is greater than its share of total resources, as is the case for RBWM, these authorities are given a nil value. Therefore, RBWM's allocation is limited to 20% of the total funding available. Although this has increased to £2.621m, it is lower than was expected.

2.5.2.7. In respect of grants outside of the main funding settlement:

- The Homelessness Prevention Grant (previously Flexible Homelessness Support Grant and Homelessness Reduction Grant): £310m has been allocated nationally for 2021/22 to end rough sleeping during this parliament and enforce the Homelessness Reduction Act. This is an increase of £47m from 2020/21 and is ringfenced. The grant for RBWM has increased marginally and it will receive £1.483m up from £1.436m.
- The Public Health Grant allocations are yet to be announced for 2021/22. However, given the circumstances, it would be reasonable to assume an increase on the £4.761m 2020/21 allocation.
- Tranche 5 of the generic Covid-19 funding to meet Covid-19 expenditure pressures in 2021/22, as announced within the Spending Review, is £1.55 billion and will be distributed using the new Covid-19 Relative Needs Formula. RBWM's allocation is therefore higher than expected at £3.118m although this covers off the risk that had been identified in the draft budget of potential further central government funding coming forward.

## 2.6. Proposed Draft Revenue Budget 2021/22

2.6.1. With the underlying funding supporting the base budget known, the service budgets have been fully reviewed and financial pressures have been identified, along with savings opportunities to mitigate them. There are summaries in the following sections.

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

2.6.3. To mitigate the additional cost pressures, services are required to identify opportunities to save money. This is achieved through a variety of ways including becoming more efficient, increasing income generation and ultimately reducing the service offering. The latter is avoided wherever possible.

2.6.4. The proposed draft Revenue Budget is set out in the table below, with greater detail provided within **Annex A**, with the Service Control totals in **Annex B**, and a summary of the movements from 2020/21 included within **Annex C**:

	<b>Base Budget 2020/21</b>	<b>Other Changes</b>	<b>Savings</b>	<b>Growth</b>	<b>Proposed Budget 2021/22</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Managing Director	3,039	(126)	(140)	0	2,773
Children's Services	23,186	165	(1,280)	2,293	24,364
Adults, Health & Commissioning Resources	47,527	2,053	(4,812)	4,642	49,410
Place	7,495	528	(660)	610	7,973
Contingency *	2,378	(371)	(973)	4,840	5,874
	2,881	1,676	0	0	4,557
<b>Total Service Budgets</b>	<b>86,506</b>	<b>3,925</b>	<b>(7,865)</b>	<b>12,385</b>	<b>94,951</b>
Capital Financing	6,010	300	0	0	6,310
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>4,210</b>	<b>(7,865)</b>	<b>12,385</b>	<b>105,625</b>
<b>Financed By:</b>					0
Income from Trading Companies	210	0			210
Special Expenses	1,217	13			1,230
Council Tax	74,008	4,302			78,310
Locally Retained Business Rates	15,315	(311)			15,004
Collection Fund Deficit	(113)	(1,187)			(1,300)
Covid-19 Tranche 5 Funding	0	3,118			3,118
Potential additional COVID- 19 funding for SFC compensation Quarter 1		1,359			1,359
Potential additional Covid-19 funding for SFC Compensation Quarter 2	0	1,106			1,106
Use of Earmarked Reserve	0	3,000			3,000
Contribution from Balances	2,218	(2,218)			0
New Homes Bonus	2,102	(1,629)			473
Government Grants	2,002	1,113			3,115
Parish Equalisation Grant	(64)	64			0
<b>Total Financing</b>	<b>96,895</b>	<b>8,730</b>	<b>0</b>	<b>0</b>	<b>105,625</b>

\*Includes funds to cover the Pay Award and Transformation

## 2.7. Budget Pressures

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

- **Covid-19** – one off pressures arising from the global pandemic
- **Previous spending decisions**– for example funding costs from the Revenue budget instead of through the Capital Programme.
- **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase. To an extent, this will be partially matched by additional Council Tax income.
- **Spending pressures on Children's Services and Adult Social Care** are placing increased pressure on council budgets.
- **External changes beyond the Council's control**, such as changes to grant allocations from Central Government.
- **Under-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.
- **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

2.7.2. The table below summarises the main service cost pressures that are reflected in the 2021/22 budget and exceed £100,000. Further detail is provided in **Annex D**.

<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>	
Placement Costs	247
Employee Related budget shortfalls, plus increased establishment in services for children with additional needs and disabilities	1,005
Reduction in Home Office Grant	128
<b>SUB-TOTAL</b>	<b>1,380</b>
<b>Communities</b>	
Unachievable waste saving from February 2020 budget	335
<b>SUB-TOTAL</b>	<b>335</b>
<b>Corporate</b>	
Reduced projected Commercial Income from Property Portfolio	100
<b>SUB-TOTAL</b>	<b>100</b>
<b>Infrastructure</b>	
Affordable Housing and temporary accommodation.	100
Loss of Parking Income – reduced capacity during regeneration	440
<b>SUB-TOTAL</b>	<b>540</b>
<b>Pressures under £100k</b>	<b>769</b>
<b>Total Growth and Pressures</b>	<b>3,124</b>

- 2.7.3. In addition to these, the Council is facing significant financial pressure from the Covid-19 pandemic. 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. This draft budget assumes that the impact of Covid-19 will be felt throughout 2021/22.
- 2.7.4. 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 **Annex E**.

<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	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	140
<b>SUB-TOTAL</b>	<b>500</b>
<b>Total Growth and Pressures</b>	<b>9,251</b>

- 2.7.5. 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. It will be important through budget monitoring in 2021/22 to identify as early as possible where any of these 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.

- 2.7.6. 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 placed 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. It is estimated that the earmarked reserve will provide £3m of funds for the 2021/22 budget.

## 2.8. Proposed Savings

- 2.8.1. To mitigate the additional cost pressures, services are required to identify opportunities to save money. This is achieved through a variety of ways including becoming more efficient, increasing income generation and ultimately reducing the service offering. The latter is avoided wherever possible.
- 2.8.2. In total the Council proposes to deliver £7.865m of savings. New savings of £5.730m are proposed, in addition to the £2.135m already approved within the current budget. The main areas of proposed savings over £100,000 are set out in the table below and all savings are shown in detail in **Annex F**.

<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 discretionary travel awards	280
Simplify therapy assessments	100
<b>SUB-TOTAL</b>	<b>630</b>
<u>Adult Services</u>	
Increase reablement options for residents coming out of hospital	500
Reduce Adult Social Care Debt	500
Reshape day opportunities for older people and people with learning disabilities	300
Reduce demand for high end adult social care services	200
Redesign Health Visiting Service	150
Review high cost placements for people with learning disabilities	200
Review supported living packages for people with learning disabilities	200
Review community packages for people with learning disabilities	200
<b>SUB-TOTAL</b>	<b>2,250</b>
<b>Communities</b>	
Cease the community warden service	300
Reduce frequency of black bin collections.	175
Reshape approach to Economic Development, Arts, Culture, Tourism and Museums	198
Reshape the trees function	125
<b>SUB-TOTAL</b>	<b>798</b>
<b>Infrastructure</b>	
Introduce rural parking charges	100
Reduce frequency of street cleansing	100
Reset Income Target – Streetworks Enforcement	100
<b>SUB-TOTAL</b>	<b>300</b>
<b>Savings under £100k</b>	<b>1,752</b>
<b>Sub-total of new savings as per Appendix D</b>	<b>5,730</b>

2.8.3. An Equality Impact Assessment (EQIA) for each saving has been undertaken and these are available on the Council's website.

2.8.4. These savings have been consulted upon and the feedback and the comments arising can be found in **Appendix 7** to the covering report. A draft EQIA for the total impact of the budget is also included. It will be revised following the consultation process and presented to full Council as part of the final budget paper.

## 2.9. Council Tax

2.9.1. Over 70% of funding for the Council is from Council Tax paid by residents.

2.9.2. In December 2020, Cabinet set the Council Tax Base at 69,179.45 properties, an increase of 488.38 (0.71%) over the 2020/21 base. The Council is projecting a collection rate of 99.5%.

- 2.9.3. The overall Council Tax Requirement has been calculated at £79.540m for the 2021/22 financial year.
- 2.9.4. This gives rise to a Band D charge for 2021/22 at £1,131.97, which equates to an increase of £54.57 (4.99%). This is just a little over £1 per week. The charge can be broken down as follows:
- |              |  |
|--------------|--|
| 1. £1,004.19 | General Band D Charge, an increase of 1.99%; and |
| 2. £127.78   | Social Care Precept, an increase of 3%,          |
- 2.9.5. As previously stated, due to the lower level of RBWM's Council Tax charge, this increase will raise less additional funding than other neighbouring or comparable councils.
- 2.9.6. The Council projects that there will be a surplus of some £0.376m on the Council Tax Collection fund in 2020/21 to be distributed to the major precepting bodies. The share for the Royal Borough is £0.300m and this has been taken into account within the budget for 2021/22.
- 2.9.7. Special Expenses Rate
- 2.9.7.1. Windsor and Maidenhead towns are not parished and where the Council delivers services specific to these areas this is charged as a Special Expense. These are set out in **Annex G**.

## 2.10. Service Income

- 2.10.1. The Council provides a wide range of services and the ability to charge for some of these services has always been a key funding source to support the cost of providing the service.
- 2.10.2. Some charges are statutory, such as planning fees which are set nationally. Other charges are discretionary, and the Council can choose to set the level. Charges are based on the cost of providing the service and what is reasonable. In determining reasonableness, the Council compares the charges made for the same service by other councils and the private sector.
- 2.10.3. There are other circumstances where a charge is set to manage demand to meet the Council's overall objectives such as mitigating the impact of climate change. An example of this might be increasing parking charges to encourage the use of public transport.
- 2.10.4. 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.
- 2.10.5. Income levels will be affected by Covid-19 as discussed elsewhere in this report.

2.10.6. Revisions to fees and charges have been consulted upon and Equality Impact Assessments have been undertaken. **Appendix 2** provides the full details of the individual fees and charges.

2.10.7. The Council's estimated fees and charges income for 2021/22 is summarised as follows.

Summary of Fee Income by Service	Budget 2020/21	Change **	Projected Covid-19 effect	Budget 2021/22	Average increase in Fee charges
	£'000	£'000	£'000	£'000	%
Parking	10,244	(340)	(3,070)	<b>6,834</b>	9.1
Planning & Development	1,473	25	0	<b>1,498</b>	1.6
New Roads and Street Works Inspections / Permits	720	112	(100)	<b>732</b>	1.6
Green Waste Subscribed Collection Service	840	64	0	<b>904</b>	2.0
Marriage and Civil Partnership Ceremonies	402	(55)	(200)	<b>147</b>	1.5
Cemeteries and Churchyards	321	5	0	<b>326</b>	1.6
Highway Licences	292	5	(100)	<b>197</b>	1.6
Local Land Charges	253	4	0	<b>257</b>	1.6
Temporary Traffic Regulation Orders	154	2	0	<b>156</b>	1.6
Guildhall	120	2	(72)	<b>50</b>	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.

## 2.11. Schools Budget

2.11.1. The Dedicated Schools Grant (DSG) is made up of four blocks of funding: Schools, High Needs, Early Years and the Central School Services block.

2.11.2. The Indicative Settlement for the Royal Borough for 2021/22 (including Academy schools) is currently £133.918m, an increase of £9.763m when compared to the 2020/21 Final Settlement.

2.11.3. The deficit brought forward on the High Needs Block into 2020/21 was £1.025m. Significant pressure remains in the High Needs block and based on the current cohort of provision and early indications of future demand the deficit to be carried forward into 2021/22 is forecast to increase to £1.413m of the total DSG, a little over 1% of the total DSG Grant. Where the cumulative deficit exceeds 1% local authorities are required to submit a recovery plan to the DfE.

2.11.4. **Annex H** provides more detail about the Dedicated Schools Grant allocations and associated reserves levels.

## 2.12. Risks – Reserves and Contingency

- 2.12.1. RBWM faces considerable risks that can have a potentially significant and immediate impact on its finances. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver without careful management of resources.
- 2.12.2. Therefore, during 2020/21 more robust tracking and monitoring of delivery of savings proposals has been undertaken to ensure that robust delivery plans are applied.
- 2.12.3. Failure to deliver planned savings agreed as part of the budget process would risk the Council being unable to maintain minimum levels of reserves. This risk has been mitigated as far as possible by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 2.12.4. Budget estimates have been challenged initially through officer challenge sessions, followed by challenge sessions from the lead Cabinet Members prior to the draft budget being produced in December 2020. The budget has also been subject to challenge and engagement sessions with residents, businesses and stakeholders to identify areas of risk and uncertainty.
- 2.12.5. Proposals have been refined to take account of the latest available information on which to base proposals but it is recognised that this year there still remains significant volatility, particularly in relation to the impact of the global pandemic both directly for the Council but also for our partners, stakeholders and residents and businesses.
- 2.12.6. If the estimates made differ significantly from the planned activity levels, the Council holds reserves and a contingency budget to reduce the impact on service delivery whilst mitigating actions can be formulated.
- 2.12.7. The Council holds a contingency within the base budget to mitigate against low risk / high likelihood events. The value of the Contingency held within the base budget is £2.812m.
- 2.12.8. The Council also holds reserves to mitigate against high risk / low likelihood events, including both specific earmarked reserves to smooth out the impact of some known or expected events as well as a general reserve to deal with unexpected financial shocks.
- 2.12.9. For all councils, reserves should be there to mitigate and smooth out the impact of financial shocks in the short term given they are one-off sources of funding and sustainable savings would always need to be found to address ongoing levels of activity.

Two types of reserve are held:

General reserves – which are unringfenced and can be used for anything. The minimum level of these are set by the Chief Finance (section 151) Officer annually reflecting the forthcoming risks. For 2021/22, £6.370m has been deemed to be the minimum level.

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

The projected value of General Reserves at 31 March 2021 is £6.751m. This is marginally above the minimum value. However, for greater financial stability, the Council should continue with the planned increase in General Reserves over the medium-term.

The projected value of Earmarked Reserves is £7.243m in total. This has increased during the current year due to the agreed Covid-19 Reserve which has been set up in order to mitigate projected funding in 2021/22.

### **3. S151 Officer's Statement on the Robustness of the Estimate and Adequacy of Reserves.**

- 3.1. The provisions of the Local Government Finance Act 1992 (LGFA 1992) set out what the Council has to base its budget calculations upon and require the Council to set a balanced budget with regard to the advice of its Chief Finance (section 151) Officer.
- 3.2. The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance (section 151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored.
- 3.3. Section 26 of the same Act places an onus on the Chief Finance (section 151) Officer to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined within finalising the proposed budget.
- 3.4. Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered as agreed and that new expenditure is contained within available resources.

### 3.5. Robustness of Financial Estimates

- 3.5.1. The budget is set in a period of considerable uncertainty. Estimates are based on current information available, but it is important that the Council is aware of the significant risks it faces in terms of central funding and business rates in the medium-term. The Covid-19 pandemic makes it even harder to plan realistically.
- 3.5.2. Every attempt has been made to identify all the pressures that will impact on the 2021/22 budget including consideration of previous years' estimates and outturn positions. A thorough review of existing Council spending that takes into account:
1. Current levels of variation from original budget and an understanding of what is driving different levels of activity from that originally planned.
  2. Pressures on the delivery of income targets and an understanding of the causes of variation.
  3. The ability to generate / collect income particularly in a period of uncertainty.
  4. An understanding of the volatility within the system.
- 3.5.3. Given the level of savings identified and previous under-delivery of savings, the Council needs to assure itself that there are robust plans and processes to deliver and report on the delivery of savings during 2021/22.
- 3.5.4. During 2020/21 more robust tracking and monitoring of the delivery of savings proposals has been undertaken to ensure that robust delivery plans are applied. It is expected that a similar process will continue during 2021/22 to ensure that there are early indications of any savings proposal that may be off-track. Appropriate action can take place to mitigate any delivery issues once identified.
- 3.5.5. During 2020/21 the Council has also made a detailed risk based assessment of the pressures that we are experiencing, particularly around the impact of the global pandemic on our activity. These have all been assessed as to their likely impact during 2021/22 and further assessment will take place during the year to understand the potential ongoing impact in the medium-term. This will be closely monitored and managed during the coming financial year and regularly reported on to relevant Council Committees.
- 3.5.6. Given the volatility within the system, improved budget monitoring was introduced during 2020/21 that had greater links between activity and financial implications and this will continue to be provided on an ongoing basis. Early indications of any variations allows sufficient time to take appropriate mitigating actions.
- 3.5.7. **Overall Conclusion: The Chief Finance (section 151) Officer considers the estimates in 2021/22 to be robust subject to the risks set out in this report including the recognition that there is greater volatility due to the impact of the global pandemic on our resources.**

### 3.6. Adequacy of Reserves

- 3.6.1. In comparison to other unitary councils, the level of reserves held by RBWM is one of the lowest as a proportion of net revenue expenditure. The Council's reserves at 31 March 2021 are projected to equate to approximately 7% of net expenditure. Some neighbouring councils and comparable councils have levels four or five times that.
- 3.6.1. Therefore, the Council is on a journey to increase reserves and will need to continue to do so. It will take some time for the Council to achieve a more sustainable level given the financial challenges that it faces. The Revenue Budget contains a contingency sum of £2.812m. If the Council is able to avoid needing to use any or all of this contingency sum in the financial year, then the Council should consider adding to its reserve position from any underspends. Had the global pandemic not happened, then this would have been the case during 2020/21 and would have gone some way to strengthening the Council's financial position during the year.
- 3.6.2. Every attempt has been made to identify all the potential risks that the Council may face in the medium term, including:
1. The robustness of the budget estimates.
  2. Levels of debt.
  3. The Pension Fund deficit.
  4. The current position of RBWM's partner and contractor who help provide services to residents.
  5. The ongoing impact of the global pandemic both in the short-term but also into the medium-term.
  6. Potential natural or other disasters that may impact on our local residents and businesses
  7. Infrastructure failure
- 3.6.3. Balancing the 2021/22 budget is dependent upon a £3m earmarked reserve utilising underspends from 2020/21 that would have otherwise been used to strengthen the Council's financial sustainability. Additional Government Covid-19 funding of £3.118m is also anticipated in the budget. If these are not achieved, additional savings will be necessary to mitigate these.
- 3.6.4. These one-off sources of funding to support the budget have been utilised on the basis that they smooth out what is anticipated to be one-off additional expenditure or loss of income in relation to Covid-19 and the global pandemic. This balances the risk of making cuts to services that may be unnecessary once the Council's finances stabilise as economic recovery takes place. This is a prudent way of assessing and smoothing out the impact of what are in effect one-off financial shocks and are in line with what Council reserves are intended to be applied to.
- 3.6.5. It should also be recognised that the one-off growth pressures identified as Covid-19 related will be kept under constant review and if any of those pressures do not fully or partially materialise then the Council should ensure

that wherever possible those underspends are retained to add funding to our reserves to protect the Councils financial sustainability going forwards.

**3.6.6. Overall Conclusion: Given the projected levels of reserves, The Chief Finance (section 151) Officer considers the level of reserves are adequate to cover unforeseen demands but that it is imperative that the Council continues its strategy to increase reserves over the short to medium-term.**

3.6.7. The Chief Finance (section 151) Officer will need to monitor the above position very closely to ensure that the Council still has sufficient funding to meet its statutory commitments. If this is not the case then this would result in the Chief Finance (section 151) Officer issuing a S114 notice.

#### 4. MEDIUM TERM FINANCIAL PLAN

4.1. The Council approved a Medium-Term Financial Plan on 14 October 2020. This report shows the latest revisions to that forecast. Further revisions will be made through the timeframe of this five-year plan as more information becomes available.

4.2. The table below shows the projected savings required during the period of the latest Medium-Term Financial Plan:

<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<i>£3.959m</i>	<i>£3.151m</i>	<i>£2.759m</i>	<i>£4.861m</i>

4.3. Key assumptions included above are that:

- (i) Council Tax levels increase in line with national limits of 1.99%.
- (ii) Interest rates of 0.6% per annum, as advised by our Treasury Management advisors in light of the current economic situation when calculating capital financing costs.
- (iii) £2.2m of grant protection continues from "Negative RSG" which has now been rolled into assumptions by Central Government on funding assessments.
- (iv) Adult Social Care Grant continues at current levels.
- (v) Inflation is in line with current government projections.
- (vi) Projected savings are fully delivered.
- (vii) The Council does not make any further substantial capital investments which are not funded from future receipts, section 106, CIL or LEP money.

#### 4.4. Sensitivity Analysis

4.4.1. Projecting the future financial challenge is not an exact science and many factors are beyond the control of the Council. The overall scale of the financial challenge is heavily influenced by Government decisions around funding levels and Council Tax limits. In particular, whether the Government will

provide further Covid-19 funding should the pandemic continue throughout 2021/22.

- 4.4.2. However, it does have control over some key factors that will influence the financial projection and scale of the financial gap that it faces. These include decisions on: -
- (i) **Council Tax levels** – Council Tax contributes to some 75% of Net Council Expenditure. If the Council does not decide to increase Council Tax up to the maximum level, then this has a significant impact on the scale of the financial gap that it faces.
  - (ii) **Capital investment** – if the Council chooses to invest significantly in capital projects, which are not fully funded or do not deliver offsetting savings, then this will have a big impact on the financial gap. The impact will be even greater if interest rates rise. The Capital Strategy sets out the Council's focus on capital investment.
  - (iii) **Service Costs** – none of the above scenarios provide for significant changes in the level of service provision. Clearly if the Council wishes to increase services then this will significantly increase the size of the budget gap.

## 5. CLOSING THE FUTURE BUDGET GAPS

- 5.1. Section 30(6) LGFA 1992 provides that the council must set its budget before 11 March in the financial year preceding the one in respect of which the budget is set. This report proposes a balanced budget for the financial year 2021/22.
- 5.2. Therefore, the immediate challenge now moves to closing the budget gap for 2022/23 to enable the Council to set a balanced budget for that year. This cycle rolls forward throughout the MTFP timeframe.
- 5.3. There is considerable uncertainty around the size and scale of future budget gaps as outlined throughout this report. While there is always room to be more efficient, RBWM is already a low spending council which constrains it from reducing costs easily.
- 5.4. On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service. Therefore, future savings plans will need to focus on more transformative savings measures and the Council has recently agreed a transformation strategy.

## 6. POTENTIAL IMPACTS

- 6.1. **Equalities.** A full EQIA has been undertaken on the overall budget and is attached as **Annex I**. Each individual saving proposal will also have an EQIA undertaken – these can be found on the Council's website.

6.2. **Climate change/sustainability.** The potential impact of budget recommendations have been considered as part of the overall budget setting process.

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

## 7. CONSULTATION

7.1. The draft budget approved by Cabinet in December 2020 has been fully consulted upon publicly. All Overview and Scrutiny Panels have also considered the areas relevant to their remits. The feedback and comments arising from both areas of consultation can be found in **Appendix 7** to the covering report.

## 8. ANNEXES

8.1. The table below details the Annexes to this Appendix:

<b>ANNEX</b>	<b>Title</b>
A	2021/22 Budget Summary and Medium-Term Financial Plan
B	2021/22 Budget Control Totals
C	Budget Movements 2020/21 to 2021/22
D	Service Growth Bids
E	Covid-19 Growth Bids
F	Service Saving Opportunities
G	Special Expenses Rate
H	Dedicated Schools Grant
I	Budget Equality Impact Assessment



<b>REVENUE BUDGET 2021/22</b>			
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>DIRECT COST SUMMARY</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
	£000	£000	£000
<b>Managing Director</b>			
Managing Director	967	980	879
Governance	1,890	2,059	1,894
<b>Total Managing Directors Directorate</b>	<b>2,857</b>	<b>3,039</b>	<b>2,773</b>
<b>Children's Services</b>			
Achieving for Children Contract	38,019	36,934	38,802
Children's Services - Retained	50,070	52,562	54,446
Dedicated Schools Grant - Income	(64,158)	(66,310)	(68,884)
<b>Total Children's Services Directorate</b>	<b>23,931</b>	<b>23,186</b>	<b>24,364</b>
<b>Adults, Health and Commissioning</b>			
Director, Support Teams & Provider Support	1,913	1,355	2,799
Highways & Other Comissioned Infrastructure	8,019	7,229	6,994
Waste	10,059	9,357	9,298
Parking	(5,647)	(7,044)	(3,671)
Adult Social Care	34,040	35,398	32,761
Better Care Fund - Spend	14,110	13,288	13,747
Public Health - Spend	4,656	4,657	5,067
Grant & BCF Income	(17,535)	(16,713)	(17,585)
<b>Total Adults, Health &amp; Comissioning Directorate</b>	<b>49,615</b>	<b>47,527</b>	<b>49,410</b>
<b>Resources</b>			
Executive Director of Resources	173	210	210
Library & Resident Services	2,823	2,271	2,570
Revenues & Benefits	1,008	1,075	1,407
Housing Benefit	353	90	90
Human Resources, Corporate Projects & IT	2,352	2,574	2,498
Corporate Management	(2,031)	(75)	(94)
Finance	1,458	1,350	1,292
<b>Total Resources Directorate</b>	<b>6,136</b>	<b>7,495</b>	<b>7,973</b>
<b>Place</b>			
Executive Director of Place	212	245	244
Housing	2,686	2,362	3,071
Planning Service	1,176	1,109	1,051
Communities including Leisure	977	3	1,274
Infrastructure, Sustainability & Transport	1,386	1,336	1,407
Property Service	(2,953)	(2,677)	(1,173)
<b>Total Place Directorate</b>	<b>3,484</b>	<b>2,378</b>	<b>5,874</b>
Contingency & Corporate	<b>0</b>	<b>2,881</b>	<b>4,557</b>
<b>TOTAL EXPENDITURE</b>	<b>86,023</b>	<b>86,506</b>	<b>94,951</b>

<b>REVENUE BUDGET 2021/22</b>			
	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
<b>DIRECT COST SUMMARY</b>	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	3,458	(2,218)	
Increase / (decrease) in provision for redundancy costs	(441)		
Provision for Business Rates deficit	2,421		
Variance on Business Rate Income	(3,511)		
Increase in bad debt provision	382		
Covid 19 Grant	(1,827)		
Estimated cost of pay inflation	5		
Pensions deficit recovery	4,017	4,217	4,199
Levies-			
Environment Agency	156	162	165
Capital Financing inc Interest Receipts	<u>4,364</u>	<u>6,010</u>	<u>6,310</u>
<b>NET REQUIREMENTS</b>	95,047	94,677	105,625
Less - Special Expenses	(1,094)	(1,217)	(1,230)
Transfer (from)/ to balances	<u>          </u>	<u>          </u>	<u>          </u>
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<u>93,953</u>	<u>93,460</u>	<u>104,395</u>
New Homes Bonus	(2,089)	(2,102)	(473)
Use of Earmarked Reserve			(3,000)
Business Rate Support	(16,312)	(15,315)	(15,004)
Other unringfenced Grant		(1,687)	(2,800)
COVID-19 Tranche 5 funding			(3,118)
Education services grant	(315)	(315)	(315)
Potential additional COVID-19 funding for SFC compensation Quarter 1			(1,359)
Potential additional COVID-19 funding for SFC compensation Quarter 2			(1,106)
Income from trading companies	(210)	(210)	(210)
Parish equalisation grant	63	64	
Collection Fund (Surplus) / Deficit (Business Rates)	454		1,600
Collection Fund (Surplus) / Deficit (Council Tax)	<u>(3,545)</u>	<u>113</u>	<u>(300)</u>
	(21,954)	(19,452)	(26,085)
<b>NET COUNCIL TAX REQUIREMENT</b>	<u>71,999</u>	<u>74,008</u>	<u>78,310</u>
<b><i>Council Tax Information:</i></b>			
Tax Base (Band D equivalent)	68,353	68,691	69,179
RBWM Tax levy (on Band D property)	£ 978.60	£ 981.94	£ 1,004.19
Adult Social Care precept (on Band D property)	£ 74.74	£ 95.46	£ 127.78
<b><i>General Fund Balances:</i></b>			
Working Balance	7,778	8,231	6,013
Transfer to/ (from) General Fund	<u>453</u>	<u>(2,218)</u>	<u>738</u>
	<u>8,231</u>	<u>6,013</u>	<u>6,751</u>

## REVENUE BUDGET MOVEMENT 2020/21 to 2021/22

Item	2020/21 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Growth & Pressures (Annex D)	COVID19 Pressure (Annex E)	Sub Total	Directorate Savings (Annex F)	2021/22 Original Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Managing Director	3,039	(4)	11	(133)				2,913	(140)	2,773
Childrens	23,186	144	23	(2)		1,543	750	25,644	(1,280)	24,364
Adult, Health & Commissioning	47,527	1,242	765	46		835	3,807	54,222	(4,812)	49,410
Resources	7,495	37	226	265		154	456	8,633	(660)	7,973
Place	2,378	33	(240)	(107)	(47)	592	4,238	6,847	(973)	5,874
Contingency	2,881	895	850	(69)				4,557		4,557
<b>Total Service budgets</b>	<b>86,506</b>	<b>2,347</b>	<b>1,635</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>102,816</b>	<b>(7,865)</b>	<b>94,951</b>
Environment agency	162	3						165		165
Capital financing and interest	6,010		300					6,310		6,310
Pensions deficit recovery	4,217	(18)						4,199		4,199
Contributions from balances	(2,218)		2,218					0		0
<b>Net Requirement</b>	<b>94,677</b>	<b>2,332</b>	<b>4,153</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>113,490</b>	<b>(7,865)</b>	<b>105,625</b>
Special expenses	(1,217)		(13)					(1,230)		(1,230)
<b>Gross Council Tax Requirement</b>	<b>93,460</b>	<b>2,332</b>	<b>4,140</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>112,260</b>	<b>(7,865)</b>	<b>104,395</b>
Collection Fund - Council Tax (surplus)/ deficit	113		(413)					(300)		(300)
Collection Fund - Business Rates (surplus)/ deficit	0		1,600					1,600		1,600
New Homes Bonus	(2,102)				1,629			(473)		(473)
Business Rate Support	(15,315)				311			(15,004)		(15,004)
Use of earmarked reserves	0		(3,000)					(3,000)		(3,000)
Other unringfenced grant	(1,687)				(1,113)			(2,800)		(2,800)
Education Services Grant	(315)							(315)		(315)
Income from trading companies	(210)							(210)		(210)
Parish equalisation grant	64				(64)			0		0
COVID-19 Tranche 5 funding					(3,118)			(3,118)		(3,118)
Potential additional COVID-19 funding for SFC compensation Quarter 1					(1,359)			(1,359)		(1,359)
Potential additional COVID-19 funding for SFC compensation Quarter 2					(1,106)			(1,106)		(1,106)
<b>Net Requirement</b>	<b>74,008</b>	<b>2,332</b>	<b>2,327</b>	<b>0</b>	<b>(4,867)</b>	<b>3,124</b>	<b>9,251</b>	<b>86,175</b>	<b>(7,865)</b>	<b>78,310</b>

TAX BASE

68,691

69,179

Council Tax at band D

£981.94

£1,004.19

Adult Social Care precept

£95.46

£127.78

<b>RBWM GROWTH BIDS 2021/2022</b>
-----------------------------------

EQIA Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
					<b>£000</b>	
001	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	Cllr Cannon	Resources	Reduced income for 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	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 £13k. There was further reduction in demand during 2019/20. Therefore the target needs to be reduced by £61k.	61	Ongoing
004	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	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	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 statutory action to protect the most vulnerable children.	75	Ongoing
007	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	Cllr Carroll	Children's Services	Placement costs	This is the additional cost of the full year effect of the current cohort in 2021/22, plus the expected future demand / increasing complexity by the end of 2020/21.	247	Ongoing
009	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 inclusion of salaries previously funded from capital; 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 Joint area inspection of services for children with additional needs by Ofsted and the Care Quality Commission.	1,005	Ongoing
010	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	Cllr Carroll	Children's Services	Operational costs	AFC interest on balances borrowed from RBWM	40	Ongoing
012	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
014	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	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	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

<b>RBWM GROWTH BIDS 2021/2022</b>
-----------------------------------

EQIA Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
017	Cllr Cannon	Place	Joint arrangement	Joint Emergency Planning Unit - based budget of £75k is not sufficient for costs now which are running at £73k, this is unavoidable	14	Ongoing
018	Cllr Johnson	Place	Staffing fixed term costs	Staffing for potential additional affordable housing and temporary accommodation	100	Ongoing
019	Cllr Johnson	Place	Contract costs	Annual external property portfolio valuation	68	Ongoing
020	Cllr Johnson	Place	Maintenance charges	Software annual maintenance charge re Technology forge. Cloud maintenance & support property IT system	18	Ongoing
021	Cllr Johnson	Place	Library opening hours	Saving duplicated in February 2020 budget report	0	Ongoing
022	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	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	Cllr Hilton	Place	Berkshire Community Foundation grant	This funding is to enable a Revenue Service based Budget to cover a grant to the Berkshire Community Foundation to support their local grant making to organisations and good causes with RBWM. The BCF have 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 than it be reliant on the annual community grants provision.	21	Ongoing
025	Cllr Hilton	Place	Community grants	This revenue funding growth is to enable the re-establishment of a 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 support for community grants provided by RBWM.	50	one-off
026	Cllr Coppinger	Adults, Health and Commissioning	Saving from increased recycling	The saving for increased recycling as reported in February 2020 is unachievable.	335	Ongoing
027	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-19. The intention is to replace existing systems through developing similar capability in the new customer relationship management system.	25	Ongoing
028	Cllr Carroll	Adults, Health and Commissioning	DASH	To fund DASH contract potential loss of contribution	35	Ongoing
<b>TOTAL GROWTH 2021/22</b>					<b>3,124</b>	

Covid-19 RELATED GROWTH PROPOSALS 2021/22						
Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
					£000	
<b>UNAVOIDABLE ADDITIONAL PRESSURE (IN OCTOBER MTF REPORT)</b>						
1	Cllr Rayner	Place	Reshape the Leisure Services Contract	Due to Covid-19 the original supplier Parkwood terminated the contract with RBWM. A newly formed charitable incorporated organisation (CIO) took over the contract on the 1st of 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
2	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>						
3	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
4	Cllr Carroll	Adults, Health and Commissioning	Additional CCG Income	It is assumed that the additional reimbursement income from CCG will continue until 1st April 2021.	-500	One-off
5	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
6	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 reduction of 13 vehicles to 8 vehicles which has already taken place	20	Ongoing
7	Cllr Rayner	Resources	Additional Cleaning Costs	Public spaces such as Libraries will required additional cleaning costs relating to Covid-19	6	One-off
8	Cllr Carroll	Children's Services	Family Hubs	Market conditions make re-letting of family hubs space unlikely in the short term, resulting in net increased costs the the council.	70	One-off
9	Cllr Carroll	Children's Services	AFC infrastructure and capital	Increased costs of mobile telephony for home-working and associated systems.	60	One-off
10	Cllr Hilton	Place	Recognition of reduced Property	Property revaluations have reduced as a result of Covid-19, which need to be reflected in the accounts.	50	One-off
11	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 providers because of the additional costs associated with the impact of Covid-19 on providers, including insurance and staffing.	920	One-off
12	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>						
13	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
14	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
15	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
16	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
17	Cllr Rayner	Place	Reduced Tourism income	Tourism revenue streams from the International market for quarter 1 and 2 will be absent and will 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
18	Cllr Carroll	Children's Services	Reduced Youth Service & Outdoor Education Income	Youth Service & Outdoor Education income targets for next year will be under continued pressure due to government restrictions on group use of services as a result of Covid-19.	120	One-off

Covid-19 RELATED GROWTH PROPOSALS 2021/22						
Ref.	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
					£000	
19	Cllr Rayner	Adults, Health and Commissioning	Reduced Guildhall Income	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
20	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
21	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 on limited supply.	360	Ongoing
22	Cllr Carroll	Children's Services	Additional Specialist Workers	There is a need for additional specialist workers arising from the increased demand for social care services due to Covid-19	140	Ongoing
23	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 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 SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget £000	Estimated saving 2021/22 £000	Estimated saving 2022/23 £000	Savings Delivery Date
001	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.	Once able to resume, assuming there is demand, face to face services for Benefit enquiries would continue to be offered from Maidenhead, either in the Library or the Town Hall for Covid safety reasons. Library and Resident Services staff within Windsor Library will continue to assist benefit customers with basic enquiries and offer a direct line of communication through to the remaining assistant based in Maidenhead.	22	22	0	April-21
002	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.	A consultation would be required to ensure that an acceptable service could be offered which could be tied into a wider consultation on the library service.  Another option would be to look to deploy the Container Library as a permanent fixture somewhere in the Borough, again saving towage costs of £55k pa but necessitating a cost for utilities at that permanent site - as yet not defined.	55	28	27	Sept-21
003	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 RBWM. We are committed to transformation and diversity of the library offer to maintain a sustainable and resilient library service going forward.	This could lead to redundancy costs if no natural wastage	1,842	73	0	Sept-21
004	Cllr Hilton	Resources	Review of Accountancy structure	Efficiency savings by reviewing existing processes.	This could lead to a redundancy cost if no natural wastage.	35	35	0	April-21
005	Cllr Hilton	Resources	Review of Internal audit contract	Review of level of service provision in 21/22	A reduction in the number of audits in the short term, but through a tender exercise should lead to enhanced quality audit service in the longer term.	437	50	0	April-21
006	Cllr Hilton	Resources	Remove supplies and services budgets from finance team	Removal of general expenses, corporate subscriptions, software and publication budgets	None - budget no longer required	29	67	0	April-21
007	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.	This results in the repayment of the historical balance sheet value of 8 years instead of 7	28	28	-28	April-21
008	Cllr Hilton	Resources	Review of resourcing of the Insurance and Risk service	Review of funding and resourcing of the insurance and risk service	This may lead to change in resource levels including review of fees and charges	45	45	0	April-21
009	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.	None - budget no longer required	838	2	0	April-21
010	Cllr Rayner	Resources	Removal of database and network contracts budget	Removal of budget as no longer required.	None - budget no longer required	1,084	63	23	April-21
011	Cllr Rayner	Resources	Stop software licences for employee relations advice	Use of alternative software releasing two software licences for employee relations advice.	New contract may vary from existing and therefore may not fully match needs and requirements.	757	3	4	May-21
012	Cllr Rayner	Resources	Reduce Advertising contracts	Add an applicant tracking module to HRIS iTrent and give notice to providers who currently provide that service.	Potential adverse impact on attracting new candidates for roles when advertising.	757	0	7	April-22
013	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.	Schools and Academies are free to procure support services from any provider. Risk of losing business and reputational impact.	757	10	10	Aug-21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						<b>£000</b>	<b>£000</b>	<b>£000</b>	
014	Cllr Rayner	Resources	Increase the admin charge for DBS checks	Increase in existing admin charge to £13 per check.	Risk of losing business.	757	6	0	April-21
015	Cllr Rayner	Resources	Efficiencies from D360 document management system and iTrent HR system.	Making processes more efficient leading to a review of resources.	This could lead to a redundancy cost if no natural wastage.	757	13	11	Oct-21
016	Cllr Rayner	Resources	Ceasing Quick Address software contract	Using alternative software enables staff to cease using Quick Address software.	None - budget no longer required	757	2	0	April-21
017	Cllr Rayner	Resources	Restructure of OD function	Review of Organisational Development function leading to a proposed reduction in resources.	Reduced capacity in OD will impact on number of activities that can be delivered and timescales, as well as cause additional pressure in the wider teams. This could lead to a redundancy cost if no natural wastage.	757	30	15	Aug-21
018	Cllr Rayner	Resources	Restructure of Compliments and Complaints function	Review of Compliments and Complaints functions leading to a proposed reduction in resources.	This could lead to a redundancy cost if no natural wastage.	95	18	0	April-21
019	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.	Depending on topic/need for training - may discriminate against new cllrs or those who are less IT knowledgeable. Could increase time pressures for officers. Lack of Member training could lead to potential negative impact on Member behaviour, or ultimately lead to difficulties in attracting new elected members.	2	2	0	April 21
020	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.	No budget allocation would be available if member allowances were increased in line with any increase in staff salaries in subsequent years - as required in the Members' Allowance Scheme. Therefore any future increases would need to be included in future budget setting proposals.	224	24	0	April 21
021	Cllr Rayner	Managing Director's	Removal of room hire budget for council meetings	Removal of the budget for booking external rooms for Council Meetings	Reliance on internal rooms being available. Limits public attendance to maximum allowed in council owned buildings (e.g. Desborough Suite). Inability to hold any council meetings at external venues without causing budget pressures - impact if large meeting in public required	1	1	0	April 21
022	Cllr Rayner	Managing Director's	Reduction in budget for Member mileage claims	Reduction in budget following trend of reduced mileage claims.	Assumes mileage claims do not increase from previous years' levels. Potential for virtual meetings to continue beyond May 2021 would require legislation. If virtual meetings continue, saving could be greater - unless there was then a call for members to be recompensed for costs of broadband/Wi-Fi.	9	5	0	April 21
023	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.	Members would need to agree to not receive hard copy agenda on an ongoing basis (whether meetings cease to be virtual and return to in-person, or not). If a Member did not wish to receive scanned post, they would be required to collect it in person from the Town Hall. Members would need to continue to be provided with a device (ipad or laptop) at the start of each new administration (i.e. every four years) - requires a capital budget. Members/officers with a disability may require hard copy agenda. Member pigeon holes could potentially be removed, freeing up office space.	3	2	0	April 21

<b>RBWM SAVINGS PROPOSALS 2021/22</b>
---------------------------------------

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
024	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	Potential long term impact on the ability of the Borough to host the Youth Sports Games (RBWM next due to host in 2022). A number of the activities in the past supported by the committee help disadvantaged groups - e.g. Children in Care.	10	5	0	April 21
025	Cllr Rayner	Managing Director's	Facilities vehicles	Termination of large van lease (used primarily by the library service).	Facilities team would only retain one small van. Potential need to hire in a large van for one off projects. Subject to library consultation and there being significant reduction in the need to transport books and other library items between sites. Currently part way into 2nd year of 5 year lease therefore costs of any settlement fee will likely negate saving in 21/22 first year.	19	0	7	April 22
026	Cllr Rayner	Managing Director's	Reduced MFD printing	Reduced number of Multi-Functional Devices across council sites where there are currently multiple devices	Reduced capacity, potential delays in accessing MFD.	260	30	0	April 21
027	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.	Need to ensure any items required as reasonable adjustments for e.g. a disability remain available	36	20	0	April 21
028	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	Fewer confidential bins available to staff/Members .	21	4	0	April 21
029	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.	May have greater impact on staff with a disability. Possible impact on morale. Lease due to expire Dec 21.	8	0	5	April 22
030	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.	Schools and Academies are free to procure support services from any provider. Risk of losing business and reputational impact.	0	40	0	Ongoing
031	Cllr Rayner	Managing Director's	Reduce Borough By-Elections Budget	Reduce base budget to enable delivery of only one by-election per year	If more elections were required, the council would have to fund the costs from elsewhere as is a statutory requirement.	17	7	0	April 21
032	Cllr Coppinger	Adults, Health and Commissioning	Additional income from green waste subscriptions	Increase in income following trend of increased green waste subscriptions.	None - income generated has increased. Greater demand on waste service.	840	50	0	April 21
033	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.	Potential adverse impact on people who do not have access to the app. This would be mitigated by retaining a reduced number of on-street machines	50	50	0	April 21
034	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.	Degradation of service / potential reputational damage and reduced resident satisfaction. This will require discussion and agreement with VolkerHighways.	9,455	100	0	April 21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						<b>£000</b>	<b>£000</b>	<b>£000</b>	
035	Cllr Coppinger	Adults, Health and Commissioning	Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	Increased use of the food waste and blue bins has affected the amount of black bin waste and therefore whilst retaining weekly collections of food waste and recycling, introduce fortnightly residual waste collections	The frequency of general waste collection service would be fortnightly. Residents with larger households or medical needs would be able to request additional waste capacity. Food waste and recycling collections would remain weekly and all residents would be able to request additional capacity for these materials. Collections from properties with communal bins would remain weekly as it is recognised that most communal bin stores lack capacity for fortnightly collections. Change to service would be combined with communications to residents about benefits of recycling and food waste related to climate change strategy and waste reduction information to encourage behaviour change. Possible reputational damage if there are missed collections when the service frequency is changed- this will be mitigated with full route planning and testing prior to change.	9,455	175	0	June-21
036	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	Potential displacement of parking on-street; reduction in use; equality assessment required as payment App based only	0	100	0	April 21
037	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.	Improved compliance of street works may improve customer satisfaction	100	100	0	April 21
038	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	Assessment of staff impact required Reduced access for staff to pool car fleet potentially making access for essential journeys more difficult	20	20	0	Jan-21
039	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.	Potential increase in litter leading to reduced resident satisfaction. This will require discussion and agreement with VolkerHighways	1,467	50	0	April 21
040	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	None - continuation of existing service levels	933	30	0	April 21
041	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.	Potential increase in litter leading to reduced resident satisfaction. This will require discussion and agreement with VolkerHighways	20	10	0	April 21
042	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.	Potential increase in litter leading to reduced resident satisfaction. This will require discussion and agreement with VolkerHighways	20	10	0	April 21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						<b>£000</b>	<b>£000</b>	<b>£000</b>	
043	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	Behavioural change may not be realised resulting in decreased recycling rates and greater landfill which, in turn, will deliver fewer environmental and financial benefits	9,354	30	0	April 21
044	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	The Council will make steps toward meeting its climate changes commitments and will increase its digital distribution list, ensuring that more residents receive more regular updates, and support additional skills learning through its 'how-to' guide. Residents will receive an annual physical update rather than every six months, which will mean all residents will still receive a paper copy	413	14	0	April 21
045	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	Ensure that the borough's local businesses can continue to publicise discounts and special offers on a more sustainable basis.	0	14	0	April 21
046	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	Saving depends on demand continuing at the current levels and community options being developed.	43,000	200	0	April 21
047	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.	Families of residents who currently use the centres may not be happy with the new provision. It may not be possible to redeploy all of the staff. Potential to reduce spend elsewhere on expensive out of borough residential placements if capital asset can be realised.	602	300	0	April 21
048	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.	Risk that some packages of care may increase as a result of needs being reviewed.	8,050	200	0	April 21
049	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.	Risk that some packages of care may increase as a result of needs being reviewed.	6,150	200	0	April 21
050	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.	Risk that some packages of care may increase as a result of needs being reviewed.	2,500	200	0	April 21
051	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	More people are given the opportunity for reablement leading to enhanced wellbeing. Analysis of the packages agreed through panel in June and July shows that more reablement could have reduced packages by a third.	2,100	500	0	April 21

<b>RBWM SAVINGS PROPOSALS 2021/22</b>
---------------------------------------

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
052	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.	None. Contract has already ended in agreement with the provider.	90	90	0	Already achieved
053	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.	Rescoping of roles will mean a range of recruitment for new posts which may not fill as quickly as needed. Existing staff focused on the most vulnerable families as mitigation if needed.	1,570	150	0	April 21
054	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.	Potential adverse impact on people who are unable to pay. Correct levels of budgeted income are achieved for adult social care. There is currently around £1m of debt over six months' old in adult social care.	-9,100	500	0	April 21
055	Cllr Coppinger	Place	Reshape Planning Support Team	Transformation of the processes used by the Technical support team has enabled greater efficiency and flexibility. This efficiency enables the deletion of a vacant post.	None noted. There would be a reduction in capacity and resilience within the technical support team which will make it more difficult to manage unforeseen circumstances, peaks in workflow or changes in legislation. Potentially this could result in slower validation times in such circumstances resulting in reduced customer service, however given the team has operated successfully with a vacancy for 3 months it is considered that any impacts on customer service would be acceptable.	1,109	29	0	Immediate
056	Cllr Rayner	Place	Reduction in Arts Grants	To remove Arts Grants from the budget from Q3 in 2021/22	Will impact on organisations that currently receive grants in terms of scope of services they are able to deliver. One-off support package provided to support transition to a future sustainable financial model.	233	113	46	June-21
057	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	This could result in redundancies although redeployment may be an option.	175	85	0	June-21
058	Cllr Clark	Place	Remove ongoing aviation budget	Removal of budget that has been used to challenge Heathrow expansion.	None identified. Would reduce future flexibility to fund aviation related work, if required. Specific projects would still be funded from their own approved budgets.	20	20	0	Jan-21
059	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, Antis Social Behaviour and Public Space Protection Orders and police liaison and coordination, including Prevent and Channel programmes.	The Borough leads on the multi-agency Community Safety Partnership and works closely with TVP responding to and planning interventions to address crime hotspots and provide community reassurance through joint operations. This work includes support for other teams within the Council eg Licensing, Housing and Homelessness, Parks and Open Spaces and others.	695	300	0	June-21
060	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 6 leisure centres and shared use at Dedworth school.	Oversight and management of a number of working groups and high profile initiatives to improve and embed leisure services will stop. New projects and service development in the leisure areas will be reduced or stopped. This could lead to redundancy costs.	74	62	12	June-21
061	Cllr Cannon	Place	Remove funding from Borough in bloom and community participation project	All Borough twice a year seasonal planting and maintenance will stop. The current planters will not be replanted and the containers will be removed.	The colourful displays will be removed. Barrier boxes and flower towers will be removed.	86	86	0	April 21

<b>RBWM SAVINGS PROPOSALS 2021/22</b>
---------------------------------------

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
062	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.	<p>Cease the delivery of the current Community based SMILE programme. This would mean that the programme of community based activities held in community halls across the borough will stop and the staff be made redundant. The impact of the COVID19 virus has meant that this programme has not operated since the end of March, as government guidance required such activities to stop. Sessions have not restarted despite the relaxation of some restrictions primarily because the venues are generally small and as the participants are in the higher risk groups due to age (many are in the over 70 and over 80 age groups), it is impossible to operate a socially distanced model of class. There are only a very small number of venue that could hold reduced number classes that could be compliant with the current guidance. However the reduced numbers of participants will generate lower levels of income and so increase costs overall.</p> <p>There is likely to be considerable adverse public reaction from the over 50's, however under the current COVID restrictions it is almost impossible to see how the Community SMILE programme could continue in anything like the form it has operated for the last 15 years.</p>	70	58	0	June-21
063	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.	There would be a reduced capacity to identify and operate initiatives that could be targeted at higher risk groups, to promote healthier lifestyles which seek to reduce the burden on adult services in future years by helping people stay well and living healthier and happier lives. Partnership work with a range of sports clubs will be stopped. There will be a loss of coordination with a range of National Governing Bodies and the County Wide Community Sports Provider 'Get Berkshire Active'. There could be a reduction in the overall health of the local population if activity levels across the age groups, that are stimulated through this post and the initiatives it coordinates, are reduced.	65	54	0	June-21
064	Cllr Coppinger	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.	Reduced capacity to undertake, complete and respond to the wide range of advice and support enquiries that the Tree team currently deal with. The service and functions the team undertake will need to be reshaped and refocused to reflect the statutory functions with respect to tree and planning legislation. The reduced service will be less reactive and less responsive to issues raised by residents or Members in relation to tree protection and enquiries about works to trees in tree conservation and tree protection areas. This could lead to some redundancy costs.	326	125	0	June-21
065	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	The non-statutory concessions across the policy will be removed so those paying for services will pay similar amounts and some non-statutory free routes will cease to be provided unless there is statutory eligibility for those routes. Some 17-18 year olds will have to pay to travel to college / 6th form and more 18+ young adults will be required to make independent arrangements to attend specialist colleges. Some transport costs will be met from social care budgets where transport is a cheaper option than other care solutions.	2,853	280	0	April 21

## RBWM SAVINGS PROPOSALS 2021/22

EQIA Ref.	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						<b>£000</b>	<b>£000</b>	<b>£000</b>	
066	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.	Relies on continued successful recruitment and training of sufficient carers, who will be prioritised for local need first. Assume IFA can secure 150 placement weeks from another LA without any increase in costs.	-29	15	0	April 21
067	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.	Will require meetings facilities equipped to support in person and remote working on a reliable basis, as well as accepting virtual meetings post pandemic.	169	50	0	April 21
068	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.	Will require development of local options and capital investment. Majority of revenue savings accrue to the Dedicated Schools Grant - High Needs block, but will reduce future demand for Adult services in the mid-long term.	489	15	0	April 21
069	Cllr Carroll	Children's	Care Leavers Accommodation	Establish more local care leaver accommodation so that efficiencies can be made in placement costs.	Project to describe, find, equip and then recruit train and register the provision has many opportunities for delay. Experience in AfC suggests a year to come to market for a directly provided service. Assumes 4 care leavers can be accommodated at the lower rate - therefore one place saving overall. £400 pw = £20k.	985	20	0	April 21
070	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.	Funded from the appropriate budget, increases risk of further High Needs Block overspend in 2021/22 while services such as new resource units come on line.	111	90	0	April 21
071	Cllr Carroll	Children's	Therapy assessment service	Setup assessment service which will both simplify therapy offer with far fewer exceptions while driving up the use of effective, time limited interventions.	Requires the identification of skilled practitioners to undertake assessments of need in all cases. Commission either by employment or larger contract, a core set of therapy skills and keep a cash budget for critical others. This works in both social care and disability respite services. Finding workforce is challenging and there can be expensive oversight requirements and increased inspection footprint. Some young people will receive a different intervention as a result on improved assessment.	169	100	0	April 21
072	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.	No capacity to support any setting that goes into crisis. 98% providers ranked Good or Outstanding by Ofsted (pre-pandemic).	160	60	0	April 21
073	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.	Should reduce Young people in placements which are not improving their life chances or are unduly expensive.	6,281	250	150	April 21
074	Cllr Rayner	Resources	Library Stock fund	Reduction of Library book fund	Reduced ability to purchase the latest releases and volumes	288	20	0	April 21
075	Cllr Johnson	Place	Consultancy costs	Property consultancy budget no longer required		110	70	0	April 21
076	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.	Significant change programme for existing staff in order to standardise skills and contractual arrangements, potentially leading to some staff turnover.	475	45	0	April-21
077	Cllr Carroll	Children's	Account appropriately for financial support services.	Reduce finance team and have RBWM maintained schools pay contribution to Finance function provided to them.	Reduced capacity limits ability to undertake adhoc modelling and risk analysis tasks for services and schools.	475	55	0	April 21
<b>TOTALS</b>							<b>5,730</b>	<b>289</b>	

## Appendix 1, Annex G – Special Expenses

### Special Expenses for Non-Parished Areas 2021/22

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

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

It is recommended that the policy is endorsed again.

### Estimated Cost of Special Expenses in 2021/22 for unparished areas

2021/22 Budget	£
Allotments	14,648
Street and Footway lighting	297,021
Recreation Grounds & Open Spaces	915,478
Administration of the Town Forum	3,250
<b>Total</b>	<b>1,230,397</b>

	Council Tax Base	
	2020/21	2021/22
Maidenhead	21,792.39	22,118.19
Windsor	13,674.82	13,742.99
<b>Total</b>	<b>35,467.21</b>	<b>35,861.18</b>
Precept	1,216,965	1,230,397
<b>Council Tax Band D</b>	<b>34.31</b>	<b>34.31</b>
<b>% Increase in Band D</b>	<b>10.61%</b>	<b>ZERO</b>

## Appendix 1, Annex H – Allocation of the Dedicated Schools Grant 2021-22

- 1.1 The dedicated Schools Grant (DSG) funds both maintained schools and academies and is ring fenced for schools & pupil activity as defined by the School and Early years Finance (England) Regulations. The grant is notionally split between four funding blocks: Schools, central school services, early years, and high needs. Its use is split between the:
  - Individual School's Budget (ISB) or delegated budget. This is the funding that is passed directly to schools and is mainly formula driven, and
  - The Centrally Retained School's Budget (non-delegated budget).
- 1.2 There is limited flexibility for Local Authorities to transfer funding between the four blocks, but it cannot be used for other purposes. The Education and Skills Funding Agency have limited the movement of funds from the Schools Block to 0.5% of the total Schools Block allocation, but only with the agreement of the Schools Forum after having consulting with all schools.
- 1.3 Overspends on the DSG are carried forward and a first call on the subsequent year's allocations. Underspends are carried forward to support the future year's school's budget. Monitoring the outturn position is therefore necessary to inform the new financial year's budget position.
- 1.4 The Authority has a responsibility to ensure that the DSG is deployed in accordance with the conditions of grant and the School and Early Years Finance (England) Regulations. The arrangements for 2021-22 are detailed by the Education and Skills Funding agency (ESFA) "Schools operational guide 2021 to 2022" published December 2020, the "High needs funding 2021 to 2022 operational guide" published September 2020 and the "Early Years operational guide 2021 to 2022 operational guide" published December 2020.
- 1.5 From 2019-20 onwards, EFSA require a deficit recovery plan from any LA that has accumulative DSG deficit as at 31 March each year, the requirement is to demonstrate how it plans to bring the DSG account back into balance.
- 1.6 Schools Forum is consulted on all aspects of the DSG and have termly meetings with council officers. All reports and minutes are published on the [council website](#).
- 2.1 The latest DSG allocations for 2021-22 were published by the Government on 17th December 2020. Table 1 provides a summary.

Table 1: DSG Allocations by Block.

<b>Dedicated Schools Grant</b>	<b>2021-22 Provisional Settlement Autumn 2020</b>	<b>2021-22 17 Dec 2020 Grant Notification</b>	<b>2020-21 Final Settlement</b>	<b>Change in Funding Between Years</b>
DSG Block Funding allocations:	£'000s	£'000s	£'000s	£'000s
High Needs Block	24,052	24,186	22,157	2,029
Indicative Early Years Block	9,697	9,024	9,163	(139)
Central School Services Block	1,008	1,097	1,073	24
Schools Block –Growth Fund	954	680	954	(274)
Schools Block – Delegated Formula funding (Gross)	97,947	98,931	90,808	8,123
<b>Gross Grant</b>	<b>133,658</b>	<b>133,918</b>	<b>124,155</b>	<b>9,763</b>
High Needs – Direct Funding Estimate	(3,145)	(2,394)	(2,263)	(131)
Schools Block – Academy School Recoupment	(61,629)	(62,098)	(56,899)	(5,199)
<b>Net LA Grant Estimate</b>	<b>68,884</b>	<b>69,426</b>	<b>64,993</b>	<b>4,433</b>

- 2.2 The council budget for 2021-22 reflects a DSG estimate per block based on the autumn 2020 provisional DSG allocations received by local authorities. The update funding will be reflected in the council budget working estimates in April 2021.
- 2.3 The allocations for the gross Schools and central block grant are now final. A small proportion of the High needs block is subject to change by the ESFA and will be confirmed in March. An estimate has been included for the direct funding element for the 2021-22 budget book and this is reflected in the provisional settlement column on the table above. The Direct funding figure in the December notification is to be increased in year by the ESFA to reflect agreed place changes at Free schools and FE colleges, this will reduce final net grant figure due to RBWM for 2021-22. The local authority will receive a revised in year estimate for the Early years block and this will not be finalised until July 2022, to reflect the revised allocation based on the January 2021 early years providers Census data.
- 2.4 Updated block allocations are reported to the Schools Forum at the Termly meetings, along with the latest budget monitoring forecasts.
- 3.1 At the Schools Forum meetings, the monitoring reports state the latest projected estimate for the DSG general and earmarked reserves. The table below lists the total General and Earmarked Reserves for the DSG from 2015-16 to 2020-21.

**Table 2 DSG General & Earmarked Accumulative Reserves.**

<b>Year End DSG Reserves</b>	<b>£'000s</b>	<b>Surplus / Deficit</b>
2015-16	737	Surplus
2016-17	(398)	Deficit
2017-18	(980)	Deficit
2018-19	(783)	Deficit
2019-20	(1,025)	Deficit
2020-21 Forecast as at January 2021.	(1,413)	Deficit

- 3.2 The DSG has been in deficit for a number of years, due to spending pressures in the high needs block in relation to increasing numbers of pupils receiving Education Health & Care Plans ( EHCPs), increasing complex needs, and increasing costs of provision, particularly those outside the local authority.
- 3.3 Year-end block underspends for Early Years and Central Services have in recent years been used to offset part of the high needs block overspend and reduce the accumulative deficit on the DSG.
- 3.4 In 2017-18 block transfer was agreed by the Schools forum allowing 0.5% (£416,000) to be deducted from School budgets and transferred to High Needs to enable a project to be run for the prevention of exclusions. The long-term outcome is hoped to reduce the cost of Alternative Provision and placements funded from the High Needs Block.
- 3.5 The council's DSG deficit general reserves at year end totalled 1.1% of the overall DSG funding, however with the inclusion of the DSG earmarked reserves this brings this down to around 0.7%.

## Appendix 1, Annex I – Equality Impact Assessment: Draft for Revenue Budget 2021/22

## ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

ESSENTIAL INFORMATION										
<b>Item being assessed (Please tick):</b>	Strategy		Policy		Plan		Project		Service/Procedure	x
<b>Responsible Officer:</b>	Adele Taylor				<b>Service:</b>	Finance				
					<b>Directorate:</b>	Resources Directorate				
STAGE 1: EqIA SCREENING (MANDATORY)					STAGE 2: FULL ASSESSMENT (IF APPLICABLE)					
<b>Date created:</b>	8 <sup>th</sup> December 2020				<b>Date created:</b>	8 <sup>th</sup> December 2020				
<b>Approved by Head of Service / Overseeing group/body / Project Sponsor:</b>	<i>"I am satisfied that an equality impact has been undertaken adequately."</i>									
	<b>Signed:</b>	Adele Taylor								
	<b>Date:</b>	11 <sup>th</sup> December 2020								

## GUIDANCE NOTES

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

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

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

EqlAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

### What are the “protected characteristics” under the law?

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

### What's the process for conducting an EqlA?

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

### Openness and transparency

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

### Enforcement

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

**STAGE 1: SCREENING (MANDATORY)****1.1 What is the overall aim of your proposed *strategy/policy/project etc* and what are its key objectives?**

A report to Council on the 17<sup>th</sup> of December sets out the council's draft budget for 2021/22. The 2021/22 budget is £105.199m including use of earmarked reserves of £3.000m. Within this figure are proposed growth in service budgets of £4.034m including a pay award of £0.895m and proposed opportunities and savings of £7.959m. Covid-19 pressures of £9.251m are also projected, these are partly offset by anticipated government funding of £4.791m.

This Equality Impact Assessment summarises the cumulative impact on people with differing characteristics of the overall savings proposals. There are two savings for Moving the Container library and reduction of Library hours that have section 2 full assessments.

**1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics?**

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

Protected characteristic	Relevance	Level	Positive / Negative	Evidence
Age	Relevant	Medium	Negative	Older People  Some older people will find these budget proposals together represent a medium impact through the closure of day centres, review of supported living packages, cessation of some travel routes to day centres, maximization of income from resident care contributions, remodeling of the community safety function, cessation of the SMILE programme, less opening at libraries, stopping moving of the container library and the changes to waste collection services. They will be inconvenienced by the increased cost

**Appendix 1, Annex I**

				<p>of green waste collection subscriptions, changes to parking charges and reduced grants to the Arts.</p> <p>Younger People</p> <p>Some young people will be impacted by the change to parking charges, changes to the sports development service, remodeling of the community safety service, reduced library hours and reduced grants to the Arts.</p>
<b>Disability</b>	Relevant	Low	Negative	Some people living with a disability will find these budget proposals together represent a medium impact through the reviewing of care, supported living and homecare packages, potential loss of services and less opening at libraries.
<b>Gender reassignment</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
<b>Marriage and civil partnership</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
<b>Pregnancy and maternity</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
<b>Race</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.

<b>Religion or belief</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
<b>Sex</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.
<b>Sexual orientation</b>	Relevant	Low	Negative	Whilst the individual impacts are low, together people with differing characteristics may experience impacts particularly at times of crisis or when they are undergoing life events or instances of discrimination.

### OUTCOMES, ACTION & PUBLIC REPORTING

Screening Assessment Outcome	Yes / No / Not at this Stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
<b>Was a significant level of negative impact identified?</b>	Yes	<b>Saving 002 To stop moving the container library</b> Mitigations to include: <ul style="list-style-type: none"> <li>• Regular Mobile Library stop at each location.</li> <li>• Inclusions officer to prioritise schools in the identified villages.</li> <li>• Home Library Service publicised in the villages.</li> </ul>	Angela Huisman, Library and Resident Contact Lead	Immediate impace

		<ul style="list-style-type: none"> <li>• Digital offer extended to loans of digital devices plus digital support.</li> </ul> <p><b>Saving 003 To reduce Library opening hours</b> Mitigations to include:</p> <ul style="list-style-type: none"> <li>• Redesign Mobile Library routes</li> <li>• Increase the Volunteer Home Library Service</li> <li>• Develop the Schools RDS offer and Reading Development Inclusions work further.</li> <li>• Expand the digital offer.</li> </ul>		
--	--	--	--	--

<b>Does the strategy, policy, plan etc require amendment to have a positive impact?</b>	No	Continued review as the proposals are developed and implemented	Corporate Leadership Team	
---	----	---	---------------------------	--

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

**All completed EqIA Screenings are required to be publicly available on the council’s website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.**

<b>STAGE 2: FULL ASSESSMENT</b>	
<b>2.1</b>	<b>SCOPE &amp; DEFINE</b>
<b>2.1.1</b>	<b>Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? <i>List the groups who the work is targeting/aimed at.</i></b>
	The Council Tax payer
	The reduction in library opening hours is part of an overall Library Transformation Strategy which commits to diversifying the library offer in order to maintain a sustainable and resilient library service that continues to meet the needs of Royal Borough residents. The strategic priorities of this strategy are to: <ul style="list-style-type: none"> <li>• Facilitate opportunities for young citizens to make a positive contribution to society</li> <li>• Empower citizens to be healthy, skilled and independent</li> <li>• Help shape vibrant, strong and resilient communities</li> <li>• Assist economic recovery and aspiration, fulfil potential</li> <li>• Well-managed resources delivering value for the community by the community</li> <li>• Access to trusted information without a commercial or partisan bias</li> </ul>
<b>2.1.2</b>	<b>Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? <i>List those groups who the work is targeting/aimed at.</i></b>
	A full public consultation will take place All partners will be consulted (Parish Councils, schools, Community groups, library volunteers, funding partners and other organisations) Elected Members and senior officers Library Service staff Residents, library users, partners, elected members, senior officers. Expertise and evidence from sector support organisations, DCMS, library professionals and staff have guided the development of the strategy.
<b>2.2</b>	<b>INFORMATION GATHERING/EVIDENCE</b>
<b>2.2.1</b>	<b>What secondary data have you used in this assessment? <i>Common sources of secondary data include: censuses, organisational records.</i></b>
	Comparative statistics, CIPFA, RBWM Transformation Strategy, Asset Strategy, Maidenhead Vision Charter and Libraries Ambition, expertise and evidence from sector support organisations, DCMS, library professionals and staff views.

**2.2.2** What primary data have you used to inform this assessment? *Common sources of primary data include: consultation through interviews, focus groups, questionnaires.*

Library consultation results  
Usage data  
Local knowledge  
Meetings with partners such as Parish Councils (not yet taken place)

Equality Duty Statement	Protected Characteristic	Advancing the Equality Duty		Negative impact		Explanation & Mitigations Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic
		Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	
Eliminate discrimination, harassment, victimisation	Age	No		No		
	Disability	No		No		
	Gender reassignment	No		No		
	Marriage and civil partnership	No		No		
	Pregnancy and maternity	No		No		
	Race	No		No		
	Religion or belief	No		No		
	Sex	No		No		
Advance equality of opportunity	Sexual orientation	No		No		
	Age	No		Yes	High	<b>Saving 002 and 003 Stop moving the container library</b> Mitigations to include: <ul style="list-style-type: none"> <li>Regular Mobile Library stop at each location.</li> </ul>

Appendix 1, Annex I

						<ul style="list-style-type: none"> <li>• Inclusions officer to prioritise schools in the identified villages.</li> <li>• Re-route Mobile Library Routes</li> </ul>
Disability	No		Yes	High		<p><b>Saving 002 and 003 Stop moving the container library -</b> Mitigations to include:</p> <ul style="list-style-type: none"> <li>• Regular Mobile Library stop at each location.</li> <li>• Home Library Service publicised in the villages.</li> <li>• Digital offer extended to loans of digital devices plus digital support.</li> <li>• Re-route Mobile Library Routes</li> </ul>
Gender reassignment	No		No			
Marriage and civil partnership	No		No			
Pregnancy and maternity	No		No			<p><b>Saving 002 and 003 Stop moving the container library –</b> Mitigations to include:</p> <ul style="list-style-type: none"> <li>• Regular Mobile Library stop at each location.</li> <li>• Home Library Service publicised in the villages.</li> <li>• Digital offer extended to loans of digital devices plus digital support.</li> <li>• Re-route Mobile Library Routes.</li> </ul>
Race	No		No			
Religion or belief	No		No			
Sex	No		No			

	Sexual orientation	No		No		
Foster good relations	Age	No		No		
	Disability	No		No		
	Gender reassignment	No		No		
	Marriage and civil partnership	No		No		
	Pregnancy and maternity	No		No		
	Race	No		No		
	Religion or belief	No		No		
	Sex	No		No		
	Sexual orientation	No		No		

**2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts?**

*These could be service, equality, project or other delivery plans. If you did not have sufficient data to complete a thorough impact assessment, then an action should be incorporated to collect this information in the future.*

**Yes**

## APPENDIX 2 – 2021/22 FEES AND CHARGES

### 1. INTRODUCTION

- 1.1 The Council provides a wide range of services and the ability to charge for some of these services has always been a key funding source to support the cost of providing the service.
- 1.2 Some charges are statutory, such as planning fees which are set nationally. Other charges are discretionary, and the Council can choose to set the level.
- 1.3 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.
- 1.4 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 is increasing parking charges to encourage the use of public transport.
- 1.5 Charges are generally increased by estimated inflation, 1.6% has been used for 2021/22.
- 1.6 This appendix sets out the Council's proposed fees and charges for 2021/22 which are detailed in **Annex A**.

### 2. FINANCIAL DETAILS / VALUE FOR MONEY

- 2.1 The Council's proposed fees and charges income for 2021/22 is as follows:

**Table 2: Fees and charges income for 2021/22**

Service	Budget 2020/21	Change **	Projected Covid-19 effect	Budget 2021/22	Average increase in Fee charges
	£'000	£'000	£'000	£'000	%
Parking	10,244	(340)	(3,070)	<b>6,834</b>	9.1
Planning & Development	1,473	25	0	<b>1,498</b>	1.6
New Roads and Street Works Inspections / Permits	720	112	(100)	<b>732</b>	1.6
Green Waste Subscribed Collection Service	840	64	0	<b>904</b>	2.0
Marriage and Civil Partnership Ceremonies	402	(55)	(200)	<b>147</b>	1.5
Cemeteries and Churchyards	321	5	0	<b>326</b>	1.6
Highway Licences	292	5	(100)	<b>197</b>	1.6
Local Land Charges	253	4	0	<b>257</b>	1.6
Temporary Traffic Regulation Orders	154	2	0	<b>156</b>	1.6
Guildhall	120	2	(72)	<b>50</b>	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.

**3. LEGAL IMPLICATIONS**

- 3.1 Local authorities have a variety of powers to charge for specific statutory services set out in statute.
- 3.2 The Local Government Act 2003 also provides a power to trade and a power to charge for discretionary services.
- 3.3 The Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services.
- 3.4 Where authorities have a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard. However, service delivery beyond that point may constitute a discretionary service for which a charge can be made.

**4. RISK MANAGEMENT**

- 4.1 In proposing the fees and charges for 2021/22 the impact of increases adversely affecting demand have been assessed. This risk will be monitored through the budget monitoring process.

**5. POTENTIAL IMPACTS**

- 5.1 The impacts of significant changes in income have been reported in **Appendix 1 – Revenue Budget** and its annexes.

**6. CONSULTATION**

- 6.1 With appropriate Overview and Scrutiny Panels.

**7. TIMETABLE FOR IMPLEMENTATION**

- 7.1 The revised fees and charges will be implemented from 1 April 2021.

**8. ANNEXES**

- 8.1 Annex A – Fees and Charges Schedule.

**9. BACKGROUND DOCUMENTS**

- 9.1 None.

**FEES AND CHARGES 2021/22**

<b>Children Directorate</b>	<b>2021/22</b> £	<b>2020/21</b> £	<b>% Increase</b>
<b>HOME TO SCHOOL TRANSPORT</b>			
Charges take effect from the beginning of each academic year in September.			
<b>Pupils not entitled to free transport</b>			
Residents not entitled to free transport (mainstream and SEN)	651.00	639.00	1.9%
Eton Wick residents not entitled to free transport	351.00	336.00	4.5%
Non-resident fare payers	938.00	893.00	5.0%
Commercial bus routes - contact the relevant operator to purchase passes			
Replacement travel pass	24.00	23.00	4.3%

**FEES AND CHARGES 2021/22**

<b>Children Directorate</b>		<b>Unit Cost</b>	<b>2021/22 £</b>	<b>2020/21 £</b>	<b>% Increase</b>
<b>EARLY HELP AND SAFEGUARDING - TRANSFERRED TO AFC</b>					
<p>Early Help and Safeguarding charges have historically been linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set in line with the DfE guidelines. AFC moved to a new shared Fostering Service from April 2019 - fostering allowances are now standardised across the organisation.</p>					
Parental contribution towards cost of children in care	Per week	Up to the full amount of the fostering allowance	Up to the full amount of the fostering allowance		
Foster care placements - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement		
Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement		
Administration charge to other local authorities for foster care placements and short term breaks.	Per week	102.00	100.00	2.0%	
Flying High Play Scheme	Per day	25.00	25.00	0.0%	

<b>Managing Director</b>	<b>2021/22 £</b>	<b>2020/21 £</b>	<b>% Increase</b>
<b>LOCAL LAND CHARGES</b>			
<b>Table Of Search Fees (Excluding VAT)</b>			
Standard Official Search (LLC1 and CON29R)	128.60	126.57	1.6%
Official Certificate of Search (Form LLC1 only)	41.82	41.16	1.6%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	86.77	85.41	1.6%
Additional Parcels of Land (each)	66.90	65.86	1.6%
CON 290 Optional Enquiries of Local Authorities questions (dealing with all questions)*	157.50	155.00	1.6%
CON 290 Enquiries-with the original search (dealing with individual questions)	43.90	43.22	1.6%
*Standalone CON29R and CON290 searches attract an additional fee (one per search)	3.14	3.09	1.6%
Repeat Searches (LLC1 and CON29R) within 3 months of original search	55.40	54.54	1.6%
Component Data for CON29R Questions	On request	On request	
<b>LEGAL FEES (Excluding VAT)</b>			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3,313.00	3,261.00	1.6%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	3,313.00	3,261.00	1.6%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Rectification of Community Register	1,161.00	1,143.00	1.6%
Legal Fees - Foreign pension attestation - No longer undertaken by council	-	-	



FEES AND CHARGES 2021/22

Resources Directorate	2021/22	2021/22	2021/22	2021/22	2020/21	2020/21	% Increase		
	£	£	£	£	£	£			
<b>LIBRARY &amp; RESIDENT SERVICES</b>									
	Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar			
<b>General Searches</b>									
General Search in indexes in Office not exceeding 6 successive hours		18.00			18.00			0.0%	
<b>Certificates</b>		Statutory			Statutory				
Issue of Certificate (Standard 14-day despatch) NEW		11.00			11.00			0.0%	
Issue of Certificate (Express 24-48 hours despatch) NEW		35.00			35.00			0.0%	
Multilingual Standard Form (MSF) NEW		11.00			11.00			0.0%	
Attestation of Foreign Pensions (Proof of Life)			21.00			20.00			5.0%
<b>Marriages</b>									
Attending outside office to be given notice of marriage of house-bound or detained person		46.00			46.00			0.0%	
Entering a notice of marriage in a marriage notice book		35.00			35.00			0.0%	
Attending a Marriage at a registered building			84.00			84.00			0.0%
Attending a Marriage at the Register Office		46.00			46.00			0.0%	
<b>Certification Of Worship And Registration For Marriage</b>									
Certification of a place of meeting for religious worship		28.00			28.00			0.0%	
Registration of a building for the solemnisation of marriages		120.00			120.00			0.0%	
Licensing an outside venue for weddings and civil partnerships		1,910.00			1,878.00			1.7%	
Additional rooms		580.00			569.00			1.9%	
<b>Marriage and Civil Partnership Ceremonies:</b>									
Mondays to Thursdays	560.00	547.00		547.00	531.00		2.4%	3.0%	
Fridays and Saturdays until 5pm	620.00	607.00		607.00	589.00		2.1%	3.1%	
Friday and Saturday after 5pm	685.00	673.00		673.00	653.00		1.8%	3.1%	
Sundays and Bank Holidays until 5pm	685.00	673.00		673.00	653.00		1.8%	3.1%	
Sundays and Bank Holidays after 5pm	720.00	711.00		711.00	690.00		1.3%	3.0%	
<b>Maidenhead Ceremony Room</b>									
Monday to Thursday	265.00	258.00		258.00	250.00		2.7%	3.2%	
Friday to Saturday	315.00	309.00		309.00	300.00		1.9%	3.0%	
Saturday after 12	420.00	412.00		412.00	400.00		1.9%	3.0%	
Sunday	500.00	494.00		494.00	480.00		1.2%	2.9%	
Bank Holiday	620.00	608.00		608.00	590.00		2.0%	3.1%	

FEES AND CHARGES 2021/22

Resources Directorate	2021/22	2021/22	2021/22	2021/22	2020/21	2020/21	% Increase
	£	£	£	£	£	£	
<b>LIBRARY &amp; RESIDENT SERVICES</b>	Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar	
<b>CITIZENSHIP CEREMONIES</b>							
Per Ceremony		80.00		80.00			0.0%
Private Citizenship Ceremonies - Register Office							
Mondays to Thursdays		167.00		165.00			1.2%
Fridays and Saturdays		314.00		309.00			1.6%
The ceremony room is not available for Sunday Bookings							
<b>Baby Naming And Reaffirmation (inclusive of VAT)</b>							
Register Office - Monday to Thursday		272.00		268.00			1.5%
Register Office - Friday and Saturday (up to 12pm)		314.00		309.00			1.6%
Register Office - Saturday (after 12pm)		403.00		397.00			1.5%
Register Office - Sunday		465.00		458.00			1.5%
Register Office - Bank Holidays		523.00		515.00			1.6%
Outside Venues - Monday to Thursday		382.00		376.00			1.6%
Outside Venues - Friday and Saturday		502.00		494.00			1.6%
Outside Venues - Sunday		576.00		567.00			1.6%
Outside Venues - Bank Holidays		606.00		597.00			
Changing the name on a venue license		37.00		36.00			2.8%

FEES AND CHARGES 2021/22

Resources Directorate		2021/22		2020/21		% Increase	% Increase
		£	£	£	£		
<b>LIBRARIES</b>							
OVERDUE RETURNS (PER LOAN PERIOD):							
Adult Books & Magazines		Per Day	Max. per Item	Per Day	Max. per Item		
Children's/Teenage Books & Magazines		0.26	10.82	0.26	10.82	0.0%	0.0%
CDs/Tapes/Playaway Audio Books		0.05	10.82	0.05	10.82	0.0%	0.0%
DVDs / CD-ROMs/Video Games		0.26	10.82	0.26	10.82	0.0%	0.0%
		0.60	10.82	0.60	10.82	0.0%	0.0%
<b>AUDIO / VISUAL LOAN CHARGES:</b>							
Adult - CDs	per item for 3 weeks	<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>	<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>		
Adult - Tapes	per item for 3 weeks	3.45	3.25	3.40	3.20	1.6%	1.6%
DVDs	per item for 1 week						
	New released titles-first 8 weeks in stock	2.15	2.00	2.10	1.90	2.4%	5.3%
	Single Disc in stock for longer than 8 weeks						
		3.65	3.05	3.60	3.00	1.4%	1.6%
		2.65	2.65	2.60	2.60	1.9%	1.9%
<b>RESERVATIONS:</b>							
Adult books & Magazines	Books from SELMS partnership libraries	3.00		3.00			
Inter-Library Loans	Standard Rate	11.00	9.00	10.00	8.00	10.0%	12.5%
Inter-Library Loans	Student Discount Rate (with ID)	2.00	2.00	2.00	2.00	0.0%	0.0%
Urgent and Specialists	Current full British Library charges will apply	Plus 8.00		Plus 7.50		6.7%	
		Admin Cost		Admin Cost			
		Plus 8.00		Plus 7.50		6.7%	
Music scores and play sets	Current full courier charges will apply	Admin Cost		Admin Cost			
<b>LIBRARY EVENTS:</b>							
	Children (minimum)	4.00	3.50	3.80	3.30	5.3%	6.1%
	Adults (minimum)	6.00	5.50	5.90	5.40	1.7%	1.9%
<b>LIBRARY SCHOOL OFFERS</b>							
RDS	100 books per year, unlimited exchange plus 1 RDS Session	350.00					
RDS	200 books per year, unlimited exchange plus 1 RDS Session	700.00		915.00		-23.5%	
RDS	400 books per year, unlimited exchange plus 1 RDS Session	1,200.00		1,580.00		-24.1%	
RDS	750 books per year, unlimited exchange plus 2 RDS Sessions	2,100.00		2,665.00		-21.2%	
RDS	950 books per year, unlimited exchange plus 2 RDS Sessions	2,500.00		3,200.00		-21.9%	
	Topic boxes per term	70.00					
	Additional Sessions each	100.00					

FEES AND CHARGES 2021/22

Resources Directorate		2021/22		2020/21		% Increase	% Increase
		£	£	£	£		
<b>REFERENCE LIBRARY SERVICES:</b>							
Printing from Electronic Information sources - per A4 sheet							
	Black and White	0.25	0.25	0.25	0.25	1.6%	1.6%
	Colour	0.50	0.50	0.50	0.50	0.0%	0.0%
Copying of photographs - per print	Scan and laser print			7.70	6.70	-100.0%	-100.0%
	Photographic print			32.90	30.90	-100.0%	-100.0%
Research	Per 15 minutes (or part) (first 30 mins free)	12.00	10.00	10.30	8.20	16.5%	22.0%
<b>PHOTOCOPYING:</b>							
Per A4 copy	Black and White	0.25	0.25	0.25	0.25	1.6%	1.6%
Per A3 copy	" " "	0.50	0.50	0.50	0.50	0.0%	0.0%
Per A4 copy	Colour	0.50	0.50	0.50	0.50	0.0%	0.0%
Per A3 copy	Colour	1.00	1.00	1.00	1.00	0.0%	0.0%
<b>FAX:</b>							
Sending in UK	1st sheet	2.00	1.50	1.60	1.40	25.0%	7.1%
	Each subsequent sheet	1.00	0.75	0.80	0.70	25.0%	7.1%
Sending to European Countries	1st sheet	3.50	2.75	3.10	2.70	12.9%	1.9%
	Each subsequent sheet	2.00	2.10	1.70	1.60	17.6%	31.3%
Sending to rest of world	1st sheet	5.20	5.00	5.10	4.60	2.0%	8.7%
	Each subsequent sheet	3.00	2.75	2.90	2.60	3.4%	5.8%
Receiving - per message		2.00	1.60	1.80	1.50	11.1%	6.7%
Printing from Microform & Microfilm	Per A4 copy	0.50	0.50	0.50	0.50	0.0%	0.0%
	Handling P&P (minimum)	2.15	2.15	2.10	2.10	2.4%	2.4%
	Printing from customer's microform	0.50	0.50	0.50	0.50	0.0%	0.0%

FEES AND CHARGES 2021/22

Resources Directorate	2021/22		2020/21		% Increase	% Increase
	£	£	£	£		
<b>LOST AND DAMAGED ITEMS:</b>						
Out of print adult books			Fee provided on request	15.40	15.40	
Out of print children's books			Fee provided on request	7.70	7.70	
Damaged Books & Magazines -per volume / issue						
Damage to new items			Full replacement cost			
One or more pages damaged to			Full replacement cost			
Water damage / Chewed books			Full replacement cost			
Scribbling all over book, underlin			Full replacement cost			
<b>LOST AND DAMAGED ITEMS:</b>						
Audio Visual Items - Tapes			Full replacement cost			
Audio Visual Items - CDs			Full replacement cost			
Replacement membership card	2.65	2.65	2.60	2.60	1.9%	1.9%
<b>ROOM &amp; EXHIBITION HIRE (All Libraries):</b>						
Commercial Organisations-per hour	42.00		41.20		1.9%	
Commercial Organisations-per 1/2 day	94.00		92.60		1.5%	
Commercial Organisations-per day	157.00		154.40		1.7%	
Non-Commercial Organisations (charged services) per hour	28.25		27.80		1.6%	
Non-Commercial Organisations (charged services) per 1/2day	57.00		55.60		2.5%	
Non-Commercial Organisations (charged services) per day	87.00		85.40		1.9%	
Other Borough Based Community Groups-per hour	12.50		12.30		1.6%	
Other Borough Based Community Groups-per 1/2day	32.50		31.90		1.9%	
Other Borough Based Community Groups-per day	43.00		42.20		1.9%	
(Kitchen facilities included in all rates per hire, refreshments price ph on app.)						
Cancellation fee for bookings cancelled within one month			20% of fee	20% of fee		
Weekly or 'subsequent day' rates negotiable						

**FEES AND CHARGES 2021/22**

Resources Directorate	2021/22		2020/21		% Increase	% Increase
	£	£	£	£		
<b>INTERVIEW ROOM</b>						
Commercial Organisations-per hour	21.00		20.60		1.9%	
Commercial Organisations-per 1/2 day	47.00		46.30		1.5%	
Commercial Organisations-per day	75.50		74.10		1.9%	
Non-Commercial Organisations (charged services) per hour	15.65		15.40		1.6%	
Non-Commercial Organisations (charged services) per 1/2day	30.30		29.80		1.7%	
Non-Commercial Organisations (charged services) per day	47.00		46.30		1.5%	
Other Borough Based Community Groups-per hour	5.20		5.10		2.0%	
Other Borough Based Community Groups-per 1/2day	15.65		15.40		1.6%	
Other Borough Based Community Groups-per day	24.00		23.70		1.3%	
<b>USE OF LIBRARY COMPUTER:</b>						
Per half hour, to 'Guest' (non-members)	1.00		1.00		0.0%	
Per half hour, to Library Members (Advantage Card Holders to have 45 minutes use per day free of charge)	0.50		0.50		0.0%	
Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	

<b>Resources Directorate</b>	<b>2021/22 £</b>	<b>2020/21 £</b>	<b>% Increase</b>
<b>STREET NAMING &amp; NUMBERING</b>			
<b>Fees are inclusive of VAT</b>			
- Research into Archives (where not part of statutory function) set as a minimum of	232.00	228.00	1.8%
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	59.00	58.00	1.7%
- Provision of Hard Copy of Plans (A4)	59.00	58.00	1.7%
- Provision of Supplementary Information	123.00	121.00	1.7%
<b>Street Naming and Numbering of Existing Properties (Fees are inclusive of VAT)</b>			
-Change of address for existing properties	137.00	135.00	1.5%
-Street Name Change	417.00	410.00	1.7%
-Rename street where requested by residents - base charge	41.00	40.00	2.5%
-Rename street where requested by residents - advertising	1,635.00	1,609.00	1.6%
-Rename street where requested by residents - street name plate charges (charge is variable)	-	-	-
<b>Street Naming and Numbering of New Properties (Fees are exempt of VAT)</b>			
<b>Includes the registration of replacement dwelling of same name and property conversions</b>			
-New Developments 1	137.00	135.00	1.5%
-New Developments 2	274.00	270.00	1.5%
-New Developments 3	411.00	405.00	1.5%
-New Developments 4	549.00	540.00	1.7%
-New Developments 5	686.00	675.00	1.6%
-New Developments 6-25	975.00	960.00	1.6%
-New Developments 26+	1,356.00	1,335.00	1.6%
Additional charge for naming of building	202.00	199.00	1.5%

**FEES AND CHARGES 2021/22**

**Resources Directorate**

	2021/22 £	2020/21 £	% Increase
<b>Insurance Admin charges for Street Furniture Cost recovery</b>			
<b>Fees are inclusive of VAT</b>			
Adminstration Charge on top of the recovery of the cost of repairing/replacing the damaged street council property			
Recoveries with a value <£1000 flat fee	150.00	150.00	0.0%
Recoveries with a value >£1000 and <£2000 flat fee	200.00	200.00	0.0%
Recoveries with a value >£2000 flat fee	300.00	200.00	50.0%

Resources Directorate	2021/22 £	2020/21 £	% Increase
<b>DEPUTYSHIP</b>			
<b>Estates Winding Up Fee - Level 1</b>			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:			
Notify DWP			
Notify Court of Protection / Office of the Public Guardian			
Notify other financial institutions			
Complete BD8			
Settle funeral and other final bills			
Distribute estate to executors			
	247.00	242.89	1.7%
<b>Estates Winding Up Fee - Level 2</b>			
Work undertaken would include some or all the basic requirements above, plus any of the additional work required:			
Completion of final account report for Court of Protection			
Advising or assisting on the completion of Probate applications			
Referring the estate to Treasury Solicitors			
Liaising with Treasury Solicitors			
	305.00	300.00	1.7%
<b>Estates Winding Up Fee - Level 3</b>			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:			
Collecting Death Certificate			
Registering the death			
Arranging the funeral			
	427.00	419.87	1.7%

Resources Directorate	2021/22 £	2020/21 £	% Increase
<b>OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION</b>	<u>Statutory</u>	<u>Statutory</u>	
<b>Remuneration of Local Authority deputies - Fees are exempt of VAT</b>			
Fees set by the Court of Protection			
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy:			
Category I - Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	745.00	745.00	0.0%
Category II - Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order:			
a) For the first year	775.00	775.00	0.0%
b) For the second and subsequent years	650.00	650.00	0.0%
Where the net assets of 'P' are below £16,000, the local authority Deputy for property and affairs may take an annual management fee not exceeding 3% of P's net assets on the anniversary of the court order appointing the local authority as deputy			
Category III - Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc. or the ongoing maintenance of property including management and letting of a rental property.	300.00	300.00	0.0%
Category IV - Preparation and lodgement of an annual report or account to the Public Guardian	216.00	216.00	0.0%

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>COMMUNICATIONS &amp; MARKETING</b>				
<b>Film Unit Tariff</b>				
<b>Primary Rate</b>				
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.		POA	POA	
-Large Production Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance		POA	POA	
- Medium Production Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+		POA	POA	
- Small Production -Student & Charity Productions Student films or charitable/community purpose, little disruption.		32.00	30.00	1.6%
<b>Facility Fee</b>				
-Standard Application Processing Application provided with over 1 weeks notice of filming date		87.00	85.00	2.4%
-Late Application Processing Application provided within 1 weeks notice of filming date		152.00	150.00	1.3%
-Additional Roads Processing - per every 5 additional roads Application lists 10 or more roads under locations to be processed on street works systems		42.00	41.00	2.4%
-Application Amendment		105.00	103.00	1.9%
-Location Advice Any advice or research required that exceeds 1 hour of officer time	per hour	31.50	31.00	1.6%
-Site Visit Any requests for a film officer to visit the filming site on the day	per hour	52.00	51.00	2.0%
-Drone Use Any use of a drone during filming		51.00	50.00	2.0%
-Cancellation Application has been processed but requires cancellation 100% of agreed facility fees already incurred				

**FEES AND CHARGES 2021/22**

**Adults, Commissioning & Health Directorate**

Unit Cost

2021/22  
£

2020/21  
£

%  
Increase

**Notes**

Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application

Primary rates 'per day' can be negotiated at the officer's discretion

When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included

Primary rates may vary depending on the size of the crew

Adults, Commissioning & Health Directorate	2021/22 £			% Increase		
PUBLIC HALLS GUILDHALL, WINDSOR	1 Hour	4 Hours	6+ Hours	% Increase	% Increase	% Increase
COMMERCIAL RATES:						
Day Hire - 8am - 5pm						
Mon - Thurs	610.00	865.00	1,020.00	1.7%	1.8%	2.0%
Fri - Sun	865.00	1,220.00	1,525.00	1.8%	1.7%	1.7%
Evening Hire - 5pm - 11.30pm						
	865.00	1,730.00	2,032.00	1.8%	1.8%	1.6%
ADVANTAGE CARD HOLDERS:						
Day Hire - 8am - 5pm						
Mon - Thurs	458.00	712.00	865.00	1.8%	1.7%	1.8%
Fri - Sun	660.00	965.00	1,270.00	1.5%	1.6%	1.6%
Evening Hire - 5pm - 11.30pm						
	815.00	1,320.00	1,830.00	1.9%	1.5%	1.7%
BOROUGH BASED REGISTERED CHARITIES:						
Day Hire - 8am - 5pm	205.00	660.00	865.00	2.5%	1.5%	1.8%
Evening Hire - 5pm - 11.30pm	205.00	815.00	1,020.00	2.5%	1.9%	2.0%
Weddings over 50 guests require an additional £100 staffing fee.						

Adults, Commissioning & Health Directorate		Unit Cost	2021/22		2020/21		% Increase	% Increase
			£	£	£	£		
<b>CARE FOR ADULTS</b>								
<b>RESIDENTIAL CARE</b>								
<b>Homes for Older People - residential care in RBWM commissioned homes</b>			RBWM residents & PBH	OLA	RBWM residents & PBH	OLA	RBWM residents & PBH	OLA
Maximum charge		week	Full cost recovery		Full cost recovery			
Residential Home placements		week	Full cost recovery		Full cost recovery			
Nursing Home placements (FNC to be deducted where applicable)		week	Full cost recovery		Full cost recovery			
<b>Homes for People with Learning Disability - residential care</b>								
Homeside Close and Winston Court - Standard Charge to other local authorities		week		1,624.00		1,603.00		1.3%
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.								
<b>COMMUNITY CARE &amp; RESPITE CARE</b>								
OLA is an abbreviation for "Other Local Authority"			RBWM residents & PBH	OLA & Full Cost Payers	RBWM residents & PBH	OLA & Full Cost Payers	% Increase	% Increase
PBH is an abbreviation for "Personal Budget Holder"								
<b>Homes for People with Learning Disability - Respite care</b>								
	RBWM - PBH	night	167.27		164.64		1.6%	
	OLA - Weekdays Mon-Thurs	night		489.28		481.57		1.6%
	OLA - Weekends Fri-Sun	night		569.78		560.81		1.6%
<b>Administration fee for self-funders</b>								
Administration fee for setting up care arrangements		one-off	305.00		300.00		1.7%	
Annual fee for ongoing management of care arrangements		annual	254.00		250.00		1.6%	
<b>Homecare</b>								
Standard Charge		hour	SEE NOTE 1 below		17.95			
<b>Meals on Wheels</b>								
		per meal	5.00		4.95		1.0%	

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate			Unit Cost		2021/22		2020/21		% Increase	% Increase
			£	£	£	£				
<b>Learning Disability: day activity charge</b>										
morning or afternoon session in daycentre for										
	ratio 1:1	session	93.57	117.04	92.10	115.20	1.6%	1.6%		
	ratio 1:2	session	46.74	83.11	46.00	81.80	1.6%	1.6%		
	ratio 1:3	session	31.09	59.13	30.60	58.20	1.6%	1.6%		
	ratio 1:5	session	18.59	38.00	18.30	37.40	1.6%	1.6%		
	ratio 1:10	session	9.25	21.84	9.10	21.50	1.6%	1.6%		
<b>LEARNING DISABILITY: OLA midday meal supervision</b>										
	ratio 1:1			55.58		54.70			1.6%	
	ratio 1:2			38.61		38.00			1.6%	
	ratio 1:3			26.72		26.30			1.6%	
	ratio 1:5			16.26		16.00			1.6%	
	ratio 1:10			8.03		7.90			1.6%	
<b>CHC Charge where Care Staff are separately funded</b>										
	ratio 1:1	session	25.40	25.40	25.00	25.00			1.6%	
<b>Learning Disability: Transport</b>										
		per journey		7.50		7.40			1.4%	
<b>Room Hire - Learning Disability Day Centres</b>										
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday										
	Ground Floor, Hall & Kitchen	Hour	25.50		25.10		1.6%			
	Dance Studio	Hour	18.40		18.10		1.7%			
	Music / Art Room	Hour	15.40		15.20		1.3%			
There is an additional charge for public liability insurance and staffing when required										
<b>Older Persons: Day Centres</b>										
	RBWM - PBH	per day	64.90		63.90		1.6%			
transport single Journey to day centre/activity (max 2 charges per session)				per journey	5.30	5.20	1.9%			

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	Unit Cost	2021/22		2020/21		% Increase	% Increase
		£	£	£	£		
<b>Blue Badge</b>	Per Badge	10.00		10.00		0.0%	
<b>Older Persons: Residential Respite</b> In residential and nursing homes, arranged by the Council	per week	980.00		749.00		30.8%	
<b>ALLOWANCES</b>							
<b>Direct Payments - Rates payable to service user</b>							
Standard Rate - care provided by homecare agency	per hour	SEE NOTE 1 below		17.95			
Sleeping Night Service	night	64.80		63.80		1.6%	
<u>Rates payable for employment of Personal Assistant</u>							
Start up and emergency reserve	one-off	500.00		500.00		0.0%	
Composite Rate for a Personal Assistant	hour	16.00		15.70		1.9%	
Standard Rate including all oncosts	hour	13.80		13.60		1.5%	
Enhanced Rate including all oncosts	hour	25.40		25.00		1.6%	

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

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>HIGHWAYS &amp; TRANSPORT</b>				
Consultation with Highways	Price on application			
<b>Other Highway Services</b>				
Provision Of Accident Information (For 3 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	149.00	147.00	1.4%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Accident Information (For 5 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	248.00	244.00	1.6%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Existing Traffic Signal Data	Flat Fee:	186.00	183.00	1.6%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	248.00	244.00	1.6%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	248.00	244.00	1.6%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	126.00	124.00	1.6%
Provision Of Junction Traffic Model Data	Price on application - dependant on complexity of model:			
Access To/Use Of Borough Traffic Computer Model		5,930.00	5,837.00	1.6%
Research Into Archives (Where Not Part Of Statutory Function)	Min' Charge Applies:	237.00	233.00	1.7%
- charge after 3 hrs	Per Hour:	60.00	59.00	
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		64.00	63.00	1.6%
Provision Of Supplementary Information		126.00	124.00	1.6%
Provision Of hard Copy OF Statutory Records - EXPEDITED SERVICE		97.00	95.00	2.1%
Provision Of Supplementary Information - EXPEDITED SERVICE		189.00	186.00	1.6%
Site Inspection:				
- up to 3 hours	Per Inspection:	154.00	152.00	1.3%
- over 3 hours	Per Inspection:	248.00	244.00	1.6%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>HIGHWAY LICENCES</b>				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		533.00	525.00	1.5%
Fee for 'straight forward' renewals -		124.00	122.00	1.6%
-street cafes- area fee	Per m2:	124.00	122.00	1.6%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	533.00	525.00	1.5%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	124.00	122.00	1.6%
Display of goods Area fee (For 3 years)	Per m2:	124.00	122.00	1.6%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	124.00	122.00	1.6%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	25.00	25.00	0.0%
S116 Extinguishment Of Adopted Highways And Rights Of Way	Act' cost + advertising cost, min of:	5,930.00	5,837.00	1.6%
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	65.00	64.00	1.6%
- weekly charge (Week1)	Plus:	20.00	20.00	0.0%
- weekly charge (Weeks 2 - 4)	Plus:	23.00	23.00	0.0%
- weekly charge (Thereafter)	Plus:	37.00	36.00	2.8%
- removal of builders skips	Act' Costs, At A Min' Of:	241.00	237.00	1.7%

Adults, Commissioning & Health Directorate	Unit Cost	2021/22 £	2020/21 £	% Increase
S169 Scaffolding Licences - - residential £50 Admin / £125 licence 8 wks (£125 repeat every 8 wks) <b>£350 unauthorised fee</b>		178.00	<b>175.00</b>	1.7%
-commercial				
Minor Road (less than 50m2)	0 to 2 Months	503.00	495.00	1.6%
Minor Road (less than 50m2)	3 to 4 Months	838.00	825.00	1.6%
Minor Road (less than 50m2)*	5 to 6 Months	1,214.00	1,195.00	1.6%
Minor Road (More than 50m2)	0 to 2 Months	2,469.00	2,430.00	1.6%
Minor Road (More than 50m2)	3 to 4 Months	2,697.00	2,655.00	1.6%
Minor Road (More than 50m2)*	5 to 6 Months	3,068.00	3,020.00	1.6%
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	1,006.00	990.00	1.6%
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,681.00	1,655.00	1.6%
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,428.00	2,390.00	1.6%
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,943.00	4,865.00	1.6%
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,395.00	5,310.00	1.6%
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,137.00	6,040.00	1.6%
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				
<b>Not adhering to licence conditions £80</b>				
<b>Unauthorised commercial scaffold/hoarding on Minor Road - £930 (under 50m2) or £4860 (over 50m2)</b>				
S172 Hoarding Licences				
-commercial				
Minor Road (less than 50m2)	0 to 2 Months	503.00	495.00	1.6%
Minor Road (less than 50m2)	3 to 4 Months	838.00	825.00	1.6%
Minor Road (less than 50m2)*	5 to 6 Months	1,214.00	1,195.00	1.6%
Minor Road (More than 50m2)	0 to 2 Months	2,469.00	2,430.00	1.6%
Minor Road (More than 50m2)	3 to 4 Months	2,697.00	2,655.00	1.6%
Minor Road (More than 50m2)*	5 to 6 Months	3,068.00	3,020.00	1.6%
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	1,006.00	990.00	1.6%
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,681.00	1,655.00	1.6%
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,428.00	2,390.00	1.6%
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,943.00	4,865.00	1.6%
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,395.00	5,310.00	1.6%
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,137.00	6,040.00	1.6%
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>Unauthorised commercial scaffold/hoarding on Minor Road - £930 (under 50m2) or £4860 (over 50m2)</b>				
<b>Not adhering to licence conditions £80</b>				
Other Structures - inc cranes	Flat fee plus area fee	568.00	<b>559.00</b>	1.6%
- additional charge (per m2) This may change to Traffic Management Fee - Amount TBC	Plus Charge Per m2:	11.00	11.00	0.0%
Mobile Access Platforms. Flat fee Plus area fee below Per Week Or Part:		275.00	<b>275.00</b>	0.0%
- additional charge (per m2) This may change to Traffic Management Fee	Plus Charge Per m2:	5.00	5.00	0.0%
Filming - inc internal consultation	Act' Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic £50 Admin / £120 Fee		173.00	170.00	1.8%
<b>£80 Not Adhering to licence conditions and £500 for unauthorised crossing</b>				
- admin fee commercial (Heavy Duty)		691.00	<b>700.00</b>	-1.3%
<b>£80 Not Adhering to licence conditions and £1400 for unauthorised crossing</b>				
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- Min' charge (discretion to reduce fees) for non-commercial	Min':	595.00	586.00	1.5%
- Min' charge (discretion to reduce fees) for commercial	Max':	1,190.00	1,171.00	1.6%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Act' Costs, To A Min' Of:	371.00	365.00	1.6%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		236.00	232.00	1.7%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below): £50 Admin / 135 Licence - 2wks and 135 every two weeks		183.00	<b>185.00</b>	-1.1%
<b>Unauthorised storing materials on the highway - £370 per sighting</b>				
<b>£80 Not adhering to licence Conditions</b>				
-licence fee	Plus:	126.00	124.00	1.6%
S179 Control Of Construction Of Cellars Under Streets	Act' Cost Plus 20% Admin Fee			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Act' Cost Plus 20% Admin Fee			
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee	709.00	698.00	1.6%
- additional charge (per m2)	Plus Charge Per m2:	11.00	11.00	0.0%

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>	<b>Unit Cost</b>	<b>2021/22</b>	<b>2020/21</b>	<b>% Increase</b>
		<b>£</b>	<b>£</b>	
<b>TEMPORARY TRAFFIC REGULATION ORDERS</b>				
S14. Road Traffic Regulations (if advertising covered by applicant discount of £800 applies)	Flat Fee including Advertising Costs:	1,898.00	1,868.00	1.6%
S16A Road Traffic Act 1984/ Major Event if closure of 1 road or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	2,752.00	2,709.00	1.6%
S16A Road Traffic Act 1984/ Major Event if closure of 2 - 5 roads/PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	5,232.00	5,150.00	1.6%
S16A Road Traffic Act 1984/ Major Event if closure of 6 - 9 roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	6,279.00	6,180.00	1.6%
S16A Road Traffic Act 1984/ Major Event if closure of 10 and over roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	7,849.00	7,725.00	1.6%
Unauthorised Road Closure	Flat Fee	2,774.00	2,730.00	1.6%
Access Protection Markings		120.00	118.00	1.7%
Suspension of Parking Controls	Flat fee for 4 weeks period	951.00	936.00	1.6%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,898.00	1,868.00	1.6%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	98.00	96.00	2.1%
N.B. Charges for Charitable and Community Interest events will be reduced at the discretion of the Director of Communities , with the agreement of the Lead Member for Highways. The organisers will however remain responsible for all costs associated with advertising.		140.00	138.00	1.4%
Lane closure request on dual carriageway (Not NRSWA)	Flat fee	262.00	258.00	1.6%
Road space booking for works (Not NRSWA)	Flat fee max 2 weeks	209.00	206.00	1.5%
Road space booking for events	Flat fee	523.00	515.00	1.6%
Road space bookings for Charitable and Local Community Interest events	Flat fee	141.00	139.00	1.4%
Unauthorised placement of Traffic Management measures on the Highway (Not NRSWA)	Flat fee	1,046.00	1,030.00	1.6%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>OTHER TRAFFIC MANAGEMENT CHARGES</b>				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		188.00	185.00	1.6%
Switching On/Off Permanent Traffic Signals				
- working hours:	Min. Charge:	365.00	359.00	1.7%
- evenings, and saturdays:	Min. Charge:	551.00	542.00	1.7%
- sundays and bank holidays:	Min. Charge:	731.00	719.00	1.7%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	190.00	187.00	1.6%
- other streets	Per Hour	63.00	62.00	1.6%
- surcharge for peak hour operation	Per Hour	157.00	155.00	1.3%
Special Signing				
-application of tourist/ visitor information signs		129.00	127.00	1.6%
-installation of tourist/ visitor information signs	Act' Cost Plus 20% Admin Fee	-	-	
-application of shopping/ business signs		252.00	248.00	1.6%
-installation of shopping/ business signs	Act' Cost Plus 20% Admin Fee	293.00	288.00	1.7%
Removal of illegal signage relating to Local Event	Fee per sign	150.00	103.00	45.6%
Removal of illegal signage relating to Developer	Fee per sign	367.00	361.00	1.7%
Repeat offender removal of illegal signage relating to Developer	Fee per sign	523.00	515.00	1.6%
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		129.00	127.00	1.6%
Unauthorised Survey Equipment On The Highway		252.00	248.00	1.6%
Bike-ability Training	Per Pupil	5.00	5.00	0.0%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS</b>				
S38/278 Fees (based on costs of infrastructure construction - index linked)				
-up to £1.0m construction costs (Min' Charge £2,500)	13% but Min' charge of	3,555.00	3,499.00	1.6%
-over £1.0m construction costs	13% but Min' charge of	3,555.00	3,499.00	1.6%
-For structures/roads not being adopted- Technical Approval		Act' Cost Plus 20% Admin Fee	Act' Cost Plus 20% Admin Fee	
-renegotiation of S278/38 Contract Period		1,185.00	1,166.00	1.6%
-4.8m wide block paved road + two 2m verges		1,235.00	1,216.00	1.6%
-5.0m wide road, two 2m footways and two 1m verges		1,538.00	1,514.00	1.6%
-5.5m wide road, two 2m footways and two 1m verges		1,864.00	1,835.00	1.6%
-6.7m wide road, two 2.5m footways and two 1m verges		2,471.00	2,432.00	1.6%
-individual 2.0m footpath including lighting		556.00	547.00	1.6%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		982.00	967.00	1.6%
-Checking and approving interim and final travel plans standard developments (one off fee)		1,965.00	1,934.00	1.6%
-Checking and approving interim and final travel plans large/complex developments (one off fee)		3,932.00	3,870.00	1.6%
Auditing Of Road Safety Audits		533.00	525.00	1.5%
Design Of Street Lighting Schemes		416.00	409.00	1.7%
Relocation Of Street Light Equipment				
-Residential with Advantage Card				
-Commercial				
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		707.00	696.00	1.6%
-Complex Installation		1,185.00	1,166.00	1.6%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	Unit Cost	2021/22	2020/21	% Increase
		£	£	
<b>HIGHWAY COMMUTED SUMS:</b>				
-soakaways over 20 years		19,937.00	19,623.00	1.6%
-high friction surfacing over 5 years	Per m2:	10.00	10.00	0.0%
-pumping stations over 10 years	Min':	18,332.00	18,043.00	1.6%
-standard street lighting over 20 years		1,235.00	1,216.00	1.6%
-ornamental lighting over 20 years	Per Item:	2,038.00	2,006.00	1.6%
-traffic signals over 20 years per single pole	Per Item:	14,180.00	13,957.00	1.6%
-extra height pole	Per Item:	15,387.00	15,145.00	1.6%
-cantilever pole	Per Item:	16,780.00	16,516.00	1.6%
-illuminated traffic signs and bollards over 10 years	£540/m2 & £1,100 over 1m2			
-illuminated traffic signs and bollards over 10 years				
-road markings 50% of initial cost	Min':	927.00	912.00	1.6%
-CCTV cameras over 10 years	Per Item:	16,083.00	15,830.00	1.6%
-structures (Cost to be agreed between local authority and contractor)	50% of initial cost			
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)	50% of initial cost			
Trees on adopted highway (standard tree up to 12cm girth) each		618.00	608.00	1.6%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		747.00	735.00	1.6%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,135.00	1,117.00	1.6%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	£2,245 min to £5,400 max			
Grass cutting on adopted highway	Per m2	10.00	10.00	0.0%
Shrubs and planting areas maintenance	Per m2	107.00	105.00	1.9%
Other Commuted Sums	Full cost or by agreement			
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		124.00	122.00	1.6%
-Inspection Fee		73.00	72.00	1.4%
-Removal Of Illegal Directional Signs	Per sign	250.00	232.00	7.8%
Removal of illegal signs for repeat offenders	Flat fee	550.00	515.00	6.8%

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate	2021/22 £	2020/21 £	% Increase
<b>WASTE</b>			
<b>Special Collection Service, Trade Waste &amp; Other</b>			
-special collection service -one item	36.00	35.00	2.9%
-special collection service -two items	41.00	40.00	2.5%
-special collection service -three items	48.00	47.00	2.1%
-special collection service -four items	54.00	53.00	1.9%
-special collection service -five items (maximum)	60.00	59.00	1.7%
-special collection service -fridges/freezers per unit	36.00	35.00	2.9%
<b>Green Waste Subscribed Collection Service</b>			
-annual subscription	66.00	65.00	1.5%

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
<b>Alexandra, Windsor *</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
	198			
Charges apply Monday - Sunday between 9am-9pm (including Bank Holidays)				
Up To 1 Hour		1.70	1.60	6.2%
1 To 2 Hours		3.40	3.20	6.2%
2 To 3 Hours		5.10	5.00	2.0%
3 To 4 Hours		6.80	7.00	-2.9%
4 To 5 Hours		11.00	10.50	4.8%
Over 5 Hours		14.00	13.00	7.7%
Evening Charge		Tariff removed	2.00	
Season Tickets (3 Months)		380.00	370.00	2.7%
Season Tickets (6 Months)		750.00	735.00	2.0%
Season Tickets (Per Annum)		1480.00	1450.00	2.1%
<b>Alma Road, Windsor * (See separate tariff For Windsor Dials)</b>				
	130			
Charges apply Monday - Sunday between 9am-9pm (including Bank Holidays)				
Up To 1 Hour		1.70	1.60	6.2%
1 To 2 Hours		3.40	3.20	6.2%
2 To 3 Hours		5.10	5.00	2.0%
3 To 4 Hours		6.80	7.00	-2.9%
4 To 5 Hours		11.00	10.50	4.8%
Over 5 Hours		14.00	13.00	7.7%
Evening Charge		Tariff removed	2.00	
Season Tickets (3 Months)		380.00	370.00	2.7%
Season Tickets (6 Months)		750.00	735.00	2.0%
Season Tickets (Per Annum)		1480.00	1450.00	2.1%

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable</b>			
	<b>Free</b>			
<b>Ascot High Street</b>				
<b>The Avenue, Datchet *</b>	113			
Charges apply Mon - Sat between 9am-6pm (Sundays and Bank Holidays free)				
Up To 1 Hour		1.00	1.00	0.0%
1 To 2 Hours		1.60	1.50	6.7%
2 To 3 Hours		3.20	3.10	3.2%
3 To 4 Hours		4.00	4.00	0.0%
4 to 5 Hours		6.00	No Tariff	
Over 5 Hours		7.20	7.00	2.9%
Season Tickets (3 Months)		230.00	225.00	2.2%
Season Tickets (6 Months)		435.00	425.00	2.4%
Season Tickets (Per Annum)		850.00	830.00	2.4%
<b>Bot</b>				
Season Tickets (Per Annum)	87			
<b>Ch</b>				
Season Tickets (Per Annum)				
Up To 1 Hour		1.00	1.00	0.0%
1 To 2 Hours		1.50	1.00	50.0%
2 To 3 Hours		2.00	1.00	100.0%
3 To 4 Hours		3.00	1.50	100.0%
4 to 5 Hours		4.00	1.50	166.7%
Over 5 Hours		5.00	1.50	233.3%
Evening Charge		Tariff removed	1.00	
<b>Braywick Nature Park, Maidenhead (8am - 9pm)</b>				
<b>Braywick Sports Ground, Maidenhead (Mon - Sat 9am - 9pm)</b>	48			
Charges apply Mon - Sat between 9am-9pm (Incl Bank holidays)				
Up To 1 Hour		1.20	1.10	9.1%
1 To 2 Hours		2.40	1.50	60.0%
2 To 3 Hours		3.60	2.20	63.6%
3 To 4 Hours		4.80	3.00	60.0%
4 to 5 Hours		7.50	7.20	4.2%
Over 5 Hours		10.00	9.50	5.3%
Season Tickets (3 Months)		155.00	150.00	3.3%
Season Tickets (6 Months)		295.00	290.00	1.7%
Season Tickets (Per Annum)		580.00	570.00	1.8%

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>	
		<b>£</b>	<b>£</b>	<b>Increase</b>	
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>				
<b>CAR PARKS</b>	<b>Chargeable</b> <b>Free</b>				
<b>Centrica, Windsor *</b> <b>(Saturdays, Sundays &amp; Bank Holidays In Peak Periods Only- Locked at 7pm)</b>		134	0.00	0.00	
<b>Coronation Road, Littlewick Green</b>		24	0.00	0.00	
<b>East Berks College, Windsor *</b>	112				
Charges apply Mon - Sun between 9am-9pm (Incl Bank holidays)					
Up To 1 Hour			1.50	1.40	7.1%
1 To 2 Hours			2.10	2.00	5.0%
2 To 3 Hours			3.00	2.80	7.1%
3 To 4 Hours			4.50	4.40	2.3%
4 To 5 Hours			7.00	No Tariff	
Over 5 Hours			9.00	8.80	2.3%
Evening Charge			Tariff removed	2.00	
<b>Eton Court, Eton *</b>	57				
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)					
Up To 1 Hour			1.60	1.60	0.0%
1 To 2 Hours			3.20	3.10	3.2%
2 To 3 Hours			4.80	4.50	6.7%
3 To 4 Hours			8.00	8.00	0.0%
4 To 5 Hours			10.00	9.00	11.1%
Over 5 Hours			11.50	11.00	4.5%
Season Tickets (3 Months)	1,260	25.6%	315.00	310.00	1.6%
Season Tickets (6 Months)	1,240	50.4%	620.00	610.00	1.6%
Season Tickets (Per Annum)			1230.00	1215.00	1.2%

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Grenfell Park, Maidenhead (Dawn - Dusk)</b>	18	0.00	0.00	
<b>Grove Road, Maidenhead (2 Hours max)</b>	82			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 1 Hour		1.50	1.40	7.1%
1 To 2 Hours		3.00	2.80	7.1%
Evening Charge		Tariff removed	1.80	
<b>Hines Meadow Multi Storey Maidenhead *</b>	1,280			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 1 Hour		1.20	1.10	9.1%
1 To 2 Hours		2.40	2.20	9.1%
2 To 3 Hours		3.60	3.40	5.9%
3 To 4 Hours		5.40	5.20	3.8%
4 To 5 Hours		6.00	5.90	1.7%
Over 5 Hours		10.00	9.50	5.3%
Evening Charge		Tariff removed	2.00	
Season Tickets (3 Months)		275.00	270.00	1.9%
Season Tickets (6 Months)		540.00	530.00	1.9%
Season Tickets (Per Annum)		1050.00	1035.00	1.4%
<b>Home Park, Windsor &gt;</b>	181			
Charges apply Mon - Fri between 9am-4pm (Weekends and Bank Holidays free)				
Signs will indicate when the car park is not in use due to events or functions				
Up To 1 Hour		1.10	1.00	10.0%
1 To 2 Hours		2.20	2.00	10.0%
2 To 3 Hours		4.00	4.00	0.0%
3 To 4 Hours		5.00	7.00	-28.6%
4 To 5 Hours		6.00	7.00	-14.3%
Over 5 Hours		7.50	7.00	7.1%
4pm To 9am		0.00	0.00	
Season Tickets (3 Months)		230.00	225.00	2.2%
Season Tickets (6 Months)		455.00	445.00	2.2%
Season Tickets (Per Annum)		900.00	880.00	2.3%

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable      Free</b>			
<b>Horton Road, Datchet *</b>	60			
Charges apply Mon - Sat between 9am-6pm (Sundays and Bank Holidays free)				
Up To 1 Hour		0.50	0.20	150.0%
1 To 2 Hours		1.00	0.50	100.0%
2 To 3 Hours		2.00	1.00	100.0%
3 To 4 Hours		3.00	1.00	200.0%
4 to 5 Hours		4.00	1.50	166.7%
Over 5 Hours		5.00	5.00	0.0%
6pm To 9am		0.00	0.00	
<b>King Edward VII Ave, Windsor</b>	192			
Charges apply Mon-Sun between 9am-9pm (Including Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.00	2.90	3.4%
2 To 3 Hours		4.80	4.70	2.1%
3 To 4 Hours		6.60	6.50	1.5%
4 To 5 Hours		8.20	8.00	2.5%
Over 5 Hours		9.50	9.30	2.2%
Evenings (6pm - Midnight)		Tariff removed	2.00	
Season Tickets (3 Months)		330.00	325	1.5%
Season Tickets (6 Months)		650.00	640	1.6%
Season Tickets (Per Annum)		1280.00	1265	1.2%

FEEES AND CHARGES 2021/22

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>King Edward VII Hospital, Windsor</b>				
Charges apply Saturdays, Sundays and Bank Holidays between 9am-6pm				
	150			
	Up To 2 Hours	1.00	1.00	0.0%
	2 To 4 Hours	2.00	2.00	0.0%
	Over 4 Hours	5.00	5.00	0.0%
<b>Meadow Lane, Eton *</b>				
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
	102			
	Up To 1 Hour	1.60	1.60	0.0%
	1 To 2 Hours	3.20	3.10	3.2%
	2 To 3 Hours	4.80	4.50	6.7%
	3 To 4 Hours	8.00	8.00	0.0%
	4 To 5 Hours	10.00	9.00	11.1%
	Over 5 Hours	11.50	11.00	4.5%
	Season Tickets (3 Months)	315.00	310.00	1.6%
	Season Tickets (6 Months)	620.00	610.00	1.6%
	Season Tickets (Per Annum)	1230.00	1215.00	1.2%

**FEEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Nicholsons MultiStorey, Maidenhead *</b>				
	734			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 30 Mins		0.70	0.70	0.0%
30 Mins To 1 Hour		1.40	1.30	7.7%
1 To 2 Hours		2.40	2.30	4.3%
2 To 3 Hours		3.60	3.60	0.0%
3 To 4 Hours		4.80	4.70	2.1%
4 To 5 Hours		10.00	9.50	5.3%
Over 5 Hours		15.00	13.50	11.1%
Evening Charge		Tariff removed	2.00	
Season Tickets (1 Month)		160.00	155.00	3.2%
Season Tickets (3 Months)		460.00	450.00	2.2%
Season Tickets (6 Months)		910.00	895.00	1.7%
Season Tickets (Per Annum)		1780.00	1760.00	1.1%
<b>Oak Lane (Annual Contract Spaces For Residents Only)</b>				
		60.00	60.00	0.0%
<b>River St, Windsor *</b>				
	145			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		5.20	5.00	4.0%
1 To 2 Hours		8.00	7.70	3.9%
2 To 3 Hours		10.00	9.90	1.0%
3 To 4 Hours		13.50	13.20	2.3%
4 To 5 Hours		15.50	15.40	0.6%
Over 5 Hours		19.00	18.70	1.6%

FEEs AND CHARGES 2021/22

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable      Free</b>			
<b>Romney Lock, Windsor *</b>	94			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.00	2.90	3.4%
2 To 3 Hours		4.80	4.70	2.1%
3 To 4 Hours		6.60	6.50	1.5%
4 To 5 Hours		8.20	8.00	2.5%
Over 5 Hours		9.50	9.30	2.2%
Evening Charge		Tariff removed	2.00	
Season Tickets (3 Months)		330.00	325.00	1.5%
Season Tickets (6 Months)		650.00	640.00	1.6%
Season Tickets (Per Annum)		1280.00	1265.00	1.2%
<b>Stafferton Way Multi Storey, Maidenhead *</b>	576			
Charges apply Mon - Sat between 9am-9pm (Sundays and Bank Holidays free)				
Daily charge		n/a	n/a	
Evenings (6pm - Midnight)		8.00	7.50	6.7%
Season Tickets (3 Months)		Tariff removed	1.80	
Season Tickets (6 Months)		275.00	270.00	1.9%
Season Tickets (Per Annum)		540.00	530.00	1.9%
		1055.00	1035.00	1.9%
<b>Town Moor, Maidenhead (Blackmoor Lane)</b>	28			
Charges apply Mon - Sun between 9am-9pm (Incl Bank holidays)				
Up To 3 Hours		0.00	0.00	
Over 3 Hours		1.00	1.00	0.0%
Evening Charge		4.00	1.50	166.7%
		Tariff removed	1.00	

FEES AND CHARGES 2021/22

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable      Free</b>			
<b>Victoria Street Multi Storey, Windsor *</b>	206			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		2.30	2.20	4.5%
1 To 2 Hours		3.70	3.60	2.8%
2 To 3 Hours		6.00	5.60	7.1%
3 To 4 Hours		10.50	10.00	5.0%
4 To 5 Hours		11.50	11.00	4.5%
Over 5 Hours		16.00	15.50	3.2%
Evening Charge		Tariff removed	2.20	
<b>West Street, Maidenhead (3 Hours Max) *</b>	59			
Charges apply Mon - Sat between 9am-9pm (Sundays and Bank Holidays free)				
Upto 1 Hour		1.50	1.40	7.1%
Upto 2 Hours		3.00	2.80	7.1%
Upto 3 Hours		4.50	4.00	12.5%
Evening Charge		Tariff removed	1.80	
<b>Windsor Dials (via Alma Road), Windsor *</b>	250			
Charges apply Mon - Sun between 9am-9pm (Incl bank holidays)				
Car Park only available on Saturdays, Sundays, Bank Holidays				
Up To 1 Hour		1.70	1.60	6.2%
1 To 2 Hours		3.40	3.20	6.2%
2 To 3 Hours		5.10	5.00	2.0%
3 To 4 Hours		6.80	7.00	-2.9%
4 To 5 Hours		11.00	10.50	4.8%
Over 5 Hours		14.00	13.00	7.7%
Evening Charge		Tariff removed	2.00	

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Windsor Library</b>	15			
Charges apply Mon - Sat between 9am-9pm (Sunday and Bank Holidays free)				
Up To 30 Mins		0.40	0.30	33.3%
Up To 1 Hour		2.50	2.50	0.0%
1 To 2 Hours		5.00	5.00	0.0%
Evening Charge		Tariff removed	1.80	
<b>York House, Windsor</b>	92			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Weekends & Bank Holidays (Up To 4 Hours Charge)		3.50	3.50	0.0%
Weekends & Bank Holidays (Over 4 Hours Charge)		7.00	7.00	0.0%
Evening Charge		Tariff removed	1.80	
<b>Coach Park (Alma Road), Windsor</b>	74			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour - Entry		12.00	11.00	9.1%
Prepaid Tickets (1 Hour)		11.00	11.00	0.0%
Up To 4 Hours		25.00	22.00	13.6%
Prepaid Tickets (4 Hours)		21.00	18.50	13.5%
Up To 10 Hours (equivalent to all day as evenings free)		33.00	33.00	0.0%
Prepaid Tickets (10 Hours) (equivalent to all day as evenings free)		28.00	26.00	7.7%
Christmas Period (cars only)		3.00	2.50	20.0%

FEEs AND CHARGES 2021/22

Adults, Commissioning & Health Directorate

		2021/22 £	2020/21 £	% Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
<b>Magnet Leisure Centre - Maidenhead &gt;</b>				
Charges apply Mon - Sat 9am to 9pm (Sundays and Bank Holidays free)				
	No. of Spaces			
	Chargeable			
	Free			
	248			
		1.10	1.10	0.0%
		1.50	1.50	0.0%
		2.20	2.20	0.0%
		3.00	3.00	0.0%
		7.20	7.20	0.0%
		9.50	9.50	0.0%
	249			
<b>Windsor Leisure Centre &gt;</b>				
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
		1.30	1.20	8.3%
		2.00	1.80	11.1%
		3.80	3.70	2.7%
		11.50	11.00	4.5%
		13.50	13.00	3.8%
		18.00	17.50	2.9%
	15			
<b>Bowden Road, Sunninghill</b>				
Charges apply Mon - Fri between 9am-5pm (Sat & Sun residents only)				
		0.50	Free	N/A
		1.00	Free	N/A
		2.50	Free	N/A

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22 £</b>	<b>2020/21 £</b>	<b>% Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable      Free</b>			
<b>Brockenhurst Road, South Ascot</b>				
Charges apply Mon - Fri between 9am-5pm (5pm to 9am & Sat & Sun residents only)				
	12			
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A
<b>Clewer Memorial Park, Windsor</b>				
Charges apply Mon - Sun between 9am-5pm				
	50			
	Up to 30 mins	Free	Free	N/A
	Up to 1 Hour	1.00	Free	N/A
	Up to 2 Hours	2.00	Free	N/A
	Over 2 Hours	5.00	Free	N/A
<b>Desborough Road, Maidenhead</b>				
Charges apply Mon - Sun between 9am-5pm				
	18			
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A
<b>Guards Club Open Space, Maidenhead</b>				
Charges apply Mon - Sun between 9am-5pm				
	20			
	Up to 1 Hour	0.50	Free	N/A
	Up to 2 Hours	1.00	Free	N/A
	Over 2 Hours	2.50	Free	N/A

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Haywards Mead, Eton Wick</b>	25			
Charges apply Mon - Sun between 9am-5pm				
Up to 1 Hour		0.50	Free	N/A
Up to 2 Hours		1.00	Free	N/A
Over 2 Hours		2.50	Free	N/A
<b>High Street, Hurley</b>	60			
Charges apply Mon - Sun between 9am-5pm				
Up to 1 Hour		1.00	Free	N/A
Up to 2 Hours		2.00	Free	N/A
Over 2 Hours		5.00	Free	N/A
<b>London Road, Sunningdale</b>	210			
Charges apply Mon - Sun between 9am-5pm (in short stay spaces only)				
Up to 1 Hour		0.50	Free	N/A
Up to 2 Hours		1.00	Free	N/A
Up to 3 Hours		3.00	Free	N/A
<b>Oaken Grove, Maidenhead</b>	50			
Charges apply Mon - Sun between 9am-5pm				
Up to 1 Hour		0.50	Free	N/A
Up to 2 Hours		1.00	Free	N/A
Over 2 Hours		2.50	Free	N/A

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
	<b>No. of Spaces</b>			
	<b>Chargeable</b>			
	<b>Free</b>			
<b>Queens Road, Sunninghill</b>	52			
Charges apply Mon - Sat between 9am-5pm (5pm to 9am & Sun residents only)				
Up to 1 Hour		0.50	Free	N/A
Up to 2 Hours		1.00	Free	N/A
Over 2 Hours		2.50	Free	N/A
<b>Sutton Road, Cookham</b>	18			
Charges apply Mon - Sun between 9am-5pm (5pm to 9am residents only)				
Up to 1 Hour		0.50	Free	N/A
Up to 2 Hours		1.00	Free	N/A
Over 2 Hours		5.00	Free	N/A
<b>Upper Village Road, Sunninghill</b>	32			
Charges apply Mon - Fri between 9am-5pm (5pm to 9am & Sat & Sun residents only)				
Up to 1 Hour		0.50	Free	N/A
Up to 2 Hours		1.00	Free	N/A
Over 2 Hours		2.50	Free	N/A

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable      Free</b>			
<b>On-Street Parking</b>				
<b>Barry Avenue *</b>				
Up To 1 Hour		2.20	2.10	4.8%
1 To 2 Hours		4.40	4.20	4.8%
<b>St. Leonards Road (Shops) *</b>				
Up To 1 Hour		0.70	0.60	16.7%
1 To 2 Hours		1.90	1.80	5.6%
<b>Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard &amp; Thameside (1 Hour Maximum Stay) *</b>				
Up To 1 Hour		1.30	1.20	8.3%
<b>Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. * (Where Charges Apply Mon-Fri 8.30am - 5.30pm)</b>				
Up To 1 Hour		0.60	0.50	20.0%
1 To 2 Hours		1.30	1.20	8.3%
<b>Alma Rd, Clarence Rd, St Leonards Rd. * (Where Charges Apply Mon-Sun 8am - 8pm)</b>				
Up To 1 Hour		0.60	0.50	20.0%
1 To 2 Hours		1.30	1.20	8.3%
<b>Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd</b>				
Up To 1 Hour		0.90	0.80	12.5%

Adults, Commissioning & Health Directorate		2021/22	2020/21	%
		£	£	Increase
<b>PARKING SERVICE</b>				
<b>CAR PARKS</b>				
		<b>No. of Spaces</b>		
	<b>Chargeable</b>	<b>Free</b>		
<b>The Avenue &amp; Windsor Road (Datchet) *</b>				
	Up To 1 Hour	0.90	0.80	12.5%
	1 To 2 Hours	1.60	1.50	6.7%
	2 To 3 Hours	3.20	3.00	6.7%
	3 To 4 Hours	4.00	3.60	11.1%
	Over 4 Hours	6.00	6.00	0.0%
<b>Eton (2 Hour Maximum Stay) *</b>				
	Up To 30 Mins	0.50	0.40	25.0%
	Up To 1 Hour	2.00	2.00	0.0%
	Up to 2 Hours	3.00	N/A	
<b><u>Other Parking Fees And Charges</u></b>				
<b>Penalty Charge Notices</b>				
	Higher Level Contraventions	70.00	70.00	0.0%
	-Discounted If Paid Within 14 Days	35.00	35.00	0.0%
	Lower Level Contraventions	50.00	50.00	0.0%
	-Discounted If Paid Within 14 Days	25.00	25.00	0.0%
<b>Business Permits</b>				
Business Parking Permits				
Windsor: Outer Areas				
	First Permit	660.00	650.00	1.5%
	Second Permit	760.00	750.00	1.3%
	Third Permit	860.00	850.00	1.2%
Windsor: Inner Areas		330.00	325.00	1.5%
Eton and Datchet:				
	First Permit	180.00	175.00	2.9%
	Second Permit	380.00	375.00	1.3%
	Third Permit	530.00	525.00	1.0%
	Fourth Permit	735.00	725.00	1.4%

**FEES AND CHARGES 2021/22**

<b>Adults, Commissioning &amp; Health Directorate</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>PARKING SERVICE</b>	<b>No. of Spaces</b>			
<b>CAR PARKS</b>	<b>Chargeable      Free</b>			
<b>Parking Suspensions and Dispensations</b>				
Suspension Of Parking Bay (Per Bay)		20.00	20.00	0.0%
Parking Dispensations - Late Charge		50.00	50.00	0.0%
Parking Dispensations - 1st Day		20.00	20.00	0.0%
Parking Dispensations - Additional Days		5.00	5.00	0.0%
Parking Dispensations - 1 Week		40.00	40.00	0.0%
Parking Dispensations - 2 Weeks		70.00	70.00	0.0%
Parking Dispensations - 3 Weeks		100.00	100.00	0.0%
Parking Dispensations - 4 Weeks		125.00	125.00	0.0%
Special Parking/ Access Permit		50.00	50.00	0.0%
<b>Resident Permits</b>				
1st		50.00	50.00	0.0%
2nd		70.00	70.00	0.0%
3rd		100.00	100.00	0.0%
Electric Vehicles		Free	Free	
<b>Visitor Vouchers</b>				
2 Hours		1.00	1.00	0.0%
6 Hours		2.00	2.00	0.0%
24 Hours		4.00	4.00	0.0%
<b>Parking Administration Charges</b>				
Replacement Parking Permit for Replacement Vehicles (admin fee)		10.00	N/A	
<b>Electric Car Permit</b>				
RBWM residents only. Where a resident has a fully electric car, the resident may apply for a permit which allows free parking to any RBWM car park where charges would normally apply.		FREE	FREE	

PLACE DIRECTORATE	2021/22		2020/21		% Increase	
	£	£	£	£	Non-Resident	Resident
<b>OUTDOOR FACILITIES</b>						
<b>ALLOTMENTS</b>						
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot - A+	629.00	315.00	619.00	310.00	1.6%	1.6%
A	168.00	83.00	165.00	82.00	1.8%	1.2%
B	145.00	73.00	143.00	72.00	1.4%	1.4%
<b>CEMETERIES AND CHURCHYARDS</b>						
<b>STANDARD BURIAL:</b>						
Grant of exclusive right of burial for 50 yrs including right to erect memorial	2,789.00	1,393.00	2,745.00	1,371.00	1.6%	1.6%
Burial Fees						
For three - Braywick Cemetery only	2,736.00	1,371.00	2,693.00	1,349.00	1.6%	1.6%
For two	2,334.00	1,169.00	2,297.00	1,151.00	1.6%	1.6%
For two - Oakley Green Cemetery only	2,334.00	1,169.00	2,297.00	1,151.00	1.6%	1.6%
For one	2,108.00	1,056.00	2,075.00	1,039.00	1.6%	1.6%
Child 7 to 17 years	1,005.00	-	989.00	-	1.6%	
Child up to 6 years	482.00	-	474.00	-	1.7%	
Additional charge for a casket	900.00	449.00	886.00	442.00	1.6%	1.6%
Re-open for 2nd burial 6ft depth	1,169.00	1,169.00	1,151.00	1,151.00	1.6%	1.6%
Re-open for 2nd burial 4ft depth	1,056.00	1,053.00	1,039.00	1,036.00	1.6%	1.6%
<b>INFANT BURIAL:</b>						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial	682.00	-	671.00	-	1.6%	
Burial Fee	270.00	-	266.00	-	1.5%	
<b>CREMATION PLOT:</b>						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial	1,358.00	679.00	1,337.00	668.00	1.6%	1.6%
New Cremation Plot (2 caskets per plot)	732.00	367.00	720.00	361.00	1.7%	1.7%
Re-open for a second interment of ashes	367.00	367.00	361.00	361.00		
<b>CREMATION CHAMBER:</b>						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,460.00	729.00	1,437.00	718.00	1.6%	1.5%
Renew grant of exclusive right of burial for a further 10 years	719.00	359.00	708.00	353.00	1.6%	1.7%
Re-open for a second interment of ashes	251.00	251.00	247.00	247.00	1.6%	1.6%

PLACE DIRECTORATE	2021/22		2020/21		% Increase	
<b>MEMORIALS:</b>						
Additional inscription / replacement stone	49.00	49.00	48.00	48.00	2.1%	2.1%
Wall plaque	62.00	62.00	61.00	61.00	1.6%	1.6%
Cremation tablet	62.00	62.00	61.00	61.00	1.6%	1.6%
Vase or book on cremation plot or grave	62.00	62.00	61.00	61.00	1.6%	1.6%
Reservation of wall plaque for 7 years	62.00	62.00	61.00	61.00	1.6%	1.6%
Stake in Ground Plaque - prices from:-	177.00	177.00	174.00	174.00	1.7%	1.7%
<b>MISCELLANEOUS:</b>						
Record research fee	62.00	62.00	61.00	61.00	1.6%	1.6%
Reservation - grave or cremation plot for 7 years ( renewal at 50% of current rate)	1,371.00	685.00	1,349.00	674.00	1.6%	1.6%
Inter cremated remains in Garden of Remembrance	210.00	210.00	207.00	207.00	1.4%	1.4%
Interment outside prescribed hours (minimum charge)	492.00	246.00	484.00	242.00	1.7%	1.7%
Minimum cost for specific needs	492.00	246.00	484.00	242.00	1.7%	1.7%
Private grave registration transfer	62.00	62.00	61.00	61.00	1.6%	1.6%
Use of chapel at Oakley Green only	179.00	179.00	176.00	176.00	1.7%	1.7%
Copy of Deed	62.00	62.00	61.00	61.00	1.6%	1.6%
<b>PARKS AND OPEN SPACES</b>						
		Per Season		Per Season		
<b>FOOTBALL:</b>						
Grade A Pitch		1,853.00		1,824.00		1.6%
Grade B Pitch		1,403.00		1,381.00		1.6%
Mini Football Pitch - Marked 2hr session		Free		Free		
<b>RUGBY:</b>						
Braywick / Home Park		2,348.00		2,311.00		1.6%
Mini Rugby Pitch - Marked 2hr session		Free		Free		
<b>CRICKET:</b>						
Home Park		3,178.00		3,128.00		1.6%
<b>LAWN TENNIS:</b>						
Home Park		1,461.00		1,438.00		1.6%
<b>MISCELLANEOUS:</b>						
Royal Windsor Dog Show		8,648.00		8,512.00		1.6%
Triathlon		7,412.00		7,295.00		1.6%
Horse Show		8,648.00		8,512.00		1.6%
Ockwells Dog Show		730.00		718.00		1.7%

FEES AND CHARGES 2021/22

PLACE DIRECTORATE	2021/22	2020/21	% Increase
<b>RIGHTS OF WAY</b>			
Actual Costs +Advertising mimimum charges:	£	£	
S118 Stopping Up of Footpaths, Bridleways & Restricted Byways.	1,420.00	1,398.00	1.6%
S119 Diversion of Footpaths, Bridleways & Restricted Byways.	1,420.00	1,398.00	1.6%
S257 Town & Country Planning Act 1980 Diversion Orders.	1,420.00	1,398.00	1.6%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders. (NB- Advertising costs above include Vat.)	-	-	
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)	60.00	59.00	1.7%
Land Owner Declaration (Highways Act 1980 / Commons Act 2006)	297.00	292.00	1.7%
Land Owner Declaration (Highways Act 1980 / Commons Act 2006) - Subsequent Declaration	60.00	59.00	1.7%
<b>NEW ROADS &amp; STREET WORKS ACT INSPECTIONS / PERMITS</b>			
S74 NRSWA Charges For Late Completions. Fees range depending on circumstances and are set by statute			
S76 NRSWA Inspection Fees. Fees range depending on circumstances and are set by statute			
S50 NRSWA private apperatus in the highway licences. First application flat fee	523.00	515.00	1.6%
S50 NRSWA private apperatus in the highway licences. Second and subsequent application flat fee	261.00	257.00	1.6%



FEES AND CHARGES 2021/22

PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
<b>The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges</b>			
First offence			
Second offence	3,048.00	3,000.00	1.6%
Third and subsequent offences	5,080.00	5,000.00	1.6%
<b>COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR</b>			
*Dog Faeces Fixed Penalty Notice	100.00	100.00	0.0%
*Fixed Penalty Notice for Breach of Public Space Protection Officer (PSPO)	100.00	100.00	0.0%
*Fixed Penalty Notice for Breach of Community Protection Notice (CPN)	100.00	100.00	0.0%
*Fixed Penalty Notice for Littering	100.00	100.00	0.0%
*Fixed Penalty Notice for Graffiti (New Fee)	100.00	100.00	0.0%
*Civil Penalty of Littering for Vehicle (New Fee)	100.00	100.00	0.0%
<b>LICENSING/ ENFORCEMENT TEAM</b>			
<b>Licensing Of Hackney Carriages And Private Hire Vehicles</b>			
For 1-5 Vehicles	265.00	265.00	0.0%
For 6-10 Vehicles	440.00	440.00	0.0%
For 11-15 Vehicles	615.00	615.00	0.0%
For 16-20 Vehicles	790.00	790.00	0.0%
For 21 Vehicles And Over	1,035.00	1,035.00	0.0%
For 30 Vehicles And Over	1,420.00	1,420.00	0.0%
Drivers Annual Licence	100.00	100.00	0.0%
Drivers Dual Licence	160.00	160.00	0.0%
Transfer Of Driver Or Vehicle Licence	37.00	37.00	0.0%
Badge Replacement	10.00	10.00	0.0%
Knowledge Test	16.00	16.00	0.0%
Meter Test	27.00	27.00	0.0%
Carriage Licence	255.00	255.00	0.0%
Replacement Plate	10.00	10.00	0.0%

**FEES AND CHARGES 2021/22**

<b>PLACE DIRECTORATE</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>Licensing Act 2003</b>				
Personal Licences	Prices set by statute - See Website	-	-	
Annual Fee for Premises Licences:-	Prices set by statute - See Website	-	-	
Sexual Venue Licensing (Per Premises)		5,000.00	5,000.00	0.0%
Sex Shop Licences (Per Premises)		5,000.00	5,000.00	0.0%
<b>Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)</b>				
<b>Betting Premises (excluding Tracks)</b>				
New Application		3,000.00	3,000.00	0.0%
Annual Fee		600.00	600.00	0.0%
Application To Vary		1,500.00	1,500.00	0.0%
Application To Transfer		1,200.00	1,200.00	0.0%
Application For Re-Instatement		1,200.00	1,200.00	0.0%
Application For Provisional Statement		3,000.00	3,000.00	0.0%
Licence Application (Provisional Statement Holders)		1,200.00	1,200.00	0.0%
Copy Licence		25.00	25.00	0.0%
Notification Of Change		50.00	50.00	0.0%
<b>TRACKS</b>				
New Application		2,500.00	2,500.00	0.0%
Annual Fee		1,000.00	1,000.00	0.0%
Application To Vary		1,250.00	1,250.00	0.0%
Application To Transfer		950.00	950.00	0.0%
Application For Re-Instatement		950.00	950.00	0.0%
Application For Provisional Statement		2,500.00	2,500.00	0.0%
Licence Application (Provisional Statement Holders)		950.00	950.00	0.0%
Copy Licence		25.00	25.00	0.0%
Notification Of Change		50.00	50.00	0.0%

FEEES AND CHARGES 2021/22

PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
<b>Safety of Sports Ground Act 1975</b>			
Issuing of a safety certificate	1,105.00	1,105.00	0.0%
Amendment of a safety certificate	553.00	553.00	0.0%
Replacement of a safety certificate	553.00	553.00	0.0%
Transfer of a safety certificate	553.00	553.00	0.0%
Cancellation of a safety certificate	553.00	553.00	0.0%
<b>Adult Gaming Centre</b>			
New Application	2,184.28	2,184.28	0.0%
Annual Fee	1,094.98	1,094.98	0.0%
Application To Vary	1,094.98	1,094.98	0.0%
Application To Transfer	1,315.01	1,315.01	0.0%
Application For Re-Instatement	1,315.01	1,315.01	0.0%
Application For Provisional Statement	2,183.76	2,183.76	0.0%
Licence Application (Provisional Statement Holders)	1,314.49	1,314.49	0.0%
Copy Licence	32.02	32.02	0.0%
Notification Of Change	32.02	32.02	0.0%
<b>Other Statutory Licences - Set by Licensing Panel</b>			
Street Trading	3,000.00	3,000.00	0.0%

FEEES AND CHARGES 2021/22

PLACE DIRECTORATE

	2021/22 £	2020/21 £	% Increase
<b>HOUSING</b>			
<b>ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES</b>			
Freezer Failure Certificate	155.00	152.50	1.6%
Water Sampling-Laboratory costs plus officer hourly rate	-	-	
Private Water Supplies-Laboratory costs plus officer hourly rate, subject to statutory maximums	-	-	
Food Hygiene Rescore Visit	214.00	210.00	1.9%
Health & Safety Work Act S28-Cost Of Officer Time + 15% Admin, Minimum Charge Of:	82.00	80.27	2.2%
<b>Riding Establishments:</b>			
- first application (plus vet's fees)			
- renewal (plus vet's fees if appropriate)			
<b>Animal Boarding, Breeding Of Dogs, Pet Animals &amp; Shops:</b>			
- first application			
- renewal (plus vet's fees if appropriate)			
<b>Dangerous Animals:</b>			
- first application			
- renewal (plus vet's fees if appropriate)			
<b>Performing Animals:</b>			
Zoo Licence First Application			
Zoo Licence Renewal			
<b>Ear Piercing / Acupuncture / Electrolysis and Tattooing</b>			
- registration of premises and one practitioner	236.00	231.50	1.9%
- each additional practitioner	79.00	77.20	2.3%
- existing Licence amendment	41.00	40.00	
- replacement of operator certificate	20.00	30.90	-35.3%
Min fee:			

Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website

Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website

**FEES AND CHARGES 2021/22**

<b>PLACE DIRECTORATE</b>		<b>2021/22</b>	<b>2020/21</b>	<b>%</b>
		<b>£</b>	<b>£</b>	<b>Increase</b>
<b>RESIDENTIAL SERVICES</b>				
Domestic Pest Control Service	Set by SDK Environmental Ltd- See website			
Housing Act Notice	Officer time			
Enforcement - Works in default	Officer time			
Houses In Multiple Occupation (HMO Licences)				
-basic compliance with 5 bedrooms		837.00	824.00	1.6%
-additional rooms	Per Additional Room:	28.00	27.00	3.7%
-renewal of licence and second and subsequent properties		770.00	758.00	1.6%
Follow ups of Incomplete applications	Per Hour: Staff Hourly Rate	40.00	40.00	0.0%
Copy Licence	Half hour to process application	20.00	11.00	81.8%
<b>The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges</b>				
First offence	£2,000 reduced to £1000 if paid within 14 days			
Second offence		3,000.00	3,000.00	0.0%
Third and subsequent offences		5,000.00	5,000.00	0.0%
<b>Mobile Homes Act 2013</b>				
(The licensing of caravan sites for static or touring caravans for use as a holiday accommodation)		Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website		New
<b>Fixed Penalty Notices for Housing Act 2004</b>				New

**PLACE DIRECTORATE**

	2021/22 £	2020/21 £	% Increase
<b>BUILDING CONTROL</b>			
Fees set by Shared Service			
<b>PLANNING &amp; DEVELOPMENT</b>			
<b>Pre-Application Advice (Including VAT)</b>			
The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement. Charges for using the transport model are in addition to those set out below and will be agreed prior to instruction. Charges for review of viability studies also sit outside of this and will be agreed on a case by case basis.			
Parish Councils, Local community groups (at the discretion of the Head of Planning) for all categories of development	50% off respective fee	50% off respective fee	
Level 1 - Householder Pre App (Extensions, Alterations and Outbuildings) (In principle advice from planning officer)	127.00	125.00	1.6%
Level 2 - Householder pre-app (Extensions, Alterations and Outbuildings) (involves some internal consultation at	169.00	166.00	1.8%
Follow up meeting to a level one or level 2 householder pre-app (Planning Officer attendance only)	91.00	90.00	
Advertisements	154.00	152.00	1.3%
Telecommunications	357.00	351.00	1.7%
Listed buildings works to a single dwelling house	154.00	152.00	1.3%
<b>Residential</b>			
1 unit	290.00	285.00	1.8%
2-5 units	560.00	550.14	1.8%
6-9 units	885.00	869.22	1.8%
10-24 units	1,185.00	1,165.96	1.6%
25-49 units	2,765.00	2,716.99	1.8%
50-99 units	5,785.00	5,690.08	1.7%
100-149 units	7,975.00	7,846.75	1.6%
150+ units	10,160.00	9,996.17	1.6%

PLACE DIRECTORATE

	2021/22 £	2020/21 £	% Increase
<b>Non-residential</b>			
Less than 200 sq. m. floor space	550.00	540.00	1.9%
200-999 sq. m. floor space	1,022.00	1,005.56	1.6%
1,000-1,999 sq. m. floor space	2,134.00	2,100.47	1.6%
2,000-4,999 sq. m. floor space	3,367.00	3,314.00	1.6%
5,000-9,999 sq. m. floor space	5,791.00	5,700.00	1.6%
10,000+ sq. m. floor space	7,980.00	7,854.00	1.6%
All forms of development that does not fall in to above categories	Contact for quote	Contact for quote	
Minerals / waste proposals	Contact for quote	Contact for quote	
Complex heritage/conservation proposals	Contact for quote	Contact for quote	
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	224.00	220.03	1.8%
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	224.00	220.03	1.8%
Planning History Search excl. VAT			
- Householder	per application 32.50	31.89	1.9%
- All other cases	per application 105.00	103.11	1.8%
Planning decisions and related documents	13.00	12.76	1.9%
Retrieval and copying from Archive of Planning Documents	£1.58 for A4 1st page / 41p per sheet thereafter	£1.55 for A4 1st page / 40p per sheet thereafter	1.6%
Administration fee for checking validity of a planning application	25% of application fee	25% of application fee	
Use of RBWM Transport Model data by Developers.	On Request-bespoke charge dependent on application requirement	On Request-bespoke charge dependent on application requirement	

**PLACE DIRECTORATE**

		2021/22 £	2020/21 £	% Increase
<b>Hourly Rates &amp; attendance at requested meetings (Where requests are accepted by LPA)</b>				
Head of Service	Hourly Rates	203.20	200.00	
Deputy Head of Service or Policy Manager	Hourly Rates	152.40	150.00	
Team Leader	Hourly Rates	132.08	130.00	
Principal Officer	Hourly Rates	121.92	120.00	
Senior Officer	Hourly Rates	101.60	100.00	
Planning Officer/Conservation Officer	Hourly Rates	91.44	90.00	
Specialist Advice - e.g.. trees, ecology, highways, environmental protection	Hourly Rates	101.60	100.00	
<b>Trees and High Hedges</b>				
Pre-application fees for Protected Tree works (TPO /conservation Areas)	Minimum Fee	90.00	90.00	0.0%
High Hedges Complaints		769.00	756.83	1.6%
TPO-Hard Copy	Per TPO	32.40	31.89	1.6%
<b>S106 Management, Maintenance, Compliance &amp; Monitoring</b>				
Major applications - non-refundable charge		836.00	822.73	1.6%
Minor and Other applications - non-refundable charge		428.00	420.93	1.7%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)		114.00	111.61	2.1%
Monitoring of non-financial S106 Obligations		224.00	220.03	1.8%
Monitoring & Management of Viability appraisals for development	Hourly Rate		Hourly Rate	
Confirmation that the obligations of a S106 legal agreement have been discharged (Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)		160.00	156.25	2.4%
Legal fees S106 Bilateral - hourly rates		110.00	107.36	2.5%
Legal fees S106 unilateral undertakings (including proforma):-				
Legal checking fees - Dependent on complexity		£1,220 min, thereafter £110 per hr	£1,200 min, thereafter £108 per hr	1.6%
Legal fees S106 Deed of Variation		£402 min, thereafter £110 per hr	£396 min, thereafter £108 per hr	1.6%
Legal Fees S111 Agreement (SANG mitigation)		£562 min, thereafter £110 per hr	£553 min, thereafter £108 per hr	1.6%

<b>PLACE DIRECTORATE</b>	<b>2021/22</b>	<b>2020/21</b>	<b>% Increase</b>
	<b>£</b>	<b>£</b>	
<b>Strategic Access Management Monitoring</b>			
Bedsit/1 bed dwelling	470.83	463.42	1.6%
2 bed dwelling	620.98	611.20	1.6%
3 bed dwelling	835.96	822.80	1.6%
4 bed dwelling	951.52	936.53	1.6%
5+ bed	1,241.96	1,222.40	1.6%
<b>Allen's Field, Ascot Suitable Alternative Natural Greenspace - Provision/Maintenance</b>			
Bedsit / 1 bed dwelling	8,135.75	8,007.63	1.6%
2 bed dwelling	8,877.33	8,737.53	1.6%
3 bed dwelling	9,875.87	9,720.35	1.6%
4 bed dwelling	10,399.34	10,235.57	1.6%
5+ bed dwelling	11,719.50	11,534.94	1.6%
<b>Sunningdale Park, Sunningdale Suitable Alternative Natural Greenspace</b>			
– provision / maintenance per dwellings	9,137.36	8,993.46	1.6%

## APPENDIX 3 – CAPITAL

### 1. INTRODUCTION

- 1.1 This Appendix sets out the proposed Capital Strategy and the proposed Capital Programme for 2020/21 – 2023/24. Once agreed the Council can confirm the implications on its future borrowing and the implications on its Revenue Budget and Medium-Term Financial Strategy.
- 1.2 The report links very closely to two other appendices within this budget report:
- a) **The Revenue Budget Report 2021/22 (Appendix 1)**. This sets out the Council's revenue spending for 2021/22 and indicative spending plans for 2022/23 - 2025/26. It is the challenging financial position the Council is in that sets the context for the affordability of the Capital Programme.
  - b) **The Treasury Management Strategy (Appendix 4)** sets out how the Council will fund and afford its planned level of capital investment in 2021/22 and beyond. This also assesses the affordability of capital investment plans in the context of the Revenue Budget and its Prudential Indicators
- 1.3 The Council is now operating within its means and no new discretionary spending is included as an addition to the proposed Capital Programme with new schemes either self-funded or essential to maintain service provision.

### 2. FINANCIAL DETAILS / VALUE FOR MONEY

#### 2.1 Capital Strategy

- 2.1.1 The Capital Strategy as set out in **Annex A** provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are integrated.
- 2.1.2 Like many councils, RBWM has chosen to capitalise certain council spending e.g. replacement of equipment to ease the pressure on its Revenue Budget. The Council has also invested heavily in the regeneration of the Borough as well as schemes that will help to generate future income.
- 2.1.3 This strategy has been assisted by a period of unprecedented low interest rates, which has made the cost of substantial investment more affordable.
- 2.1.4 The Council has recognised the impact that this level of investment is having on its revenue budget through servicing this increased borrowing, albeit at low interest rates. It has therefore sought to restrict its capital investment in 2021/22 and beyond.

2.1.5 For 2021/22 this means that the Council has had to focus on:

- (a) **Fully-funded schemes**, where the cost of the scheme is fully or largely met by external funding.
- (b) **Income generating schemes** – where the business case confirms a substantial return that more than offsets the borrowing cost in the short and medium term.
- (c) **Unavoidable capital investment** – predominantly relating to immediate requirements to replace or enhance essential fixed assets for service delivery.

## 2.2 Capital Programme

2.2.1 The Capital Programme, using this strategy, is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational.

2.2.2 These are funded from either capital grants, developer contributions in the form of s106 & CIL, partner contributions, capital receipts or prudential borrowing; the cost of which is funded from the Revenue Budget.

2.2.3 **Table 1** below shows the 2021/22 Capital Programme in detail together with the sources of funding in 2021/22 as shown in **Annex D**. It also provides indicative figures for the cost of the relevant capital schemes in the following two years.

**Table 1: Summary of the 2021/22 Capital Programme**

Proposed Capital Programme 2021/22 - 2023/24	Scheme Cost Gross	S106	Grant	CIL	2021/22 Net Cost	2022/23 Net Cost	2023/24 Net Cost	Net Cost over three years	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Currently reported Slippage to 2021/22	24,994	(303)	(6,076)		18,615			18,615	Identified slippage from schemes in progress.
Previously approved Schemes 2021/22	17,431	-	-	(2,738)	14,693	24,169	19,905	58,767	Schemes started before 2021/22 or to start in that year for which there is a legal commitment
Fully Funded Schemes 2021/22	7,441	(413)	(5,916)	(1,112)	-			-	
<b>Pre-approved /Fully Funded Total</b>	<b>49,866</b>	<b>(716)</b>	<b>(11,992)</b>	<b>(3,850)</b>	<b>33,308</b>	<b>24,169</b>	<b>19,905</b>	<b>77,382</b>	
New Bids 2021/22 - Refurbishment & enhancement schemes	2,237	(354)	(90)	-	1,793			1,793	Essential schemes
<b>Total Capital Programme</b>	<b>52,103</b>	<b>(1,070)</b>	<b>(12,082)</b>	<b>(3,850)</b>	<b>35,101</b>	<b>24,169</b>	<b>19,905</b>	<b>79,175</b>	

2.2.4 The total Capital Programme for 2021/22 is £52,103,000, of which the largest share (£42,425,000) relates to ongoing cost of existing capital schemes. New capital investment amounts to £9,678,000. After taking into account funding from a range of sources, the net cost of the 2020/21 programme to be funded from borrowing is £35,101,000.

2.2.5 The overall three-year Capital Programme will increase borrowing by £79,175,000, of which the largest share of £58,768,000 relates to schemes approved in previous years and prior year slippage of £18,615,000.

2.2.6 The above figures are reflected in the Revenue Budget and Medium-Term Financial Projections, which also assume additional capital investment of £5,000,000 in the next two financial years. £24,994,000 of proposed capital spending relates to spending that was originally expected in 2020/21 and has been slipped to 2021/22. This has had a positive impact on the Revenue Budget for 2020/21.

2.2.7 Since 2020/21, major schemes of over a year’s duration now have their interest costs capitalised until the scheme is complete to recognise that the value of the asset will not be realised until complete. This reduces the impact on the revenue budget whilst the asset is under construction.

2.2.8 MRP, essentially the principal repayment, is calculated on an annuity basis over the life of the asset starting in the year following completion. This is in line with the Treasury Management Policy (**Appendix 4 to this budget report**).

### 2.3 Developer Contributions

2.3.1 Developer Contributions in the form of S106 and CIL income are playing an increasing role in helping to fund the Capital Programme.

2.3.2 The 2020/21 Capital Programme includes the use of £5,494,000 of s106 & CIL funding. An additional £3,767,000 is earmarked for use in 2021/22. In total the Council has the following resources as set out in **Table 2** below.

**Table 2: Developer Contributions**

<b>S106 &amp; CIL January 2021</b>		<b>£'000</b>
Developer Contributions by Service Area		
Public Transport		50
Affordable Housing		541
Open Space		1,028
Highways		1,641
Workplace Travel Plans		3
Education		954
Community Facilities		164
Library Services		334
Town Centre Enhancements		10
Public Art		174
Indoor Sports		246
Economic Development		16
Admin Costs		8
Air Quality		81
Archiving		14
Landscape		3
Allotments		17
Special Protection Area (SPA)		790
Community Infrastructure Levy		7,965
<b>Total</b>		<b>14,039</b>

2.3.3 It is important that there is transparency in the way that these developer contributions are used. These funds can only be used once to fund capital priorities in line with the capital strategy.

### 2.4 Major Schemes

2.4.1 The Programme includes major schemes budgeted at £30,249,000 in 2020/21. These schemes are of major importance to the Borough and are listed below with further detail in **Annex C**.

- Affordable Housing
- Broadway Car Park, Maidenhead
- Vicus Way Car Park
- Maidenhead Development
- River Thames – Environment Agency Scheme.

2.4.2 The **affordable housing** scheme proposes to develop sites that will enable new affordable homes to be added to the property company portfolio to help to meet housing need in the Borough at a budgeted cost of £11,507,000 over the next three financial years.

2.4.3 The **Broadway Car Park** scheme will build a new Multi-Storey Car Park to replace the current Broadway Car Park. This was approved in September 2018. The project is being delivered as part of the wider Nicholsons Quarter Masterplan and is projected to spend a net amount of £25,405,000 over the next three financial years.

2.4.4 The **Vicus Way Car Park** project will construct a new multi-storey car park as part of Maidenhead Regeneration plan. This will replace the loss of car parking at various sites within Central Maidenhead with net projected expenditure of £9,363,000 over the next three financial years.

2.4.5 The **Maidenhead Development** project of £15,950,000 will provide a range of benefits to residents including new homes and affordable housing close to the town centre.

2.4.6 The **River Thames Environment Agency Scheme** is the recommended way forward emerging from the Lower Thames Flood Strategy 2010 developed by the Environment Agency. The aim of the project is to protect communities, secure the economy and enhance the Thames. This scheme was first agreed by Full Council in April 2015 at a cost of £10,000,000. There is budget provision of £9,550,000 over the next three financial years.

2.4.7 The total cost of these schemes over the next three years is £71,775,000. Some will enable the generation of future Capital Receipts. Other schemes will generate future revenue income, after taking into account debt financing costs, e, g, and Broadway and Vicus Way car parks.

### 2.5 Highways, Transport, Traffic Management, Road Safety, Flooding and Drainage Programme

2.5.1 Members should note that for the first time this year, the Council's Highway, Transport, Traffic Management, Street Lighting, Local Safety Schemes Flooding and Drainage programme of planned works is included in the main capital budget report. In previous years, block allocations have been approved

in this report with a more detailed report to Cabinet identifying schemes across those broad headings following in the Spring. They are shown in **Annex B2 and B3**.

- 2.5.2 This new approach allows for advance planning of works, many of which are already identified in previous years as a priority or continuation of work. It also allows for a much earlier start on the work programme with appropriate notice to utility providers and better liaison and coordination with the community and those who also work on the highway, for example, Highways England and the utility companies. The earlier start on site also gives rise to the possibility of additional schemes being undertaken if resources allow and as such reserve schemes for resurfacing, road safety and flooding and drainage works are in place, should the opportunity arise.
- 2.5.3 Specifically, the Highways resurfacing programme is based on highway asset management best practice which highlights highway and footway in greatest need of attention either through resurfacing, reconstruction, micro-asphalting or planning and resurfacing. Existing priorities and schemes for 20/21 that have been delayed due to other priorities and the pandemic are also included.
- 2.5.4 The Traffic Management programme is based on issues or concerns that have been raised from various sources, whilst the Local Safety Schemes programme is predominantly made up of the highest risk casualty sites that have been identified across the Borough, based on casualty numbers rather than sites where there might be safety concerns, but few if any recorded injury crashes.
- 2.5.5 Flood Prevention and drainage schemes are also included in the proposals which are prioritised against known hotspots across the Borough, intelligence and requests for measures from members of the Flood Liaison Group and the community.

### 2.6 **Discretionary Schemes**

- 2.6.1 In previous years the Council has also approved a number of discretionary schemes that have added to borrowing costs and impacted on the Revenue Budget. Ideally the Council would fund the bulk of these schemes from revenue due to their repetitive and ongoing requirement and has done so in the past.
- 2.6.2 However, for affordability reasons, it will take some time before the Council is in a position to include an annual allocation for these works within the Revenue Budget. Therefore, due to affordability, only essential schemes are being proposed for 2021/22 as additions to the programme. These are set out in **Annex D**.
- 2.6.3 **Fully Funded Schemes £7,441,000**  
These schemes are either funded from s106 & CIL allocations from developers or specific grant and have no net cost to the Council but need to be approved and monitored through the year to ensure spending is within budget and the scheme is delivered as planned.

### 2.6.4 **Borough Funded Schemes £1,793,000**

These schemes are mostly funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes. The gross value of these schemes totals £2,237,000 and are partly funded by grant and developer contributions where available.

### 2.7 **de Minimis**

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

## 3. **ANNEXES**

3.1 The table below details the Annexes to this Appendix:

<b>Annex</b>	<b>Details</b>
A	Capital Strategy
B1-3	Consolidated Capital Programme 2020/21 – 2023/24
C	Previously Approved Major Schemes
D	Capital bids scheme detail
E	Capital scheme slippage to 2021/22

## APPENDIX 3, ANNEX A – CAPITAL STRATEGY 2021/22 – 2025/26

### 1. INTRODUCTION

- 1.1 The Royal Borough of Windsor and Maidenhead (RBWM) has ambitious plans to invest in the regeneration of the Borough and deliver high quality facilities to its residents.
- 1.2 The Capital Strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 1.3 It shows how revenue, capital and balance sheet planning are integrated. The Strategy is informed by the Council's priorities and links to other key strategy documents, notably the interim corporate strategy, the Medium-Term Financial Plan and the Treasury Management Strategy.
- 1.4 The document also provides an overview of the delivery mechanisms and decision processes that RBWM will use to determine and deliver its future capital priorities.

### 2. WHAT IS CAPITAL INVESTMENT?

- 2.1 Capital investment can be put into a number of different categories as follows:
  - (i) **Major Projects** – After option appraisal this can include the provision of a new school, library or leisure centre, or major highways investment.
  - (ii) **Invest to Save Schemes** – where the Council invests in a project on the understanding that it will pay for itself over a reasonable period of time.
  - (iii) **Equipment Replacement** – where the Council is required to replace certain equipment e.g. IT assets when they become obsolete.
- 2.2 In some cases, projects may be fully funded by Government Grants or partner contributions.
- 2.3 The main sources of capital funding are:
  - (a) **Capital Grants** – either general grants or specific grants towards specific projects e.g. highways and schools.
  - (b) **Developer Contributions** – towards the costs of local infrastructure stemming from new development. This includes S106 & Community Infrastructure Levy (CIL).
  - (c) **Partner Contributions** – Council partners may make a contribution towards the cost of capital projects.
  - (d) **Revenue Contributions** – where the revenue budget meets the cost of ongoing capital spending e.g. maintenance of buildings etc.
  - (e) **Capital Receipts** – from the disposal of council assets.

- (f) **Prudential Borrowing** – this enables councils to borrow to fund capital investment provided that it is affordable. This is largely undertaken through the Public Works Loan Board (PWLB). The debt financing costs are also met by the Revenue Budget.
- 2.4 There is a fine dividing line, when deciding whether spending should be charged as day-to-day revenue spending or included within the Capital Programme:
- (i) **Spending less than £20,000** is considered to be revenue spending. This is the de minimis level that the Council sets.
  - (ii) **Annual maintenance** is considered to be revenue spending
- 2.5 Ideally, RBWM aims to cover recurring spending from its Revenue Budget and fund short life assets from external income sources. Borrowing is used to fund spending on longer life assets e.g. buildings and infrastructure.

### 3. NATIONAL FINANCIAL CONTEXT

- 3.1 Over recent years all unitary authorities have faced significant cuts as a result of austerity. This has had a significant impact on major investment decisions. The impact of COVID-19 has further impacted councils at unprecedented levels.
- (i) Government capital grants for funding capital projects have been cut significantly.
  - (ii) Material pressures on revenue budgets mean that councils are finding it harder to meet significant borrowing costs stemming from capital investment.
- 3.2 Council budgets have come under significant pressure resulting in some councils capitalising certain spending. This has allowed them to borrow to spread the cost of this spending over a number of years and ease the immediate pressure on the revenue budget e.g. capitalising debt interest.
- 3.3 Some councils have taken a more commercial approach to their assets. For example, they may have built or expanded car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.
- 3.4 Unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. However, it is expected that changes will be made to the lending terms of the PWLB in coming months in relation to such commercial investment following the current central government consultation.
- 3.5 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment and this is an option open to RBWM.

#### **4. FINANCIAL CONTEXT RBWM**

- 4.1 RBWM has the advantage of substantial and valuable land holdings. It has been pro-active and innovative in using these land holdings to generate capital receipts for new investment.
- 4.2 In some cases, the Council has used the capital receipt generated from the closure of a facility to largely fund its replacement. Unfortunately, the disposal can only take place once the new facility is built, which means that
- (i) The Council needs to borrow to fund the new facility initially
  - (ii) The Council carries the risk of holding and disposing of the previous asset.
- 4.3 In other cases, RBWM has been able to use s106 & CIL contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.
- 4.4 RBWM has also invested in its assets to generate income to support its Revenue Budget. This has included:
- (i) Converting and investing in council land to generate additional income from car parking provision.
  - (ii) Investing in commercial property to maintain a revenue income stream.
- 4.5 This has resulted in significant capital investment in recent years. Council borrowing is projected at £162m for 2021/22.
- 4.6 When building the Capital Programme for 2021/22 the cost of borrowing has been kept as low as possible by investing in essential schemes only. This is in addition to the schemes approved in previous years by Council. For 2021/22 debt financing costs, including MRP, are estimated at £5.6m. This will reduce in future years as disposals of council assets are used to repay short term debt. At the same time the investment will also have generated considerable income that will help the Council repay this debt.
- 4.7 Overall, RBWM has sought to keep Council tax levels to a minimum. This has meant that it has tightly controlled spending within its Revenue Budget, which in turn has had consequences for its capital budget, such as needing to:
- (i) Fund significant spending on maintaining assets from borrowing rather than funding this from within its Revenue Budget
  - (ii) Use capital to fund a number of short-term asset replacements.
  - (iii) Prioritise spending that generates future income to contribute to its Revenue Budget.
- 4.8 In the short term this has helped to spread the cost of this investment over a number of years and reduce the impact on the Revenue Budget.

- 4.9 However, in the longer term as borrowing increases, this places more and more pressure on the Revenue Budget, through increasing the level of debt financing costs.
- 4.10 Currently some £2m of ongoing regular capital investment, normally financed through the Revenue Budget, is within the Capital Programme. Over time the Council needs to return to meeting a larger share of this spending from a revenue contribution. This will enable it to allocate a larger share of its capital programme to long term projects and investing in the Borough.
- 4.11 Given the current pressures on the Revenue Budget, it will take some time to redress this balance.

## 5. RBWM CAPITAL STRATEGY

### Developing Capital Plans

- 5.1 Decisions around future capital investment should not be taken lightly as it often involves significant sums of money, which has a significant future impact on council finances.
- 5.2 The Council faces some tough choices against competing priorities and therefore always needs to balance the immediate benefit of investing in a new capital asset against the future financial sustainability of council finances. One of these tough choices will be whether to borrow to develop council assets to create long term revenue streams or whether to dispose of assets to help to reduce borrowing costs.
- 5.3 To strike this tough balance the Council will:
- (a) **Have clear capital investment priorities for all of its key services** – this will allow it to balance the needs of individual services against one another.
  - (b) **Develop clear business cases for major projects** – so that there is a clear understanding about the benefits that the project will deliver and whether these are worth the level of investment required.
  - (c) **Set clear objectives** – for example it needs to be clear about the payback period it expects from commercial invest to save schemes.
- 5.4 This prioritisation will be assisted by having:
- (a) **Surveys of all council assets** that set out maintenance requirements over time
  - (b) **Clear replacement strategies** – that show when assets need to be replaced and updated e.g. IT equipment and systems.
- 5.5 Given the long-term nature of capital investment, the Council should be able to plan ahead effectively and avoid the need for capital schemes to emerge at the last minute.

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

## **6. RBWM COUNCIL PRIORITIES**

- 6.1 The Council's priorities must be at the heart of any capital strategy.
- 6.2 Finance is both the enabler that allows the Council to deliver these key priorities and the constraints that the Council needs to work within as it makes tough decisions between those priorities.
- 6.3 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 July 2020. A refresh of the overall corporate strategy will be undertaken.
- 6.4 The current agreed interim key priorities for Windsor and Maidenhead are:

### Covid-19

- Immediate response
- Long term recovery
- New service requirements

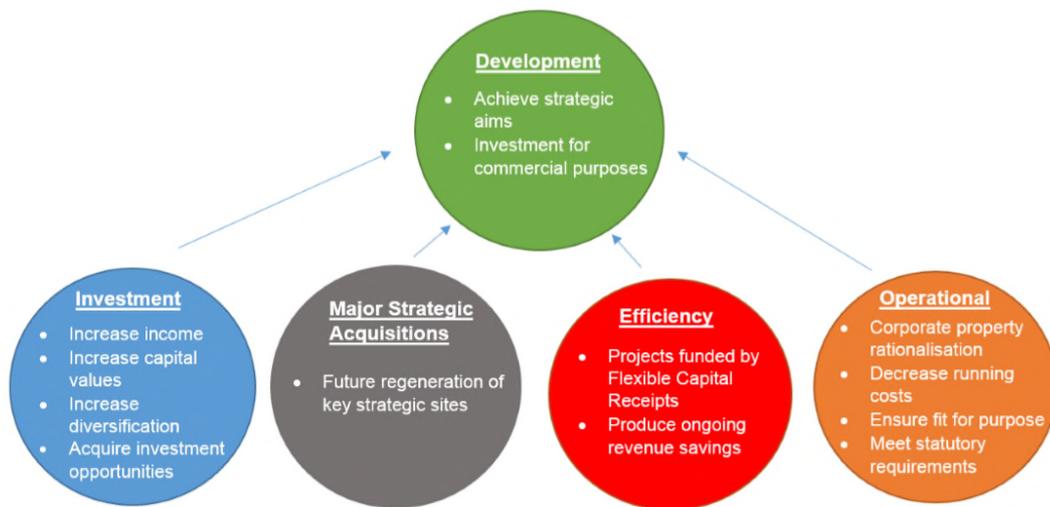
### Interim Focus Objectives

- 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

- 6.5 A number of these priorities involve long term capital investment in the Royal Borough.
- 6.6 The Council's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



## 7. SERVICE PRIORITIES FOR INVESTMENT

7.1 The Council's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, see **Table 1**.

**Table 1: RBWM service priorities for investment**

Directorate	Service priorities	Link to statutory or other plan	Link to Council priority
Adults, Health and Commissioning	<ul style="list-style-type: none"> <li>New accommodation provision for vulnerable people</li> <li>Maintenance and improvement of existing accommodation provision.</li> </ul>	<ul style="list-style-type: none"> <li>Adult Social Care Transformation Programme</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents</li> </ul>
	<ul style="list-style-type: none"> <li>Investment in highways infrastructure, including bridges and footpaths</li> <li>Investment in alternative transport linked to climate change</li> <li>Investment in road safety</li> </ul>	<ul style="list-style-type: none"> <li>Local Transport Plan</li> <li>Asset Management Plan</li> <li>Cycling Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Safe and vibrant communities</li> <li>Attractive, well connected borough</li> </ul>
	<ul style="list-style-type: none"> <li>One off pump priming investment in digital and communications infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Council Transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Office accommodation provision for commissioned services</li> </ul>		<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>

Directorate	Service priorities	Link to statutory or other plan	Link to Council priority
Children's Services	<ul style="list-style-type: none"> <li>Education: capacity to keep up with growth in population in partnership with Academy schools</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure Plan</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Education: capacity for children with additional needs in mainstream schools</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources</li> </ul>
	<ul style="list-style-type: none"> <li>Social Care: 18-25 supported accommodation for care leavers and those with additional needs</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion Strategy,</li> <li>Sufficiency Strategy,</li> <li>Council Transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources</li> </ul>
	<ul style="list-style-type: none"> <li>Social Care: 5-10 residential children's home places to challenge the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Sufficiency Strategy,</li> <li>Council Transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Healthy, skilled and independent residents,</li> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Office accommodation for services</li> </ul>		<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>
	<ul style="list-style-type: none"> <li>Modern technology platform for mobile and partnership working</li> </ul>	<ul style="list-style-type: none"> <li>Council transformation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Well managed resources, delivering value for money</li> </ul>

7.2 The Council also needs to be flexible enough to respond to opportunities to lever in additional external funding or grant that could partially fund an additional project alongside some capital investment from the Council.

## 8. DELIVERING CAPITAL PROJECTS

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

- (a) A procurement Strategy for the project
- (b) A project timetable and delivery plan
- (c) An updated financial assessment including the revenue implications

- (d) A clear assessment of project benefits and how these will be delivered and assessed.

8.2 The Council has established a Capital Programme Board (CPB) which oversees the delivery of the capital programme. CPB is an officer working group. It is an advisory / monitoring body and takes any decision-making power from the delegated authority of officers attending as set out in the scheme of delegation and the financial procedure rules within the Council's Constitution. It makes decisions where priorities and budgets are already agreed within the Council's Policy and Budget Framework. Any proposal that is outside the approved Policy and Budget framework will be referred to Cabinet and/or Council in accordance with the Constitution. The following summarises the terms of reference of the board:

**Membership**

- Executive Director of Place
- Head of Finance
- Head of HR, Corporate Projects and IT
- Head of Infrastructure and Sustainability
- Head of Commissioning – Infrastructure
- Capital Accountant.

**Support to the Board**

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

**Frequency**

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

**Overall Responsibilities**

- Advise on the Council's Capital Strategy in line with the Council's priorities.
- Ensure the effective development and delivery of the Capital Programme in line with the Council's Capital Strategy and Council priorities.
- Identify and monitor the resources available to fund the Capital Programme in the most efficient way.
- Oversee the gateway process for the Capital Programme.
- Monitor the progress of the Capital programme and key variances between plans and performance.
- Encourage and enable the development of learning, skills and capacity in the management of capital projects across the organisation.

**Priority Outcomes**

- An effective Capital Strategy and Capital Programme that optimises the resources available to deliver the Council's priorities.

- Continuous improvement in the development and delivery of the capital programme and that strategic capital investment is planned and delivered in the most efficient and effective way.
- Review completed of the previously approved Capital Programme in light of the 'new normal' environment the Council will operate in.
- Better management of capital projects, in line with best practice, ensuring benefits are realised.
- Effective bidding for external capital funding.
- Enhanced cross-service strategic working and partnerships with other organisations on the development and management of capital projects.
- That the Capital Strategy and Programme is funded in the most efficient way and fully integrated into the Medium-Term Financial Strategy of the Council.
- That lessons are learnt from capital projects undertaken by the Council.

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

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

## 9. FINANCIAL RISKS

9.1 Planning for the future can never be an exact science. There are many factors that the Council cannot control completely, COVID-19 being a prime example, which can have a significant impact on the viability of future capital plans.

- (a) **Revenue Budget** – ultimately the cost of borrowing to fund capital investment has to be met by the revenue budget. This means that the sustainability of the revenue budget as set out within the Budget Strategy is a key risk factor that impacts on the affordability of capital spending.
- (b) **Government Grants** – although Government Grants have reduced over time this still makes a significant contribution towards the cost and viability of major schools and highways schemes. This may improve further should the government award additional capital grant for infrastructure in future years.
- (c) **Interest Rates** – although currently at a very low level, any rise in interest rates will impact on the affordability and viability of key future capital projects.
- (d) **Project Creep** - projects delivered over a period of time are inherently risky. Tight cost control is needed to ensure that the project keeps within the spending envelope.
- (e) **Contractual Risk** – the cost of major projects can be heavily dependent on the level of competition that influences bids to deliver the scheme.

- 9.2 Capital Projects are inherently risky. There are significant risks that the costs of capital schemes can exceed the original capital programme allocation. There is also a delivery risk that projects can be late.
- 9.3 Funding capital investment represents a significant pressure on the Revenue Budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the project:
- (i) meets the council's objectives
  - (ii) is self-funding
  - (iii) delivers a realistic pay back in the case of invest to save schemes

## **10. SUMMARY AND CONCLUSION**

- 10.1 Capital investment decisions involve substantial sums of money and represent a long-term plan, which can extend well beyond the term of the existing Council.
- 10.2 Decisions on future capital investment therefore need to balance a range of different long-term priorities, often within tight financial constraints.
- 10.3 The strategy sets out some clear criteria for determining capital spending and deciding on the competing priorities.
- 10.4 The strategy also sets out a key delivery mechanism designed to deliver effective implementation of capital plans.

## CAPITAL PROGRAMME 2020/21 &amp; ONWARDS

	Revised Budget 2020/21			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
<b>Portfolio Summary</b>												
<b>Managing Director</b>												
Law & Governance	439	0	439	0	0	0	0	0	0	0	0	0
<b>Total Managing Director</b>	<b>439</b>	<b>0</b>	<b>439</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources Directorate</b>												
Library & Residential Services	276	(16)	260	354	0	354	0	0	0	0	0	0
Revenues & Benefits	14	0	14	30	0	30	0	0	0	0	0	0
Finance	266	0	266	1,652	0	1,652	330	0	330	406	0	406
Technology & Change Delivery	1,182	0	1,182	272	0	272	0	0	0	0	0	0
<b>Total Resources Directorate</b>	<b>1,738</b>	<b>(16)</b>	<b>1,722</b>	<b>2,308</b>	<b>0</b>	<b>2,308</b>	<b>330</b>	<b>0</b>	<b>330</b>	<b>406</b>	<b>0</b>	<b>406</b>
<b>Adults, Health &amp; Commissioning Directorate</b>												
Head of Commissioning - Infrastructure	14,893	(10,201)	4,692	11,967	(10,379)	1,588	450	0	450	8,650	0	8,650
Head of Commissioning - People	100	(100)	0	100	(100)	0	0	0	0	0	0	0
<b>Total Adults, Health &amp; Commissioning</b>	<b>14,993</b>	<b>(10,301)</b>	<b>4,692</b>	<b>12,067</b>	<b>(10,479)</b>	<b>1,588</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>
<b>Children's Services Directorate</b>												
Non Schools	1,079	(83)	996	0	0	0	0	0	0	0	0	0
Schools - Non Devolved	5,467	(2,330)	3,137	2,198	(1,898)	300	0	0	0	0	0	0
Schools - Devolved Capital	682	(682)	0	272	(272)	0	272	(272)	0	272	(272)	0
<b>Total Children's Services Directorate</b>	<b>7,228</b>	<b>(3,095)</b>	<b>4,133</b>	<b>2,470</b>	<b>(2,170)</b>	<b>300</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>
<b>Place Directorate</b>												
Communities & Enforcement & Partnerships	10,270	(2,020)	8,250	983	(383)	600	0	0	0	0	0	0
Housing	756	(756)	0	600	(600)	0	600	(600)	0	600	(600)	0
Planning Service	1,686	(480)	1,206	0	0	0	0	0	0	0	0	0
Property Service	6,367	(182)	6,185	32,590	(2,738)	29,852	23,389	0	23,389	10,849	0	10,849
Infrastructure, Sustainability & Transport	33	(20)	13	835	(592)	243	0	0	0	0	0	0
Green Spaces & Parks	52	(28)	24	250	(40)	210	0	0	0	0	0	0
<b>Total Place Directorate</b>	<b>19,164</b>	<b>(3,486)</b>	<b>15,678</b>	<b>35,258</b>	<b>(4,353)</b>	<b>30,905</b>	<b>23,989</b>	<b>(600)</b>	<b>23,389</b>	<b>11,449</b>	<b>(600)</b>	<b>10,849</b>
<b>Capital Programme Portfolio Total</b>	<b>43,562</b>	<b>(16,898)</b>	<b>26,664</b>	<b>52,103</b>	<b>(17,002)</b>	<b>35,101</b>	<b>25,041</b>	<b>(872)</b>	<b>24,169</b>	<b>20,777</b>	<b>(872)</b>	<b>19,905</b>

<b>External Funding</b>	£000	£000	£000	£000
Government Grants	(13,102)	(9,866)	(872)	(872)
CIL & S106 Contributions	(2,428)	(7,136)	0	0
Other Contributions	(1,368)	0	0	0
<b>Total External Funding Sources</b>	<b>(16,898)</b>	<b>(17,002)</b>	<b>(872)</b>	<b>(872)</b>
<b>Total Corporate Funding</b>	<b>26,664</b>	<b>35,101</b>	<b>24,169</b>	<b>19,905</b>



## RESOURCES

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Library &amp; Residential Services</b>													
CC53	Contact Centre - Ventilation & Back-up Generator	16	0	16	47	0	47	0	0	0	0	0	0
CC65	Refurbishment M'head, Windsor, Ascot , Eton Libs	16	0	16	16	0	16	0	0	0	0	0	0
CC97	Eton Wick Library - General Repairs	0	0	0	3	0	3	0	0	0	0	0	0
CC99	Eton Library – Open Access and Shop Front Repair	42	0	42	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Extension	20	0	20	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library Lease Repairs	1	0	1	18	0	18	0	0	0	0	0	0
CLE1	Cox Green Lib - Building Repairs Etc	10	0	10	0	0	0	0	0	0	0	0	0
CLE2	Dedworth Lib - Payment Kiosk, Replace Public PCs	20	0	20	0	0	0	0	0	0	0	0	0
CLE4	Cookham Library - Entrance Canopy & Repairs	1	0	1	0	0	0	0	0	0	0	0	0
CLE5	Maidenhead Lib - Redesign Reception & Repairs	4	0	4	0	0	0	0	0	0	0	0	0
CLE6	Upgrade Public PCs	61	0	61	0	0	0	0	0	0	0	0	0
CLE9	Windsor Lib - Replacement Public PC and Laptops	6	0	6	0	0	0	0	0	0	0	0	0
CLF5	Registrars Office - Redecoration	17	0	17	0	0	0	0	0	0	0	0	0
CLG3	General Library Improvements	38	0	38	20	0	20	0	0	0	0	0	0
CLG5	Maidenhead Library-Public Toilet Refurbishment	16	(16)	0	0	0	0	0	0	0	0	0	0
CLG6	Maidenhead Library-Heating	0	0	0	250	0	250	0	0	0	0	0	0
CYKH	York House - Customer Services	8	0	8	0	0	0	0	0	0	0	0	0
<b>Total Library &amp; Residential Services</b>		<b>276</b>	<b>(16)</b>	<b>260</b>	<b>354</b>	<b>0</b>	<b>354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues &amp; Benefits</b>													
CM00	Revenues & Benefits-Document Management System	14	0	14	30	0	30	0	0	0	0	0	0
<b>Total Revenues &amp; Benefits</b>		<b>14</b>	<b>0</b>	<b>14</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance</b>													
CA14	Transformation Projects	0	0	0	1,347	0	1,347	0	0	0	0	0	0
CA15	Capitalised Debt Charges	266	0	266	305	0	305	330	0	330	406	0	406
<b>Total Finance</b>		<b>266</b>	<b>0</b>	<b>266</b>	<b>1,652</b>	<b>0</b>	<b>1,652</b>	<b>330</b>	<b>0</b>	<b>330</b>	<b>406</b>	<b>0</b>	<b>406</b>
<b>Technology &amp; Change Delivery</b>													
CA11	Desktop PC Replacement Project	136	0	136	0	0	0	0	0	0	0	0	0
CA12	Modern Workplace Project-Phase 2	750	0	750	50	0	50	0	0	0	0	0	0
CA13	Key Infrastructure Upgrades & Hardware	200	0	200	0	0	0	0	0	0	0	0	0
CN00	Key Systems Infrastructure & Hardware Upgrades	96	0	96	0	0	0	0	0	0	0	0	0
CA16	MHR Pension Data Service Implementation	0	0	0	22	0	22	0	0	0	0	0	0
CA17	Delivery of IT Strategy	0	0	0	200	0	200	0	0	0	0	0	0
<b>Total HR Corporate Projects &amp; IT</b>		<b>1,182</b>	<b>0</b>	<b>1,182</b>	<b>272</b>	<b>0</b>	<b>272</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES CAPITAL PROGRAMME</b>		<b>1,738</b>	<b>(16)</b>	<b>1,722</b>	<b>2,308</b>	<b>0</b>	<b>2,308</b>	<b>330</b>	<b>0</b>	<b>330</b>	<b>406</b>	<b>0</b>	<b>406</b>

## ADULTS, HEALTH &amp; COMMISSIONING

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Head of Commissioning - Infrastructure</b>													
CC25	M4 Smart Motorway	35	0	35	50	(50)	0	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	6	(6)	0	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	25	0	25	0	0	0	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	5	0	5	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	60	0	60	0	0	0	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	149	(124)	25	0	0	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	200	0	200	0	0	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (LEP Match Funded)	1,971	(1,971)	0	888	(888)	0	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	13	(13)	0	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	16	(8)	8	0	0	0	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	12	0	12	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	30	(23)	7	0	0	0	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance**	310	0	310	200	(200)	0	0	0	0	0	0	0
CC86	VMS Support and Maintenance	78	(78)	0	0	0	0	0	0	0	0	0	0
CC89	Elizabeth Bridge	1,093	0	1093	0	0	0	0	0	0	0	0	0
CC90	Boulton Lock Car Park Extension	209	0	209	0	0	0	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	2	0	2	0	0	0	0	0	0	0	0	0
CC93	Bridge Scour Risk Assessments	2	0	2	0	0	0	0	0	0	0	0	0
CC94	Clarence Road Roundabout Safety Battery Back-up	8	0	8	0	0	0	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	418	0	418	600	0	600	0	0	0	0	0	0
CD01	LTP Feasibility Studies/Investigation/Devlop	162	(162)	0	0	0	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	50	0	50	0	0	0	0	0	0	0	0	0
CD10	Traffic Management**	225	(225)	0	200	(153)	47	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety*	2,112	(2,000)	112	1,517	(1,517)	0	0	0	0	0	0	0
CD13	Bridge Assessments**	340	0	340	150	(150)	0	0	0	0	0	0	0
CD14	Bridge Parapet Improvement Works	114	(14)	100	0	0	0	0	0	0	0	0	0
CD17	Replacement Street Lighting	313	(150)	163	0	0	0	0	0	0	0	0	0
CD22	Safer Routes to School	5	0	5	0	0	0	0	0	0	0	0	0
CD23	Local Safety Schemes	214	(175)	39	195	(195)	0	0	0	0	0	0	0
CD27	Cycling Capital Programme	69	(58)	11	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	60	(60)	0	0	0	0	0	0	0	0	0	0
CI83	Ditch Clearance and Soakway Improvement Programme**	0	0	0	100	(100)	0	0	0	0	0	0	0
CI84	Eton High Street Unsafe Electrical Boxes Removal	0	0	0	125	(125)	0	0	0	0	0	0	0
CI85	Column Replacement Safety Improvements**	0	0	0	150	(150)	0	0	0	0	0	0	0
CI86	Bridge Strengthening Scheme**	0	0	0	100	(100)	0	0	0	0	0	0	0
CI87	Street Lighting Structural Testing**	0	0	0	191	(191)	0	0	0	0	0	0	0
CI90	Soakaway/Manhole Clearance Programme**	0	0	0	100	(10)	90	0	0	0	0	0	0
CI93	Highway Drainage Schemes**	0	0	0	200	(32)	168	0	0	0	0	0	0
CD37	Car Park Improvements	100	0	100	100	(11)	89	0	0	0	0	0	0
CD42	Maidenhead Station Interchange & Car Park	2,117	(2,117)	0	0	0	0	0	0	0	0	0	0
CD43	Flood Prevention**	168	(168)	0	100	(100)	0	0	0	0	0	0	0
CD45	Public Conveniences-Refurbishment	10	0	10	0	0	0	0	0	0	0	0	0
CD50	Waste Transfer Station Apron-Refurbishment	65	0	65	0	0	0	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	450	0	450	450	0	450	450	0	450	8,650	0	8,650
CD72	Preliminary Flood Risk-Assessments	31	(31)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	31	(31)	0	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	1	(1)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	20	(20)	0	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	45	0	45	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	85	(85)	0	0	0	0	0	0	0	0	0	0
CD83	Traffic Signal Review	148	0	148	20	0	20	0	0	0	0	0	0

## ADULTS, HEALTH &amp; COMMISSIONING

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD86	Vicus Way & Tinkers Lane – Site Works	101	0	101	0	0	0	0	0	0	0	0	0
CD90	Maidenhead LP Housing Site Enabling Works - LEP	2,217	(2,217)	0	4,117	(4,117)	0	0	0	0	0	0	0
CD91	Windsor Town Centre Package - LEP	324	(324)	0	2,089	(2,089)	0	0	0	0	0	0	0
CD92	Telemetry System Replacement	50	0	50	0	0	0	0	0	0	0	0	0
CI94	Vicus Way Waste Transfer Station Site Works	0	0	0	70	(25)	45	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	0	0	0	0	0	0	0	0	0	0	0	0
CI88	Car Park Lighting	0	0	0	50	(50)	0	0	0	0	0	0	0
CI89	Car Park Surfacing and Lining	0	0	0	100	(100)	0	0	0	0	0	0	0
CI91	Car Park Signage	0	0	0	30	(21)	9	0	0	0	0	0	0
CI92	Parking Reviews	0	0	0	75	(5)	70	0	0	0	0	0	0
CF02	Emergency Active Travel Measures	140	(140)	0	0	0	0	0	0	0	0	0	0
CF03	Braywick Road Crossing	123	0	123	0	0	0	0	0	0	0	0	0
CF04	Pelican Crossing at Eton Wick	1	0	1	0	0	0	0	0	0	0	0	0
CF05	Waste Vehicles	200	0	200	0	0	0	0	0	0	0	0	0
CF06	Local Highways Fund	10	0	10	0	0	0	0	0	0	0	0	0
CF09	Maidenhead Local Plan Site Works	0	0	0	0	0	0	0	0	0	0	0	0
CN80	CRM Upgrade / Jadu Contract	150	0	150	0	0	0	0	0	0	0	0	0
<b>Total Head of Commissioning - Infrastructure</b>		<b>14,893</b>	<b>(10,201)</b>	<b>4,692</b>	<b>11,967</b>	<b>(10,379)</b>	<b>1,588</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>
<b>Head of Commissioning - People</b>													
CT62	Adult Services Case Management System	100	(100)	0	100	(100)	0	0	0	0	0	0	0
<b>Total Head of Commissioning - People</b>		<b>100</b>	<b>(100)</b>	<b>0</b>	<b>100</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ADULTS, HEALTH &amp; COMMISSIONING CAPITAL PROGRAMME</b>		<b>14,993</b>	<b>(10,301)</b>	<b>4,692</b>	<b>12,067</b>	<b>(10,479)</b>	<b>1,588</b>	<b>450</b>	<b>0</b>	<b>450</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>

\* See Annex B2 &amp; \*\* Annex B3 for 2021/22 scheme detail

## CHILDREN'S SERVICES

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Non Schools</b>													
CKVH	2Yr old capital entitlement	6	(6)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme	40	(40)	0	0	0	0	0	0	0	0	0	0
CKVX	Pinkneys Green Storage Facility	7	(7)	0	0	0	0	0	0	0	0	0	0
CKVY	Youth Voice Youth Choice	15	0	15	0	0	0	0	0	0	0	0	0
CKVZ	Rebuild of Windsor Youth Workshop Garage	49	0	49	0	0	0	0	0	0	0	0	0
CKWA	The Manor Youth Centre Refurbishment	13	0	13	0	0	0	0	0	0	0	0	0
CT61	AfC Case Management System	919	0	919	0	0	0	0	0	0	0	0	0
<b>Total Non Schools</b>		<b>1,079</b>	<b>(83)</b>	<b>996</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools - Non Devolved</b>													
CSDQ	Urgent Safety Works Various Schools	50	(50)	0	0	0	0	0	0	0	0	0	0
CTBC	SEND Special provision	500	(500)	0	0	0	0	0	0	0	0	0	0
CTBC	School Condition schemes	0	0	0	1,111	(1,111)	0	0	0	0	0	0	0
CTBC	Special Provision Capital schemes	0	0	0	727	(727)	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	341	(341)	0	0	0	0	0	0	0	0	0	0
CSFF	School Kitchens	63	(63)	0	0	0	0	0	0	0	0	0	0
CSGR	Charters Expansion	14	(14)	0	0	0	0	0	0	0	0	0	0
CSGS	Larchfield Primary Safeguarding & Entrance Works	110	(110)	0	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	44	(31)	13	0	0	0	0	0	0	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	16	0	16	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	200	0	200	0	0	0	0	0	0	0	0	0
CSHU	Windsor Girls Expansion	14	0	14	0	0	0	0	0	0	0	0	0
CSHV	Lowbrook Expansion	16	0	16	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	1308	0	1308	0	0	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	235	(205)	30	0	0	0	0	0	0	0	0	0
CSJF	Structural Works at Various Schools	39	(39)	0	0	0	0	0	0	0	0	0	0
CSJJ	Replacement and Repair of Windows Various Schools	326	(326)	0	0	0	0	0	0	0	0	0	0
CSJM	Primary School Paths and Access Routes	14	(14)	0	0	0	0	0	0	0	0	0	0
CSJR	Works to explore expansions for all Schools	126	0	126	0	0	0	0	0	0	0	0	0
CSJW	School Gutters, Soffit Replacements	30	(30)	0	0	0	0	0	0	0	0	0	0
CSJX	St Peters Middle	1,414	0	1414	300	0	300	0	0	0	0	0	0
CSKA	Alexander School Kitchen Refurbishment	100	(100)	0	0	0	0	0	0	0	0	0	0
CSKC	Boyne Hill School Boiler Conversion & Upgrade	100	(100)	0	0	0	0	0	0	0	0	0	0
CSKD	Sch Water Pipework Rplment-Oakfield & The Lawns	40	(40)	0	0	0	0	0	0	0	0	0	0
CSKE	Wraysbury Boiler Replacement and Upgrade	87	(87)	0	0	0	0	0	0	0	0	0	0
CSKF	Maidenhead Nursery Boiler Replacement & Upgrade	30	(30)	0	0	0	0	0	0	0	0	0	0
CSKG	Internal Upgrade - Wessex Nursery	60	(60)	0	60	(60)	0	0	0	0	0	0	0
CSKH	Schools-Fire Safety Compliance / H&S Works	150	(150)	0	0	0	0	0	0	0	0	0	0
CSKJ	Homer School Hall Floor Replacement	40	(40)	0	0	0	0	0	0	0	0	0	0
<b>Total Schools - Non Devolved</b>		<b>5,467</b>	<b>(2,330)</b>	<b>3,137</b>	<b>2,198</b>	<b>(1,898)</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools - Devolved Capital</b>													
CJ77	Budget Only NDS Devolved Capital	682	(682)	0	272	(272)	0	272	(272)	0	272	(272)	0
<b>Total Schools - Devolved Capital</b>		<b>682</b>	<b>(682)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>
<b>TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME</b>		<b>7,228</b>	<b>(3,095)</b>	<b>4,133</b>	<b>2,470</b>	<b>(2,170)</b>	<b>300</b>	<b>272</b>	<b>(272)</b>	<b>0</b>	<b>272</b>	<b>(272)</b>	<b>0</b>



Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 Proposed Budget Incl Slippage			2022/23 Indicative budget			2023/24 Indicative budget		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
<b>Communities &amp; Enforcement &amp; Partnerships</b>													
CZ18	Braywick Leisure Centre	6,926	(631)	6,295	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	243	0	243	300	0	300	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	3	0	3	0	0	0	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	50	(50)	0	0	0	0	0	0	0	0	0	0
CR24	Windsor Squash Courts	284	(284)	0	284	(284)	0	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	232	(330)	(98)	0	0	0	0	0	0	0	0	0
CV37	4, Marlow Road-Essential Annual Maintenance	3	0	3	0	0	0	0	0	0	0	0	0
CV39	Ockwells Park-Phase 3 Improvements	135	(31)	104	0	0	0	0	0	0	0	0	0
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	52	0	52	0	0	0	0	0	0	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	16	0	16	40	(40)	0	0	0	0	0	0	0
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	375	(375)	0	19	(19)	0	0	0	0	0	0	0
CV43	Braywick Park-Sports Pitch Improvements	185	(185)	0	0	0	0	0	0	0	0	0	0
CC47	CCTV Replacement	229	0	229	0	0	0	0	0	0	0	0	0
CC60	Hostile Vehicle Mitigation Measures for Windsor	808	(25)	783	0	0	0	0	0	0	0	0	0
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	0
CC6B	Hostile Vehicle Mitigation Measures-Windsor Ph 1B	25	(25)	0	0	0	0	0	0	0	0	0	0
CD46	Alley Gating	10	0	10	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	6	0	6	0	0	0	0	0	0	0	0	0
CE08	Air Quality Monitoring	134	(74)	60	40	(40)	0	0	0	0	0	0	0
CI22	Tree Planting & Maintenance	289	0	289	100	0	100	0	0	0	0	0	0
CI82	Highways Works Programme-Tree Replacement	0	0	0	200	0	200	0	0	0	0	0	0
CX64	Windsor Coach Park Lift Upgrade	35	(10)	25	0	0	0	0	0	0	0	0	0
CX65	Goswell Hill-Night Time Economy Measures / ASB	50	0	50	0	0	0	0	0	0	0	0	0
CX66	Oak Processionary Moth Treatment	20	0	20	0	0	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	20	0	20	0	0	0	0	0	0	0	0	0
CY13	Economic Development	3	0	3	0	0	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	2	0	2	0	0	0	0	0	0	0	0	0
CY20	Community Warden Vehicles	49	0	49	0	0	0	0	0	0	0	0	0
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	18	0	18	0	0	0	0	0	0	0	0	0
CY30	Tinkers Lane Depot-Updates Site Management	60	0	60	0	0	0	0	0	0	0	0	0
CY31	Victoria Street MSCP-Measures to Reduce ASB	1	0	1	0	0	0	0	0	0	0	0	0
<b>Total Communities &amp; Enforcement &amp; Partnerships</b>		<b>10,270</b>	<b>(2,020)</b>	<b>8,250</b>	<b>983</b>	<b>(383)</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure, Sustainability &amp; Transport</b>													
CLC5	Heritage Education Space Old Windsor	20	(20)	0	0	0	0	0	0	0	0	0	0
CLF4	RBWM Audio Upgrade	13	0	13	0	0	0	0	0	0	0	0	0
CD97	Cycling Action Plan-Delivery	0	0	0	405	(405)	0	0	0	0	0	0	0
CY33	Climate Strategy-Projects	0	0	0	165	(27)	138	0	0	0	0	0	0
CY34	Major Scheme Business Case Development	0	0	0	265	(160)	105	0	0	0	0	0	0
<b>Total Infrastructure, Sustainability &amp; Transport</b>		<b>33</b>	<b>(20)</b>	<b>13</b>	<b>835</b>	<b>(592)</b>	<b>243</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Green Spaces &amp; Parks</b>													
CC44	Allotments Windsor & Maidenhead	8	(8)	0	20	0	20	0	0	0	0	0	0
CC82	Braywick Compound Works	12	(12)	0	0	0	0	0	0	0	0	0	0
CC87	Public Rights of way - General	3	0	3	40	0	40	0	0	0	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	14	0	14	0	0	0	0	0	0	0	0	0
CF08	Ray Mill Island Access Works	0	0	0	25	0	25	0	0	0	0	0	0
CV03	Parks Improvements	5	0	5	50	0	50	0	0	0	0	0	0
CV30	Play Areas - Replacement Equipment	2	0	2	40	(40)	0	0	0	0	0	0	0
CV45	Parks & Open Spaces- Access / Security Measure	0	0	0	75	0	75	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Ph 2	8	(8)	0	0	0	0	0	0	0	0	0	0
<b>Total Green Spaces &amp; Parks</b>		<b>52</b>	<b>(28)</b>	<b>24</b>	<b>250</b>	<b>(40)</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PLACE CAPITAL PROGRAMME</b>		<b>19,164</b>	<b>(3,486)</b>	<b>15,678</b>	<b>35,258</b>	<b>(4,353)</b>	<b>30,905</b>	<b>23,989</b>	<b>(600)</b>	<b>23,389</b>	<b>11,449</b>	<b>(600)</b>	<b>10,849</b>

## HIGHWAYS RESURFACING PROGRAMME 2021-22

Ward	Road Name and Scheme Limits	Proposed Treatment	Estimate £'000
<b>SURFACE DRESSING / MICRO ASPHALT</b>			
Bisham & Cookham	A4094 Sutton Road, Cookham – Between Sutton Close & School Lane	Patch, Surface Dress in racked 6/10mm, premium binder and lockdown	13
Clewer & Dedworth East	Rycroft	Patch and Micro Asphalt	18
Pinkneys Green	Sections of A308 Furze Platt Rd / Marlow Road, Maidenhead - Between Lee Lane and Golden Ball Lane.	Patch, Surface Dress in racked 6/10mm, premium binder and lockdown	19
Sunningdale and Cheapside	Chanctonbury Drive	Micro Asphalt (following joint sealing and repairs in 2020)	15
<b>PLANE AND RESURFACE</b>			
Ascot & Sunninghill	Elizabeth Gardens	Areas of deep repair. Relaying of kerbs. Edge planing, scabbling and overlay in 30mm of AC10.	55
Ascot & Sunninghill	Spring Gardens	PRS 30mm of 10mm DBM	15
Belmont, Furze Platt and Riverside	B4447 Cookham Road - Roundabout circulatory with Clievemont Road and Donnington Gardens and southern approach to roundabout.	PRS 40mm of 14mm SMA	25
Bisham & Cookham	Marlow Road, Bisham - Junction with Quarrywood Road to Marlow Bridge Lane (Rivermead Court)	PRS 40mm of 14mm SMA	20
Bisham & Cookham	School Lane	PRS 30mm of 10mm DBM	37
Bray	A308 Windsor Road - Sections in the length between Monkey Island Lane to 200m west of Tithe Barn Drive.	PRS 40mm of 14mm SMA	115
Bray	A308 Windsor Road / Holyport Road junction - 20m east of junction to M4 bridge - Northbound lane only - Southbound lane done in 2020	PRS Hot rolled asphalt	35
Clewer East	Green Lane (York Road to Imperial Road)	PRS 40mm of 14mm SMA	65
Clewer East / Clewer & Dedworth East	Clewer Hill Road, Windsor - Winkfield Rd to Perrycroft	PRS 40mm of 14mm SMA	67
Datchet, Horton & Wraybury	B470 London Road, Datchet - Junction with Riding Court Road	PRS 40mm of 14mm SMA	17
Datchet, Horton & Wraybury	Wraybury Road - Heron Lane Road to borough boundary - Sections within this length	Combination of PRS 40mm of 14mm SMA - PSV 65 and sections of patching.	73
Datchet, Horton & Wraybury	Wellely Road, Wraybury - Sections in the length between Hill View Road to The Avenue	PRS 40mm of 14mm SMA	75
Datchet, Horton & Wraybury	B3026 Eton Road, Datchet - Eton Close to Castle Avenue in sections	PRS 40mm of 14mm SMA	41
Eton & Castle	Slough Road, Eton - Entry and exit to the A332 roundabout	PRS 40mm of 14mm SMA	30
Eton & Castle	Charles House	PRS 30mm of 10mm DBM	12
Furze Platt	Malvern Road	PRS 30mm of 10mm DBM	57
Hurley & Walthams	Rose Lane - From junction with Henley Road for approximately 200 metres	PRS 40mm of 14mm SMA. Additional binder where needed.	23
	<b>Fees</b>		150
	<b>Assessments</b>		50
	<b>Legal Services/Traffic Orders</b>		40
	<b>Minor Patching</b>		180
	<b>Major Patching Schemes/Repairs</b>		190
	<b>Anti Skid/Special Surface Repairs</b>		30
	<b>Extreme Weather Damage Repairs</b>		50
		<b>Total</b>	<b>1,517</b>

A reserve list is in place should any of the above schemes not proceed.

## RBWM HIGHWAYS, TRANSPORT AND FLOODING CAPITAL PROGRAMME 2021-22

£'000

<b>Local Safety Schemes</b>				<b>195</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
A329 London Rd/B383 Silwood Rd/Buckhurst Rd	Reduced speed limit, traffic islands	Sunningdale & Cheapside	Sunninghill & Ascot	30
A330 Ascot Rd/Drift Rd	Safety improvements at roundabout	Bray	Bray	30
B373 Wraysbury Road Staines	Traffic calming	Datchet, Horton & Wraysbury	Wraysbury	40
B383 Mounts Hill/Hatchet Lane	Turning restriction at junction	Old Windsor	Old Windsor	20
A330 Ascot Rd/B3024 Forest Green Rd	Safety Improvements at junction	Bray	Bray	30
A308 Maidenhead Rd/B3024 Oakley Green Rd	Safety Improvements at junction	Clewe & Dedworth West, Bray	Bray	25
Local safety schemes	TBA	TBA	TBA	20
<b>Bridge Assessments/ Inspections and Scour Assessments</b>				<b>150</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
General inspections	Annual inspection programme	Borough wide	Boroughwide	37
Principal inspections	Annual inspection programme	Borough wide	Boroughwide	28
Special inspections	Jesus Hospital & Guards club F'bridges	Borough wide	Boroughwide	10
Superficial inspections	Annual inspection programme	Borough wide	Boroughwide	22
Emergency calls out of hours	Average allowance	Borough wide	Boroughwide	6
Abnormal loads	Review 3rd party permits	Borough wide	Boroughwide	14
Professional Services	Technical Approval, Inquiries, CDM regs, Insurance Claims	Borough wide	Boroughwide	25
Reactive work through year		Borough wide	Boroughwide	9
<b>Bridge Strengthening Schemes</b>				<b>100</b>
Jesus Hospital Footbridge (ID 204)	Feasibility study for Deck Replacement	Bray	Bray	20
Guards Club Island Footbridge	Feasibility study for Replacement/deck replacement	St Marys	N/A	20
Hogs Bridge	Parapet repairs	Bray	Bray	10
Holyport Green Culvert (Ascot Rd, Holyport)	Feasibility study for Deck replacement/repair	Bray	Bray	15
Smiths Green Culvert (Sunninghill Road, Ascot)	VRS Feasibility study	Ascot & Sunninghill	Ascot & Sunninghill	5
Schemes to be identified through the year		Boroughwide	Boroughwide	30
<b>Streetlighting Structural Testing</b>				<b>191</b>
Structural Testing	Structural testing of High Amber grade columns	Borough Wide	Boroughwide	35
Column replacement	Column replacement of Red grade columns after testing	Borough Wide	Boroughwide	156
<b>Soakaway/ Manhole clearance programme</b>				<b>100</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Soakaway Cover Replacement	Based on a 25% requirement of 200 soakaways surveyed	Borough Wide		20
Soakaway cleansing incl disposal of raisings	Based on 200 soakaways attended of the approx. 2000 in existence.	Borough Wide		80
<b>Footway Maintenance &amp; Construction</b>				<b>200</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Footway and verge protection schemes identified in year	Verge and footway protection measures	Boroughwide	Boroughwide	30
Great Hill Crescent, Maidenhead	Footway resurfacing	Boyn Hill	N/A	38
Talbots Drive, Maidenhead	Footway resurfacing	Boyn Hill	N/A	19
Hanover Close, Dedworth	Replace slab paving with asphalt	Clewer & Dedworth East	N/A	6
Perrycroft, Dedworth	Footway reconstruction in patches / sections	Clewer & Dedworth East	N/A	10
Rycroft, Dedworth	Footway reconstruction in patches / sections	Clewer & Dedworth East	N/A	9
Rydings, Dedworth	Footway reconstruction in patches / sections	Clewer & Dedworth East	N/A	9
Staines Road, Wraysbury - West side (From Oast House Close to Magna Carta Lane) - Sections	Resurfacing overlay	Datchet, Horton & Wraysbury	Wraysbury	23
Albert Road, Old Windsor - Lighting column 008 to opposite Lighting column 012	Footway reconstruction and edge strengthening	Old Windsor	N/A	25
Crimp Hill, Old Windsor - South of Bear Rails Park entrance	Footway reconstruction and edge strengthening	Old Windsor	Old Windsor	14
A30 London Road, Sunningdale - North Footway (From Evergreen to Devenish Road)	Footway resurfacing	Sunningdale & Cheapside	Sunningdale	17

<b>Flood prevention</b>				<b>100</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Wraysbury & Horton Drains, Wraysbury	Maintain and improve flow	Datchet, Horton & Wraysbury	Wraysbury	23
Cookham - various locations	Reduce impact of ground water on highway	Bisham & Cookham	Cookham	15
Penn Road, Datchet	Flap valve at Datchet Common Brook	Datchet, Horton & Wraysbury	Datchet	10
Schemes arising during the year, including fees	Non highway Drainage works	Borough wide		53
<b>Traffic Management Schemes</b>				<b>200</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
A308 Windsor Road	Reduced speed limit - 40mph to 30mph	Bray	Bray	25
B4447 Switchback Rd North	New raised zebra crossing	Furze Platt	N/A	25
A308 & B4447 North Maidenhead	HGV signing review	Bisham & Cookham, Pinkneys Green, Furze Platt, Belmont, St Mary's	Cookham	30
Eton Wick Road/Sheepcote Road	Raised ped table crossing and footway build-out	Eton & Castle	Eton	30
Clewer Hill Road adj to Ellison Close	Conversion of zebra crossing to humped zebra	Clewer & Dedworth East, Clewer East	N/A	10
B4447 Maidenhead Rd	Safety impts at Cannondown Rd railway bridge	Bisham & Cookham	Cookham	25
B3024 Oakley Green Road	Trial traffic build outs and 30mph speed limit	Bray	Bray	5
Golden Ball Lane	Permanent road closure	Pinkneys Green	N/A	10
A30/Broomhall Lane, Sunningdale	Extended right turn lane	Sunningdale & Cheapside	Sunningdale	15
Minor traffic management schemes/speed limit reviews	TBA	Sunningdale & Cheapside	Sunningdale	25
<b>Column Replacement Safety Improvements</b>				<b>150</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Electrical Testing	Electrical safety testing of columns	Borough wide	Boroughwide	24
Column replacement for safety	Replacement of failed columns (relates to Concrete, fault report, RTA)	Borough wide	Boroughwide	61
LED Upgrade and safety replacement	LED upgrade to modernise the remaining lighting stock, bulkheads, floodlights, bridge lights, subway lights in line with the rest of the Borough	Borough wide	Boroughwide	65
<b>Ditch Clearance &amp; Soakway Improvement Programme</b>				<b>100</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Proposed grip cutting		Borough wide	Boroughwide	6
Gulley grating replacements	Based on 100 replacement gulley grates	Borough wide	Boroughwide	30
Ditch clearance		Borough wide	Boroughwide	10
Schemes arising during the year and fees		Borough wide	Boroughwide	55
<b>Highway Drainage Schemes</b>				<b>200</b>
<b>Scheme</b>	<b>Details</b>	<b>Ward/s</b>	<b>Parish</b>	
Meadow Way, Old Windsor	Soakaway and gulley	Old Windsor	Old Windsor	6
Priest Hill/Burfield Road, Old Windsor	Highway drainage improvements	Old Windsor	Old Windsor	15
Boroughwide	Minor drainage improvements work programme	Borough wide	Boroughwide	79
Schemes to be identified through the year		Borough wide	Boroughwide	100

A reserve list is in place should any of the above schemes not proceed.

## Previously approved Major Schemes 2021/22 onwards

Scheme Name	Date Approved	2021/22				2022/23 Net Cost £000k	2023/24 Net Cost £000k	Total Net Cost
		Scheme Cost £'000k	S106 £'000	CIL £'000	Net 2021/22 £'000			
RBWM Affordable Housing	Council July 2018	4,490			4,490	7,017	-	11,507
Broadway Car Park, Maidenhead	Council August 2018	2,430		(1,630)	800	13,756	10,849	25,405
Vicus Way Car Park, Maidenhead	Council June 2018	7,855		(1,108)	6,747	2,616		9,363
Maidenhead Development	Council February 2016	15,950			15,950			15,950
River Thames Scheme	Council April 2015	450	-	-	450	450	8,650	9,550
<b>Total</b>		<b>31,175</b>	<b>-</b>	<b>(2,738)</b>	<b>28,437</b>	<b>23,839</b>	<b>19,499</b>	<b>71,775</b>

CAPITAL BIDS 2021/22 - SCHEME DETAIL				Scheme Funding			
RefNo.	Scheme Name	Description	Scheme Cost £'000	S106 £'000	Grant £'000	CL £'000	NET £'000
<b>Fully funded bids</b>							
1	School Condition Allocation schemes	School repairs and maintenance schemes to be carried out in the 2021/22 financial year. Further detail available in December 2020 Schools condition allocation report to Cabinet.	1,111	-	(1,111)	-	-
2	Special Provision Capital Fund	On 27th August Cabinet will, hopefully, approve in principle the opening of new Resource Bases at four schools in the borough. This will be a phased programme with two bases opening for September 2021 and two for September 2022. Those decisions are not yet final, however, being subject to approval from the governing bodies of the involved schools and then a final, formal, statutory process. This approvals process should conclude for Phase 1 schools this autumn, and for Phase 2 schools next summer.  It is our intention, therefore, that this line can be split down into specific projects as those final approvals come through. This will also enable much better profiling of the spend over the three financial years involved (2020/21, 2021/22 and 2022/23).	727	-	(727)	-	-
3	Devolved Formula Capital	Schools fully funded devolved formula capital allocation	272	-	(272)	-	-
4	Disabled Facilities Grants	Local Authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs adaptions fund and provide an essential mechanism for supporting people with disabilities to live independently within their home. Common adaptations include providing residents access to their bedrooms, bathroom and undertaking tasks such as cooking within the home. Ramps, widening doorways, and, stair lifts.  Adaptations prevent admissions to hospital and residential care. DFGs are also able to prevent or decrease social care costs as the number of carers and the frequency of carers attending the property is likely to be decreased following an adaptation that allows the resident to undertake the task independently. DFGs also improve quality of life by enabling disabled people to live independently in their homes, to be more active in their community and maintain and sustain employment.	600	-	(600)	-	-
5	Local Safety Schemes	Programme to improve road safety and reduce the number of personal injuries as a result of road crashes. Road crash data is analysed in order to identify a prioritised schedule of sites. Casualty numbers have fallen to a historic all-time low but innovation is required to contribute to on-going casualty reduction.	195	-	(195)	-	-
6	Ditch clearance and soakway improvement programme	Programme of ditch, soakway and manhole clearance through the borough to allow the free flow of water, local flooding, surface water on the network and reducing claims and damage	100	-	(100)	-	-
7	Flood Prevention	The Borough are currently undertaking a number of Catchment Studies and condition surveys on a number of watercourses. Further investigations are likely to be required as part of the Borough's ongoing management of flood risk and the Capital Flood Prevention budget makes provision for urgent flood risk management works and ongoing maintenance of flood risk assets.	100	-	(100)	-	-
8	M4 Smart Motorway	The construction of the M4 Smarter motorway has commenced, with anticipated completion in Spring 2022. The scheme is likely to have a significant impact upon traffic within RBWM as a result of the construction activity. In order to minimise the risk of traffic disruption, additional resources will be required in order to maintain dialogue with Highways England and their contractors throughout the construction period. As well as assessment of drainage implications, the reconstruction of the existing hard shoulder as a traffic lane, the scheme involves replacement bridges at a number of locations across the Borough. The scheme is likely to have a significant impact upon traffic within RBWM, as a result of the construction activity. In order to minimise the risk of traffic disruption, addition resources will be required in order to maintain dialogue with Highways England and their contractors throughout the construction period.	50	-	(50)	-	-
9	Eton High Street unsafe electrical boxes removal and column scheme	As per above, however instead of replacing the boxes, the boxes would be removed, the electrical supply brought down to ground level back on Highway Land in the form of a column scheme. This would also allow for Wi Fi kit to be installed in the future. This scheme is to be split over 2 years, and requires the same level of funding next year.	125	-	(125)	-	-
10	Roads resurfacing	The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment.	1,517	-	(1,517)	-	-
11	Column replacement safety improvements	Remaining 200 concrete columns to be replaced with steel columns which is needed for safety improvements, automatic upgrade to LED as part of the roll out	150	-	(150)	-	-
12	Bridge Assessments/ Inspections and Scour Assessments	The Council has a statutory duty to undertake inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. A review of these assessments allows the Council to develop a works programme for essential capital works, including safety repairs to structures, parapet walls, weight and height limit signing, pedestrian facilities, as well as identifying structures in need of more extensive strengthening works. Safety inspections and assessment of structures most likely to be subject to scour action - major river bridges. These inspections will form an assessment list which will be carried out the following financial year.	150	-	(150)	-	-
13	Bridge Strengthening Scheme	Programme of works identified as a result of bridge assessments and inspections. Works necessary to maintain highway safety and traffic movement, including safety repairs to the structure, parapet walls, etc.	100	-	(100)	-	-
14	Footway Maintenance and Construction	Programme to fund requests for sections of new footways, as well as minor repairs and maintenance of existing footways. Also includes creation of new crossing points.	200	-	(200)	-	-
15	Maidenhead Missing Links - match funding for LEP bid	The purpose of this scheme is to improve pedestrian / cycle links between planned major developments in and around Maidenhead, improving their connectivity with surrounding residential areas and local facilities.  A new 'inner-ring route' is proposed for pedestrians and cyclists with new / enhanced crossings over the A4, which is a major barrier to cycling and where there are clusters of cyclist casualties at all the main junctions. The routes will tie into public realm enhancements / paving schemes in the town centre.  This project supports manifesto commitments to: - Continue with the relentless commitment to deliver regeneration of Maidenhead - Develop and maintain cycle routes - Improve access into the town centre for pedestrians - Support shared space arrangements to bring life to parts of the town centre  The Local Enterprise Partnership has provisionally allocated £3.048 million to the scheme subject to production of a satisfactory major scheme business case.	328	-	(328)	-	-
16	Street Lighting structural testing	RBWM street lighting assets are due structural testing as per safety compliance and contract. Safety compliance with electrical and structural tests should be prioritised to make sure RBWM is not comprised.	191	-	(191)	-	-
17	Car Park Lighting	Improvements to Lighting in 4 MSCP's	50	(50)	-	-	-

CAPITAL BIDS 2021/22 - SCHEME DETAIL				Scheme Funding			
Refno.	Scheme Name	Description	Scheme Cost £'000	S106 £'000	Grant £'000	CL £'000	NET £'000
18	Cycling action plan delivery	Development and implementation of cycle schemes identified through the Cycling Action Plan to support Local Transport Plan objectives and manifesto commitments. Includes Safer routes to schools to develop high quality walking and cycling networks and in particular improving access to key destinations such as schools. Includes feasibility studies and the development of schemes.	405	(223)		(182)	-
19	Parks and Open Spaces - Play equipment	Major repairs and replacements	40			(40)	-
20	Environment Protection -	Air Quality Monitoring fixed stations	40	(40)			-
21	Clewer Pavilion scheme	Phase 2 works to complete community asset	40			(40)	-
22	Windsor Town Centre Package	CLL funded element of LEP scheme. Total scheme cost £2.413m	850			(850)	-
23	Car Park Surfacing and Lining	Resurfacing and lining works to car parks including River Street, Alma Road, Alexandra Gardens, Romney Lock, Home Park, King Edward VII Avenue, Victoria Street, Windsor Leisure Centre, Stafferton Way, London Road, Horton Road, Queens Road, The Avenue, Ascot High Street etc	100	(100)			-
<b>Total</b>			<b>7,441</b>	<b>(413)</b>	<b>(5,916)</b>	<b>(1,112)</b>	<b>-</b>
<b>Corporately funded bids</b>							
24	Traffic Management	On-going programme for the development of measures to improve traffic conditions. Includes schemes identified as local concerns, through petitions, priorities identified through ward members and from local residents. Schemes include the review of speed limits, speed management measures, new pedestrian crossings, junction capacity, improvements to lining, new or improved signs and operational improvements. Supports in-year priorities identified.	200	(153)			47
25	Soakaway/manhole clearance programme	Programme of soakaway and manhole clearance through the borough to allow the free flow of water and reduce surface water on our network, reducing claims and damage.	100	(10)			90
26	Car Park Signage	Improvements to entry signage and tariff boards in all car parks	30	(21)			9
27	Car Park Improvements	Improvements to all car parks including lighting, signage and structural works	100	(11)			89
28	Parking Reviews	Review of parking schemes and restrictions throughout the borough	75	(5)			70
29	MHR Pension data service implementation.	From April 2021, Local Government Pension Scheme (LGPS) and Teacher Pensions (TP) are both moving away from annual to monthly data collection (end of year returns), HMRC have already done this and all pension schemes will follow. The capital bid is requested for installing the MHR Pension Data Service (PDS), in the HR information system iTrent. This which will enable the production of the data in a format for sharing with LGPS and TP for the new mandatory reporting requirement from April 2021. There is no other provision from the iTrent provider MHR to allow this data to be provided apart from via PDS. This will incur an addition annual revenue cost of £13k that is being included in the 21/22 pressures list.	22				22
30	Delivery of IT strategy	Delivery of projects in the IT strategy such as network redesign, telephony, remote access and cloud based solutions. In addition to ongoing improvement of cyber security and public sector network compliance.	200				200
31	Climate Strategy Projects	Projects for the development of: - District heat networks £35k - Solar projects £100k Will be used to secure match funding from external bids. Includes a number of different initiatives to help improve air quality and reduce congestion. This includes a review of traffic measures in areas with identified air quality issues and initiatives to improve traffic flow where this does not impact road safety.	165	(27)			138
32	Major Scheme Business Case Development	Development of business case for major scheme bids in order to release Local Enterprise Partnership funding. Essential to secure outside funding to contribute towards RBWM identified priority schemes.	265	(70)	(90)		105
33	Highway Drainage Schemes	Programme of schemes to prevent flooding to property and the highway network. Schemes are prioritised in order of their severity, impact and risk to the Council and users of the highway network.	200	(32)	0.00		168
34	Vicus Way waste transfer station site works (Contractual landlord obligation)	Improvements to waste transfer station	70	(25)			45
35	Parks and Open Spaces	Replacements to structures and fencing	50				50
36	Public Rights of Way -	Essential works to replace foot bridges and access gates	40				40
37	Leisure Centres	Annual programme of replacements of key equipment and plant including WLC flume staircase	300				300
38	Parks and Open Spaces	Access and security measure to prevent unauthorised incursions	75				75
39	Tree works in Park, Open Space and Cemeteries -	Essential works to address the audit and condition survey findings, following surveys including the Thames Islands and tree planting	100				100
40	Highways works programme	Tree safety works and replacements.	200				200
41	Allotment Infrastructure	Essential replacements and equipment	20				20
42	Ray Mill Island - access	Retaining wall replacement and associated essential works	25				25
<b>Total</b>			<b>2,237</b>	<b>(354)</b>	<b>(90)</b>	<b>-</b>	<b>1,793</b>
<b>Bids approved by Council in previous years</b>							

CAPITAL BIDS 2021/22 - SCHEME DETAIL				Scheme Funding			
Refno.	Scheme Name	Description	Scheme Cost £'000	S106 £'000	Grant £'000	CIL £'000	NET £'000
43	Capitalised Debt charges	Capitalisation of debt charges for regeneration schemes £-5m with a construction period exceeding 12 months	305				305
44	Maidenhead Development	Approved at Council Feb 2016	15,950				15,950
45	Nicholsons shopping centre	Costs associated with sale of Freehold Interest in Nicholsons Walk Shopping Centre and Central House, Maidenhead	103				103
46	Regeneration Legal & Consultancy fees	Associated fee to enable JV partner to deliver sites for development - Legal fees & consultant fees.	500				500
47	Vicus Way Car Park	Approved at Council June 2018. CIL identified to part fund proposed scheme slippage of £7,885m	0			(1,108)	(1,108)
48	Broadway Car Park Expansion	CIL identified to part fund proposed scheme slippage	0			(1,630)	(1,630)
49	River Thames Scheme	Approved Council April 2015	450				450
50	Family Centre relocation	Approved December 2020 Council. Relocate family centre to Pinkneys Green	123				123
<b>Total</b>			17,431	-	-	(2,738)	14,693
<b>Grand Total 2021/22 Bids</b>			<b>27,109</b>	<b>(767)</b>	<b>(6,006)</b>	<b>(3,850)</b>	<b>16,486</b>

Council is recommended to approve the following slippage to 2021/22

Projected Slippage to 2021/22		Expenditure £'000	Income £'000	Net £'000	Commentary
<b>Property Services</b>					
CC78	Vicus Way Car Park	(7,885)	-	(7,885)	Scheme slippage due to COVID 19 contract delays.
CI29	Broadway Car Park & Central House Scheme	(2,430)	-	(2,430)	Following vacant possession of the land required across the Nicholsons Centre site. £2.43m to be spent in 2021/22, remaining slippage to be spent in following year.
CX43	Affordable Housing	(4,490)	-	(4,490)	Reprofiling of budget due to COVID-19 delays. £4.490m to be spent in 2021/22.
CI29	Clyde House	(50)	-	(50)	Project to complete in 2021/22
CX40	Operational Estate Improvements	(450)	-	(450)	Project to complete in 2021/22
CX41	Commercial Investment Property Repairs	(200)	-	(200)	Project to complete in 2021/22
CX50	Guildhall Repair/Redecoration	(100)	-	(100)	Project to complete in 2021/22
CX61	Fire Precaution Works For Maintained Schools	(200)	-	(200)	Project to complete in 2021/22
CX62	Guildhall Heating	(70)	-	(70)	Project to complete in 2021/22
CI75	York House – Leasing and Adaptions	(39)	-	(39)	Project to complete in 2021/22
<b>Communities &amp; Enforcement &amp; Partnerships</b>					
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	(19)	19	-	Slippage for retentions 2021-22
CR24	Windsor Squash Courts	(284)	284	-	Permission from the planners required to amend the S106 agreement
<b>Head of Commissioning - Infrastructure</b>					
CC95	Cookham Bridge Refurbishment & Structural Repair	(600)	-	(600)	Surveys, inspections, design development, options appraisal and preliminary works to be carried out in 2020/21. Remaining works to continue in 2021/22.
CD83	Traffic Signal Review	(20)	-	(20)	One scheme deferred until 2021/22. To be co-ordinated with other works
<b>Local Enterprise Partnership Schemes</b>					
CC62	Maidenhead Missing Links (LEP Match Funded)	(560)	560	-	Project delays suggest that only 80% of project will be completed in 2020/21
CD90	Maidenhead LP Housing Site Enabling Works - LEP	(4,117)	4,117	-	Project delays suggest that only 35% will be spent by March
CD91	Windsor Town Centre Package - LEP	(1,239)	1,239	-	Project delays suggest that only £324k will be spent by March
<b>Head of Commissioning - People</b>					
CT62	Adult Services Case Management System	(100)	100	-	COVID-19 resource capacity issues. IT time used to support the corporate emergency response resulting in project delay.
<b>Schools - Non Devolved</b>					
CSJX	St Peters Middle	(300)	-	(300)	Project now due to complete 2021/22
CSKG	Internal Upgrade - Wessex Nursery	(60)	60	-	Project delayed to allow roof work to be carried our first
<b>Technology &amp; Change Delivery</b>					
CA12	Modern Workplace Project-Phase 2	(50)	-	(50)	Project to complete in 2021/22
<b>Revenues &amp; Benefits</b>					
CM00	Revenues & Benefits-Document Management System	(30)	-	(30)	Project to complete in 2021/22
<b>Finance</b>					
CA14	Transformation Projects	(1,347)	-	(1,347)	Project to complete in 2021/22
<b>Library &amp; Resident Services</b>					
CC53	Contact Centre - Ventilation & Back-up Generator	(47)	-	(47)	Delay in works due to COVID 19/ library closures
CC65	Refurbishment Mhead, Windsor, Ascot , Eton Libs	(16)	-	(16)	Delay in works due to COVID 19/ library closures
CC97	Eton Wick Library - General Repairs	(3)	-	(3)	Delay in works due to COVID 19/ library closures
CLB2	Sunninghill Library Lease Repairs	(18)	-	(18)	Delay in works due to COVID 19/ library closures
CLG3	General Library Improvements	(20)	-	(20)	Delay in works due to COVID 19/ library closures
CLG6	Maidenhead Library-Heating	(250)	-	(250)	Delay in works due to COVID 19/ library closures
		(24,994)	6,379	(18,615)	

## APPENDIX 4 – TREASURY MANAGEMENT STRATEGY

### 1. INTRODUCTION

- 1.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 1.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code. The specific Treasury Management Policies are set out in **Annex A**.
- 1.3 Acting as the council's self-imposed limits on sustainable, affordable and prudent borrowing and investment, the Prudential Indicators that need to be approved by Full Council, are set out in **Annex B**.

### 2. TREASURY MANAGEMENT STRATEGY 2021/22

#### 2.1 Local Context

- 2.1.1 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years.
- 2.1.2 On 31 December 2020, the Council held £187m of borrowing and £16.2m of treasury investments. The Council has an increasing CFR, due to the capital programme and minimal cash investments, and therefore expects borrowing to increase up to £251.5m over the forecast period. Forecast changes in these sums are shown in the balance sheet analysis in **Table 1** below which shows that the Council expects to comply with this recommendation during 2021/22. The Council's forecast of its capital cashflow that will determine its CFR is shown in **Appendix C**.

**Table 1: Treasury balances summary and forecast**

	31.3.20 Actual £m	31.3.21 Estimate £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
<b>Capital Financing Requirement</b>	<b>209.3</b>	<b>228.5</b>	<b>250.3</b>	<b>251.4</b>	<b>247.9</b>
Long term borrowing	57.0	57.0	56.6	56.6	56.6
Short term borrowing	167.5	154.0	162.2	184.7	194.9

## APPENDIX 4

<b>Gross borrowing</b>	<b>224.5</b>	<b>211.0</b>	<b>218.8</b>	<b>241.3</b>	<b>251.5</b>
Working capital	(42.1)	(10.0)	(10.5)	(10.5)	(10.5)
Loans to partners *	(9.6)	(9.6)	(7.5)	(7.5)	(7.5)
<b>Net borrowing</b>	<b>172.8</b>	<b>191.4</b>	<b>200.8</b>	<b>223.3</b>	<b>233.5</b>

\* Loans to Achieving for Children and RBWM Property Company

2.1.3 At the end of 2020/21 the Council is forecast to hold £211 million of loans, a decrease of £13.5 million on the previous year. The decrease is due to high borrowing levels at the end of 2019/20 as borrowing was arranged to cover expected payments of LEP funding that did not take place. **Table 1** above shows that the Council expects its total borrowing to increase to £218.8m at the end of 2021/22.

### 2.2 Objectives:

2.2.1 The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

### 2.3 Strategy:

2.3.1 The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow using short-term loans instead.

2.3.2 By doing so, the Council is able to reduce net borrowing costs (despite foregoing investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose, the Council's Treasury Advisors, will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

2.3.3 The Council has previously raised the majority of its long-term borrowing from the Public Works Loan Board (PWLB) but will consider long-term loans from other sources including banks, pension funds and other local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council intends to avoid this activity in order to retain its access to PWLB loans.

2.3.4 Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Council may borrow using short-term loans to cover unplanned cash flow shortages.

2.4 Sources of funding:

2.4.1 The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

2.4.2 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons:

- 1) Borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and
- 2) There will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

2.4.3 The Council holds £13m LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. The lenders of the LOBO loans are Barclays (£5m) and Dexia (£8m). Barclays have withdrawn their option to change the rate so this is now effectively a fixed rate loan. Dexia have retained their option which can be taken every 5 years on the 25 January, with the next option date being 25 January 2023. Although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so. Total borrowing via LOBO loans will be limited to £13m.

2.4.4 Short-term and variable rate loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators in Section 4 below.

2.4.5 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

2.5 Debt rescheduling:

2.5.1 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some existing loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

### **3. TREASURY INVESTMENT STRATEGY**

3.1 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £5 and £72 million. Balances have been higher than normal this year due to the receipt in advance of high levels of government Covid-19 funding. Normally the Council only maintains invested funds sufficient to cover its working capital requirements.

3.2 Objectives:

3.2.1 The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

3.3 Negative interest rates:

3.3.1 The Covid-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

### 3.4 Strategy:

3.4.1 In conjunction with its treasury advisors, the Council will continue to regularly review its approved counterparties and limits to ensure they allow the appropriate balance between risk and return.

### 3.5 Business models:

3.5.1 Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

### 3.6 Approved counterparties:

3.6.1 The Council may invest its surplus funds with any of the counterparty types in **Table 2** below, subject to the limits shown.

**Table 2: Treasury investment counterparties and limits**

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£5m	Unlimited
Secured investments *	25 years	£5m	Unlimited
Lloyds Bank – (the Councils bankers)	13 months	£7.5m	£7.5m
Other Banks (unsecured) *	13 months	£5m	Unlimited
Building societies (unsecured) *	13 months	£5m	Unlimited
Money market funds *	n/a	£5m	Unlimited
Achieving for Children	n/a	£11.7m	£11.7m
Kames Capital	n/a	£1m	£1m
Legal and General Trust	n/a	£1.5m	£1.5m
Flexible Home Improvement Loans Ltd	n/a	£0.5m	£0.5m
RBWM Property Company	n/a	£1.5m	£1.5m
Leisure Focus Trust	n/a	£0.35m	£0.35m

3.6.2 This table must be read in conjunction with the notes below:

3.6.2.1 \* **Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-.

Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used.

However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made where external advice indicates the entity to be of similar credit quality.

- 3.6.2.2 **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.
- 3.6.2.3 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- 3.6.2.4 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 3.6.2.5 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 3.6.2.6 **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £7.5m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity. The Council's current bank account provider is Lloyds Bank.

3.7 Risk assessment and credit ratings:

3.7.1 Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

3.7.2 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

3.8 Other information on the security of investments:

3.8.1 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management advisor. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

3.8.2 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

3.9 Liquidity management:

3.9.1 The Council produces a detailed cash flow forecast to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. The Council will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

#### 4. TREASURY MANAGEMENT INDICATORS

##### 4.1 Interest rate exposures:

4.1.1 This indicator is set to control the Council's exposure to interest rate risk. The upper limits the one-year revenue impact of a 1% rise or fall in interest rates to:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£2.25m
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£2.80m

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

##### 4.2 Maturity structure of borrowing:

4.2.1 This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	80%	0%
12 months and within 24 months	80%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

##### 4.3 Principal sums invested for periods longer than a year:

4.3.1 The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£25m	£25m	£25m

## **Related Matters**

The CIPFA Code requires the Council to include the following in its treasury management strategy.

### 4.4 Financial derivatives:

4.4.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

4.4.2 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

4.4.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit. In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

### 4.5 External Funds:

4.5.1 The Council holds funds on behalf of the Local Enterprise Partnership and a number of small trusts. It pays these organisations interest at the Bank of England base rate on the balance of their funds that it holds.

### 4.6 Markets in Financial Instruments Directive:

4.6.1 The Council has opted up to professional client status with some of its providers of financial services, including its Money Market Funds and brokers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities with these organisations the Chief Financial Officer believes this to be the most appropriate status.

**4.7 Financial Implications**

- 4.7.1 The forecast for investment income in 2021/22 is £109,423, based on an average investment portfolio of £17.458 million at an interest rate of 0.63%. The forecast for debt interest paid in 2021/22 is £2.918 million, based on an average debt portfolio of £214.8 million at an average interest rate of 1.36%. If actual levels of investments and borrowing, or actual interest rates, differ from that forecast, performance against budget will be correspondingly different.

**5. CAPITAL FINANCING STRATEGY**

- 5.1 The current (“Prudential”) System of capital controls allows the Council to determine its own level of capital investment. However, the Council must demonstrate that its Capital Programme is affordable, prudent and sustainable.
- 5.2 In the short-term the proposed Capital Programme will be financed from external borrowing. Any delays in receiving cash from anticipated receipts will be covered through the temporary use of unsupported short-term borrowing.
- 5.3 Although the Capital Programme is planned with reference to the total level of resources available to finance capital expenditure, the method of financing individual capital schemes will be determined by the s151 Officer at the end of the financial year. The order of use of sources of finance for the capital programme is:
1. Capital Grants
  2. Capital Contributions from outside bodies e.g. Section 106 / CIL
  3. Capital Receipts
  4. Direct Revenue Contributions – mainly for short life assets
  5. Draw down from accumulated investments (set aside to repay debt)
  6. Prudential Borrowing (unsupported) to finance ‘invest to save’ schemes and pending the arrival of future known capital receipts
  7. Leasing will also be considered if more cost effective.
- 5.4 Capital Grants and external contributions are likely to have been received for specific schemes and therefore cannot be used for any other purpose. For other schemes, capital receipts are to be used in preference to revenue contributions or borrowing.
- 5.5 Capital Receipts will be fully applied in the year in which they are received if possible, to reduce the level of Minimum Revenue Provision (MRP) i.e. the monies that the council sets aside for debt repayment.
- 5.6 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council’s main objective when borrowing is to strike a balance between securing low interest rates and achieving cost certainty over the period for which funds are required. This position provides short-term savings with the flexibility to secure longer dated

loans as and when financial forecasts indicate that external borrowing rates may increase.

**6. MINIMUM REVENUE PROVISION (MRP) POLICY**

- 6.1 Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 ('the 2003 Regulations') requires local authorities to 'charge to a revenue account a Minimum Revenue Provision (MRP) for that year'. The Minimum Revenue Provision is an annual amount set aside from the General Fund to meet the cost of capital expenditure that has not been financed from available resources, namely: grants, developer contributions (e.g. s.106 and community infrastructure levy) revenue contributions, earmarked reserves or capital receipts.
- 6.2 Setting aside MRP is sometimes referred to as setting aside monies for borrowing, implying that this is setting aside money for repaying external borrowing. In fact, the requirement for MRP set aside applies even if the capital expenditure is being financed from the council's own cash resources and no external borrowing or new credit arrangement has been entered into.
- 6.3 Regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended (Statutory Instrument 3146/2003) requires full Council to approve a Minimum Revenue Provision (MRP) Statement setting out the policy for making MRP and the amount of MRP to be calculated which the council considers to be prudent. This statement is designed to meet that requirement.
- 6.4 In setting a prudent level of MRP local authorities are required to "have regard" to guidance issued from time to time by the Secretary of State for Housing, Communities and Local Government. The latest version of this guidance (version four) was issued by Ministry of Housing, Communities and Local Government (MHCLG) in February 2018.
- 6.5 In setting a level which the Council considers to be prudent, the Guidance states that the broad aim is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits to the Council.
- 6.6 The Guidance sets out four "possible" options for calculating MRP, as set out below:

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

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

- 6.7 Two main variants of Option 3 are set out in the Guidance: (i) the equal instalment method and (ii) the annuity method. The annuity method weights the MRP charge towards the later part of the asset's expected useful life and is increasingly becoming the most common MRP method for local authorities.
- 6.8 The Guidance also includes specific recommendations for setting MRP in respect of finance leases, investment properties and revenue expenditure which is statutorily defined as capital expenditure under the 2003 Regulations (also referred to as Revenue Expenditure Funded from Capital Under Statute or REFCUS). Examples of REFCUS include capitalised redundancy costs, loans or grants to third parties for capital purposes, and the purchase of shares in limited companies.
- 6.9 Other approaches are not ruled out however they must meet the statutory duty to make prudent provision each financial year.
- 6.10 Having regard to current Guidance on MRP issued by MHCLG and the "options" outlined in that Guidance and to even out the financing costs of assets over their anticipated life, on 3<sup>rd</sup> December 2019 Full Council approved the following MRP Statement to take effect from 1 April 2019:
- for all capital expenditure, MRP will be based on expected useful asset lives (Option 3 – asset life), calculated using the annuity method;
  - asset lives will be arrived at after discussion with valuers', but on a basis consistent with depreciation policies set out in the Council's annual Statement of Accounts, and will be kept under regular review.

In applying 'Option 3':

- MRP should normally begin in the financial year following the one in which the expenditure was incurred. However, in accordance with the statutory guidance, commencement of MRP may be deferred until the financial year following the one in which the asset becomes operational;
  - the estimated useful lives of assets used to calculate MRP should not exceed a maximum of 50 years except as otherwise permitted by the guidance (and supported by valuer's advice);
  - if no useful life can reasonably be attributed to an asset, such as freehold land, the estimated useful life should be taken to be a maximum of 50 years;
- 6.11 The annuity method is a similar approach to a repayment mortgage where the principal repayments increase through the life of the asset in comparison to a straight-line method which repays the same amount of principal each year. This will result in the Council paying less for its capital financing costs over the medium-term than it otherwise would have under the old methodology, although principal repayments will increase as interest rate payments reduce over the life

of the asset. This approach is now being taken by most large authorities as it more accurately reflects the value of the asset.

6.12 MRP for finance leases and service concession contracts shall be charged over the primary period of the lease, in line with the Guidance.

6.13 For expenditure capitalised by virtue of a capitalisation direction under section 16(2)(b) of the Local Government Act 2003 or Regulation 25(1) of the 2003 regulations, the ‘asset’ life should equate to the value specified in the statutory Guidance.

**7. LEGAL IMPLICATIONS**

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

**8. RISK MANAGEMENT**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
That a counterparty defaults on repayment of a loan resulting in a loss of capital for the Council	MEDIUM	Loans are only made to counterparties on the approved lending list. The credit ratings of counterparties on the lending list are monitored regularly. Counterparty limits reviewed and reduced to limit individual exposure.	LOW
That funds are invested in fixed-term deposits and are not available to meet the council’s commitment to pay suppliers and payroll.	MEDIUM	A cashflow forecast is maintained and referred to when investment decisions are made to ensure that funds are available to meet the council’s commitment to pay suppliers and payroll.	LOW

**9. POTENTIAL IMPACTS**

9.1 Equalities. None identified.

9.2 Climate change/sustainability. None identified

9.3 Data Protection/GDPR. None identified.

**10. CONSULTATION**

10.1 Not applicable

**11. TIMETABLE FOR IMPLEMENTATION**

11.1 The strategy will be used from 1 April 2021 in line with the commencement of the 2020/21 budget.

**12. ANNEXES**

12.1 This Appendix is supported by four Annexes:

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

**13. BACKGROUND DOCUMENTS**

13.1 None

## **APPENDIX 4, ANNEX A - TREASURY MANAGEMENT POLICIES**

### **1. INTRODUCTION**

1.1. In the preparation of this Treasury Management Strategy a number of key areas are considered to be fundamental to our treasury management activity. They are listed below and covered in more detail in the body of this strategy.

- Risk Management
- Performance Measurement
- Decision-making and analysis
- Approved instruments, methods and techniques
- Organisation, clarity and segregation of responsibilities, and dealing arrangements
- Reporting requirements and management information arrangements
- Budgeting, accounting and audit arrangements
- Cash and cash flow management
- Money laundering
- Training and qualifications
- Use of external service providers
- Corporate governance

### **2. RISK MANAGEMENT**

#### 2.1. General Statement

2.1.1. The S151 Officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk and will report annually on their adequacy and suitability. Any actual or likely difficulty in achieving the organisation's objectives will be reported to Cabinet in accordance with the procedures set out in Section 7: *Reporting Requirements and Management Information Arrangements*.

#### 2.2. Credit and Counter Party Risk Management

2.2.1. The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counter party limits reflect a prudent attitude towards organisations with whom it trades. It also recognises the need to have and maintain a formal counter party policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

#### 2.3. Liquidity Risk Management

2.3.1. The Council will ensure it has adequate cash resources, borrowing arrangements, overdraft or standby facilities to enable it to have the

necessary level of funds available for the achievement of its business / service objectives.

- 2.3.2. The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current Capital Programme or to finance future debt maturities.

#### 2.4. Interest Rate Risk Management

2.4.1. The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, in line with the amounts provided in its budget.

2.4.2. It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues. At the same time retaining a degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.

2.4.3. Any decision will be subject to the consideration of this strategy and, if required, approval of Cabinet or Council.

#### 2.5. Exchange Rate Risk Management

2.5.1. The Council will manage any exposure to fluctuations in exchange rates, in order to minimise any detrimental impact on its budgeted income/ expenditure levels.

#### 2.6. Refinancing Risk Management

2.6.1. The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented. The maturity profile of the monies raised will be managed with a view to obtaining terms for refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

2.6.2. It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

#### 2.7. Legal and Regulatory Risk Management

2.7.1. The Council will ensure that all of its treasury management activities comply with its statutory powers. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities.

2.7.2. The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably

able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

## 2.8. Fraud, Error and Corruption, and Contingency Management

2.8.1. The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

## 2.9. Market Risk Management

2.9.1. The Council will seek to ensure that its stated Treasury Management Policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests and will accordingly seek to protect itself from the effects of such fluctuations.

## **3. PERFORMANCE MEASUREMENT**

- 3.1. The Council is committed to the pursuit of value in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in the Council's Treasury Management Strategy.
- 3.2. Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements.
- 3.3. The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.
- 3.4. The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the Treasury Management Strategy.

## **4. ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS**

- 4.1. The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities

are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

- 4.2. The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.
- 4.3. If and when the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the S151 Officer will ensure that the reasons are properly reported in accordance with Section 7 Reporting Requirements and Management Information Arrangements, and the implications properly considered and evaluated.
- 4.4. The S151 Officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The S151 Officer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out.
- 4.5. The S151 Officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.
- 4.6. The S151 Officer will fulfil all such responsibilities in accordance with the policy statement.

## **5. REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS**

- 5.1. The Council will ensure that regular reports are prepared and considered on the implementation of its Treasury Management Policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.
- 5.2. As a minimum Cabinet will receive:
  - An annual report on the strategy and plan to be pursued in the coming year;
  - An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's Treasury Management Policy Statement.

## **6. BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS**

- 6.1. The S151 Officer will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with *Sections 2 Risk management, 3 Performance measurement, and 5 Approved Instruments, Methods and Techniques*. The S151 Officer will exercise effective controls over this budget and will report upon and recommend any changes required in accordance with *Section 7 Reporting requirements and management information arrangements*.
- 6.2. The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

## **7. CASH AND CASH FLOW MANAGEMENT**

- 7.1. Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the S151 Officer and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the S151 Officer will ensure that these are adequate for the purposes of monitoring compliance with Section 2 Liquidity Risk Management.

## **8. MONEY LAUNDERING**

- 8.1. The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions and will ensure that staff involved in this are properly trained.

## **9. TRAINING AND QUALIFICATIONS**

- 9.1. The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The S151 Officer will recommend and implement the necessary arrangements.

- 9.2. The S151 Officer will ensure that members of the Audit and Performance Review and Corporate Overview and Scrutiny Panels have access to training relevant to their needs and responsibilities
- 9.3. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

## **10. USE OF EXTERNAL SERVICE PROVIDERS**

10.1. The Council recognises that the responsibility for treasury management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure that it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review. It will ensure, where feasible and necessary, that a spread of service providers is used, to avoid overreliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed.

## **11. CORPORATE GOVERNANCE**

- 11.1. The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.
- 11.2. The Council has adopted and has implemented the key principles of the Code. This, together with the other arrangements detailed in the Treasury Management Strategy, are considered vital to the achievement of proper corporate governance in treasury management, and the S151 Officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

**PRUDENTIAL INDICATORS 2019/20 TO 2023/24**

The actual figures for 2019/20 and the estimates for four further years are shown below. These prudential indicators are prepared in accordance with the CIPFA Prudential Code for Capital Financing in Local Authorities.

The figures set out below include this council's share of the old Berkshire County Council debt that is now managed by the Royal Borough.

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
<b>Capital Expenditure (£m)</b>	£68.9m	£38.6m	£47.1m	£25.0m	£20.8m
<b>Ratio of financing costs to net revenue stream</b>					
- Non-loan financed	15.2%	17.8%	23.4%	21.5%	21.2%
- Loan financed	4.7%	5.5%	6.3%	5.7%	6.0%
<b>Capital Financing Requirement (£m)</b>	£209.3m	£228.5m	£250.3m	£251.4m	£247.9m

In respect of its external debt, the Council approves the following authorised limits for its external debt gross of investments for the next three financial years.

	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Authorised limit for external debt (£m)</b>	£230m	£284m	£305m	£328m	£330m

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

	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Operational boundary for external debt (£m)</b>	£208m	£261m	£280m	£302m	£304m

The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects the Head of Finance's estimate of the most likely, prudent but not worse case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. It include both long and short term (i.e. less than 365 day) borrowing.

## Major Capital Cashflows - Proposed &amp; Agreed

Based on forecast short term interest rates

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Total
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	£'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Receipts</b>	<b>0.37%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.50%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.00%</b>	<b>1.50%</b>								
1 CIL - Projections	3,060	3,726	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	-	-	45,186
2 Use of s106	1,908	767	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,675
3 Use of capital receipts carried forward	-	551	-	-	-	-	-	-	-	-	-	-	-	-	-	-	551
4 Use of Capital Fund	300	400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	700
5 Development Partnership Receipts	1,250	32,416	7,258	9,575	41,556	36,180	18,200	18,200	18,200	18,200	18,200	18,200	18,200	18,200	35,000	34,600	343,435
6 Front of Maidenhead Station	1,952	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,952
7 Missing links	1,533	560	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,093
8 Roadworks	1,164	3,049	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,213
9 Windsor Town Centre Package - LEP	324	1,238	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,562
10 Braywick Park Maidenhead FC	-	-	460	-	-	-	-	-	-	-	-	-	-	-	-	-	460
11 Affordable housing shared ownership receipts	-	-	-	3,700	-	-	-	-	-	-	-	-	-	-	-	-	3,700
<b>Total Capital Receipts</b>	<b>11,491</b>	<b>42,707</b>	<b>10,918</b>	<b>16,475</b>	<b>44,756</b>	<b>39,380</b>	<b>21,400</b>	<b>35,000</b>	<b>34,600</b>	<b>406,527</b>							
<b>Capital Expenditure</b>																	
12 Broadway Car Park expansion	1,163	2,430	13,756	10,849	-	-	-	-	-	-	-	-	-	-	-	-	28,198
13 Development Partnership Expenditure	103	16,050	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16,153
14 Braywick Leisure Centre	6,295	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,295
15 Front of Maidenhead Station	2,117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,117
16 Annual Capital Programme	5,379	2,560	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	77,939
17 RBWM affordable housing development	100	4,490	7,017	-	-	-	-	-	-	-	-	-	-	-	-	-	11,607
18 Vicus Way Car Park	350	7,849	2,616	-	-	-	-	-	-	-	-	-	-	-	-	-	10,815
19 River Thames Scheme	450	450	450	8,650	-	-	-	-	-	-	-	-	-	-	-	-	10,000
20 Investment need - Education primary and secondary	-	-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	50,000
21 Schools expansion projects July 2016 Cabinet	1,203	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,203
22 Maidenhead Local Plan Housing Site Enabling Works - LEP	2,217	4,117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,334
23 Windsor Town Centre Package - LEP	324	2,089	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,413
24 St Peters Middle	1,414	300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,714
25 Regen Improvement Projects	120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120
26 Legal & Consultancy fees	600	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,100
27 York Rd Ph 2 - Access rights	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
28 Modern Workplace Project	675	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	725
29 Braywick Pedestrian crossing	150	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	150
30 Missing links	1,971	888	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,859
31 Temporary parking provision	356	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	356
32 CCTV Replacement	229	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	229
33 Hostile vehicle mitigation measures for Windsor	783	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	783
34 Waste Vehicles	200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	200
35 Capitalised debt charges	300	318	411	455	-	-	-	-	-	-	-	-	-	-	-	-	1,484
36 Capital Programme slippage in	20,157	20,587	12,536	8,357	6,662	2,332	2,466	2,493	2,499	2,500	2,500	2,500	2,500	2,500	2,500	2,500	95,590
37 Capital Programme forecast slippage out	(20,587)	(12,536)	(8,357)	(6,662)	(2,332)	(2,466)	(2,493)	(2,499)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(1,500)	(76,933)
<b>Total Capital Expenditure</b>	<b>26,169</b>	<b>50,142</b>	<b>33,428</b>	<b>26,649</b>	<b>9,330</b>	<b>9,866</b>	<b>9,973</b>	<b>9,995</b>	<b>9,999</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>6,000</b>	<b>251,551</b>

**Borrowing**

L.T. debt at the start of the year	57,049	57,049	56,264	56,264	56,264	56,264	56,264	56,264	56,264	56,264	46,264	31,264	31,264	31,264	26,264	26,264
Increases/reductions in debt	0	(785)	0	0	0	0	0	0	0	(10,000)	(15,000)	0	0	(5,000)	0	0
Total debt at year end	57,049	56,264	56,264	56,264	56,264	56,264	56,264	56,264	56,264	46,264	31,264	31,264	31,264	26,264	26,264	26,264
Average level of L.T. debt	57,049	56,645	56,264	56,264	56,264	56,264	56,264	56,264	56,264	49,389	36,473	22,931	31,264	26,264	26,264	26,264
Net ST debt at start of year	167,521	154,000	162,220	184,731	194,905	159,480	129,966	118,540	107,134	95,733	94,333	97,933	86,533	75,133	68,733	43,733
Increases/Reductions in Debt	(13,521)	8,220	22,510	10,174	(35,426)	(29,514)	(11,427)	(11,405)	(11,401)	(1,400)	3,600	(11,400)	(11,400)	(6,400)	(25,000)	(28,600)
Total S.T debt at year end	154,000	162,220	184,731	194,905	159,480	129,966	118,540	107,134	95,733	94,333	97,933	86,533	75,133	68,733	43,733	15,133
Average Level of S.T. debt	139,106	158,110	173,475	189,818	177,191	144,723	124,253	112,837	101,434	95,033	96,133	92,233	80,833	71,933	56,233	
<b>Total Debt</b>	211,049	218,484	240,995	251,169	215,745	186,231	174,804	163,398	151,997	140,597	129,197	117,797	106,397	94,997	69,997	41,397
Capitalised debt interest on specific projects	(300)	(318)	(411)	(455)	0	0	0	0	0	0	0	0	0	0	0	0
Interest on L.Term Debt	2,733	2,701	2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,318	1,867	1,472	1,472	1,352	1,232	1,232
Revenue cost of S.T. debt interest	510	227	243	266	886	1,447	1,243	1,128	1,522	1,425	1,442	1,383	1,212	1,079	843	0
Broker Fees	87	118	133	149	137	107	69	58	47	40	41	38				
Interest charge per MTFP	3,030	2,728	2,634	2,629	3,692	4,224	3,981	3,855	4,237	3,783	3,350	2,893	2,684	2,431	2,075	1,232
MRP	2,210	2,878	3,048	3,434	3,504	3,576	3,650	3,619	3,631	3,703	3,694	3,774	3,857	3,942	4,029	4,118
<b>Total cost of Capital Finance</b>	<b>5,240</b>	<b>5,606</b>	<b>5,681</b>	<b>6,062</b>	<b>7,196</b>	<b>7,800</b>	<b>7,631</b>	<b>7,474</b>	<b>7,868</b>	<b>7,487</b>	<b>7,044</b>	<b>6,667</b>	<b>6,541</b>	<b>6,373</b>	<b>6,104</b>	<b>5,350</b>

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

### 1. External Context

#### 1.1. Economic background:

- 1.1.1. The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the Authority's treasury management strategy for 2021/22.
- 1.1.2. The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a Covid-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.
- 1.1.3. UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year-on-year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The most recent labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.
- 1.1.4. GDP growth rebounded by 16.0% in Q3 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.
- 1.1.5. GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in

November, the fourth successive month of deflation. Core inflation registered 0.2% year-on-year, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

- 1.1.6. The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.
- 1.1.7. Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and will also be reversing several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

## **1.2. Credit outlook:**

- 1.2.1. After spiking in late March as coronavirus became a global pandemic and then rising again in October/November, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around Covid-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 and 2021 may be significantly lower than in previous years.
- 1.2.2. The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.
- 1.2.3. Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

## **1.3. Interest rate forecast:**

- 1.3.1. The Authority's treasury management advisor Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold and maintained this position in December. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

- 1.3.2. Gilt yields are expected to remain very low in the medium-term while short-term yields are likely to remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

## **2. Underlying assumptions:**

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or the deployment of vaccines.

### 3. Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period ends.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>3-month money market r.</b>													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>1yr money market rate</b>													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.15	0.15	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Downside risk	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
<b>5yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.00	0.00	0.05	0.10	0.15	0.20	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	0.40	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
<b>10yr gilt yield</b>													
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.25	0.30	0.35	0.35	0.40	0.40	0.45	0.45	0.50	0.55	0.55	0.55	0.60
Downside risk	0.50	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
<b>20yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.90	0.90
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
<b>50yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

## Appendix 5 – Pay Policy Statement for the year 2021/22

### ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

#### 1. INTRODUCTION

- 1.1 Under sections 38 to 43 of the Localism Act 2011, Local Authorities are required to prepare, approve by full Council (as a Part 1 item) and publish on their website, a pay policy statement by 31 March 2021, for the financial year 2021/22.
- 1.2 This statement must be reviewed, updated, approved by full Council and published by 31 March annually for the immediately following financial year.
- 1.3 The Council may amend this statement during the financial year in which it is effective; however, any change must be approved by full Council. Any amended statement will be published on the website within 10 working days of the Council meeting.
- 1.4 In drawing up this statement, the Council has taken into account the guidance issued by the Department of Communities and Local Government and the advice supplied jointly by the Local Government Association and the Association of Local Authority Chief Executives (ALACE).
- 1.5 Links to external websites:
  - [CLG Guidance](#)
  - [CLG Supplementary Guidance](#)
- 1.6 This statement does not include employees based in the Council's schools as this is outside the scope of the legislation.
- 1.7 This statement was approved by full Council on 23 February 2021.
- 1.8 The Council fully endorses and supports the requirement to be open and honest about the reward packages of senior employees.

## 2. REMUNERATION OF CHIEF OFFICERS

2.1. Under the current structure of the Council, the following posts are included in the definition of 'Chief Officer':

- Managing Director
- Executive Director of Place Services
- Monitoring Officer and Deputy Director of Law and Strategy
- Director of Adults, Health and Commissioning
- Director of Children's Services\*
- Director of Children's Social Care and Early Help\*
- Director of Resources and S151 Officer
- Head of Commissioning – Infrastructure
- Head of Commissioning - People
- Head of Communities
- Head of Finance
- Head of Governance
- Head of Housing
- Head of HR, Corporate Projects and IT
- Head of Infrastructure, Sustainability and Transport
- Head of Planning
- Head of Revenue, Benefits, Libraries and Resident Services
- Strategic Director of Public Health

\* Seconded to Achieving for Children

### **Salaries**

2.2. The Managing Director is paid within a salary band of £122,400 to £149,083. Executive Directors and Directors are paid within a salary band of £97,869 to £134,997. Deputy Directors are paid within a salary range of £86,700 and £102,816.

2.3. Heads of Service are paid within a salary band of £66,912 to £93,460.

2.4. Appointments are made on a market benchmarked 'spot salary'. Individual posts are market tested as and when required.

### **Other payments**

2.5. The Head of Communities performs the role of the Council's Returning Officer, appointed for this role under the Representation of the People Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are determined by a formula operated by the Government for determining fees to all Returning Officers across the country.

2.6. There are no other regular payments made to the post holders in the roles listed in section 2.1.

### **Instant Reward Scheme**

- 2.7. An Instant Reward Scheme applies to all employees including Chief Officers.

### **Salary reviews**

- 2.8. The annual pay review is undertaken by the Council and any annual pay award is included in the budget sign off papers considered by full Council in February each year. The annual pay review date is 1 April.
- 2.9. At the time of writing, there was no decision regarding the 2021 pay award. NB This section will be updated following the meeting on 23 February 2021.

### **Expenses and benefits**

- 2.10. The Council has a comprehensive Expenses policy, which applies to all employees.
- 2.11. The Council will pay for one annual membership of a professional body, where the membership/qualification is required for the post held.
- 2.12. All other benefits are available to all employees and identified in point 3.7.

### **Remuneration on appointment**

- 2.13. In the event of a vacancy the market levels for the post, see 2.4, may be reassessed and any appointment would be made in accordance with the market comparability evidence.

### **Termination payments**

- 2.14. RBWM does not treat the Managing Director, Executive Directors, Directors, Deputy Directors and Heads of Service differently to other Council employees in relation to termination payments. See section 6.

### **Other terms and conditions**

- 2.15. Since 1 March 2013 the terms and conditions for this group of employees have been wholly locally determined and set out in the Council's Employee Handbook.
- 2.16. All employees receive 28 days annual leave plus 8 bank holidays each year.

### **Use of interim managers in senior roles**

- 2.17. The Council would not normally appoint a consultant to a permanent post, unless specific expertise was required.
- 2.18. There may be occasions when the Council has a short term need for an interim senior manager, for example pending a permanent appointment or for maternity cover etc. In these cases the Council may use a consultant appointed via their temporary worker agency or a direct consultancy agreement, both routes being in accordance with Contract Rules.

2.19. The Council would consider appointing a senior manager via their agency or on a consultancy contract for a fixed period where they have been unable to recruit to the post. Such appointments would be in accordance with Contract Rules and regularly reviewed.

### **3. DEFINITION AND REMUNERATION OF THE LOWEST PAID EMPLOYEES**

#### **Definition of the Council's lowest paid employees**

3.1. The simplest definition to use is that of the lowest pay point that the Council uses.

3.2. The reasons for adopting this definition is because it is recommended by the JNC for Chief Executives in their guidance to local authorities.

#### **Salaries**

3.3. The hourly rate of the lowest paid employee is £8.78, which equates to an annual salary of £16,954.

NB This section will be updated following the meeting on 23 February 2021.

3.4. The Council's lowest paid employees receive £8.78 per hour from April 2020. From April 2021 National Living Wage hourly rate will be £8.91.

NB This section will be updated following the meeting on 23 February 2021.

#### **Other payments**

3.5. It is unlikely that this particular pay level would receive any additional payments. The Council's pay and benefits policy sets out the policy on additional payments such as shift pay, stand by etc.

#### **Salary review and increments**

3.6. Since 2010, the annual pay review for this group of employees has been undertaken by the Council and any pay award is included in the budget sign off papers considered by full Council. The pay review date is 1 April.

#### **Benefits**

3.7. The Council offers a range of benefits to its employees:

- Advantage card – for those employees who are non-residents (residents automatically qualify)
- Bike Lease Scheme via salary sacrifice
- Buy and sell annual leave
- Contributory pension scheme (employee contribution rates from 5.5% to 11.4% and the Council's employer contribution rate of 15.1%)
- AVC scheme via salary sacrifice

- Employee Assistance Programme (EAP)
- Employee Benefits Portal
- Eye care vouchers for designated DSE users
- Car parking at work
- Physiotherapy – subject to criteria
- Season ticket loan

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

- 4.1. The salary for the Managing Director is £149,000, plus employer's pension contributions.
- 4.2. The remuneration of the lowest paid employee is £16,954, which represents solely basic salary as no other allowances are payable.  
NB This section will be updated following the meeting on 23 February 2021.
- 4.3. Using a remuneration figure for the Managing Director of £149,000 and a remuneration figure of £16,954 for the lowest paid employee, the pay multiple is the same as last year.  
NB This section will be updated following the meeting on 23 February 2021.
- 4.4. The ratio between the highest paid employee, the Managing Director and the average pay including permanent allowances of all Council employees is 1:4.5 and the median pay of all employees is 1:5.33.
- 4.5. The Hutton Review of Fair Pay in the public sector, published in March 2011, did not recommend a defined pay multiple, but instead recommended that the public sector should publish, track and explain their pay multiples over time. **Table 1** shows the pay multiples since 2012.

**Table 1: Pay multiples**

Year	Pay multiples highest to lowest pay
2012/13	12
2013/14	11.3
2014/15	9.6
2015/16	9.6
2016/17	9.2
2017/18	9.46
2018/19	8.31
2019/20	8.79
2020/21	8.79
2021/22	TBA

- 4.6. The trend since 2012 has generally been a reduction of the pay multiple. This reflects a number of changes and reductions in the management

structure. The small increase in 2019/20 was the result of the appointment of a new Managing Director.

- 4.7. The policy regarding the pay of senior employees aims to ensure that the Council can recruit and retain the calibre of employee that is needed to deliver continuous improvement in service delivery. The Council will use market comparability to determine pay levels to ensure that they are not over or underpaying for these key roles.

## **5. RE-EMPLOYMENT OF THOSE IN RECEIPT OF SEVERANCE PAY OR RETIREMENT PENSION**

- 5.1. If an individual is in receipt of a severance payment or retirement pension from another local authority or the Royal Borough, that would not be taken into account in the decision as to whether or not to employ them.
- 5.2. Under Regulation 70 of the Local Government Pension Scheme (LGPS) (Administration) Regulations 2008, the Berkshire Pension Fund is required to determine its approach to the abatement of pensions in the event that the recipient re-enters Local Government employment. The Pension Fund Panel determined on 20 October 2003 (under the previous LGPS Regulation 109) that no abatement would be exercised for those returning to local government employment within the Berkshire fund area.
- 5.3. On 4 November 2020 the Restriction of Public Sector Exit Payments Regulations 2020 came into effect. This set a cap of £95,000 on all exit payments including those exit payments made as a result of redundancy and settlement agreements.

## **6. POLICIES ON REDUNDANCY AND PENSION ENTITLEMENT**

### **Redundancy**

- 6.1. The policy and procedure for redundancy, early retirements on the grounds of efficiency of the service and ill health defines how the Council will approach redundancy including redundancy pay.
- 6.2. The Council uses its discretionary powers to calculate redundancy pay using the individual's actual weekly salary.
- 6.3. The Council does not enhance the number of statutory week's redundancy pay an individual is entitled to under the Employment Rights Act 1996.

### **Pension enhancement**

- 6.4. The LGPS contains provision for employers to enhance pension payments. Employers are required to determine how they will use these discretionary provisions. The Council has determined generally not to use its discretion to enhance pension payments by either additional years or additional pension, the Council will however consider any application on its merits.

- 6.5. As a result of the introduction of the Restriction of Public Sector Exit Payments Regulations 2020 there will be changes to the terms of the LGPS to ensure that exit payments do not breach the £95,000 cap.

#### **Early retirement or flexible retirement**

- 6.6. In certain circumstances, eligible employees may request early retirement or flexible retirement. (Flexible retirement gives access to accrued pension, whilst allowing the scheme member to continue working). In both these cases, there must be sufficient financial or other benefit to the Council for such retirements to be approved.

### **7. APPROVAL OF SALARY PACKAGES OVER £100,000**

- 7.1. Under the terms of the Constitution the appointment of the Managing Director is approved by full Council following a recommendation by the Appointments Committee.
- 7.2. For Directors appointment is made by the Appointments Committee. The appointment of Deputy Directors and Heads of Service is delegated to the Head of Paid Service (Managing Director).
- 7.3. Arrangements for appointments are set out in Part 8 B of the Constitution.

### **8. HOW DECISIONS ON PAY AND REWARD POLICIES ARE MADE**

- 8.1. Proposals for the annual pay award are included in the budget sign off papers considered by full Council. All other pay and reward policies are approved by the Head of Paid Service (Managing Director) in consultation with Finance as appropriate.
- 8.2. All of the policies are reviewed regularly and updated to reflect legislation, best practice and organisational changes.

### **9. PUBLICATION AND ACCESS TO INFORMATION AND REMUNERATION OF CHIEF OFFICERS**

- 9.1. In accordance with the Accounts and Audit (England) Regulations 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency, the Council publishes annually the remuneration of the Managing Director and Directors on its website.

### **10. OTHER RELEVANT COUNCIL DOCUMENTS**

- Expenses policy
- Flexible retirement
- Instant Reward Scheme

- Pay & benefits policy
- Pension abatement policy
- Pension's discretion policy
- Redundancy and early retirements' policy.

## 11. NUMBER OF EMPLOYEES AND SALARY BANDS

11.1. This table shows the number of employees within specified pay bands:

<b>Pay band* £</b>	<b>Number of staff*</b>
> 16,000 <20,000	71
>20,000 <25,000	118
>25,000 <35,000	194
>35,000 <45,000	101
>45,000 <55,000	43
>55,000 <65,000	15
>65,000 <80,000	6
>80,000 <100,000	8
>100,000	7
<b>Total</b>	<b>563</b>

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

## Appendix 6 Staff Pay Award – 2021

### 1. Summary

- 1.1. The Royal Borough operates a local pay agreement, whereby any annual pay award is determined by Council as part of the annual budget setting process in February. This process includes allowing the recognised Trade Unions to submit their pay claim for consideration and for 2021 their claim included a 10% pay award and a minimum hourly rate of £10, plus additional annual leave.
- 1.2. The draft budget provision will allow for an increase of £10 per hour, for all other staff there would be a pay award of 2%. In the context of no pay award made to employees in 2020 and the challenges faced by staff in 2020 and continuing in 2021, it is recommended that a pay award is made for 2021 and that the minimum hourly pay rate paid by the Council is increased to £10.

### 2. OPTIONS CONSIDERED

- 2.1. The following options set out in **Table 1** have been considered:

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
<p>Option 1 - A minimum hourly rate increase to £10 (minimum 2.14% increase) and a pay award of 2% for all other employees.</p> <p>Increase apprentice rates from April 2021, in line with the national rate, whilst retaining the current differentials between employees who are under 18 and those aged up to 20 years.</p> <p><b>This is the recommended option</b></p>	<p>If approved, the available budget would enable the Council to give all employees a pay award for the first time since 2017 and would allow the Council to demonstrate its appreciation of the contribution that employees have made over the past year.</p> <p>This would ensure the youngest apprentices are able to maintain a reasonable standard of living.</p>
<p>Option 2 - Increase of £250 to those earning less than £24,000 and minimum hourly rate of £10 only.</p> <p><b>Not recommended</b></p>	<p>This would reflect the Government's approach to public sector pay for 2021 and meet the Trade Unions' claim for a minimum hourly rate of £10.</p>
<p>Option 3 - Application of a minimum hourly rate of £10 only.</p> <p><b>Not recommended</b></p>	<p>This would partially meet the Trade Unions' claim.</p>
<p>Option 4 - Increase annual leave by one day and reduce the working week by two hours.</p> <p><b>Not recommended</b></p>	<p>The Council increased annual leave by one day in 2018, through the introduction of Birthday leave. The reduction in the working week is not an option due to the potential cost.</p>

2.2. The Council operates a Local Pay Agreement and determines any pay award annually as part of its budget setting process. As part of this process in the autumn representatives from UNISON and GMB presented their local pay claim for 2021/22. This year their claim details are:

- An appropriate reward for the increasing workloads and pressure that our members have experienced over the previous year, particularly in light of Covid-19 and the additional demands that have arisen.
- A substantial above-inflation (RPI) pay rise to help restore and maintain employees' living standards – especially as this year's pay award was zero %. In effect, this means a claim that all grades receive a real living wage of £10 per hour - or a 10% increase - for all pay points (whichever is greater).
- A one day increase to the minimum paid annual leave entitlement.
- A two-hour reduction in the standard working week.
- A commitment to investigate the gender pay situation within the authority and discuss with the trade unions possible mechanisms for addressing any issues that are highlighted.
- A settlement that also acknowledges the unique pay arrangements for staff who are employed by Optalis, and the way in which the different approaches taken by Wokingham and RBWM can have a detrimental effect.

2.3. Each element of the claim was reviewed and costed. **Table 2** below sets out the costs of each element and the total overall cost of the trade union pay claim.

**Table 2: Costs of trade union claim**

	Extrapolated 2020/21 values	10% increase (£10ph minimum)	2 hour reduction in standard week	1 day increase in annual leave	Subtotal of all amendments	Proposed new value for 21/22
Salary	21,394,410	2,139,441	1,237,274	82,010	3,458,726	24,853,136
Overtime	221,832	22,183	9,507	843	32,533	254,365
Casual	71,768	7,177	4,101	273	11,551	83,318
<b>Grand Total</b>	<b>21,688,010</b>	<b>2,168,801</b>	<b>1,250,882</b>	<b>83,126</b>	<b>3,502,809</b>	<b>25,190,819</b>

2.4. As part of the assessment of options the following was taken into consideration:

- In April 2021, the National Living Wage will increase to £8.91 per hour or £17,190pa. The Council's current minimum salary is £16,954pa or £8.78 per hour.
- RPI in December 2020 was 1.2% although it should be noted that there has been significant fluctuation in RPI during this year.
- The Government announced that there would be a public sector pay freeze this year (21/22), except for those earning less than £24,000 (full time), who would receive an increase of £250. Local Government does not however fall under the control of Central Government when it comes to setting pay levels.
- In 2020 the Council gave no pay award for RBWM staff, whilst the national pay award for Local Government and other public sector workers for 20/21 was 2.75%. RBWM sits outside the national terms and conditions and negotiations as we have opted for local terms and conditions.

- In 2019/20, the Council gave employees a one-off unconsolidated lump sum of £552 instead of a pay award.
- A minimum hourly rate of £10 per hour will impact on the current RBWM grading structure, as £10 currently represents the penultimate pay point on Grade 2. See Annex A.
- School support staff are on National pay terms and the minimum hourly rate that currently applies to those in RBWM schools is £9.94, this will increase to £10.08 with the application of the £250 increase. (Subject to national negotiation between the LG Employers and Trade Unions).

2.5. The costs involved in awarding a 10% pay increase and a reduction of two hours in the working week are significant. In 2018 the Council gave employees an additional day's leave for their birthday and this year staff were given an additional day when the office closure was extended to include 29 December (also given in 2019), and as a one-off in recognition of the challenging year and all their hard work employees were given a further additional days leave to be taken in December or January.

**Option 1 – application of a minimum hourly rate of £10 per hour and a pay award of 2% for all other employees**

2.6. The Council did not make a pay award in 2020/21, whilst nationally Local Government workers and other Public Sector employees received a 2.75% pay increase. This year has been particularly hard for the workforce, who have embraced the challenges faced and continue to deliver high quality services to our residents.

2.7. The draft budget includes £895,000 for pay awards for the Council, Achieving for Children and Optalis. The Council's proportion of that provision is £438,004. In allowing for an implementation of a £10 per hour minimum hourly rate and a pay award of 2% for all other employees, the total estimated cost would be £449,808. This is £11,804 over the Council's proportion of provision but set against a total annual pay bill of over £21million, this is unlikely to have an impact, especially when taking into account leavers, starters and vacancies throughout the year. We therefore believe that 2% would be affordable within the proposed budget. Annex B is the April 2021 pay rates that would apply.

**Option 2 – application of £250 increase for those earning less than £24,000 and £10 per hour minimum hourly rate**

2.8. There are 159 employees earning less than £24,000pa and 38 casual employees. **Table 3** sets out the estimated costs of applying a £250 increase.

**Table 3 - £250 pay increase**

<b>£250 increase to all those under £24k</b>	<b>Estimated cost</b>
Permanent employees	35,458
Overtime	810
Casual pay	836
<b>Total</b>	<b>37,104</b>

- 2.9. Once £250 has been applied, 32 permanent employees and 3 casuals would be left on an hourly rate of less than £10 per hour. **Table 4** sets out the estimated costs of increasing the hourly rate of these employees further to a minimum of £10 per hour.

**Table 4 – minimum £10 per hour (after £250 increase)**

<b>Minimum £10 per hour (after £250 increase)</b>	<b>Estimated cost</b>
Permanent employees	13,315
Overtime	67
Casual pay	114
<b>Total</b>	<b>13,498</b>

**Option 3 – application of minimum £10 hourly rate only**

- 2.10. **Table 5** sets out the impact of applying a minimum hourly rate of £10 only. This would affect 32 permanent and 3 casual employees.

**Table 5 – Grade alignment to £10 per hour**

<b>Grade realignment to £10 per hour (only)</b>	<b>Estimated cost</b>
Permanent employees	18,147
Overtime	91
Casual pay	144
<b>Total</b>	<b>18,382</b>

- 2.11. Annex A sets out the impact on the grading structure of Options 1 and 2. The grades are set by a job evaluation system and therefore the application of a minimum £10 per hour would impact on the bottom two grades. In reality there are no individuals in Grade 1 whose pay falls below the minimum spinal point values for Grade 2, due to the overlap of pay rates. Therefore there are no concerns about the application of a minimum £10 per hour in terms of corrupting the grading system.

**Commentary of other aspects of the trade union claim**

**Gender Pay**

- 2.12. The Royal Borough take seriously its responsibilities in relation to equality and gender pay. The Council's gender pay gap for a measured point in time of 31 March 2019 is 5% and compared to the other Councils in Berkshire it is relatively small. A commentary on the Gender Pay Gap is available on the Council's website. In addition to the actions set out there, in the autumn the Council has established an employee led Equality, Diversity and Inclusion Network. The 2020 gender pay gap figure will be available in March 2021 and at that point there will be a review of the action plan and update to the commentary. Discussions with the trade unions will take place around any issues identified as a result of the 2020 data.

**Optalis and AfC**

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

2020/21 and would be available to fund any pay claims from those contracts. The money will be set aside until these matters have been concluded.

## Apprenticeships

- 2.14. The national apprentice and living wage rates will increase in April 2021. For apprentice salaries, the Council currently mirrors living wage rates, with the exception of under 18 rates as this age group are paid the same as 18 – 20 year olds. The current rates are shown in **Table 6** below, with the proposed rates for 2021 shown in **Table 7**.

**Table 6 – apprentice annual and hourly rates as at April 2020**

Year	25 and over	21 to 24	18 to 20	Under 18
<b>RBWM April 2020 – Mar 2021</b>	£16,777.28	£15,776.80	£12,409.80	£12,409.80
	£8.72	£8.20	£6.45	£6.45
<i>National rates</i>	£8.72	£8.20	£6.45	£4.15 - £4.55

**Table 7 – apprentice annual and hourly rates from April 2021**

Year	23* and over	21 to 22*	18 to 20	Under 18
<b>RBWM April 2021 – Mar 2022</b>	£17,142.84	£16,084.64	£12,621.44	£12,621.44
	£8.91	£8.36	£6.56	£6.56
<i>National rates</i>	£8.91	£8.36	£6.56	£4.30 - £4.62

\*Age bands changed from April 2021

- 2.15. For recruitment and retention purposes, apprentices can be employed outside the apprentice current rates and placed within the main salary scales. The Council currently employs 3 apprentices, 2 of which are paid within the Council salary scales and will be unaffected by the apprentice rate increase.

## 3. FINANCIAL DETAILS / VALUE FOR MONEY

- 3.1. Provision of £895,000 has been included in the draft budget for a pay award for 2021. This covers the Council, Achieving for Children and Optalis. The amount/proportion available for the Council is £438,004 and to be used for a minimum hourly rate increase to £10 per hour and a pay award of 2% to all other employees. It is expected through the detailed modelling that has been undertaken that this proposal is affordable.
- 3.2. The financial impacts of the report's recommendations are detailed in **Table 9**.

**Table 9: Financial Impact of report's recommendations**

REVENUE COSTS	2021/22	2022/23	2023/24
Additional total	£449,808	£449,808	£449,808
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

## 4. LEGAL IMPLICATIONS

- 4.1. The Council opted out of national pay bargaining in 2010 and has a local agreement to determine any annual pay award. The decision to make a pay award is made annually by Council as part of its budget setting process.

## 5. RISK MANAGEMENT

**Table 10: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
No pay award may impact on employee morale	High	A pay award will go some way to helping to maintain staff morale. If no award is made, ensure the decision is explained and cascaded.	Low
No pay award may encourage the Trade Union to consider some form of industrial action	Medium	If no award made, ensure decision is explained and cascaded	Low

## 6. POTENTIAL IMPACTS

- 6.1. **Equalities:** The pay award would be applied across the board and therefore no Equality Impact Assessment was required.
- 6.2. **Climate change/sustainability:** There are no implications as a result of this report.
- 6.3. **Data Protection/GDPR:** No Data Protection Impact Assessment was required.
- 6.4. As the last pay award was in 2017/18, an award this year will go some way to providing an acknowledgement of the significant contribution to the work of the Council made by our staff. The national pay awards made to Local Government workers in the past two years has meant that the Council's salaries are not as comparable as they were. Whilst turnover is low, this is not problematic. If turnover increases our salaries may not prove attractive to job seekers. There have been some issues with professional posts such as Environmental Health Officers where national shortages are also inflating salaries.

## 7. CONSULTATION

- 7.1. The Managing Director, Director of Resources, Head of HR, Corporate Projects and IT and the Service Lead HR Services met with Trade Union representatives in November and early January to discuss their claim and the Council's budget situation.

## 8. TIMETABLE FOR IMPLEMENTATION

- 8.1. Implementation date if not called in is 1 April 2021. The full implementation stages are set out in **Table 11**.

**Table 11: Implementation timetable**

<b>Date</b>	<b>Details</b>
23/02/2021	Decision paper to full Council (as part of the Councils' budget)
March 2021	Outcome formally communicated to Trade Unions and employees.
01/04/2021	Application of pay award and revised pay scale

## **9. ANNEXES**

9.1. This report is supported by two annexes:

- Annex A – Impact on grading structure
- Annex B – New pay scales from 1 April 2021

## **10. BACKGROUND DOCUMENTS**

10.1. There are no background documents:

- No Equality Impact Assessment was done as the pay award would be applied across the board.

## Annex A

### Impact of minimum £10 per hour on the Council's grading structure

GRADE / POINT	CURRENT SALARY	CURRENT HOURLY RATE	NEW SALARY (Current salary plus £250)	NEW HOURLY RATE (inc £250)	NEW HOURLY RATE Options 1 and 2
<b>GRADE 1</b>	£	£			
13	16,954.00	8.7877	17,204.00	8.92	
14	17,327.00	8.981	17,577.00	9.11	
15	17,759.00	9.2049	18,009.00	9.33	
16	17,938.00	9.2977	18,188.00	9.43	
<b>GRADE 2</b>					
17	17,637.00	9.1417	17,887.00	9.27	
18	18,078.00	9.3703	18,328.00	9.50	
19	18,452.00	9.5641	18,702.00	9.69	
20	18,888.00	9.7901	19,138.00	9.92	10.00
21	19,330.00	10.0192	19,580.00	10.15	10.02
22	19,524.00	10.1198	19,774.00	10.25	10.12
<b>GRADE 3</b>					
23	19,225.00	9.9648	19,475.00	10.09	10.09
24	19,933.00	10.3318	20,183.00	10.46	10.33
25	20,653.00	10.705	20,903.00	10.83	10.71
26	21,396.00	11.0901	21,646.00	11.22	11.09
27	21,827.00	11.3135	22,077.00	11.44	11.31
28	22,045.00	11.4265	22,295.00	11.56	11.43

## Annex B – Proposed new pay scales from April 2021

### RBWM LOCAL PAY Grade 1 – 5: Spinal points

GRADE / POINT	CURRENT SALARY	CURRENT HOURLY RATE	2% increase on current hourly rate	2% increase on current salary
<b>GRADE 1</b>	£	£		
13	16,954	8.7877		
14	17,327	8.981		
15	17,759	9.2049		
16	17,938	9.2977		
<b>GRADE 2</b>				
17	17,637	9.1417		
18	18,078	9.3703		
	18,452	9.5641		
20	18,888	9.7901	10.00	19,293
21	19,330	10.0192	10.22	19,717
22	19,524	10.1198	10.32	19,914
<b>GRADE 3</b>				
23	19,225	9.9648	10.16	19,610
24	19,933	10.3318	10.54	20,332
25	20,653	10.705	10.92	21,066
26	21,396	11.0901	11.31	21,824
27	21,827	11.3135	11.54	22,264
28	22,045	11.4265	11.66	22,486
<b>GRADE 4</b>				
29	21,687	11.2409	11.47	22,121
30	22,325	11.5716	11.80	22,772
31	23,053	11.9489	12.19	23,514
32	23,784	12.3278	12.57	24,260
33	24,264	12.5766	12.83	24,749
34	24,507	12.7026	12.96	24,997
<b>GRADE 5</b>				
35	24,561	12.7306	12.99	25,052
36	25,375	13.1525	13.42	25,883
37	26,204	13.5822	13.85	26,728
38	26,466	13.718	13.99	26,995
39	27,217	14.1073	14.39	27,761
40	27,967	14.496	14.79	28,526

**RBWM LOCAL PAY Grade 6 - 13**

<b>FOR STAFF ON GRADE 6 OR 7 ON OR AFTER 1 APRIL 14</b>				
<b>GRADE</b>	<b>Salary range (spot salary)</b>		<b>Salary plus 2%</b>	
	<b>MIN</b>	<b>MAX</b>	<b>MIN</b>	<b>MAX</b>
	£	£	£	£
<b>6</b>	28,715	32,050	29,289	32,691
<b>7</b>	32,691	36,250	33,345	36,975
<b>8</b>	38,640	42,204	39,413	43,048
<b>9</b>	42,339	46,275	43,186	47,201
<b>10</b>	46,429	50,775	47,358	51,791
<b>11</b>	52,234	57,034	53,279	58,175
<b>12</b>	58,439	63,978	59,608	65,258
<b>13</b>	65,498	76,210	66,808	77,734

**RBWM LOCAL PAY GATEWAY Grade 6 - 13**

GATEWAY	Salary range (spot salary)		Salary plus 2%	
	MIN	MAX	MIN	MAX
	£	£	£	£
<b>GRADE 6 GATEWAY</b>	32,051	36,250	32,692	36,975
<b>GRADE 7 GATEWAY</b>	36,251	42,204	36,976	43,048
<b>GRADE 8 GATEWAY</b>	42,205	46,275	43,049	47,201
<b>GRADE 9 GATEWAY</b>	46,276	50,775	47,202	51,791
<b>GRADE 10 GATEWAY</b>	50,776	57,034	51,792	58,175
<b>GRADE 11 GATEWAY</b>	57,035	63,978	58,176	65,258
<b>GRADE 12 GATEWAY</b>	63,979	76,210	65,259	77,734
<b>GRADE 13 GATEWAY</b>	76,211	83,075	77,735	84,737

**SENIOR LEADERSHIP TEAM PAY BANDS**

GRADE	Salary range (spot salary)		Salary plus 2%	
	MIN	MAX	MIN	MAX
	£	£	£	£
<b>Head of Service</b>	£66,912	£93,460	68,250	95,329
<b>Deputy Director</b>	£86,700	£102,816	88,434	104,872
<b>Executive Director</b>	£97,869	£134,997	99,826	137,697
<b>Managing Director</b>	£122,400	£149,083	124,848	152,065

## APPENDIX 7 – 2021/22 BUDGET CONSULTATION INTERIM FEEDBACK

### 1. INTRODUCTION

- 1.1 The Council continues to face economic challenges and reductions in government support. Therefore it must reduce costs and increase income, wherever possible. In 2021/22 the Council has new identified savings opportunities of £5.730m.
- 1.2 The various individual savings opportunities have been challenged initially through officer challenge sessions, followed by challenge sessions from the lead cabinet members prior to the draft budget being produced in December 2020.
- 1.3 The overall budget has also been subject to challenge and engagement sessions with staff, businesses and stakeholders to identify areas of risk and uncertainty.
- 1.4 An interim report on the public consultation from M.E.L. Research is attached as **Annex A**. This includes summaries of public comments, and summaries of the Overview and Scrutiny Panels.

### 2. INTERNAL CONSULTATION

- 2.1 Consultations on the various proposals in this budget took place with the following Overview and Scrutiny Panels:
  - Communities – 18 January 2021
  - Adults, Children and Health – 21 January 2021
  - Infrastructure – 19 January 2021
  - Corporate – 26 January 2021
- 2.2 The draft minutes from the Overview and Scrutiny Panels are attached as **Annex B**.
- 2.3 The draft minutes of the Corporate Overview and Scrutiny Panel are not yet available, but will be provided to Members ahead of the meeting.
- 2.4 Six engagement sessions with staff were held and their comments have been noted.

### 3. OTHER CONSULTATION

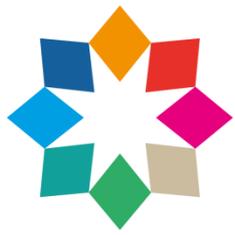
- 3.1 Engagement sessions with local businesses and contractors were also held. Businesses raised concerns in particular around further Government

support for Covid-19 closures. Officers stressed the need to work closely with contractors to deliver the additional savings required in future years.

- 3.2 Parish councils have raised concerns around the removal of the Parish Equalisation Grant, and the reduction in the wardens service.

**4. ANNEXES**

- Annex A – Budget Consultation Interim Report (M.E.L. Research).
- Annex B – Draft Minutes of Overview and Scrutiny Panels

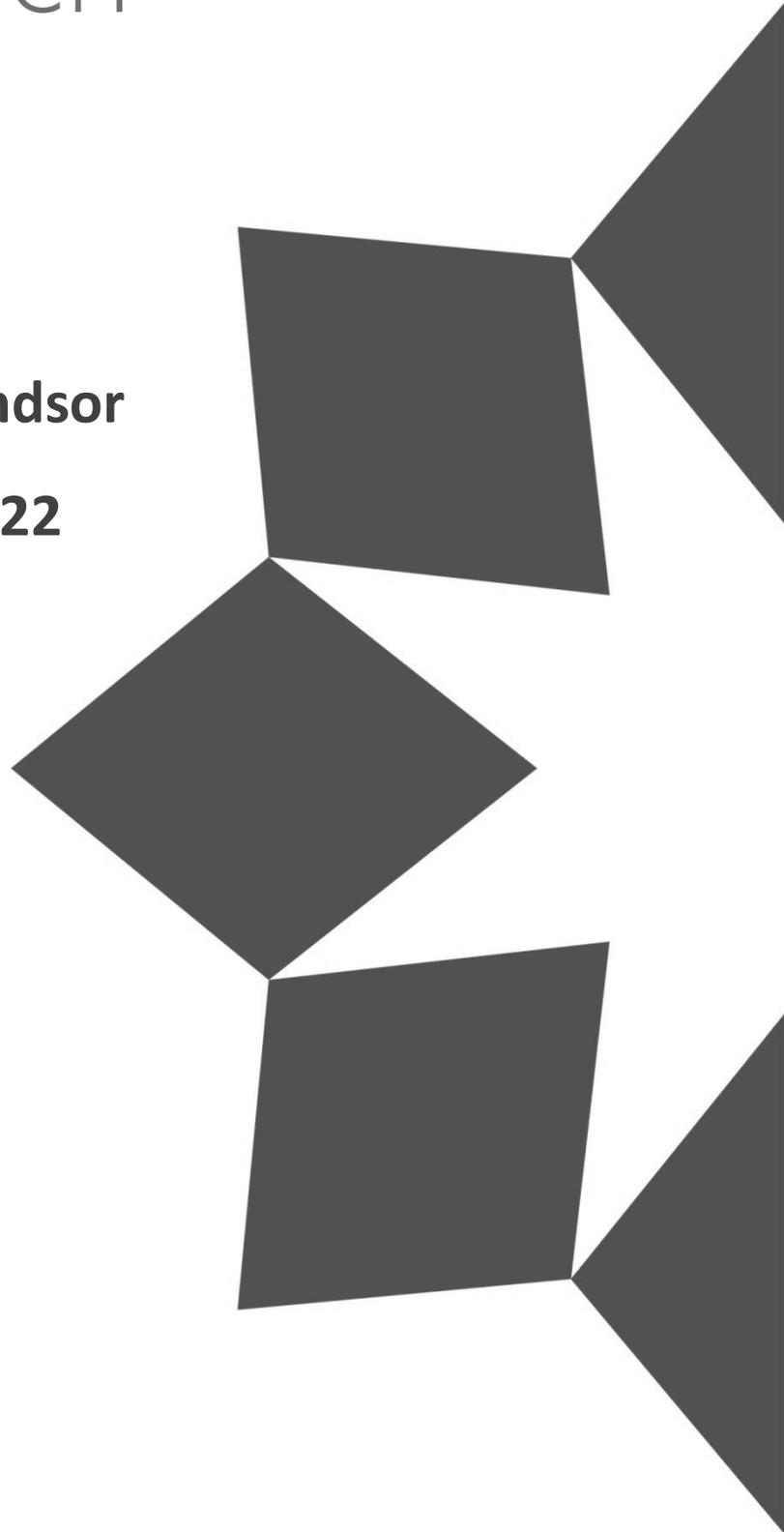


m.e.l  
research

**Royal Borough of Windsor  
& Maidenhead 2021/22  
budget consultation**

**Interim Report**

**27 January 2021**



Project details and acknowledgements.....	3
Summary.....	4
Background .....	4
Findings.....	6
Appendix A: Postal ‘push to web’ introduction letter .....	10
Appendix B: Postal survey request introduction letter & questionnaire .....	12
Appendix C: Scrutiny Meeting notes .....	20
Appendix D: Additional comments received from SMILE.....	39

# Project details and acknowledgements

<b>Title</b>	2021/22 budget consultation interim report
<b>Client</b>	Royal Borough of Windsor & Maidenhead
<b>Project number</b>	20116
<b>Author</b>	David Chong Ping and Sam Jones
<b>Research Manager</b>	Sophi Ducie
<b>Reviewed by</b>	Sophi Ducie

## **M·E·L Research Ltd**

Somerset House, 37 Temple Street, Birmingham, B2 5DP

Email: [info@melresearch.co.uk](mailto:info@melresearch.co.uk)

Web: [www.melresearch.co.uk](http://www.melresearch.co.uk)

Tel: 0121 604 4664



# Summary

## Background

The Royal Borough of Windsor & Maidenhead's (RBWM) budget proposals were discussed at cabinet on Thursday 17 December 2020. Following the meeting, the proposals were put out for public consultation on the RBWM Together website. The consultation closes on 29 January 2021. The findings will then be reviewed by Cabinet on 4 February 2021, with the final budget being discussed at Full Council on 23 February 2021.

This document provides an interim summary of results as of 26 January 2021.

## Methodology

M·E·L Research were commissioned to support the consultation. Given the restrictions placed on everyone from Covid-19, and the relatively tight turnaround for the consultation, the chosen methodology was an online survey. This was advertised on the council's main website and on the RBWM Together website.

To further advertise the consultation and to reach a broad spread of residents from across the Borough a 'postal push to web' approach was also undertaken. This involved selecting a stratified (by ward) random sample of 10,000 household addresses who were then sent a letter explaining the consultation and inviting people to participate via the online survey link or QR code.

For inclusivity, M·E·L's freephone number and email address were included on the letter for anyone wishing to request an alternative format, such as a postal or telephone survey, or if they required another format or language. Details were also included on the handling of personal data and on individuals' privacy rights, and the right to withdraw consent at any time.

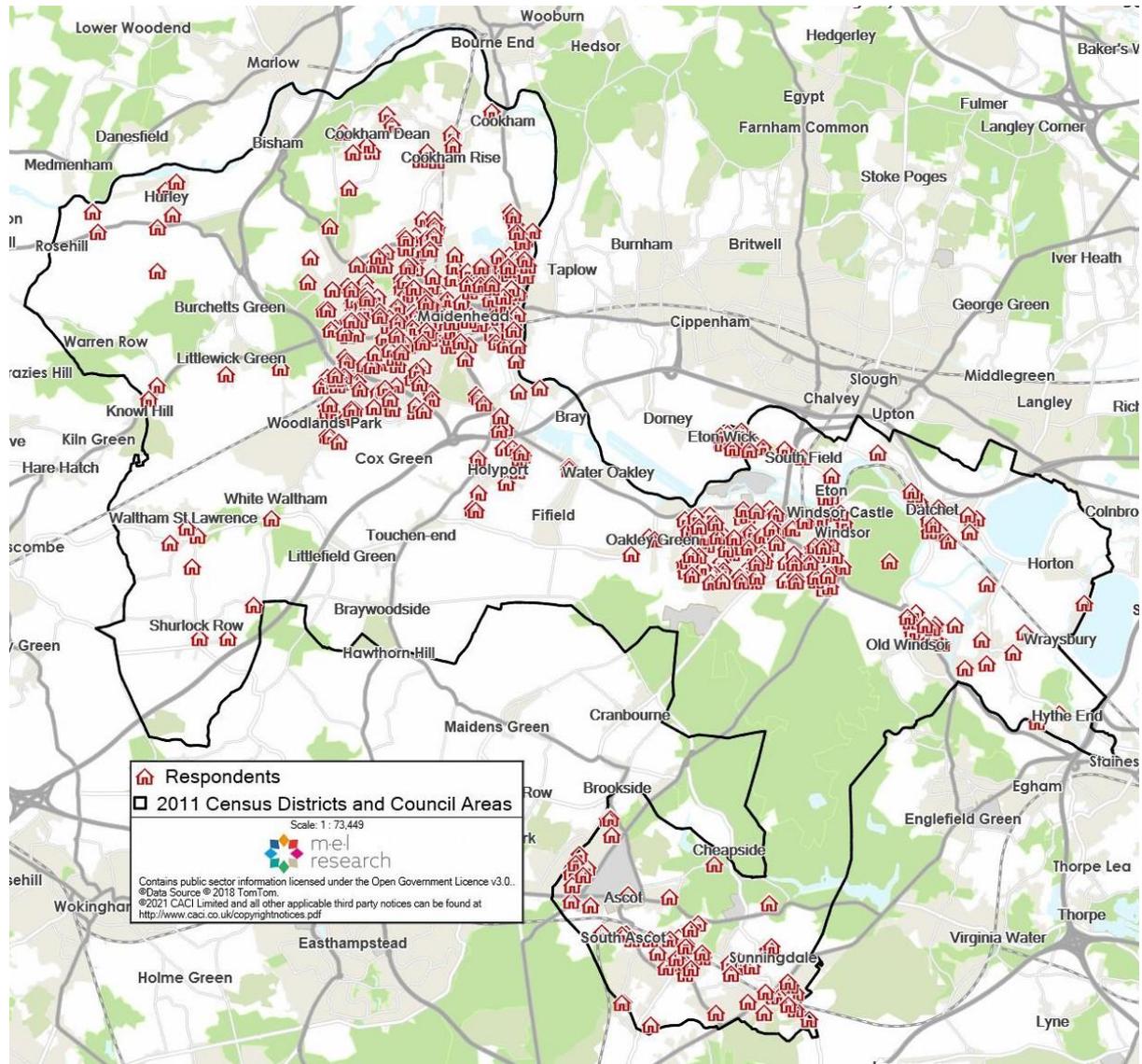
## Response

It should be noted that the findings in this interim report are taken as a snapshot of views of those that have chosen to respond to the consultation and are therefore not necessarily representative of the Borough as a whole - the data have not been weighted.

Compared to the Borough profile using ONS 2019 mid-year population estimates, proportionally more men participated (survey 55% vs. ONS 49%) compared to women (survey 45% vs ONS 51%). Proportionally fewer 18 to 34 year olds participated (survey 9% vs. ONS 21%) compared to other age groups. It is those aged 45 and over that are over-represented in the results (in particular, those aged 55 to 64).

Postcodes have been checked to ensure that only those residing in the Borough are included in the analysis. In total, 650 residents responded to any one question in the survey. Map 1 presents the spread of responses across the borough.

**Map 1: Plotted postcodes of respondents across the borough**



# Findings

## Council tax

Respondents were informed that any increases above the 2% and 3% Adult Social Care precept levels could be deemed excessive by central government and any council proposing an excessive increase in council tax must hold a local referendum and obtain a 'yes' vote before implementing the increase.

**Given the need to hold a referendum, which of the following might you support, if any?**

- 650 residents responded to this question with 55% supporting an increase of 7.5% or more. Fewer younger residents, aged under 35 (38%), and those with a disability (44%) support an increase of 7.5% or more.

## Additional funding from Government

**If RBWM receive additional funding from central Government and MHCLG over and above what has been estimated, which service area(s) would you prefer to see this reinvested in (i.e. reducing the level of proposed savings)?**

- 621 residents answered this question. Of these, 47% would protect services provided by Communities, 38% Children's Services, 32% Adult Services, 29% Infrastructure and 7% Corporate.
- Proportionally more women would protect Children's and Adult Services than men. Proportionally more men would protect Infrastructure Services.
- Proportionally more of those with a disability would protect Communities services compared to those without a disability. Similarly, proportionally more of those aged 18 to 34 would protect Communities services compared to those aged 65 and over.

## Protecting services

**Which specific service area would you like to see fewer savings being made?**

- Of the 280 residents that selected Communities services, 66% want to protect the 'Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections' option. This is followed by 33% that chose 'Remodel and reshape the Community safety functions including the Community Safety Partnership and Community Wardens'.
- Of the 209 residents that selected Children's Services, 54% want to protect the 'Optimise costs of placements for children in care' option. This is followed by 31% who chose 'Simplify therapy offer' and 30% that chose 'Remove all discretionary travel awards'.

- Of the 188 residents that selected Adult Services, 51% want to protect the ‘Deliver day opportunities for older people and people with learning disabilities in a different way’ option. This is followed by 40% that chose ‘Extend the offer of reablement to all residents coming out of hospital’ and 39% that chose ‘Develop alternative options for supporting residents in need of additional support’.
- Of the 158 that selected Infrastructure services, 54% want to protect the ‘Remodel street cleansing activity in town centres, estates and rural roads’ option. This is followed by 51% that chose ‘Review of Council’s rural car parks’.
- Just 33 residents selected Corporate services, and all chose to protect ‘Reduction in Libraries opening hours’ as this was the only option available.

Views are broadly similar for each of the above findings by gender, age band and disability (due to small sub-group sample sizes).

## Comments and suggestions

In all, 293 residents chose to provide other suggestions on where RBWM could make savings or look to increase revenue. Comments have been coded into common themes. Each response may contain more than one theme. Most commonly mentioned was that the borough needs to look ‘Run services more efficiently / streamline services / stop duplication of services’ with 53 mentions.

*“Consolidate the various parish councils and reduce the number of local councillors.”*

*“Cut down on bureaucracy and duplication of services.”*

*“Cut red tape and internal inefficiencies before cutting any services. I’m sure there is plenty to target.”*

*“For the council to stop wasting funds on unnecessary projects such as Maidenhead library refurbishment, replacement car parking machines that did not work. To look at the levels of staffing and functions to reduce non necessary activities.”*

This was followed by ‘invest in the area / regeneration / infrastructure’ with 39 mentions:

*“Encourage better retailers to the town centre so people actually want to shop and park there.”*

*“Funding for the maintenance of the newly created waterways link in the town centre is essential to preserve this amenity.”*

*“If you complete the Maidenhead Waterways scheme, then this will make it more attractive for us to visit your town.”*

*“Install alternative energy equipment (solar panels, wind turbines, etc) to all council offices, schools, etc.”*

A further 38 respondents mentioned that they were generally dissatisfied with any reduction in services:

*“Cutting child services and support for the vulnerable seems to be the wrong thing to do in the current climate.”*

*“I strongly resist any reduction in investment to any children's services and services for adults with learning disabilities. Savings achieved through efficiencies should be reinvested in these services.”*

*“Make savings in efficiencies but not reducing the level and quality of services.”*

*“Please do not cut budget to the arts and especially Norden Farm which is such an amazing community facility for so many different groups and which desperately needs your continued support.”*

**Table 1: Interim key themes**

	Count	%
Run services more efficiently / streamline services / stop duplication of services	53	18%
Invest in the area / regeneration / infrastructure	39	13%
General dissatisfaction with any reduction in services	38	13%
Charge more for services	35	12%
Other	32	11%
Better enforcement to raise revenue	30	10%
Increase Council Tax / increase council tax proportionally for higher property tax bands	29	10%
General dissatisfaction with a change to service e.g. bin/recycling collections	28	10%
Cut top management staff / Councillor pay	25	9%
Object to parking charges / will adversely affect shops and the local area	20	7%
Cut back / reduce decorations e.g. plant pots, statues, banners, displays	9	3%
Services need to adapt/change to the circumstances e.g. go online, more corporate sponsorship etc.	8	3%
General dissatisfaction with raising Council Tax	4	1%
Sell assets (like Council owned buildings for example)	2	1%
General satisfaction with services provided	1	0%
<b>Respondents</b>	<b>293</b>	

**Appendix A: Postal 'push to web' introduction letter**

**Appendix B: Postal survey request introduction letter**

**Appendix C: Scrutiny Meeting notes**

**Appendix D: Additional comments received from SMILE**

# Appendix A: Postal 'push to web' introduction letter

## Have your say on the 2021-22 budget for the Royal Borough of Windsor & Maidenhead

The Royal Borough of Windsor & Maidenhead wants to hear your views as we develop the 2021-22 budget which aims to supporting our most vulnerable residents as well as investing and supporting the local recovery following the coronavirus pandemic.

The council has had to propose very difficult options as they develop the budget for 2021/22 to ensure it can deliver a balanced budget.

Council services are funded by central government grant allocations, Council Tax, business rates and income from some services we provide, like parking charges.

Over recent years, all councils have faced significant spending reductions as part of government efforts to reduce the national budget deficit. The amount councils receive from central government has dropped significantly as a result.

This year has been a difficult year and COVID-19 has impacted our usual income flows from services.

Government limits how much we can increase Council Tax but we are proposing an increase within those limits in order to continue to support high quality services.

The budget is a set of proposals and for the first time the council is asking for your views on the proposals, as well as wanting to hear viable alternatives to ensure we deliver a balanced budget.

You can take part in the survey online by visiting <https://rbwmtogether.uk.engagementhq.com> or by scanning this QR code with your smartphone's camera.



The consultation will be open from 21 December 2020 and will close at midnight on 29 January 2021.

If you would prefer to take part in an alternative format, such as a postal or telephone survey, or would like it in another format or language, please email [info@melresearch.co.uk](mailto:info@melresearch.co.uk) or call M·E·L Research's FREEPHONE number on 0800 0730 348.

Thank you very much for your help!

### Who is managing the consultation?

M·E·L Research, a social research and behavioural insight consultancy, have been commissioned by the Royal Borough of Windsor & Maidenhead to manage the consultation process. They were established in 1984 and have over 35 years' experience. M·E·L Research are a Company Partner of the Market Research Society and have a wealth of experience in the social research field. For further information on M·E·L Research please visit [www.melresearch.co.uk](http://www.melresearch.co.uk).

The information you provide to M·E·L Research will only be used for research purposes and you will not be personally identifiable in any analysis or reports. M·E·L Research work to the Code of Conduct of the Market Research Society. They hold all information securely and strictly in line with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). They are also a fully accredited MRS Fair Data Partner and an ISO 9001:2015 accredited organisation.

If you would like more information about who M·E·L Research are and how they use the information you've provided including your privacy rights and right to withdraw your consent at any time please visit <http://www.melresearch.co.uk/privacypolicy>.

# Appendix B: Postal survey request introduction letter & questionnaire



## Royal Borough of Windsor & Maidenhead 2021/22 budget consultation



Dear resident,

Thank you for requesting a postal survey for the Royal Borough of Windsor & Maidenhead 2021/22 budget consultation.

M·E·L Research, a social research consultancy, have been commissioned by the Royal Borough of Windsor & Maidenhead (RBWM) to manage the consultation process on our behalf. M·E·L Research follow the Market Research Society Code of Conduct and all information you provide will only be used for research purposes and you will not be personally identifiable in any analysis or reports.

All information will be held securely and strictly in line with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). If you would like more information about who M·E·L Research are and how they use the information you provide, including your privacy rights, please visit [www.melresearch.co.uk/privacypolicy](http://www.melresearch.co.uk/privacypolicy).

**To take part, please fill in the enclosed questionnaire and return it in the freepost envelope provided, by Sunday 24<sup>th</sup> January 2021.**

Thank you very much for your help.

## About the research

As a council, we want to continue supporting our most vulnerable residents as well as investing and supporting the local recovery following the coronavirus pandemic. We have had to propose very difficult options as we developed the budget for 2021/22 to ensure the council can deliver a balanced budget.

We have to provide some services by law – these are called statutory services and include areas like education, children's services, adult social care, waste collection, planning, housing services, road maintenance and libraries. We do have some flexibility in how these services are delivered. We want to continue providing high quality but vital services for adults and children and spend nearly £46 million on adults and nearly £24 million on children's services each year. We are proposing to invest an additional £1.5m in our children's services to ensure that we can continue to support them.

In our proposals we have set aside further spending in the borough through the capital investment programme and are proposing to invest £11.5 million in affordable housing over the coming years and £16m for Maidenhead redevelopment. Our highways work programme looks to invest £1.6million.

We also provide some additional services which we don't have to by law – these are called discretionary services and include things like sports and leisure facilities, maintaining parks, promoting tourism and the arts, and supporting charities, some of which pay for themselves, some of which are subsidised by council tax payers.

To provide services, we are primarily funded by central Government grant allocations, Council Tax, business rates and income from some services we provide, like parking charges. Over recent years all councils have faced significant spending reductions as part of government efforts to reduce the national budget deficit. The amount councils receive from central Government has dropped significantly as a result.

This year has been a difficult year and had it not been for COVID-19 we would have been in a much better position. COVID-19 has limited our ability to bring in income through a variety of ways – parking being the main issue. However, we have adapted during the pandemic and we plan to continue using virtual technology for meetings across the whole council. This will allow us to look at our office space and potentially reduce our carbon footprint.

Many other councils up and down the country are in a similar position with the additional pressures on services during the pandemic and we don't know the full extent of it yet – the economic and health effects on our borough are still to be realised and we will need to be mindful of that in the coming years. This is the single biggest economic impact in local government, the entire sector is coming to terms with it and how it will impact our residents and our councils going forward. We are limited to the council tax increases because of government limits but we do need to increase them to continue to support high quality services.

The council's current central Government allocation, plus level of support from COVID-19 funding from the Ministry of Housing, Communities and Local Government (MHCLG), is not yet known. As such, estimates and assumptions have been used to calculate the 2021/22 budget, based on allocations so far this year. These are only proposals and for the first time we are asking for your views. We are open to viable alternatives to ensure we deliver a balanced budget.

## Service savings

Currently, with the uncertainty over the levels of central Government and Ministry of Housing, Communities and Local Government (MHCLG) funding allocations, the council are proposing to make the following savings. These are all of those above £100,000, the full saving proposals can be found in the cabinet report on the Council website.

Children's Services	Description	£'s
Optimise costs of placements for children in 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.	250,000
Remove all discretionary travel awards	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	300,000
Redesign 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.	150,000
Simplify therapy offer	Set-up assessment service which will both simplify therapy offer with far fewer exceptions while driving up the use of effective, time limited interventions.	100,000
<b>SUB-TOTAL</b>		<b>800,000</b>

Adult Services	Description	£'s
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	500,000
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.	500,000
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	300,000

	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.	
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	200,000
Ensure value for money of high cost 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.	200,000
Ensure value for money of 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.	200,000
Ensure value for money of 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.	200,000
<b>SUB-TOTAL</b>		<b>2,100,000</b>

<b>Communities</b>	<b>Description</b>	<b>£'s</b>
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.	300,000
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.	175,000

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	187,000
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.	125,000
<b>SUB-TOTAL</b>		<b>787,000</b>

Corporate	Description	£'s
Reduction in Libraries opening 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	118,000
<b>SUB-TOTAL</b>		<b>118,000</b>

Infrastructure	Description	£'s
Review of Council's rural car parks	Bring all Council car parks into new parking strategy's restructured tariff scheme	100,000
Remodel street cleansing activity in town centres, estates 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.	100,000
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.	100,000
<b>SUB-TOTAL</b>		<b>300,000</b>
<b>Savings under £100k</b>		<b>1,719,000</b>
<b>Savings from February 2020 budget</b>		<b>2,135,000</b>
<b>Total savings</b>		<b>7,959,000</b>

**Q1** If RBWM receive additional funding from central Government and MHCLG over and above what has been estimated, which service area(s) would you prefer to see this reinvested in (i.e. reducing the level of proposed savings).

PLEASE ALL THAT APPLY

- Children's Services .....  1
- Adult Services .....  2
- Communities .....  3
- Corporate .....  4
- Infrastructure .....  5

**Q2** If you selected 'Children's Services', in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Optimise costs of placements for children in care .....  1
- Remove all discretionary travel awards .....  2
- Redesign Health Visiting Service .....  3
- Simplify therapy offer .....  4

**Q3** If you selected 'Adult Services', in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Extend the offer of reablement to all residents coming out of hospital .....  1
- Maximise the income due to the Council from resident contributions .....  2
- Deliver day opportunities for older people and people with learning disabilities in a different way .....  3
- Develop alternative options for supporting residents in need of additional support ....  4
- Ensure value for money of high cost placements for people with learning disabilities.  5
- Ensure value for money of supported living packages for people with learning disabilities .....  6
- Ensure value for money of community packages for people with learning disabilities.  7
- Optimise costs of placements for children in care .....  8

**Q4** If you selected 'Communities', in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Remodel and reshape the Community safety functions including the Community Safety Partnership and Community Wardens .....  1
- Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections .....  2
- Reshape museum and tourism information centre service .....  3
- Reshape the trees function .....  4
- Extend the offer of reablement to all residents coming out of hospital .....  5

**Q5** If you selected **'Corporate'**, in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Reduction in Libraries opening hours.....  1
  - Somewhere else, please describe.....  2
- 

**Q6** If you selected **'Infrastructure'**, in which specific service area would you like to see fewer savings being made?

PLEASE ALL THAT APPLY

- Review of Council's rural car parks.....  1
- Remodel street cleansing activity in town centres, estates and rural roads.....  2
- Additional income from enforcement of street works activity.....  3

**Q7** Do you have any other suggestions on where we could make savings or look to increase revenue?

Any increases above the 2% and 3% Adult Social Care precept levels could be deemed excessive by central government and any council proposing an excessive increase in council tax must hold a local referendum and obtain a 'yes' vote before implementing the increase.

**Q8** Given the need to hold a referendum, which of the following might you support, if any?

PLEASE TICK ONE ONLY

- An overall 7.5% increase in council tax (an extra £1.55 per week or £80.79 per year for a Band D property).....  1
- An overall 10% increase in council tax (an extra £2.07 per week or £107.72 per year for a Band D property).....  2
- An overall 15% increase in council tax (an extra £3.11 per week or £161.58 per year for a Band D property).....  3
- None of these.....  4

**About you and your household**

To make sure we are hearing from a wide range of people we would like to ask some questions about you. These questions are optional but answering them will help us better understand what you tell us.

**Q9 How would you describe your gender?**

PLEASE TICK ONE ONLY

Female .....  1      Prefer not to say .....  3  
Male .....  2      Other, please self-describe .....  4

**Q10 Which age group do you fall into?**

PLEASE TICK ONE ONLY

18-24 .....  1  
25-34 .....  2  
35-44 .....  3  
45-54 .....  4  
55-64 .....  5  
65-84 .....  6  
85+ .....  7  
Prefer not to say .....  8

**Q11 Are your day-to-day activities limited because of a mental or physical health problem or disability which has lasted, or is expected to last, at least 12 months?**

PLEASE TICK ONE ONLY

Yes, limited a lot .....  1      No .....  3  
Yes, limited a little .....  2      Prefer not to say .....  4

**Q12 What is your full postcode? This information will be used for analysis purposes only and to see whether views differ across the Borough.**

**Q13 Finally, the council may want to gain further feedback from residents about their views about priorities in the Royal Borough of Windsor & Maidenhead. If you are interested, please provide your name and your preferred contact details. This information will be passed back to the council so that they may contact you in the future.**

Yes, please - I confirm I am happy for my name and preferred contact details to be passed to the council .....  1  
No, thank you .....  2

**Q14 Please supply your name and preferred contact details:**

This is the end of the survey. Thank you for your time. Your feedback is really valuable. Please return your completed survey to M·E·L Research in the freepost envelope provided.

## Appendix C: Scrutiny Meeting notes

As part of the budget process the views and comments of Overview and Scrutiny Panels were sought on the growth and pressures including those for COVID-19, savings, fees & charges and capital schemes that are relevant to their panels. These comments will be reported to Cabinet with the budget report in February 2021.

The four Overview and Scrutiny Panels are Communities, Infrastructure, Adults, Children and Health and Corporate. These four Overview & Scrutiny Panels were asked to comment on:

- The proposed pressures and growth set out within Appendix A
- The proposed COVID-19 pressures set out within Appendix B
- The proposed savings set out within Appendix C
- The proposed fees & charges set out within Appendix D
- The proposed new capital schemes as set out in Appendix E

The key comments, questions and suggestions from the four Overview and Scrutiny Panels are shown below.

**Key:**

Q: questions raised by panel member(s)

C: comment made by panel member(s)

# Communities Overview & Scrutiny Panel

This meeting was held on Monday 18<sup>th</sup> January 2021 at 6.15pm.

## Public speakers

### Speaker 1

- Item 5 Appendix C - both charities and the environment seem to be deprioritised by this change.
- Item 13 Appendix C – this will reap £100,000's of knock-on problems – health problems, mental health issues etc. transferring to the ASC budget. Equality Impact Assessment is astonishing, medium negative impact on elderly but no need to identify full scale of affect – believe a full impact assessment should be done.
- Progress has been made by offering consultation on the budget this year, but some is vague and confusing. Too little detail.

### Speaker 2

- Key demographics are hit adversely by the proposals, particularly the elderly and young families. All proposals adversely affect them, particularly the reduction of community wardens (e.g. ASB, theft, burglary for all residents), libraries (on young families), gardens in bloom (on elderly residents).
- Residents are paying more for less but what is the impact beyond the numbers? How much consultation has there been with community groups?

## The proposed pressures and growth

### Item 2 - Library cleaning costs

- Q: If the transformation is agreed and libraires get cut, does this mean we don't have so many to clean? If they're reduced hours, does that not impact on cleaning costs? If so, is this necessary if the transformation strategy goes through?

### Item 3 – Increase burial capacity

- Q: What does the project involve?

### Item 4 - Joint arrangement for the Joint Emergency Planning Unit

- Q: Were the costs for that mainly staffing costs? What is involved in that and the nature of the costs?

### Item 5 - Support funding for Arts organisations

- Q: With arts organisations losing their revenue, does this enable them to move to being self-sufficient? How is this going to help our arts organisations? Is it the two arts organisations (Norden Farm and Old Court) and will they get £25,000 each? Can't view this in isolation from the savings proposed later in the report.
- Q: I realise the intention to help but the realities are they have to pay their bills. I'm concerned about whether we might see one or both of them folding because of this level of cut.

## **Item 6 - Saving from increased recycling**

- Q: What is meant by duplication?
- Q: What items of recycle are more valuable than others? How does that value chain work? Could we have a menu almost of valuable items?

## **The proposed Covid-19 pressures**

### **Item 1 - Reshape the Leisure Services Contract**

- Q: Are we to infer that some of this will come back from the Government, the £1.7million for the Leisure Services contract, or is this a cost to us?
- Q: We have to look at future years, we have £8million in cuts this year and £14million for the next 4 years. So we have to think the unthinkable, this isn't a statutory service so are we going to be able to sustain our statutory service in the future? What are the implications if we don't have these leisure facilities, but maintain things like the SMILE program which cost less?

## **The proposed savings**

### **Item 1 - Stop moving the Container Library saving towage costs**

- Q: What mitigation can take place, as identified in the Equality Impact Assessment?

### **Item 2 - Reduction of library hours**

- Q: We've talked a lot about transformation and communities seem to be hit hard in these savings, can you reassure us that the libraries in our communities will be kept open?

### **Item 3 - Additional income from green waste subscriptions**

- Q: Has the potential loss of future income been taken into account from residents renewing their contracts later, as a result of poor customer service (rather than refunds)?
- Q: Have we got an analysis that the elderly are the most hard-hit? Is there anything for residents who wish to continue to do gardening but can't afford the green bin and don't have transport, so they can continue to enjoy their gardens?

### **Item 4 - Introduce fortnightly residual waste collection whilst retaining weekly food waste and recycling collections**

- Q: Will there be any dispensation to collect residents bins on a weekly basis for those, particularly the elderly and disabled, but also young families who have absorbent hygiene products (AHP)?

### **Item 6 - Implement a revised Advantage Card**

- Q: Are we officially culling the Advantage Card? Is that no longer valid and what are we doing about residents visiting Windsor Castle? What will we do about older residents who have no desire to go digital but would still like to get discounts?
- C: Not everybody wants to rush to a digital solution.
- Q: So we're not going to disadvantage people who don't want to use digital but still want to shop locally so there will be a physical way of doing it. Are you saying it will be a possibility?

## Item 8 - Reshape museum and tourism information centre service

- Q: With the relocation of the visitor centre away from the centre of the Windsor shopping, what in discussions have they said about that removal and will that impact the number of residents into the shopping centre?
- Q: So there is likely to be an impact? Should we recognise that? Have they been asked?

## Item 10 - Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens

- C: I feel it's very premature to reduce the funding. I understand the need to balance the budgets, but the Community Wardens have played a crucial part and vital role during COVID-19, sadly even losing one of their numbers to COVID-19. Longer-term district environmental crime offers could be brought in house and revenue used to pick up any shortfall in funding, in the future. But we are still in COVID-19 so I would ask Councillors and Officers if they would be willing to take on their vital role in their absence at this time and if the answer is no then please leave the current level of funding alone and allow it to remain for next year.
- Q: I'm trying to understand the impact of this and the service to our residents and how things will change. I don't understand what the reaction of Thames Valley Police is to these cuts, because that's going to affect them as I assume there is a lot of soft intelligence they get from Community Wardens as they have built up a relationship and people trust them. What do the police think of these cuts and what effects will this have? Important services that currently residents get will not be there under this model so do they understand the severity of these cuts.
- C: Intelligence comes from building relationships and if you take out people who have been trusted over the years and built relationships with the community. If you take these people out you are removing the intelligence and removing the smartness.
- C: With the Community Wardens, its affecting most probably the out-skirting communities because if you go to a central-led place that is demand-led on Community Wardens then you lose the communities that may not have such a strength of ASB etc. but still need Wardens for other not so high profile options - a Community Warden accompanying a social worker on a safeguarding issue for example. I would like to put my comments in that I think it is premature to look at this now and rather than looking at the annual cost going forward but we should be looking at a one-off revenue stream that we can apply just for this year to give us time to understand all about district enforcement, whether we can get revenue in and while we're in COVID-19 keep that resource.
- C: Councillors are also a good source of knowledge for the police too and have a responsibility to pass information on.
- C: Public safety would not be put at risk because the main responders are Thames Valley Police. The Community Wardens are a great asset and I accept that, I have worked with them. However, I've probably worked more with our PCSOs than I have with our Community Workers. The point is that if there were to be any cuts, the public should be reassured that public safety would not be at risk.
- Q: What has been the reaction of Thames Valley Police, both for the Community Safety Partnership and Community Wardens?

## Item 11 - Revise the management of the leisure contract

- Q: The description of this saving isn't very clear what it is. What are the implications?

- Q: What's the reference to Dedworth School?

#### **Item 12 - Remove funding from Borough in bloom and community participation project**

- C: This year it went digital and it seems that it will continue to be digital. Most of the people that join in with this, in my limited experience, but in my Ward alone we gave out 30 awards and these were residents that had put in an awful lot of effort. One resident shared how he'd had an award for the past 20 years and the previous years award he'd put in the grave with his wife when he buried her - that's how much it meant to him and elder people in the Borough. To simply shift this over to digital is sad. For some people it was very important and potentially was essential to them.
- Q: Glad planters are not been gotten rid of but put into storage. I would suggest that instead of putting them in storage, but we allow community groups to take them over. Also glad the gardens in bloom will keep going but wonder if we could get some additional sponsorship to cover the cost of the rosettes?

#### **Item 13 - Remove funding from SMILE and stop service**

- Q: Concerned as these are elderly residents who use it - will they be able to access this service if it is moved to the sports centre? Although this says the service will cease the delivery of the current SMILE programs. Assuming then that if people want to do the programmes they will have to go to the leisure centres and will they be charged as much, and will it be as accessible for them? If we're trying to have more community-focused activities, this is moving away from the vision that we have. It concerns me that this is disappearing.
- Additional comments were provided by SMILE which are presented in Appendix D.

#### **Item 14 - Remove vacant community sports development post and projects**

- Q: Is this a role that would potentially bring in more revenue to the Braywich Leisure Centre?
- Q: What has been the reaction of the sports clubs and organisations, that they won't have the support of a Sports Development Officer and therefore the impact on the community of sports clubs not being so viable and less people playing sports?

#### **Item 15 - Library Stock fund**

- Q: I believe the stock of digital stock is very expensive and more expensive than buying books - will this have a significant impact on the facility that we can offer, bearing in mind that if we are trying to provide more digital services for the library, would it mean that they will be restricted whilst at the same time we're trying to move to digital services and away from paper books.

## **The proposed fees & charges**

#### **Page 83 - Fly-tipping new charge**

- Q: When a person is issued with a FPN for fly-tipping are they also sent the bill for the clean-up and if not, why not?
- Q: Do we take people to court? Would it cost us more than we gain?

#### **Page 79 - Special collections services**

- Q: Are these charges comparable with getting a private contractor in? Maybe we could charge more. How do they compare to a private contractor? It's an opportunity to raise some more money.
- C: This may be an opportunity to raise more money as they don't have the option to go to another authority and only alternative is a private company.

#### **Page 80 - Allotments**

- Q: Would it save money if the Maidenhead allotments were structured in the same way as the Windsor allotments?

#### **Page 80 - Burials**

- Q: With land being in such short supply, should there be a greater price differential between burial and cremation? Or is that a statutory service and why is there a difference between burial sites?
- C: There are certain faith groups that prefer burial to cremation and need to investigate this carefully so it's not discriminatory.

#### **Page 81 - Parks and open spaces**

- Q: Are any of these (e.g. Royal Windsor dog show) commercial operations that we are not taking advantage of?

#### **Page 87 - Fax**

- Q: How much revenue does this generate? Is it worth having the machines?

#### **Page 91 - Marriage and civil partnerships**

- Q: Anyone that had to postpone their ceremony because of COVID-19, can they rebook at the price they originally booked it at?
- Q: Are these fees set by Government? Is there opportunity to charge more?

## **The proposed new capital schemes**

- Q: My understanding is that these are new amounts. Why are there new amounts for the Vicus Way car park and with all the changes we have with the lifestyle and car parking and officers being moved out, why are we still say we have to spend more money on a new car park?

## **Summary of comments for Cabinet**

- There are lots of things that we don't want to cut, that we think there could be other ways of funding them that would involve using communities and other organisations. It would be fantastic if we could do that, but we would need to start doing that process now if these cuts are going to be implemented in April. Can anything be done to start that process now and have we got that capacity and resources in the Borough? (Applies to several items e.g. flower beds)
- We are the Communities panel, and I would like to be assured that as part of the budget proposals that the communities that we deal with are consulted on the budget and last week I spoke to a few organisations who hadn't been approached and didn't know anything about it. Have written

to officers to understand this. As a member of communities panel I would like to make sure they're actively encouraged to make their views known. Be proactive. Actively engage with organisations to get their feedback.

- They're all big issues that have come out but Community Wardens, arts funding and libraries a lot of it is still in the future - understanding the impact on communities. Can we ask Cabinet for more detail on impact, risk analysis and mitigations and particularly in Datchet for the library - that would be a good thing?

## Infrastructure Overview & Scrutiny Panel

This meeting was held on Tuesday 19<sup>th</sup> January 2021 at 6.15pm.

### The proposed pressures and growth

#### Item 1- Temporary loss of parking income through regeneration

- Q: In terms of all of the parking savings, how temporary does the finance officers believe this is going to be? Is it just going to be for this year, or do they think it's going to follow on for years onwards? And will everything get back to normal following that?

### The proposed Covid-19 pressures

#### Item 1- Reduced car parking income

- Q: The £2million is a very round number. How did we get there? In terms of the impact on the service, what will that be? If we don't get that £2million what will happen to the parking, because I understand the money has to be used for other roads and highways things, so what is the impact of that? What does it fund? We've got that £2million shortfall, what was that earmarked for and how will that impact us?

### The proposed savings

#### Item 3 - Review of council's rural car parks

- Q: Clarification if you could, I understand that you've had some conversations with Councillors regarding the Oaken Grove car park and the possibility of residents being allowed 30 minutes free parking and Pirate Park car park, though there's a range of challenges as its utilised by local residents who have double yellow lines in front of their properties as well as by parents who are using the park after collecting their children from school. Could I seek reassurance that those conversations will continue and that as consultation is a popular theme that those views will be taken into account and be thorough and completed?
- C: I have already written to Lead member, so he is aware of the concern of residents and there is a petition being brought it. The rural car park right at the end of Hurley. The streets are narrow anyway and as the item states the implementation would be potential displacement for parking on street and there is great concern because of the river that emergency services every year have problems - they really do need a clear pathway. I would like to thank Cllr Cannon for taking this on board.
- Q: I hear what Cllr Cannon is saying. Is it right that they are going to review these saving targets taking into the account the use i.e. sports use, where people are there for football, so it could discourage that? So looking at what they are used for and review it based on that. I'm sure that in

one way we may be making money but in other ways losing money. For example, if there's a café on site that we support, if we don't have parking or have paid parking that will discourage use. I hope there is a full review into rural car parks and take note of their use.

- Q: I have already emailed concerning a number of things, particularly Oaken Grove. I would be keen in learning what the criteria was used to select the specific car parks you've chosen and how much income you think you'll be able to make from them and the evidence you provided to meet that criteria. My biggest concern about the target is the push you will have - cars will stop parking in the car park and in the streets around. That means that because cars aren't parking in the car park you're unlikely to meet the target that you've put in the document. How you came up with criteria? What evidence you have? Why you think you won't have the push into residential areas?
- Q: We keep talking about consultations, I've gone to the consultation page and yes it will be in the budget but there is a parking consultation and underneath there is nothing. Can I suggest that we have one for each of the car parks, at least one, that people can respond to because if they hear the term and go to the website and there's nothing there they will think they've missed the opportunity.

### **Items 5, 6, 7 & 8**

- C: Line 8 suggests there is an evidence base and therefore the implication is that there is an evidence base for all the other changes and if it's possible to share that evidence base because I've not seen it. If there is an evidence base of course, it introduces that it could be a genuine efficiency rather than just a cut.
- C: If as you say, by some alchemy, it is possible to reduce the amount of actual activity that is dedicated to cleaning a road by using a varying scheme that's fantastic, but until we see the evidence base for that it is speculative. Cllr Cannon made a remark about officers using experience and local knowledge, I understand that's part of it but there must be a framework of evidence otherwise it is just speculation and it may work, may not. You may be able to deliver but you may not. As the consequences are so dire in what you're proposing, it would reassure members if you could share the evidence base and we can judge the quality for ourselves.

### **Item 7 - Redesign the street cleansing pattern for the A404M/Marlow bypass**

- Q: I just wanted to say, its done 4 times a year so how many times a year is this going to be cleaned? The lorries and other vehicles park there on the lay-by and there is already a lot of litter.

### **Item 9 - Reshape Planning Support Team**

- Q: Have we been dealing with a reduced amount of planning applications over those 3 months, so therefore when the planning applications come in at a heavier rate, are we going to see a reduction in service?

### **Item 10 - Reshape the trees function**

- Q: Understanding is that the tree team are ticking all the boxes around the area, through to maintaining and growing trees. With all the planning applications coming through and environmental pressures and all the other stuff that go along with the world of trees and we seem to be devastating the department. Are we going to have the right level of support? From a business POV that would be relating to the planning point of view, are we going to be able to keep up with the applications that come through? Invariably there is a lot of tree questions that come through

with these. The need for tree officers will be huge. If we're getting a saving of £125,000 that's half the budget, will it cope?

- Q: We had a presentation about highway tree maintenance in a previous meeting, and the five year rolling program that we have in place. Within that there was the facility to have trees inspected outside of that cycle, if they presented a particular risk either to the highway or pedestrians. At the time, I said the flexibility was something that needed to be maintained. I wanted to make sure that within these lines, that aspects of tree care and the important restriction of liability for the boroughs being maintained?
  - Q: What I'm hearing is we have skills in other departments, climate change and planning, which will allow for cutting staff elsewhere?
  - Q: Is there an opportunity within this to use these expertise, to sell these services to neighbouring boroughs, to generate boroughs and not let people go but build a team of expertise so it becomes a cash cow rather than a cost?

## The proposed fees & charges

- C: I spoke with Cllr Hilton and these charts are good when you see a number against something, but it doesn't mean anything. There was a scenario that these new telephone masts that have been given the nod; in theory the sheet here says a larger pole is worth £15,000 - £200,000 worth of revenue. We've discussed the concept of making these more useable, at this point, this is a page to look at when you're charging people but if we could see how many of each given menu item we have sold. For example, the first item £149 flat fee so if we've sold 5 can we put the number next to it and the revenue generated so we get an idea of what elements are being used. This will be useful for when it comes back for fines - who are being fined and which bits are missed off and could they be fining more people?
- Q: Page 30 - Other traffic management charges, special signing - What struck me is that there is very similar increases for each line, 1.6% 1.7% 1.9% but three of the lines relate to people who have committed some kind of illegal signage problem, whereas the others are about helping businesses put up signs. I wondered if any thought could be given to increasing the % increases for the removal of illegal signage and reducing or getting rid of the increases for special signage which will be so important, as an element at least in the business recovery plan. Do the officers have any comments on that?

## The proposed new capital schemes

- Q: CY34 - What is major scheme business case development?
  - What is the identified income of the £160,000? I can understand we're developing resources but where's the income element?

# Adults, Children and Health Overview & Scrutiny Panel

This meeting was held on Thursday 21<sup>st</sup> January 2021 at 6.15pm.

## The proposed pressures and growth

### Item 7 - Operational costs

- Q: Explanation for this please. Is it just pure borrowing interest?

### Item 8 - DASH

- Q: Is that the potential loss of funding they would normally give because of a lack of fundraising?

### Question from non-panel member on Item 5 - Employee Related Costs following external reviews and changes

- Q: "And inclusion of salaries previously funded from capital" - could you explain what that process is, how its funded and why it is that it's come to an end?

## The proposed COVID-19 pressures

### Item 3 - AFC infrastructure and capital

- Q: £60,000 sounds like a lot of money. How many mobile phones and associated systems is this for?

### Item 10 - Additional specialist workers

- Q: Would like to know more about the additional specialist workers. Who they are, what they'll be doing?

### Further questions

- Q: Because they're COVID-19 related, is there any possibility of us being able to recoup any of that from central government?

### Question from non-panel member on Item 2 - Family Hubs

- Q: Is that a broad estimate across all family hubs or does it relate to particular hubs?

## The proposed savings

### Item 1 - Develop alternative options for supporting residents in need of additional support

- Q: This may cover more than one item but I'm wondering how developed plans are for replacing provision with community options and how the risk is being mitigated that residents may not be able to access these community options, if suitable options can't be found or they've closed due to COVID-19 or if they may be at risk of closing in the future. How are we mitigating risk for that?

- Q: How are you ensuring the quality of delivery of services for the voluntary community? From my engagement with other voluntary groups, there are differing levels of professionalism within the voluntary sector.

## **Item 2 - Deliver day opportunities for older people and people with learning disabilities in a different way**

- Q: I wanted to refer to the EQIA for this one, it talks about each individual being offered a care service based on a Care Act assessment of need. It says that's a statutory responsibility to carry out that assessment - is that something we already do? Or is it just when proposing a change?
- Q: If we're closing existing day centres and moving to providing the service elsewhere. Are these services going to be provided at places that are convenient and have we got examples in other councils where this methodology has been shown to work successfully? I'm concerned we have a full service provision with this new methodology and that it works in other areas?
- Q: Is it right that the crisis is used as the blueprint going forward, the opportunities arisen from the crises are used as the blueprint going forward? There's a suggestion about the easement of the care act during the crisis and perhaps the services popped up during the crisis might not fulfil the usual requirements of the care act. Would that be a fair assessment?

## **Item 3-5 - Value for money**

- I've got one comment to make which covers lines 3-5 about the assessing of needs and adapting care packages around those newly assessed needs. Can I ask for reassurance that that will be done in-house or Optalis assessors so that we know that's being done appropriately and not by the service-provider as we want to ensure they're not biased in the type of service they're assessed to.
- C: I find ensuring value for money doesn't sit well with social care and I like to ensure that the care we are giving to our residents is the right and appropriate sort of thing and just need to ensure that those assessments are carried out in the right way, the care is appropriate, and we do get value for money but make sure we do emphasise that the care that we are giving to those residents who do need that support.
- Q: As someone comes out of hospital that might be that the packages would be probably go down quite a bit but there are cases where packages might go up as well, I'd like to know.
- Q: How confident are officers that we are already offering service users the level of care that they do need and is best for their needs? And how likely is it that you think the level of care will increase for those users?

## **Item 6 - Extend the offer of reablement to all residents coming out of hospital**

- Q: I just wondered if someone could give a real life example of this as it's sometimes hard when you see the line to get a sense of what that means.
- C: Reablement is always much better than doing and caring for somebody because if you can bring somebody to that point where they're able to do it for themselves you maintain their wellbeing, mental wellbeing. To take someone from where they've maybe been in a hospital bed for a couple of weeks and their muscles are weak and they're not confident to bathe themselves to make a cup of tea, to get them to the point where they had sufficient physio support at home and OT support to be able to do that for themselves has got to be the best way forward, and if there are savings to come with that then even better.

### **Item 7 - Refocus the operation of the Health Visiting Service**

- Q: Can you explain exactly what this means as it's a very short line, that could have a huge impact and cause people a huge amount of fear and frustration. Where it says 'transformation' it sounds a little bit scary, so I'd like our officers to explain exactly what that means?

### **Item 10 - Develop an increasingly independent school travel policy which is focused on the most vulnerable**

- Q: I'd like to understand how in practice this will work and what it actually means in practise for someone using this service at the moment?
- Q: Where it mentions some non-statutory free routes will cease to be provided unless there is statutory eligibility, is it fair to say historically some routes have been offered based on postcode or other things that perhaps have brought some unfairness into the system?

### **Item 12 - Greater use of virtual technologies**

- Q: We talked earlier about equipping AFC staff with technologies, is this for the technologies or is it to facilitate the use of them?

### **Item 17 - Use external support for early years quality improvement needs**

- Q: This one refers to using the Nursery School Federation which is our wonderful maintained nursery schools to do training for other early years providers. The funding for maintaining nurseries long-term is still uncertain, so how are we mitigating against the risk of losing those nurseries? Things can change so rapidly; it says there is not capacity to support a setting in crisis so how are we going to manage that?

### **Item 18 - Continue to optimise costs of placements for children in care**

- Q: I'd like to understand how/what this is doing in practise? What does it mean for someone in this situation and how does it change/help them?

### **Item 20 - Account appropriately for financial support services**

- Q: More explanation around this about how it works and what's happening?

## **The proposed fees & charges**

No comments or questions.

## **The proposed new capital schemes**

No comments or questions.

## **Summary of comments for Cabinet**

- The packages of care being reviewed and ensuring value for money but also the level of care - If you look at the budget savings overall, 90% are affecting certain groups i.e. with disabilities, children with SEND and older people so I'm looking to maybe draw that to cabinets attention that

the focus needs to be on the care that's received by people when making that decision. This being brought to forefront of decision making.

- Building on this, one thing that's happened is having discussions with residents and them not being totally sure what some of these changes mean and how they will impact them. This highlights the importance of the consultation, also with the community groups who have the knowledge. We'd like to acknowledge that it's the intention, but to also have it minuted that we want those groups to be included from the earliest opportunity and consulted properly. We recognise the importance of this consultation and consulting widely with service users and user groups.

## Corporate Overview & Scrutiny Panel

This meeting was held on Tuesday 26<sup>th</sup> January 2021 at 7pm.

### Public speaker

- Item 1 Appendix B - £21,000 lost income from the £1,800 venue licenses which suggests that up to 12 venues have stopped paying venue licenses. Which three venues will not be renewing the venue license this year?
- Item 2 Appendix B - This looks worrying. It describes a deliberate misrepresentation of the financial position in RBWM, using weddings of all things. RBWM officers appear to have known about a £25,000 drop in income from 2018 weddings, this was a trend, but then they appear to inflate the projected income in the next budget by £13,000, resulting in an overall pressure of £61,000. Will weddings somehow deliberately used to mask financial problems in the borough?
- I would like to have brought these matters to the attention of the auditors but Item 3 - Appendix D describes how you're slashing the audit budget. You apparently want less financial scrutiny at a time when you are perilously close to bankruptcy. Twice last year the Managing Director declined to launch a financial audit. I believe Cllrs should be demanding more auditing of officers' decisions not less. Who do you think is going to spot the next financial scandal if you're trying to keep the auditors' hands behind their backs, or was that the aim of the policy?
- Item 11 and Item 28 Appendix C - You're proposing to charge schools £20,000 more this time. What are the additional charges against schools specifically for? There's a further £40,000 burden placed on schools in Item 28, relating to an increase in fees for data protection services. I note that you have not proofread the document and you've accidentally left in an instruction to officers to "delete the last sentence, not relevant as offering an enhanced service". If RBWM is offering an enhanced data protection service to schools then why do you warn that there is an increased chance of a data breach occurring after the enhancements. What are these enhancements?
- Item 18 Appendix C - It is currently said to be £224,000 presumably in a part for the privilege of chairing meetings. Last week you announced that the arts grants for Norden Farm and Old Court was being cut up to £230,000 depending on what happens so do you agree with me Cllrs that you should now decide to waive the special perks for chairing meetings in order to secure the long-term survival of Norden Farm and Old Court? I would say the choice is yours, save the perks or save the arts.

### Comments on the main body of the report

- Q: Around the estimated total losses as far as Covid. Basically, what are costs and what are income losses and what are the mitigating funding received from Government for each of those items? So not putting together but how much we've received on the income side against how much we've lost on that, and the costs and how much we've lost. I believe we've been able to get back all of

the costs but I'm not sure of the income and exactly how much the difference is, and I'd appreciate that number.

- Q: 4.3.5 appears to be saying were moving to a policy for a payment of services at a point of demand and I'm not sure how that reflects on those with less income? I was going to try and look at the quality statements, but it would also be helpful in the future, if there is an equality statement against any of these items that a link is put in because it is very hard to find the equality statement that is linked up with any of these issues.
- Q: 4.4.1 there's an increased contingency budget, I think that's the pay award, but I'd like that clarified.

## The proposed Medium-Term Financial Plan

- Q: The business rates, NNDR, is reducing because of regen. I'm wondering about the viability of businesses going forward and whether that risk has been taken into account as well. Not only is the regen going to impact, that is in Maidenhead mainly, but we have other shopping areas where Covid going forward could have an impact and whether the negative figures on that takes that into account?
- Q: My concern is that the medium-term financial plan shows a spiral of decline for the borough, caused by these year-on-year cuts that you can see; 3.9 next year, 2.3 the next year, 2.7 the year after. We're just seeing slowly eating up slice by slice all the services provided by the council. It's a spiral of decline which without some kind of alternative strategy will just lead the council effectively to bankruptcy. I have four questions to see what efforts are being made to escape from the spiral of decline that we are in.
  1. Firstly, insourcing. We talked about insourcing at a council motion meeting recently. Research has demonstrated that insourcing nowadays both saves money and improves services. It was necessarily true 10, 20 or even 30 years ago but now, local government is as efficient as a business and we don't have to give council tax money to shareholders. What detailed research has gone into investigating each of the contracts as it comes up, to look at whether it would be possible to do an internal bid and if it is possible to put the resources in to make sure we submit a real bid?
  2. Second thing is about invest to save. If we're going to escape this spiral of decline we need to be turning out assets into revenue-raising asset rather than selling them off cheap. Can you outline what detailed analysis has really gone in to looking at the assets?
  3. We've talked about CIL as well so we're charging CIL in all of our borough but not in Maidenhead town centre where a huge amount of development is going on. Explanation of this giveaway of 0 CIL to property developers and if you're prepared to relook t this to help with some of the financial problems the council is in at the moment?
  4. Fourthly something I've been told is called commercialisation. I'm interested in what we're doing to sell out services to other councils and other organisations. I know a review is being done of the CSC at the moment and yet in that review you're not considering how we can perhaps sell the space to other organisations. Can you outline what detailed analysis you've carried out on the potential for commercialisation? When you're looking at these cuts, considering it as a valid option rather than looking at it is thinking can we sell this to others without making a profit.
- Q: I'd like to say that the MTFP indicates that there's another £14million of savings needed to continue to balance the budget over the next four years. They can, as you say, be income or costs but we're being told there's no other options available for this year's budget. How are we going to survive for the next four years if we're already looking at proposed strategy to close libraries?

That's in Cabinet, we're looking to close libraries. Have we really got enough discretionary services left to make those savings and cuts before the time taken for transformation can kick in? Transformation is not short-term. That's my question and I'd like assurance that we're not declining and there is something we can do about it without losing our discretionary services, like libraries.

- C: One of the great things in this budget is that we have made an allowance for staff pay rises, which I think at this time is really important and we've also made an allowance for extra staff to come into the council. This again shows a commitment to public service at this time. These are two very important line items in the budget that we need to keep in mind and make sure that we do get to achieve those for our staff who have worked incredibly hard during this time of Covid and that we're investing in new and better staff for the future is also going to be very important as we move forward with the transformation strategy.
- C: I'm interested by the use of the word transformation again. I was interested in Cllr Rayners comments about how wonderful the library transformation quote was and that you've done what the residents want. I can't think of many residents that said Boyn Grove library should be closed. I can't believe that residents would have said that so I'm interested how you would justify giving residents what they want against the fact you're clearly not doing what residents want by closing them and reducing working hours. Obviously at the moment they're all closed but you're making decision that will stand when we come out of COVID-19 and people are going to want to go back to the libraires and be able to do their work. They're more than books and closing libraries isn't what the residents want and isn't pursing a community value.

## The proposed pressures and growth

### Items 1 and 2 - Reduced income for venue licensing and Registrars

- Q: This question applies to several items. I am worried that there are several activities that have stopped during COVID-19, or been greatly reduced, and we're using what's happened to those (weddings cancelled, venue licensing not happening much) so are we making a mistake factoring in these growth issues, and it also applies to failed income generation. Are we making sure that we're not factoring in the position during COVID-19 to make the decisions about the direction of travel on these various budgets?
- Q: I am concerned that again we have a trend that could have been seen in the past two or three years and yet for this year's just gone budget the target was increased again. I'm just looking for assurance whether there's going to be many more of these that will come out of the woodwork because they all impact in a negative way on our budget. We saw it in last year's budget and the budget before that, these unachieved incomes.

### Item 25 - Community grants

- Q: This is down as a one-off and not ongoing. Should it be on-going as you might well be in the same situation next year?

## The proposed COVID-19 pressures

### Item 1 - Reduced Commercial Rental Income

- Q: Are you saying this is all discounts and waivers for the next financial year? So there is nothing in there that is Covid related where a business is actually not going to be viable or its given notice because of Covid?

### Item 3 - Reduced Pool Car Income

- Q: I wanted to know where this loss of income came from, is it because we've reduced the cars or is it because the pool car we've got is going to be less used going forward?

### General comments and questions

- C: We went through quickly Items 1 and 2 but I think it's worth us pausing for a moment to think that these are real people's lives, and this is a good line to have in there. Just for a moment just to think these are real people's lives whose businesses that they've worked on for years and years are going down the pan. Its people's lives and benefit overpayments that will make them desperate. I felt we should acknowledge that, and the damage COVID-19 is doing across the board and how we must do everything we can to support local shops and local people that are falling on hard time and not go out of our way to persecute them.
- Q: We're talking about COVID-19 growth proposals so its impacted by COVID-19 yet some of these are ongoing and I just wanted to know the rational for having like reduced wedding income as ongoing if it's just COVID-19 and we would expect to see that return once COVID-19 has finished.

## The proposed savings

### Item 1 - Removal of one Benefit Assistant post

- Q: We're asking that the service will be by appointment at Maidenhead only, rather than at the moment it's at both Maidenhead and Windsor. I was wondering if we should look at actually the individuals, however it works, that you're still able to offer appointments from both Maidenhead and Windsor? Have you done everything that you can so that can still happen?
- Q: Along the same lines, I've only got figures on a calendar year but there were 1,666 visits to benefits in Windsor in 2019. That's quite a high number of visits. Given those figures and given our climate strategy and the fact that say from Old Windsor or Datchet trying to get across to Maidenhead, I'm not really sure how that would be done, possible bus, train or two train. I would reiterate that we should do everything we can to keep the Benefit Assistant accessible from Windsor even if it's only one or two days a week.
  - C: For a specialist service, Teams or on a computer, for a specialist service sometimes is not enough. It really isn't. Sometimes when people have got to a certain stage, they need a face to face and I'm wondering whether we can say to Cabinet can you still keep that option open, that one-off appointments can be made at Windsor for a face to face, should it be a person that can't make it to Maidenhead and is a very complex issue. If there's any way we can, on those one-off occasions, keep that option open.
- C: Absolutely. When you look at the economic cost, one of our people going over to Windsor from a base in Maidenhead once a week compared with the cost of all those people, some of the poorest people amongst us, having to travel to Maidenhead. It's really a no-brainer. Completely understand putting the operation based in one town and it's not much petrol to get someone over to the premises in Windsor so I'd urge you to look at this. Think more creatively rather than just slice.

- C: I think it's important that we make sure the message goes through to Cabinet that we want to ensure even that specialist advice in complex cases is always available from Windsor, whether by phone or face to face. We're not forcing some of our most complex, and sometimes most chaotic, clients to have to travel to Maidenhead with the cost that involved. It's worth having that recorded as something we want to make sure happens.
- C: I'm concerned about impact on residents on each of these and would like to understand which of these in this whole section is going to have the most impact on residents, it may be this item, but which is going to have an impact on residents.

### **Item 2 - Review of Accountancy structure**

- C: I will talk to this one, but I think rather than repeat myself on several items I will only say it once. My issues with these sort of efficiency savings, and the many different words used for the same thing, is that they're not defined what the efficiency savings are, so you can't predict whether you're going to make them, you're just going to look into them. The way I would've been doing the budget, I would've started straight after the previous budget and tested all these issues to work out what the transformation or the savings you can establish by. Doing it before you get to this point. You can't predict what savings you're going to be making from reorganisations, re-evaluations, all these different words used. It's better to make them straight after the previous budget so you know how much you're going to save. I'm sure you'll say you do it on some occasions, and that's good. I'm nervous whenever you use words like efficiency savings by reviewing because you don't know, it can only be a cut. I would be looking straight after this budget for the next set of items that will save the next amount of money, for you to be testing those efficiency savings.

### **Item 3 - Review of internal audit contract**

- Q: I was concerned about this given that the 2018/19 value for money statement was qualified and the draft for 2019/20 also said that they expected to give a qualified statement. Although I know that Wokingham has not been able to provide the number of days in 2020/21, do we really feel that we would not want those days, are they necessary or not going forward?

### **Item 12 - Increase the admin charge for DBS checks**

- Q: Schools are effected by DBS as well so really putting them together. We seem to have put together a lot of charges up for schools over the last few years. I can remember charges going up for a number of years now and even passing on the apprenticeship scheme to them, even though some schools can't take advantage of it. Are we sure that our maintained schools can pay for these services and it's not going to put them in a situation where they're going to struggle? Especially the smaller ones, the first schools in Windsor.

### **Item 16 - Restructure of Compliments and Complaints function**

- Q: I'm not sure how this is going to impact. If someone could say this is not going to impact on our service going out, I'd be quite happy. I'm not sure how this will impact and how the complaints function ill impact. If you can say we'll provide the same service, I'll be happy. It's not been explained how it's going to affect the residents.

### **Item 23 - Facilities vehicles**

- Q: The termination of a large van, it doesn't affect next year's budget from my view but the following year. It's used primarily by the library and between sites so obviously if libraries are closed, you won't have to transfer things between sites. I think this is almost part of the library transformation strategy and whether the decision is to close libraries. That can't be agreed unless the library transformation strategy goes through. Can you tell me what else it's used for? Any other service affected by this?

#### **Item 26 - Reduced confidential waste collection**

- C: I think this sounds like a sensible idea, especially given post-Covid people will be working in the office less time anyway. They will have less requirement and potentially using, hopefully, less paper. It seems to be in line with our requirements moving forward. I would question actually whether there is a chance of greater data breach if people are handling information correctly, we should not be in a situation where there is a potential for data breach. It's a question of making sure people are trained correctly in the handling of data rather than in the disposal necessarily.

#### **Item 31 - Maximise digital distribution of Around the Royal Borough**

- Q: I'd like to support that one, it's a sustainable approach and it's going to save us money. I wonder if we should be suggesting going a bit further and cutting the number of Around the Royal Borough that are put out in paper form to all residents. Just interested how much reducing it by one would actually save and whether that would be possible?
- C: I think this is a good idea, I support the move and we've had residents coming to us saying they support this as well. I'm also concerned about digital exclusion and the fact that if we go totally digital, people who don't have access or choose not to use methods of digital communication will miss out. I think we really should make sure that we do one at least copy that is in hard copy each year, just to keep people in touch with what is going on and obviously try and encourage in that issue people to use the digital channels that are available.
- C: Just a thought that obviously if libraries are kept open around the Borough and paper copies in there for people to access and not actually post them out to everybody, so you can actually access it from the library if you want to. For the six month one that you're cutting.

#### **Item 32 - Consultancy costs**

- Q: Are the £70,000 the property consultancy budget of a bigger budget of £110,000, or are you saying we are going to need some property consultancy budget going forward?

### **The proposed fees & charges**

No comments or questions.

### **The proposed new capital schemes**

No comments or questions.

### **Further comments**

- Q: I was surprised not to see the cash flow in this pack, only because the draft cash flow was presented within the draft budget and this is the first Overview and Scrutiny Panel meeting we've had since then. I have got some queries on the cash flow and my biggest one was that we're

looking next year for £30million to come in. We've got borrowing up to £240million and really the questions are, how sure are we of those cash flow figures coming in - the capital receipts? Are they definite or are they estimated and to what stage, is it a definite to year 3 or 4? Because that's going to make a big impact to minimum revenue provision, interest payments. I think that was a slight oversight that we didn't get to see that in this panel.

## Summary of comments for Cabinet

### **Revenue and benefit service in Windsor to maintain flexibility so service users get that flexibility and there's an option should there need to be.**

- For a specialist service, Teams or on a computer, for a specialist service sometimes is not enough. It really isn't. Sometimes when people have got to a certain stage, they need a face to face and I'm wondering whether we can say to Cabinet can you still keep that option open, that one-off appointments can be made at Windsor for a face to face, should it be a person that can't make it to Maidenhead and is a very complex issue. If there's any way we can, on those one-off occasions, keep that option open.
- I think it's important that we make sure the message goes through to Cabinet that we want to ensure even that specialist advice in complex cases is always available from Windsor, whether by phone or face to face. We're not forcing some of our most complex, and sometimes most chaotic, clients to have to travel to Maidenhead with the cost that involved. It's worth having that recorded as something we want to make sure happens.

### **Equality Impact Statements be put in against the lines, so people can see what has been considered as far as the effect on certain areas of our residents.**

# Appendix D: Additional comments received from SMILE



Windsor and Maidenhead SMILE Club  
Registered Charity 1152140(England and Wales)

Email: [wmsmile.charity@outlook.com](mailto:wmsmile.charity@outlook.com)

Website: [www.smilecharity.co.uk](http://www.smilecharity.co.uk)

25<sup>th</sup> January 2021

Dear Cllr Rayner

## **RESPONSE TO ITEM 062 OF RBWM SAVINGS PROPOSALS 2021/2023**

It is with some dismay that the Trustees and Committee of Windsor & Maidenhead SMILE Club Charity, learnt of the proposal of RBWM to cease funding for SMILE Sessions.

We understand that there are issues with Council's finances and would like very much to work with you to find a way forward to bring back the SMILE classes into the Community.

S.M.I.L.E. (So Much Improvement for a Little Exercise) was initially set up in 2003 to reduce slips, trips, and falls in the elderly that led to hospitalisation. The SMILE programme grew from strength to strength increasing the number of sessions trying to cover all pockets of the Borough.

- Over the 17 years SMILE improved people's, health and wellbeing;
- reduced isolation and loneliness;
- kept people within their own homes for longer therefore keeping older residents out of residential care;
- Reduced doctor appointments and admissions into Hospital;
- Encouraged people to make new friends or meet up with old friends.

In 2005 a club was formed with a constitution, run by a committee of SMILE members and RBWM officers. This then added a further element to the SMILE programme through offering members trips out to the seaside or places of interest, annual Christmas party and other events, which increased the social element.

In 2013 the Club gained Charity status. The Charity has supported these exercise sessions with the purchase of equipment and paying for training courses for the SMILE coaches therefore relieving the Council of some expenses.

The Royal Borough runs the SMILE Community classes in village halls, day centres, nursing home' and libraries within the Borough. The purpose of placing these classes within the community setting

was to allow easy access to get to these venues that were potentially on people's doorsteps and not have to rely on public transport to get to venues. A typical example of this is Lynwood Nursing home, where there is a limited bus service to get to Windsor or Maidenhead and back. Charters Leisure Centre in Ascot has limited opening times due to being on a School premises therefore the opening times may not be suitable for the age group that SMILE supports through the programme.

Through 2019 in the 25 community classes each week the average attendance each month was 948. In financial terms we realise that some sessions are not viable, due to low attendance, but keeping people in their own homes for longer, therefore reducing the care home fees makes sense.

From our members we have testimonials relating how SMILE has helped them. Many of these testimonials have been presented to the Scrutiny Committee and are a matter of record.

To lose through redundancy the expertise of the SMILE coaches and in particular the Lifestyle Coordinator and Clinical Exercise Specialist is massive. It would also have an impact on applying for funding in the future, which the charity relies on.

The Committee is discussing ways in which it can help with running of the Community based classes. Listed below are a couple with the related issues

**Paying for Public Transport.** These issues are

- It would need to be sustainable therefore SMILE members would be required to pay a fee towards the cost of putting a minibus on to get people to their local Leisure Centre.
- Consider the age group that attend Day Centres, Nursing Homes, All Saints Church where people have mobility problems, therefore may find it difficult to get on and off a bus and depending on the length of the journey may not travel well.
- People who attend day centre classes go there for a hot meal and are generally offered volunteer transport to get to the day centre and home.
- Taking a group of people from the day centre to access a class in a local Leisure Centre could potential mean they are not back in enough time to be taken home via the volunteer's transport as they will have probably finished their day.
- Liability of then taking people door to door which can be time consuming.

**SMILE Classes through the Charity Arm**

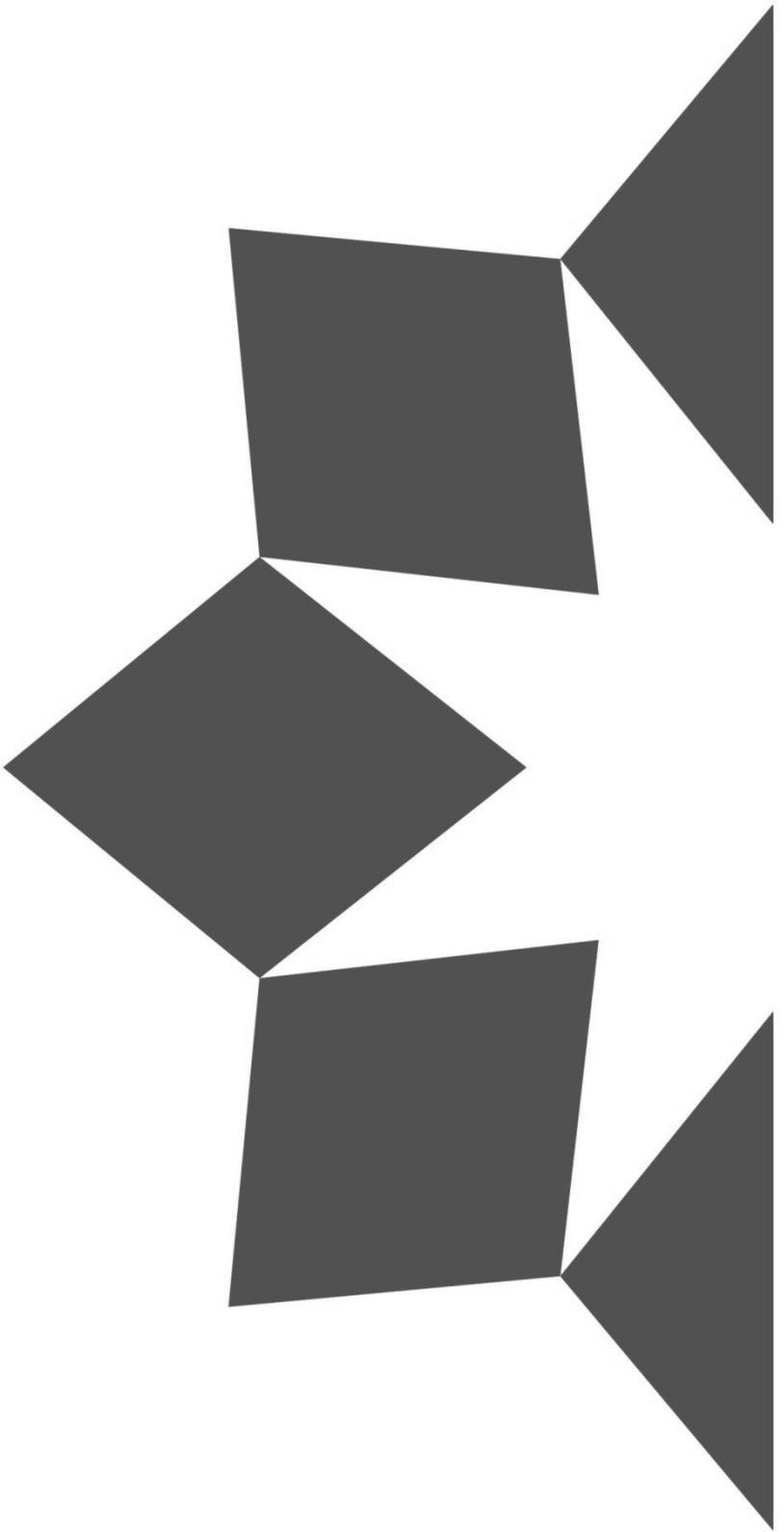
If SMILE Charity was to support the SMILE program through paying for the coaches' time but not employing, the following are things to consider:

- Hall hire charges would this be paid by the council, Leisure Centre (if using their premises), SMILE or the coach taking the class.
- Enquiring into hall hire if they offer a charity discount.
- The SMILE coach would require Public Liability Insurance to take an exercise class.
- Music licence PPL cost to play music in a venue.
- To consider the cost to member per session or monthly direct debit.
- The cost of the SMILE sessions to be paid to the SMILE charity to cover costs of coach and hall hirer costs.
- Monthly direct debit would be a guarantee income to the charity rather than weekly.

Are there ways in which the Council can assist us through grants or paying for the hire of the community halls, to keep the SMILE classes running?

We as Trustees would like to have designated named Officer/Councillor who can update us monthly. We need to work together so we can move forward to support the older residents of the RBWM. After this pandemic is over we need to be in a position to get our members **Smiling** again.

On behalf of the Trustees and Committee of the Windsor and Maidenhead SMILE Club



**ANNEX B DRAFT BUDGET REPORT MINUTES**

**Communities Overview and Scrutiny Panel – 18 January 2021**

Councillor Hilton, Lead Member for Finance and Ascot, introduced the Budget report to the Panel.

The main comments of the Communities Overview and Scrutiny Panel were that there were lots of things that they didn't want to cut.

**Comments to Cabinet:**

- 1. To seek alternative funding or sponsorships where possible for items such as the planters, match funding support for the Arts Organisations and funding for the local community SMILE project .**
- 2. Wider consultation with community groups. Need to be pro-active with consultation by contacting community groups such as One Borough and WAM**
- 3. For issues such as community wardens, arts funding and libraries there needed to be more understanding / information from Cabinet on the potential impact, risk analysis and mitigations, especially the library in Datchet.**

Notes:

There were two public speakers registered to speak for this item, Mr Andrew Hill and Mr Richard Endacott. Mr Hill made comments on the savings, item 5, Deliver the waste incentivisation scheme through the Climate Change Strategy, item 7, Reduction in Arts Grants and item 13, Remove funding from SMILE and stop service. Mr Andrew Hill addressed the Panel with the following comments, item 5 in the savings proposal appears to axe the get recycling scheme, that was set up to get volunteers for going door-to-door to promote recycling and therefore awarding up to £30,000 to charities of their choice. With this proposal going ahead both the charities and the environment would seem to be deprioritized with this one change. As an aside Mr Hill asked what happened to last year's charity money. Item 13 proposed to axe the SMILE service. According to the website it offered affordable activities to the elderly such as seated fitness classes, badminton and short tennis. If the £70,000 was cut, might it not reap hundreds and thousands of knock-on problems in health problems if the elderly had less access to affordable fitness activities. There would possibly be more loneliness, more mental health issues and simply a transfer from one RBWM budget to another such as adult care and no real saving of taxpayers money. Whilst this was the first year that a consultation had been done, the budget was still very confusing and vague with very little detail. Mr Endicott commented that he understood the situation, but many cuts were being made to areas with the highest level of deprivation such as in Dedworth. The area of Dedworth in Windsor comprised mainly of the elderly and young families and they would be affected the most. The points he wanted to raise included reduction of community wardens; this would be detrimental

## APPENDIX 7 – ANNEX B

to the Dedworth area. The reduction of the library needed to be reconsidered and the gardens in bloom. It seemed that residents were paying more for less. Mr Endacott expressed concern about the planned savings for the next 3 years and the lack of consultation that had taken place with community groups.

The discussion for the budget item began with each Lead Member talking a little bit about their areas.

Councillor Samantha Rayner, Lead Member for Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, discussed leisure, libraries, art funding and museums and tourism. With leisure, the budget had been affected by Covid-19 and as a result there had been a change of operator in summer last year. It was expected that these losses could be recovered to pre-Covid-19 levels of income in the future but not in the next year. Libraries, had to find budgets savings in this area as part of achieving a balanced budget for the council but to do this, the team had to look very carefully at historical information, experience of Covid-19 and where we wanted to be in the future for this service. This would mean another public consultation, as any changes in this statutory service would need to have one. The library strategy which was being presented to Cabinet informed them of the consultation with a transforming and agile service with a professional team, not only looking at the core books but also mental health and wellbeing, the environment and the economy as part of the offer. Arts funding, enormous value of our art partners who achieved fantastic opportunities and culture in the borough. As part of the budget savings that had to be made in this non-statutory area was sought by talking to partners and working together to minimise the impact by working with them on the strategies to become sustainable. Museums and tourism, in order to achieve savings and protect these services, a plan was put together to bring both these areas together in one location, allowing these to be successful and utilising their specialist areas to be able to continue face-to-face and strengthening the fantastic work already achieved in digital during in Covid-19 times.

Councillor Coppinger, Lead Member for Planning, Environmental Services and Maidenhead, reported that there were two items that fell under him. Neither of these were cost savings for the council but both would increase the earnings for the council. Firstly, the adjustment for the green bins in which the volumes had been maintained, hence the council would be able to earn more money than thought. Secondly, the change in bin collections was not about saving money but more for saving the planet. Councillor Coppinger gave more detail to the Panel on the recycling and food waste and the need for the borough to do more in both areas.

Councillor Stimson, Lead Member for Climate Change, Sustainability, Parks and Countryside, gave a background on the removal of the flower planters in the borough. This was a difficult decision especially for Windsor but the council had to consider the statutory commitments. The planters would be stored and brought back when possible. The borough in bloom competition did take place last year, which had been funded by the council. It would now take place online and be funded by a garden centre.

## **APPENDIX 7 – ANNEX B**

Councillor Cannon, Lead Member for Public Protection and Parking, had two items relating to licensing administration and one for joint emergency planning, that had been crucial during these Covid-19 times. Councillor Cannon would answer questions when asked. The main area was the proposal for the reduction of community wardens, this was being proposed for residents and councillors to discuss.

Councillor McWilliams had one item relating to the implementation of the renewal of the advantage card. The team had been looking at how the council could work with third-party providers and embrace technology to ensure that a similar scheme to what was in place now could be delivered.

The Panel then discussed each appendix, line by line and took comments from the Panel Members and other members present and allowed officers and Lead Members to respond to any concerns and questions.

### **APPENDIX A**

#### **RBWM GROWTH BIDS 2021/22**

Item 2 - Library Cleaning Costs – Councillor Price asked that if the transformation work went ahead and some libraries closed, and others had reduced hours then surely there would be an impact on this as there would be less libraries to clean. Adele Taylor, Director of Resources, informed the Panel that the costs were historic costs and therefore all cleaning costs for the current cleaning regime had been budgeted for. If the transformation went ahead then these costs would be revisited. No future savings were being discussed now.

Item 3 - Increased Burial Capacity - Councillor Price asked what did this project involve? David Scott informed the Panel that as Braywick Cemetery came to the end of its capacity, which was very nearly there, the need to maintain as many of the roadworks that had been placed throughout the life of it could be reduced as the access to many of these areas was no longer required. So, the plan was to modify the footpaths and the road paths access network to give additional space. Since it was a minimisation project below the capitalisation value, it was in the report as a growth item to provide the council to do that for the increased capacity that would be provided. This was estimated to be another 2 to 3 years worth of capacity in the cemetery overall. The net effect was increased capacity for a modest cost. Councillor Price asked why this was a revenue item and not a capital item and told that this was because it was the value of the task.

Item 4 - Joint Arrangements – Councillor Price wanted to understand what was involved in the emergency planning and the nature of the costs. David Scott informed the Panel that it was aligning the base budget to what the joint costs were. In previous years, he was able to make up the difference of the base budget that was previously budgeted for and the actual costs. The joint arrangement started in April 2018 and started approximately with £16,000 behind the costs or the budget available but were used as

## APPENDIX 7 – ANNEX B

underspend in other areas to make up the difference but now there was no capacity to carry on with that and so this was an adjustment to the base to allow us to meet our commitment to that joint service.

Item 5 - Support Funding the Arts Organisations – Councillor Price asked if this had been discussed with the Art organisations and was the aim to use their revenue to move them to being self-sufficient. How was this going to help and which organisations were being considered? Councillor Rayner informed the Panel that it was a £50,000 growth bid and the two main organisations were Norden Farm in Maidenhead and The Old Court in Windsor. The plan was to give them some funding, not a straight cut, and then to explore match funding from the Arts Council and other grant funders to match the council's contribution. The aim was to get as much funding as possible for the organisations to allow them to become self-sufficient. The officers were exploring all ideas with two organisations and were currently in discussions with them. Councillor Price asked if the organisations had indicated that they would be able to operate under the proposed suggestions? Councillor Rayner informed the Panel that negotiations were still taking place. The council would give them the first quarter funding that would get them through the six-month notice period and that time would be used to generate match funding to match what the council were giving. The aim was to generate more than £50,000 match funding so they would be around £87,000 short and if more match funding was sought, it would be less shortfall for the organisations. Councillor Price was concerned that one or both organisations may have to close if the funding was not sought. Adele Taylor informed to the Panel that negotiations and discussions were currently ongoing.

Item 6 - Saving from Increased Recycling - Councillor Del Campo asked what was meant by "The saving for increased recycling as reported in February 2020 can no longer be achieved as this is a duplication." Simon Dale, Interim Head of Highways, informed the Panel that this was because of the adjustments made to the base budget, the wording was misleading. Councillor Del Campo confirmed that nothing had actually changed. Councillor Davey asked a question on this item too. Could Members be provided with a list of items that were recycled and the value of them and which items maximized the revenue streams. Councillor Coppinger commented that if it was too complicated people would find it difficult to follow and therefore would not recycle. Simon Dale commented that he did have a list of costs per commodity and was happy to share this with all Panel Members. Simon Dale confirmed that this was much better to recycle per tonne than sending for incineration.

**ACTION: Simon Dale to share the list of cost per commodity with the Panel Members**

Councillor Coppinger commented that it was a dynamic market and the individual areas changed in price depending on the volume coming through and the cost of the transport.

**APPENDIX B**

**COVID-19-19 RELATED GROWTH PROPOSALS 2021/22**

Councillor Davey asked since these were Covid-19 related, would some of these be recovered from government? Adele Taylor responded that it was the gross costs of Covid-19 that were in the tables but in the Medium Term Financial Plan, it had been indicated that it would be likely that there would be government funding coming forward and the levels at which this was one-off government funding that was coming forward.

In terms of the leisure contract this year some of that had been compensated for because these had been costs this year they would be costs next year and for the third year. These were being covered partly by the sales fees and charges compensation scheme. There was also money around the honouring fence Covid-19 Grant. In total, there was about £9 million worth of Covid-19 group proposals and the way that was funded in month 6 budget monitoring. It had been indicated that underspend for this year would set aside for the recovery for some of the underspends as Covid-19 grant monies that were coming forward would be used for next year when government grants would not be available. Councillor Price was very conscious that the budget could not be looked at in isolation for one year but the future years had to be considered too as there were £8 million cuts this year and services that were going to be really painful but for the next 4 years there was going to be a further £14 million of cuts in future years. Councillor Price asked if the council would be able to sustain its statutory services in the future and what would be the implications if we didn't have the leisure facilities. Could this be considered? This was unthinkable but it seemed that the unthinkable had to be thought of. The Chairman commented that no one was aware of what the future would be like. Adele Taylor responded that it had been recognised this year that it was a particularly challenging year to try and demonstrate both the ongoing growth, what was suspected in to be Covid-19 growth and this would be continued but at this point, the figures in the report were the best estimates particularly around Covid-19 growth measures. There were gaps in future years in the Medium Term Financial Strategy but the budget had been balanced for 2021/2022. The biggest issue for local government was the Covid-19 growth was assumed to be a one-off but clearly there would be some ongoing impacts but it was very difficult to predict them. This would be needed to be kept under very clear and close review during 2021/2022. Also to note was that we had only received one year settlement from government around our funding. Local government funding was also due to be changed and we knew that this was still under discussion. Councillor Rayner commented that the leisure service was great income generator for the council. Last year before Covid-19, with income was £3 million, this year it would not generate that income and as a result of Covid-19, it was not anticipated that this would be recovered for a few years.

**APPENDIX C**

**RBWM SAVING PROPOSALS 2021/22**

**Item 1 - Stop moving the Container Library saving towage costs**

Councillor Price wanted to understand more about the mitigation in the EQIA. Councillor Price commented that the EQIAs done by the library services were much better in quality than any other service. Adele Taylor commented that instead of using the container library the mobile library would be used. The cost was for the towage of the container library. It was more cost effective to use the mobile library. Councillor Rayner informed the Panel that a consultation would take place on the new and best locations for the mobile library to visit and also the best place for the container library to be static. Louise Freeth explained that the library held a wealth of data including the categories but also the most frequent users so the best mitigation would be put into place.

Councillor Lynne Jones asked for reassurance that the libraries in the communities would remain open. It seemed that communities had been hit the worse in the savings. Councillor Rayner reassured everyone that the libraries were the heart of the community and offered a lot more than just books and a lot had been done to make library survive and thrive.

**Item 3 - Additional income from green waste subscriptions**

Councillor Del Campo asked whether the discussion at a previous panel about compensation being given to residents would be an extension of the contract instead of a refund had been agreed and taken into account for future loss? Councillor Coppinger responded that the scheme had been agreed on a case-by-case basis and the actual members were not enough to affect these figures.

**Item 4 - Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections**

Councillor Price asked if there was any information on how the elderly had been hit with the price increase of the green bins? Councillor Coppinger advised that the price had already gone up and even though a drop had been expected there had not been one. Councillor Price asked if there was anything that could be done to help people who couldn't afford the green bin and Councillor Coppinger suggested that if a resident was in that situation to discuss with him directly. Councillor Price also asked about people with incontinence or people with children using nappies, a fortnightly service seemed a long wait for a bin to be emptied. Councillor Coppinger responded that the adults with stoma type issues would have been covered by a clinical waste contract and for normal nappies, these were sealable and the lids on the bins were tight enough, so there were no real concerns of this. If individuals had concerns, they could contact the council. Councillor Price commented that she was surprised not to have seen these points in the EQIA with the mitigation measures as discussed. Duncan Sharkey, Managing Director, commented

## APPENDIX 7 – ANNEX B

that officers had not found these to be issues hence they had not been identified in the EQIA and therefore no mitigation measures had been required to be identified.

### Item 6 - Implement a revised Advantage Card

Councillor Davey asked if the advantage card was being removed and if so what about residents wanting to visit the castle and elderly residents who still wanted to use the physical card. Councillor McWilliams informed the Panel that the team were in discussions with Windsor Castle to maintain the current offer in whatever the new scheme was. It wasn't about removing the scheme but just about delivering it in a different way. The costs related to a number of in-house staff and whether this was done via a third-party or in another way. There was a solution available and the team were working with partners. A digital option was being considered.

### Item 8 - Reshape museum and tourism information centre service

Councillor Price asked that with the relocation of the tourist information centre away from the centre of Windsor shopping, would there be a reduction of usage? What discussions had taken place with the shopping centre? Councillor Rayner informed the Panel that officers had been in regular contact with the shopping centre owners and the management company and discussions had taken place. Councillor Bowden commented that as the Chairman of the Windsor and Eton Town Partnership, most of the visitors to the information centre were mainly from the coach park or from the railway station going forward to the castle. Councillor Bowden felt that there would be no impact to the royal shopping centre as it would be leased out and an income received. Councillor Bowden would discuss this item at their next meeting and get back to Councillor Price.

### Item 10 - Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens.

Councillor Davey had written to the lead member and was awaiting a response. The main question posed was would members stand in for the role of community wardens in times of Covid-19 and if not could the numbers of community warden be maintained as they currently were. Could the district enforcement officers role be taken in-house? Councillor Cannon commented that the proposal from Councillor Davey was being looked at by officers and members. This was a proposal and not a decision and all comments received would be considered before a decision was made. The proposal was a reduction in the number of community wardens, not the removal of the service. Councillor Price asked what Thames Valley Police had to say about the proposals. David Scott reported that the proposals had been shared with TVP and no feedback had been received. Councillor Price asked what services that were currently there for residents would be cut if the proposal went ahead? Councillor Cannon commented that the proposals would be more mobile and intelligence-led community wardens would be covering the borough rather than a blanket coverage. Whilst this was not a statutory service it was a service valued by the community and by the police and others so this is why this had been put forward as a proposal of a reduced service. The wardens would still be out and about, still be

## APPENDIX 7 – ANNEX B

engaging with the community but would be intelligence-led and would work smarter. Thames Valley Police were aware that we had to work within a budget and their views would be also taken on-board. Councillor Price asked what the future of the community wardens was in light of the future cuts? Councillor Cannon commented that all non-statutory services were in the same position and it was important to remember that this was a proposal. Councillor Price asked how residents were able to get their views across and was advised that they could do this via the budget consultation. Councillor McWilliams commented that this was the first consultation for the budget and all views would be taken on board and learnt from. Residents could comment via a councillor, via the council or via a free text box on the front page of the consultation. Councillor Lynne Jones commented that with respect to the community wardens, the effect would be on communities again. She felt that it was premature to consider this now and it would be worth looking into a one-off revenue cost to keep the set up as it was currently, especially during Covid-19. Councillor Cannon agreed with Councillor L Jones that the outer areas of the borough would be at risk most but if the proposal was agreed then he would introduce a caveat for the rural wards. Councillor Haseler commented that public safety would not be at risk as Thames Valley Police dealt with this.

### Item 11 - Revise the management of the leisure contract

Councillor Del Campo asked for clarification on what the actual saving was. Councillor Rayner commented that due to making the cuts, the roles had to be cut. David Scott commented that these would be a loss of posts that were linked to the client function. Councillor Price wanted to know what the reference to Dedworth School was and what would the impact be of the vacant posts not being replaced, would there be an impact on the community or on the clubs. David Scott reported that there had been no specific feedback from the clubs on the proposals. The vacant posts had been vacant since the beginning of December 2020 so there was no direct impact on the clubs. The reference to Dedworth School was that it was being considered if this could be included in the leisure contract. The council already had many dual-use facilities. Councillor Rayner added that when the pitch was built at Dedworth School, part of the planning application was that it be used by the community. Now there was also a new hall added and it would be added to the leisure focus portfolio to become an independent unit.

### Item 12 - Remove funding from Borough in bloom and community participation project

Councillor Davey commented that the Borough in Bloom event was cherished by the elderly in the borough. It then became digital and now seemed like it was going to continue in that way. This was very saddening for many residents. Councillor Del Campo commented that would we allow community groups to take over the planters instead of putting them into storage such as wild groups? Councillor Del Campo was please that the Borough in Bloom was continuing and asked if it was possible to get extra sponsoring for that event? Councillor Stimson responded saying that she was happy to work with anyone who would want to assist or sponsor this cause. Councillor Stimson reminded the Panel that this had been a very hard decision to take.

## APPENDIX 7 – ANNEX B

### Item 13 - Remove funding from SMILE and stop service

Councillor Price commented that would elderly residents using this service still be able to access the service at leisure centres? Would they be charged? Councillor Price believed that his was moving away from the community aspect. Councillor Rayner said this was a fantastic service for our elderly. The activities would continue in the leisure centres but would cease in the local village halls or settings. The borough would look to see if alternative funding could be found through the community groups. David Scott clarified that this service consisted of three areas, one was the activities in the local village halls, these would cease. The second was going to be continued to be offered through the major centres and the third was the element that charity itself did directly. It was only the community-based element that would cease, and they had not been running since March 2020. It was not expected to be restarted in a Covid-19 safe way.

### Item 14 - Remove vacant community sports development post and projects

David Scott reported that this was a vacant post and would not be replaced.

### Item 15 - Library Stock fund

Councillor Price asked if a reduction of library book fund would have a significant impact on the facility that it offered? Councillor Rayner informed the Panel that the total stock budget was £288,000, the proposal was to reduce it by £20,000. She hoped that this would not affect the digital resources. Adele Taylor commented that Angela Huisman and her team did a fantastic job of maximizing the book fund by working with other libraries across the country. This was a modest saving in this area.

Councillor Price if all the discussion taken place should be summed up now or at the end of the full item.

Adele Taylor informed the Panel that a consultation and engagement company who had been used for the budget consultation would also be doing a piece where they would be summarising the discussion so the cabinet would not just be relying on the minutes of the meeting. This company would be doing a short summary of the points that were raised at the meeting and that would be part of the cabinet report and it would be shared with the Panel before it went through to Cabinet. Duncan Sharkey commented that many comments had been made and heard by the relevant Cabinet Member. There were no points that had been agreed by the Panel to put as their formal response to Cabinet. A set of comments needed to be proposed and seconded and agreed by Panel Members and put forward to Cabinet. The best way was to highlight the few points the were most important to the Panel.

**APPENDIX D**

**CAPITAL**

Page 79 – WASTE – SPECIAL COLLECTION SERVICE

Councillor Price asked if the changes proposed were comparable to a private contractor prices. Simon Dale commented that the prices were a comparison, benchmarked against other local authorities and our charges were itemised per item. Councillor Price asked if it was an option to raise the borough's prices and therefore earn more money. Simon Dale said if you raised the prices too much then more fly-tipping would probably take place.

Page 80 – OUTDOOR FACILITIES - ALLOTMENTS

Councillor Price commented that the Windsor allotments structure was different to the Maidenhead allotment structure, would there be any cost changes if Maidenhead changed there structure to be the same as Windsor? David Scott responded that there would be no change to the costs.

Page 80 – OUTDOOR FACILITIES - CEMETERIES AND CHURCHYARDS

Councillor Price suggested that could the burial prices be increased to discourage people to bury as there was a shortage of space to match the cremation costs. David Scott commented that the costs were set by the council so could be increased. Councillor Stimson commented that there were certain faith groups that preferred burials to cremations so this would need to be very carefully discussed before any changes were made. It could be considered as discriminatory.

Page 81 – PARKS AND OPEN SPACES - FOOTBALL

Councillor Price commented that letting out spaces such as football pitches needed to be considered as change in one area didn't affect another area. Councillor Cannon highlighted that these were only proposals and not done deals yet.

Page 81 – PARKS AND OPEN SPACES - MISCELLANEOUS

Councillor Price asked if the Royal Windsor dog show could be charged more? David Scott informed the Panel that the dog show was a local organisation event which attracted charges. The council could consider an increase but the restrictions on increases would need to be checked.

Page 85 - TRACKS

Councillor Price asked if there were no increases here, was this because the costs were dictated centrally? David Scott responded that this was correct.

Page 86 - LIBRARY SCHOOL OFFERS

## APPENDIX 7 – ANNEX B

Councillor Price asked if the increase to schools would be affordable to the schools? Adele Taylor commented that there had been some revisions to this post and the structure had slightly changed.

Page 87 – FAX

Councillor Price asked if faxes were really needed anymore? Angela Huisman commented that there was an option to remove this service all together now.

Page 91 – LIBRARY AND RESIDENT SERVICES – MARRIAGE AND CIVIL PARTNERSHIP CEREMONIES

Councillor Del Campo asked about the marriage and civil partnerships and if anyone that had had to postpone their wedding due to Covid-19, were they able to rebook at the original price? Louise Freeth responded advising that the rebooking fee had been waived. The citizenship ceremony was still carrying on online and other charges had been waived, but Louise Freeth would have to check as this had changed many times since March 2020.

**ACTION: Louise Freeth to check and get back to Councillors Del Campo and Price.**

## APPENDIX E

### NEW CAPITAL SCHEMES FOR 2021/22

This was the new additions to the scheme or changes to the existing budgets. Councillor Price asked about capital item new amounts and why the council was spending more money on car parks? Adele Taylor informed the Panel that these included assumptions that may come forward so that there was clarity on the revenue costs. The timing was awkward as the Cabinet report may bring forward more costs but if not that would be reviewed. This was the same for the Maidenhead development. Councillor Price asked about the Maidenhead golf course and the Chairman asked for guidance if Councillor Price could ask the questions, as she had declared an interest for the golf course. Duncan Sharkey advised that it was up to an individual member to declare an interest and also that no contractual information would be discussed. Duncan Sharkey suggested a separate discussion and Councillor Price was happy with the suggestion. Councillor Price asked about the affordable housing (cx43) and how many units were going to be provided. Duncan Sharkey responded that officers would provide Councillor Price with this information.

**ACTION: Officer to respond to Cllr Price on how many units of affordable housing were to be provided.**

Councillor Price asked about the disabled facilities Grant and why was it was at zero? David Scott commented that they had received a grant for this full amount. Councillor Price asked about the Clewer Memorial Pavilion work and thought this work had finished,

## **APPENDIX 7 – ANNEX B**

however the table still showed £40,000. Adele Taylor commented that this would be in terms retention payment. David Scott commented that the work at the Clewer Memorial Pavilion had been delayed as a result of Covid-19 and work was therefore still ongoing. Councillor Price asked about quality monitoring (ce06) and David Scott commented that this was for the fixed monitoring systems ongoing operation and the upkeep of these systems. Councillor Price asked about tree planting and maintenance. David Scott commented that the trees were planted by a third party contractor and the cost of the tree included the planting of that tree. Councillor Price asked about the allotments and David Scott responded that this was for the infrastructure. Upkeep, water mains and fencing.

**Adult, Children and Health Overview and Scrutiny Panel – 21 January 2021**

The item was introduced by Cllr Hilton, who advised that the report set out areas of growth and pressures, including those for Covid-19; potential savings; and fees, charges and capital schemes relevant to the Panel's area of interest. Comments from the Panel for consideration by Cabinet were welcomed.

Cllr Carroll stated in his introduction to the Panel that the budget proposals represented four main principles: protection of vulnerable people; innovation; embracing of transformation; and to financially futureproof the Council's budget. It was noted that a small increase in the adult social care precept had been proposed as part of the overall budget.

Cllr Hunt told the Panel that she would go through each line in each appendix and invite comments and questions from members.

Appendix A

Kevin McDaniel advised that the seven items relating to children's services reflected the cost of continuing to deliver services that were already being supplied. Regarding line five, Kevin McDaniel said that, following the transfer in 2017, Achieving for Children staff were in a pension fund pool administered by Wandsworth Council which meant their pension costs were no longer included in the RBWM budget. A tri-annual re-evaluation of the fund had led to an increase in contributions, which was effective from April 2020. Other changes to the budget head described in line five reflected posts that were now being funded directly by the Local Authority as the job roles had been shown to improve delivery of services for children with additional needs; and also the removal of a staff vacancy factor budget as this has shown to be ineffective with the current level of demand.

There were no questions or comments from the Panel relating to lines one to six.

In relation to line seven, Kevin McDaniel responded to a question from Cllr da Costa by explaining that Achieving for Children had a credit facility with RBWM in order to help pay bills to suppliers on time. This had existed previously but had not been included in any earlier budget statements.

Regarding line eight, Lynne Lidster explained that RBWM held an annual contract with DASH to provide support for adults and children who were victims of domestic abuse. The contract was worth £100,000, of which RBWM contributed around £67,000. The rest of the funding came from a grant from Thames Valley Police but it was unclear if they would be able to meet this funding requirement this year. The amount shown in line eight was to cover the funding shortfall in the event Thames Valley Police did not have the grant funding to contribute. Cllr Carroll stated this was a particular service that the Council wanted to futureproof, due to an increase in domestic abuse during the course of the Covid-19 pandemic and lockdown.

There were no questions or comments from the Panel in relation to line nine.

## **APPENDIX 7 – ANNEX B**

Regarding line five, Cllr Baldwin asked for clarification on what was meant by salaries that had previously been funded from capital. Kevin McDaniel said a review of the education estate team, following the recent CIPFA review, showed all salaries were funded through capital; this was not appropriate and had now been reduced accordingly.

The Panel agreed that they had no comments they wished to forward to Cabinet relating to Appendix A of the report.

### Appendix B

There were no comments or questions from Panel members on lines one and two.

Regarding line three, in response to a question from Cllr Hunt Kevin McDaniel said 400 staff had needed to be equipped with new mobile phones and a new system that enabled information to be shared digitally had been needed. Some of the budget would be to ensure longer-term sustainability of the new working arrangement.

There were no comments or questions from Panel members on lines four to nine.

Regarding line ten, Cllr Tisi asked for clarification on what job roles were being fulfilled by the new staff members. Lin Ferguson said three new members of staff had been recruited, of which two were social workers. The other was an independent reviewing officer to chair child protection conferences, which was required due to an increase in child protection issues during the pandemic.

Adele Taylor advised the Panel that there was £9million worth of Covid-19-related growth items throughout the whole of the budget, and the majority of this was covered by expected funding from central government. Some areas of underspend during 2020/21 had been set aside to cover ongoing support for Covid-19-related issues in the 2021/22 budget,. Cllr Carroll said he had been in contact with the government on this issue, as had most other local authorities. He said the Chancellor was due to bring forward a Comprehensive Spending Review in the new financial year.

Responding to a question from Cllr Baldwin relating to line two, Kevin McDaniel said the figure quoted was an estimate based on having to write off receiving any income from the space released by the transformation to family hubs for 2021/22. He explained it was considered impractical to try to dispose of the buildings or seek long term lessors, given current market conditions.

The Panel agreed that they had no comments they wished to forward to Cabinet relating to Appendix B of the report.

### Appendix C

In relation to line one, Cllr Tisi asked for details on how developed the plans were for replacing community options, and how the risk was being mitigated. Cllr da Costa asked about ensuring quality of delivery from any volunteer organisations providing support, acknowledging that levels of professionalism differed. Michael Murphy said a number of

## APPENDIX 7 – ANNEX B

support networks had been strengthened and the Council was working towards being able to supply services at an earlier point of contact with users. In future community options would not necessarily be wholly reliant on voluntary organisations. Mitigations would depend on the individual needs of each support network, although it would be ensured that the appropriate governance would be put in place to make sure everyone was protected from Covid-19. Michael Murphy said anyone using services would be given the appropriate level of safeguarding.

Regarding line two, Hilary Hall said in response to a question from Cllr Tisi that it was a statutory requirement for the Council to assess an individual's particular needs, and given the proposal listed in line two it was even more vital that assessments were updated in line with the proposed changes. The business case related to supported living was still being worked on, and when this had been completed this would form its own line in future budget papers. Lynne Lidster said the current day centre model was limited in opening times from 9am-5pm on weekdays, and the proposed new model would afford greater flexibility and provide more opportunities. Users with complex needs would use the day centres for socialisation rather than providing respite to their families. The Covid-19 pandemic had made the Council look at different ways of providing services and had brought forward the proposed changes to delivering services provided by the day centres. Easement protocols, which were introduced by the government during the pandemic to allow councils not to meet the requirements of the Care Act where they were experiencing significant capacity issues, were in place but they had never been implemented in the Royal Borough.

During discussions, lines three to five were taken together as their subject matter was closely interlinked. Cllr da Costa noted that assessments were made in-house or by Optalis staff and asked for assurance that these would not show any bias. Hilary Hall gave assurances that all assessments were made by qualified staff in Optalis. Cllr Sharpe stated that although value for money needed to be taken into consideration when creating care packages, this should not be to the detriment to the level of care that was provided; instead the focus should be on providing the most appropriate care possible. Hilary Hall assured the Panel that care provision was the primary driver of all statutory assessments, rather than simply value for money. Responding to a question from Cllr Bateson relating to care packages for people leaving hospital, Michael Murphy said levels of care provision would vary. The packages would focus on maximising a person's ability to function when they left hospital; as an example, sometimes a patient may have muscle wasting from spending a long period being in bed and would need support to get used to being able to use those muscles again, and gain confidence as a result. Michael Murphy said technology existed that meant some patients may now only require one carer, whereas previously they may have needed two. Cllr Tisi asked how likely it was that levels of care package provision may increase. Hilary Hall said she was confident the current arrangements were appropriate, and that all patients in receipt of a care package would receive an annual review. However if there was an increase it was expected that this could be met through the existing budget.

## APPENDIX 7 – ANNEX B

Regarding line six, Cllr Tisi asked for a real-life example of what was meant by ensuring the level of subsequent long term care was appropriate. Hilary Hall said this was generally aimed at improving a patient's confidence and functionality, which would be done on a fairly intensive basis to make sure a patient was able to live independently again as soon as possible after leaving hospital. This would generally be done over a six week period. Michael Murphy said around 60 per cent of patients leaving hospital would not need any reablement. Cllr da Costa stated her belief that reablement was better for somebody long-term compared to providing care for them.

There were no comments or questions from Panel members on line seven.

In relation to line eight, Lin Ferguson reassured the Panel that this was not a full restructure of the service as it provided an important function, but this proposal was aimed at improving efficiency. She stated that it was often difficult to recruit new health visitors but recruiting staff nurses was often much easier. The staff nurses would take some tasks away from health visitors to enable them to focus on their main priorities of making new birth visits. Lin Ferguson also said that antenatal contact may cease. Ways of managing clinics in a way that would not disadvantage service users were also being investigated.

There were no comments or questions from Panel members on line nine.

In relation to line ten, Kevin McDaniel explained there was a statutory duty to provide home to school transport assistance to children who were attending their nearest appropriate school when this was either two or three miles away, depending on their age, and for those on low incomes and with disabilities. The proposed budget changes were to ensure a greater level of consistency in the level of subsidy. It was noted for example that the costs some parents were paying in order for their children to attend the Windsor middle schools varied, and the proposals sought to level these out. Kevin McDaniel told the Panel there was no statutory duty to provide transport for those over the age of 16 going to sixth form or further education, and it was proposed to look at the way this could be provided in a fairer way.

There were no comments or questions from Panel members on line 11.

In relation to line 12, Kevin McDaniel said Achieving for Children had reduced printing costs, travel fares and accommodation expenses. For example, prior to the Covid-19 restrictions a child who had been placed into care outside of the Borough for their safety might have their case reviewed by three or four officers in a face to face meeting, along with the expenses that would entail. Due to new technology and ways of working the associated costs had been reduced with the key workers still travelling and seeing children face to face.

There were no comments or questions from Panel members on lines 13 to 16.

In relation to line 17, Kevin McDaniel explained that this saving related to the retirement of a member of staff who was not being replaced. He said there was an agreement with the Nursery School Foundation to support all settings as much as possible. Although it

## APPENDIX 7 – ANNEX B

was noted there was no additional capacity to support any setting that went into crisis, the Council would be able to call upon the assistance of the NSF for support. In any case, in the event of the proposed closure of a school, there would need to be an 18 month notice period.

In relation to line 18, Lin Ferguson stated she chaired a resource panel comprising commissioning and social care colleagues about the right plans and provision for children, and this had been working well. Children in residential care were tracked on a fortnightly basis to ensure they were in the right place. Commissioners were mindful of costs when allocating settings for children in order to ensure value for money, and some savings had been made over the last year.

There were no comments or questions from Panel members on line 19.

In relation to line 20, Kevin McDaniel said schools' budgets were set through a different budget to the one being considered in the report. There was a total budget of about £89million available for all schools in the Royal Borough. Currently the maintained schools were not charged for using RBWM's finance tracking system, and the proposal was for a small charge of between £400 and £750 depending on the size of the school to cover expenses the Council already incurs. It was not straightforward for each school to put in place its own financial system, and in any case it was not considered viable to do so at the current time.

Cllr Tisi proposed that the Panel recommended to Cabinet that the recommended proposals in lines three to five, looking at various packages of care, should be considered from the point of view of providing the appropriate level of care rather than taking into account value for money as the most important aspect when considering packages of care. She said the actual levels of care needed to be the prime concern when making decisions.

Regarding the planned closure of day centres referenced in line two, Cllr da Costa said she felt the proposed changes would provide a better, more enriching service for users, but expressed concern at the speed with which the changes could be implemented. Hilary Hall said any changes would be subject to a full 12 week consultation, subject to them being agreed by Full Council. This was anticipated to be effective from April 1 and would be carried out through many different formats. Work was also being carried out to identify means of alternative provision of services. Cllr Tisi said she had been contacted by residents who were unclear as to how the proposed changes would affect them. The Panel felt the consultation should involve as many parties affected from as early an opportunity as possible.

Cllr Carroll said he was happy to go along with the Panel's views on the consultation, but stated they were recommendations that he would be making to Cabinet anyway and was a legal requirement.

## APPENDIX 7 – ANNEX B

It was **UNANIMOUSLY AGREED** that Panel pass the following comments on to Cabinet in relation to Appendix C of the report:

- Regarding line two, a full and comprehensive consultation on the planned closures of the Windsor and Oakbridge Day Centres should be conducted with all affected parties involved from as early a point as possible, and any closure should not be carried out with undue haste.
- Regarding lines three to five, the overriding factor when considering residential care placements, supported living packages and community packages for people with learning disabilities, should be the appropriate level of care that is being provided rather than the value for money any agreement would provide.

### Appendix D

There were no comments or questions for officers on any of the points in Appendix D of the report, and the Panel agreed they had no comments to forward to Cabinet.

### Appendix E

There were no comments or questions for officers on any of the points in Appendix D of the report, and the Panel agreed they had no comments to forward to Cabinet.

Members thanked officers for their help in preparing the report and assisting during the course of the meeting.

**Infrastructure Overview & Scrutiny Panel – 19 January 2021**

**BUDGET 2021/22 REPORT**

Councillor Hilton, Lead Member Finance and Ascot, introduced the item and invited the Panel to make comments on the proposed budget. The Panel was informed that they would only be considering areas that came under the Panels remit, and other O&S Panels were also being asked to comment on the budget prior to the report going to Cabinet and then Council to approve.

The Vice Chairman asked how the estimated pressure on reduced car parking income of £2.07mn was estimated and what the impact of this reduction would have on the parking service. Councillor Cannon, Lead Member Public Protection and Parking, said the estimated projection was based on the usage of car parks and analysis of existing data from the support service. The budget was balanced in anticipation of not incurring £2.07mn.

Simon Dale, interim Head of Highways, said the estimated pressure figure was determined between service leads and accountants by reviewing the impact of lockdown restrictions on each parking facility. The loss of parking control notice income and pay-and-display effected the income. If the loss of income would be replenished from within the budget, plans to maintain car parks and provide a good parking service would continue.

Adele Taylor, Director of Resources, said the budget was balanced through ongoing funding and one-off funding due to the COVID-19-19 pressures. There was approximately £9mn worth of savings in the medium-term financial plan and £8mn of COVID-19-19 growth, funded through one-off sources for the financial year 2021/22. The budget showed the assumption of income expected to be given by central government through schemes such as the Sales Fees and Charges compensation scheme.

Councillor Jones asked how temporary the loss of parking income through regeneration would be and the Panel was informed that car parks were being closed and rebuilt, which would lead to a predicted loss of £440,000 income for this financial year. Each financial year would be looked in isolation.

Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, informed the Panel that reduced tourism

## APPENDIX 7 – ANNEX B

was significantly impacted by COVID-19-19. It was projected that there would be a loss of £60,000 from the Tourist Information Centre by the loss of ticket sales, membership fees and advertising.

Councillor Baldwin asked for reassurance that conversations regarding the possibility of residents being allowed 30 minutes free parking and private park car parks would continue and be taken into consideration during the consultation. Councillor Cannon said views from Councillors and residents would be considered.

Councillor Baldwin asked for the evidence for moving from a fixed interval pattern to a targeted street cleansing pattern. Councillor Clark said the evidence was based on officer knowledge and cleaning would take place when necessary. If the service was not delivered to the current standard, contractors could be sent out for further street cleansing.

Regarding the review of council's rural car parks, Councillor Hunt said she and residents had concerns of the rural car park at the dead end of Hurley. The streets were narrow, there was the potential of displacement for parking on street and emergency services found it difficult to reach the area due to the river at the dead end. Councillor Cannon said residents and ward councillors were encouraged to bring forth their views in writing.

Councillor Werner asked what the criteria and evidence was used to select rural car parks, how much income would be made and how the possible influx of cars being parked on streets instead of car parks would be managed. As a result, the target income would not be reached, and residential areas would have a high volume of cars.

Councillor Cannon said the criteria was for all council car parks that were not charged by Traffic Regulation Orders. The evidence was based on officer's local knowledge and experience, and the projection of car park usage helped assist the estimated income. He was aware of the potential displacement of cars and the impact this would have on enforcement, which was considered during calculations. The parking charges were lower than town centre pricing.

The Vice Chairman suggested for each car park to be listed under the online car parking consultation page, as there was currently no listing. The Panel was informed that the suggestion would be discussed with Simon Dale, and the proposals for car parks was part of the budget consultation.

## APPENDIX 7 – ANNEX B

Councillor Coppinger said there was a vacancy for the last 3 months in the Planning Support Team, which was not replaced as the team had managed without this. Councillor Jones asked if there would be a reduction in the service provided due to the lack of additional officer due to a reduced number of planning applications. Adrien Waite, Head of Planning, said the frequency of planning applications had recovered quickly after the first lockdown. He was confident the vacancy was not needed to be filled due to the efficiency changes made to adapt to working from home.

The Panel was informed that Councillor Stimson, Lead Member Climate Change, Sustainability, Parks and Countryside, was now the Lead Member on reshaping the trees function instead of Councillor Coppinger.

The Vice Chairman asked if the tree team would be able to cope with the savings, given recent planning applications had increased environmental pressures and tree queries. Councillor Stimson informed the Panel that the tree officers were both in Communities and Planning services, and the head of services were evaluating how best to function between them. Adrien Waite had a background in sustainability, which was beneficial to retain and protect trees, with plans to have greener properties.

Councillor Baldwin asked if the highway tree maintenance and inspection would be impacted by reshaping the trees function, and the Panel was informed that an update on the tree strategy was due. As trees were expensive, their maintenance was needed.

The Vice Chairman asked if the skills in other departments allowed for the reductions of staff elsewhere, and Chris Joyce, Head of Infrastructure, Sustainability and Transport, said the tree team within the planning service would focus on planning application, whilst the sustainability team would look at biodiversity, delivering additional trees and green infrastructure.

The Vice Chairman asked if there was an opportunity to sell services from the expertise of officers to neighbouring boroughs to generate income, and the Panel was informed this could be considered in future.

The Vice Chairman asked if the appendices could show the quantity of units sold in Appendix D and the revenue created, and the Panel was informed this could be

## **APPENDIX 7 – ANNEX B**

considered for future budget setting processes, as there would not be time to be able to produce all of the information for this year's papers.

Councillor Baldwin asked if there could be a rise in percentage increase for the removal of illegal signage and a fall in the percentage increase for business signs, to assist in the business recovery plan. Simon Dale said he would investigate this.

Chris Joyce said the funding for major schemes within the Capital Programme was identified to ensure a pipeline of schemes with funding was available, as spending money on the early stage of development resulted in better schemes.

Councillor Baldwin asked where the identified income of £160,000 came from, and the Panel was informed this was received from Community Infrastructure Levy, grant funding and Section 106.

Councillor Brar asked why the Cookham Bridge Refurbishment & Structural Repair was nil when there was money assigned to the bridge, and the Panel was informed that the budget illustrated new amounts, not the amount that was already existing in the Capital Programme.