

Report Title:	Draft Revenue Budget 2022/23
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Finance and Ascot
Meeting and Date:	Cabinet – 25 November 2021
Responsible Officer(s):	Adele Taylor, Executive Director of Resources & Section 151 Officer Andrew Vallance Head of Finance and Deputy S151 Officer
Wards affected:	All

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REPORT SUMMARY

This report sets out the Council's proposed draft revenue budget for 2022/23 based on information as we currently know it.

The draft revenue budget provides the spending envelope and framework for how the Council will deliver upon its priorities for 2022/23, including those within the Corporate Plan, subject to its adoption, as well as the Interim Strategy and other strategic policy documents.

Like many other councils the Royal Borough continues to face significant financial pressures in the short to medium term. These pressures include continued growth in demand for a number of services, particularly Children's Services and Adult Social Care, being two of the most significant areas impacted by demographic demands.

The Council approved robust budgets in February 2020 and February 2021, which started and continued to stabilise the Council's financial position and address the issues required for longer term financial sustainability, supported by in-year robust financial management against those budgets.

There remain a number of risk areas that have the potential to increase costs and reduce income both in the short and medium term as well as opportunities to transform the way we do things to support our most vulnerable residents in the Royal Borough. These risks include:

- The ongoing impact of Covid-19 which may change the shape of services not just in the short-term, but potentially on an on-going basis
- Uncertainty around the future of central government reform on local government finances
- Historically low levels of reserves, which should steadily increase to cover both specific areas as well as to generally smooth out the impact of future risks, still need to be strengthened
- General inflationary pressures that all residents and businesses are experiencing

Despite the challenges, the budget proposes significant levels of investment and growth into key areas and to support the delivery of corporate plan priorities. The

budget also details steps the Council are taking to look to alternative sources of funding and revenue generation.

The proposals in this paper will be consulted upon in the period between this Cabinet meeting and the February 2022 budget meetings of Cabinet and Full Council. They will also be reviewed by an Overview and Scrutiny panel in December 2021. The results of consultations will be reported to Cabinet in February 2022, to inform final budget proposals. Further consultations and engagement will be undertaken with our affected stakeholders including residents, businesses and partner organisations.

It should be noted that at the time of writing this report we are awaiting the final details of the finance settlement for Local Government following on from the October comprehensive spending review. We have made best estimates as to what the impact of the settlement will be, but this is subject to potentially significant change that will be detailed in the final budget reports in February.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet agrees the draft budget that will be consulted upon prior to final budget setting during February 2022 including:

- i) The draft budget and revised Medium Term Financial Plan set out in Appendix A.**
- ii) The proposed investment and growth proposals set out in Appendix B.**
- iii) The proposed savings and income generation proposals set out in Appendix C.**

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

- 2.1 This report sets out the draft 2022/23 revenue budget for the Royal Borough of Windsor and Maidenhead.
- 2.2 A range of assumptions around the recommended draft budget are set out in paragraph 5.2.
- 2.3 The current situation is extremely volatile, and the total savings requirement may change, especially when the Government announces funding for next year as part of the Local Government Financial Settlement following the Comprehensive Spending Review (CSR) announced in October 2021. This is likely to be around the middle of December at the earliest. However, this draft budget is being presented as early as possible to provide as much certainty as we can to partners, as well as giving residents and businesses a longer opportunity in which to comment on the proposals.
- 2.4 Finer details of the CSR and subsequent settlement remain uncertain at the time of writing this report. We do not have a confirmed date when the detailed local government financial settlement will be announced. The settlement will include funding from several central Government departments. Even then, the

final local government settlement is unlikely to be confirmed until February 2022, in line with prior years announcement timetables.

Options

Table 1: Options arising from this report

Option	Comments
Cabinet is requested to agree the draft budget that will be consulted upon prior to final budget setting during February 2022	This is the recommended option

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2023

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

4.1.1 Like many other councils, the Royal Borough of Windsor and Maidenhead continues to face significant financial pressures including the ongoing impact of the Covid-19 pandemic as well as other national inflationary factors. We are experiencing increased costs and reductions in some income sources that started during 2020/21 and have continued into 2021/22. Uncertainty around the continued duration of these impacts and the cessation of additional funding, that we received from central government during the height of the pandemic, to mitigate the ongoing impact means that there remains more potential volatility in the forecasts for the next financial year than was usual prior to the pandemic.

4.1.2 The position of the Royal Borough is more acute than some other councils, due to its historically very low level of reserves. These were barely adequate to cover its usual financial risks and a plan had been put in place as part of budget 2020 and budget 2021 to start to address this over the medium term. However, primarily due to the impact of, and uncertainty surrounding, the pandemic these are insufficient to cover future projected funding shortfalls in 2023/24 and beyond without significant further savings, or increased revenue generation through greater commercialisation being identified and delivered as part of putting together a proposed draft budget. This draft budget addresses

those concerns in full for 2022/23 and starts to address the medium-term financial gap.

- 4.1.3 For all councils, reserves are set aside to mitigate and smooth out the impact of financial shocks in the short term. Given that such reserves are one-off sources of funding sustainable savings would always need to be found to address ongoing increases in levels of activity. There remains further uncertainty around future central government funding despite the multi-year comprehensive spending review as well as further delays to the new funding regime for local government. It means that consideration still needs to be given to an ongoing volatile risk profile.
- 4.1.4 The Council continues to have increasing levels of planned borrowing, particularly over the shorter term to both deal with inherited, long-term debt prior to RBWM's existence as well as to tackle our corporate priorities around regeneration. This contributes to the delivery of much needed housing growth as well, to ensure that there is an investment in our infrastructure and to look to enhance our opportunities to maintain revenue streams from our income generating assets
- 4.1.5 This document sets out the draft budget for 2022/23. Once agreed, it will be consulted upon in order to inform the final budget proposals in February 2022. The final budget will take account of the responses to the consultation process, as well as final funding settlements from the Government.

4.2 **Corporate Priorities**

- 4.2.1 The Council's new Corporate Plan for the period 2021-2026, "Creating a sustainable borough of opportunity and innovation", was agreed at Cabinet on 28th October. The Plan is now proceeding to Full Council on 23rd November, with the recommendation that it is formally agreed and adopted.
- 4.2.2 The Corporate Plan forms the overarching strategy for the Council for the next five years and replaces the Interim Strategy 2020-21, which was developed as a temporary plan in response to the pandemic. The Corporate Plan sets out the Council's new objectives, and the specific goals to be achieved in support of those objectives, over the 2021-26 period.
- 4.2.3 The Corporate Plan has been designed to crystallise focus on where the Council most needs to drive change. It recognises that the Council has to make difficult choices about where it focuses its resources. The Plan acts as a strategic framework to guide resource allocation decisions.
- 4.2.4 Finance is both the enabler that allows the Council to deliver its goals and objectives, and the constraint within which the Council needs to work as it makes tough decisions on what it can deliver. The goals within the Plan have been formulated to be deliverable within current and expected future resource levels.
- 4.2.5 In addition to setting out what we aim to achieve, the Plan also sets out the Council's approach to achieving change – how it will work as well as what it

will focus on. 'Making the most effective use of resources – delivering the best value for money' is included as an underpinning principle of our approach in order to emphasise its importance across every area of the Council's work. This includes making best use of the opportunities offered by digital technologies, working in closer partnership with communities, and maximising income generated. The Plan also includes a focus on prevention and early intervention, which can help to reduce demand on the most cost-intensive services.

Corporate Plan overview:



4.3 Financial Climate

- 4.3.1. Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. At the same time pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care, as well as housing and homeless services, especially within the south east of England.
- 4.3.2. This has placed considerable pressure on discretionary and other services budgets as they are reduced to ensure we are able to meet our statutory responsibilities. This is as well as the increased need to look for efficiencies,

genuine transformation in the way services are delivered and alternative sources of funding and revenue generation to support the work we do.

4.3.3. Given every council, including RBWM, has to consider its own local circumstances when setting a budget, we have looked to consider the most appropriate package of responses when considering this budget.

4.4 **RBWM Financial Context**

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

- Relatively low levels of deprivation mean that it does not have the same level of pressure on Adult Care and Children's Services that some councils have experienced although this does mean that any increases can appear relatively large even when actual numbers of clients are not significant.
- Significant capital assets have enabled it to continue to fund its capital programme at a time when government support for capital schemes has diminished.
- Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others. This does mean, however, that a focus on developing other income streams using both the Council's asset base and regeneration activities, unlike many councils, has not left the authority overexposed to fluctuations in market conditions
- Despite our geographical location and proximity to London, many of our unit costs to deliver services are comparatively low to similar authorities through previous efficiency reviews and the transformation journey that we are on.

4.4.2 RBWM has still had to make significant savings and has already delivered around £65m savings from 2010. It has also been able to protect local non-statutory services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models where this makes sense to do so in terms of not just cost but also working in partnership with others for better outcomes for those who use our services.

4.4.3 In more recent years RBWM has also embarked on significant investment in regenerating the borough which will in the medium to long term provide significant financial benefits overall, which are important when considering longer term financial sustainability. This regeneration is also likely to help us in terms of our commitments to reducing our impact on our climate, a high priority having declared a climate emergency in June 2019. By looking to support our local areas through investment, we are also considering the broader determinants of health and well-being including delivering housing, improved active travel and investment in the local economy and with our local businesses.

4.4.4 When prioritising our financial and other resources, RBWM recognises that it needs to manage a number of significant risks and consider them 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 with revenue underspends delivered in 2019/20 and 2020/21, but in the current situation they are insufficient to absorb the full financial pressure projected for 2023/24 and beyond, unless additional significant savings or increased income are achieved on an ongoing and sustainable basis.

Reserves should only be used to smooth and mitigate short term impacts as they are one-off sources of funding so should never be relied upon in lieu of a financially sustainable budget. The proper application of reserves can ensure management of short-term risks whilst longer-term, often transformative, solutions are put in place and this budget looks to strike a right balance between setting aside generic funding for overall risks as well as ensuring that potential risks and pressures are included in medium term modelling

- **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. There has been investment in additional resources by the Berkshire Pension Fund to improve governance over the last 18 months and we are looking to maximise the opportunities to improve investment returns and ensure that the fund is efficiently run to mitigate as far as possible the impact over the longer term.
- **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 revenue 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. This budget reflects that balance with investment and our capital strategy considers how to fund the schemes we have to do, with those that generate additional revenue or support the reduction of costs to the council of delivering our services prioritised.
- **Maintaining a low level of council tax**, whilst this has undoubtedly been very beneficial for residents, it does mean that the Council has missed out on additional revenue from raising council tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on council tax capping has also meant that our ability to increase our funding has been difficult, which is particularly pertinent to RBWM given a significant proportion (approximately 80%) of our funding comes from council tax that we collect.

- **Growing pressures around Children and Adult Services and other demand led services** have been widening the budget gap further. Placement costs for children continue to increase more rapidly than the inflation rate and both case numbers and complexity continue to grow. There are significant changes around Adult Social care and its funding that will be coming forward in future years and this could have further impact in the medium term. Whilst details of changes in national policy are still emerging, the budget and medium-term model reflect current policy and service delivery.
- **The Covid-19 pandemic has increased costs and reduced income.** Additional Government funding has mitigated some of this in 2021/22, but this support will not be repeated in subsequent years. Some of the income loss may be permanent as the world of work has changed significantly. This has been closely monitored during the financial year and efforts have been made to assess the impact in future years of more permanent reductions, but this will be an area that needs continued monitoring and management.
- **Many potential consequences of the pandemic are not yet fully apparent.** As Government support such as the furlough scheme ends, the full economic and health impacts of the pandemic may yet still be revealed. This may lead to impacts on the Council's budget such as increased council tax support, more homelessness and lower business rates income. We have used the best estimates as we know them to model impacts in this budget.

4.5 Proposed Draft Revenue Budget 2022/23

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

Proposed Draft Revenue Budget	Base Budget 2021/22 £000	Changes £000	Savings and Income £000	Investment and Growth £000	Proposed Budget 2022/23 £000
Directorate:					
Chief Executive	(981)	(1,680)	(216)	348	(2,529)
Governance, Law & Strategy	2,990	782	(313)		3,459
Childrens Services	24,364	(248)	(587)	3,138	26,667
Adults, Health & Housing	39,795	1,431	(942)	60	40,344
Resources	8,355	(614)	(227)	142	7,656
Place	15,970	(3,378)	(761)	1,186	13,017
Contingency & Corporate	4,558	(1,965)	(350)	500	2,743
All - Pay Award				913	913
Total Service Budgets	95,051	(5,672)	(3,396)	6,287	92,270
Capital Financing	6,310	(1,336)			4,974
Pension Deficit Recovery	4,199	134			4,333
Other Non-service budgets	165	3			168
Total Non-Service Budgets	10,674	(1,199)	0	0	9,475
Net Council Spend	105,725	(6,871)	(3,396)	6,287	101,745
Financed by:-					
Income from trading companies	210	0			210
Education Services Grant	315	0			315
Social Care Grant	2,621				2,621
Government Grants(un-ringfenced)	179				179
Covid / SFC	5,583	(5,583)			0
Use of earmarked reserves	3,170	(3,170)			0
Assumed additional Government Grant (Settlement)		2,997			2,997
New Homes Bonus	473	(253)			220
Transfer (surplus)/deficit to Council Tax Collection Fund	300	(300)			0
Transfer (surplus)/deficit to NNDR Collection Fund	(1,600)				(1,600)
Locally retained business rates	15,004	(708)			14,296
Special Expenses	1,216	24			1,240
Council Tax	78,254	3,013			81,267
Total Financing	105,725	(3,980)	0	0	101,745

4.6 Budget Pressures

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

a) **Covid-19** – continuing pressures on some income budgets

- b) **Previous spending decisions prior to 2020/21** – for example funding costs from the Revenue budget instead of through the Capital Programme.
- c) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase.
- d) **Investment in Children’s Services and Adult Social Care and other services for our vulnerable residents** based on the most up-to-date information we have about our current and future likely service users. Investment in early help and advice services to support these key areas as well other demand led services
- e) **External changes beyond the Council’s control**, such as changes to grant allocations from central government, and additional responsibilities through legislation change.
- f) **Changes in service delivery or change of assumptions for some services** – some changes to services or reduction in costs of some services have had to be revised post Covid-19 or due to changes in economic circumstances such as increasing inflation
- g) **Investment in our climate change response and other corporate priorities** – investing in our leadership role around our response to the climate emergency as well as ensuring that our stated corporate priorities are adequately resourced
- h) **Realignment of income targets with market conditions** – in some cases it has not been possible to deliver increased income even by setting higher charges due to adverse market conditions or changes in our responsibilities.

4.6.2 The table below summarises the main cost pressures that are reflected in the 2022/23 budget and exceed £100,000. Further detail is provided in Appendix B.

Investment and Growth Above £100k	2022/23
Directorate / Description	£'000
Chief Executive	
Commercial income budget reduction	225
SUB-TOTAL	225
Children's Services	
Existing provision	1,041
Future Demand	985
Workforce Transformation	465
Practice Transformation	325
Compliance Capacity	156
SUB-TOTAL	2,972
Place	
RBWM Climate Partnership	250
Bus Service Support	300
Waste Contract	500
SUB-TOTAL	1,050
All Directorates	
Employers NIC increase	500
SUB-TOTAL	500
Pressures under £100k	627
Total Investment and Growth	5,374

4.7 Proposed Savings

4.7.1 In total the Council proposes to deliver £3,012,000 of savings. The main areas of proposed savings over £100,000 are set out below and all savings are shown in detail in Appendix C.

4.7.2 A draft equality impact assessment for each saving has been undertaken. These savings will be consulted upon between now and the budget setting Cabinet in February 2022. The results of the consultation and any amendments to EQIAs will be reported to that meeting. A draft EQIA for the total impact of the budget is also included and again following consultation on all proposals as well as the inclusion of the full detail of government funding once it has been announced will be considered prior to the final budget being presented in February.

Savings and Income Generation Above £100k	2022/23
Directorate / Description	£'000
All	
Cross-council savings e.g. travel, printing	350
SUB-TOTAL	350
Adults, Health & Housing	
Review of packages and right sizing	275
Review of resourcing	250
Transitions	200
SUB-TOTAL	725
Chief Executive	
Property Services – rental income	101
SUB-TOTAL	101
Children's Services	
Health Contribution	101
Refocus of parenting work to edge of care	114
Full year effect of home to school transport reprocurement	165
SUB-TOTAL	380
Place	
Planning Fees	125
SUB-TOTAL	125
Resources	
Weddings Income	100
SUB-TOTAL	100
Savings under £100k	1,615
Total Savings and Income Generation	3,396

4.8 Spending Review and Balancing the Budget

- 4.8.1 The Comprehensive Spending Review (CSR) was announced on October 27th. It revealed a surprise change in direction of local government funding from just council tax increases to additional grant funding as well.
- 4.8.2 The Government announced that the referendum for council tax increases is likely to remain at 1.99%, plus an additional 1% Adult Social Care precept. It is not yet clear whether there will be increases in the Adult Social Care precept in future years. Council tax increases will, therefore, be less than likely inflation rates of 4% or more and compared to the allowed increase in 2021/22 of 5%

4.8.3 Increased grant funding includes an additional £4.8 billion of grant funding nationally across the next three years (£1.6bn per annum). Some is likely to be distributed through additional social care grants and the remainder via the Settlement Funding Assessment (SFA) which applies to all types of authority, not just those with social care services.

4.8.4 It has not yet been announced how this additional funding of approximately £1.6 billion per year will be distributed. This will be announced as part of the Provisional Funding Settlement in December

4.8.5 Nationally Core Spending Power (CSP) for councils is expected to rise by around 6.2%. CSP includes Council Tax and government grants. If RBWM was to receive a 6.2% increase this would mean additional grant funding of just over £3 million once the assumptions made nationally around council tax are taken into account. This figure has been included in the Medium Term Financial Plan in Appendix A, and would lead to a balanced budget if this assumption is correct. It is not clear yet whether all councils will receive the same increase. This will also form part of the Provisional Funding Settlement in December.

4.8.6 Other announcements included:

- The Business Rates multiplier will remain frozen at 49.9p in 2022/23. Authorities will be fully compensated for this.
- The costs of the 1.25% increase in employer's national insurance announced as part of the Health and Social Care levy is funded within the £1.6 billion funding. The cost of this increase has been built into service budgets.
- There will be additional funding for SEND although this is likely to be through capital funding
- The Public Health Grant will be maintained in real terms
- There is funding for a new Supporting Families programme although this will come with new responsibilities
- There is a new Household Support Fund. This was already announced to start in October 2021 and replaces some funding that we receive for existing responsibilities

4.8.7 No further Covid-19 funding was announced.

4.8.8 It is impossible to calculate precisely how much additional funding RBWM will receive until the provisional settlement. No date for this was announced but it will not be until December at the earliest and has been as late as Christmas Eve previously.

4.9 **Funding Settlement and Council Tax**

4.9.1 Current assumptions included in the draft budget in Appendix A are therefore:

- Council tax referendum limit remaining at 2% per annum every year with an additional social care precept of 1% in 2022/23 only.
- Expected changes to funding streams including Fairer Funding, Business Rate Retention and Better Care Fund potentially delayed until at least 2025/26
- Protection in 2022/23 for councils including RBWM, who would otherwise have to repay revenue support grant, through something known as negative Revenue Support Grant. This has not yet been confirmed.
- New Homes Bonus Funding: £220k in 2022/23 and zero from then on.

4.9.2 In short, there is still a considerable level of uncertainty around financial plans for 2022/23 and beyond, that will continue to be revised as more information becomes available.

4.9.3 Assuming a council tax increase of 2%, and a social care precept of 1%, Band D council tax would increase by £33.38 from £1,131.73 to £1,165.11. This is the equivalent of just less than £0.64 per week. It should be noted this is only the RBWM element of Council Tax with relevant Parish precepts Fire and Rescue precept and Police and Crime Commissioner precepts on top of this amount.

4.9.4 Our neighbouring Berkshire authorities charge much higher rates of Council Tax:

	Band D 2021/22	Band D 2022/23 (assumes 3% increase)
Bracknell Forest	£1,403.19	£1,445.29
RBWM	£1,131.73	£1,165.11
Slough	£1,490.30	£1,535.01
Wokingham	£1,620.14	£1,668.74

4.10 Income

4.10.1 The Council's top ten estimated fees and charges for 2022/23 are shown in the table below. Revisions to fees and charges will be approved as part of the final budget process, after consultation and equality impact assessments are undertaken.

Fees and Charges - Proposed Budgets (top 10)	Base Budget 2021/22 £000	Changes £000	Proposed Budget 2022/23 £000
Parking - daily and season ticket income	7181	2591	9772
Planning & Development	1464	125	1589
Green waste collection	912	37	949
Street works Inspections / Permits	755	39	794
Hackney Carriage Licences	480		480
Cemeteries and Churchyards	321	15	336
Marriage and Civil Partnership Ceremonies	320	115	435
Local Land charges	257	63	320
Temporary Traffic Regulation orders	224	10	234
Highways Licences	210	10	220
Building Control	0	515	515

4.10.2 Changes in the table above include growth and savings budget revisions that may relate to volumes as well as inflationary increases. The increase in the parking budget mainly represents the reversal of Covid-19 budget reductions in place in 2021/2 so that the budget returns to close to the normal level. This is a notable risk for the Council and will be closely monitored during the year.

4.10.3 Building control was a shared service in 2020/21 and there was no base budget for income when the budget was set in February 2021. From 1st July 2021 the service has been provided by an in-house team.

4.10.4 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.

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

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

4.10.7 Most other fees and charges are proposed to increase by inflation, using August's inflation figure of 4.8%,

5. Medium Term Financial Plan

5.1 The Council approved a medium-term financial plan on July 14th 2021. This report shows the latest revisions to that forecast. Further revisions will be made

as part of the final budget proposals in February 2022 once more information on Council Tax and Government funding is available.

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

2023/24	2024/25	2025/26	2026/27
£	£	£	£
2,593	2,015	2,590	2,562

5.2 Key assumptions included above are that:

- (i) Council tax levels increase in line with national limits 3% for 2022/23 (2% + 1% Adult Social Care precept) and 2% core growth thereafter.
- (ii) Average interest rates payable on borrowings have been estimated at 0.5% in 2022/23 rising thereafter as advised by our Treasury Management advisers in light of the current economic situation.
- (iii) Adult Social Care Grant continues at current levels.
- (iv) Inflation is in line with current government projections i.e. c4%.
- (v) Projected savings are fully delivered.
- (vi) The Council does not make any further substantial capital investments which are not funded from future receipts, section 106, CIL or central government money.
- (vii) Inclusion of demographic pressures for Children's and Adults social care equivalent to £1.5 million per annum from 2023/24.

5.3 Sensitivity Analysis

5.3.1 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.

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

5.3.3 As part of the budget process, officers were asked to offset any additional pressures they identified by compensating savings wherever possible.

5.3.4 The Council 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 approximately 80% of net council expenditure. If the Council does not increase council tax up to the maximum level, then this has a significant impact on the

scale of the financial gap that it faces unless offset by other recurring income sources or further efficiencies.

- (ii) Capital investment – if the Council chooses to invest significantly in capital projects, which are not fully funded or do not deliver savings, then this will have a noticeable impact on the financial gap. The impact will be even greater if interest rates have risen. 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 unless we can evidence legislative or other relevant change. Any other changes the Council wishes to make to increase, grow or significantly improve services will significantly increase the size of the budget gap. These should all be in line with corporate priorities

6. Principles for Delivering a Sustainable Budget

- 6.1 There is little doubt that RBWM continues to face considerable short to medium term financial pressures. The uncertainty is around the scale of the financial pressures. Despite the impact of Covid-19 during the financial years of 2020/21 and 2021/22, the underlying financial pressures the Council faces over the medium term are much more related to the impact of capping on a very low council tax charge. It would be wrong to characterise the current fragility of our finances as anything other than a funding challenge which is why the Council has set revenue generation as one of its priorities. The overall impact of Covid-19 costs has exacerbated that pre-existing challenge and will continue to do so in the future with ongoing potential pressures for some services unable to be quantified as the long term impacts of the pandemic are still emerging.
- 6.2 All councils are having to make some tough choices around the way they manage their finances in order to remain financially viable, RBWM is no different in that aspect.
- 6.3 This section sets out some key principles that the Council will continue to follow in the short and medium term to manage the financial uncertainty that it faces. These were agreed by Council as part of the medium term financial plan in October 2021.

Principle 1 – an adequate level of reserves

- 6.4 RBWM faces considerable financial risks that can have a potentially significant and immediate impact on its finances.
- 6.5 Reserves are currently at or close to the minimum levels required to protect the Council from these financial risks as well as potential service risks that it may also face. The Month 6 Budget Monitoring Report to Cabinet indicated that the Council is predicted to be above minimum levels of reserves by year end, and the current assumption is that RBWM will be above the minimum

level of reserves at the start of the 2022/23 financial year. The Council has also continued to review its use of specific, earmarked reserves appropriately.

- 6.6 Across the medium term financial plan, the assumption is that RBWM will identify sustainable savings and sustainable income generation opportunities, so that it can invest as appropriate against its corporate priorities. A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. The assumption is that anything unspent in each year would be added to the general reserves which will improve the Council's financial sustainability going forwards, or be set aside for future, specific purposes to mitigate risks over the longer-term.
- 6.7 Reserve levels will be reviewed on an annual basis as part of the budget setting process and the Council's S151 officer reports on the adequacy of these as part of the final proposed budget to Council each year, as well as the robustness of assumptions made to develop the budget.
- 6.8 Any proposals that are presented when setting the budget should be supported by robust evidence, analysis and realistic timelines to mitigate any risks of non-delivery.

Principle 2 – raise council tax in line with Government limits

- 6.9 Council Tax contributes to a large share of the Council's budget. The Council already faces the potential need to make further reductions to services and scale back investment. This position will only be made more challenging if it does not increase council tax in line with the assumptions in the MTFS
- 6.10 The Council should, therefore, remain committed to increasing council tax in line with the MTFP and within the limits set by central government. Assumptions on grant funding and calculations that central government make on other funding, assumes that the council will be raising their taxes by that limit, and in some cases using an average council tax level. Therefore the Council would be at a further disadvantage than it already is by being significantly below average council tax levels if it chooses not to increase in line with those assumptions.
- 6.11 The Medium Term financial forecast demonstrates the need to take advantage of any flexibility that the Government offers to increase council tax further if the Council is to remain financially viable.

Principle 3 – Optimise Income Generation

- 6.12 The Council should continue to develop opportunities to generate sustainable income including rents from, or sales of, its property portfolio and through further regeneration opportunities. Opportunities should be suitably risk assessed for their sustainability and appropriate risk mitigations put in place to avoid shocks to council finances from unexpected events.
- 6.13 The Council should aim to ensure that its fees and charges are set at levels that are appropriate and proportionate to the costs of the service they are delivering and the market within which they operate. The expectation should be that these will keep pace with inflation, should be appropriately benchmarked with other similar authorities and services, and should be

reviewed on an annual basis to ensure that they at least cover the cost of services when appropriate.

Principle 4 – Continued enhanced scrutiny of capital investment

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

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

- 6.16 The Council has recognised the need to keep tight control of its spending to ensure that the scale of the financial challenge does not worsen even further. Historically the Council did not always deliver on promised savings. During 2020/21 improved budget monitoring reports to committee meetings were introduced and this allowed challenge of any new spending pressures at an early stage. The CIPFA report recommendations have been implemented and a cultural shift within the organisation continues.
- 6.17 The Council needs to deliver substantial savings or sustainable generation of income to balance its budget again so there needs to be a continued focus on monitoring and delivering against agreed proposals in 2022/23 and on an ongoing basis.

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

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

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

- 6.21 The Council should maintain pressure on Central Government to deliver a fairer funding model for RBWM that provides:
- (i) Additional grant to support the service pressures that it faces for Children, Adults and other services
 - (ii) Assurance that any legislative changes are recognised with adequate new burdens funding
 - (iii) Greater flexibility to increase council tax and other income sources and external funding

7. Closing the Budget Gaps

- 7.1 The immediate challenge has been to close the budget gap for 2022/23 to enable the Council to set a balanced budget for 2022/23. Legally, the Council has to balance the financial year in which it is going into (in this case 2022/23) and should consider the resources it has over the medium term.
- 7.2 There is considerable uncertainty around the size and scale of future budget gaps and a lot of this will depend on final Government funding decisions.
- 7.3 While there is always room to be more efficient, RBWM is already a low spending council which constrains it from reducing costs easily.
- 7.4 On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service.
- 7.5 Future savings plans will need to continue to focus on more transformative savings measures and the Council has recently agreed a transformation strategy.
- 7.6 There will also be a focus on revenue generation.
- 7.7 The Council also continues to develop its 5 year resourcing strategy to ensure that the balance is right between investment in corporate priorities, generation of additional income, sourcing of other external funding, transformation and efficiency of services as well as opportunities to save money.

8. Next Steps

- 8.1 The proposals contained in this report will be subject to consultation in order to inform final decisions at Cabinet and Council in February 2022.
- 8.2 The Council will consult with residents, businesses, partners and its own staff.

- 8.3 An Equality Impact Assessment of the whole budget will be undertaken, as well as individual EQIAs for each saving proposal. These will be amended if necessary in the light of consultation responses and reported to the February meeting.
- 8.4 This draft budget will be amended once the Local Government Finance Settlement and council tax information is published in December.
- 8.5 An Overview and Scrutiny Panel will review the proposals in December 2021.
- 8.6 Final budget proposals will be considered by Cabinet on 4th February 2022, with recommendations to Full Council on 23rd February 2022.

9. LEGAL IMPLICATIONS

- 9.1 None at this stage of the budget process.

10. RISK MANAGEMENT

- 10.1 Failure to identify sufficient savings as part of the budget process would risk the Council being unable to maintain minimum levels of reserves. Failure to deliver the planned savings would have the same effect.

11. POTENTIAL IMPACTS

- 11.1 **Equalities.** A full EQIA will be undertaken on the budget submitted to Council in February 2022. Each individual saving proposal will also have an EQIA undertaken. All EQIAs will be revised in the light of any relevant consultation responses. Draft EQIAs have been published to support this consultation paper.
- 11.2 **Climate change/sustainability.** The potential impact of budget recommendations will be considered once details of budget submissions are published.
- 11.3 **Data Protection/GDPR** – not applicable

12. CONSULTATION

- 12.1 The draft budget approved by Cabinet in November 2021 will be fully consulted on before final proposals are made to Cabinet and Council in February 2022.

13. TIMETABLE FOR IMPLEMENTATION

- 13.1 This proposed draft budget will be consulted on between now and the end of January 2022. The final budget will be approved in February 2022 for implementation from 1st April 2022.

14. APPENDICES

14.1 This report is supported by three appendices:

- Appendix A Draft revenue budget 2022/23 and revised MTFP
- Appendix B Investment and Growth
- Appendix C Savings and Income Generation Opportunities

15. BACKGROUND DOCUMENTS

15.1 None

16. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officers (or deputy)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer	10/11/21	11/11/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	10/11/21	12/11/21
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	10/11/21	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	10/11/21	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	29/10/21 10/11/21	02/11/21 11/11/21
Andrew Durrant	Executive Director of Place	10/11/21	10/11/21
Kevin McDaniel	Executive Director of Children's Services	10/11/21	10/11/21
Hilary Hall	Executive Director of Adults, Health and Housing	10/11/21	11/11/21
<i>Heads of Service (where relevant)</i>			
Louisa Dean	Head of Communications	10/11/21	16/11/21
Nikki Craig	Head of HR, Corporate Projects & IT	10/11/21	16/11/21

Confirmation relevant Cabinet Member(s) consulted	Cllr Hilton, Cabinet Member for Finance & Ascot	Yes
	Cllr Johnson, Leader of the Council	Yes

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	Not applicable

Report Author: Andrew Vallance, Head of Finance.
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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	***NOTES
	£'000	£'000	£'000	£'000	£'000	£'000	

This Medium term financial plan highlights the efficiency savings yet to be identified. The Expenditure summary shows the movements from the 2020/21 base budgets in both services and non services. The funding table shows the total projected for the year and not the movement. This in turn calculates the Total Council Tax requirement using the Average band D Council Tax, Adult Social care precept and special expenses.

NOTES

- 1 Service base budget from Annex A of the February 2021 budget report
- 2 Potential pay award of 2% for all RBWM staff including AFC and Optalis
- 3 Utilities inflated - Electricity 11%, Gas 59%, other contracts based on rates specified in the contract.
- 4 Fees and Charges inflation applied to all discretionary income targets where possible @4.8% RPI (Aug 21)
- 5 Corporate capacity - ongoing new budget of £850,000 (2021/22) now in base.
- 6 Demographic growth Adults £750,000, growth from 23/24 relates to Childrens Services
- 7 Contingency budget
- 8 New Revenue Growth Bids Submitted 2022/23
- 9 New Revenue Growth Bids Submitted 2022/23 - Children's Services
- 10 New Revenue Growth Bids Submitted 2022/23 - Waste Contract - reflecting changes to contract terms and conditions.
- 11 Recognition of annual pressure of growth from prior years.
- 12 Covid-19 growth added to budget in 2021/22, released over 2022/23 and 2023/24
- 13 New Revenue Savings Proposals Submitted 2022/23
- 14 New Corporate Revenue Savings 2022/23
- 15 Interest on borrowing- assumes 0.5% on short term borrowing in 22/23.
- 16 Provision for repayment of debt - interest and principal where appropriate
- 17 Assumes annual prepayment of pension deficit payments - estimates provided
- 18 Reflects the regeneration of Maidenhead and the reduction in projected business rates as a result (Estimated)
- 19 Assumes the £2,621,000 unringfenced social care grant continues through the period of this plan
- 20 Assumes the £179,000 unringfenced lower services tier grant continues through the period of this plan.
- 21 Assumed additional Government Grant (Settlement), based on CSR 27th October 2021 (Estimated)
- 22 Phasing out of the New homes bonus as suggested in previous settlements from government, no new scheme built in as yet
- 23 Collection fund projections assume that the nndr deficit can be taken over 3 years as a result of COVID
- 24 Assumes 0.99% increase in 22/23 only
- 25 Assumes 1.99% increase in Ctax annually

Ref:	Bid Title	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Bids - for Decision										
1	Commercial income budget reduction	Chief Executive	Property Services	Cllr Johnson	Realignment of rental income after loss of rental at Siena Court.	225	225	225	225	225
2	Property repair & maintenance contingency	Chief Executive	Property Services	Cllr Johnson	Budget for parcels of land/boundary fences and tree maintenance across the borough.	40	40	40	40	40
3	Building Services - unachievable income target	Chief Executive	Property Services	Cllr Johnson	Align income target with achievable target for maintained schools and academies. (£114k split between maintained schools £73k and academies £41k. A reduction of £83k.	83	83	83	83	83
4	Private Rented Sector Officer - invest to save	Adults, Health & Housing	Housing	Cllr McWilliams	A Private Rented Sector Officer will reduce temporary accommodation spend by assisting homeless households into settled accommodation.	60	60	60	60	60
5	VRU Coordinator	Place	Communities	Cllr Cannon	Provide one -off funding for a Violence Reduction Coordinator. A Bill, currently going through parliament, will place a new duty on all LA's to work on an ongoing basis to reduce violence and work with partners to share information and coordinate work to achieve a reduction in serious violence the local area.	40	0	0	0	0
6	Paving Maintenance Cleaning	Place	Neighbourhood Services	Cllr Clark	Currently under the street cleansing contract there are a few cleans which can leave Maidenhead and Windsor town centres looking neglected and unkempt. This can lead to a negative perception of the town and a lack of funding from new ad existing businesses.	21	21	21	21	21
7	Section 81 works extra resource - self funding from year 2	Place	Neighbourhood Services	Cllr Clark	This spend to save initiative aims to enhance resources relating to enforcement/management of Sections 81 works, this should be self funding in future years.	75	0	0	0	0
8	Bus Service Support Investment	Place	Infrastructure, Sustainability & Transport	Cllr Clark	This additional investment to support the alignment of our approach with the national bus strategy and our environment and climate strategy	300	300	300	300	300
9	Laptop warranty extension - modern workplace devices	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Extension of the current 3 year warranty with Dell for modern workplace devices to 5 years.	46	52	0	0	0
10	IT post - Technology Solutions Architect	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Ensuring that the IT team can work across the whole council in the delivery of the IT strategy, providing strategic technological insight to all services and working collaboratively with all teams when identifying suitable technology solutions for the delivery of improved services.	96	96	96	96	96
11	Client Support Officers (2) -invest to save	Adults, Health & Housing	Housing	Cllr McWilliams	Two new Client Services Officers will be recruited to support vulnerable households with debt management and budgeting issues. Invest to save proposal, cost neutral.	0	0	0	0	0
12	Housing benefit recovery officer and Property Inspector post - fully funded.	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	Invest to save bid covering two areas: Housing Benefit Overpayment Recovery, increased resource by 1fte and upgrading existing postholder in recognition of the management responsibility they have to enable enhanced recovery of £4m outstanding debt. Property Inspector - to assist existing postholder inspect 65k CTAX properties, and 5k business premises. This would maximise the tax base. Both posts proposed for a 2 year fixed term contract.	0	0	0	0	0
13	Council Tax Senior - fully funded	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	Council Tax Senior: a new position to reflect similar positions in Debt Recovery and Business Rates ensuring further capacity supporting the aim to increase the collection rate.	0	0	0	0	0
14	R&B Control team single points of failure - fully funded	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	To mitigate the risk associated with two potential single points of failure within the R&B Control team: System Administration and Subsidy.	0	0	0	0	0
15	Cost of provision for open cases	Childrens Services	Childrens Services	Cllr Carroll	The expected increase in costs to manage the care and support for the cohort of children currently open to the Council's services, inclusive of inflation and savings related to the process of regular placement reviews.	1,041	1,041	1,041	1,041	1,041
16	Estimated future demand	Childrens Services	Childrens Services	Cllr Carroll	The estimated costs to manage the likely future demand, including the continued impact of the pandemic and maintaining the domestic abuse support service to mitigate the level of demand.	985	985	985	985	985

Ref:	Bid Title	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
17	Workforce transformation	Childrens Services	Childrens Services	Cllr Carroll	Three year plan to reduce reliance on agency workers by offering strong professional development in a highly supportive environment with lower than average case holding levels. Transformation supported by short-term stability incentives.	465	555	345	345	345
18	Practice Transformation	Childrens Services	Childrens Services	Cllr Carroll	Investment in an edge of care team and continued support for domestic abuse services to support families from reaching point of crisis.	325	161	161	161	161
19	Lost income (Covid)	Childrens Services	Childrens Services	Cllr Carroll	Lost income relating to education welfare regulations and use of group facilities	55	55	55	55	55
20	Increases in volume of children with additional needs	Childrens Services	Childrens Services	Cllr Carroll	Additional posts required within the education and disability services to support the ability to respond within the statutory timescales for processing reviews and changes in education, health and care plans.	92	92	92	92	92
21	Increased costs of compliance	Childrens Services	Childrens Services	Cllr Carroll	Additional capacity to respond to information requests (Subject Access Requests), health and safety, insurance and apprenticeship levy.	156	156	156	156	156
Total Bids - for Decision						4105	3922	3660	3660	3660
Bids- to Note										
22	Waste Contract	Place	Neighbourhood Services	Cllr Clark	Contractual amendments	500	500	500	500	500
23	Increase in Employers National Insurance from 2022/23	All	Corporate	Cllr Hilton	The increase in employers national insurance of 1.25% from April 2022 will have an impact on direct and indirect employees costs, this budget is to cover those costs.	500	500	500	500	500
24	Grant changes	Childrens Services	Childrens Services	Cllr Carroll	Implications of regulatory changes on the amounts of money that can be used from the ring-fenced Dedicated Schools Grant for school improvement.	19	19	19	19	19
25	RBWM Climate Partnership	Place	Infrastructure, Sustainability & Transport	Cllr Stimson	The proposals, set out in further detail in a paper to cabinet on 30 September 2021, will set up a new independent RBWM Climate Partnership to lead on the delivery of the Borough Wide Environment and Climate Strategy. This will better engage the private sector and community organisations to support delivery for the goals of the strategy and enable the council to focus on its own commitments to deliver carbon reductions on its own estate, deliver biodiversity recovery in its green spaces	250	250	250	0	0
Total Bids - to Note						1269	1269	1269	1019	1019
All Service / Directorates - all Bids						5,374	5,191	4,929	4,679	4,679
Incremental Bids included in MTFP						5,374	(183)	(262)	(250)	0

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Proposals - for Decision											
1	Supported Accommodation Savings	Contract Change	Adults, Health & Housing	Housing	Cllr McWilliams	A 10% cost saving is being sought on supported accommodation schemes in the borough	41	41	39	39	39
2	Temporary Accommodation Management	Service Redesign/change	Adults, Health & Housing	Housing	Cllr McWilliams	The outsourced temporary accommodation management function is to be brought in-house to reduce costs by 10%	65	65	65	65	65
9	Review Maintenance provision for Estate Shops	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Reduce budget by £7K to reflect actual level of likely costs. Saving linked to capital bids for Commercial Investment Property Portfolio-Repairs	7	7	7	7	7
10	Therapy Provision	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Further transform the therapy provision for children in care	10	10	10	10	10
11	Health Contribution	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Review health contributions for continuing health care	101	101	101	101	101
12	Multi Agency Safeguarding Hubs (MASH)	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Review MASH working and partnership arrangement including partner contributions	37	37	37	37	37
13	Refocus of parenting work to edge of care	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Develop edge of care approach to work with families	114	114	114	114	114
14	Sale of advertising and sponsorship on website	Income Generation	Governance, Law & Strategy	Communications & Marketing	Cllr McWilliams	Income from sale of advertising and sponsorship on website and other areas - income generation to be identified	50	50	50	50	50
15	Land Charges Income	Income Generation	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Amend fees to bring the council more into line with neighbouring authorities.	13	13	13	13	13
16	Set up and facilitate local good causes lottery	Transformation	Governance, Law & Strategy	Democratic Services	Cllr Rayner/Cllr Hilton	Set up local good causes lottery and replace revenue funded small grants to local organisations, set up costs in year one - estimated £25k have reduced the saving in 22/23	25	50	50	50	50
17	Remove parish elections budget	Service Redesign/change	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Costs to be fully recharged to parishes.	10	10	10	10	10
18	Review of resources within Civic Services	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Review of resources within Civic Services	15	15	15	15	15
19	Review of resources within Facilities	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Review of resources within Facilities Services	27	27	27	27	27
20	Commercialisation	Income generation	Governance, Law & Strategy	Deputy Director of Law & Strategy	Cllr Rayner	Identification and maximisation of income generating opportunities. A fixed term post initially would be required to review all council current fees and charges with a view to maximising sponsorship, advertising and identifying new opportunities. £100k growth, rising to £150k in 2026/27.	50	100	100	100	150
21	Review of resources within Communities	Service Redesign/change	Place	Communities	Cllr McWilliams	Review of resources within Communities	73	73	73	73	73
22	Allotments - operating model	Income Generation	Place	Neighbourhood Services	Cllr Stimson	Review of operating model for allotments to increase charges and/or reduce cost of operating with the aim to be self-financing over time.	10	10	15	20	20
23	Energy	Service Redesign/change	Place	Infrastructure, Sustainability & Transport	Cllr Clark	We currently spend £330k on energy for street lighting and close to £20k on powering water fountains in the borough. Turning lights and fountains off overnight could help to reduce energy bills as well as other carbon and biodiversity benefits.	20	35	35	35	35
24	Review of resourcing of Insurance and Risk service	Service Redesign/change	Resources	Finance	Cllr Hilton	Review of funding and resourcing of Insurance and Risk service	47	47	47	47	47
Total Proposals - for Decision							1551	1641	1644	1649	1699
Proposals - to Note											

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
25	Subjective Savings	Service Redesign/change	All	All	Cllr Hilton	Savings from cross council budgets no longer required.	350	350	350	350	350
26	Rental Income-Clyde House	Income Generation	Chief Executive	Property Services	Cllr Johnson	Clyde House in occupation by external tenant - Agreed rental income £101K p.a. Termination of agreement scheduled for March 2023. Assumes building demolished 24/25 and related property costs saved of £68k	101	0	68	68	68
27	Development & Regeneration-Removal of revenue professional fees	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Removal of provision for RBWM Property Company project management fees - these are now mainly capitalised against relevant projects	40	40	40	40	40
28	Review of NDRD provision-G10-G12 Alma Rd, Windsor & St Edmunds House, M'head	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Reduce budget provision by £10k to match actual costs	10	10	10	10	10
29	Town Hall Electricity costs	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Review Town Hall electricity / utilities budgets given reduced levels of occupation - electricity outturn anticipated saving £20k	20	20	20	20	20
30	Demolition of Waldeck House	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Waldeck House to be vacated by 31-12-2021 as part of Maidenhead regeneration programme-net current budget £20K. Budget required 2022/23 to secure and maintain site until property demolished	0	20	20	20	20
31	St Mary's House-Utilities costs	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Review St Mary's House - electricity / utilities budgets given reduced levels of occupation, £6k saving anticipated	6	6	6	6	6
32	St Mary's House-Occupation / Lease expiry	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Termination of St Mary's lease - expires July 23, early surrender to be investigated.	0	90	141	141	141
33	Rental Income	Income Generation	Chief Executive	Property Services	Cllr Johnson	Rental income budget from estate shops brought into line with actual expected income.	24	24	24	24	24
34	Corporate Subscriptions	Service Redesign/change	Chief Executive	Chief Executive	none	Reduction of corporate subscriptions budget in line with actual costs .	8	8	8	8	8
35	External Legal Costs	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Increased internal Legal triage to support consistent thresholds for seeking legal advice	25	25	25	25	25
36	Staff Transport Costs	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Reduction in mileage budget to reflect new hybrid way of working	30	30	30	30	30
37	Traded services scope and cost	Income Generation	Childrens Services	Childrens Services	Cllr Carroll	Increase in fees for services traded with schools, and other local authorities	67	67	67	67	67
38	Full year effect of home to school transport reprocurement	Contract Change	Childrens Services	Childrens Services	Cllr Carroll	Following policy updates in 2021 and full contract retender process further efficiencies have been achieved.	165	165	165	165	165
39	Cross-skill role development	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Increase resilience and flexibility of internal support teams including finance	18	18	18	18	18
40	Printing	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Reflects increased use of digital information in Children's Services	20	20	20	20	20
41	Printing	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Reduction in printing requirements by officers	30	30	30	30	30
42	Centralised Stationery	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Reduced demand for stationery by officers	5	5	5	5	5
43	Legal services saving	Service Redesign/change	Governance, Law & Strategy	Law	Cllr Rayner	Services delivered by shared service now provided by the Monitoring Officer and Deputy Director of Law & Strategy	30	30	30	30	30
44	Magistrates Court	Service Redesign/change	Governance, Law & Strategy	Law	Cllr Rayner	Reducing loan repayment liability	8	8	9	9	9
45	Land Charges Income	Income Generation	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Increase income target for 22/23 only, in recognition of current economic activity.	50	(50)	0	0	0
46	Building control	Income Generation	Place	Planning Services	Cllr Johnson	BC fees to be set to contribute to reasonable RBWM overheads	45	45	45	45	45
47	Berkshire records office	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Clark	There is £13.8k of S106 one-off funding available that could be put towards our revenue funding of the Berkshire Records office	14	(14)	0	0	0

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
48	Public transport funding	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Clark	Use of S106 funding to cover some of the growth bid for public transport subsidy during 2022/23	84	(84)	0	0	0
49	Waste Management	Income Generation	Place	Neighbourhood Services	Cllr Coppinger	There is S106 funding under waste management (£11.2k) that could be used as one-off support for the waste budget	11	(11)	0	0	0
50	Cemetery Income	Income Generation	Place	Neighbourhood Services	Cllr Stimson	Income budget increase for one year only	20	(20)	0	0	0
51	Christmas Lights - Sponsorship	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Rayner	Obtain sponsorship income to cover contract costs for installing and taking down Christmas Lights	69	69	69	69	69
52	Review of resources	Service Redesign/change	Place	Executive Director of Place	none	Surplus staff budget identified no longer required	15	15	15	15	15
53	Planning Fees	Income Generation	Place	Planning Services	Cllr Coppinger	Income target increased to align with anticipated activity levels, subject to annual review.	125	125	125	125	125
54	Street Lighting	Service Redesign/change	Place	Neighbourhood Services	Cllr Clark	Align expenditure budgets with actual expected costs	30	30	30	30	30
55	Cash Collection costs	Contract Change	Place	Neighbourhood Services	Cllr Cannon	Reduced cash collection requirements as customers increase use of pay by phone and card methods of payment	25	25	25	25	25
56	Cash Collection costs	Contract Change	Place	Neighbourhood Services	Cllr Cannon	Reduce cash collection costs - Libraries service - maintain cashless strategy	30	30	30	30	30
57	Increased parking enforcement	Service Redesign/change	Place	Neighbourhood Services	Cllr Cannon	Increase parking enforcement - two new officers within the NSL contract, expected to significantly improve enforcement around the borough. Income raised in penalties should fund this service and allow a contribution towards overheads.	50	50	50	50	50
58	Public Toilets	Service Redesign/change	Place	Neighbourhood Services	Cllr Coppinger	Council tax expenditure budget no longer required	20	20	20	20	20
59	Waste Mobilisation	Service Redesign/change	Place	Neighbourhood Services	Cllr Coppinger	Budget no longer required	50	50	50	50	50
60	Concessionary Fares	Service Redesign/change	Place	Infrastructure, Sustainability & Transport	Cllr Clark	Align expenditure budgets with actual expected costs	30	30	30	30	30
61	Planning Policy	Service Redesign/change	Place	Planning Services	Cllr Coppinger	Align expenditure budgets with actual expected costs	40	40	40	40	40

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
62	Telephony Savings	Contract Change	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Savings generated by moving to new telephony technologies and a reduction in mobile phones.	70	70	70	70	70
63	Contract re-negotiation saving - bank charges (One-off)	Contract Change	Resources	Finance	Cllr Hilton	Bank charges one-off sign up 18 month fee reduction £30k then £5k ongoing - reduction in 22/23 included in MTFP financing (Lloyds)	0	15	(10)	5	5
64	Weddings Income	Income Generation	Resources	Library & Resident Services	Cllr Rayner	Income from delayed weddings - one off impact as a result of the Covid-19 emergency restrictions.	100	(100)	0	0	0
65	Corporate - Business Development	Income Generation	Resources	Finance	none	Income target increased to align with activity levels	10	10	10	10	10
Totals Proposals - to Note							1,845	1,311	1,685	1,700	1,700
All Service / Directorates - all Proposals							3,396	2,952	3,329	3,349	3,399
Incremental Proposals included in MTFP							3,396	(444)	377	20	50