

Report Title:	2023/24 Draft Revenue Budget
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot
Meeting and Date:	Cabinet – 1 December 2022
Responsible Officer(s):	Andrew Vallance, Head of Finance and Deputy S151 Officer Adele Taylor, Executive Director of Resources and S151 Officer
Wards affected:	All



## **REPORT SUMMARY**

This report sets out the Council's proposed draft revenue budget for 2023/24 based on information as we currently know it.

Like all organisations, Local Government faces significant financial challenges. High interest rates and inflation pose significant cost pressures. For councils, there is additional uncertainty over funding levels. Although the Autumn Statement confirmed Council Tax can be increased by up to 2.99% before a referendum is required, with a further 2% adult social care precept, uncertainties remain. It is not yet clear to what extent additional Adult Social Care grant funding is new and what conditions are attached, and other grants such as the New Homes Bonus have not been confirmed. An exact date for when we will have more certainty is still not known although it is understood to be at some point in December.

At the same time demand for services such as Children's and Adults' social care and housing continues to grow, and recruitment challenges remain across all services. Questions remain to the extent certain income budgets will fully recover post-pandemic. The delay in the Adult Social Care reforms for two years until October 2025 does offer some respite as the additional costs and workforce pressures these would entail are significant. A key focus of this budget and the MTFP is working to look to prevent the growth in demand for the most intensive services by working differently with people across the Borough.

The Council approved a balanced budget in February 2022, reflecting continued recovery from the pandemic and strengthening of the financial reserves to stabilise the Council's financial position and address the issues for longer term financial sustainability.

The position for the Council is more acute than some other councils, due to our low level of Council Tax rates and low levels of general reserves. The low level of Council Tax means each percentage point allowed by central government generates less funds than for others. The reserves, whilst in a stronger position than a few years ago, remain low and there is the added uncertainty as to the extent the current year's budget pressures can be mitigated.

For all councils, reserves are set aside to mitigate and smooth out the impact of financial shocks in the short term given they are one-off sources of funding. Sustainable savings would always need to be found to address ongoing increases in levels of activity.

This report presents pressures and mitigating savings to enable the Council to balance its budget in 2023/24. The proposals in this paper will be consulted on in the period between this Cabinet and the February 2023 budget meetings of Cabinet and Full Council. They will also be reviewed by Overview and Scrutiny panel in December 2022. The results of these consultations will be reported to Cabinet in February alongside analysis from engagement with other appropriate stakeholders including residents, businesses, and partner organisations

This report presents likely continuing pressures from both the Covid-19 pandemic and the financial consequences of service issues, as well as proposed savings to enable the Council to balance its budget in 2023/24 and consideration of the way in which future years potential savings gaps will be mitigated and managed.

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION: That Cabinet agrees the draft budget that will be consulted on prior to final budget setting during February 2023 including the:**

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

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

### Options

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

<b>Option</b>	<b>Comments</b>
Cabinet is requested to agree the draft budget that will be consulted upon prior to final budget setting during February 2023.	<b>This is the recommended option</b>

- 2.1 The Local Government Act 2000 states that it is the responsibility of the full council, on the recommendation of the executive to approve the budget and related council tax demand. Failure to set a legal budget may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999.
- 2.2 Notwithstanding the legislative requirement to set a budget, financial plans are important because they act as a financial expression of the Council's policies and instruct officers on the areas they should attribute spend. The budget is effectively the resources that are required to deliver the Council's stated objectives in its corporate plan.

### 3. KEY IMPLICATIONS

- 3.0 The Council faces considerable financial risks that can have a significant and immediate impact on its finances. However, whilst reserves are currently above minimum levels that the S151 Officer has deemed are required to protect against financial and service risks, they remain low compared to the optimum level that should be held. The Medium-Term Financial Plan assumes that the Council will identify sustainable savings over the medium term and therefore remain above the minimum level of reserves identified by the S151 Officer (£6.700m). The minimum level of reserves will be reviewed prior to the final budget setting report in February 2023 to consider the most up to date financial risks at that time.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
General Fund Reserves	<£6.7m	£6.7m to £6.9m	£6.9m to £16.9m	> £16.9m	31 March 2024

### 4. FINANCIAL DETAILS

#### **Introduction**

- 4.1 Like many other authorities, the Council continues to face considerable financial challenges from the economic turbulence, including high inflation and interest rates. At the same time, there is uncertainty over some aspects of the grant funding announced in the Autumn Statement. As well as increasing demand for social care, there also continues to be questions over how much some income budgets will fully recover to pre-pandemic levels.
- 4.2 Unlike many other councils, low levels of reserves and low council tax have made the Council's financial position more challenging when balancing increasing demographic pressures with other service demands.
- 4.3 This document sets out the draft budget for 2023/24. Once agreed, it will be consulted upon to inform the final budget proposals in February 2023. The final budget will take account of the responses to the consultation process, as well as final funding settlements from the Government.

#### **Corporate Priorities**

- 4.4 The Council's Corporate Plan for the period 2021-2026, "Building a borough of opportunity and innovation" sets out our overarching strategy and priorities. The Plan sets out the Council's objectives, and the specific goals to be achieved in support of those objectives, over the 2021-26 period.
- 4.5 Our Medium-Term Financial Strategy, and the underpinning Medium Term Financial Plan, are aligned with the priorities set out in the Corporate Plan. The Strategy provides a framework for prioritising resources and taking the difficult budgeting decisions necessary due to the significant uncertainty around funding and the economic environment.
- 4.6 When the Corporate Plan was agreed in November 2021, we agreed to review it after a year. This process is currently under way and will be informed by the

changes in the external context, as well as the Council's internal financial position. The review will not change the overarching objectives and priorities of the Council but will reflect the increased pressures on Council finances and the resourcing decisions being considered as part of budget setting. New evidence from the 2022 Residents Survey, 2021 Census and the inequalities project, plus progress and performance against the Corporate Plan goals will also be considered.

- 4.7 The rises in cost of living are putting financial pressure on both our residents, and the Council, and risk driving rises in inequalities within the borough and increasing demand on services. The Council is responding by working with partners to deliver support to mitigate the impacts of cost of living rises. (For more information see our [Here to Help campaign](#).) The more difficult economic climate increases the importance of strengthening our approach to prevention, both to improve outcomes for our residents, and to reduce demand on high cost, high threshold services. Our response to these pressures will be reflected within the Corporate Plan refresh, as well as in the Medium-Term Financial Strategy and Plan.
- 4.8 The Corporate Plan refresh and budget-setting processes are being taken forward in parallel, to ensure that the 2023/24 budget and refreshed Corporate Plan are fully aligned, and together form the framework for planning and decision-making going forward.

**Figure 1: Corporate Plan Overview**



### **Financial Climate**

- 4.9 Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. It looks likely that this approach will continue. At the same time pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care, as well as housing and homeless services.
- 4.10 Inflation and interest rates are also high which adds further pressure to the finances. Inflation increases the cost of services and increases staff expectations of pay increases. High interest means the cost of borrowing to fund capital schemes increases.
- 4.11 In addition to this, whilst the impact of the pandemic has diminished for some in everyday life, the impact on public services continues. For example, there continue to be pressures in adult social care nursing and residential costs as hospitals look to protect capacity going into the winter period. Parking income remains under pressure as changing working patterns have resulted in a lower take up of season tickets.
- 4.12 Over recent years all councils have adopted different approaches to address their budget gaps. This has included outsourcing key services and entering 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.

### **RBWM Financial Context**

- 4.13 The Council is on the face of it better placed than some authorities 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 Social Care and Children's Services that some councils have experienced although this does mean that small changes in client numbers can make relatively large differences to budgets.
  - Significant capital assets have enabled it to continue to fund its capital programme at a time when government support for capital schemes has diminished.
  - Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others.
  - A focus on developing other income streams using both the Council's asset base and regeneration activities which, unlike many councils, has not left the authority overexposed to fluctuations in market conditions.
- 4.14 The Council has still had to make significant savings. It has also been able to protect local non-statutory services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models.

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

4.16 The Council has several 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.** Whilst reserves were strengthened in 2021/22 they remain low and there is uncertainty over the current year's outturn. Reserves should only be used to smooth and mitigate short term impacts as they are one-off sources of funding so should never be relied upon in lieu of a financially sustainable budget, but they can be used to manage short-term risks whilst longer-term, often transformative, solutions are put in place.
- **The Pension fund deficit** means that a growing share of Council funding is required to cover pension deficits in the future before budget is allocated to services. This is an issue for all local authorities.
- **High inflation.** The cost of goods and services is increasing due to high inflation. Staff will expect salary increases to help with the increased cost of living.
- **Higher interest rates on borrowing.** An increasing share of the Council's budget is required to service debt before money can be spent on day-to-day services. This risk has become more acute this financial year with the rise in interest rates. Getting the balance right between ensuring that sufficient money is spent on longer term capital projects to generate sustainable income or to reduce ongoing pressures is an important part of the consideration that the Council needs to make when determining how to utilise its resources.
- **Maintaining a low level of council tax,** means that the Council has missed out on additional revenue from raising council tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on council tax capping has also meant that our ability to increase our funding has been difficult, which is particularly pertinent 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.

#### **Proposed Draft Revenue Budget 2023/24**

4.17 The proposed draft revenue budget is set out in the table below. Appendix A provides further detail.

**Table 3: Draft Revenue Budget 2023/24**

	<b>22/23 Budget</b>	<b>Inflation<sup>1</sup></b>	<b>Savings</b>	<b>Growth</b>	<b>Other</b>	<b>23/24 Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Chief Executive	279	10	(2)	20	0	<b>307</b>
Adults & Housing	40,126	1,798	(4,899)	3,816	3	<b>40,845</b>
Children's Services	26,798	1,289	(3,751)	2,992	(74)	<b>27,254</b>
GLS&PH	3,699	89	(418)	291	0	<b>3,661</b>
Place	13,434	(273)	(1,943)	1,731	(1,272)	<b>11,676</b>
Resources	5,498	297	(991)	202	135	<b>5,141</b>
<b>Total services</b>	<b>89,834</b>	<b>3,211</b>	<b>(12,005)</b>	<b>9,052</b>	<b>(1,208)</b>	<b>88,884</b>

Central budgets	<b>13,512</b>	<b>0</b>	<b>(129)</b>	<b>475</b>	<b>2,523</b>	<b>16,380</b>
Funding	<b>(103,346)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,919)</b>	<b>(105,265)</b>

<b>Budget gap</b>	<b>0</b>	<b>0</b>
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1. Inflation includes inflation on Council fees and charges.

### Budget Growth

4.18 Budget growth in 2023/24 is driven by the following factors:

- Increasing demand and complexity for both Adults and Children's social care.
- High inflation and interest costs increasing pressures on all our partners and suppliers.
- Continuing impact of the pandemic on behaviour, especially in respect of parking services.
- External changes beyond the Council's control, such as changes to grant allocations and additional responsibilities through legislation change.

4.19 The table below summarises the main cost pressures that exceed £0.100m. Further detail is provided in Appendix C.

**Table 4: Service Department Budget Growth above £0.100m**

<b>Directorate / Growth Description</b>	<b>£m</b>
<b>Adults &amp; Housing</b>	
Nursing placements	2.567
Residential placements	0.277
Block contracts	0.313
Client contributions to care	0.418
Hackney carriage licence income	0.120
Items less than £0.100m	0.121
<b>Sub-total</b>	<b>3.816</b>

<b>Directorate / Growth Description</b>	<b>£m</b>
<b>Children's Services</b>	
Children in care costs	0.694
Fostering recruitment strategies	0.157
Home to school transport	0.352
New case management system	0.200
Unaccompanied asylum-seeking children	0.703
External legal services	0.300
Invest to save: Intensive Support Scheme	0.448
Items less than £0.100m	0.138
<b>Sub-total</b>	<b>2.992</b>
<b>Governance, Law, Strategy &amp; Public Health</b>	
Local elections 2003	0.206
Items less than £0.100m	0.085
<b>Sub-total</b>	<b>0.291</b>
<b>Place</b>	
Leisure Centre concession income	0.194
Public transport subsidies	0.200
Tree maintenance	0.454
Parking income season tickets	0.250
Car parks	0.210
Fly Tipping	0.100
Tivoli Contract	0.150
Items less than £0.100m	0.173
<b>Sub-total</b>	<b>1.731</b>
<b>Resources</b>	
ICT costs	0.114
Items less than £0.100m	0.088
<b>Sub-total</b>	<b>0.202</b>
<b>Chief Executive</b>	0.020
<b>Total Growth</b>	<b>9.052</b>

### **Budget Savings**

- 4.20 The table below summarises the main savings that exceed £0.100m. Further detail is provided in Appendix D.
- 4.21 Each saving has been evaluated for whether an equality impact assessment is required. Appendix E includes initial assessments where they are required. These will be completed more fully ahead of the February Cabinet and Full Council.

**Table 5: Service Department Budget Savings above £0.100m**



<b>Directorate / Saving Description</b>	<b>£m</b>
<b>Adults &amp; Housing</b>	
Reablement for all	(0.300)
Right-sizing care with wider support	(0.250)
Long term independent living	(0.160)
Promote independence	(0.250)
Top-up fees and choice policy	(0.150)
Charging recipients of Adult Social Care	(0.350)
Review of partner contributions for support	(0.250)
Provider services	(0.215)
Domestic Abuse Funding	(0.177)
Utilisation of temporary accommodation	(0.100)
Review of environmental health teams	(0.160)
Line by line budget review	(0.411)
Review policies for access to care	(1.000)
Review Optalis agency use and establishment	(0.750)
Items less than £0.100m	(0.376)
<b>Sub-total</b>	<b>(4.899)</b>
<b>Children's Services</b>	
Children in care costs	(0.694)
Children in care placement review	(0.375)
In-house provision of accommodation	(0.100)
Reduction in reliance on agency workers	(0.144)
Workforce retention initiatives	(0.170)
Reduction in reliance on external legal services	(0.300)
Unaccompanied Asylum Seeker Children	(0.500)
Review SEND policies	(0.250)
Reduction in Business Support Service Team	(0.170)
Non-statutory Family Hub services	(0.480)
Family Support Worker posts	(0.110)
Items less than £0.100m	(0.458)
<b>Sub-total</b>	<b>(3.751)</b>
<b>Governance, Law, Strategy &amp; Public Health</b>	
Recharge of corporate costs to Public Health	(0.190)
Items less than £0.100m	(0.228)
<b>Sub-total</b>	<b>(0.418)</b>
<b>Place</b>	
Line by line review of budget	(0.376)
Public transport subsidies	(0.350)
Transformation programme	(0.250)

<b>Directorate / Saving Description</b>	<b>£m</b>
Economic growth team	(0.115)
Climate partnership funding	(0.100)
Items less than £0.100m	(0.752)
<b>Sub-total</b>	<b>(1.943)</b>
<b>Resources</b>	
Line by line review of budget	(0.275)
Debt recovery	(0.190)
Property assets	(0.118)
Staffing review in resources	(0.100)
Items less than £0.100m	(0.308)
<b>Sub-total</b>	<b>(0.991)</b>
Other savings	(0.002)
<b>Total Savings</b>	<b>(12,005)</b>

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

4.22 At the time of writing local authorities have not received detailed information in relation to the funding settlement and it has not yet been confirmed whether it will be a multiyear settlement. Current assumptions in the draft budget are therefore:

- Council tax is increased in line with the referendum limit (2.99%) and Adult Social Care precept (2%) for a total increase of 4.99%.
- Government Grant funding remains largely unchanged in 2023/24 with the exception that the New Homes Bonus Funding does not continue. Adult Social care grants referenced in the Autumn Statement will not be included until it is certain they are new monies.

4.23 In short, there is still a considerable level of uncertainty around financial plans for 2023/24 and beyond. They will continue to be revised as more information becomes available.

4.24 A 4.99% increase would equate to an increase for a Band D property by £58.09 from £1,164.99 to £1,223.11. It should be noted this is only the RBWM element of Council Tax with relevant other precepts from police and fire and rescue on top of this amount. Each 1% of Council Tax raises £0.831m.

### **Income**

4.25 Increases in fees and charges income for 2023/24 will be part of the budget consultation. The Council generally seeks to increase fees to cover costs. Clearly, with inflation being particularly high at present to achieve cost recovery increases need to be higher than in previous years. Some of the more significant income streams are set out below:

### **Table 6: Fees and charges income**

	<b>22/23 Budget</b>	<b>23/24 Draft Budget</b>	<b>Average Increase</b>
	<b>£000</b>	<b>£000</b>	<b>%</b>
Parking Services	(10,272)	(11,465)	11.61%
Adult Social Care	(9,850)	(10,312)	4.68%
Property services	(4,342)	(4,469)	2.92%
Planning services	(2,111)	(2,624)	24.28%
Highways	(1,465)	(1,666)	13.77%
Housing	(1,253)	(1,290)	2.99%
Waste & Highways Environmental	(1,102)	(1,183)	7.39%

4.26 Some fees and charges are statutory, such as planning fees which are set nationally. Others, such as Adult Social Care, the Council has little discretion over and increases are determined by factors such as the pensions triple lock or increases in welfare benefits. Similarly, income in Housing is largely dependent on changes to the Local Housing Allowance set by the DWP.

4.27 Areas that the Council does have discretion on include budgets such as parking, highways, and waste.

### **Sensitivity Analysis**

4.28 There are many uncertainties in the budget, but one of the most material items is interest on borrowing. Different scenarios are detailed in the table below, but the current budget assumes interest at 4.19%. The table below models fluctuations in this rate.

**Table 7: Interest on borrowings**

<b>Interest rate</b>	<b>3.19%</b>	<b>3.69%</b>	<b>4.19%</b>	<b>4.69%</b>	<b>5.19%</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing costs	6,116	6,353	6,592	6,828	7,065
Investment income	(887)	(1,020)	(1,152)	(1,284)	(1,416)
<b>Net</b>	<b>5,229</b>	<b>5,333</b>	<b>5,440</b>	<b>5,544</b>	<b>5,649</b>
Variance from base	(211)	(107)	0	104	209

4.29 The budget currently assumes a sum equivalent to a 3% pay increase for all staff. Each 1% of pay increase is currently expected to cost £0.514m. Note this includes an assumption that AfC and Optalis follow the RBWM pay award, and so includes the anticipated increase in the relevant contract should this be required. Negotiations on pay continue and final recommendations on pay proposals will be included in the final budget setting report in February 2023.

4.30 The New Homes Bonus grant is assumed not to continue. If it does this could equate to up to an additional £0.500m but would not be on a sustainable, recurrent basis. Other government grants have been adjusted for what we know to date, but final figures will not be known until the final settlement. Each 1% of inflation on these grants equates to £0.054m.

## 5. Closing the Budget Gap in Future Years

- 5.1 The immediate challenge has been to close the budget gap to enable the Council to set a balanced budget for 2023/24. Legally, the Council must balance the financial year in which it is going into and should consider the resources it has over the medium term.
- 5.2 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. While there is always room to be more efficient, the Council is already a low spending council which constrains it from reducing costs easily.
- 5.3 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.
- 5.4 Future savings plans will need to continue to focus on more transformative savings measures.
- 5.5 The Council agreed a revised Medium Term Finance Strategy at Full Council in September 2022. It contained 6 objectives on how the Council will manage its resources over the medium to long term, aligned with the corporate plan principles. These are:
  - Empower and enable individuals, communities, and businesses to maximise their potential.
  - Invest in prevention and intervene early to address problems before they escalate.
  - Shape our service delivery around our communities' diverse needs and put customers at the heart of all we do.
  - Make the most effective use of resources – delivering the best value for money.
  - Promote awareness of a sustainable and biodiverse environment across all our decision making.
  - Promote health and wellbeing, and focus on reducing inequalities, across all areas.
- 5.6 Appendix B details an updated Medium Term Financial Plan. However, this will need to be further updated when the details of the final settlement are known. At this stage it continues to make several assumptions that may become clearer in the coming weeks.
- 5.7 In developing the budget for 2023/24 consideration has also been given to how to manage council resources in the medium to long term by defining areas to explore through specific projects that will help shape resource requirements in future years. These include:
  - Making more efficient use of our physical assets.
  - Regeneration and placemaking impacting on our service demands.
  - Prevention, demand management and partnership working.
  - Reprioritisation of services that do not impact on corporate plan.

- Income review including fees and charge, external funding, and debt management.
  - Transformation of services.
  - External funding including CIL/S106.
- 5.7 Underpinning the management of our resources both in the short and medium term is working to manage demand in our services for the most vulnerable in our community, especially Children’s and Adults services.
- 5.8 Working with our partners especially around preventative measures will ensure that we can look to be a more financially sustainable council but just as importantly, provide improved outcomes for our those in our community who may need additional support. Whilst work has already started to deliver savings and service changes that will impact in 2023/24, this remains a focus over the medium term and fully aligns with our corporate plan outcomes.

## **6. Next steps**

- 6.1 The proposals contained in this report will be subject to consultation that will inform final decisions at Cabinet and Council in February 2023. The Council will consult with residents, businesses, partners, and its own staff.
- 6.2 Equality Impact Assessments have been completed for relevant savings and these will be updated throughout the remaining budget setting process.
- 6.3 This draft budget will be amended once the Local Government Finance Settlement is published.
- 6.4 The Corporate Overview and Scrutiny Panel will review the proposals in December 2022.
- 6.5 Final budget proposals will be considered by Cabinet on 9 February 2023, with recommendations to Full Council on 21 February 2023.

## **7. LEGAL IMPLICATIONS**

- 7.1 None at this stage of the budget process.

## **8. RISK MANAGEMENT**

- 8.1 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.

## **9. POTENTIAL IMPACTS**

- 9.1 Equalities. A full EQIA will be undertaken on the budget submitted to Council in February 2023. Saving proposals will also have an EQIA undertaken where

appropriate. Appendix E includes draft EQIAs. All EQIAs will be revised in the light of any relevant consultation responses.

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

9.3 Data Protection/GDPR. Not applicable.

## 10. TIMETABLE FOR IMPLEMENTATION

Implementation date if not called in: Immediate.

## 11. APPENDICES

11.1 This report is supported by three appendices:

- Appendix A Draft revenue budget 2023/24
- Appendix B Medium Term Financial Plan
- Appendix C Growth
- Appendix D Savings
- Appendix E Equality Impact Assessments

## 12. BACKGROUND DOCUMENTS

12.1 None.

## 13. CONSULTATION

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	10/11/22	21/11/22
Emma Duncan	Director of Law, Strategy & Public Health/ Monitoring Officer	10/11/22	10/11/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	10/11/22	22/11/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	10/11/22	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	10/11/22	
<i>Mandatory: Equalities Officer</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	10/11/22	22/11/22
<i>Other consultees:</i>			
<i>Directors</i>			
Tony Reeves	Interim Chief Executive	10/11/22	21/11/22
Andrew Durrant	Executive Director of Place	10/11/22	15/11/22

Kevin McDaniel	Executive Director of People Services	10/11/22	21/11/22
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Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot	Yes
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## 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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	2022/23 Budget	Reversal of Covid budgets	Full year impact of prior year savings and growth	Inflation	Inflation on fees & charges	Savings	Growth	Governme nt grants	Changes to non- service costs and funding	2023/24 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive	279	0	0	10	0	(2)	20	0	0	307
Adults & Housing	40,126	0	14	2,720	(921)	(4,899)	3,816	(11)	0	40,845
Children's Services	26,798	0	(74)	1,289	0	(3,751)	2,992	0	0	27,254
Governance, Law, Strategy and Public Health Place	3,699	0	0	137	(48)	(418)	291	0	0	3,661
Resources	13,434	(1,092)	(180)	1,762	(2,035)	(1,943)	1,731	0	0	11,676
	5,498	0	135	561	(264)	(991)	202	0	0	5,141
<b>Total for services</b>	<b>89,834</b>	<b>(1,092)</b>	<b>(105)</b>	<b>6,479</b>	<b>(3,267)</b>	<b>(12,005)</b>	<b>9,052</b>	<b>(11)</b>	<b>0</b>	<b>88,884</b>
<b>Non-service budgets</b>										
Contingency and Corporate Budgets	2,548	0	0	0	0	(129)	475	0	0	2,893
Interest received	(249)	0	0	0	0	0	0	0	(903)	(1,152)
Interest paid	2,537	0	0	0	0	0	0	0	4,055	6,592
Minimum revenue provision	3,797	0	0	0	0	0	0	0	(658)	3,139
Pensions including past service deficit	4,311	0	0	0	0	0	0	0	429	4,740
Other miscellaneous costs	568	0	0	0	0	0	0	0	(400)	168
	<b>13,512</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(129)</b>	<b>475</b>	<b>0</b>	<b>2,523</b>	<b>16,380</b>
<b>Funding</b>										
Business rates	(13,334)	0	0	0	0	0	0	0	708	(12,626)
Propco dividend	(210)	0	0	0	0	0	0	0	(50)	(260)
Government grants	(5,948)	0	0	0	0	0	0	0	891	(5,057)
Earmarked reserves	(1,361)	0	0	0	0	0	0	0	1,268	(93)
Council tax	(82,493)	0	0	0	0	0	0	0	(4,736)	(87,229)
	<b>(103,346)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,919)</b>	<b>(105,265)</b>
<b>Net</b>	<b>(0)</b>	<b>(1,092)</b>	<b>(105)</b>	<b>6,479</b>	<b>(3,267)</b>	<b>(12,134)</b>	<b>9,527</b>	<b>(11)</b>	<b>604</b>	<b>(0)</b>



	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Notes
<b>SERVICES BASE BUDGET</b>	<b>89,834</b>	<b>88,885</b>	<b>90,911</b>	<b>93,191</b>	<b>99,331</b>	
Inflation						
- Pay (excludes DSG funded, include increase in pension contribution)	1,003	792	816	840	865	1
- Utilities (water, gas, electricity)	368	278	333	400	480	
- Contract inflation (includes AfC and Optalis pay)	5,108	5,603	4,386	3,761	3,889	2
- Fees & charges	(2,388)	(562)	(573)	(584)	(596)	
- Adult Social Care client charges	(879)	(258)	(264)	(271)	(278)	
Growth	9,052	2,000	2,200	2,300	2,400	
Savings	(12,005)	0	0	0	0	
Removal of one-off COVID budgets	(1,092)	0	0	0	0	
Changes in government grants	(11)	0	0	0	0	
Full year effect of previously agreed savings / pressures	(105)	(2,891)	(1,753)	477	(513)	
<b>Service Base Budget Before Savings</b>	<b>88,885</b>	<b>93,847</b>	<b>96,056</b>	<b>100,113</b>	<b>105,579</b>	
Efficiency Savings (-ve) - TO BE IDENTIFIED	0	(2,937)	(2,865)	(782)	(148)	3
<b>Service Net Expenditure</b>	<b>88,885</b>	<b>90,911</b>	<b>93,191</b>	<b>99,331</b>	<b>105,431</b>	
<b>NON-SERVICE BUDGETS</b>						
Contingency	2,893	2,418	2,418	2,418	2,418	
Interest received	(1,152)	(805)	(754)	(748)	(745)	
Interest paid	6,592	8,571	8,066	7,078	6,349	
Minimum revenue provision	3,139	3,499	3,772	3,890	3,804	
Other non-service costs	168	168	168	168	168	
Pension costs including past deficit	4,740	4,910	5,090	5,090	5,090	
<b>Total Non-Service Budget</b>	<b>16,380</b>	<b>18,761</b>	<b>18,760</b>	<b>17,896</b>	<b>17,084</b>	
<b>TOTAL EXPENDITURE</b>	<b>105,265</b>	<b>109,672</b>	<b>111,951</b>	<b>117,227</b>	<b>122,515</b>	
<b>NON-COUNCIL TAX FUNDING</b>						
NNDR	(14,226)	(13,517)	(12,767)	(12,017)	(12,017)	4
Income from trading companies	(260)	(260)	(260)	(260)	(260)	
Non-ringfenced grants	(5,057)	(4,557)	(3,000)	(3,000)	(3,000)	5
Transfer (surplus)/deficit Collection Fund	1,600	1,000	1,000	0	0	
Use of Earmarked Reserve	(93)	0	0	0	0	
<b>Total non-council tax funding</b>	<b>(18,036)</b>	<b>(17,334)</b>	<b>(15,027)</b>	<b>(15,277)</b>	<b>(15,277)</b>	
<b>COUNCIL TAX</b>	<b>(87,229)</b>	<b>(92,338)</b>	<b>(96,924)</b>	<b>(101,950)</b>	<b>(107,238)</b>	
<b>TOTAL FUNDING</b>	<b>(105,265)</b>	<b>(109,672)</b>	<b>(111,951)</b>	<b>(117,227)</b>	<b>(122,515)</b>	
<b>COUNCIL TAX</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
Adult Social Care Precept	162.38	186.84	212.53	239.49	267.80	
Council Tax at Band D	1,060.73	1,097.30	1,135.70	1,176.01	1,218.33	
Special Expenses	35.60	36.67	37.76	38.89	40.06	
<b>Total Council Tax</b>	<b>1,258.71</b>	<b>1,320.81</b>	<b>1,385.99</b>	<b>1,454.39</b>	<b>1,526.19</b>	
	<b>No. Band D properties</b>	<b>No. Band D properties</b>	<b>No. Band D properties</b>	<b>No. Band D properties</b>	<b>No. Band D properties</b>	
Council Taxbase	70,250	70,550	70,700	70,850	71,000	6
Unparished Taxbase	36,680	36,980	37,130	37,280	37,430	6
<b>ASSUMPTIONS</b>						
CTAX increase (%)	2.99%	2.99%	2.99%	2.99%	2.99%	
ASC precept (%)	2.00%	2.00%	2.00%	2.00%	2.00%	
Pay inflation (%)	3.00%	3.00%	3.00%	3.00%	3.00%	
Utility inflation (%)	62.00%	20.00%	20.00%	20.00%	20.00%	
Contract inflation not linked to CPI / RPI (%)	Actual	6.50%	4.50%	3.50%	3.50%	
Fees & charges inflation (%)	Actual	2.00%	2.00%	2.00%	2.00%	
Adult Social Care Income (usually related to pensions / benefits) (%)	10.00%	2.50%	2.50%	2.50%	2.50%	
Growth in tax base (Band D properties)	500	300	150	150	150	
Bank of England base rate	4.19%	3.78%	3.50%	3.50%	3.50%	
Government Grant inflation	0.00%	0.00%	0.00%	0.00%	0.00%	

**NOTES**

1. Pay inflation excludes staff in Optalis and AfC. It includes in 23/24 the increase in the employers contribution rate from 15.1% to 16.6% from 2023/24.
2. Contract inflation includes pay inflation related to Optalis and AfC staff.
3. This is the budget gap, or the amount of efficiency savings or additional funding that is required to set the budget.
4. Reflects the regeneration of Maidenhead and the reduction in projected business rates as a result (estimated).
5. The New Homes Bonus is assumed not to continue. Services Grant assumed to be £0.500m in 2023/24, before being removed. Funding from 2025/26 reduced by 1/3 to reflect fiscal tightening expected in the next spending review round.
6. Assumes growth in taxbase Band D properties - see assumptions above.

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan
								2023/24	2024/25	2025/26	2026/27	2027/28	
							£'000	£000	£000	£000	£000	£000	
AHH01G	Adult Social Care spot-purchased nursing placements	Councillor David Coppinger	Adults & Housing	Adult Social Care	There has been an increase in the number of adults requiring nursing care. This is net of client contributions and is based on current levels of demand, making no assumptions about future trends.	E	2,567	2,567	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential
AHH02G	Adult Social Care residential spot-purchased placements	Councillor David Coppinger	Adults & Housing	Adult Social Care	Increase in number of adults requiring residential care. This is net of client contributions and is based on current levels of demand, making no assumptions about future trends.	E	277	277	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential
AHH03G	Block contract for residential and nursing placements	Councillor David Coppinger	Adults & Housing	Adult Social Care	There is a shortfall on the current budget for the nursing and residential block contracts. This includes realignment of the budget for Clara Court and Queens Court to match the contractual obligations with Care UK who run the homes.	E	313	313	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential
AHH04G	Client contributions to Adult Social Care	Councillor David Coppinger	Adults & Housing	Adult Social Care	The current level of income from people paying for their care remains below budget. This budget growth is based on current forecasts of receipts.	E	418	418	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential
AHH05G	Hackney Carriage License Income	Councillor David Cannon	Adults & Housing	Trading Standards & Licensing	Current data shows there has been a significant reduction in License Renewals.	E	120	120	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
AHH06G	Information Advisory Service (IAS)	Councillor David Coppinger	Adults & Housing	Commissioning & Support	The Information Advice and Support Service is a statutory service that that provide information, advice and support to disabled children and young people, and those with SEN, and their parents/carers. It has been largely funded by the DSG Central Block and external grants. The DSG Central Block funding has been reduced by 20% each year since 2019 and the grant opportunities have ceased. In the years 2021-22 and 2022-23 the expenditure has been supported by a unspent grant money which has now depleted.	E	61	61	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
AHH07G	Coroners joint arrangement	Councillor David Coppinger	Adults & Housing	Adult Social Care	The coroners services is a joint arrangement with costs split across Berkshire authorities. The Council have been notified of cost pressures in this service.	E	60	60	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential
<b>TOTAL ADULTS AND HOUSING GROWTH</b>							<b>3,816</b>	<b>3,816</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan
								2023/24	2024/25	2025/26	2026/27	2027/28	
							£'000	£000	£000	£000	£000	£000	
CHI01G	Independent Fostering Panel increased capacity and pay award	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	The increase in panel advisor rates is required to be in line with local market rates and the increase capacity is required to meet statutory duties of support.	E	16	16	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI02G	Children in Care estimated future demand	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	The estimated increased cost of supporting children in care including accommodation and direct support costs.	D	694	694	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI03G	Development of financial support and processes	Councillor Stuart Carroll	Children's Services	Business Services	Development of financial support including automated reporting on the finance system and business partnering models.	E	25	25	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI04G	Fostering recruitment strategies	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	The recruitment of additional foster carers including an enhanced benefits package to improve recruitment and retention; additional capacity be built into the Fostering Service to ensure the recruitment and marketing of foster care is appropriately resourced; capacity to train new social workers, support ongoing development and ensure best practice is applied across the service; increase foster carer rates which will support better recruitment and retention.	E	157	157	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI05G	Home To School Transport	Councillor Stuart Carroll	Children's Services	Education/ Special Educational Needs	Pressure on the Homes to School Transport budget including the impact from discontinued bus services; increased numbers of children with Education, Health and Care Plans and refugees.	E	352	352	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI06G	New Case Management System	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Development and implementation of a new Case Management System including licences, hosting and employee costs. This new system will require less officer time inputting and extracting data enabling greater focus on priority activities.	E	500	200	230	50	10	10	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI07G	Education Welfare Service Funding	Councillor Stuart Carroll	Children's Services	Education Welfare	Changes in legislation removing the ability to offer Education Welfare Service to schools on a traded basis.	E	128	75	53	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI08G	Unaccompanied asylum seeking children	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Pressure on the unaccompanied asylum seeking children budget including a change in the age profile of asylum seekers that will reduce the amount of grant funding; the impact of the National Transfer Scheme reflecting the additional accommodation costs and a new team required to meet this materially incremental demand.	E	713	703	10	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI09G	External Legal Services	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Increased volume and complexity of cases resulting in prolonged legal proceedings.	E	300	300	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI11G	INVEST TO SAVE: Intensive Support Team	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Investment in an Intensive Support Team to transform the support provided to children and young people on the edge of care; whilst they are in care and supporting them to leave care. This initiative will help control the number of children coming in to care and requiring longer term more costly interventions.	D	(58)	448	(356)	(50)	(50)	(50)	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
CHI12G	INVEST TO SAVE: Project Officer	Councillor Stuart Carroll	Children's Services	Education / Service Wide	Project Officer post to build project capacity and maximise income generation opportunities across the service.	D	(18)	22	(10)	(10)	(10)	(10)	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
<b>TOTAL CHILDREN'S SERVICES GROWTH</b>							<b>2,809</b>	<b>2,992</b>	<b>(73)</b>	<b>(10)</b>	<b>(50)</b>	<b>(50)</b>	

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								2023/24	2024/25	2025/26	2026/27	2027/28	
							£'000	£000	£000	£000	£000	£000	
GLS01G	Scrutiny Officer	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The LGA Peer Review in January 2022 recommended that dedicated scrutiny support ' <i>would ensure timely responses and improve the quality of reports and briefings to support an effective scrutiny function.</i> ' It also recommended a review of the structure of Health O&S. Both recommendations were approved by Cabinet in March 2022. The proposal is therefore to recruit an officer to undertake the statutory role of Scrutiny Officer and provide support to both Members and officers to improve the effectiveness of the scrutiny function including the refreshed health scrutiny function. The Democratic Services Officer post is a career-graded post with level 3 already including the statutory role of Scrutiny Officer therefore the grading has already been set as grade 7 £0.034-£0.037m; the growth bid is for this amount plus on-costs (£25%).	E	45	45	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
GLS03G	Member Induction, Training and Development 2023	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	To enable a comprehensive induction and development programme for Members after the local elections May 2023. One-off bid.	D	0	5	(5)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
GLS04G	Local elections 2023	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The costs of running local elections fall to the council (unlike e.g. parliamentary elections where costs are recovered from central government). The anticipated total cost is £0.216m. However there are three important caveats: -This figure could rise to £0.246m if we needed to undertake covid mitigations such as were required for the PCC elections in May 2021. -This figure could fall if any parish elections are contested as some costs are then shared with parishes. For example if all parishes were contested we would save £0.041m. If 6 parishes were contested (as happened in 2019) we would save £0.009m. -We do not yet have the full picture of the impacts of the Elections Bill /voter ID and any associated costs.	E	0	206	(206)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
GLS05G	Schools DPO buyback service	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The income target for the Schools DPO service is unachievable due schools opting to procure the service from new suppliers entering the market at significantly lower costs. The structure of the offer from RBWM was revised for 2022/23, offering a two tier service to try to increase demand but this has not been successful.	D	25	25	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
GLS06G	Annual canvass - staffing costs	Councillor Samantha Rayner	Governance, Law, Strategy & Public Health	Governance	The staffing budget for the annual canvass was removed in 2019/20 (it is not clear why). This has not had an impact for the canvass in 2020 and 2021 as covid restrictions limited the work of canvassers to telephone contact. However, as those restrictions are now lifted the council has a responsibility to make in person visits to properties that have not responded to the annual canvass through any other communication method (email, letter, telephone).	E	10	10	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
<b>TOTAL GLS&amp;PH GROWTH</b>							<b>80</b>	<b>291</b>	<b>(211)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan
PLA01G	Leisure Centre rent concession income	Councillor Ross McWilliams	Place	Communities / Neighbourhoods / Partnerships	The income expected in 2023/24 is lower than expected due to changes in behaviours and patterns of use post Covid.	D	194	194	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
PLA02G	Public transport subsidies	Councillor Phil Haseler	Place	Infrastructure, Sustainability & Transport	Recent challenges for bus operators have resulted in a substantial increase in costs, without bus fare income returning to pre-covid levels. This will result in upward pressures on supported services costs. The borough will not be able to maintain the existing supported services with either a loss of some services or a significant reduction in service quality on a number of routes if the budget remains at 2022/23 level.	D	200	200	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA03G	Tree Maintenance and Inspections	Councillor Phil Haseler	Place	Planning	Funding required including: - Unplanned maintenance of trees owned by the borough. It is considered risks are increasing due to change to climate; and - Undertake pro-active inspections including the necessary maintenance works.	E	454	454	0	0	0	0	INSPIRING PLACES. Taking action to tackle climate change and its consequences, and improving our natural environment.
PLA04G	Section 81 works extra resource	Councillor Phil Haseler	Place	Neighbourhood Services	Self funding is delayed to 2024/25 instead, resource required and include will be part of re-letting the Volker contract as from April 2024.	D	0	75	(75)	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA05G	Highways and Streetworks software	Councillor Phil Haseler	Place	Neighbourhood Services	Annual licence renewal CONFIRM IT asset management software used by the Highway Services department.	E	88	88	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA06G	Parking Income season tickets	Councillor Phil Haseler	Place	Neighbourhood Services	Due to ongoing impact of post COVID changes, parking season tickets are not likely to recover to pre covid levels within 2023/24. This is especially relevant with the changing demand for season tickets as people are working from home more on a permanent basis.	E	250	250	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA07G	Car Parks	Councillor Phil Haseler	Place	Neighbourhood Services	Additional funding required for: - Maintaining the fabric of car park buildings across the borough with the aim to reduce Health & Safety complaints caused by poor maintenance. - Increase in service charges for Hines Meadows car park's.	E	210	210	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA08G	Fly Tipping	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	The current Street Cleansing contract includes a maximum number of removing fly tipping across the Borough. This has proven to be insufficient as a result of a large increase for a number of years now. Therefore, additional funding is required to remove all illegal deposits of any waste onto public land, in a timely manner to keep the borough clean and tidy.	E	100	100	0	0	0	0	INSPIRING PLACES. Taking action to tackle climate change and its consequences, and improving our natural environment.
PLA09G	Tivoli Contract	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	As a result of negotiations held with contractor Tivoli, additional funding is required, covering labour, fuel and waste disposal to allow the contractor and carry out specified works.	E	150	150	0	0	0	0	INSPIRING PLACES. Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.
PLA10G	Burials income reversal	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	Burials income target was increased for 21/22 (for 1 year only) and is not being met, as burial income has not increased in line with the target, due to a move to interments rather than burials and a decreased death rate following Covid.	E	10	10	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
<b>TOTAL PLACE GROWTH</b>							<b>1,656</b>	<b>1,731</b>	<b>(75)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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								2023/24	2024/25	2025/26	2026/27	2027/28		
							£'000	£000	£000	£000	£000	£000		
RES01G	Library repairs and maintenance	Councillor Samantha Rayner	Resources	Library and Resident Services	Previously repairs and maintenance has been partly met from capital budgets. However, following a tightening of controls over allocation of expenditure to capital budgets this is no longer possible. As such, additional budget is required for essential repairs and maintenance work to ensure buildings remain compliant and safe. This includes routine inspections such as PAT testing, lift maintenance, legionella testing, as well as essential reactive maintenance and repair.	E	42	42	0	0	0	0	THRIVING COMMUNITIES. Where families and individuals are empowered to achieve their ambitions and fulfil their potential.	
RES02G	ICT costs	Councillor Samantha Rayner	Resources	Human Resources, Corporate Projects and IT	Additional ICT costs as follows: - Extension of current three year warranty with Dell for modern workplace devices to five years (£0.054m) - By changing our model for our network and firewalls, there will be an increase of up to £0.020m per annum for broadband costs, but a reduction in capital required for firewall equipment. The new model will improve business continuity and remove single points of failure. - Three year renewal due April 2023 and is likely to increase by £0.120m based on the average market research testing (£0.040m per annum).	E	60	114	(54)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
RES04G	Leadership development programme	Councillor Samantha Rayner	Resources	Human Resources, Corporate Projects and IT	Roll out of the approved Leadership Development Programme. The programme will be delivered to two cohorts in 2023/24, six cohorts in 2024/25 and six cohorts in 2025/26 and each year thereafter.	D	0	14	27	0	(40)	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
RES06G	External Audit Fees	Councillor David Hilton	Resources	Corporate Management	The current budget for external audit fee does not reflect the scale fee advised by Public Sector Audit Appointments (£0.075m) , along with the cost of the audit of the Housing Subsidy and Teachers' Pension Claims (£0.026m). Public Sector Audit Appointments have warned audit fees may increase by 150% from 2024/25.	E	32	32	188	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.	
<b>TOTAL RESOURCES GROWTH</b>								<b>134</b>	<b>202</b>	<b>(28)</b>	<b>0</b>	<b>(40)</b>	<b>0</b>	

Reference	Growth Title	Portfolio holder	Directorate	Service Area	Description of why the growth is required	Essential (E) / Discretionary (D)	Full year impact £'000	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Link to Corporate Plan
								2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	
CORP01G	Transformation investment	Councillor Andrew Johnson	Contingency and Corporate	Contingency and Corporate	One-off funds set aside in the budget to invest in specific priorities.	D	0	475	(475)	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
<b>TOTAL CONTINGENCY AND CORPORATE GROWTH</b>							<b>0</b>	<b>475</b>	<b>(475)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

							£'000	2023/24	2024/25	2025/26	2026/27	2027/28	
								£000	£000	£000	£000	£000	
CEX01G	Chief Executive Salary	Councillor Andrew Johnson	Chief Executive	Chief Executive	Increase in remuneration to reflect market rates.	D	20	20	0	0	0	0	A COUNCIL TRUSTED TO DELIVER ITS PROMISES.
<b>TOTAL CHIEF EXECUTIVE GROWTH</b>							<b>20</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
AHH01S	Reablement for all	Councillor David Coppinger	Adults & Housing	Adult Social Care	Increase the capability of the reablement support services. This should allow individuals to remain at their homes and in the community for longer, delaying the need to move into residential settings. Will involve training partnerships with families, care providers, health partners and the wider community to secure increased independence.	(1,300)	(300)	(500)	(500)	0	0	Yes
AHH02S	Right-sizing care with wider support	Councillor David Coppinger	Adults & Housing	Adult Social Care	A clearer focus on care packages which connect people to community and local activities which reducing the need for eligible support. Driven by both the strengths-based focus of the three-conversation model and a clear approach to independence. Will involve the use of assistive technology, wellbeing circles, Direct Payments and increased engagement with the community offer via a revised social care offer.	(750)	(250)	(250)	(250)	0	0	Yes
AHH03S	Long term independent living	Councillor David Coppinger	Adults & Housing	Adult Social Care	Develop and implement options to enable more people living with long-term challenges to live independently. This includes developing a shared lives scheme (where people with space in their homes can offer accommodation to those in need) and developing alternatives to residential placements.	(480)	(160)	(160)	(160)	0	0	Yes
AHH04S	Promote independence	Councillor David Coppinger	Adults & Housing	Adult Social Care	Two year project to review all care packages on a priority basis, in line with "right-sizing" care approach to ensure fairness across the system.	(500)	(250)	(250)	0	0	0	Yes
AHH05S	Extra care provision	Councillor David Coppinger	Adults & Housing	Adult Social Care	Refresh current contractual arrangements to match level of service currently required.	(50)	(50)	0	0	0	0	Yes
AHH06S	Top-up fees and choice policy	Councillor David Coppinger	Adults & Housing	Adult Social Care	Review application of current Adult Social Care policies in respect of choice and charging. For example, greater application of top-up fees when residents choose provision that is more expensive than the Council would ordinarily commission, or residents transition from self-funded to state funded care.	(350)	(150)	(200)	0	0	0	Yes
AHH07S	Charging recipients of Adult Social Care	Councillor David Coppinger	Adults & Housing	Adult Social Care	The Council follows national guidance in charging recipients of adult social care, where they have the means to pay. However, charging is a complicated process so a greater emphasis on navigating these complexities and ensuring charges are raised in a timely manner should help families to plan better and reduce the impact of long-term debt to the council.	0	(350)	(350)	(350)	1,050	0	No - Proposal will not affect front-line services
AHH08S	Review of partner contributions for support	Councillor David Coppinger	Adults & Housing	Adult Social Care	Work with partners to ensure that appropriate contributions such as CHC, winter pressures and other initiatives for social care improvement are effectively funded	(500)	(250)	(250)	0	0	0	Yes
AHH10S	Care Home Quality improvement offer	Councillor David Coppinger	Adults & Housing	Adult Social Care	Remove funding for officer, currently part of ICB service with other East Berks LA's	(34)	(34)	0	0	0	0	Yes
AHH11S	Provider Services	Councillor David Coppinger	Adults & Housing	Adult Social Care	Implement an electronic care and time management system within the CQC-regulated provider services to drive long-term efficiencies.	(215)	(215)	0	0	0	0	No - Different protected characteristics will not be disproportionately or differently impacted
AHH12S	Contract for support on external funding	Councillor David Coppinger	Adults & Housing	Adult Social Care	The Council has previously engaged "Our Community Enterprise" to advise partners and stakeholders on accessing external funding. A review of this contract has determined performance standards have not been met, partly due to less funding opportunities being available. As such the contract will be ended from 1 April 2023.	(40)	(40)	0	0	0	0	Yes
AHH13S	Review safeguarding and QA arrangements	Councillor David Coppinger	Adults & Housing	Safeguarding	Review scope of roles and remits in light of Optalis and RBWM changes.	(74)	(74)	0	0	0	0	Yes
AHH14S	Domestic Abuse Accommodation Funding	Councillor Ross McWilliams	Adults & Housing	Housing	The Domestic Abuse Grant is an annual grant will be built into base budget to support the safe accommodation strategy action plan.	(177)	(177)	0	0	0	0	No - Proposal will not affect front-line services
AHH15S	Improve utilisation of contracted accommodation for Temporary Accommodation	Councillor Ross McWilliams	Adults & Housing	Housing	Negotiate alternative use for some under-used accommodation as Temporary Accommodation.	(100)	(100)	0	0	0	0	Yes
AHH16S	Review of environmental health teams	Councillor David Cannon	Adults & Housing	Environmental Health	The service will be reviewed to ensure sufficient trained officers can support: the food business establishments within the legally set code of practice; residential units including HMOs; and statutory nuisances. In addition, the review will consider the external out of hours noise nuisance service contract which expires in March 2023.	(160)	(160)	0	0	0	0	Yes
AHH17S	Review Trading standards establishment	Councillor David Cannon	Adults & Housing	Trading Standards	The service will be reviewed in light of two current vacancies to create a sustainable team able to support the annual programme of work and risk assessed spot inspections.	(47)	(47)	0	0	0	0	Yes
AHH18S	Line by line budget review	Councillor David Coppinger	Adults & Housing	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like a budget for subsidy loss on housing benefits that is no longer needed.	(411)	(411)	0	0	0	0	No - Proposal will not affect front-line services
AHH19S	Review policies for access to care	Councillor David Coppinger	Adults & Housing	Adult Social Care	Establish strict needs based policy on access to nursing and residential capacity.	(1,200)	(1,000)	(200)	0	0	0	Yes
AHH21S	End IAG services for Older People	Councillor David Coppinger	Adults & Housing	Adult Social Care	Remove service working with residents to arrange payment to adult social care.	(31)	(31)	0	0	0	0	Yes
AHH22S	Move Meals on Wheels to fully costed model	Councillor David Coppinger	Adults & Housing	Adult Social Care	Residents currently pay for meals and council pays for delivery. Proposal to charge delivery to cover the costs of the service.	(20)	(20)	0	0	0	0	Yes
AHH23S	Reduce scale of services to carers	Councillor David Coppinger	Adults & Housing	Adult Social Care	Reduce volume of work with carers including review of respite contract.	(80)	(80)	0	0	0	0	Yes
AHH30S	Review Optalis agency use and establishment	Councillor David Coppinger	Adults & Housing	Adult Social Care	Review use of agency staff and establishment to give about 90% of current capacity, potentially resulting in increased waiting lists for some services and reduction in non-statutory tasks	(750)	(750)	0	0	0	0	Yes
<b>TOTAL ADULTS AND HOUSING SAVINGS</b>						<b>(7,269)</b>	<b>(4,899)</b>	<b>(2,160)</b>	<b>(1,260)</b>	<b>1,050</b>	<b>0</b>	



Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQA required?	
							2023/24	2024/25	2025/26	2026/27	2027/28		
						£'000	£000	£000	£000	£000	£000		
CHI01S	Reduced contributions relating to the former Berkshire County Council Premature Retirement scheme	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Savings will be generated through reduced contributions to the scheme reflective of recent years.	(58)	(58)	0	0	0	0	0	No - Proposal will not affect front-line services
CHI02S	Removal of the Children in Care estimated future demand	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Increased thresholds and greater challenge in respect of children in care placements.	(694)	(694)	0	0	0	0	0	Yes
CHI03S	Increased receipt of government grant receipts	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Increased receipt of specific grants for services.	(68)	(68)	0	0	0	0	0	No - Proposal will not affect front-line services
CHI04S	Children in Care Placement Review	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Review of all Children in Care placements identifying where appropriate changes in provision and reduction in costs, whilst meeting the child's needs.	(1,875)	(375)	(375)	(375)	(375)	(375)	(375)	Yes
CHI05S	Increased Children in Care accommodated within in-house, or by a return to family members	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Identify existing and new Children in Care placed with Independent Fostering Agencies that could be provided in-house, or by a return to family members.	(480)	(100)	(100)	(100)	(100)	(80)	(80)	Yes
CHI06S	Reduction in the workforce development training for employees	Councillor Stuart Carroll	Children's Services	Business Services	Prioritise the Workforce Development training budget to essential, statutory elements only.	(40)	(40)	0	0	0	0	0	Yes
CHI07S	Home to School Transport provided at statutory levels	Councillor Stuart Carroll	Children's Services	Education	Home To School Transport provided at statutory level; current exceptional provision phased out over a 5 year plan.	(40)	(8)	(8)	(8)	(8)	(8)	(8)	Yes
CHI09S	Reduction in reliance on agency workers	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Recruitment of a dedicated Human Resources Recruitment specialist who will actively work with managers to reduce agency by supporting them in recruiting of permanent frontline staff.	(184)	(144)	(40)	0	0	0	0	No - Staffing changes will not result in redundancies/changes to role or impact on frontline services
CHI10S	Removal of workforce retention initiatives	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Cease the Social Care & Early Help Stability Programme payments to employees including Refer a Friend and Stepping Up allowance schemes.	(170)	(170)	0	0	0	0	0	Yes
CHI12S	Reduction in reliance on External Legal Services	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Service to gate-keep use of external legal services and significantly restrict the use on a risk assessed basis.	(300)	(300)	0	0	0	0	0	Yes
CHI13S	Limit acceptance of National Transfer Scheme Unaccompanied Asylum Seeking Children	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Only accept new National Transfer Scheme requests when the authority has the resources to keep them safe.	(500)	(500)	0	0	0	0	0	Yes
CHI14S	Reduction in the Education Welfare Service	Councillor Stuart Carroll	Children's Services	Education	Remove existing traded service element of Education Welfare Service as they are new burdens that haven't been funded.	(128)	(75)	(53)	0	0	0	0	Yes
CHI15S	Reduction in the Youth Offending Service Team	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Review of the Youth Offending Service structure and priorities.	(40)	(40)	0	0	0	0	0	Yes
CHI16S	Reduction in the Admissions Service Team	Councillor Stuart Carroll	Children's Services	Education	Review of the Admissions Service structure and priorities.	(40)	(40)	0	0	0	0	0	Yes
CHI17S	Reduction in the Special Educational Needs & Disabilities Service Team	Councillor Stuart Carroll	Children's Services	Education	Review of the Special Educational Needs & Disabilities Service structure and priorities.	(40)	(40)	0	0	0	0	0	Yes
CHI18S	Review Special Educational Needs and Disabilities policies as part of Delivering Better Value	Councillor Stuart Carroll	Children's Services	Education	Savings driven out of local authorities cost base as a result of Delivering Better Value work and the transformation grant.	(250)	(250)	0	0	0	0	0	Yes
CHI19S	Reduction in the Business Support Service Team	Councillor Stuart Carroll	Children's Services	Business Support	Review of the Business Support structure moving to statutory processes only.	(170)	(170)	0	0	0	0	0	Yes
CHI20S	Removal of all non-statutory Family Hub services	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Review of the Family Hub structure with targeted group work for those not open to a social worker ceasing, leaving Health Visiting services as main offer.	(480)	(480)	0	0	0	0	0	Yes
CHI21S	Removal of Family Support Worker posts	Councillor Stuart Carroll	Children's Services	Social Care & Early Help	Limit offer to vulnerable children to only time-limited interventions which reduce the immediate risk of serious harm. Reduce use of voluntary arrangements. Remove all posts that are not social work qualified and do not offer interventions such as life story work across CYPDS, Duty & Assessment and the Children in Care team; minimise externally funded interventions including respite and seek only to ensure current safety.	(110)	(110)	0	0	0	0	0	Yes
CH22S	National Insurance savings	Councillor Stuart Carroll	Children's Services	All	Savings from the decision to reduce the previous increase in employers National Insurance contributions.	(89)	(89)	0	0	0	0	0	No - Proposal will not affect front-line services
<b>TOTAL CHILDREN'S SERVICES SAVINGS</b>						<b>(5,756)</b>	<b>(3,751)</b>	<b>(576)</b>	<b>(483)</b>	<b>(483)</b>	<b>(463)</b>		

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
GLS01S	Line-by-line review	Councillor Samantha Rayner	Governance, Law and Strategy	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like printing and software, and also the expected decrease in national insurance.	(55)	(55)	0	0	0	0	No - Proposal will not affect front-line services
GLS02S	Council buildings waste contract	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	Potential saving as service is being re-tendered and budgets are being centralised - exact figure not yet available as specification not yet determined	(10)	(10)	0	0	0	0	Yes
GLS05S	Review of facilities	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	Review of Facilities including: - rationalisation of Ways Into Work posts - remove one facilities officer post. This would affect the day to day running of council buildings, cover for evening meetings may not be available. Impact would be particularly felt at times of corporate events e.g. elections where the team undertake significant additional hours moving equipment around the borough.	(37)	(37)	0	0	0	0	Yes
GLS07S	Documents in confidential storage	Councillor Samantha Rayner	Governance, Law and Strategy	Electoral and Information Governance Services	Reduce budget by 10% for corporate access to documents stored in Iron Mountain	(2)	(2)	0	0	0	0	Yes
GLS08S	Twinning budget	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	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 2024). The Twinning Committee has significant reserves and this is not the core business of the Council.	(5)	(5)	0	0	0	0	Yes
GLS09S	Townhall Budget & RBWM contribution to Lord Lieutenant office	Councillor Samantha Rayner	Governance, Law and Strategy	Civic Team	Reduce Town Hall ops budget by 10% and reduce RBWM contribution to Lord Lieutenant Berkshire cost of office by 10%.	(5)	(5)	0	0	0	0	No - Proposal will not affect front-line services
GLS10S	Deletion of Comms and Marketing Manager	Councillor Samantha Rayner	Governance, Law and Strategy	Communications & Marketing	The strategic work of the comms manager would move to the head of service - workload pressure. The postholder is due to leave in Nov 2022, this post would be deleted from the establishment.	(89)	(89)	0	0	0	0	Yes
GLS12S	Corporate Performance Officer post	Councillor Samantha Rayner	Governance, Law and Strategy	Performance Team	This post is currently vacant - recruitment delayed for 1 year. This is a 0.4fte.	(15)	(15)	0	0	0	0	Yes
GLS13S	Subscription to Local Government Information Unit	Councillor Samantha Rayner	Governance, Law and Strategy	Performance Team	Subscription is not fully utilised and can be ceased.	(11)	(11)	0	0	0	0	Yes
GLS14S	Corporate costs recharged	Councillor Samantha Rayner	Governance, Law and Strategy	Public Health Grant	This is the internal recharge for the corporate costs of administering the Public Health Grant	(190)	(190)	0	0	0	0	No - Proposal will not affect front-line services
<b>TOTAL GLS&amp;PH SAVINGS</b>						<b>(418)</b>	<b>(418)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQA required?	
							2023/24	2024/25	2025/26	2026/27	2027/28		
						£'000	£000	£000	£000	£000	£000		
PLA01S	Line-by-line review	Councillor Phil Haseler	Place	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like consultancy, staff public transport, training and also includes the decrease in national insurance.	(376)	(376)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA02S	Highways Development Control service	Councillor Phil Haseler	Place	Infrastructure, Sustainability & Transport	Increasing the size of the proposed in house team will allow a reduced amount of consultancy support to respond to planning applications, planning performance agreements and smaller S278 schemes which will allow more of the fees for these services to be retained by the council and therefore reduce the overall net cost to the council	(50)	(50)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA03S	Public Transport Subsidies	Councillor Phil Haseler	Place	Infrastructure, Sustainability & Transport	S106 contribution towards support public transport subsidies. This is a one-off.	0	(350)	350	0	0	0	0	No - Proposal will not affect front-line services
PLA04S	Sustainability team projects	Councillor Donna Stimson	Place	Infrastructure, Sustainability & Transport	The Council has been successful in securing external grant funding and S106 contributions towards sustainability projects (for example Carbon Offsetting contributions and Biodiversity Net Gain). The Council will ensure cost recovery of staff time for administration, project development and delivery.	(50)	(50)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA05S	Suitable Alternative Natural Greenspace income	Councillor Donna Stimson	Place	Infrastructure, Sustainability & Transport	Use of Suitable Alternative Natural Greenspace income, received from S106 development to support funding of the Natural Environment team to deliver management, maintenance and projects on Allen's Field and review of future sites.	(30)	(30)	0	0	0	0	0	No - Proposal will not affect front-line services
PLA06S	Operational changes in parks	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	Review of the operation of parks including: - Provision of public conveniences and / or consideration of charging; - Closure of park gates; and / or utilisation of volunteers - Pets corner on Ray Mill island and whether there are alternative provision arrangements.	(50)	(50)	0	0	0	0	0	Yes
PLA07S	Review of parking enforcement near schools	Councillor Phil Haseler	Place	Neighbourhood Services	Review of service provided for 2 schools in the borough.	(11)	(11)	0	0	0	0	0	Yes
PLA08S	Parking subsidies	Councillor Phil Haseler	Place	Neighbourhood Services	Review policy of subsidised parking.	(67)	(67)	0	0	0	0	0	Yes
PLA09S	Charging opportunities for car parking	Councillor Phil Haseler	Place	Neighbourhood Services	Look at additional opportunities for charging for parking to cover the cost of operating, including: - Free parking on Sundays; and / or - Management of the Riverside car park.	(60)	(60)	0	0	0	0	0	Yes
PLA10S	Cashless Parking expansion	Councillor Phil Haseler	Place	Neighbourhood Services	Increase use of cashless parking utilising the existing digital solution via RingGo app, resulting in a saving of service costs as well as the collection of cash. A pay-by-app method of payment for on- and off street parking will be introduced instead in some areas.	(60)	(60)	0	0	0	0	0	Yes
PLA11S	Income opportunities across Neighbourhood Services	Councillors Gurpreet Bhangra, McWilliams	Place	Neighbourhood Services	Identification of areas where legitimate charges could be made to recover costs including: - Pavement licencing; - Cleansing and valeting services provided in car parks (currently only provided in Hines Meadow and Windsor Leisure Centre); - Licence vendors in key locations, parks, on streets; - Licence for private trainers using parks; and / or - Boat hire in Maidenhead through concession contract.	(50)	(50)	0	0	0	0	0	Yes
PLA12S	Waste operational changes	Councillor Gurpreet Bhangra	Place	Neighbourhood Services	Review of waste services including: - Waste transfer station opening times; and / or - Introduce re-use "shop" at the household waste recycling centre.	(15)	(15)	0	0	0	0	0	Yes
PLA13S	Place Service Transformation Programme	Councillor Phil Haseler	Place	Various	A Strategic review of Place Service structures, functions and alignment to the Corporate Plan. This programme steers away from service specific cuts that would be possible to achieve this value of savings and instead seeks a more overarching view of how the directorate should involve for the next three to five years.	(250)	(250)	0	0	0	0	0	Yes
PLA14S	Contract efficiencies	Councillors Gurpreet Bhangra, Hasler, McWilliams	Place	Neighbourhood Services	Explore savings options and income generation within key contracts incl. Highways, Waste Disposal, Parking enforcement, grounds maintenance. Potential for amended specifications.	(90)	(90)	0	0	0	0	0	Yes
PLA15S	Parish council & Commercial Partnership	Councillor Gurpreet Bhangra	Place	Communities / Neighbourhoods / Partnerships	Parish Council and other commercial organisation be approached to seek support funding as an income to reduce the net cost of community services.	(90)	(90)	0	0	0	0	0	Yes
PLA16S	Economic Growth Team	Councillor Samantha Rayner	Place	Infrastructure, Sustainability & Transport	Changes to the economic growth team budget to reduce town centre events budget, utilise UK Shared Prosperity Fund to support staff time for monitoring and project delivery. Realising the remaining cost savings from the Museum and Tourist Information Centre co-location at the Guildhall (such as Business Rates) as well as opportunities for income generation from stronger integration of existing services operating from the Guildhall and as a result of the Museum accreditation.	(115)	(115)	0	0	0	0	0	Yes
PLA17S	Climate Partnership funding	Councillor Donna Stimson	Place	Infrastructure, Sustainability & Transport	Utilise carbon offsetting and biodiversity net gain fund to deliver projects through the Climate Partnership.	(100)	(100)	0	0	0	0	0	No - Proposal will not affect front-line services

						£'000	2023/24	2024/25	2025/26	2026/27	2027/28	
							£000	£000	£000	£000	£000	
PLA18S	Planning Performance Agreements	Councillor Phil Haseler	Place	Planning	Increase promotion of the benefits of Planning Performance Agreements and encourage greater uptake.	(66)	(66)	0	0	0	0	No - Proposal will not affect front-line services
PLA19S	Planning Application fee	Councillor Phil Haseler	Place	Planning	Increase in fee income from planning application due to increased availability of land for development and improve clarity arising from the adoption of the Borough Local Plan.	(63)	(63)	0	0	0	0	No - Proposal will not affect front-line services
<b>TOTAL PLACE SAVINGS</b>						<b>(1,593)</b>	<b>(1,943)</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQJA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
RES01S	Line by line budget review	Councillor David Hilton	Resources	All	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes items like corporate subscriptions, hire charges, staff public transport and the expected decrease in national insurance.	(275)	(275)	0	0	0	0	0 No - Proposal will not affect front-line services
RES02S	Internal Audit	Councillor David Hilton	Resources	Finance	Internal Audit provision is no longer purchased from Wokingham and is now to be provided by SWAP Internal Audit Services at a cost of £0.350m per annum.	(38)	(38)	0	0	0	0	0 No - Proposal will not affect front-line services
RES03S	Registrars income	Councillor Samantha Rayner	Resources	Revenues & Benefits	Income budget for the Registrars service adjusted to reflect continued strong performance (note a £100k one-off saving was included in the 23/24 registrars budget). There are risks with this, as the demand for weddings remains uncertain post-pandemic, as does the trend for citizenship ceremonies post-Brexit. As such this will need to be kept under review.	(55)	(55)	0	0	0	0	0 No - Proposal will not affect front-line services
RES04S	Property assets	Councillor David Hilton	Resources	Property Services	The Council is due to vacate St Mary House in July 2023. Assuming any dilapidation costs are met from other budgets, this budget can be released. In addition the vacation of Clyde House is likely to be delayed a year resulting in a further year of rent from tenants.	(151)	(118)	(33)	0	0	0	0 No - Proposal will not affect front-line services
RES05S	Corporate debt recovery	Councillor David Hilton	Resources	Council-wide	Excluding Adult Social Care (which is dealt with separately) and Housing Benefit overpayments there is approximately £4.500m of overdue debt. Most debt over a year old is already 100% provided for. A renewed focus to prevent debt becoming old could enable the Council to reduce bad debt provisions for a one-off benefit to the budget. Actions could include setting up of a specific Board with service representation to ensure appropriate debt recovery action is taken in a timely manner. The current bad debt provision for this debt is £1.900m so if this could be reduced by 10% there would be a one-off benefit to the budget.	0	(190)	190	0	0	0	0 No - Proposal will not affect front-line services
RES06S	HR document management	Councillor Samantha Rayner	Resources	HR, Corporate Projects and IT	The new HR system has an inbuilt document management system which will allow for the notice to be served on the current arrangement.	(5)	(5)	0	0	0	0	0 No - Proposal will not affect front-line services
RES07S	Telephony (mobile phone contract)	Councillor Samantha Rayner	Resources	HR, Corporate Projects and IT	Revised contract for mobile phones has resulted in lower costs.	(75)	(75)	0	0	0	0	0 No - Proposal will not affect front-line services
RES08S	DWP grant	Councillor Samantha Rayner	Resources	Library and Resident Services	In 2022/23 additional DWP grant was received for the "Youth Hub". This saving assumes the scheme runs again in 2023/24 and the Council is successful in an application.	(90)	(90)	0	0	0	0	0 No - Proposal will not affect front-line services
RES09S	Admin support	Councillor Andrew Johnson	Resources	All	Review of admin functions across the Council.	(45)	(45)	0	0	0	0	0 No - Proposal will not affect front-line services
RES10S	Staffing review in Resources	Councillor David Hilton	Resources	All	Review of current vacancies across the Directorate and options for alternative delivery. This will reduce capacity to support corporate programmes, etc.	(100)	(100)	0	0	0	0	0 No - Proposal will not affect front-line services
<b>TOTAL RESOURCES SAVINGS</b>						<b>(834)</b>	<b>(991)</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQUA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
CORP01S	Line by line budget review	Councillor Andrew Johnson	Contingency and Corporate	Contingency and Corporate	Review of budgets compared to last year's outturn has identified areas where budgets can be reduced. This includes the expected decrease in national insurance.	(129)	(129)	0	0	0	0	No - Proposal will not affect front-line services
<b>TOTAL CONTINGENCY AND CORPORATE SAVINGS</b>						<b>(129)</b>	<b>(129)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Reference	Saving Title	Portfolio holder	Directorate	Service Area	Description of how the saving will be achieved	Full year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	Part-year impact	EQUA required?
							2023/24	2024/25	2025/26	2026/27	2027/28	
						£'000	£000	£000	£000	£000	£000	
CEX01S	National insurance	Chief Executive	Councillor Andrew Johnson	Chief Executive	Savings from the reversal of the NI increase.	(2)	(2)	0	0	0	0	No - Proposal will not affect front-line services
<b>TOTAL CHIEF EXECUTIVE SAVINGS</b>						<b>(2)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Appendix D: Equality Impact Assessments – Adults & Housing

### **Background Information**

Service area:	Adult Social Care
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH – 01S, 02S, 04S, 08S
Completed by: Optalis Date: 7 November 2022	Approved by: Kevin McDaniel Date 15 November 2022

#### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Adult Social Care aims to promote well-being, increase, and maintain independence and ensure people with support needs have as much choice and control over their lives and care as possible. We are therefore, proposing to increase reablement services and strengthen our reviewing function to ensure consistent reviewing practice at the six-week review to ensure a clear focus remains on promoting an individual’s well- being and increasing independence.

Reablement approaches are already used with each individual based on their needs with the ambition of recovering lost capabilities regardless of protected characteristics. We will review circumstances where an increase in care and support was provided for a short-term period but not reviewed and working with individuals and their carers/families to identify a range of ways to meet their needs.

Practice experience indicates that an individual’s need for support is likely to reduce following the initial assessment. The service will follow a well-established process for carrying out the reviews and therefore, there is unlikely to be a negative impact on any protected characteristic.

The aim is to ensure that everyone with support needs receives care and support which is safe, personalised, and affordable. In addition, we have identified several people who have complex needs and who are currently supported by adult social care and subject to charging. We believe that for some people, these needs should be supported by the NHS via Continuing Health Care arrangements. This is a well- established process based on a joint assessment between health and social care practitioners. The joint assessment is carried out within the national Continuing Health Care guidance and is a statutory responsibility. The joint assessment of eligibility for Continuing Health Care is conducted under the same legal equalities framework as assessments for Social Care. If the person is assessed as not eligible for support via Continuing Health Care, the existing support package is continued.

### **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?	Potential positive impact	Potential negative impact

**Appendix D: Equality Impact Assessments – Adults & Housing**

	How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	(Tick where relevant)	(Tick where relevant)
Age	<p>The reablement work and reviews will be undertaken with individuals and will not focus on, or be primarily differentiated, by a person's age or disability. However, this will only be relevant to people who receive support from adult social care. Each person will be part of a review to identify support needs and ways of meeting those needs in a personalised and cost-effective way. This is a statutory responsibility and will be paramount in any consideration. A service which safely reduces people's reliance on high levels of care through smarter working will have better outcomes for the person. The joint assessment of eligibility for Continuing Health Care is conducted within equalities legislation. Review of these arrangements will impact on older or disabled people receiving a support package from Adult Social Care. There are only two outcomes from the reviews; either the support package continues to be provided by adult social care or some or all of it is delivered by the NHS. The latter outcome will reduce or remove any direct cost to the individual and there is no adverse impact</p>	x	
Disability	<p>These reviews will be undertaken with individuals and will not focus on, or be primarily differentiated, by a person's age or disability. However, these reviews will only be relevant to people who receive support from adult social care. Each person will be part of a review to identify support needs and ways of meeting those needs in a safe, personalised, and cost-effective way. This is a statutory responsibility and will be paramount in any consideration. A service which safely reduces people's reliance on high levels of care through smarter working will have better outcomes for the person. The joint assessment of eligibility for Continuing Health Care is conducted within equalities legislation. Review of these</p>	x	



**Appendix D: Equality Impact Assessments – Adults & Housing**

	arrangements will impact on older or disabled people receiving a support package from Adult Social Care. There are only two outcomes from the reviews; either the support package continues to be provided by adult social care or some or all of it is delivered by the NHS. The latter outcome will reduce or remove any direct cost to the individual and there is no adverse impact.		
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g., low income, poverty	n/a		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

None identified as needs as defined in the Care Act 2014 would continue to be met.

**Appendix D: Equality Impact Assessments – Adults & Housing**

**Background Information**

Service area:	Adult Social Care
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH - 03S, 05S
Completed by: Optalis Date: 7 November 2022	Approved by: Kevin McDaniel Date 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Implement Shared Lives scheme - Shared Lives is an initiative whereby people with space in their homes invite people to live with them and be supported.

These schemes are regulated by the Care Quality Commission, have a local infrastructure and are subject to a high level of monitoring. The scheme enables people with support needs to live in someone’s home with the person supporting them, and the person supporting is paid for the use of the house and the support provided. These arrangements are flexible and work well for many people, but also are more flexible, personalised and cost effective than more traditional placements in care settings for people with support needs. We want to expand our shared lives offer from the current 5 people.

Shared Lives will offer a positive accommodation/support choice to people to broaden the range of support options. Those people who wish to use Shared Lives will have chosen to do so and will be fully engaged in any process of matching them with shared lives carers. Shared Lives places are offered under a CQC regulation framework and local monitoring to ensure that they meet people’s needs. Shared lives carers are assessed and vetted prior to acceptance on the scheme and receive regular support from the Shared Lives service.

The current contractual arrangements for Extra Care will be reviewed to meet actual current needs and, as they are based on individual needs, will account for needs arising from any protected characteristics.

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?	Potential positive impact	Potential negative impact
	How might these characteristics affect the impact of the proposal?		
	(If no influence on impact, state ‘N/A’)	(Tick where relevant)	(Tick where relevant)

**Appendix D: Equality Impact Assessments – Adults & Housing**

Age	Shared Lives will offer a positive accommodation/support choice to people. Those people who wish to use shared lives will have chosen to do so and will be fully engaged in any process of matching them with shared lives carers. Shared Lives places are offered under a CQC regulation framework and local monitoring to ensure that they meet people’s needs.	x	
Disability	Shared Lives will offer a positive accommodation/support choice to people. Those people who wish to use shared lives will have chosen to do so and will be fully engaged in any process of matching them with shared lives carers. Shared Lives places are offered under a CQC regulation framework and local monitoring to ensure that they meet people’s needs.	x	
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g., low income, poverty	n/a		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

None identified.

**Background Information**

Service area:	Adult Social Care
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH6S
Completed by: Optalis Date: 7 November 2022	Approved by: Kevin McDaniel Date 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

This refers to the full implementation of the Council’s policy on implementing the Care Act 2014 in respect of people in residential and nursing accommodation. The policy was approved by Full Council in December 2019 and can be found at the following link [Report template \(modern.gov.co.uk\)](http://modern.gov.co.uk)

The Royal Borough has a statutory duty, under the Care Act 2014, to meet the eligible support needs of adults in the borough. This includes becoming responsible for funding people who have moved into a registered care home in the borough and who subsequently run out of money, and people who have been assessed as no longer eligible for NHS Continuing Health Care.

Usually, the costs that individuals or the NHS pay for care costs is more than the Royal Borough would usually pay for similar support needs. Whilst the council will always try to negotiate with the current care home to reduce the costs, in most cases, the council exercises its discretion and allows the person to stay in the care home, paying a higher rate than it would for people who have care originally commissioned by the council.

The approach, consistent with practice in other local authorities, is to set a personal budget equal to the cost of the council meeting the person’s needs in a care home with a suitable place available. The council would then negotiate with the current provider based on the amount of the personal budget with a view to only funding the person in a care home at that level, or lower.

In addition, there are people who approach the local authority to fund the cost of their new eligible care needs in a nursing or residential care because they do not have the funding to pay for it. In these cases, the local authority will set a personal budget at the amount that a placement is available that can meet the person’s needs. If the person, or their family, chooses a more costly placement then the person will have to find a third party to top up their personal budget to the increased amount.

In all cases, the “wellbeing” principle of the Care Act will apply, e.g., if there is sufficient medical evidence to suggest that moving a person would be significantly detrimental to their wellbeing, then the council will allow the person to stay in their current care home and pay a higher rate.

## Appendix D: Equality Impact Assessments – Adults & Housing

The approach is in line with the Care Act 2014 and will ensure that all people are treated equitably and there is sufficient funding available to meet assessed social care needs for all eligible residents.

### Equality Impact Analysis

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	The approach is in line with the Care Act 2014 and will ensure that all people are treated equitably and there is sufficient funding available to meet assessed social care needs for all eligible residents. In all cases, the person's assessed needs will be met, and the well-being principle will apply.		
Disability	The approach is in line with the Care Act 2014 and will ensure that all people are treated equitably and there is sufficient funding available to meet assessed social care needs for all eligible residents. In all cases, the person's assessed needs will be met, and the well-being principle will apply.		
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		

**Appendix D: Equality Impact Assessments – Adults & Housing**

Socio-economic Considerations e.g., low income, poverty	n/a		
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**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

n/a

## Appendix D: Equality Impact Assessments – Adults & Housing

### **Background Information**

Service area:	Voluntary Sector
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH12S
Completed by: Jesal Dhokia Date: 21 November 2022	Approved by: Kevin McDaniel Date: 21 November 2022

#### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements

- To allow the contract with Our Community Enterprise (OCE) to come to its natural end on the 31 March 2023
- The contract is partially funded and although it will affect some of the voluntary sector organisations that have worked with OCE
- No, it does not conflict with any statutory responsibilities or requirements

### **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	There are a number of organisations that work with the community across all ages. Many of these group deliver their own fundraising and submit their own grant applications to external funders without any support from bid writing organisations. The new way of working with our communities through asset based community development (ABCD) solutions will continue to drive and build resilience. The ABCD approach will reach out to the more disadvantaged communities, the innovation fund will continue to support individuals to wish to deliver community based solutions and would not require a fundraising organisation for this.		x

### Appendix D: Equality Impact Assessments – Adults & Housing

	Support to VCS groups will continue through the Community Team within Place and other various development officers within RBWM		
Disability	The disability forum is a membership forum and does not apply for external funds. RBWM will continue to work with Maidenhead Football Club and Maidenhead Magpies to support groups with disabilities. A new Sports Development Officer is in post who will look to support organisations and support funding applications alongside the community team such as Recharge and Rockets Wheelchair Basketball		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	Organisations that have supported residents from various faith organisations have not used OCE services to apply for their grants.		x
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g., low income, poverty	n/a		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

OCE were part funded, the other area of funding relied on their success rate and charged a consultancy fee to the group. The organisation would continue this model with voluntary sector organisations and charge a consultancy fee based on the success of external grant funding. There is also a new sports development officer in place who will support organisations on bid writing where is related to health and wellbeing including sports projects. The officer will work closely with the community service team to develop asset-based community development initiatives to build on community resilience and community engagement across RBWM. Although there is a negative impact on some of the groups who used OCE, the community team have the skills to support organisations to apply to funding pots and external grant.



## Appendix D: Equality Impact Assessments – Adults & Housing

### **Background Information**

Service area:	Adult Social Care
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH13S
Completed by: Optalis Date: 7 October 2022	Approved by: Kevin McDaniel Date 15 November 2022

#### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

This EQIA is in response to a saving proposal to restructure the safeguarding and quality assurance service.

The intended outcome of these savings proposals is to ensure that a balanced budget can be set for Adult Social Care while retaining appropriate overview of adult and children’s safeguarding.

It is proposed to reduce the Safeguarding team by 1.0 FTE and cease the role of RBWM principal social worker. The multi-agency partnership has a strong base, supported by external scrutiny, to retain effective oversight.

The planned introduction of CQC inspections has changed the requirement for RBWM to have a clear assessment of service quality, separate from the practice improvement resourced and operated by Optalis

### **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state ‘N/A’)	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	The safeguarding arrangements need to ensure that sufficient time is given to age related safeguarding concerns.		x

**Appendix D: Equality Impact Assessments – Adults & Housing**

Disability	The safeguarding arrangements need to ensure that sufficient time is given to disability related safeguarding concerns.		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g., low income, poverty	n/a		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

A clear set of priorities will be developed to ensure that the risks identified here are managed.

## Appendix D: Equality Impact Assessments – Adults & Housing

### **Background information**

Service Area:	Housing, Environmental Health & Trading Standards
Directorate:	Adults & Housing
Budget proposal reference number	AHH16S and AHH17S
Completed by: Tracy Hendren Date: 22 November 2022	Approved by Kevin McDaniel Date: 22 November 2022

#### **What is the purpose of this budget proposal?**

- What are its intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

The intended outcome of these savings is to ensure a balanced budget can be for the local authority by reducing the staffing costs by 10% within Housing, Environmental Health and Trading Standards

The staff savings proposed are from within existing teams with the intention of remaining professional colleagues cross-skilling for the same functions which are delivered to any resident as needed.

All services are statutory or regulated services and therefore, peaks in demand will be impacted with responses times being stretched and potential challenges with capacity.

### **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	Increased waiting times for households requesting a statutory service where there is an increase in demand.		x
Disability	Increased waiting times for households requesting a statutory service where there is an increase in demand.		x

**Appendix D: Equality Impact Assessments – Adults & Housing**

Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	n/a		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

Detailed consultation with the affected staff to find the combination of changes which minimises the impact of the proposals.

## Appendix D: Equality Impact Assessments – Adults & Housing

### **Background Information**

Service area:	ASC
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH19S
Completed by: Helen Sargeant Dar Date: 8 November 2022	Approved by: Kevin McDaniel Date: 15 November 2022

#### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

To reduce the number of nursing/residential placements by approx. 50 to remain within budget – reduction of Spot Placements from 125 to 75.

The action required would be to only support new placements based on the highest level of risk over a significant period to balance the current budget. This would mean people remaining in hospital or in the community until a bed is available. Nursing placements would be affected as this is the biggest budget pressure.

Individuals, families, the hospital trust would all be affected. Discharges from hospital would be delayed further, increasing the chance of challenge from the Trust. Individuals and families would be affected having to care for their relative until a placement became available.

We have a statutory duty to assess and meet the needs of individuals who are eligible under the Care Act 2014. If we were unable to meet the needs of individuals who have been assessed, we would be in breach of this duty.

### **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	Mostly affecting older people in need of Nursing or Residential Care. Delays in transfer of care from hospital could create Safeguarding issues – the level of		X

**Appendix D: Equality Impact Assessments – Adults & Housing**

	<p>deterioration for older people remaining in hospital increases disproportionately on a daily basis and significantly affects mobility, cognition, general health and exposure to hospital borne illness including sepsis and Covid.</p> <p>People needing res/nursing care in a community setting would not have their assessed needs met in a timely way and the stress on carers (formal and family) would be extreme and expensive (eg increase in domiciliary support needed). Some people would end up in hospital because of carer breakdown.</p>		
Disability	As above		X
Sex			
Race, Ethnicity and Religion/Belief			
Sexual Orientation and Gender Reassignment			
Pregnancy and Maternity			
Marriage and Civil Partnership			
Socio-economic Considerations e.g., low income, poverty			

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The proactive focus on returning home with the right support could enable many more people to remain in their own homes rather than taking the step to residential accommodation.

**Background Information**

Service area:	ASC
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH – 10S, 22S, 23S
Completed by: Helen Sargeant Dar Date: 8 November 2022	Approved by: Kevin McDaniel Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Reduce or remove services/increase charge:**

1. To removed support for the Care Home Quality improvement service
2. To charge delivery fee on each meal provided by Meals on Wheels which would cover the actual cost
3. Reduce volume of work with carers including review of respite contract

Most of the above is preventative work supporting people to be independent longer and/or to be supported to gain skills and employment.

Individuals, carers, and families will be affected by the proposals, including vital preventative support e.g., Meals on Wheels is not just about feeding someone, it is also a monitoring system and helps to prevent loneliness and isolation.

Carers save public money by caring for family members themselves and if respite is withdrawn the service may pick up people who would otherwise have been cared for without statutory intervention. Carer stress likely to be exacerbated.

The above are not strictly statutory service. The Care Act, however, places emphasis on preventing, reducing, or delaying needs (for statutory/long-term support). We have a duty under the Care Act to support Carers and meet their eligible needs.

The Care Home Quality Support service has been focussed on helping Care Homes to recognise the diversity and individual needs of residents as part of their core business. The reduction in this service may result in less inclusive practice in some lower quality provisions.

**Appendix D: Equality Impact Assessments – Adults & Housing**

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	People will lose much needed support to sustain themselves or their cared-for. It will impact the ability to be independent for as long as possible without the need for statutory provision. Potentially people will need care and support earlier. There maybe increasing pressure for families to place relatives into long term residential care.		X
Disability	As above. An already disadvantaged group including life-expectancy, increased ill-health factors would be further disadvantaged by having employment/skills opportunities removed.		X
Sex			
Race, Ethnicity and Religion/Belief			
Sexual Orientation and Gender Reassignment			
Pregnancy and Maternity			
Marriage and Civil Partnership			
Socio-economic Considerations e.g., low income, poverty			

<b>Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?</b>
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#### **Appendix D: Equality Impact Assessments – Adults & Housing**

People may choose alternative meal arrangements e.g., frozen meal delivery or a change in the overall package of care to ensure safety.

Carers may continue to care with less support, and other groups may offer different types of help.

## Appendix D: Equality Impact Assessments – Adults & Housing

### **Background Information**

Service area:	Adult Social Care
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH21S, AHH20S
Completed by: Optalis Date: 10 November 2022	Approved by: Kevin McDaniel Date: 10 November 2022

#### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

These proposals include the following:

AHH21S – End the Information and Advice Service provided under contract with Age Concern Slough and Berkshire East. This is a targeted service and one that supports the council to unblock debts by supporting people to organise their finances. This would have an impact on the council's ability to recover adult social care debt.

AHH20S – Terminate the contract with the Advocacy People mid-term thus ending the support to the Learning Disability Partnership Board and support for the peer advocacy group for people with a learning disability. This would negatively impact on the ability of people with a learning disability in terms of them being able to shape the services that support them.

### **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	Ceasing the contract to support older people with their finances would have a negative impact on people and would also reduce the council's ability to recover debts.		x
Disability	Ceasing the support for people with a learning disability to self-advocate and for the Learning Disability Partnership Board would impact on people being able to shape the services that support them.		x

**Appendix D: Equality Impact Assessments – Adults & Housing**

Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g., low income, poverty	Ceasing the contract to support older people with their finances would have a negative impact on people and would also reduce the council's ability to recover debts.		x

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

None identified beyond existing support such as that provided by the CAB.

**Background Information**

Service area:	Adult Social Care
Directorate:	Adults & Housing
Budget proposal reference number/s:	AHH30S
Completed by: Optalis Date: 7 October 2022	Approved by: Kevin McDaniel Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

The intended outcome of these savings proposals is to ensure that a balanced budget can be set for Adult Social Care.

Residents will be negatively impacted as will staff who choose to stay employed by Optalis. The delivery of ASC will be impacted to the detriment of Optalis and the Council.

Statutory timescales will not be met as specified in the Care Act 2014.

**Agency worker freeze**

Optalis competes with other local authorities in a limited pool of staff and, as it offers less favourable terms and conditions, often must rely on temporary staff through agencies to cover vacancies. Not being able to use agency staff will have an impact on waiting times for residents and morale on existing staff with increased workloads.

**Reduce staffing by 10% in all adult social care teams**

As above, capacity is already stretched in teams with waiting lists. This proposal will further increase waiting lists and decrease moral. It may involve redundancies across Optalis.

**10 days enforced unpaid leave for all staff**

Further increasing waiting lists and reducing morale, this is effectively a 5% pay cut for all staff when inflation is high. Other LAs are giving staff pay increases which will widen the gap between the borough and other employers.

**Staffing pay freeze**

As above, in addition to the 5% pay cut, this will further widen the gap between what other employers pay and Optalis. It will inevitably lead to staff finding jobs in other boroughs.

**Equality Impact Analysis**

**Appendix D: Equality Impact Assessments – Adults & Housing**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	Increased waiting times for people for assessment and care to be put in place with risks of not complying with the Care Act 2014.		x
Disability	Increased waiting times for people for assessment and care to be put in place with risks of not complying with the Care Act 2014.		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g., low income, poverty	Optalis already has less favourable terms and conditions compared to ASC staff in other boroughs. Some staff are already reporting that they are struggling to meet the costs of rising inflation.		x

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

Detailed consultation with the affected staff to find the combination of changes which minimises the impact of the proposals.

**Appendix D: Equality Impact Assessments – Children’s Services**

**Background Information**

Service area:	Placements & Fostering Services
Directorate:	Children’s Services
Budget proposal reference number/s:	CHI02S/CHI04S/CHI05S
Completed by: James Norris Date: 14 November 2022	Approved by: James Norris Date: 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Containment of the Children in Care estimated future demand**

Increased thresholds and greater challenge in respect of children in care placements. The proposal will impact on children not in care. This will not conflict with any statutory responsibilities or requirements.

**Children in Care Placement Review**

Implementation of Child-by-Child Savings Plan identifying planned moves and/or rate reductions. This should result in provision more appropriately meet the child's needs. The proposal will impact on children in care. This will not conflict with any statutory responsibilities or requirements.

**Children in Care accommodated within in-house provision**

Identify existing and new Children in Care placed with Independent Fostering Agencies that could be provided in-house, or by a return to family members. The proposal will impact on children in care. This will not conflict with any statutory responsibilities or requirements.

**Equality Impact Analysis**

	<b>How do the protected characteristics influence the needs of individuals within this proposal?</b>	Potential positive impact	Potential negative impact
	<b>How might these characteristics affect the impact of the proposal?</b> (If no influence on impact, state 'N/A')	(Tick where relevant)	(Tick where relevant)
Age	The Placements & Fostering saving does impact on this protected characteristic, however, children will be supported as set		

**Appendix D: Equality Impact Assessments – Children’s Services**

	out in accordance with statutory responsibilities.		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	The Placements & Fostering saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	The Placement & Fostering saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	The Placements & Fostering saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The Placements & Fostering Service saving will be met through child by child reviewing and assessment of Children in Care packages, identifying any changes needs. This saving has been partly matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.

**Background Information**

Service area:	Business Support
Directorate:	Children’s Services
Budget proposal reference number/s:	CHI06S/CHI07S/CHI16S/CHI19S
Completed by: James Norris Date: 14 November 2022	Approved by: James Norris Date: 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- **What are the intended outcomes?**
- **Who will be affected by the proposal?**
- **Does this conflict with any statutory responsibilities or requirements?**

**Reduction in workforce development training for employees**

Prioritise Workforce Development Training budget to essential, statutory elements only. The proposal will impact on employees operating in non-essential, statutory services. This will not conflict with any statutory responsibilities or requirements.

**Home to School Transport provided at statutory levels**

Home To School Transport provided at statutory level; current exceptional provision phased out over a 5-year plan. The proposal will impact pupils receiving non statutory provision. This will not conflict with any statutory responsibilities or requirements.

**Reduction in the Admissions Service Team**

Review of the Admissions Service structure. The proposal will impact on employees within the Admissions Service Team. This will not conflict with any statutory responsibilities or requirements.

**Reduction in the Business Support Service Team**

Review of the Business Support structure moving to statutory processes only. The proposal will impact on employees within the Business Support Service Team. This will not conflict with any statutory responsibilities or requirements.

**Equality Impact Analysis**

	<p><b>How do the protected characteristics influence the needs of individuals within this proposal?</b></p> <p><b>How might these characteristics affect the impact of the proposal?</b></p> <p><b>(If no influence on impact, state ‘N/A’)</b></p>	<p><b>Potential positive impact</b></p> <p><b>(Tick where relevant)</b></p>	<p><b>Potential negative impact</b></p> <p><b>(Tick where relevant)</b></p>
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**Appendix D: Equality Impact Assessments – Children’s Services**

Age	The Business Services savings will not materially impact on this protected characteristic. The Home to School Transport saving does impact on this protected characteristic, however, future pupils will still be supported as set out in accordance with statutory responsibilities.		
Disability	The Home to School Transport saving does not impact on this protected characteristic as they are supported through a separate budget.		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	The Home to School Transport saving does impact on this protected characteristic, however, future pupils will still be supported as set out in accordance with statutory responsibilities.		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The Business Services savings will be driven through process savings and efficiencies whilst ensuring statutory responsibilities are met, however, inevitably there may be some reduction in service response rates.

## Appendix D: Equality Impact Assessments – Children’s Services

### **Background Information**

Service area:	Education Services
Directorate:	Children’s Services
Budget proposal reference number/s:	CHI14S
Completed by: Clive Haines Date: 14 November 2022	Approved by: James Norris Date: 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- **What are the intended outcomes?**
- **Who will be affected by the proposal?**
- **Does this conflict with any statutory responsibilities or requirements?**

**Education Welfare Service**

Remove existing traded service element of Education Welfare Service as they are new burdens that haven't been funded. However, that is a high-risk reputational decision for the Council.

The outcomes are that the Education Welfare Service will be funded directly. The new Working together to improve school attendance guidance makes it a statutory duty that the Attendance support meetings (One per full term for every maintained, special, and independent school in the borough), case work for severely absent and support /signposting for persistently absent pupils be provided free of charge to schools.

**Who will be affected by the proposal?**

The Education Welfare Officers, admin support and manager

**Does this conflict with any statutory responsibilities or requirements?**

If not supported, we would not be fulfilling the statutory duties that will be coming into force September 2023.

### **Equality Impact Analysis**

	<b>How do the protected characteristics influence the needs of individuals within this proposal?</b>	<b>Potential positive impact</b>	<b>Potential negative impact</b>
	<b>How might these characteristics affect the impact of the proposal?</b>		
	<b>(If no influence on impact, state 'N/A')</b>	<b>(Tick where relevant)</b>	<b>(Tick where relevant)</b>
Age	The Education Welfare Service saving does impact on this protected characteristic,		

**Appendix D: Equality Impact Assessments – Children’s Services**

	however, pupils will still be supported as set out in accordance with statutory responsibilities.		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	The Education Welfare Service saving does impact on this protected characteristic, however, pupils will still be supported as set out in accordance with statutory responsibilities.		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	The Education Welfare Service saving does impact on this protected characteristic, however, pupils will still be supported as set out in accordance with statutory responsibilities.		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The Academy Conversion saving will be met through negotiations with the DfE highlighting the improvements made at the school and the expected ongoing positive outcomes for pupils following the intervention programme managed by the local authority. This saving has been matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.

**Background Information**

Service area:	Social Care & Early Help
Directorate:	Children’s Services
Budget proposal reference number/s:	CHI10S/CHI15S/CHI20S/CHI21S
Completed by: James Norris Date: 14 November 2022	Approved by: James Norris 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- **What are the intended outcomes?**
- **Who will be affected by the proposal?**
- **Does this conflict with any statutory responsibilities or requirements?**

**Workforce retention initiatives**

Cease Social Care & Early Help Stability Programme including Refer a Friend, Stepping Up Allowances. The proposal will impact on employees within the Social Care & Early Help Service. This will not conflict with any statutory responsibilities or requirements.

**Reduction in the Youth Offending Service Team**

Review of the Youth Offending Service structure. The proposal will impact on employees within the Youth Offending Service Team. This will not conflict with any statutory responsibilities or requirements.

**Cease all non-statutory Family Hub services**

Review of the Family Hub structure with a reduction of 50%; targeted group work for those do not open to a social worker will cease, leaving Health Visiting services as main offer. The proposal will impact on employees within the Family Hub Service Team. This will not conflict with any statutory responsibilities or requirements.

**Removal of Family Support Worker posts**

Limit offer to vulnerable children to only time-limited interventions which reduce the immediate risk of serious harm. Reduce use of voluntary arrangements. Remove all posts that are not social work qualified and do not offer interventions such as life story work across CYPDS, Duty & Assessment and the Children in Care team; minimise externally funded interventions including respite and seek only to ensure current safety. The proposal will impact Family Support Worker. This will not conflict with any statutory responsibilities or requirements.

**Equality Impact Analysis**

	<b>How do the protected characteristics influence the needs of individuals within this proposal?</b>	<b>Potential positive impact</b>	<b>Potential negative impact</b>

**Appendix D: Equality Impact Assessments – Children’s Services**

	<b>How might these characteristics affect the impact of the proposal?  (If no influence on impact, state ‘N/A’)</b>	<b>(Tick where relevant)</b>	<b>(Tick where relevant)</b>
Age	The Social Care & Early Help saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Disability	The Social Care & Early Help saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Sex	N/A		
Race, Ethnicity and Religion/Belief	The Social Care & Early Help saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	The Social Care & Early Help saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	The Social Care & Early Help saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		

<p><b>Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?</b></p>
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## **Appendix D: Equality Impact Assessments – Children’s Services**

The Social Care & Early Help savings will be driven through process savings and efficiencies whilst ensuring statutory responsibilities are met, however, inevitably there may be some reduction in service response rates.

Additionally, consultation with key stakeholder groups will enable prioritisation of activities to ensure the most valued continue within the reduced resource.

## Appendix D: Equality Impact Assessments – Children’s Services

### **Background Information**

Service area:	External Legal Services
Directorate:	Children’s Services
Budget proposal reference number/s:	CHI12S
Completed by: James Norris Date: 14 November 2022	Approved by: James Norris Date: 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- **What are the intended outcomes?**
- **Who will be affected by the proposal?**
- **Does this conflict with any statutory responsibilities or requirements?**

**External Legal Services**

Service to gate-keep use of external legal services and restrict use to limited budget on a risk assessed basis. The proposal will impact on the external legal service provider and Social Care & Early Help staff. This will not conflict with any statutory responsibilities or requirements.

### **Equality Impact Analysis**

	<b>How do the protected characteristics influence the needs of individuals within this proposal?</b>	<b>Potential positive impact</b>	<b>Potential negative impact</b>
	<b>How might these characteristics affect the impact of the proposal?</b>		
	<b>(If no influence on impact, state ‘N/A’)</b>	<b>(Tick where relevant)</b>	<b>(Tick where relevant)</b>
Age	The External Legal Services saving does impact on this protected characteristic, children and families will be supported as set out in accordance with statutory responsibilities.		
Disability	N/A		
Sex	N/A		

**Appendix D: Equality Impact Assessments – Children’s Services**

Race, Ethnicity and Religion/Belief	The External Legal Services saving does impact on this protected characteristic, children and families will be supported as set out in accordance with statutory responsibilities.		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	The External Legal Services saving does impact on this protected characteristic, children and families will be supported as set out in accordance with statutory responsibilities.		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	The External Legal Services saving does impact on this protected characteristic, children and families will be supported as set out in accordance with statutory responsibilities.		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The External Legal Services saving will be met through discussions with the current provider to increase practice improvements and deliver efficiencies in value for money. This will be coupled with changes within internal processes to access External Legal Services. This saving has been matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.



## Appendix D: Equality Impact Assessments – Children’s Services

### **Background Information**

Service area:	National Transfer Scheme
Directorate:	Children’s Services
Budget proposal reference number/s:	CHI13S
Completed by: James Norris Date: 14 November 2022	Approved by: James Norris Date: 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- **What are the intended outcomes?**
- **Who will be affected by the proposal?**
- **Does this conflict with any statutory responsibilities or requirements?**

**Limit acceptance of National Transfer Scheme Unaccompanied Asylum-Seeking Children**

Only accept new National Transfer Scheme requests when the authority has the resources to keep them safe. The proposal will impact on Unaccompanied Asylum-Seeking Children who are not registered with RBWM. This will not conflict with any statutory responsibilities or requirements.

### **Equality Impact Analysis**

	<p><b>How do the protected characteristics influence the needs of individuals within this proposal?</b></p> <p><b>How might these characteristics affect the impact of the proposal?</b></p> <p><b>(If no influence on impact, state ‘N/A’)</b></p>	<p><b>Potential positive impact</b></p> <p><b>(Tick where relevant)</b></p>	<p><b>Potential negative impact</b></p> <p><b>(Tick where relevant)</b></p>
Age	The National Transfer Scheme saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Disability	N/A		
Sex	The National Transfer Scheme saving does impact on this protected characteristic, however, children will be supported as set		

**Appendix D: Equality Impact Assessments – Children’s Services**

	out in accordance with statutory responsibilities.		
Race, Ethnicity and Religion/Belief	The National Transfer Scheme saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	The National Transfer Scheme saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The National Transfer Scheme saving will be met through discussions with the home Office government department in respect of the volume of young people being accommodated within the Borough and future directed transfers. This saving has been matched by a growth item highlighting the risk that the pressure will materialise whilst corrective mitigation is undertaken.

## Appendix D: Equality Impact Assessments – Children’s Services

### **Background Information**

Service area:	Special Educational Needs & Disabilities Services
Directorate:	Children’s Services
Budget proposal reference number/s:	CHI17S/ CHI18S
Completed by: James Norris Date: 14 November 2022	Approved by: James Norris Date: 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- **What are the intended outcomes?**
- **Who will be affected by the proposal?**
- **Does this conflict with any statutory responsibilities or requirements?**

**Reduction in the Special Educational Needs & Disabilities Service Team**

Review of the Special Educational Needs & Disabilities Service structure. The proposal will impact on the Special Educational Needs & Disabilities Service Team staff. This will not conflict with any statutory responsibilities or requirements.

**Review Special Educational Needs and Disabilities policies as part of Delivering Better Value**

Savings driven out of local authorities cost base because of Delivering Better Value work and transformation grant. The proposal will impact on the Special Educational Needs & Disabilities Services. This will not conflict with any statutory responsibilities or requirements.

### **Equality Impact Analysis**

	<b>How do the protected characteristics influence the needs of individuals within this proposal?</b>	<b>Potential positive impact</b>	<b>Potential negative impact</b>
	<b>How might these characteristics affect the impact of the proposal?</b>		
	<b>(If no influence on impact, state ‘N/A’)</b>	<b>(Tick where relevant)</b>	<b>(Tick where relevant)</b>
<b>Age</b>	The Special Educational Needs & Disabilities saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		
<b>Disability</b>	The Special Educational Needs & Disabilities saving does impact on this protected characteristic, however, children will be supported as set out in accordance with		

**Appendix D: Equality Impact Assessments – Children’s Services**

	statutory responsibilities.		
<b>Sex</b>	N/A		
<b>Race, Ethnicity and Religion/Belief</b>	N/A		
<b>Sexual Orientation and Gender Reassignment</b>	N/A		
<b>Pregnancy and Maternity</b>	N/A		
<b>Marriage and Civil Partnership</b>	N/A		
<b>Socio-economic Considerations e.g., low income, poverty</b>	The Special Educational Needs & Disabilities saving does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The Special Educational Needs & Disabilities Services savings will be driven through process savings and efficiencies whilst ensuring statutory responsibilities are met, however, inevitably there may be some reduction in service response rates.

## Appendix D: Equality Impact Assessments – Governance, Law Strategy and Public Health

### **Background Information**

Service area:	Governance
Directorate:	Governance, Law Strategy and Public Health
Budget proposal reference number/s:	GLS015 GLS025 GLS055 GLS065 GLS 075 GLS085 GLS155
Completed by: ED/KS Date: 14 November 2022	Approved by: ED Date: 14 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

These budgets in these areas primarily consist of staff so to achieve the cash limited budget we have focussed on reducing levels of service in areas that present less risk to the Council in not being able to fulfil its statutory duties.

Key outcomes;

- To focus resource on maintaining key governance to an acceptable standard so that a level of assurance can continue to be provided to the Council on the Annual Governance Statement.
- To ensure that statutory obligations in respect of meetings, access to information, information management can be met.

Affected Groups; Staff and members, recipients of Twinning Committee community-based activities (e.g., Youth Games)

### **Equality Impact Analysis**

	<b>How do the protected characteristics influence the needs of individuals within this proposal?</b>	Potential positive impact	Potential negative impact
	<b>How might these characteristics affect the impact of the proposal?</b>		
	(If no influence on impact, state 'N/A')	(Tick where relevant)	(Tick where relevant)
Age	N/A - Service reviews will not use this protected characteristic as a relevant consideration  A reduction in Members' allowances may discourage individuals with this		X

**Appendix D: Equality Impact Assessments – Governance, Law Strategy and Public Health**

	<p>protected characteristic from putting themselves forward as candidates</p> <p>The proposal would potentially affect individuals with this protected characteristic if the Mayor or Deputy Mayor had this protected characteristic; the removal of the Mayor’s car would mean they would need to travel to civic functions independently</p> <p>The reduction in funding to the Twinning Committee may affect future opportunities for young people to attend events such as the Youth Games</p>		<p>X</p> <p>X</p>
Disability	<p>N/A - Service reviews will not use this protected characteristic as a relevant consideration</p> <p>A reduction in Members’ allowances may discourage individuals with this protected characteristic from putting themselves forward as candidates</p> <p>The proposal would potentially affect individuals with this protected characteristic if the Mayor or Deputy Mayor had this protected characteristic; the removal of the Mayor’s car would mean they would need to travel to civic functions independently</p>		<p>X</p> <p>X</p>
Sex	N/A - Service reviews will not use this protected characteristic as a relevant consideration		
Race, Ethnicity and Religion/Belief	N/A - Service reviews will not use this protected characteristic as a relevant consideration		
Sexual Orientation and Gender Reassignment	N/A - Service reviews will not use this protected characteristic as a relevant consideration		

**Appendix D: Equality Impact Assessments – Governance, Law Strategy and Public Health**

<p>Pregnancy and Maternity</p>	<p>N/A - Service reviews will not use this protected characteristic as a relevant consideration</p> <p>A reduction in Members’ allowances may discourage individuals with this protected characteristic from putting themselves forward as candidates</p> <p>The proposal would potentially affect individuals with this protected characteristic if the Mayor or Deputy Mayor had this protected characteristic; the removal of the Mayor’s car would mean they would need to travel to civic functions independently</p>		<p>X</p> <p>X</p>
<p>Marriage and Civil Partnership</p>	<p>N/A - Service reviews will not use this protected characteristic as a relevant consideration</p>		
<p>Socio-economic Considerations e.g., low income, poverty</p>	<p>N/A</p> <p>A reduction in Members’ allowances may discourage individuals with this protected characteristic from putting themselves forward as candidates</p>		<p>X</p>

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

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**Background Information**

Service area:	Communications
Directorate:	Governance, Law Strategy and Public Health
Budget proposal reference number/s:	GLS10S GLS11S
Completed by: ED Date: 9 November 2022	Approved by: Date

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

These budgets in these areas primarily consist of staff so achieve the cash limited budget we have focussed on reducing levels of service in areas that present less risk to the Council in not be able to fulfil its statutory duties.

Key outcomes;

- To focus resource on maintaining key governance to an acceptable standard so that a level of assurance can continue to be provided to the Council on the Annual Governance Statement.
- To ensure that statutory obligations in respect of meetings, access to information, information management can be met.

The proposal is to delete a post and to withdraw “Around the Royal Borough” from publication.

The deletion of the communications and marketing manager post has no equality impact.

The removal of Around the Royal Borough would impact on those currently receiving the magazine who are unable to access material from the Council in any other way.

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?	Potential positive impact	Potential negative impact
	How might these characteristics affect the impact of the proposal? (If no influence on impact, state ‘N/A’)	(Tick where relevant)	(Tick where relevant)



**Appendix D: Equality Impact Assessments – Governance, Law Strategy and Public Health**

Age	Some customers of advanced years may not be able to access and sign up to the newsletter online.		X
Disability	Some people who live with disabilities may not be able to access and sign up to the newsletter online.		X
Sex			
Race, Ethnicity and Religion/Belief			
Sexual Orientation and Gender Reassignment			
Pregnancy and Maternity			
Marriage and Civil Partnership			
Socio-economic Considerations e.g., low income, poverty			

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

The communications team will continue to promote the digital newsletter which is currently weekly.

Customers who require assistance to access the email newsletter online can visit the libraries for assistance.

Where necessary a copy may be printed locally but the instances of this will need to be monitored as this would impact on the potential cost saving.

Community champions have also been created since the pandemic and information is shared with them from the communications team which can then be cascaded to the community via different channels.

The communications team also share information with the parish councils for them to cascade with their audiences.

**Background Information**

Service area:	Strategy, Performance, Policy, Procurement
Directorate:	Governance, Law Strategy and Public Health
Budget proposal reference number/s:	GLS12S GLS13S
Completed by: ED Date: 9 November 2022	Approved by: Date

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

These budgets in these areas primarily consist of staff so achieve the cash limited budget we have focussed on reducing levels of service in areas that present less risk to the Council in not be able to fulfil its statutory duties.

Key outcomes;

- To focus resource on maintaining key governance to an acceptable standard so that a level of assurance can continue to be provided to the Council on the Annual Governance Statement.
- To ensure that statutory obligations in respect of meetings, access to information, information management can be met.

The removal of the post will impact on other team members and the wider organisation in relation to information being used to make decisions. The subscriptions will impact on the whole organisation.

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	N/A		

**Appendix D: Equality Impact Assessments – Governance, Law Strategy and Public Health**

Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

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**Background Information**

Service area:	Neighbourhood services
Directorate:	Place
Budget proposal reference number/s:	PLA06S
Completed by: Naomi Markham Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

Review of the operation of parks including:

- Provision of public conveniences and / or consideration of charging.
- Closure of gates
- Pets corner on Ray Mill island and whether there are alternative provision arrangements.

All the above options are subject to a service review taking place to look at alternative methods of provision including engagement with parishes, community groups, the business community and interested members of the public to look at ways of providing these services differently.

None of the services are statutory requirements.

If any of the options result in a closure or reduction in facilities this may have an impact on all park users including residents and visitors to the borough but at this point no impact on any group with a protected characteristic has been identified.

As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?	Potential positive impact	Potential negative impact
	How might these characteristics affect the impact of the proposal?		
	(If no influence on impact, state 'N/A')	(Tick where relevant)	(Tick where relevant)

**Appendix D: Equality Impact Assessments – Place**

Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

**Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA07S
Completed by: Neil Walter Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Review of parking enforcement near schools**

- Review of service provided for 2 schools in the borough.
- Schools – to be confirmed as part of the review.
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		

**Appendix D: Equality Impact Assessments – Place**

Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

**Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA08S
Completed by: Neil Walter Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Review of parking subsidies**

- Review of parking subsidies including:
  - Staff parking
  - Electric vehicles
  - Christmas period
  - Volunteers
- Potentially staff, electric vehicle owners, volunteers, and car park users – to be confirmed as part of the review. Does not impact disabled parking
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact   (Tick where relevant)	Potential negative impact   (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		



**Appendix D: Equality Impact Assessments – Place**

Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

**Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA09S
Completed by: Neil Walter Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Charging opportunities for car parking**

- Look at additional opportunities for charging for parking to cover the cost of operating, including:
  - Free parking on Sundays and on Bank Holidays
  - Out of town car parks
  - Parkes and open space parking
  - Management of the Riverside car park Businesses – these potential income streams would not be directly from the public
- Some/ all car park users. Does not impact disabled parking.
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact   (Tick where relevant)	Potential negative impact   (Tick where relevant)
Age	N/A		
Disability	N/A		

**Appendix D: Equality Impact Assessments – Place**

Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

## **Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA08S
Completed by: Neil Walter Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

#### **Removal of pay & display machines**

- Removal of pay & display machines across the borough, resulting in a saving of service costs as well as the collection of cash. A pay-by-app method of payment for on and off-street parking will be introduced instead.
- Some/ all on street parking and car park users.
- No conflict with any statutory responsibilities or requirements has been identified

## **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	The proposal would potentially make it difficult to obtain a pay and display ticket with cash without having to walk further than previously		*
Disability	The proposal would potentially make it difficult to obtain a pay and display ticket with cash without having to walk further than previously		*
Sex	N/A		

### Appendix D: Equality Impact Assessments – Place

Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

Retain several machines where card payments can still be made. Keep distances between available machines to a minimum where possible but especially in shopping areas. Signage to direct users to the nearest machine to be in place. There is no need for an App to be used as a normal phone can be used to pay for parking.

**Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA11S
Completed by: Chris Wheeler Date: 14 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Income Opportunities across Neighbourhood Services**

- Identification of areas where legitimate charges could be made to recover costs including:
  - Pavement licencing
  - Cleansing and valeting services provided in car parks (currently only provided in Hines Meadow and Windsor Leisure Centre)
  - Licence vendors in key locations, parks, on streets
  - Licence for private trainers using parks
  - Boat hire in Maidenhead through concession contract
- Businesses – these potential income streams would not be directly from the public
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	N/A		
Disability	N/A		

**Appendix D: Equality Impact Assessments – Place**

Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

**Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA12S
Completed by: Naomi Markham Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Waste operational changes**

- Review of waste services including:
  - Further initiatives on waste reduction and increased recycling
  - Waste transfer station opening times
  - Introduce re-use "shop" at the household waste recycling centre
- Some/ all residents – to be confirmed as part of review
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		



**Appendix D: Equality Impact Assessments – Place**

Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

**Background Information**

Service area:	Place Service
Directorate:	Place Service
Budget proposal reference number/s:	PLA13S
Completed by: Andrew Durrant Date: 11 November 2022	Approved by: Andrew Durrant Date: 11 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Place Service Transformation Programme**

A Strategic review of Place Service structures, functions, and alignment to the Corporate Plan. This programme steers away from service specific cuts in isolation that would generate savings but aims to achieve a more overarching view of how the directorate should involve for the next 3-5 years.

The review will encompass the whole of Place Service, the staff, teams, and contracted services that exist within this directorate of RBWM. However, the focus of this programme of work is to consider efficiencies through better service alignment, contract re-procurement and maximising existing resource. It does not set out to remove or reduce current staffing levels as these are already recognised as being inadequate as some areas.

In addition to ensuring close alignment and prioritisation of RBWM corporate plan goals, Place service is responsible for some statutory duties and health and safety compliance, therefore the transformation programme will carefully map out and retain adequate management capacity for these duties.

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact   (Tick where relevant)	Potential negative impact   (Tick where relevant)
Age	N/A		

**Appendix D: Equality Impact Assessments – Place**

Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

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**Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA14S
Completed by: Chris Wheeler Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Contract efficiencies Neighbourhood Services**

- Explore savings options and income generation within key contracts incl. Highways, Waste Disposal, Parking enforcement, grounds maintenance. Potential for amended specifications.
- Contractors – to be confirmed as part of efficiencies review.
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		

**Appendix D: Equality Impact Assessments – Place**

Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

**Background Information**

Service area:	Neighbourhood Services
Directorate:	Place
Budget proposal reference number/s:	PLA15S
Completed by: Chris Wheeler Date: 15 November 2022	Approved by: Alysse Strachan Date: 15 November 2022

**Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

**Parish Councils and commercial partnership**

- Parish Councils and other commercial organisation be approached to seek support funding as an income to reduce the net cost of community wardens.
- Parish councils
- As details emerge a further review may be required but at this stage no conflict with any statutory responsibilities or requirements has been identified

**Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	N/A		
Disability	N/A		
Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		

**Appendix D: Equality Impact Assessments – Place**

Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	N/A		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

## **Background Information**

Service area:	Infrastructure, Sustainability and Economic Growth
Directorate:	Place
Budget proposal reference number/s:	PLA16S
Completed by: Chris Joyce Date: 11 November 2022	Approved by: Chris Joyce Date: 11 November 2022

### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

The proposals for changes in the economic growth team budget have been developed to minimise impacts on service delivery and protect services which directly impact those with protected characteristics. We are maintaining our economic development resources which focus on jobs, employment, and skills where there are specific programmes of work targeted at particular groups.

The proposed changes include a reduction in the events budget for the town centre teams with focus shifting to facilitating and promoting events and seeking sponsorship rather than providing funding. Some of the saving relates to realising further savings from the Museum and Tourist Information Centre co-location such as business rates and utilising external funding from the UK Shared Prosperity fund to support staff time in delivering and monitoring projects.

This is not a statutory service and does not impact any statutory requirement.

## **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	The proposals have been developed to ensure resource to support our programmes to support young people into work are retained.		
Disability	The proposals have been developed to ensure resource to support our programmes to support people with disabilities into work are retained.		



**Appendix D: Equality Impact Assessments – Place**

Sex	N/A		
Race, Ethnicity and Religion/Belief	N/A		
Sexual Orientation and Gender Reassignment	N/A		
Pregnancy and Maternity	N/A		
Marriage and Civil Partnership	N/A		
Socio-economic Considerations e.g., low income, poverty	The proposals retain resource to support employment, jobs and skills programmes that particulary support those on lower incomes.		

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

N/A

# Initial Assessment of Equality Impacts

This form should be completed for budget proposals where an EQIA has been deemed necessary. A fuller EQIA including analysis of further data and consultation will be required for the final budget decision at Cabinet in February.

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Proposals sharing a common theme (e.g. children in care) should be assessed together within a single form.

The protected characteristics that need to be considered in this assessment are:

- Age
- Sex
- Disability
- Religion/Belief
- Race
- Pregnancy/Maternity
- Sexual Orientation
- Gender Reassignment
- Marriage/Civil Partnership
- Socio-economic considerations (low income/poverty)\*

\*Socio-economic considerations are not protected characteristics but are included here to enable consideration of the impact on those who are particularly vulnerable during this cost-of-living crisis

If support is needed in completing this assessment, contact [equality@rbwm.gov.uk](mailto:equality@rbwm.gov.uk)

## **Background Information**

Service area:	Adult Social Care
Directorate:	People
Budget proposal reference number/s:	AHH30S
Completed by: Optalis Date: 7 <sup>th</sup> October 2022	Approved by: Kevin McDaniel Date 28 November 2022

### **Provide a brief explanation of the budget proposal/s:**

- What are the intended outcomes?
- Who will be affected by the proposal?
- Does this conflict with any statutory responsibilities or requirements?

This EQIA considers the impact of the proposed reduction in Agency workers Optalis, and a reduction in recruitment except for safeguarding roles.

The intended outcome of these savings proposals is to ensure that a balanced budget can be set for Adult Social Care. It is expected that these savings will result in a smaller work-force capacity which means that tasks will have to be prioritised, with a focus on safeguarding. This is likely to mean longer waits for some residents and some non-statutory tasks paused for operational reasons.

Optalis competes with other local authorities in a limited pool of staff and, as it offers less favourable terms and conditions, often has to rely on temporary staff through agencies to cover vacancies. Not being able to use agency staff will have an impact on waiting times for residents and morale on existing staff with increased workloads.

## **Equality Impact Analysis**

	How do the protected characteristics influence the needs of individuals within this proposal?  How might these characteristics affect the impact of the proposal?  (If no influence on impact, state 'N/A')	Potential positive impact  (Tick where relevant)	Potential negative impact  (Tick where relevant)
Age	Increased waiting times for people for assessment and care to be put in place with risks of not complying with the Care Act 2014.		x
Disability	Increased waiting times for people for assessment and care to be put in place with risks of not complying with the Care Act 2014.		x
Sex	n/a		
Race, Ethnicity and Religion/Belief	n/a		
Sexual Orientation and Gender Reassignment	n/a		
Pregnancy and Maternity	n/a		
Marriage and Civil Partnership	n/a		
Socio-economic Considerations e.g. low income, poverty	Optalis already has less favourable terms and conditions compared to ASC staff in other boroughs. Some staff are already reporting that they are struggling to meet the costs of rising inflation.		x

**Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?**

Detailed consultation with managers will identify where resources need to be prioritised to ensure the residents at most risk receive the required support.

Report Title:	Draft Capital Programme 2023/24 – 2025/26
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance, & Ascot
Meeting and Date:	Cabinet – 1 December 2022
Responsible Officer(s):	Adele Taylor – Executive Director of Finance and S151 Officer Andrew Vallance – Head of Finance and Deputy S151 Officer
Wards affected:	All

## **REPORT SUMMARY**

This report details the draft capital programme for 2023/24 onwards including proposed new capital bids and planned expenditure for bids previously approved by Council.

Together with the capital strategy and capital cashflow, it provides a picture of the Council's proposed capital planning and expenditure.

## **1. DETAILS OF RECOMMENDATIONS**

**RECOMMENDATION:** That Cabinet notes the report and comments on:

- i) **The draft Capital Strategy 2023/24 – 2025/26 as set out in Appendix B**
- ii) **Proposed new schemes in Appendix D.**
- iii) **The capital cash flow in Appendix E.**

## **2. REASONS FOR RECOMMENDATIONS AND OPTIONS CONSIDERED**

This report sets out the draft Capital Strategy and proposed capital programme for 2023/24 – 2025/26. Once agreed the Council can confirm the implications on its future borrowing and the implications on its final revenue budget and Medium Term Financial Strategy.

Due to the fast-changing economic situation the Draft Capital Programme for 2023/24 will continue to be reviewed and amended as necessary prior to approval by Full Council in February 2023. The report links very closely to two other strategies:

**The Treasury Management Strategy** that sets out how the Council will fund and afford its planned level of capital investment in 2023/24 and beyond. This also assesses the affordability of capital investment plans in the context of the revenue budget and its Prudential Indicators. A draft strategy was reviewed by Audit and Governance Committee at its October meeting held on 20 October 2022.

**The Budget Report 2023/24 and Medium Term Financial Strategy 2023/24 – 2027/28.** This sets out the Council's revenue spending for 2023/24 and indicative

spending plans for 2024/25 – 2027/28. The financial position of the Council sets the context for the affordability of the capital programme. Given the challenging financial context, the Council is now operating within its means and no new discretionary spending is included as an addition to the proposed capital programme. New schemes are either self-funded or considered essential to maintain service provision.

**Options**

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

<b>Option</b>	<b>Comments</b>
Note the report in preparation for formal approval at February 2023 Council <b>This is the recommended option</b>	This will allow essential capital schemes to progress

**3. KEY IMPLICATIONS**

Table 2 below outlines key implications.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2026

**4. FINANCIAL DETAILS / VALUE FOR MONEY**

**Introduction**

- 4.1. The draft Capital Strategy as set out in **Appendix B** 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 fully integrated. The draft strategy was reviewed by Audit and Governance Committee at its October meeting on 20 October 2022.
- 4.2. Due to rapid changes in the economic and political situation in the UK there is currently a high level of uncertainty with regards to interest rates. The recent substantial increase in interest rates and anticipated further increases have significantly increased the cost of borrowing available to the Authority.
- 4.3. 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.

- 4.4. The Capital Review Board (an officer board overseeing delivery of the capital programme) has met regularly to review the existing capital programme, ensuring unnecessary schemes are dropped, and optimal financing arrangements are made to reduce the pressure on the revenue budget.
- 4.5. The Council recognises the impact that high levels of investment is having on its revenue budget through servicing increased borrowing, with higher interest rates now placing greater pressure on the revenue budget. It has therefore sought to further restrict its capital investment in 2023/24 and beyond.
- 4.6. In order to minimise the cost of financing risk to the Authority, capital programme schemes for 2022/23 are under regular review. Where feasible, capital budget will be reduced, and unspent external funding reallocated to qualifying schemes. Once this exercise is complete, any available external funding will be allocated to 2023/24 essential capital schemes that have not been shortlisted due to the current economic climate.
- 4.7. With interest rates at 5% a £10m increase in capital expenditure would result in an increase in annual borrowing costs of £500,000.
- 4.8. For 2023/24 the Council has focused on:
- **Fully-funded schemes**, where the cost of the scheme is fully or largely met by external funding.
  - **Unavoidable capital investment** – predominantly relating to immediate requirements to replace or enhance essential fixed assets for service delivery, namely IT assets for business continuity.
- 4.9. The Capital Programme, using this strategy, is prioritised into four key areas:
1. Regeneration schemes
  2. Major Strategic Acquisitions
  3. Efficiency Projects
  4. Operational schemes
- 4.10. For 2023/24 the Council has focused on:
- capital grants
  - developer contributions in the form of s106 & CIL
  - partner contributions,
  - capital receipts
  - prudential borrowing, the cost of which is funded from the revenue budget.
- 4.11. **Table 3** below shows the 2023/24 Capital Programme in detail together with the sources of funding in 2023/24 as shown in **Appendix D**. It also provides

indicative figures for the cost of the relevant capital schemes in the following two years.

**Table 3: Summary of the 2023/24 Capital Programme**

Proposed Capital Bids 2023/24	Funding				
	Gross Cost	S106	CIL	Grant	Net
	£'000	£'000	£'000	£'000	£'000
Estimated Slippage to 2022/23	10,079	-	-	-	10,079
Ongoing Major Schemes Approved by Council in Previous Years	13,756	-	-	-	13,756
Fully funded schemes	13,357	(330)	(4,324)	(8,703)	-
Corporately Funded Essential Schemes	3,377	-	-	-	3,377
Capitalised Debt charges	381	-	-	-	381
<b>Total</b>	<b>40,950</b>	<b>(330)</b>	<b>(4,324)</b>	<b>(8,703)</b>	<b>27,593</b>

- 4.12. The total draft Capital Programme for 2023/24 is currently £40,950,000, of which the largest share (£13,756,000) relates to the ongoing cost of existing capital schemes. New capital investment amounts to £13,357,000 for fully funded schemes and £3,377,000 for corporately funded schemes. After taking into account funding from a range of sources, the net cost of the 2023/24 programme to be funded from borrowing is currently £27,593,000.
- 4.13. The overall three-year draft Capital Programme will increase expenditure by £62,838,000, of which the largest share of £47,518,000 relates to schemes approved in previous years and forecast prior year slippage of £10,079,000 from 2022/23 to 2023/24. Note this forecast slippage position will be updated at outturn to reflect the actual position. At this stage, expected year-end slippage to 2023/24 has been estimated at 30% of the net 2022/23 capital programme.
- 4.14. The above figures are reflected in the Revenue Budget and Medium-Term Financial Projections, which also assume additional essential capital investment of £27,593,000 in 2023/24 and £54,404,000 in the next two financial years. £10,079,000 of proposed capital spending relates to spending that was originally expected in 2022/23 and is forecast to slip into 2023/24. This has had a positive impact on the Revenue Budget for 2022/23 of £258,000 based on a short term borrowing rate of 2.56%.
- 4.15. 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. If the project is delayed or interest rates fluctuate there is the possibility that interest costs could exceed the budget.
- 4.16. Minimum Revenue Provision (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 approved Treasury Management Policy for RBWM and the statutory guidance on minimum revenue provision.



## Developer Contributions

4.17. Developer Contributions in the form of S106 and CIL income are playing a significant role in helping to fund the Capital Programme. Current balances are set out in Table 3.

**Table 3 – S106 and CIL contributions**

S106 & CIL Balances October 2022		£'000
<b>Developer Contributions by Service Area</b>		
Carbon Offset Contribution - Lifestyle		155
Carbon Offset Contribution - Building Emissions		522
Carbon Offset Contribution		7
Special Protection Area (SPA)		884
Allotments		9
Landscape		3
Archiving		14
Biodiversity		0
Air Quality		7
Admin Costs		-
Waste Management		17
Economic Development		11
Indoor Sports		12
Public Art		211
Town Centre Enhancements		10
Library Services		278
Community Facilities		81
Education		367
Workplace Travel Plans		19
Highways		739
Open Space		602
Affordable Housing		924
Public Transport		436
<b>Community Infrastructure Levy</b>		
Windsor		758
Maidenhead		955
RBWM		8,474
<b>Total s106 &amp; CIL</b>		<b>15,493</b>

4.18. 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. CIL collected separately for Windsor town and Maidenhead town is applicable to those urban areas; RBWM CIL is useable borough wide.

## Major Schemes in Programme

4.19. The Programme includes one major scheme, Broadway Car Park, budgeted to spend £13,756,000 in 2023/24. Further schemes profiled to spend in future years are linked to corporate plan priorities. These projects are listed below with further detail in **Appendix C**.

- Affordable Housing
- Broadway Car Park, Maidenhead
- Maidenhead Development

- River Thames Scheme

4.20. The total cost of major capital schemes from 2022/23 – 2025/26 is £60,698,000. Some schemes will enable the generation of future Capital Receipts. After considering debt financing costs, other schemes will generate future revenue income, e.g., Broadway car park. The 2022/23 Vicus Way Car Park scheme included in Appendix C is now complete.

#### **Fully Funded Schemes £13,357,000**

4.21. These schemes are 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. This is subject to further review. Agreed schemes are set out in **Appendix D**.

#### **Borough Funded Schemes £3,377,000**

4.22. These schemes are funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes. The gross value of these schemes totals £3,377,000.

4.23. 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 but due to affordability only essential schemes are being proposed for 2023/24 as additions to the programme. These are set out in **Appendix D**.

4.24. 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.

4.25. Further information on the Council's longer-term plans are included in the Capital cash flow as detailed in **Appendix E**.

## **5. LEGAL IMPLICATIONS**

5.1. None.

## **6. RISK MANAGEMENT**

6.1. Funding maintenance and assets with a short life from capital means that an increasing share of the capital programme is required for essential day to day capital spending. This spending is often unavoidable with the need to maintain key buildings along with the need to update and replace obsolete technology.

6.2. This creates a risk that the Council will have even less money to invest in major new schemes.

6.3. In past years, a revenue contribution to capital to reduce the cost of borrowing, particularly for short life assets has been in place. However, due to revenue budget pressures, this provision is unaffordable for 2023/24.

- 6.4. This is something that the Council will need to address, particularly as interest rates have recently risen sharply.

## **7. POTENTIAL IMPACTS**

- 7.1. Equality impact assessments have been completed for each proposed capital bid.
- 7.2. The Council's Capital Review Board is in the development stages of considering the impact of climate change/sustainability for each capital scheme and will enhance this process further in future.

## **8. CONSULTATION**

- 8.1. Consultation will take place with the local Chambers of Commerce in February 2023. The Lead Member for Asset Management & Commercialisation, Finance and Ascot attends, together with officers. The meetings serve to consult on the proposals within this paper.
- 8.2. Consultation will also take place with the Leader of the Opposition, the Lead Member for Asset Management & Commercialisation, Finance and Ascot, Cabinet and officers. This meeting serves to consult on the proposals within this paper.
- 8.3. Consultations will take place with all Overview and Scrutiny Panels. The feedback from these panels will be included in the Budget Report 2023/24 which will be presented to February 2023 Council.
- 8.4. Consultation will take place with the local Chambers of Commerce in February 2023. The Lead Member for Asset Management & Commercialisation, Finance and Ascot attends, together with officers. The meetings serve to consult on the proposals within this paper.

## **9. APPENDICES**

This report is supported by five appendices:

- Appendix A Equality Impact Assessment
- Appendix B Draft Capital Strategy
- Appendix C Major Schemes
- Appendix D Proposed New Schemes
- Appendix E Capital Cashflow

## **10 BACKGROUND DOCUMENTS**

None

## 11 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	21/10/22	28/10/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	21/10/22	21/10/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer) Report author	20/10/22	21/10/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	21/10/22	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	21/10/22	27/10/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Tony Reeves	Chief Executive		
Andrew Durrant	Executive Director of Place	21/10/22	23/10/22
Kevin McDaniel	Executive Director of People Services		

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Asset Management & Commercialisation, Finance and Ascot	Yes
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### REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Not a key decision	No	No

Report Author: Andrew Vallance, Head of Finance

## APPENDIX A - EQUALITY IMPACT ASSESSMENT

### Essential information

Items to be assessed: (please mark 'x')

<b>Strategy</b>	x	<b>Policy</b>		<b>Plan</b>	x	<b>Project</b>		<b>Service/Procedure</b>	
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<b>Responsible officer</b>	Andrew Vallance	<b>Service area</b>	Finance	<b>Directorate</b>	Resources
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<b>Stage 1: EqlA Screening (mandatory)</b>	Date created: 20/10/2022	<b>Stage 2 : Full assessment (if applicable)</b>	Date created : N/A
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**Approved by Head of Service / Overseeing group/body / Project Sponsor:**

*"I am satisfied that an equality impact has been undertaken adequately."*

**Signed by (print):** Andrew Vallance

**Dated:** 20/10/2022

### 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. All completed EqlA

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.

**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 EqIA?**

The process for conducting an EqIA 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)**

<p><b>1. What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?</b></p>
<p>This report details the draft capital programme for 2023/24 onwards including proposed new capital bids and planned expenditure for bids previously approved by Council.</p> <p>Together with the capital strategy and capital cashflow, it provides a picture of the Council’s proposed capital planning and expenditure.</p> <p>A full EQIA will be undertaken on the final budget and capital strategy submitted to Council in February 2023.</p>

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 characteristics	Relevance	Level	Positive/negative	Evidence
Age	N/A	N/A	N/A	<p>Key data: The estimated median age of the local population is 42.6yrs [Source: <a href="#">ONS mid-year estimates 2020</a>].</p> <p>An estimated 20.2% of the local population are aged 0-15, and estimated 61% of the local population are aged 16-64yrs and an estimated 18.9% of the local population are aged 65+yrs. [Source: ONS mid-year estimates 2020, taken from <a href="#">Berkshire Observatory</a>]</p>
Disability	N/A	N/A	N/A	
Gender re-assignment	N/A	N/A	N/A	
Marriage/civil partnership	N/A	N/A	N/A	
Pregnancy and maternity	N/A	N/A	N/A	
Race	N/A	N/A	N/A	<p>Key data: The 2011 Census indicates that 86.1% of the local population is White and 13.9% of the local population is BAME. The borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show</p>

				a rise in the BAME population. [Source: 2011 Census, taken from <a href="#">Berkshire Observatory</a> ]
<b>Religion and belief</b>	N/A	N/A	N/A	Key data: The 2011 Census indicates that 62.3% of the local population is Christian, 21.7% no religion, 3.9% Muslim, 2% Sikh, 1.8% Hindu, 0.5% Buddhist, 0.4% other religion, and 0.3% Jewish. [Source: 2011 Census, taken from <a href="#">Berkshire Observatory</a> ]
<b>Sex</b>	N/A	N/A	N/A	Key data: In 2020 an estimated 49.6% of the local population is male and 50.4% female. [Source: ONS mid-year estimates 2020, taken from <a href="#">Berkshire Observatory</a> ]
<b>Sexual orientation</b>	N/A	N/A	N/A	

### Outcome, action and 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
Was a significant level of negative impact identified?	N/A	N/A	N/A	N/A
Does the strategy, policy, plan etc require amendment to have a positive impact?	N/A	N/A	N/A	N/A

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).



## Stage 2 : Full assessment

### 2.1 : Scope and define

**2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? List the groups who the work is targeting/aimed at.**

N/A

**2.1.2 Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? List those groups who the work is targeting/aimed at.**

N/A

### **2.2 : Information gathering/evidence**

**2.2.1 What secondary data have you used in this assessment? *Common sources of secondary data include: censuses, organisational records.***

N/A

**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.***

N/A

--

Eliminate discrimination, harassment, victimisation

<b>Protected Characteristic</b>	<b>Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>Negative impact : Does the proposal disadvantage them (Yes / No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>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.</b>
Age	N/A	N/A	N/A	N/A	N/A
Disability	N/A	N/A	N/A	N/A	N/A
Gender reassignment	N/A	N/A	N/A	N/A	N/A
Marriage and civil partnership	N/A	N/A	N/A	N/A	N/A
Pregnancy and maternity	N/A	N/A	N/A	N/A	N/A
Race	N/A	N/A	N/A	N/A	N/A
Religion and belief	N/A	N/A	N/A	N/A	N/A
Sex	N/A	N/A	N/A	N/A	N/A
Sexual orientation	N/A	N/A	N/A	N/A	N/A

Advance equality of opportunity

<b>Protected Characteristic</b>	<b>Advancing the Equality Duty : Does the proposal</b>	<b>If yes, to what level? (High /</b>	<b>Negative impact : Does the proposal disadvantage</b>	<b>If yes, to what level? (High /</b>	<b>Please provide explanatory detail relating to your assessment and</b>
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	<b>advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)</b>	<b>Medium / Low)</b>	<b>them (Yes / No)</b>	<b>Medium / Low)</b>	<b>outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.</b>
Age	N/A	N/A	N/A	N/A	N/A
Disability	N/A	N/A	N/A	N/A	N/A
Gender reassignment	N/A	N/A	N/A	N/A	N/A
Marriage and civil partnership	N/A	N/A	N/A	N/A	N/A
Pregnancy and maternity	N/A	N/A	N/A	N/A	N/A
Race	N/A	N/A	N/A	N/A	N/A
Religion and belief	N/A	N/A	N/A	N/A	N/A
Sex	N/A	N/A	N/A	N/A	N/A
Sexual orientation	N/A	N/A	N/A	N/A	N/A

Foster good relations

<b>Protected Characteristic</b>	<b>Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>Negative impact : Does the proposal disadvantage them (Yes / No)</b>	<b>If yes, to what level? (High / Medium / Low)</b>	<b>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.</b>
Age	N/A	N/A	N/A	N/A	N/A
Disability	N/A	N/A	N/A	N/A	N/A

Gender reassignment	N/A	N/A	N/A	N/A	N/A
Marriage and civil partnership	N/A	N/A	N/A	N/A	N/A
Pregnancy and maternity	N/A	N/A	N/A	N/A	N/A
Race	N/A	N/A	N/A	N/A	N/A
Religion and belief	N/A	N/A	N/A	N/A	N/A
Sex	N/A	N/A	N/A	N/A	N/A
Sexual orientation	N/A	N/A	N/A	N/A	N/A

**2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts? If so please summarise any updates.**

*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.*

N/A

# Draft Capital Strategy 2023/24 to 2026/27

[www.rbwm.gov.uk](http://www.rbwm.gov.uk)



Royal Borough  
of Windsor &  
Maidenhead

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## 1. Introduction

### 1.1 Overview

CIPFA's Prudential Code requires Councils to have a capital strategy. The Code states that "In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

### 1.2 Objectives

The purpose of the strategy as per the Code is that it is "intended to give a high-level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services, along with an overview of how associated risk is managed and what the implications might be for future financial sustainability."

The Council must demonstrate that it takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability giving due consideration to both risk and reward and the impact on outcomes.

The strategy aims to balance capital expenditure needs and expectations (e.g., replacement of business-critical IT systems) with the scarcity of available resources to enable the identification and optimisation of all sources of capital funding and also be flexible enough in order to respond to emergencies and changes in priorities.

The Capital Strategy is a collective document involving various departments within the organisation. It is not purely a finance function; all the relevant officers should review this document periodically and update it accordingly.

### 1.3 Capital Strategy Framework

The strategy maintains a strong and current link to the Council's priorities and to other key strategy documents such as








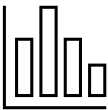



- Treasury Management Strategy (Including strategies on Investments and Borrowings)
- RBWM Property Company Business Plan
- Asset Management Strategy

## 2. The Royal Borough





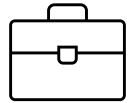



2.1 The Royal Borough of Windsor and Maidenhead covers an area of 76.6 square miles. Located in the heart of the Thames Valley, the borough is rich in areas of natural beauty and green space. The River Thames flows through the borough for 25 miles, forming a significant landscape feature and wildlife corridor. Distinct towns and villages, each with their own identity and character but all related by an attractive countryside, create a high-quality environment in which to live, work and visit. Our unique and long association with the Crown has also gifted the borough with a rich portfolio of heritage assets, attractions, and world-class events.

2.2 Situated less than 30 miles from the west of Central London, and close to Heathrow Airport, the borough is on the M4 corridor and is served by a combination of main line and branch line rail services. Our location is a key factor in attracting businesses to invest in the borough, and we are part of a dynamic regional economy. The borough is home to an impressive range of local, national, and international businesses and our residents are able to take advantage of employment opportunities across the Thames Valley region and in the capital.

## 2.3 Some key facts

Icon image	People: Description
	In <b>2020</b> an <b>estimated 151,273</b> people live in the borough. ( <i>ONS MYE 2020</i> ). By <b>2043</b> this is estimated to be <b>155,348</b> (ONS projections 2018-based edition)
	In <b>2020</b> an estimated: <b>20.1%</b> of the local population are <b>aged 0-15</b> . (2043 estimate: 17.4%) <b>61%</b> are <b>aged 16-64</b> . (2043 estimate: 56.1%) <b>18.9%</b> are <b>aged 65+</b> . (2043 estimate: 26.5%). ( <i>ONS</i> )
	In 2020 the <b>estimated median age</b> of the local population is <b>42.6</b> , an increase on 2001 estimates (38.69) ( <i>ONS</i> ).
	The 2011 Census indicates <b>86.1%</b> of the local population is <b>White</b> and <b>13.9%</b> is <b>BAME</b> . The Royal Borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show rise in the BAME population.
	In <b>2020</b> an estimated: <b>5,131</b> people aged 18-64 have <b>impaired mobility</b> (predicted to rise to <b>5,323</b> by 2030). <b>2,129</b> people aged 18-64 have a <b>learning disability</b> (predicted to decrease to <b>2,093</b> by 2030). ( <i>PANSI</i> )
	In 2020 there is an estimated <b>770 people per sq.km</b> , a 13.2% increase since 2001 (680 people per sq.km) ( <i>ONS</i> )
	<b>Life expectancy</b> at birth is <b>81.8 (males)</b> ↑ <i>SE average (80.6) and England average (79.4)</i> <b>Life expectancy</b> at birth is <b>84.7 (females)</b> ↑ <i>SE average (84.1) and England average (83.1) (2018-20, ONS)</i>
	The Royal Borough has a <b>Score of 8.4</b> on the <b>Index of Multiple Deprivation (IMD 2019)</b> ↓ <i>SE (15.5) and England (21.7) (MHCLG)</i> . However, the borough has some areas ranked as <b>most deprived</b> (scores 1-4)
	The Royal Borough has <b>70 parks</b> , open spaces and play areas, covering a total area of around 295 hectares <b>25 miles</b> of River Thames
	Over <b>950 Listed Buildings</b> , <b>17 Scheduled Monuments</b> (including Windsor Castle) <b>12 registered historic parks and gardens</b> , and world-class attractions and events
	<b>27 Conservation Areas</b> <b>11</b> sites designated by Natural England as very best wildlife and geological sites in the country



Icon image	People: Description
	<b>66</b> state schools
	<b>6</b> leisure centres (externally managed)
	<b>11</b> libraries
	<b>10,785</b> active businesses (IDBR, 2020) Highest proportion ( <b>24.6%</b> ) of local businesses are in the <b>professional, scientific, and technical industry</b> (2021, ONSIDBR)
	<b>82% economic activity rate</b> ↑ SE (80.8%) and ↑ England (78.7%) <b>77.5%</b> of economically active <b>employed</b> ↓ SE (77.6%) and ↑ England (75.1%) <b>3.6%</b> of economically active <b>unemployed</b> ↓ SE (3.8%) and England (4.5%) (Dec-21, APS, ONS)
	<b>58.6%</b> of <b>working population</b> educated to <b>NVQ4 level and above</b> ↑ SE (45.1%) and England (43.1%) (Dec-21, APS, ONS)
	<b>£32,240 median annual salary</b> for all workers (excluding self-employed) ↑ SE (£28,200) and England (£26,192) (ONS, ASHE 2021)
	<b>£515,000 median price of a property</b> ↑ SE (£365,000) and England (£285,000) (ONS, Dec-21)

2.4 The Royal Borough delivers essential services to the community: the residents, businesses and partners of Windsor and Maidenhead every day. Services range from those that the Royal Borough is required to carry out by law (statutory duties) such as street cleaning, waste collection, planning and building control, education and social care, through to discretionary services, such as sport and leisure, tailored to local priorities and needs.

2.5 Adults and Children's services are managed on behalf of the Borough by Optalis Ltd and Achieving for Children (AFC) respectively. The Council shares ownership of these organisations with other partner authorities and group accounts are prepared annually including the Council's share of these joint ventures.

2.6 Everything we do has to be provided within the challenge of reduced central grant to local government and increasing demand on service areas as the population grows and ages.

2.7 Our commitment to delivering high quality services is rooted in our commitment to providing value for money. Outside of London the Royal Borough has the lowest level of Council Tax in England.

2.8 Council Tax is 39% below the national average (including adult social care and parish precepts (Band D) as well as significantly below neighbouring Berkshire councils. This presents challenges to service provision.

- 2.9 As a council we measure how well we are performing through a range of indicators as well as our residents' survey. Everything we do has to be provided within the challenge of reduced central grant to local government and increasing demand on service areas as the population grows and ages.
- 2.10 The Royal Borough is committed to providing high quality services that offer value for money. Our corporate priorities guide our spending, alongside our statutory roles looking after the most vulnerable people in society and protecting the environment. Our capital strategy must balance the growing demands for services such as adult social care and children's services with our commitment to protect the environment and promote a buoyant and diverse economy.
- 2.11 An increasing proportion of our expenditure is being spent on services that support individual and vulnerable people. In all the services we either commission or deliver we will strive to achieve the best outcomes for our residents achieving the best value for money.
- 2.12 Our low council tax means our expenditure spent on all services, but in particular non-statutory services provided to our community, is under particular pressure. The Royal Borough has committed to a significant savings programme and is continually working to ensure that the services it delivers are subjected to rigorous value for money testing. We will continue to seek out opportunities to deliver efficiencies, savings and ways to increase our income.
- 2.13 The Royal Borough has an on-going transformation plan, which will aid delivery of the increased efficiencies and savings requirement.

### 3. Corporate Plan

- 3.1 The Corporate Plan articulates the Royal Borough's priorities for the period 2021-2026 and sets the strategic direction in order to ensure efforts and resources are directed to the right areas. This is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough as highlighted in the previous section. The overarching aim of the Corporate Plan is to create a sustainable Borough of innovation and opportunity.
- 3.2 A key driver of the Capital Strategy is our Corporate Plan 2021-26, which was adopted by Full Council in November 2021 with a headline vision of "Creating a sustainable borough of opportunity and innovation". The Plan sets three overarching objectives: thriving communities, inspiring places and a council trusted to deliver its promises. These include 50 related goals for achievement in the period 2021-2026.
- 3.3 The Council has included in its priorities for the next five years, a ladder of housing opportunity, to support better life chances for all.
- Over 3,000 new homes by 2026, of which at least 1,000 will be affordable housing (of mixed tenures and affordable housing types).
  - 2,000 households helped into new and existing affordable homes, prioritising social and affordable rent.
  - More people with learning disabilities to live in their own homes or with their families, increasing the proportion by 10 percent points by 2025.
  - A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.
  - Ensure that no one sleeps rough in the borough through necessity.
- 3.4 Inspiring Places is one of the fundamental goals of the Corporate Plan and includes: -
- Supporting the borough's future prosperity and sustainability
  - An increase in the number of new and surviving businesses within the borough, including the expansion of Creative industries.

- An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration.
- An increase in the proportion of women and girls who feel safe in the Borough, including through a safe, thriving night-time economy.
- Undertake a master planning exercise for central Windsor by 2023 and submit a business case for Government funding for identified improvements along Ascot High Street.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
- Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junction improvements.
- Investment along the A308 corridor to deliver on the recommendations of the corridor study.
- An increase in full fibre to 95% of properties by 2025; eliminate 4G “not-spots” in rural areas; and establish a test-bed and small cell roll out for 5G.
- Deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfield and Windsor.
- Increase walking and cycling by 50% by 2025, including investing in new cycle infrastructure through the North-South Green Spine in Maidenhead, and improved cycle ways in Ascot, Sunningdale, Sunninghill and Windsor.
- Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs.
- Increase the passenger satisfaction and the number of bus journeys per head of population to close the gap with neighbouring Berkshire authorities as well as establishing trials to deliver better rural bus service connectivity.
- Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the BLP), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.
- Review the collection of Community Infrastructure Levy and Section 106 funding, in order to increase developer investment in sustainable, community infrastructure.

### 3.5 Taking action to tackle climate change and its consequences and improving our natural environment will be achieved by:

- A decrease in the borough and council’s own emissions by 50% by 2025 – and net zero by 2050, at the latest.
- The Council commits to spend £1 million on reducing emissions through energy efficiency improvements over the period and will seek external funding to accelerate the plans.
- Achieve the National Air Quality Objective (AQO) across all Air Quality Management Areas (AQMAs) by 2025.
- Increase the percentage of residents who enjoy the borough’s green spaces on a regular basis and feel that they are able to access quality green spaces easily.
- Drive energy efficiency improvements through our social housing providers, increasing the proportion of homes at EPC rating C to 100% by 2030.
- Adopt a new, best practice Supplementary Planning Document (SPD) to drive forward our climate and environmental goals in all new developments.
- Enable an increase in renewable energy generation in the Borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).
- Enable the delivery of electric vehicle charging infrastructure to meet growing demand through a new EV implementation plan.
- Increase biodiversity across the borough, supporting the Berks, Bucks and Oxfordshire Wildlife Trust vision for 30% of land for nature by 2030. We will ensure a minimum of 10% biodiversity net gain through the planning system and new Suitable Alternative Natural Greenspaces (SANGs) to mitigate the impact of new developments on the Thames Basin Heath Special Protected Area (SPA).
- Increase recycling to 50% of waste by 2025, and to 65% by 2035, with an overall reduction in waste generated.

- Invest £10m on flooding prevention within Datchet, Horton and Wraysbury, and Old Windsor wards, working in partnership with the Environment Agency. Alongside further investment, borough-wide, in protection against surface water flooding as part of delivering our climate adaptation plan.

#### **4. Strategic Direction of the Royal Borough**

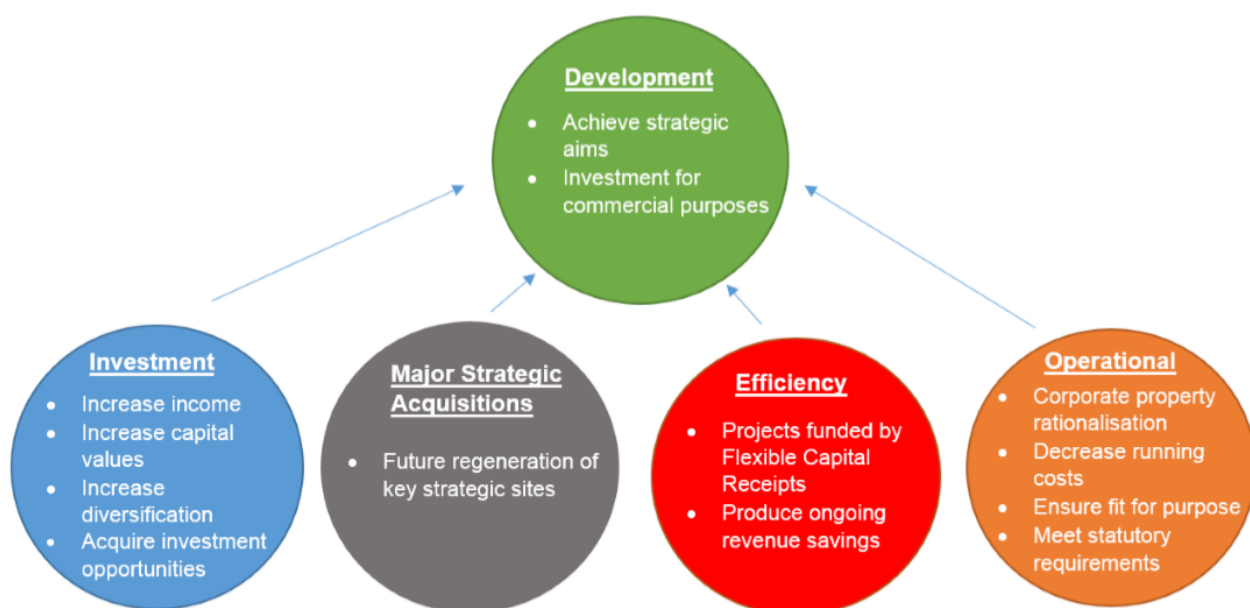
- 4.1 Through our Corporate Plan, we have identified a number of priorities for the Borough, these will be built into the capital programme as the years proceed and funding streams become available.
- 4.2 The Royal Borough's Capital Strategy forms the basis for long-term planning of capital investment. It builds upon processes implemented for the delivery of the Royal Borough's varied and aspiring capital programme. Thorough asset and resource planning has further facilitated the making of informed decisions.
- 4.3 Local authorities continue to face financial pressures with the impact of high inflation and interest rates continuing to exacerbate the economic situation post-covid. The Royal Borough is also required to take a balanced approach when assessing affordability and service needs.
- 4.4 Looking ahead, together with our partners, we will continue to improve our Borough's infrastructure with ambitious regeneration planned in the forthcoming years.
- 4.5 We will ensure that the Royal Borough employs sufficiently qualified and experienced staff to be able to deliver our Capital Strategy, including asset managers, development managers, legal and accountancy support staff.
- 4.6 In conjunction with the Medium-Term Financial Plan, Treasury Management Policy and the Borough's Strategic plans, the Capital Strategy paves the way for making infrastructure improvements across the Borough.

#### **5. The Royal Borough's Priorities**

- 5.1 The Royal Borough's priorities are paramount to the capital strategy. The Corporate Plan was approved by Council in November 2021. The Plan recognises that we must make choices about where we focus resources, and it is a key component of good governance. Setting strategic direction in order to ensure efforts and resources are directed to the right areas is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough, including:
- climate change
  - the recovery from the Covid-19 pandemic and wider changes in the shape of the economy
  - a growing and ageing population
  - persistent pockets of deprivation and inequalities
  - and the high costs of housing in the borough.

The Plan also sets out our approach to achieving change. The Capital Strategy will help support informed decision making in the delivery of Corporate Plan.

- 5.2 Finance is both the enabler that allows the Royal Borough to deliver these key priorities and the constraint that the Royal Borough needs to work within as it makes tough decisions between those priorities.
- 5.3 The Royal Borough's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



## 6. Service Priorities for Investments

6.1 The Royal Borough's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, in the table below: -

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
<b>Resources</b>	Maintenance and improvement of existing accommodation provision for the Council and its tenants to ensure statutory requirements met and rental income is maintained and enhanced.	Asset Management Plan	
	Improvement in energy efficiency to reduce environmental impact.	Environment and Climate strategy	Values and Taking Action on Climate
	Continued investment in use of mobile technologies to enabling the workforce to deliver in efficient and effective ways	IT strategy (currently being updated)	Make most effective use of resources
	Investment in telephony solutions that realise benefits of mobile devices.	IT strategy (currently being updated)	Make most effective use of resources
	Investment in network redesign and replacement.	IT strategy (currently being updated)	Make most effective use of resources
	Investment in technologies that support service transformation.	IT strategy (currently being updated)	Make most effective use of resources
	Investment for improvements in library buildings and facilities to support a sustainable and resilient Library Service	Library transformation strategy	Inspiring Places

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
<b>Place</b>	Investment in essential highways infrastructure, including bridges and footpaths	Local Transport Plan	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	Investment in “Active Travel” and alternative transport linked to climate change	Local Transport Plan Local cycling and walking infrastructure plan	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper and Taking Action on Climate
	Investment in road safety, where clear evidence identifies intervention required	Local Transport Plan	
	Electric Vehicle Charging infrastructure to support transition to electric vehicles and tackle transport emissions	Environment and Climate Strategy and Local Transport Plan.	Taking Action on Climate
	One off pump priming investment in digital and communications infrastructure.	Berkshire Recovery and Renew	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	Maintain & improve accessibility to our community assets that have a measurable and direct positive impact on residents Health & Wellbeing		
	Town Centre enhancements as part of local master planning exercises that supports vision charters across Maidenhead & Windsor, with a business case developed for identified improvements along Ascot High Street, which leverage external investment		Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
<b>Adults, Health &amp; Housing</b>	New accommodation provision for vulnerable people.	Adult Social Care Transformation Programme	
<b>Children’s Services</b>	Education: Mainstream and SEND capacity to keep up with growth in population in partnership with all state schools.	Inclusion Strategy	Healthy, skilled and independent residents

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
	<p>£3.7m investment in new/improved SEND/AP provision from the High Needs Provision Capital Allocation.</p> <p>New special school on the land west of Windsor.</p> <p>£2.2m investment in the five oil boiler replacement schemes, part funded by the Public Sector Decarbonisation Scheme.</p>		
	Education: maintenance of community and voluntary controlled school buildings, including investment in carbon reductions.		Well managed resources, delivering value for money
	Social Care: 18-25 supported accommodation for care leavers and those with additional needs.	Council Transformation Strategy	
	Social Care: 5-10 residential children's home places to challenge the marketplace.	Sufficiency Strategy	
	Office accommodation for services.		
	Modern technology platform for mobile and partnership working.		Well managed resources, delivering value for money

6.2 The Royal Borough 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 Royal Borough.

## 7. Capital Strategy

### 7.1 Scope

Capital expenditure is strictly defined by statute and accounting principles and is principally expenditure incurred in buying, constructing or improving assets such as land, buildings, vehicles, plant, machinery and intangibles (e.g. computer software). It also includes grant and advances to be used for capital purposes, such as Disabled Facility Grants.

The Royal Borough's policy on capitalisation in accordance with the Royal Borough's approved accounting policies and procedures, is that expenditure on land, buildings, vehicles, plant, machinery, and intangibles over £20,000 will be capitalised, expenditure under these limits is deemed to be a revenue cost.

Ideally, the Royal Borough 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.

The Capital Strategy sets out the Council's approach to:

- Working with partners
- Asset management planning
- RBWM Property Company Business Plan

- Risk appetite
- Governance and decision making
- Capital financing & affordability
- Invest to Save
- Managing borrowing
- Leasing
- Monitoring & project evaluation
- Capital investment in 2022/23 to 2026/27

## 7.2 Working with Partners

The Royal Borough is committed to work with its partners to carry out its objectives. Given the financial challenges faced by the Royal Borough, it is particularly important that it works closely with regional and other local authority partners to deliver investment across the Borough which otherwise would not be deliverable or affordable. This is through central government grants and town council/Parish contributions or through delivering schemes in partnership with neighbouring authorities. The Partners have the freedom to propose and identify the schemes but those will need the approval from the members on the basis of council priorities and affordability.

## 7.3 Community Engagement

The Royal Borough engages with residents and the local community when making decisions that impact capital investment. Examples include Highway consultations, the Residents' survey 2022 and the Active Travel consultations.

The future SEND and AP Capital Strategy consultation will guide capital investment in new and improved provision for children and young people with EHCPs and/or in Alternative Provision.

## 7.4 Asset Management Planning

The Royal Borough has the responsibility for a range of assets. The asset management strategy establishes the priorities for asset management planning. It is essential to understand the need, utilisation, condition, income generating potential and the investment and operating cost requirements of assets, whether owned or leased. The Council has a Capital Review Board in place to make appropriate decisions and ensure that proper practices are followed.

The core asset management programme which deals with General Fund assets is now supplemented with additional budget as a result of a review of the condition of the Royal Borough's General Fund assets. This revealed that after years of under investment that significant funding would be required to ensure that assets are maintained at an acceptable standard to allow the Royal Borough to continue to deliver its services.

## 7.5 RBWM Property Company Business Plan

This function is carried out by the RBWM Property Company. Further details are set out in the table:

<b>To help develop and regenerate the Council's assets to create a Borough of Opportunity and Innovation by:</b>
Identifying and helping to deliver low carbon solutions on all new projects wherever possible
Facilitating the delivery of new homes, indirectly with the Council and Joint Venture partners and directly investing as the Prop Co in residential development.
Ensuring greater access to quality affordable housing for those in housing need.



Support the regeneration of the Borough's Town Centres and 'Place Making', working alongside Council colleagues and Stakeholders at an early stage of development to ensure optimal outcomes.
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To grow Prop Co as an asset of value for the Council with a portfolio of residential, retail, and commercial properties.
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To provide the Council with cost savings, a dividend on its investment and/or other value towards the cost-of-service provision, both financial and social.
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## 7.6 IT

Utilising IT solutions for local authority service delivery and digital enablement is crucial for the Royal Borough.

Following the rollout of Windows 10 laptop devices IT Services have been able to promote remote working for staff and leverage the investment of the Microsoft Office 365 Suite. As Office 365 is cloud-based, the full-featured experience can be accessed from anywhere, on any device, as long as staff are online, allowing them to create, collaborate and communicate more efficiently and effectively. Microsoft Teams is now a fundamental part of the organisation allowing staff to instant 'chat' message, collaborate on files and create/attend audio and video meetings with internal colleagues and external partners. This has reduced costs associated with corporate telephony and legacy conference calling facilities.

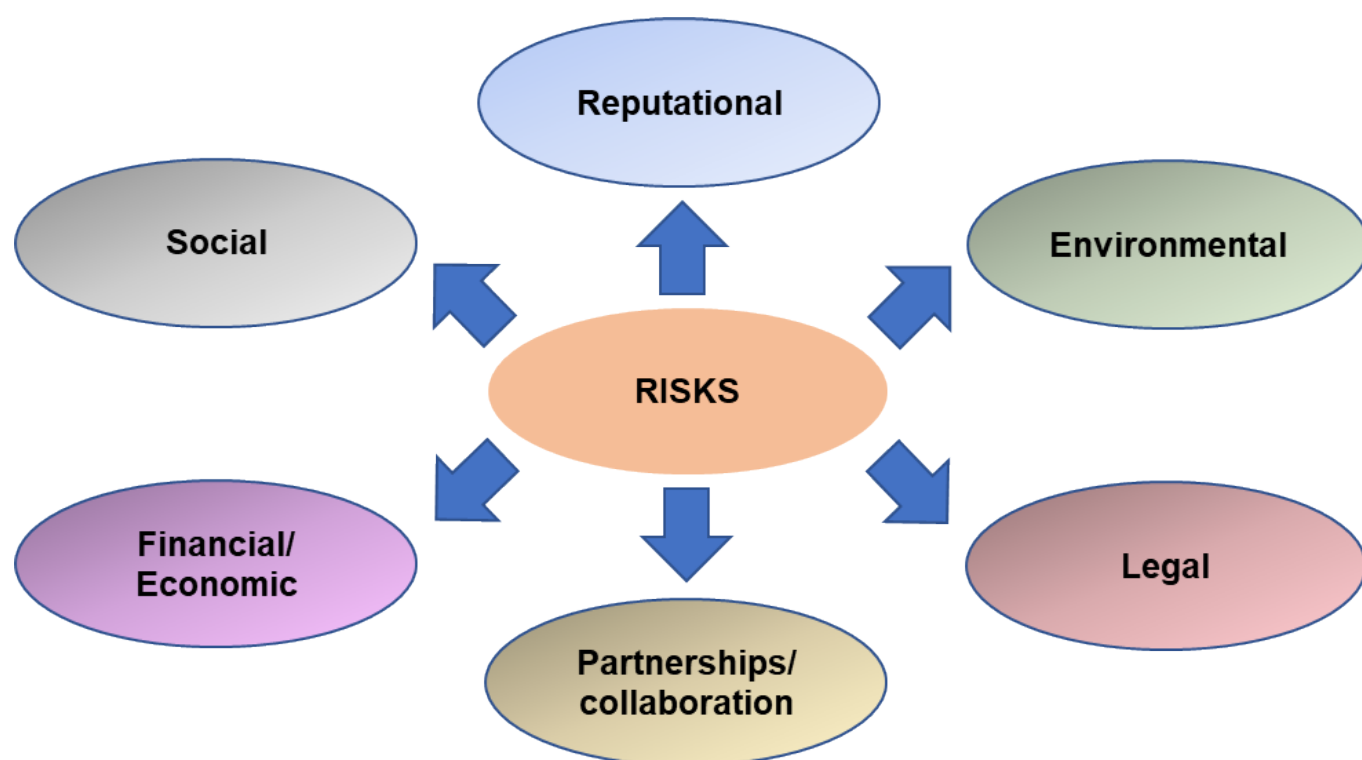
Additional Microsoft Teams phone system licenses were also introduced in 2021 to give staff the ability to utilise Microsoft Teams as a fully functional softphone via their devices. This allows calls to be made and received via existing council direct dial extension and service numbers and ceased the costly and traditional ISDN lines and PBX solution.

Future IT projects includes work on the network redesign and broadband which will further improve business continuity as well as investigations of enhancements to the Teams Cloud Telephony solution to migrate additional services over to this solution. These works will form part of the Corporate IT and Digital Strategy that is being developed. Major systems replacements of the Adult Social Care and Children's IT systems are also planned.

The IT strategy is currently under development. Investment in IT to allow business continuity forms part of the capital plans and further investment is planned during 2023/24.

## 7.7 Risk Appetite

Any new proposed capital scheme should be supported by a sound business case/options appraisal and should include a full evaluation of risk:



This should have regard to the whole life costing methodology, “the systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.” In practical terms this means that any appraisal will need to consider not just the initial outlay, but all costs/income associated with the project that are likely to occur in future years, including possible replacement. This is vital to ensure that the Royal Borough is not committing itself to future liabilities that are unsustainable.

### 7.8 Governance & Decision Making

It is important that those charged with governance understand the long-term context in which investment decisions are made and the financial risks to which the Royal Borough is exposed. The strategy should therefore contain sufficient detail to allow members to understand how stewardship, value for money, prudence, sustainability and affordability will be achieved.

In common with other local authorities, The Royal Borough is facing a challenging financial climate and it is therefore essential that systems are in place to ensure that scarce resources are allocated in the most effective possible way and therefore expenditure needs to be prioritised:

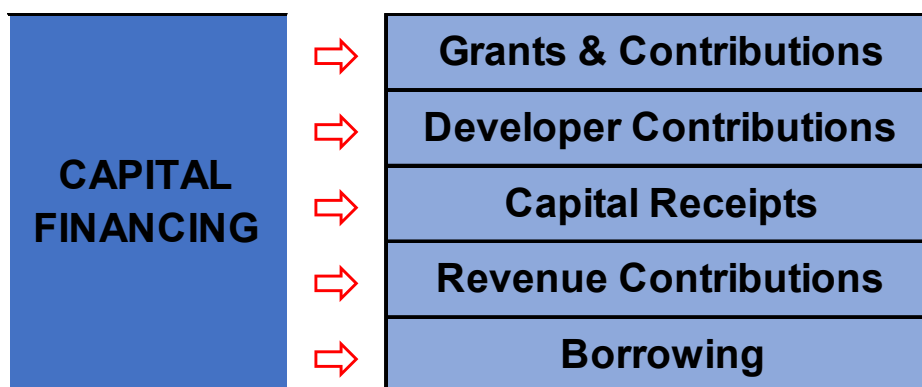
Priority	Type of Projects to deliver strategic outcomes as per the Royal Borough’s vision
Highest Priority  to Lowest Priority	Unavoidable capital expenditure due to an emergency such as one affecting service continuity or business critical infrastructure
	Projects necessary to deliver statutory, mandatory and legal/contractual obligations
	Projects that give rise to revenue savings or income generation. These can be developed as invest to save projects
	Projects attracting additional external funding
	Projects which improve the Royal Borough assets and reduce the need for revenue maintenance

### 7.9 Capital Financing & Affordability

The Royal Borough will need to assess the overall affordability of any new scheme, having regard to the availability of resources, existing financial commitments and the projected level of balances forecast in the medium-term financial strategy.

The prudential code requires ‘the local authority shall ensure that all of its capital and investment plans and borrowing are prudent and sustainable.’

**Capital expenditure can be funded in a variety of ways:**



Grants and developer contributions are generally used to fund specific capital schemes linked to the conditions imposed by the relevant grant or contribution. There is little, if any, latitude in the way grant funding can be applied. Capital receipts are derived from the sale of the Royal Borough’s non-assets. The Royal Borough’s asset management planning identifies all the opportunities available for capital receipts, However, asset disposals are infrequent.

Revenue contributions are a flexible source of funding, but they put an immediate strain on the General Fund balance and can therefore only be used to a limited extent.

Borrowing spreads the cost over a number of years but loan servicing costs and the overall level of debt exposure both need to be considered and clearly flagged in a business case including the impact of minimum revenue provision requirements.

### 7.10 Invest to save

Invest to save is investment now to transform and reshape services to reduce running costs/generate efficiency savings or earn income to pay back the initial outlay. Priority should be given to these projects providing that they are supported by a sound business case and financial appraisal.

### 7.11 Managing Borrowing

The Royal Borough will have £206m of total current borrowing both long term and short term as at 31 March 2023. This is funded from Public Works Loan Board (PWLB), other local authorities and financial institutions for a number of schemes/projects previously approved by members. It should be noted that due to the cost of borrowing in the current economic climate and outstanding debt liabilities, the Royal Borough should only consider it as a last resort after all other sources of financing have been exhausted. At the time of writing, the cost of local authority borrowing from the Public Works Loan Board (PWLB) has increased significantly. This follows the recent financial uncertainty.

Due to being linked to gilt yields, interest rates have significantly increased. The PWLB sets its rates at a margin that is above the government's cost of borrowing, causing the interest rates to move in line with gilts. Investors have demanded a much higher return for investing in government bonds, which have caused some to halve in value. As a result, PWLB interest rates have increased. This unprecedented situation will be closely monitored by officers and cost of borrowing projections updated before the final 2023/24 budget is approved by members at February 2023 Council.

The rapid changes in the economic and political situation currently in the UK has caused a high level of uncertainty with regards to interest rates. The recent substantial increase in interest rates and anticipated further increases has significantly increased the cost of borrowing available to the Authority. This significantly impacts capital spending plans for the foreseeable future.

### 7.12 Leasing

Leasing obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning such asset itself.

By 1 April 2024, the Royal Borough is required to implement IFRS 16 (International Financial Reporting Standard), although it has an option to implement earlier. This accounting standard sets out the guidelines for recognising and disclosure requirements for accounting for leases and will replace previously in place requirements under IAS 17 (International Accounting Standard). This means from this date the way the Royal Borough accounts for assets it leases from third parties will change as assets will be shown on the Royal Borough's Balance Sheet as Right to Use Asset with a corresponding liability.

The definition of a lease has been adapted for the public sector as being 'a contract, or part of a contract, that conveys the right to use an asset for a period of time.'

The Royal Borough currently leases some assets including land, buildings, vehicles and photocopiers.

Under these changes these right of use assets will be disclosed on the balance sheet except for leases with a term of 12 months or less or if the asset is of low value. The accounting standard does not include intangible assets (e.g. computer software licences) or where a contract contains use of an asset but the supplier has the ability to substitute alternative assets throughout the period (e.g. hygiene bins).

When the asset is recognised in the balance sheet a corresponding liability is then created, representing the obligation to make lease payments. When the Royal Borough makes a lease payment rather than it showing as an expense against the relevant cost centre, it is split between paying off this liability and interest payments. The asset is depreciated in the same way as similar assets of that class, usually over the life of the lease unless the asset useful life is lower.

In preparation, a data gathering exercise has already been undertaken to record all the leases the Royal Borough has, including those at peppercorn/nil consideration (where the Royal Borough pays little or no rental payments at any point during the duration of the lease). The Royal Borough is required to evidence to its external auditors that it is prepared for these changes. The accounting policies will be amended to

reflect the move to IFRS 16 and the threshold for low value will be determined in the year of its implementation.

Finance should be consulted on all new leases and contracts which includes the use of an asset (whether this is directly by the Royal Borough or by the contractor) to deliver obligations under a contract so that it can be assessed to see if the contract contains an embedded lease.

### 7.13 Treasury Management

The Royal Borough undertakes borrowing for two main purposes:

- Meeting its daily cashflow commitments, and
- Financing its capital programme

Treasury Management is the management of the Royal Borough's borrowing, investments and cashflows and is essential in particular when accessing the affordability of a capital project, the Treasury Management Strategy includes:

- The borrowing strategy
- The authorised limit for external debt

Where capital expenditure has been incurred without a specific funding stream to meet the expenditure, there will be an increase in the Royal Borough's Capital Financing Requirement (CfR) which is a determinant of the Royal Borough's underlying need to borrow. The Royal Borough is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget, this known as minimum revenue provision (MRP). CFR is calculated below:

Opening CFR
+
Capital expenditure for the year
-
Grants, contributions, reserves, capital receipts funding new capital expenditure
-
Minimum Revenue Provision and other debt repayment
=
Closing CFR

At 31 March 2022, the Royal Borough's CFR was £225.3m, subject to audit, compared to its total borrowing of £206.6m reflecting under borrowing of £18.7m.

### 7.14 Monitoring & Project evaluation

It is the responsibility of the relevant budget holder and their team to manage costs and to provide explanations for any variations or slippages from the approved budget as soon as they become known. Budget monitoring statements are presented to senior management and to Cabinet regularly through the bi-monthly Financial Update report.

Major capital projects are reviewed at the Capital Review Board meetings throughout the project. The board has representation from across the services teams including Finance. These meetings discuss progress, including cost projections.

A post project evaluation is required to be undertaken to measure delivery against required project outcomes, not just time and cost. It is again the responsibility of the budget holder to undertake this review. This will help the Royal Borough for the future as lessons learned can be transferred to new projects and help with such things as benchmarking.

## **8. National Financial Context**

- 8.1 Over recent years all local authorities have faced significant reductions in government funding because of austerity measures put in place. This has had a significant impact on major investment decisions. The financial sustainability of local government has faced successive challenges, including increased demand for services, notably social care and the Covid-19 pandemic. Current economic developments that have caused inflationary pressures and a significant increase in interest rates will further impact the Borough significantly.
- 8.2 Government capital grants for funding capital projects have been materially reduced over the years. This leaves councils in an unenviable position to finance essential capital schemes using debt where other funding options have been exhausted.
- 8.3 Material pressures on revenue budgets mean that councils are finding it much harder to meet significant borrowing costs stemming from capital investment.
- 8.4 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 in respect of specific capital developments.
- 8.5 Some councils have taken a more commercial approach to their assets. For example, building or expanding car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.
- 8.6 In past years, unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. However, the situation has recently reversed causing significant pressures to council finances nationwide. To address the issue of councils borrowing purely for commercial investment, PWLB lending terms have been modified to limit a council's liability to borrow purely for investment purposes.
- 8.7 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment. As with most other councils, the Royal Borough has an asset disposal plan in place.

## **9. The Royal Borough Financial Context**

- 9.1 The Royal Borough has the advantage of substantial and valuable land and buildings holdings. In compliance with its asset management plan, the Borough continues to be pro-active and innovative in using these holdings to generate capital receipts for new investment.
- 9.2 As a general principle, land no longer required for its existing use is declared surplus so that options for its future use or sale can be considered by the Property Services team and members of the Capital Review Board prior to proceeding for a formal decision.
- 9.3 Capital receipts are used to finance capital expenditure. In future, capital receipts will also be utilised for debt redemption in accordance with the Royal Borough's Minimum Revenue Provision (MRP) Policy.
- 9.4 Where appropriate, the Royal Borough has used the capital receipts generated from the closure of a facility to largely fund its replacement. Disposals can only take place once the new facility is built, which means that

- The Royal Borough needs to borrow to fund the new facility initially
- The Royal Borough carries the risk of holding and disposing of the previous asset.

9.5 In other cases, the Royal Borough has been able to use s106 & Community Infrastructure Levy contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.

9.6 The Royal Borough has also invested in its assets to generate income to support its Revenue Budget. This has included:

- Converting and investing in the Royal Borough land to generate additional income from car parking provision.
- Modest investment in commercial property to maintain a revenue income stream.

9.7 In addition, the Royal Borough has invested in building and enhancing assets for residents, including the secondary schools expansions programme, libraries and leisure centres. This has resulted in significant capital investment in recent years. The Royal Borough's borrowing is projected to be £241m by 31 March 2024.

9.8 When building the Capital Programme for 2023/24 the cost of borrowing will be kept as low as possible by investing in essential schemes only. For 2023/24 debt financing costs, including MRP, are estimated at £11.4m. Short-term borrowing rates are expected to increase to 5% in 2023/24 which places considerable financial pressure on the Council's revenue budget. To minimise this financial burden, the treasury management team will consider the best borrowing options between short and long-term borrowing. An asset disposal plan to reduce debt is in place, however, most capital receipts are projected to be received after this turbulent period which places additional pressure on Council finances.

9.9 Officers are currently undertaking an urgent review of approved capital schemes with a view to reducing capital expenditure where possible. This is necessary given the recent steep increase in interest rates.

9.10 Overall, the Royal Borough 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:

- Fund significant spending on refurbishing assets from borrowing rather than funding this from within its Revenue Budget
- Use capital to fund a number of short-life asset replacements e.g. Software.
- Prioritise spending that generates future income to contribute to its Revenue Budget.

9.11 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.

However, in the longer term as borrowing and interest rates increase, more and more pressure is placed on the Revenue Budget, through increasing the level of debt financing costs. Interest rates were at 0.75% at the beginning of 2022/23, and are now projected to rise to 5% by the beginning of 2023/24.

## 10. Developing Capital Plans

10.1 Decisions around future capital investment should not be taken lightly as this often involves significant sums of public spending, which has a significant future impact on the Royal Borough's finances.

10.2 The Royal Borough 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 the Royal Borough assets to create long term revenue streams or whether to dispose of assets to help to reduce borrowing costs.

10.3 To strike this tough balance the Royal Borough will:

- 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.
- 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.
- Set clear objectives – for example it needs to be clear about the payback period it expects from commercial invest to save schemes.
- Develop a pipeline of projects that fit in with the longer-term plan for capital investment.

10.4 This prioritisation will be assisted by having:

- Surveys of all the Royal Borough assets that set out maintenance requirements over time
- Clear replacement strategies – that show when assets need to be replaced and updated e.g., IT equipment and systems.

10.5 Given the long-term nature of capital investment, the Royal Borough should be able to plan effectively and avoid the need for capital schemes to emerge at the last minute.

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

## 11. Delivering Capital projects

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

- A procurement Strategy for the project
- A project timetable and delivery plan
- An updated financial assessment including the revenue implications, both immediate and ongoing
- A clear assessment of project benefits and how these will be delivered and assessed.

11.2 The Royal Borough has established a Capital Review Board (CRB) which oversees the delivery of the capital programme. CRB 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 Royal Borough'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 the Royal Borough in accordance with the Constitution. The following summarises the terms of reference of the board:

### Membership

- Executive Director of Place
- Managing Director, RBWM Property Company Limited
- Head of Finance (Chair)
- Head of HR, Corporate Projects and IT
- Head of Infrastructure, Sustainability and Economic Growth
- Head of Neighbourhood Services
- Head of Capital Projects and Asset Management, RBWM Property Company Limited
- School Places and Capital Team Leader



- Corporate Accountant (Capital)

### Support to the Board

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

### Frequency

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

### Overall Responsibilities

- Advise on the Royal Borough's Capital Strategy in line with the Council's priorities.
- Ensure the effective development and delivery of the Capital Programme in line with the Royal Borough'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.

#### 11.3 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.

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

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

## 12. Financial Risks

Planning for the future can never be an exact science. There are many factors that the Royal Borough cannot control, the war in Ukraine and recent economic developments being prime examples. External factors have been shown to have a significant impact on costs and the viability of future capital plans.

Interest rates were at 0.75% at the beginning of 2022/23 and are now projected to rise to 5% by the beginning of 2023/24. In light of these expected increases the Authority will review and, where appropriate, reduce its capital programme. With interest rates at 5% a £10m reduction in capital expenditure would result in a reduction in annual borrowing costs of £500,000.

- 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.
- 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.
- Interest Rates – Rising interest rates will impact on the affordability and viability of key future capital projects.
- 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.
- Contractual Risk – the cost of major projects can be heavily dependent on the level of competition that influences bids to deliver the scheme.

12.1.1 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. Effective project planning and due diligence, project management and budget control are essential in mitigating delivery risks along with the selection of skilled delivery partners.

12.2 Funding capital investment represents a significant pressure on the Revenue Budget. It is essential that the Royal Borough understands fully the revenue impact of capital investment and the extent to which the project:

- Meets the Royal Borough's objectives
- Is self-funding
- Delivers a realistic pay back in the case of invest to save schemes

## **13. Summary and Conclusion**

13.1 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.

13.2 Decisions on future capital investment therefore need to balance a range of different long-term priorities, often within tight financial constraints.

13.3 The strategy sets out some clear criteria for determining capital spending and deciding on the competing priorities.

13.4 The strategy also sets out a key delivery mechanism designed to deliver effective implementation of capital plans.

13.5 Increasing interest rates will result in a pause or discontinuation of some capital projects. This is under continuous review and the final outcome will be included in the February 2023 budget report.

13.6 Due to the fast-changing economic situation the Capital Strategy for 2023/24 will continue to be reviewed and amended as necessary prior to approval by Full Council in February 2023.

**Appendix 1 - Summary of Capital Programmes**

This will be published in the draft budget papers to November cabinet.

**Appendix 2 – Capital Expenditure & Financing 2023/24 to 2026/27**

This will be published in the draft budget papers to November cabinet.

## Previously approved Major Schemes 2022/23 onwards

No.	Scheme Name	Date Council Approved	2022/23 Net Cost £'000	2023/24 Net Cost £'000	2024/25 Net Cost £'000	2025/26 Net Cost £'000	Total Net Cost £'000
1	RBWM Affordable Housing - School House	July 2018	-	-	947		947
2	RBWM Affordable Housing - St Edmunds	July 2018	-	-	2,763	771	3,534
3	Broadway Car Park, Maidenhead	August 2018	2,944	13,756	10,231		26,931
4	Vicus Way Car Park, Maidenhead	June 2018	4,236	-	-		4,236
5	Maidenhead Development	February 2016	6,000		-	9,950	15,950
6	River Thames Scheme	April 2015	-	-	9,100		9,100
	<b>Total</b>		<b>13,180</b>	<b>13,756</b>	<b>23,041</b>	<b>10,721</b>	<b>60,698</b>

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000	Cumulative Borrowing £'000	
<b>2023/24 FULLY FUNDED ESSENTIAL CAPITAL BIDS</b>											
1	NS1	Footway Maintenance & Construction	Place	Neighbourhood Services	Footways form a vital link for pedestrian access around the borough and it is essential that they are maintained in a safe condition. There are number of footways beyond their design life and require refurbishment to maintain the highway asset in an acceptable condition, and protect residents from potential trips, which will reduce insurance risks. The works will also make provision for providing disabled crossing points where appropriate, and will help to enhance the visual appearance of the environment benefitting local residents, pedestrian, and people with disabilities.	250	-	-	(250)	-	-
2	NS2	Pothole Action Fund DFT Grant	Place	Neighbourhood Services	This is additional maintenance funding from the DfT specifically to fix potholes, but will also be available to undertake longer-term road resurfacing works to prevent potholes from appearing.	1,209	-	-	(1,209)	-	-
3	IS1	Highway Drainage Schemes	Place	Infrastructure, Sustainability & Economic Growth	Annual programme of highway drainage improvement schemes	300	-	(300)	-	-	-
4	IS4	Maidenhead Town Centre Streets	Place	Infrastructure, Sustainability & Economic Growth	Improvements to Maidenhead town centre street environment to better facilitate trips into and around town by bike and on foot	150	-	-	(150)	-	-
5	IS6	Road Safety Schemes	Place	Infrastructure, Sustainability & Economic Growth	Addressing road safety measures historically has required the investment of £200k per annum. This is a recurring bid funded through the Integrated Transport Block to provide safety measures such as the provision of in year requests for road safety measures to be implemented. These will include measures such as pedestrian crossings, traffic calming and speed limit reviews that have been reported as residents concerns for safety. All requests will be triaged and if action is needed prioritised for in year or future years implementation.	200	(200)	-	-	-	-
6	LI1	Self Service Kiosk Upgrade	Resources	Library and Res Contact	4 D-Tech Self Service Kiosks to replace the old equipment. This includes cash and card payment options for Council Services including Council Tax and Business Rates as well as self service library transactions	30	(30)	-	-	-	-
7	HH2	Disabled Facilities Grant	Adults, Health & Housing	Housing, Environmental Health & Trading Standards	We have a several large-scale adaptations in progress that will require significant funding next year. Coupled with the new DFG policy, which will also be in place next year and which includes the potential for discretionary funding above the £30k mandatory grant limit, we will require the additional funds to ensure the works can be completed.	1,032	-	-	(1,032)	-	-
8	ED1	School Condition Allocation 2023/24	Children's Services		Grant funded programme of significant maintenance and upgrades for buildings at community and voluntary controlled schools in the borough. The DfE is not expected to announce the level of grant available to the borough in 2023/24 until March 2023. The level of grant is likely to be reduced as Woodlands Park Primary School is converting to an academy on 1st November. All Saints CE Junior School is also expected to convert before the end of the financial year. An estimated £1.1m grant is therefore expected. An adjustment to the budget may need to be taken to Council in Spring 2023 following confirmation of the grant amount.  No specific projects have yet been identified. This work will commence, in partnership with Property, once the currently vacant Capital Projects Officer post is filled.  This grant is specifically for addressing school maintenance issues.	1,100	-	-	(1,100)	-	-
9	ED2	High Needs Provision Capital Allocation 2023/24	Children's Services	School Places and Capital Team	This is for capital works to improve the provision available to children and young people with Special Educational Needs (SEND) and/or in Alternative Provision (AP).  This grant is specifically for new SEND and AP provision.	3,421	-	-	(3,421)	-	-
10	NS4	Highway Resurfacing Programme - This bid is a contractual commitment	Place	Neighbourhood Services	The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks.	1,261	-	-	(1,261)	-	-

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000	Cumulative Borrowing £'000
11 NS5	Bridge Strengthening Schemes	Place	Neighbourhood Services	The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridge and highway structures to ensure basic safety responsibilities are being delivered. These inspections may highlight essential minor capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Following these inspections it has identified certain structures are currently structurally weak and if work is not carried out to them they will require a weight restriction enforcement on them. All the structures concerned are on the boroughs main network and would have a detrimental impact of repairs are not carried out. The objective of the project is to introduce measures to mitigate and minimise any potential current safety risk and reduce insurance risks.	250	0	(220)	(30)	-	-
12 NS41	Street Lighting Structural Testing of Amber Units	Place	Neighbourhood Services	To facilitate the ongoing structural testing of the remaining 10008 street lighting structurally rated amber(close to failing) rated units as required by Contract.	174	0	(174)	-	-	-
13 NS17	Regular annual maintenance of 5 leisure centres - contractual commitment	Place	Neighbourhood Services	Replacement water pumps, air valves; Building management controls system upgrades; Windsor LC roof and wall glazing replacement; Windsor LC all weather pitch surface replacement; Charters LC hall lighting; Charters LC squash court playing wall replacement; drainage issues, all sites; Cox Green LC boiler and automatic door replacement; Cox Green LC fire and burglar alarm replacement, Braywick Park astro pitch light replacement (to LED), Windsor/Braywick fitness equipment replacement and maintenance.	450	0	(450)	-	-	-
14 NS39	Street Lighting Private Network Cable and Feeder Pillar Replacement	Place	Neighbourhood Services	There are 61 assets with faults caused by damaged and ageing private electrical cables (RBWM maintained) causing dead SWA (dead cable supply to street light and/or illuminated sign) and resulting upgrade of Feeder pillar required during repairs. This will resolve any ongoing problems with RBWM private cables for known problem areas.	50	0	(50)	-	-	-
15 NS7	Cookham Bridge Refurbishment & Structural Repair	Place	Neighbourhood Services	A general inspection has been carried out in May 2017 and has highlighted that the paint system in place is no longer protecting the steel structure. This highlights a significant risk in terms of the structure capacity of the bridge. In addition to this the waterproofing and expansion joint on the deck requires replacement, the parapet needs repair along with this handrail. The bridge was last refurbished in 2000, where it received a new paint system and complete refurbishment. 22/23 funding to the value of £2million was received for carrying out these works. However since the capital bid last year the cost of the materials has increased, and as such additional funding is being requested to fill this short fall. The works are due to be spread over 22/23 & 23/24 capital programmes due to restrictions placed on us by the Environment Agency and channel closes.	600	0	(600)	-	-	-
16 NS27	Car Park Improvements	Place	Neighbourhood Services	Essential Improvements to the councils car parks of which we currently have 4 multi storeys and 42 surface car parks. Including works that will improve the life span of structures as well as improving safety.	200	0	(200)	-	-	-
17 NS3	Road Marking Safety & Signing Safety Programme	Place	Neighbourhood Services	This programme is for the review, replacement or upgrade of lining on major roads, junctions, crossings and other potential 'hazard' locations for road safety reasons. Also provides for replacement and upgrading of road studs and high-friction surfaces. This element is not included within our lump sum of the existing Volker contract.	100	0	(100)	-	-	-
18 NS10	Traffic Signal LED Updates	Place	Neighbourhood Services	Replacement of Traffic Signal equipment which uses halogen lamps which are no longer manufactured. Across our existing portfolio this equals to 693 lamps. This bid is for the switch out of these old units to the new units. This bid also includes the lorry watch sim cards and maintenance for the HVV monitoring camera in Sunningdale. A camera was installed a few years to monitor and prosecute those vehicles breaking the weight tonne limit following a Cllr request. The prosecutions are carried out through the licencing team, but the maintenance of the camera sits with the highways budgets. This camera is now not maintained, nor does it have the new sim cards for transmission of data which are needed every year	130	0	(130)	-	-	-
19 NS11	Drift Road Resurfacing	Place	Neighbourhood Services	A combination of installation of concrete channels, carriageway edge haunching, sections of full depth reconstruction, resurfacing and cutting of new drainage grips to improve the condition of Drift Road. To the benefit of all highway users, mitigating against personal injury collision risk, reduced risk of claims arising from collisions and protecting and enhancing the highway as an asset. This work is phased over 4 years, asking for £250 per year to carry out the necessary works.	250	0	(250)	-	-	-
20 NS8	Streetlighting LED upgrade, incl. Street Lighting Column/sign safety improvements/ Deillumination of signposts - This is a contractual commitment	Place	Neighbourhood Services	To upgrade the remaining non-LED assets to LED allowing for a reduction in energy consumption and maintenance costs for outdated street lighting assets including lanterns, subway and illuminated signs. The column replacements for damaged assets including existing stumped columns, remaining concrete columns and misaligned columns for safety and compliance that cannot be actioned via the current street lighting maintenance budget due to the quantity. This is linked to the streetlighting upgrade review paper produced July 2021. The total funding requested is £2million, however this is suggested to be split over 4 years.	500	0	(500)	-	-	-

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000	Cumulative Borrowing £'000
21	Electric Vehicle ChargePoint Implementation Plan Rollout (Phase 1)	Place	Infrastructure, Sustainability & Economic Growth	Installing electric vehicle charge points on street and in our car parks, spread across the borough, to provide for the transition to zero/low emission vehicles	200	0	(200)	-	-	-
22	LCWIP Delivery (Local Cycling & Walking Infrastructure Plans)	Place	Infrastructure, Sustainability & Economic Growth	Walking and cycling improvements in neighbourhoods to the north of Maidenhead town centre, and a corridor linking them together, through to the town centre as well as Ascot Station to Heatherwood Hospital - (CIL and S106 applied to leverage external grant funding for the council)	1,500	(100)	(1,150)	(250)	-	-
					13,357	(330)	(4,324)	(8,703)	-	-
<b>2023/24 BOROUGH FUNDED SCHEMES</b>										
23	Network Broadband Deployment	Resources	HR, Corporate Projects and IT	Estimated implementation costs for deploying to new provider contract. £180k required in 2023/24, £60k required in 2024/25.	180	-	-	-	180	180
24	Firewall Renewal	Resources	HR, Corporate Projects and IT	To purchase and replace the firewalls used to protect the councils sites that are reaching end of life and support.	96	-	-	-	96	276
25	HR System Procurement	Resources	HR, Corporate Projects and IT	Year 2 capital costs for the HR system procurement. Approved by Cabinet on 26 May 2022. Anticipated to spend £333k in 2022/23	63	-	-	-	63	339
26	Replacement Laptops	Resources	IT Services	Having purchased extended warranties for the laptop devices purchased as part of the Modern Workplace project, analysis suggests that the extended warranty model is the most cost effective option for repairs (excluding accidental damage) giving any laptop device five years support and maintenance. There are currently circa 1200 RBWM corporate laptop devices being used with the first phase laptops due to go end of life in June 2024. We recommend purchasing 1/5th of the estate every year to allow for replacements to ensure employees are supported in service delivery; using functioning, secure, up to date and enabling IT infrastructure. The request is being made at this time in order to carry out a compliant appropriate procurement exercise and ensure devices can be secured, delivered, built and deployed to staff with the devices due to go end of life from June 2024. Additionally in preparation for the Borough and Parish council elections taking place in May 2023, new laptop devices are required to replace any iPads that existing Councillors may use which are now entering end of life and are very IT support intensive. Laptops will ensure a consistent device offering. Total estimated costs for these devices of £242,250	242	-	-	-	242	581
27	Wireless Access Point (WAP) Replacement	Resources	HR, Corporate Projects and IT	Replacement of end-of-life Wireless Access Points across all council operated sites.	42	-	-	-	42	623
28	IT Strategy Delivery	Resources	HR, Corporate Projects and IT	A request for a capital fund of £100k is being requested to cover projects detailed in the IT strategy such as cloud migration, remote access, telephony, corporate device operating system maintenance, new IT contract implementations and essential maintenance (hardware or software upgrades). In addition, continual work on cyber security and compliance also require elements of capital funding.	100	-	-	-	100	723
29	RBWM Property Company management fees for Maidenhead development	Resources	RBWM Property Company	Annual RBWM Property Company management fees for Maidenhead development.	500	-	-	-	500	1,223
30	Adult Social Care system replacement	Adults, Health & Housing	Adult Social Care	A new Adult Social Care system is required to automate processes, allow effective interrogation of data, facilitate good case management, and to allow the Council to implement the Care Reforms from October 2023. Procurement is scheduled to complete by the end of December so it may be that some initial payments to the provider will be required at the end of the 21/22 financial year.	1,150	-	-	-	1,150	2,373
31	Children's IT system	Children's Services	AFC Support Services	Implementation (project management, data migration, training) and ongoing support and maintenance of a new children's social care system	1,004	-	-	-	1,004	3,377
<b>Total Corporately funded schemes</b>					<b>3,377</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,377</b>	

## Major Capital Cashflows - Proposed &amp; Agreed

	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5 2026/27 £'000	Year 6 2027/28 £'000	Year 7 2028/29 £'000	Year 8 2029/30 £'000	Year 9 2030/31 £'000	Year 10 2031/32 £'000	Year 11 2032/33 £'000	Year 12 2033/34 £'000	Year 13 2034/35 £'000	Total £'000
Projected short term interest rate	2.56%	4.19%	4.62%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	
<b>Capital Receipts</b>														
Developer & reserves income	4,586	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	-	45,286
Residential receipts	5,068	7,424	5,950	50,944	23,932	24,666	32,161	24,168	20,312	21,455	20,693	19,562	24,381	280,716
Commercial receipts	13,950	-	-	-	-	-	-	-	-	-	-	-	-	13,950
<b>Total Capital Receipts</b>	<b>23,604</b>	<b>11,124</b>	<b>9,650</b>	<b>54,644</b>	<b>27,632</b>	<b>28,366</b>	<b>35,861</b>	<b>27,868</b>	<b>24,012</b>	<b>25,155</b>	<b>24,393</b>	<b>23,262</b>	<b>24,381</b>	<b>339,952</b>
<b>Capital Expenditure</b>														
Annual Capital Programme Schemes	9,300	2,677	9,100	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	71,077
Residential Schemes	6,802	700	4,210	11,221	500	250	500	500	500	-	-	-	-	25,183
Commercial Schemes	7,180	13,756	10,231	-	-	-	-	-	-	-	-	-	-	31,167
Capitalised debt charges	462	381	-	-	-	-	-	-	-	-	-	-	-	843
Capital Programme slippage in	9,852	10,079	8,278	6,364	4,517	2,003	1,451	1,390	1,378	1,376	1,275	1,255	1,251	50,468
Forecast Capital Programme slippage out	(10,079)	(8,278)	(6,364)	(4,517)	(2,003)	(1,451)	(1,390)	(1,378)	(1,376)	(1,275)	(1,255)	(1,251)	(1,250)	41,866
<b>Total Capital Expenditure</b>	<b>23,517</b>	<b>19,315</b>	<b>25,455</b>	<b>18,068</b>	<b>8,014</b>	<b>5,803</b>	<b>5,561</b>	<b>5,512</b>	<b>5,502</b>	<b>5,100</b>	<b>5,020</b>	<b>5,004</b>	<b>5,001</b>	<b>136,871</b>
<b>Borrowing</b>														
L.T. debt at the start of the year	71,265	90,265	88,265	71,265	69,265	67,265	65,265	63,265	51,265	34,265	32,265	31,265	26,265	
Increases/reductions in debt	19,000	(2,000)	(17,000)	(2,000)	(2,000)	(2,000)	(2,000)	(12,000)	(17,000)	(2,000)	(1,000)	(5,000)	0	
Total debt at year end	90,265	88,265	71,265	69,265	67,265	65,265	63,265	51,265	34,265	32,265	31,265	26,265	26,265	
Net ST debt at start of year	134,598	114,000	124,191	156,996	122,419	104,801	84,238	55,938	45,582	44,072	26,018	7,644	(5,614)	
Increases/Reductions in Debt	(20,598)	10,191	32,805	(34,577)	(17,618)	(20,563)	(28,300)	(10,356)	(1,510)	(18,054)	(18,373)	(13,258)	(19,380)	
Total S.T debt at year end	114,000	124,191	156,996	122,419	104,801	84,238	55,938	45,582	44,072	26,018	7,644	(5,614)	(24,994)	
<b>Total Debt</b>	<b>204,265</b>	<b>212,456</b>	<b>228,261</b>	<b>191,684</b>	<b>172,066</b>	<b>149,503</b>	<b>119,203</b>	<b>96,846</b>	<b>78,336</b>	<b>58,282</b>	<b>38,909</b>	<b>20,651</b>	<b>1,271</b>	
Capitalised debt interest on specific projects	(462)	(381)	-	-	-	-	-	-	-	-	-	-	-	
Interest on L.Term Debt	3,110	3,231	3,129	3,036	2,984	2,940	2,880	2,450	1,951	1,531	1,480	1,348	1,232	
Revenue cost of S.T. debt interest	954	4,656	6,439	4,120	3,327	2,753	2,019	1,511	1,239	968	431	-	-	
Broker Fees	105	129	145	138	111	92	68	51	42	33	14	62	50	
Interest charge per MTFP	3,707	7,636	9,713	7,294	6,423	5,785	4,967	4,012	3,233	2,531	1,925	1,410	1,282	
MRP	3,020	3,139	3,323	3,536	3,512	3,366	3,235	3,092	2,931	2,695	2,540	2,483	2,435	
<b>Total cost of Capital Finance</b>	<b>6,727</b>	<b>10,774</b>	<b>13,036</b>	<b>10,830</b>	<b>9,934</b>	<b>9,151</b>	<b>8,202</b>	<b>7,104</b>	<b>6,163</b>	<b>5,226</b>	<b>4,464</b>	<b>3,893</b>	<b>3,717</b>	