

Report Title:	2024/25 Draft Budget
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Lynne Jones, Deputy Leader and Cabinet Member for Finance
Meeting and Date:	Cabinet – 13 December 2023
Responsible Officer(s):	Elizabeth Griffiths, Executive Director of Resources and S151 Officer
Wards affected:	All

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## **REPORT SUMMARY**

This report sets out the council's proposed draft revenue and capital budgets for 2024/25 and the Medium-Term Financial Plan (MTFP) through to 2028/29.

In September, the council signalled that it was at risk of being financially unsustainable. This was driven both by a number of historic decisions and current wider financial pressures. Previous financial decisions have resulted in low levels of Council Tax funding relative to other councils; low levels of reserves (£10.2m) relative to its budget and, compared to other unitary councils; high levels of debt as a proportion of its net expenditure. The whole of the UK economy has felt the impact of high inflation over the last 18 months and the effect of this on contract costs, coupled with an unanticipated increased demand has contributed to a significant and unexpected forecast overspend for 2023/24 of £7m and a projected budget gap for 2024/25 of £6m.

The council's lack of funding, low levels of reserves and high exposure to interest rate fluctuations through its debt funding mean that it lacks financial resilience. The levels of forecast overspend and projected budget gap when added together exceeded the amount of reserves held by the council and this shortfall, if not addressed, would mean the council would be forced to declare itself unable to meet its liabilities and file a statutory Section 114 notice.

Like many councils across the country, RBWM has been hit by significantly higher than expected inflation which has driven up the cost of contracts. At the same time, interest rates have risen steeply which has increased the cost of servicing our debt. Added to this is an increase in the demand for services, particularly adult social care and children's care - where a relatively small rise in the number of clients or just one or two high-cost placements can add hundreds of thousands of pounds to council expenditure.

Where RBWM differs from other councils - and suffers an additional constraint - is that it has a historically low level of Council Tax income due to years of cuts and freezes from 2010 – 2017 (the council is not aware of any other local authority which cut Council Tax by 6 years in a row). This has resulted in a much lower level of funding than comparable councils and this limits its ability to benefit from subsequent increases as these are a percentage of a much lower base and therefore much less of an increase in actual pounds and pence. It also means that while local services operate well on the whole, they have historically been run with a very lean level of resource, making it even harder to find savings and reduce costs.

The council took swift and decisive action in response to the emerging over spend and budget gap by instituting a spending control panel which challenges all avoidable spend over £500 and is working with each directorate to refine robust and deliverable plans to increase income, reduce costs and deliver transformation to close the gap. These plans were discussed and then rigorously challenged in a series of meetings involving Finance, Executive Directors, the Chief Executive and Cabinet members.

The more complex budget savings proposals will be delivered through detailed project plans, created by responsible senior officers and managed as an organisation wide transformation programme, giving the best possible chance of achieving the stated objectives and benefits.

As laid out in this report and its appendices, tough decisions have been made – and will need to continue to be made - in order to present a draft budget for 2024/25 which balances overall. The final local government funding settlement is not expected until just before Christmas and the expectation is that more work will be required in order to ensure the final budget is robust and to generate the additional revenue needed to reduce the current levels of debt which threaten the council's financial sustainability in the medium-term.

Where possible, mitigations, such as increases in fees and charges, are proposed to be implemented ahead of the next financial year in order to reduce the current year overspend and the corresponding damage to already very low level of reserves.

Despite the financial challenges, the council is spending over £100m next year on delivering services to the borough and remains ambitious for its communities. Significant additional investment is being made in our care of the most vulnerable residents.

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 the Corporate Overview and Scrutiny Panel in December with the other Scrutiny Panels having the opportunity to feed their comments in for consideration.

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.

The significant progress that has been achieved in a very short space of time and the tangible improvement in financial situation shows that RBWM has not only the opportunity to succeed and become financially viable, but the right leadership, officers and team to drive and deliver that outcome. Every service in the council has had involvement in creating this draft budget and it is only through the willing collaboration and support of the wider organisation that the current year overspend is being managed and the long-term financial projections outlined in this report will be delivered.

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION:** That Cabinet reviews the council’s approach to balancing the budget and:

- i) notes the draft revenue budget for 2024/25 included in this report, which shows a preliminary balanced position.
- ii) notes the proposed capital budget for 2024/25 and revised Medium Term Financial Plan to 2028/29 set out respectively in Appendices A and B.
- iii) considers the proposed budget pressures and savings / transformation / income proposals set out in Appendices C and D;
- iv) notes the Equality Impacts Assessments shared at Appendix E; and
- v) agrees to commence public consultation on the draft 2024-25 budget, including proposals to increase Council Tax by the maximum allowed by Government. The consultation is expected to run from 14<sup>th</sup> December 2023 to 22<sup>nd</sup> January 2024.

## 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 to share the draft 2024-25 budget for public consultation, prior to final budget setting during February 2023. The council is legally required to set a balanced budget each year and consult on a number of elements including proposed increases to Council Tax.	<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 is likely to 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 (the council’s new corporate plan will be presented to Cabinet in February alongside the final budget following public consultation).

### 3. KEY IMPLICATIONS

- 3.1 The council stated clearly that due to its low level of reserves, current overspend and projected budget gap for 2024/25 it was at significant risk of declaring itself unable to meet its liabilities. While significant work is underway to reduce the in year overspend, a crucial element in avoiding this is to deliver a balanced budget.

**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>
Budget Gap	>£0m	£0m	£1m surplus	>£1m surplus	31 March 2024

### 4. FINANCIAL DETAILS

#### National context

- 4.1 For over a decade, local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. It has been a turbulent and challenging period, with the economic shocks and societal changes brought about by the pandemic, followed closely by economic turbulence, including the energy and cost of living crisis. The recent Autumn Statement made it clear that the outlook for public spending over the medium term is very challenging across the public sector with £19bn of further cuts expected after 2025.
- 4.2 Caps on the percentage increase permitted on Council Tax limits local authorities' ability to raise additional revenue to cover rising costs. Demand and costs have increased, particularly in children's services and adult social care, as well as housing and homeless services. Changes to asylum policy are putting additional pressure on local authorities in terms of housing and support for individuals who have received refugee status and are leaving Home Office accommodation at short notice.
- 4.3 High and unpredictable rates of inflation, coupled with sharp increases in interest rates over the past two years, have increased costs across the board. This has affected all areas of council spend, as well as the cost of living for residents and business operating costs.
- 4.4 More and more councils are publicly stating that they are at risk of having to issue a statutory section 114 notice in the near to medium-term, with the number of councils actually issuing the notices having risen to 7 since 2018.
- 4.5 RBWM cannot rely on support from outside, and must continue to find ways to balance its budget, in the context of this challenging financial climate.

#### Corporate Priorities

- 4.6 The council is currently developing a new Corporate Plan to set out a new set of priorities, following the change in administration and the need for a much stronger focus on addressing the serious financial challenges faced by the

council. The Corporate Plan makes it clear that setting the council on to a strong financial footing to serve the borough effectively, must be the primary focus. The current financial position constrains the organisation’s ability to pursue wider priorities until progress has been made.

4.7 Despite the financial constraints, the council remain ambitious for the borough. An overview of the Corporate Plan can be seen below, and shares the council’s proposed strategic priorities. These reflect the priorities set out by the new administration, and have been informed by engagement with key stakeholder groups including young people, older people, people with disabilities and the voluntary and community sector. Further engagement with Members, parishes, staff and partners, will take place as the detail of the plan is developed.

4.8 The development of the new Corporate Plan and budget-setting processes are being taken forward in parallel, to ensure that the 2024/25 budget and refreshed Corporate Plan are fully aligned, and together form the framework for planning and decision-making going forward. The Corporate Plan will be shared with Cabinet in February for agreement, alongside the final budget and MTFP.

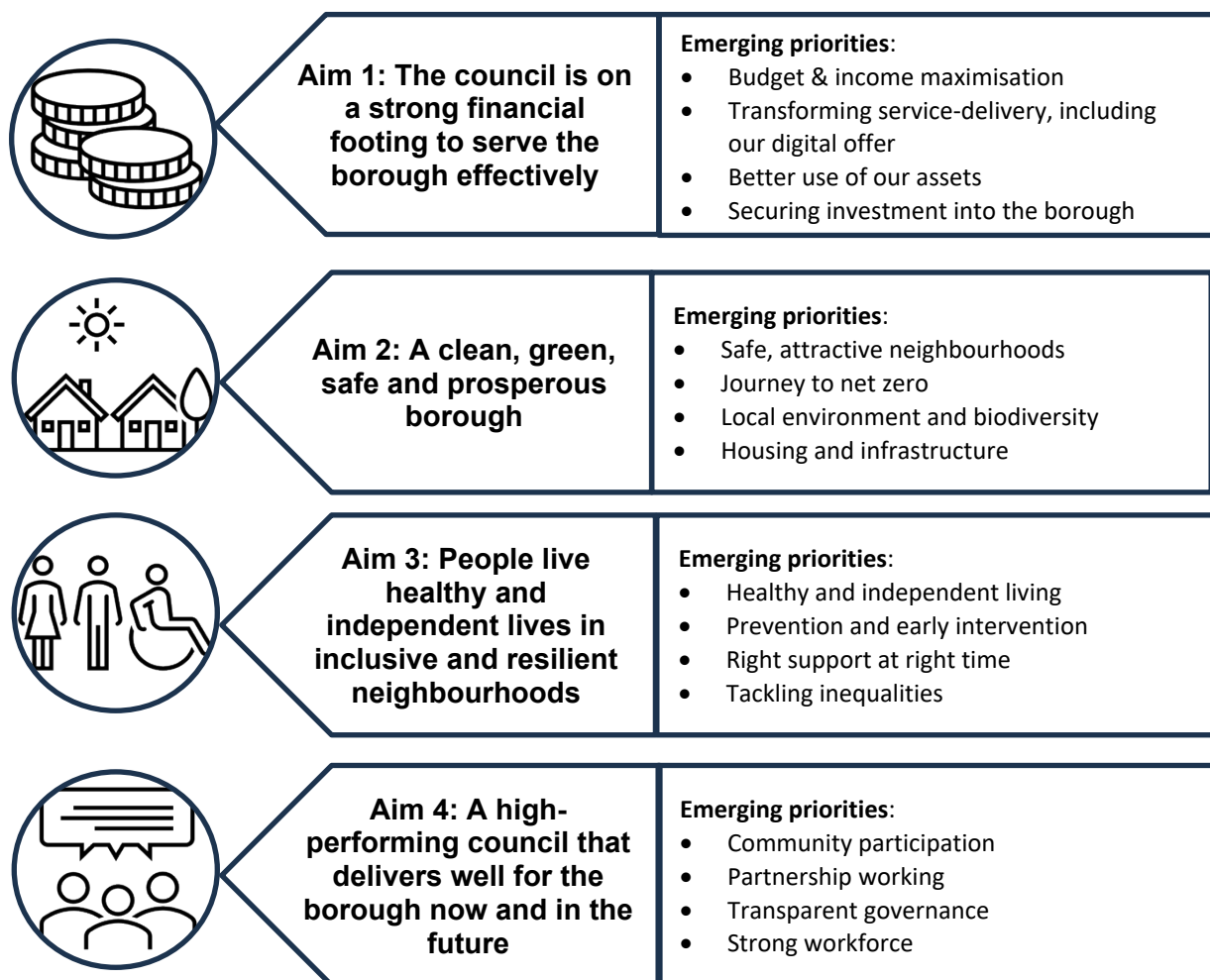


Figure 1: Corporate Plan Overview

## The council's approach and Medium Term Financial Strategy

4.9 The council's approach to balancing the budget and achieving financial stability, focuses on the six themes summarised below.

- **Service transformation:** Change the way in which we deliver priority services, including improving the council's digital offer.
- **Prevention and demand reduction:** Provide the right support to residents at the right time, with a focus on prevention and early intervention, enabling independent living before more costly service intervention is needed.
- **Contract management:** Manage contracts effectively and explore alternative ways to deliver to improve value for money.
- **Income maximisation:** Maximise the income received by the council, through commercialisation, grants, fees and charges, and managing debt effectively.
- **Asset management:** Make better use of council buildings and other assets to generate income and streamline our capital programme to reduce borrowing and make better use of CIL and S106 funding.
- **Economic growth:** Secure investment and growth in the borough to support the local economy economy and improve the borough's infrastructure and public spaces.

## 5. DRAFT REVENUE BUDGET 2024-25

5.1 In the current financial year 2023/24, the council is forecasting a £7m overspend which is mainly driven by increased and unbudgeted costs of delivering adult social care, children's and housing services reflecting increased levels of need amongst the borough's most vulnerable residents for the council's statutory services.

5.2 In the same way as it affected borough residents, higher than expected inflationary increases have driven up the costs of goods, services and existing contracts. These increases are permanent and so are now part of the current cost base. In trying to balance next year's budget, there was no option to reverse them or choose not to incur them so other cost reductions and income increases had to be found to offset this additional expenditure.

5.3 For 2024/25, the draft budget shows an increase in funding of £7.9m (from £109m to £117m). There has however been a significant increase in the cost of delivering services with inflation driven increases (£6.4m), interest and MRP (£2.9m) and growth (£9.6m) totalling £19m. This £11m shortfall has been met by service efficiencies and transformation of £7.5m, increased income of £3.5m and a reduction in our contingency budget of £0.5m.

5.4 The proposed draft revenue budget and funding is set out in the table below. An accessible version of the table is included at the end of the report. Each small excerpt by directorate is a subsection of the same table.

BUDGET BY SERVICE	Base budget	Pay inflation	Contract inflation	Income increases	Efficiencies	Growth	Changes to grants and non-service budgets	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>CHIEF EXECUTIVE DEPARTMENT</b>	<b>1,012</b>	<b>28</b>	<b>3</b>	<b>0</b>	<b>(103)</b>	<b>0</b>	<b>0</b>	<b>941</b>
<b>ADULT SOCIAL CARE AND HEALTH</b>								
Dir of Adults Social Care & Health	174	5	0	0	0	195	0	374
Adult Social Care	53,081	13	3,075	(25)	(1,690)	4,851	(407)	58,898
Adult Social Care income	(14,287)	0	0	(853)	0	140	0	(15,000)
Communities, transform & prtncs	170	4	1	(1)	0	0	0	175
Public Health	5,317	0	0	0	0	0	68	5,385
Public Health Grant	(5,317)	0	0	0	0	0	(68)	(5,385)
<b>Total Adults Social Care &amp; Health</b>	<b>39,137</b>	<b>23</b>	<b>3,076</b>	<b>(879)</b>	<b>(1,690)</b>	<b>5,186</b>	<b>(407)</b>	<b>44,447</b>
<b>CHILDREN'S SERVICES</b>								
Children's Social Care	28,093	0	1,493	0	(2,758)	2,628	0	29,455
Dedicated Schools Grant Exp	78,556	0	0	0	0	0	0	78,556
Dedicated Schools Grant	(78,556)	0	0	0	0	0	0	(78,556)
<b>Total Children's Services</b>	<b>28,093</b>	<b>0</b>	<b>1,493</b>	<b>0</b>	<b>(2,758)</b>	<b>2,628</b>	<b>0</b>	<b>29,455</b>
<b>PLACE</b>								
Director of Place	20	0	0	0	0	0	0	21
Housing	2,019	89	95	(5)	(94)	400	(14)	2,490
Infra, Sustainability & Transport	5,128	49	73	(25)	(628)	0	0	4,597
Neighbourhood Services	6,665	75	724	(1,980)	(464)	912	0	5,931
Planning	1,330	94	10	(138)	(737)	130	0	689
Property services	(3,346)	11	24	(8)	(270)	165	0	(3,423)
<b>Total Place</b>	<b>11,816</b>	<b>318</b>	<b>925</b>	<b>(2,155)</b>	<b>(2,193)</b>	<b>1,607</b>	<b>(14)</b>	<b>10,304</b>
<b>RESOURCES</b>								
Director Resources	156	5	0	0	0	0	0	160
Finance	2,109	94	19	(14)	(115)	89	0	2,181
HR, Corporate Projects & ICT	3,182	101	47	(9)	(210)	102	0	3,214
Revs, Bens, Library & Res Services	4,239	143	62	(29)	(175)	0	0	4,239
Housing Benefit	(377)	0	0	(42)	0	0	0	(419)
Law and Governance	3,183	82	36	(30)	(215)	39	0	3,095
<b>Total Resources</b>	<b>12,490</b>	<b>424</b>	<b>164</b>	<b>(124)</b>	<b>(716)</b>	<b>230</b>	<b>0</b>	<b>12,470</b>
<b>Total Service Budgets</b>	<b>92,549</b>	<b>794</b>	<b>5,661</b>	<b>(3,158)</b>	<b>(7,460)</b>	<b>9,651</b>	<b>(421)</b>	<b>97,616</b>
<b>CORPORATE AND CONTINGENCY</b>								
Contingency	2,337	0	0	0	0	0	(337)	2,000
Corporate budgets	700	0	0	0	0	0	(175)	525
<b>Total Corporate and Contingency</b>	<b>3,037</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(512)</b>	<b>2,525</b>
<b>OTHER NON-SERVICE BUDGETS</b>								
Interest received	(1,152)	0	0	0	0	0	271	(881)
Interest paid	6,592	0	0	0	0	0	2,392	8,984
Minimum revenue provision	3,139	0	0	0	(25)	0	1,018	4,132
Pension deficit recovery contr'ns	4,400	0	0	0	(69)	0	170	4,501
Environment Agency Levy	168	0	0	0	0	0	0	168
<b>Total Other Non-Service Budgets</b>	<b>13,147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(94)</b>	<b>0</b>	<b>3,851</b>	<b>16,904</b>
<b>Net budget</b>	<b>108,732</b>	<b>794</b>	<b>5,661</b>	<b>(3,158)</b>	<b>(7,554)</b>	<b>9,651</b>	<b>2,918</b>	<b>117,045</b>
<b>FUNDING</b>								
Business rates	(14,226)	0	0	0	0	0	(869)	(15,095)
Govt grants & other funding	(9,115)	0	0	0	0	0	(1,593)	(10,708)
Surplus / Deficit movements	(165)	0	0	0	0	0	25	(140)
Council tax	(85,622)	0	0	0	(214)	0	(5,265)	(91,102)
<b>Total Funding</b>	<b>(109,128)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(214)</b>	<b>0</b>	<b>(7,702)</b>	<b>(117,045)</b>
<b>Total</b>	<b>(396)</b>	<b>794</b>	<b>5,661</b>	<b>(3,158)</b>	<b>(7,768)</b>	<b>9,651</b>	<b>(4,784)</b>	<b>0</b>

## Summary of 2024-25 Budget Proposals by directorate

### 6. ADULTS, HEALTH AND COMMUNITIES DIRECTORATE

	Base budget	Pay inflation	Contract inflation	Income increases	Efficiencies	Growth	Changes to grants and non-service budgets	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>ADULT SOCIAL CARE AND HEALTH</b>								
Dir of Adults Social Care & Health	174	5	0	0	0	195	0	374
Adult Social Care	53,081	13	3,075	(25)	(1,690)	4,851	(407)	58,898
Adult Social Care income	(14,287)	0	0	(853)	0	140	0	(15,000)
Communities, transform & prtncs	170	4	1	(1)	0	0	0	175
Public Health	5,317	0	0	0	0	0	68	5,385
Public Health Grant	(5,317)	0	0	0	0	0	(68)	(5,385)
<b>Total Adults Social Care &amp; Health</b>	<b>39,137</b>	<b>23</b>	<b>3,076</b>	<b>(879)</b>	<b>(1,690)</b>	<b>5,186</b>	<b>(407)</b>	<b>44,447</b>

- 6.1 Our local population is ageing and living longer, but also experiencing ill-health for longer. The cost of providing adult social care has risen for justifiable reasons, such as ensuring that those working in the sector are paid a living wage, but the bulk of the cost is controlled by private providers and with demand outstripping supply, these costs have risen sharply. This increase in costs also means that the number of people who either can't afford to pay for their own care or can no longer afford to pay for their own care is also rising. The council currently funds the care of roughly one in four people in the Borough who need it and there is a legal framework in place which requires local authorities to provide support.
- 6.2 The number of people who would require council support was significantly underestimated in the 2023/24 budget, so the 2024/25 budget proposals more accurately reflect the current demand -an increase of circa 50 additional adults.
- 6.3 While the expenditure for this service forms the bulk of council spending at 46% of the total revenue budget, cost reductions are difficult because individual placements are expensive and long term. It is noted, especially since Covid, the council can see people entering full time care much earlier than previously, meaning that the cost of their care lasts for a much longer period of time. The key measures planned to improve efficiency and deliver savings are as follows:
- Insourcing of statutory services back to the council and practice and efficiency improvements in our commissioned services focused on helping people retain independence for longer.
  - Investigate opportunities to develop council-owned accommodation and facilities, reducing the reliance on high-cost private providers.
  - Increase the proportion of adults with learning disabilities and mental health issues, who are living independently in supported accommodation, or in a 'Shared Lives' home.



- Investment in more efficient data management systems to increase efficiency in service delivery and ensure income collection is timely and robust. An increased focus on aged debt to ensure that unpaid care provided for previous recipients does not impact our ability to care for those currently in need.

## 7. CHILDREN'S SERVICES

	Base budget	Pay inflation	Contract inflation	Income increases	Efficiencies	Growth	Changes to grants and non-service budgets	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>CHILDREN'S SERVICES</b>								
Children's Social Care	28,093	0	1,493	0	(2,758)	2,628	0	29,455
Dedicated Schools Grant Exp	78,556	0	0	0	0	0	0	78,556
Dedicated Schools Grant	(78,556)	0	0	0	0	0	0	(78,556)
<b>Total Children's Services</b>	<b>28,093</b>	<b>0</b>	<b>1,493</b>	<b>0</b>	<b>(2,758)</b>	<b>2,628</b>	<b>0</b>	<b>29,455</b>

- 7.1 As a “corporate parent” the council has a responsibility to ensure that children and young people in our care, and our care leavers, have the same opportunities as other children and young people. The provision of safe and appropriate placements (both fostering and residential) and support packages for children in care and care leavers is therefore a major area of spend. Similarly to adults services, virtually all aspects of cost within this area have increased.
- 7.2 Like most councils, RBWM does not have a sufficient number of in-house foster carers and has no internal residential provision, meaning that again, there currently is a higher level of reliance on more costly private sector placements and accommodation where costs are rising. There is also a national shortage of permanent social workers so statutory responsibilities are met by employing more expensive interim or agency staff.
- 7.3 All areas and aspects of this service have been reviewed to find ways to reduce the impact of increased demand on the council’s budget. The key transformative proposals are as follows:
- More investment in early intervention and prevention to reduce the number of children needing high levels of care.
  - Increasing the number of children living in supported family environments instead of expensive private residential placements including the recruitment of more foster care placements,
  - Achieving economies of scale through a cross-Berkshire approach to the commissioning of private residential placements.
  - Review of our commissioning of external legal services to minimise cost while remaining compliant.

- Undertaking a peer review with Hampshire County Council in relation to “Home to School” Transport for opportunities to reduce costs.
- Reviewing recruitment and retention policies to increase the appeal of working for the council and to reduce reliance on expensive agency staff.

## 8. PLACE DIRECTORATE

	Base budget	Pay inflation	Contract inflation	Income increases	Efficiencies	Growth	Changes to grants and non-service budgets	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>PLACE</b>								
Director of Place	20	0	0	0	0	0	0	21
Housing	2,019	89	95	(5)	(94)	400	(14)	2,490
Infra, Sustainability & Transport	5,128	49	73	(25)	(628)	0	0	4,597
Neighbourhood Services	6,665	75	724	(1,980)	(464)	912	0	5,931
Planning	1,330	94	10	(138)	(737)	130	0	689
Property services	(3,346)	11	24	(8)	(270)	165	0	(3,423)
<b>Total Place</b>	<b>11,816</b>	<b>318</b>	<b>925</b>	<b>(2,155)</b>	<b>(2,193)</b>	<b>1,607</b>	<b>(14)</b>	<b>10,304</b>

- 8.1 Inflation has increased the costs of not only planned projects but ongoing contract costs and routine service delivery, which has had a particularly high impact on Place services. The expected spend on planned major regeneration and infrastructure schemes across the borough has also risen significantly.
- 8.2 The directorate’s income has fallen, in the main due to changes in behaviour since the Covid pandemic. The fall in income from car parking is particularly notable as more people are working from home and fewer residents are travelling into the borough’s towns by car.
- 8.3 The cost of housing in the borough is also high compared to neighbouring areas and there is a shortage of affordable housing and available temporary accommodation.
- 8.4 With a diverse range of services, both statutory and chargeable, the scope for reducing costs and increasing income in this area is higher but the individual impacts are less, meaning that more interventions are required. Proposals put forward as part of the budget include:
- A renewed approach to contract procurement and quality assurance processes across the council’s biggest contracts in areas such as waste, street care and highways in order to achieve savings and drive up standards.
  - Development of a new model for leisure services across the Royal Borough to maximise revenues to be reinvested in high quality facilities and active environments to support residents’ wellbeing.

- Investment in the development of additional council-owned temporary accommodation, enabling us to meet future needs at lower cost.
- Refocusing the capital programme on projects funded by external grants and infrastructure funding from Community Infrastructure Levy and S106 to maximise the use of external funding for large scale essential maintenance such as tree inspections; ensuring public safety while reducing budget impact.
- The use of technological innovation and efficiency in the delivery of services including outdoor facilities and road repairs.
- Exploring opportunities to create efficiencies and improved service delivery with neighbouring authorities around transport, waste collection and regeneration.
- Securing external funding to deliver energy and decarbonisation projects and reducing utility costs through the centralisation of energy procurement and management.
- Preparation of a new Economic Growth Plan building stronger business partnerships with a focus on the growth industries of culture, film and health and life sciences.
- Exploring and developing new commercial opportunities for revenue from events, advertising and sponsorship.

## 9. RESOURCES DIRECTORATE

	Base budget	Pay inflation	Contract inflation	Income increases	Efficiencies	Growth	Changes to grants and non-service budgets	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>RESOURCES</b>								
Director Resources	156	5	0	0	0	0	0	160
Finance	2,109	94	19	(14)	(115)	89	0	2,181
HR, Corporate Projects & ICT	3,182	101	47	(9)	(210)	102	0	3,214
Revs, Bens, Library & Res Services	4,239	143	62	(29)	(175)	0	0	4,239
Housing Benefit	(377)	0	0	(42)	0	0	0	(419)
Law and Governance	3,183	82	36	(30)	(215)	39	0	3,095
<b>Total Resources</b>	<b>12,490</b>	<b>424</b>	<b>164</b>	<b>(124)</b>	<b>(716)</b>	<b>230</b>	<b>0</b>	<b>12,470</b>

9.1 The Resources directorate is a mixture of resident facing and 'back office' services. It has customer facing services such as Libraries, Revenues and Benefits and indeed Customer Services but also internal support functions such as Finance, IT, HR, Legal, Democratic Services and Major Projects. As previously noted, a lack of capacity across the council generally make it difficult to generate savings in areas that mainly consist of staffing costs and these internal functions are crucial to the support and delivery of the transformation projects planned by the other service areas.

9.2 The council will seek to maximise its collection of Council Tax and Business Rates by increasing checks on fraudulent claims and reducing bad debts and

non-payment. Some amendments to the collection of Council Tax are planned but are unlikely to begin until 2025/26 to allow for the appropriate consultations to be carried out.

9.3 The proposals planned by this area are mostly relatively low in value but numerous and the expectation is that the key role of this service will be to support delivery and realisation of the transformation programmes planned across the wider organisation. Some of the more material proposals in this area include:

- Additional investment in procurement and contract management to ensure value for money and better outcomes from contracted services.
- Increased focus on the recruitment and retention of permanent staff to reduce the reliance on expensive agency support
- Reduction in IT software contract costs

## 10. FUNDING INCLUDING COUNCIL TAX

	Base budget	Pay inflation	Contract inflation	Income increases	Efficiencies	Growth	Changes to grants and non-service budgets	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>FUNDING</b>								
Business rates	(14,226)	0	0	0	0	0	(869)	(15,095)
Govt grants & other funding	(9,115)	0	0	0	0	0	(1,593)	(10,708)
Surplus / Deficit movements	(165)	0	0	0	0	0	25	(140)
Council tax	(85,622)	0	0	0	(214)	0	(5,265)	(91,102)
<b>Total Funding</b>	<b>(109,128)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(214)</b>	<b>0</b>	<b>(7,702)</b>	<b>(117,045)</b>

10.1 The council is proposing to raise Council Tax this year by 4.99%, which includes 2.99% permitted under the central government cap for 'general' Council Tax and the potential additional increase of 2% which can be used to fund adult social care (yet to be confirmed). Due to a sustained period of cuts and freezes to Council Tax from 2010, the RBWM Council Tax base is low relative to other authorities which means that, even at the maximum increase allowed, in pounds and pence this is still a lower increase than in other areas.

10.2 Analysis was carried out on the taxbase which showed that in previous years, the level of growth expected had been overestimated, resulting in actual billing being less than the forecast figures, and therefore payments, given to the parishes and major preceptors. Reductions to both the growth estimates and the expected collection rate have been made this year to bring them more in line with current actual billing and payment.

10.3 In line with Chapter 2 of the Levelling up and Regeneration Act 2023, which received Royal Assent on 26th October 2023, the Royal Borough intends to amend the Council Tax charged on properties which are either empty, or only occupied periodically, within the borough as follows.

- The time period for levying a 100% Long Term Empty Home Premium will be reduced from the current 2 years to 1 year. This will take effect from the 1st of April 2024 in line with paragraph 79 of Chapter 2 of the Act.
  - For dwellings occupied periodically (i.e. second homes) a new premium will be introduced of 100%. This will take effect from the 1st of April 2025 in line with paragraph 80 of Chapter 2 of the Act.
- 10.4 The retained business rates currently included in the draft budget are an estimate and will be finalised with the submission of the NNDR1 in January.
- 10.5 Expected funding from other government grants in 2024/25 is based on the Pixel projections which are a recognised standard across Local Government as a best estimate in advance of the confirmation of government funding for the sector which is expected just before Christmas.

## **11. CAPITAL PROGRAMME AND BORROWING COSTS**

- 11.1 The council's proposed capital programme - including the expected "slippage" of unspent project costs from the current year to next - is shown in Appendix A
- 11.2 The proposed capital programme for 2024/25 has been reviewed and refined to promote the use of external funding to deliver the required outcomes and reduced overall in recognition that several large scale projects are still in progress from the current year and need to be carried through to completion. This is not seen as a reduction in ambition, but rather a prioritisation to a deliverable set of objectives and outcomes. Any projects not funded by external funding or grants will require borrowing to deliver, and this includes many of the projects currently in progress or, previously agreed but yet to be started.
- 11.3 There are also multiple large scale transformation projects required to deliver the necessary change to reduce the budget. Some of these are already in progress but many others are yet to start, and all will require focus and staff time to ensure successful delivery. Work is underway to identify the resource required to deliver them and to develop project plans to manage them. These will be in place by the time the final budget is taken to Full Council in February and the process and governance structure to manage them has already been developed and agreed.
- 11.4 The council has significant levels of debt which it is currently servicing but not reducing. The Treasury management strategy is under review but fundamentally, debt must be reduced by generating surpluses, generating capital receipts or a combination of both. With debt at its current levels, we are vulnerable to changes in interest rates. The cost of providing MRP on capital (minimum revenue provision) has risen by over a million pounds in this year's budget to £4.1m while our net interest costs, driven by a high proportion of short term borrowing, have risen by £2.6m to £8.1m. These combined at £12.2m amount to more than 10% of our net budget.

## 12. MEDIUM TERM FINANCIAL PLAN TO 2028/29

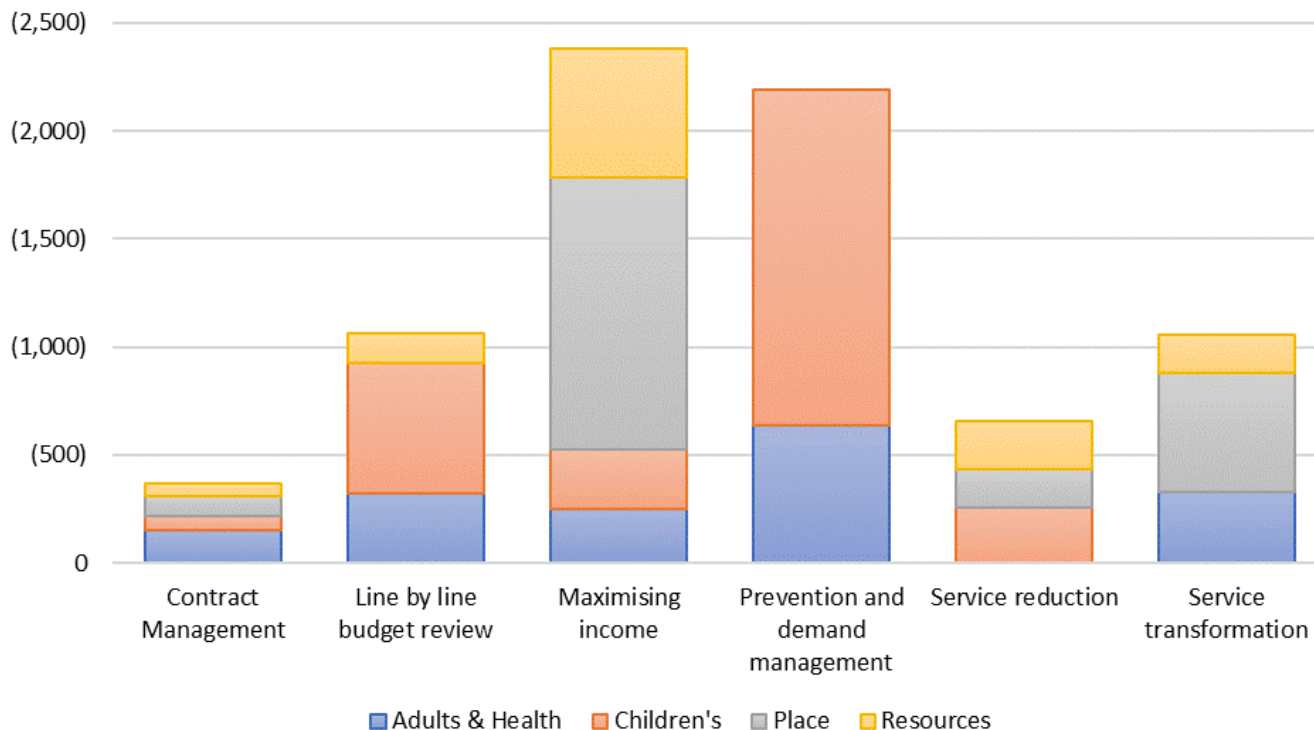
12.1 The council's Medium-Term Financial Plan (MTFP) is included at Appendix B and shows a projected balanced future. This is still under review as there is uncertainty around the changes in funding from the anticipated "Fairer Funding Review". The forecast also includes no growth other than inflation and anticipates a reduction in interest rates. Whilst it is subject to a high degree of uncertainty, it does indicate that if the planned transformation and savings are delivered, the council could be sustainable going forward. To achieve this, the planned transformation programme must be successful and achieve the budgeted outcomes.

## 13. BUDGET PROPOSALS – SERVICE EFFICIENCIES, TRANSFORMATION, INCOME AND GROWTH

13.1 Appendices C and D list the planned change to services to deliver the budgeted outcomes. These are a mixture of growth items, cost reductions, income improvements and larger scale transformation to the way in which services are delivered. The savings proposals have come from the services themselves as a response to the financial challenge that the council is facing.

13.2 The different categories of budget proposals – consistent with the approach set out in paragraph 4.9 - by service area are shown in the graph below.

**2024/25 Efficiency savings by category (£'000)**



13.3 Like most councils, there are a number of savings which are categorised as 'red' meaning that they face risks to delivery, some of which are outside of the council's control. However, these total a relatively low amount and further work

is being taken forward to refine delivery plans for those savings along with the necessary governance and oversight to increase the likelihood of delivery – something that has not been in place in previous years. This increases the confidence they will be achievable, although some degree of risk will continue to remain.

#### **14. PUBLIC CONSULTATION**

- 14.1 Pending agreement by Cabinet, the draft budget will be shared for public consultation on 14<sup>th</sup> December 2023 until 22<sup>nd</sup> January 2024. This will include an online consultation hosted on [ww.rbwmttogether.rbwm.gov.uk](http://ww.rbwmttogether.rbwm.gov.uk), with paper copies available with libraries for anyone who does not have online access. This will be complemented by wider engagement with other interested stakeholders including businesses, equality groups and partner organisations.
- 14.2 The consultation will be publicised through a press release, social media and through targeted emails to a wide range of stakeholders. Feedback from the consultation will inform the February 2023 budget meetings of Cabinet and Full Council. A summary of the consultation feedback will be shared as part of the Budget report.

#### **15. NEXT STEPS**

- 15.1 The proposals contained in this report will be subject to consultation that will inform final decisions at Cabinet and Council in February 2024. The council will consult with residents, businesses, partners, and its own staff.
- 15.2 Equality Impact Assessments have been completed for relevant savings and these will be updated throughout the remaining budget setting process.
- 15.3 This draft budget will be amended once the Local Government Finance Settlement is published.
- 15.4 The Corporate Overview and Scrutiny Panel will review the proposals on 19 December.
- 15.5 Final budget proposals will be considered by Cabinet on 7<sup>th</sup> February 2024, with recommendations to Full Council on 27<sup>th</sup> February 2024.

#### **16. LEGAL IMPLICATIONS**

- 16.1 None at this stage of the budget process.

#### **17. RISK MANAGEMENT**

- 17.1 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.

## **18. POTENTIAL IMPACTS**

- 18.1 Equalities. An 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.
- 18.2 Climate change/sustainability. The potential impact of budget recommendations will be considered once details of budget submissions are published.
- 18.3 Data Protection/GDPR. Not applicable.

## **19. TIMETABLE FOR IMPLEMENTATION**

- 19.1 Implementation date if not called in: Immediate.

## **20. APPENDICES**

- 20.1 This report is supported by four appendices:
- Appendix A Capital programme
  - Appendix B Medium Term Financial Plan
  - Appendices C & D Growth and Efficiencies
  - Appendix E Equality Impact Assessments



Accessible version of the table showing the proposed draft revenue budget and funding.

BUDGET BY SERVICE	Base budget	Pay inflation	Contract inflation	Income increases	Efficiencies	Growth	Non-serv budgets	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>CHIEF EXECUTIVE DEPARTMENT</b>	<b>1,012</b>	28	3	0	(103)	0	0	<b>941</b>
<b>ADULT SOCIAL CARE AND HEALTH</b>								
Dir of Adults Social Care & Health	174	5	0	0	0	195	0	374
Adult Social Care	53,081	13	3,075	(25)	(1,690)	4,851	(407)	58,898
Adult Social Care income	(14,287)	0	0	(853)	0	140	0	(15,000)
Communities, transform & prt'nrs	170	4	1	(1)	0	0	0	175
Public Health	5,317	0	0	0	0	0	68	5,385
Public Health Grant	(5,317)	0	0	0	0	0	(68)	(5,385)
<b>Total Adults Social Care &amp; Health</b>	<b>39,137</b>	<b>23</b>	<b>3,076</b>	<b>(879)</b>	<b>(1,690)</b>	<b>5,186</b>	<b>(407)</b>	<b>44,447</b>
<b>CHILDREN'S SERVICES</b>								
Children's Social Care	28,093	0	1,493	0	(2,758)	2,628	0	29,455
Dedicated Schools Grant Exp	78,556	0	0	0	0	0	0	78,556
Dedicated Schools Grant	(78,556)	0	0	0	0	0	0	(78,556)
<b>Total Children's Services</b>	<b>28,093</b>	<b>0</b>	<b>1,493</b>	<b>0</b>	<b>(2,758)</b>	<b>2,628</b>	<b>0</b>	<b>29,455</b>
<b>PLACE</b>								
Director of Place	20	0	0	0	0	0	0	21
Housing	2,019	89	95	(5)	(94)	400	(14)	2,490
Infra, Sustainability & Transport	5,128	49	73	(25)	(628)	0	0	4,597
Neighbourhood Services	6,665	75	724	(1,980)	(464)	912	0	5,931
Planning	1,330	94	10	(138)	(737)	130	0	689
Property services	(3,346)	11	24	(8)	(270)	165	0	(3,423)
<b>Total Place</b>	<b>11,816</b>	<b>318</b>	<b>925</b>	<b>(2,155)</b>	<b>(2,193)</b>	<b>1,607</b>	<b>(14)</b>	<b>10,304</b>
<b>RESOURCES</b>								
Director Resources	156	5	0	0	0	0	0	160
Finance	2,109	94	19	(14)	(115)	89	0	2,181
HR, Corporate Projects & ICT	3,182	101	47	(9)	(210)	102	0	3,214
Revs, Bens, Library & Res Services	4,239	143	62	(29)	(175)	0	0	4,239
Housing Benefit	(377)	0	0	(42)	0	0	0	(419)
Law and Governance	3,183	82	36	(30)	(215)	39	0	3,095
<b>Total Resources</b>	<b>12,490</b>	<b>424</b>	<b>164</b>	<b>(124)</b>	<b>(716)</b>	<b>230</b>	<b>0</b>	<b>12,470</b>
<b>Total Service Budgets</b>	<b>92,549</b>	<b>794</b>	<b>5,661</b>	<b>(3,158)</b>	<b>(7,460)</b>	<b>9,651</b>	<b>(421)</b>	<b>97,616</b>
<b>CORPORATE AND CONTINGENCY</b>								
Contingency	2,337	0	0	0	0	0	(337)	2,000
Corporate budgets	700	0	0	0	0	0	(175)	525
<b>Total Corporate and Contingency</b>	<b>3,037</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(512)</b>	<b>2,525</b>
<b>OTHER NON-SERVICE BUDGETS</b>								
Interest received	(1,152)	0	0	0	0	0	271	(881)
Interest paid	6,592	0	0	0	0	0	2,392	8,984
Minimum revenue provision	3,139	0	0	0	(25)	0	1,018	4,132
Pension deficit recovery contr'ns	4,400	0	0	0	(69)	0	170	4,501
Environment Agency Levy	168	0	0	0	0	0	0	168
<b>Total Other Non-Service Budgets</b>	<b>13,147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(94)</b>	<b>0</b>	<b>3,851</b>	<b>16,904</b>
Net budget	108,732	794	5,661	(3,158)	(7,554)	9,651	2,918	117,045
<b>FUNDING</b>								
Business rates	(14,226)	0	0	0	0	0	(869)	(15,095)
Govt grants & other funding	(9,115)	0	0	0	0	0	(1,593)	(10,708)
Surplus / Deficit movements	(165)	0	0	0	0	0	25	(140)
Council tax	(85,622)	0	0	0	(214)	0	(5,265)	(91,102)
<b>Total Funding</b>	<b>(109,128)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(214)</b>	<b>0</b>	<b>(7,702)</b>	<b>(117,045)</b>
<b>Total</b>	<b>(396)</b>	<b>794</b>	<b>5,661</b>	<b>(3,158)</b>	<b>(7,768)</b>	<b>9,651</b>	<b>(4,784)</b>	<b>0</b>

## 21. BACKGROUND DOCUMENTS

21.1 None.

## 22. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Elizabeth Griffiths	Executive Director of Resources/S151 Officer		
Elaine Browne	Monitoring Officer	30/11/23	05/12/23
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Mandatory: Equalities Officer</i>			
Ellen McManus-Fry	Equalities & Engagement Officer		
<i>Other consultees:</i>			
<i>Directors</i>			
Stephen Evans	Chief Executive	30/11/23	05/12/23
Andrew Durrant	Executive Director of Place	30/11/23	04/12/23
Lin Ferguson	Executive Director of Children's Services	30/11/23	04/12/23
Kevin McDaniel	Executive Director of People Services	30/11/23	04/12/23

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Finance	Yes
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## REPORT HISTORY

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

Report Author: Elizabeth Griffiths, S151 Officer

Expected slippage and Capital Receipts from 2023/24						
Budget Reprofiting	23/24	24/25	25/26	26/27	27/28	Funding Source
	£000	£000	£000	£000	£000	
Adult Services Case Management System		215	215	215	215	<i>Borrowing</i>
Homestead- Winston and Hub		40				<i>CIL</i>
<b>Adult Social Care and Health</b>	<b>0</b>	<b>255</b>	<b>215</b>	<b>215</b>	<b>215</b>	
Wraysbury Primary Resourced Provision		385				<i>Grant</i>
Provision Improvement for Special Education Needs		1,072				<i>Grant</i>
Hilltop First School Resourced Provision		599				<i>Grant</i>
Trevelyan Middle School Resourced Provision		398				<i>Grant</i>
AfC Case Management System		1,095				<i>Borrowing</i>
West of Windsor Special School		500				<i>Gov Grant</i>
<b>Children's Directorate</b>	<b>0</b>	<b>4,049</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Wireless Access Point (WAP) Replacement		42				<i>Borrowing</i>
Network Broadband Deployment		80				<i>Borrowing</i>
<b>Resources Directorate</b>	<b>0</b>	<b>122</b>	<b>0</b>	<b>0</b>	<b>0</b>	
River Thames Scheme Infrastructure Project		630				<i>Borrowing</i>
Clyde House		50				<i>Borrowing</i>
Commercial Investment Property Portfolio-Repairs		724				<i>Borrowing</i>
Commercial Estates-Compliance		70				<i>Borrowing</i>
Traveller Local Plan		188				<i>Borrowing</i>
Broadway Car Park & Central House Scheme		(12,900)	24,060			<i>Borrowing &amp; Capital Receipts</i>
MEES Compliance-Minimum Energy Efficiency Standard		100				<i>CIL</i>
Affordable Key Worker Hsing-Riverside Mokattam RM		640				<i>Borrowing</i>
Maidenhead Golf Course			15,548	(14,681)		<i>Borrowing &amp; Capital Receipts</i>
Cookham Bridge Refurbishment & Structural Repair		500				<i>Borrowing</i>
Commercial Investment Property Portfolio-Repairs		1,000				<i>Borrowing</i>
Windsor Squash Courts		284				<i>S106</i>
Guildhall-Repairs & Heating		500				<i>CIL &amp; Borrowing</i>
Town Centre Regeneration (York Road) Capital Receipt 23/24	(1,455)					<i>Capital Receipts</i>
Town Centre Regeneration (St Cloud Way Phase 1)		(235)	(1,407)	(2,814)	(2,673)	<i>Capital Receipts</i>
Town Centre Regeneration (St Cloud Way Phase 2)				(2,263)	(5,374)	<i>Capital Receipts</i>
St Edmunds Hse, Ray Mill Rd West		(1,400)				<i>Capital Receipts</i>
Nicholson's Shopping Centre		(1,000)				<i>Capital Receipts</i>
Land North of Rainsworth, Oakley Grn Capital Receipts 23/24	(1,000)					<i>Capital Receipts</i>
<b>Place Directorate</b>	<b>(2,455)</b>	<b>(10,848)</b>	<b>38,201</b>	<b>(19,758)</b>	<b>(8,047)</b>	
<b>Total</b>	<b>(2,455)</b>	<b>(6,422)</b>	<b>38,416</b>	<b>(19,543)</b>	<b>(7,832)</b>	

The expenditure shown in this table is unspent capital budget rolled forward ("slipped") from current year to next.

Capital receipts (payments to the council) are shown as negative numbers

We are currently projecting capital receipts for town regeneration till 2028/29 and for Maidenhead Golf Course till 2035/36

Capital Bids 2024/25						
Bid details		Total cost	Funded from			Unfunded
Bid Title	Brief Description		S106	CIL	Grant	
<b>Funded - projects</b>		(£k)	(£k)	(£k)	(£k)	(£k)
LEVI	Completion of Phase 1 EV chargepoint rollout	627	0	0	627	0
Forlease Gateway	Junction redesign for improved walk, cycle and public realm	800	800	0		0
St Cloud Crossing (Phase 3)	Ramp for accessible & cycling route to new crossing over St-Cloud Way	400	400	0		0
Old Windsor Healthy Routes to School	Support safe routes to walk to Kings Court School in Old Windsor	120	0	0	120	0
The Great Park Link	Crossings & junction improvements for walking & cycling - between Windsor Town & Great Park	350	0	0	350	0
West Windsor Healthy Routes to School	Support safe routes to walk to selected schools in West Windsor area	170	0	0	170	0
Road Safety Schemes	Junction redesign for improved walk, cycle and public realm	200	0	0	200	0
Highways Drainage and Flood Mitigation	Annual programme of highway drainage improvement schemes	400	0	400	0	0
Disabled Facilities Grants	Disabled Facilities Grant funding utilisation	32	0	0	32	0
Footway Maintenance & Construction	Maintain the boroughs footways	350	0	100	250	0
Highway Resurfacing Programme	Resurfacing of the boroughs roads to improve road safety & prevent further deterioration.	2,200	0	1,100	1,100	0
Bridge Assessments/special Inspections & Scour Assessment	Works programme for essential capital works	200	0	0	200	0
Bridge Strengthening Schemes	Minor strenthening works to mitigate and reduce any safety risks	300	0	150	150	0
Pothole action fund DfT	Specially to target potholes on our road network.	1,209	0	0	1,209	0
Health Suite Windsor Leisure Centre	Replacement/improvement of Windsor Leisure Centre Health Suite and Sauna area	200	0	200	0	0
Braywick Leisure Centre defects	Repair of defects identified at Braywick Leisure Centre.	310	0	310	0	0
General Leisure Facility Maintenance	Maintenance requirement of the Lesiure centres, Community Centre, LTA tennis sites at Goswells Park/Alexandra Gardens, Kidwells Park and Desborough Park.	200	0	200	0	0
Road Marking and sign safety programme	Beyond basic safety maintenance funding, required to maintain lining and signing	150	0	150	0	0
Drift Road - Major carriageway works	Phase 3 of the Drift road project to strengthening sections of Drift Road which are beyond it serviceable life, needs essential works	200	0	200	0	0
Traffic Signals electrical supply resilience upgrade	The upgrading of DNO (distribution network operator) electrical connection of 20 RBWM Traffic Signal Sites. Health & Safety	35	0	35	0	0
Street Lighting Column Replacements	Column replacement of street lighting assets including High Amber structurally dangerous columns from structural testing results, stumped columns, Concrete columns and RTV (restore to vertical).	700	0	700	0	0
Street Lighting Private Network Cable & Feeder Pillar Replacement	Requires upgrade of cables and feederpillars of 68 streetlights with faults caused by damaged and ageing private electrical cables.	150	0	150	0	0
School Condition Allocation	Capital for repairs and maintenance to community and voluntary controlled schools	1,200	0	0	1,200	0
<b>Total Funded bids</b>		<b>10,503</b>	<b>1,200</b>	<b>3,695</b>	<b>5,608</b>	<b>0</b>
<b>Un-funded projects</b>						
Commercial and Corporate Property Improvements and Investment	Improvement Works to meet Health and Safety Obligations and prevent future dis-repair	1,500	0	0	0	1,500
MEES regulation Property Improvements	Works to Improve the energy performance of leased property to meet legislation	600	0	0	0	600
Novello Theatre Demolition	Demolition of building following recent expiration of lease and identification of asbestos	300	0	0	0	300
Hardware replacement - Laptops	Replacement of one fifth laptop estate	220	0	0	0	220
IT Services	Ad hoc IT purchases in line with delivery of IT strategy	75	0	0	0	75
Hardware replacement - Mobile phones	Replacement of out of date operating system mobiles	100	0	0	0	100
Wireless Access Points	Top up of capital approved to replace all wireless access points	80	0	0	0	80
Rebuild and Update Content Management System (CMS/ Website)	New website and improved customer-facing digital experience	60	0	0	0	60
<b>Total Un-funded bids</b>		<b>2,935</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,935</b>
<b>Total funded and un-funded bids</b>		<b>13,438</b>	<b>1,200</b>	<b>3,695</b>	<b>5,608</b>	<b>2,935</b>

MEDIUM TERM FINANCIAL PLAN		2024/25	2025/26	2026/27	2027/28	2028/29	Ref
Appendix B		£'000	£'000	£'000	£'000	£'000	
<b>SERVICES BASE BUDGET</b>		<b>93,248</b>	<b>98,141</b>	<b>101,400</b>	<b>104,512</b>	<b>109,786</b>	
Inflation							
- Pay (excl DSG funded, incl inc pension cont)		794	811	836	861	886	1
- Direct utility costs (water, gas, electricity)		17	33	34	34	35	
- Contract inflation (incl AfC and Optalis pay)		5,361	3,172	3,267	3,364	3,465	2
- Miscellaneous inflation		283	282	291	299	308	
- Fees & charges		(2,397)	(693)	(707)	(721)	(736)	
- Adult Social Care client charges		(761)	(251)	(257)	(264)	(270)	
Growth		9,651					
Savings (excl savings in non-service budgets)		(7,460)	0	0	0	0	
Changes in govt grants in net cost of services		(421)	0	0	0	0	
Impact of savings / growth agreed prior years		(175)	(666)	(664)	(223)	130	
<b>Service Base Budget Before Savings</b>		<b>98,141</b>	<b>100,830</b>	<b>104,198</b>	<b>107,863</b>	<b>113,606</b>	
Budget surplus / (gap)		0	570	314	1,923	532	
<b>Service Net Expenditure</b>		<b>98,141</b>	<b>101,400</b>	<b>104,512</b>	<b>109,786</b>	<b>114,137</b>	
<b>NON-SERVICE BUDGETS</b>							
Contingency Budget		2,000	2,000	2,000	2,000	2,000	
Interest received		(881)	(749)	(691)	(567)	(564)	
Interest paid		8,984	9,410	9,183	7,923	7,876	
Minimum revenue provision		4,132	4,637	5,233	4,761	4,251	
Environment Agency Levy		168	168	168	168	168	
Pension costs including past deficit		4,501	4,681	4,681	4,681	4,681	
<b>Total Non-Service Budget</b>		<b>18,904</b>	<b>20,147</b>	<b>20,574</b>	<b>18,966</b>	<b>18,412</b>	
<b>TOTAL EXPENDITURE</b>		<b>117,045</b>	<b>121,547</b>	<b>125,086</b>	<b>128,752</b>	<b>132,549</b>	
<b>NON-COUNCIL TAX FUNDING</b>							
NNDR		(15,095)	(15,094)	(15,094)	(15,094)	(15,094)	
Income from trading companies		(260)	(260)	(260)	(260)	(260)	
Non-ringfenced grants		(10,448)	(10,460)	(10,460)	(10,460)	(10,460)	
Trfr (surplus)/deficit Collection Fund - C Tax		633	750	750	750	750	
Trfr (surplus)/deficit Collection Fund - B Rates		(2,404)					
Transfer to (from) earmarked reserves		1,631	0	0	0	0	
Transfer to (from) general reserves		0	0	0	0	0	
<b>Total non-council tax funding</b>		<b>(25,943)</b>	<b>(25,064)</b>	<b>(25,064)</b>	<b>(25,064)</b>	<b>(25,064)</b>	
<b>COUNCIL TAX</b>		<b>(90,888)</b>	<b>(94,947)</b>	<b>(98,486)</b>	<b>(102,153)</b>	<b>(105,950)</b>	
- Increased income from single person discount		(214)	(214)	(214)	(214)	(214)	
- Increased income Council Tax relief scheme		0	(48)	(48)	(48)	(48)	
- Second homes		0	(1,274)	(1,274)	(1,274)	(1,274)	
<b>TOTAL FUNDING</b>		<b>(117,045)</b>	<b>(121,547)</b>	<b>(125,086)</b>	<b>(128,752)</b>	<b>(132,549)</b>	
<b>COUNCIL TAX</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
Adult Social Care Precept		186.84	186.84	186.84	186.84	186.84	
Council Tax at Band D		1,097.30	1,135.70	1,175.24	1,215.97	1,257.91	
Special Expenses		36.66	37.76	38.89	40.05	41.25	
<b>Total Council Tax</b>		<b>1,320.80</b>	<b>1,360.30</b>	<b>1,400.97</b>	<b>1,442.86</b>	<b>1,486.00</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		69,743	70,243	70,743	71,243	71,743	3
Unparished Taxbase		36,246	36,746	37,246	37,746	38,246	3

**ASSUMPTIONS**

CTAX increase (%)	2.99%	2.99%	2.99%	2.99%	2.99%
Adult Social Care precept (%)	2.00%	0.00%	0.00%	0.00%	0.00%
Pay inflation (%)	3.00%	3.00%	3.00%	3.00%	3.00%
Utility inflation (%)	1% - 3%	2.00%	2.00%	2.00%	2.00%
Contract inflation (%)	Actual	4.00%	4.00%	4.00%	4.00%
Miscellaneous inflation (%)	3.00%	3.00%	3.00%	3.00%	3.00%
Fees & charges inflation (%)	Actual	2.00%	2.00%	2.00%	2.00%
Adult Social Care Income (usually related to state per	Actual	2.50%	2.50%	2.50%	2.50%
Growth in tax base (Band D properties)	Actual	500	500	500	500

**NOTES**

1. Pay inflation excludes staff in Optalis and AfC.
2. Contract inflation includes pay inflation related to Optalis and AfC staff.
3. Assumes growth in taxbase Band D properties - see assumptions above.

Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
PLA01E	Place	Centralising consultancy and utility budgets to allow better management and cost effectiveness.	(230)	(330)	100	0	0	0
PLA02E	Place	Options to reduce temporary accommodation spend being considered to either purchase units or (in the absence of capital funding), obtain lower cost stock from the private rented sector.	(118)	(59)	(59)	0	0	0
PLA03E	Place	The Out of Service provides a limited response for residents in relation to witnessing alleged statutory (usually noise) nuisances outside of office hours. The service does not provide enforcement on the spot, although there is an advisory element. The current contract will not be extended.	(35)	(35)	0	0	0	0
PLA04E	Place	Transition Braywick nature centre towards a more commercial model.	(10)	(10)	0	0	0	0
PLA05E	Place	Removal of free parking offers for selected events in the Borough.	(15)	(15)	0	0	0	0
PLA06E	Place	Additional opportunities for promoting food and concession stands in high footfall areas or at peak seasonal times.	(10)	0	(10)	0	0	0
PLA07E	Place	Additional income generating opportunities in under-utilised car park in Maidenhead.	(20)	(20)	0	0	0	0
PLA08E	Place	Successfully secured funding towards monitoring CCTV on behalf of a business improvement district.	(45)	(45)	0	0	0	0
PLA09E	Place	Successfully securing funding towards bus service improvements supporting new contracted services being tendered in Summer 2024.	0	(350)	350	0	0	0
PLA10E	Place	Using one-off external grant funding to support staff costs and bring climate partnership secretariat and administration back in house.	0	(100)	100	0	0	0
PLA11E	Place	Review operational resource within community warden service and retain the strategic function to maintain acutely vital policing and community safety responsibility, community safety partnership and violence reduction work.	(125)	(125)				

			£000	24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
PLA12E	Place	Procurement of a new Highways Services to achieve a contractual saving and give RBWM more control over quality.	(120)	(86)	(33)	0	0	0
PLA13E	Place	Opportunities for charging for parking to cover the cost of operating the service, including charging for electric vehicle permits in line with other resident permits and car park charges.	(115)	(115)	0	0	0	0
PLA14E	Place	Restructure the economic growth team to maximise cost recovery and income generation.	(140)	(115)	(25)	0	0	0
PLA15E	Place	Opportunities for advertisement, including roundabout sponsorship and advertising on street furniture.	(15)	(15)	0	0	0	0
PLA16E	Place	Review of council assets and seek to enhance commercial income from the existing property portfolio.	(168)	(20)	(148)	0	0	0
PLA17E	Place	Community infrastructure levy will be used to fund essential tree maintenance to reduce health and safety risk.	0	(703)	703	0	0	0
PLA18E	Place	The lease at Minster Court ends in November 2024 and will not be renewed, with Pension Fund staff accommodated within the Town Hall.	(100)	(50)	(50)	0	0	0
			<b>(1,266)</b>	<b>(2,193)</b>	<b>928</b>	<b>0</b>	<b>0</b>	<b>0</b>



Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
CHI01E	Children's	Impact of work of the Families Together Team to support children and young people on the edge of care to avoid new social care placements when this is safe and appropriate. Work with young people in social care to step down, where safe and appropriate, from costly residential provisions into foster care / family based arrangements.	(581)	(200)	(127)	(127)	(127)	0
CHI02E	Children's	Remove non statutory travel support to individuals aged over 16. Review offer to excluded pupils, fare payer transport offer, and consider recommendations of peer review.	(371)	(258)	(113)	0	0	0
CHI03E	Children's	Think Family transformation project will look at how closer working with Adults and Housing can reduce duplication and achieve savings.	(75)	(75)	0	0	0	0
CHI04E	Children's	Ensure appropriate health funding is accessed from health for young people in care.	(75)	(75)	0	0	0	0
CHI05E	Children's	The commissioning team will review all placements and work with young people in care to step down placement type and support in line with the child / young person's care plan, when this is safe and appropriate.	(1,111)	(1,111)	0	0	0	0
CHI06E	Children's	The fostering team will work to increase capacity and placement of children and young people into in-house provision, including connected care.	(501)	(167)	(167)	(167)	0	0
CHI07E	Children's	Increase income targets for traded services by increasing the amount of sales or increasing the amount charged.	(142)	(142)	0	0	0	0
CHI08E	Children's	Review of Youth Counselling contract to determine best way to provide this support to children who live in-borough, and not those out of borough.	(50)	(50)	0	0	0	0
CHI09E	Children's	Review all Children's services contracts to renegotiate terms or cease activity where impact can be managed.	(20)	(20)	0	0	0	0
CHI10E	Children's	Recoup direct payments where families have not fully utilised funds that have been paid to them and have excessive amounts in bank accounts.	(50)	(50)	0	0	0	0
CHI11E	Children's	Targeted project work to apply for grant funding from government or other agencies.	(40)	(10)	(10)	(10)	(10)	0
CHI12E	Children's	Increase in government funding in relation to unaccompanied asylum seekers.	(600)	(600)	0	0	0	0
			<b>(3,616)</b>	<b>(2,758)</b>	<b>(417)</b>	<b>(304)</b>	<b>(137)</b>	<b>0</b>

Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
RES01E	Resources	Where appropriate, external organisations to be recharged for support service costs currently being borne by the council, including Propco and Berkshire Pension Fund.	(154)	(154)	0	0	0	0
RES02E	Resources	Undertake a review of council tax single person discounts to ensure data is up to date. It is recognised nationally that many single person discounts (25%) on Council Tax should be relinquished as residents forget to advise of changes in circumstances.	(321)	(214)	(107)	0	0	0
RES05E	Resources	Increase of council tax court costs to £147.42 to take into account inflation. Costs last increased in 2019/20.	(109)	(109)	0	0	0	0
RES06E	Resources	Re-occupation Business Rates relief currently available to businesses occupying previously empty retail units at up to 100% for up to 18 months. Proposal to reduce this.	(65)	0	(65)	0	0	0
RES07E	Resources	Rather than providing additional relief to all charitable businesses, the proposal is to review these. Relief may be targeted at those with a low turnover who are local rather than national.	(548)	0	(548)	0	0	0
RES08E	Resources	Release of miscellaneous budgets no longer required following a line by line budget review.	(141)	(141)	0	0	0	0
RES09E	Resources	Savings in the service supporting the mayor's office, including the release of the mayor's dedicated car.	(21)	(19)	(2)	0	0	0
RES10E	Resources	Simplify the Annual General Meeting process and restrict refreshments for the mayor making ceremony.	(3)	(3)	0	0	0	0
RES11E	Resources	Various posts across the Directorate that are already vacant will not be filled. This includes a support post in Democratic Services and a case worker in Law and Governance, one library post, a post in Performance, and no new participation in the Local Government Association graduate scheme. Work will be re-distributed and reorganised. There will also be a voluntary reduction in hours for an existing post in Law and Governance.	(263)	(173)	(74)	(16)	0	0
RES12E	Resources	Saving in respect of data storage and migration, including an one off grant for data migration as well as reduced costs for data storage, training and Disclosure Barring Service checks.	(4)	(54)	50	0	0	0

			£000	24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
RES13E	Resources	Restricting corporate training to online only and pausing the leadership development programme. Training to be sought from the LGA and other sources at zero cost.	(50)	(64)	14	0	0	0
RES14E	Resources	Fees for use of support services will be increased, including increase fees to maintained schools and Academies as well as corporate project teams involvement in capital schemes.	(78)	(69)	(9)	0	0	0
RES15E	Resources	Culmination of changes in contracts required in IT following review of all contracts and implications of current IT projects being delivered.	(61)	(61)	0	0	0	0
RES16E	Resources	Deletion of the unique non-statutory library inclusion post.	(20)	(20)	0	0	0	0
CEX01E	Chief Executive department	Corporate subscriptions will be ended, including South East Strategic Leaders policy forum and other miscellaneous subscriptions.	(12)	(12)	0	0	0	0
CEX02E	Chief Executive department	The InPhase performance management software contract will be phased out with a view to moving to MS Power BI.	(25)	(5)	0	0	(20)	0
CEX04E	Chief Executive department	Withdrawal of the Around the Royal Borough publication.	(17)	(17)	0	0		0
CEX05E	Chief Executive department	Public Health funding to cover part year funding for a policy officer.	(13)	(13)	0	0	0	0
			<b>(1,904)</b>	<b>(1,127)</b>	<b>(741)</b>	<b>(16)</b>	<b>(20)</b>	<b>0</b>

Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
AHH01E	Adults & Health	Adult Social Care long-term practice development to promote self-directed care.	(190)	(40)	(75)	(75)	0	0
AHH02E	Adults & Health	Implement stricter operational policy for engaging with external legal services for Adult Social Care.	(60)	(30)	(30)	0	0	0
AHH03E	Adults & Health	Consolidation of day care services at the Boyn Grove location.	(65)	(55)	(10)	0	0	0
AHH04E	Adults & Health	Targeted Adult Social Care reviews to ensure clients are getting the most appropriate support at the right cost to the council.	(180)	(120)	(60)	0	0	0
AHH05E	Adults & Health	Undertake a systematic review of the Better Care Fund and person-led planning with the NHS.	(250)	(250)	0	0	0	0
AHH06E	Adults & Health	Promotion of Shared Lives scheme where approved and matched individuals or families invite older or disabled people to live within their homes.	(579)	(236)	(265)	(78)	0	0
AHH07E	Adults & Health	Limit non-contractual Adult Social Care provider uplifts to a maximum of 4%.	(120)	(120)	0	0	0	0
AHH08E	Adults & Health	Engage community sector partners and signpost residents to non-statutory help and support which increases wellbeing and independence.	(50)	(50)	0	0	0	0
AHH09E	Adults & Health	Capitalise equipment expenditure where appropriate to do so, allowing it to be funded from government grant.	(323)	(323)	0	0	0	0
AHH10E	Adults & Health	With a range of practice and community improvements, seek to increase the number of people whose needs can be met with support while still remaining at home rather than in costly residential settings.	(466)	(466)	0	0	0	0
			<b>(2,283)</b>	<b>(1,690)</b>	<b>(440)</b>	<b>(153)</b>	<b>0</b>	<b>0</b>

Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
PLA01G	Place	Management fee income is lower than anticipated following the award of an interim leisure services contract to Leisure Focus Trust.	312	312	0	0	0	0
PLA02G	Place	Due to a change in parking behaviour, parking season tickets are not likely to recover to pre covid levels within 2024/25.	0	100	(100)	0	0	0
PLA03G	Place	Inflation on large contracts in 2023/24 has exceeded what was assumed when setting the budget, meaning growth is required over and above the 2024/25 inflation calculation.	400	400	0	0	0	0
PLA04G	Place	Funding required for unplanned maintenance of trees owned by the borough as well as for inspections including the necessary maintenance works.	130	130	0	0	0	0
PLA05G	Place	Increase in service charges for Hines Meadow car park.	100	100	0	0	0	0
PLA06G	Place	Increase in cost of temporary accommodation due to demand and availability.	400	400	0	0	0	0
PLA07G	Place	Historic shortfall on existing income budget for York House.	23	165	(142)	0	0	0
			<b>1,365</b>	<b>1,607</b>	<b>(242)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
AHH01G	Adults & Health	Adults social care costs based on current number of people in residential and nursing placements.	3,223	3,223	0	0	0	0
AHH02G	Adults & Health	Adults social care costs based on current number of people requiring mental health support.	735	735	0	0	0	0
AHH03G	Adults & Health	Adults social care inflationary pressures whereby provider uplifts negotiated in 2023/24 exceeded budget.	869	869	0	0	0	0
AHH04G	Adults & Health	Realign statutory adult social care and reverse the continuing challenges with recruitment and retention. It will be necessary to align the pension of staff with local government pension scheme.	260	195	65	0	0	0
AHH05G	Adults & Health	Three areas have be identified where grant funding will cease but the service is required to continue (Spencer Denny Day Centre, Supported Employment and Independent Advice Support Service).	164	164	0	0	0	0
			<b>5,251</b>	<b>5,186</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>0</b>

Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
CHI01G	Children's	Correct some historic budget anomalies for staff posts that are currently creating an budget pressure.	240	240	0	0	0	0
CHI02G	Children's	Post to identify funding bids and assist with service transformation.	50	50	0	0	0	0
CHI03G	Children's	Additional capacity to meet the statutory duty in respect of children missing from education.	79	79	0	0	0	0
CHI04G	Children's	Fostering Panel members payment increase as an uplift has not been done for four years.	10	10	0	0	0	0
CHI05G	Children's	Funding to support current cohort of Children's social care placements.	138	138	0	0	0	0
CHI06G	Children's	Funding to support future anticipated Children's social care placements, representing and estimated growth of 15 placements.	1,171	1,171	0	0	0	0
CHI07G	Children's	Increased volume and complexity of legal cases.	379	379	0	0	0	0
CHI08G	Children's	Increased demand for home to school transport, reflecting current and forecast demand levels.	561	561	0	0	0	0
			<b>2,628</b>	<b>2,628</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Ref	Directorate	Description	Full year £000	Part-year impact				
				24/25 £000	25/26 £000	26/27 £000	27/28 £000	28/29 £000
RES01G	Resources	Two new posts will enhance capacity within the procurement team to drive efficiencies from large contracts. Current capacity not sufficient to deliver required level of service.	89	89	0	0	0	0
RES02G	Resources	Additional IT licence costs for firewalls, Microsoft products and customer relationship management software.	102	102	0	0	0	0
RES03G	Resources	Ongoing funding for use of modern polling electronic tablets in polling stations. This is required for effective delivery of voter ID.	7	39	(32)	0	0	0
			<b>198</b>	<b>230</b>	<b>(32)</b>	<b>0</b>	<b>0</b>	<b>0</b>

	<b>REPORT TOTALS</b>		<b>Efficiencies</b>	<b>(7,768)</b>		<b>Growth</b>	<b>9,651</b>
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## **Background Information**

Service area:	<u>Adult Social Care</u>
Directorate:	<u>Adults &amp; Health</u>
Budget proposal reference number/s:	<u>AHH02E, AHH03E, AHH04E, AHH08E, AHH13E, AHH15E</u>
Completed by: Date:	Approved by: Kevin McDaniel Date: 15/11/2023

### **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 budget proposals contained within this EQIA are derived from the options to continue to provide the right service at the right time to residents with the aim of enabling them to live independent lives for as long as possible while being safe. By definition these services are used by vulnerable people so are already used by a small number of residents whose individual situation, wishes and choices are taken into account.

AHH02E	OP - Nursing home development. It is proposed to explore developing a Council owned and Optalis run nursing home which gives an increased proportion of beds available for state-funding nursing care. The facility will focus on good quality nursing care, supporting the higher levels of need with a transparent cost which represent good value for the public purse.
AHH03E	Home First / Reablement advancement. It is proposed to take the elements of Home First which have supported good hospital discharge and apply them to the existing reablement service with the intended outcome that more people are active and mobile within 6 weeks of referral, increasing their chances of remaining independent.
AHH04E	Personalised support using Direct Payments and Individual Support Plans. It is proposed to invest in the resources to support a third of residents receiving non-residential services to plan and arrange their own care rather than being reliant on a more-rigid prescription of domiciliary care support. Evidence from other areas suggests this approach can improve independence and extend confidence for residents. The proportion of people using this method is expected to grow over the next three years.
AHH08E	Timely Domiciliary Care and 1:1 Reviews. National evidence indicates that good quality care delivered at home (domiciliary) can help people regain skill and confidence in the first few weeks. By investing capacity to review domiciliary care work after the first six weeks and after 1:1 work for all types of care we expect to be able to shape the longer-term care to the ongoing needs, allowing people to maintain their often hard-earned independence.

AHH13E	Use of community intervention at front door. We recognise that care comes at a cost and for many people, keeping out of that service is important so we will engage more community groups with the social care teams so that people can choose to be supported by local groups rather than statutory carers where that is safe to do so.
AHH15E	Practice development to keep more Older People living in their own home before moving to residential accommodation. The Borough has a good quality array of residential and nursing homes, however many residents tell us that they want to remain in their home, within their community and with their friends for as long as possible. We will look at alternatives to residential accommodation where it is safe and practical to do so, in order that (on average) people spend less time living in care home accommodation over time.

All of these proposals align with the Council's duty to assess and provide access to services which meet individual needs when those people cannot afford to pay for the entirety of their care.

### 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)
<b>Age</b>	<p>The services described above are typically accessed by older residents, with 80% of the residents being 65+.</p> <p>With the exception of AHH02E, all of the proposals above are planned to ensure that all plans are tailored to individual needs, supporting the increased opportunity for people to stay in their home and within their community for longer. The focus of reviews and Individual Support Plans will be to enable more timely changes in plans to respond to the inevitable changes people undergo over time.</p> <p>The focus of reablement will work to reduce the impact of extended periods of immobility, reducing the likelihood of physical deterioration and the resultant lack of independence.</p>	X	

<b>Disability</b>	For a number of clients, their disability increases the challenge of retaining an appropriate level of independence. The focus of these services will give them more control of which services are offered.  AHH02E will enable the local authority to carefully plan the level of services offered, especially for Nursing services which can be responsive to emerging trends.	X	
<b>Sex</b>	Not applicable		
<b>Race, Ethnicity and Religion/Belief</b>	Not applicable		
<b>Sexual Orientation and Gender Reassignment</b>	Not applicable		
<b>Pregnancy and Maternity</b>	Not applicable		
<b>Care experience</b> (children in care and care leavers)	Not applicable		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	Most of these services are provided following a means test, naturally focusing the resources on those with lower income levels.  The options AHH04E, AHH08E and AHH13E will enable support to be fine tuned, including access to some community services which can offer support beyond the statutory service offer.	X	
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	Not applicable		
<b>Armed Forces Community</b> (in respect of access to public services)	Not applicable		

**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:	<u>Adult Social Care</u>
Directorate:	<u>Adults &amp; Health</u>
Budget proposal reference number/s:	<u>AHH06E, AHH07E, AHH10E, AHH11E</u>
Completed by: Date:	Approved by: Kevin McDaniel Date: 24/11/2023

### **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 budget proposals contained within this EQIA are derived from the options to continue to provide the right service at the right time to residents with the aim of enabling them to live independent lives for as long as possible while being safe. By definition these services are used by vulnerable people so are already used by a small number of residents whose individual situation, wishes and choices are taken into account.

AHH06E Supported Living Accommodation. It is proposed to create up to 22 units of supported accommodation in Windsor which will allow residents with learning disabilities the chance to live independently within the community. It is proposed that half of this accommodation is targeted at young adult residents, offering them the chance to live and work within the Borough.

AHH07E Community Day Support. It is proposed to build on the strength of the Boyn Hill Day centre to provide all of the council's building based day services with an increased timetable of activities. We will also consult on reducing the support provided to non-statutory services which offer location based day services.

AHH10E Independent Living using "Shared Lives". We are working with an experienced Council to recruit "Shared Lives" carers who will offer a long term 'home' to a resident with Learning Disabilities. These options will support the residents to live 'more ordinary' lives within the Borough, compared to remote or residential options which reduce independence and cost more.

AHH11E Learning Disability and Mental Health reviews of independence. We propose to review the opportunities for independence for all of those residents we support because of their learning disabilities or mental health care needs so see what changes could be made to support them with the skills and resources to have more say over their daily lives, including changes in accommodation where that is positive and safe for the individual.

All of these proposals align with the Council's duty to assess and provide access to services which meet individual needs when those people cannot afford to pay for the entirety of their care.

## 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)
<b>Age</b>	These services apply to residents of all ages who have learning disabilities or mental health care needs. It is expected that these proposals will be a particular benefit to younger adults where there is limited local provision for supported, independent living which results in a number of service users currently being offered accommodation a significant distance from their family home.	X	
<b>Disability</b>	These proposals are specifically designed to improve the options for independent living for those with learning disabilities. It is recognised that for some people the changes may be hard to understand and accept so there will be dialogue with residents and their carers to carefully plan any changes that result from the proposals.  Proposal AHH07E plans to maximise the use of the existing Day Centre at Boyn Hill in Maidenhead and reduce the building based facilities in Windsor. The service will provide a number of transport options to facilitate access, however there will be a change in service timetabling and access which will be harder for some users. The service will continue to offer community based alternatives which can meet many needs.	X	X
<b>Sex</b>	Not applicable		
<b>Race, Ethnicity and Religion/Belief</b>	Not applicable		
<b>Sexual Orientation and Gender Reassignment</b>	Not applicable		
<b>Pregnancy and Maternity</b>	Not applicable		

<b>Care experience</b> (children in care and care leavers)	Not applicable		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	<p>Most of these services are provided following a means test, naturally focusing the resources on those with lower income levels.</p> <p>The increased independence of some of the residential options will enable some people to access a wider range of national benefits to further support their costs.</p>	X	
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	Not applicable		
<b>Armed Forces Community</b> (in respect of access to public services)	Not applicable		

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

The Community Day support service has a range of transport options to support those who will have to travel further to access a different centre. These users may also benefit from the use of a personal budget to enable them more choice on transport and/or service options.

## **Background Information**

Service area:	Trading Standards & Licensing
Directorate:	Place Services
Budget proposal reference number/s:	Fees and charges (Street Trading Consents)
Completed by: Greg Nelson Date: 30/11/2023	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?

- What are the intended outcomes?

To increase the income target for street trading consents by £10 000 in 2024/2025

- Who will be affected by the proposal?

No existing holder of a street trading consent will be affected

- Does this conflict with any statutory responsibilities or requirements?

No

## **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)
<b>Age</b>	N/A		
<b>Disability</b>	N/A		
<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>Care experience</b> (children in care and care leavers)	N/A		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	N/A		
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	N/A		
<b>Armed Forces Community</b> (in respect of access to public services)	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:	Housing
Directorate:	Place Services
Budget proposal reference number/s:	Projects relating to temporary accommodation – John West House.
Completed by: Amanda Gregory Date: 04/12/2023	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?

- What are the intended outcomes?

To ensure:

Availability of temporary accommodation in the borough for those who are homeless, including those rough sleeping.

- Who will be affected by the proposal?

Any person who qualifies for temporary accommodation.

- Does this conflict with any statutory responsibilities or requirements?

No

## **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)
<b>Age</b>	Homelessness can affect anyone at any age. Provision in the borough will enable children to maintain their school place and access to current services.	x	
<b>Disability</b>	There is a limited amount of adapted accommodation at the moment. A proportion of the accommodation sourced will be adapted.	x	
<b>Sex</b>	Homelessness can affect anyone irrespective of sex. Provision of the John West facility will ensure that there are male/female designated areas if required.	x	

	Safe accommodation (from those suffering domestic abuse) will also be considered.		
<b>Race, Ethnicity and Religion/Belief</b>	Homeslessness can affect anyone irrespective of religion/belief. 2023 has seen an increase of asylum seekers who are now presenting as homeless/roughsleeping. Provision of more accommodation within the borough will benefit this protected characteristic.	x	
<b>Sexual Orientation and Gender Reassignment</b>	Homeslessness can affect anyone irrespective of sexual orientation or gender reassignment.	x	
<b>Pregnancy and Maternity</b>	Provision of accommodation within the borough will enable this protected characteristic to continue healthcare in the borough.	x	
<b>Care experience</b> (children in care and care leavers)	Provision of accommodation within the borough will enable this protected characteristic to continue with their support in the borough.	x	
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	Homelessness is more likely to affect those with low income. This proposal will increase availability in the borough and ensure that those individuals still have access to their current jobs/schools etc without additional travel costs.	x	
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	N/A		
<b>Armed Forces Community</b> (in respect of access to public services)	Homelessness can affect anyone.	x	

**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:	Trading Standards & Licensing
Directorate:	Place Services
Budget proposal reference number/s:	Withdrawal of the Hackney Carriage/PH non statutory appeals
Completed by: Greg Nelson Date: 30/11/2023	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?

- What are the intended outcomes?

To cease providing a non-statutory and non- constitutional appeals process currently provided to RBWM licenced hackney carriage and private hire drivers, and applicants for such licences, should an application be refused, or an existing licence be suspended or revoked. This internal appeals process is in addition to the statutory right of appeal that will remain in place for those affected

This will not provide a direct cost saving but will free up officers from Licensing, Democratic Services and Legal, providing efficiencies and extra staffing resources for higher priority areas of work

- Who will be affected by the proposal?

RBWM licenced hackney carriage and private hire drivers, and applicants for such licences

- Does this conflict with any statutory responsibilities or requirements?

No – there is a statutory right of appeal that will not be affected by this proposal

## **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)
<b>Age</b>	N/A		
<b>Disability</b>	N/A		

<b>Sex</b>	N/A		
<b>Race, Ethnicity and Religion/Belief</b>	<p>Ceasing the internal appeals process is likely to have a disproportionate impact on drivers who are from ethnic and religious minorities because a very high proportion of licenced drivers are from ethnic and religious minorities.</p> <p>Nearly 100% of people using the internal appeals process in the last five years have been from an ethnic or religious minority</p>		✓
<b>Sexual Orientation and Gender Reassignment</b>	N/A		
<b>Pregnancy and Maternity</b>	N/A		
<b>Care experience</b> (children in care and care leavers)	N/A		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	N/A		
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	N/A		
<b>Armed Forces Community</b> (in respect of access to public services)	N/A		

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

All those affected will have a statutory right to appeal to a magistrate's court should their application for a licence be refused, or an existing licence be suspended or revoked

## **Background Information**

Service area:	Environmental Health
Directorate:	Place
Budget proposal reference number/s:	
Completed by: Obi Oranu Date: 30 November 2023	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?

Due to budgetary pressures and a review of service delivery, the accompanying briefing paper outlines the proposal to terminate the Out of Hours Noise Service currently provided by Inside Housing Solutions (IHS).

Historically, RBWM have provided a contracted Out of Hours (OOH) Noise Service through Inside Housing Solutions (IHS). IHS provides a telephone and occasional in-person response to noise complaints made outside of the normal office hours of 8:45 to 17:15/16:45 on Fridays and weekends. This service is accessed through RBWM's general OOH service contact number.

The proposal is for the OOH service provided by IHS to be discontinued and replaced with a hybrid approach using the Noise App, an additional Sound Level Meter that doubles as a recording device to assist with following up genuine statutory nuisance noise cases and an exceptional service provided by existing Environmental Protection staff.

## **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)
<b>Age</b>	There is no demographical data for residents that currently use the OOH service. Generally, the proposal will affect all residents within RBWM although the proposal is likely to affect older residents unfamiliar with smart phone use/technology. From the 2021 Census,		/

	<p>18% of RBWM's residents are 65 or older. There is some evidence to suggest older people are more sensitive to noise. It is assumed residents in this age demographic would be more likely to use the OOH service, although there is no current data to support this.</p> <p>The proposals seeks to remove the OOH Noise Service, which is currently accessed by phone. Telephone contact would typically be the preferred method of contact from older residents. The proposal seeks to move towards the use of an app using an iOS or Android device in conjunction with the current online form, use of physical diary sheets. Older residents are typically unlikely to have a smartphone or be technologically comfortable using an app to record noise evidence.</p>		
<b>Disability</b>	The move to an app-based service in place of a telephone/in-person service may impact disabled individuals depending upon the accessibility of the app and their ability to use smart phone technology.		
<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>Care experience</b> (children in care and care leavers)	n/a		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	n/a		
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	n/a		
<b>Armed Forces Community</b> (in respect of access to public services)	n/a		

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

There will be an improvement to the RBWM website outlining the approach to statutory nuisances, including explaining the process for residents to take their own action under section 82 of the Environmental Protection Act 1990; this provision highlights parliament accept local authorities are unable to investigate every alleged statutory nuisance. There will be a case review mechanism to speedily identify cases that require an out of hours visit to witness the alleged nuisance.

The discontinuation of the OOH service will mean residents will no longer be able report or request a response out of hours. There will be a mechanism by which exceptional noise cases, cases where there is a genuine suggestion a statutory nuisance exists outside of normal office hours, will be subject to proactive visits and noise monitoring equipment installed by Environmental Protection Officers. Visits to witness a statutory noise nuisance outside of office hours will be on an exceptional case-by-case basis.

Information on the RBWM website will be re-configured to clearly explain the process for investigating noise nuisance complaints that take place outside office hours. Any complaints relating to difficulties accessing the service will be picked up as part of the annual service review and forward service planning, as well as corporate complaints data/referrals.

## **Background Information**

Service area:	Environmental Health
Directorate:	Place
Budget proposal reference number/s:	
Completed by: Obi Oranu Date: 30 November 2023	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?

Due to budgetary pressures Environmental Health have increased the fees for HMO Licences for 2024/25. Whilst an increase in fees may bring in additional modest income, the fees are borne by the landlord, who may in turn, pass on the cost through increased rent to their tenants.

The private rented sector, of which (HMOs) form part, has undergone significant growth. It is now the second largest tenure in the UK and houses around 4.5 million households in England. HMOs offer accommodation that is typically cheaper than other private rental options and often house vulnerable tenants. There were an estimated 497,000 HMOs in England and Wales at the end of March 2018.

People who live in HMOs are at more risk than those who occupy a property as a family unit. This is because an HMO is often occupied by more people than a single-family home. HMOs that are poorly managed and badly maintained can put an extra burden on local services and have a negative impact on the area. Local authorities have a statutory duty to regulate HMOs and charge fees to process and administer the licensing process.

## **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)
<b>Age</b>	Younger people (including university students), although not exclusively, are likely to reside in HMOs. Given the fee increases will apply equally to all HMO		/



	<p>licence applications we do not consider there will be any direct discrimination of age as a result. There is a potential negative impact in relation to licence fees being passed onto tenants through rental charges. Tenants unable to pay may be forced to seek other accommodation or may become homeless. Applying a charging approach that does not differentiate individuals based on protected characteristics is fair. It would be disproportionate to pursue a differentiation fee policy.</p>		
<b>Disability</b>	n/a		
<b>Sex</b>	n/a		
<b>Race, Ethnicity and Religion/Belief</b>	<p>Minority ethnic groups are more likely to rent privately, including in HMOs. The licence fee applies equally to all applicants, so there is a no direct discrimination of tenants based on race. Circumstances of tenants across ethnicity are likely to be materially different. There is a potential negative impact in relation to licence fees being passed onto tenants through rental charges. Tenants unable to pay may be forced to seek other accommodation or may become homeless. Applying a charging approach that does not differentiate individuals based on protected characteristics is fair. It would be disproportionate to pursue a differentiation fee policy.</p>		/
<b>Sexual Orientation and Gender Reassignment</b>	n/a		
<b>Pregnancy and Maternity</b>	n/a		
<b>Care experience</b> (children in care and care leavers)	n/a		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	<p>The licence fee applies equally to all applicants, so there is a no direct discrimination of tenants based on socio-economic considerations. Circumstances of tenants are likely to be materially different. There is a potential negative impact in relation to licence fees being passed onto tenants through rental charges. Tenants unable to pay may be forced to seek other accommodation or may become homeless. Applying a charging approach that does not</p>		/

	differentiate individuals based on protected characteristics is fair. It would be disproportionate to pursue a differentiation fee policy.		
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	n/a		
<b>Armed Forces Community</b> (in respect of access to public services)	n/a		

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

The fee applies to all applicants – tenants with protected characteristics will not be specifically disadvantaged.

Local authorities must not use surplus fee income from one licensing scheme to fund other council activities. A separate narrative explains how the fees have been determined in line with guidance published by the Local Government Association.



HMO Fees and Charges narrative .d

Fees are required to be kept under constant review and should the scheme be operating at a deficit at the end of its five-year duration the expenditure of the scheme will be reduced accordingly. Conversely if, at review, the scheme is operating in surplus consideration will need to be made in respect of refunding landlords a proportion of their fees.

## **Background Information**

Service area:	Communications
Directorate:	<u>Chief Executive</u>
Budget proposal reference number/s:	
Completed by: Date: Rebecca Hatch	Approved by: Date: 1 <sup>st</sup> December 2023

### **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?

Around the Royal Borough is the council's magazine distributed once a year (November) to every household across the borough to help update residents on council work and seasonal information. Due to the council's tight financial position in 2023/24, the Communications Service was asked to stop producing the November 2023 magazine in order to deliver in-year savings. Ceasing publication of Around the Royal Borough is also included as a proposed saving in the 2024-25 budget proposals.

The magazine is a non-statutory, discretionary service. In the last decade many councils have discontinued routine printed communications to all households, as print costs have increased significantly, awareness has grown around environmental impacts and new digital communications channels have become available and better used among communities for regular updates. The Royal Borough's digital channels – resident e-newsletter, website and social media – are a popular, cost-effective and environmentally-sustainable way of communicating regular, timely updates with residents. The required lead-in times and significant costs of producing, printing and distributing a printed magazine to every household has meant it has never been a channel that can practically be used for regular and/or responsive updates. In addition, over the years, Around the Royal Borough has reduced in frequency from quarterly to annually in order to make savings, making it even less suitable for timely communications.

## **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)
<b>Age</b>	There is no data indicating how well read the magazine is, or who reads it. However, the Resident Survey, undertaken in 2022, indicates that residents' top choices for receiving information about council services or local issues are the council's e-newsletter, printed information and the council website. Printed information was a higher priority for residents over 55, those with a disability and those finding it hard financially. Older people may therefore be more impacted by not receiving the magazine.		X
<b>Disability</b>	There is no data indicating how well read the magazine is, or who reads it. However, the Resident Survey, undertaken in 2022, indicates that residents' top choices for receiving information about council services or local issues are the council's e-newsletter, printed information and the council website. Printed information was a higher priority for residents over 55, those with a disability and those finding it hard financially. Disabled people may therefore be more impacted by not receiving the magazine.		X
<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>Care experience</b> (children in care and care leavers)	N/A		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	There is no data indicating how well read the magazine is, or who reads it. However, the Resident Survey,		X

	undertaken in 2022, indicates that residents' top choices for receiving information about council services or local issues are the council's e-newsletter, printed information and the council website. Printed information was a higher priority for residents over 55, those with a disability and those finding it hard financially. People on lower incomes and at socio-economic disadvantage may therefore be more impacted by not receiving the magazine.		
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	N/A		
<b>Armed Forces Community</b> (in respect of access to public services)	N/A		

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

The council fully recognises that not everyone has easy access to the internet, and this audience is considered in planning communications. Already, some content that had been originally planned for the November 2023 edition of Around the Royal Borough has been printed in smaller quantities and made available in libraries for the benefit of these audiences.

Where budget is available, and where required to best reach a specific audience, the council take a proportionate approach to producing printed materials for individual projects – posters, letters, flyers, leaflets and pull-up banners are all still used to help reach certain audiences. Often these printed materials, produced in smaller volumes, are distributed via community partners to better reach target groups. For example, information about cost of living support or skills courses.

The key council news stories that appear in the resident e-newsletter are also shared with the local media as a matter of routine, for them to cover in their printed newspapers and via local radio. Printed copies of consultation materials are made available from libraries upon request, or there are public-access computers available at all local libraries, where staff are happy to help people get online if needed. Key information such as concerning bin collection changes over the holiday period is also communicated through libraries, parishes and wider channels.

## **Background Information**

Service area:	<u>Library and Resident Contact</u>
Directorate:	<u>Resources</u>
Budget proposal reference number/s:	
Completed by: Angel Date: 24/11/2023	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?

#### Remove the Inclusions Post

Currently the Inclusions Post has an income target against it of £15Kpa

The overall cost for this Grade 5 post is £35Kpa. With the £15K income the savings are £20Kpa.

The post aims to ensure that all residents are able to benefit from a comprehensive and efficient library service that meets their needs, drives aspiration and remains accessible to all including the most vulnerable. The income target against the post was applied to ensure value for money for the council taxpayer. Partners contribute to this post to ensure their priorities are met.

The post works with targeted groups to encourage uptake of library services in order to increase the opportunities for less advantaged children and their families as well as for adults with mental, physical or emotional challenges in the Royal Borough of Windsor and Maidenhead.

The post works with colleagues in Adult Social Care, Children's Services and Health to identify targeted groups and in particular with Education and schools to ensure that activity targets the most vulnerable young people.

- It aims to ensure stock is provided sufficient in number, range, and quality to meet any special requirements of adults and children who meet identified deprivation indices, encouraging those adults and children to make full use of library services.
- It manages a programme of activity both digital and physical that includes identified targets individuals and groups to reflect the four national universal offers: Reading, Information & Digital, Culture & Creativity and Health & Wellbeing
- It ensures all Royal Borough children have access to library services including reading for enjoyment.
- It develops positive relationships with stakeholders, partners and potential customers to increase opportunities to promote the Service to disadvantaged groups.
- It also manages the Bookstart and BookAhead initiatives

Some examples of the activities that may stop as a result of the removal of this post:

- The Army Covenant work (fully funded - £10K from the Army Covenant Fund)
- Good Grub Club in Dedworth (fully funded)
- Accessibility library services

- Partnerships with Stand Up for Autism and Learning Disability partners
- Bookstart offer – funded by AfC (£5000pa)
- Blood Pressure Monitoring in Libraries
- Parallel events (we expect this to be funded next year, £1000)
- Men’s Health event
- IAS partnership (AfC)
- Dyslexia partnerships
- Vision and Print Impaired library services
- Participation in Dementia Friendly Borough
- Participation in Aging Well

## 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)
<b>Age</b>	This post focuses on babies (Bookstart), children who meet the criteria in terms of multiple indices of disadvantage, and those with Dementia which predominantly impacts older people.		√
<b>Disability</b>	This post prioritises the library’s accessibility offer which may be greatly reduced as a result of the deletion of the role. <a href="https://www.rbwm.gov.uk/home/leisure-and-culture/libraries/accessible-services-royal-borough-libraries">https://www.rbwm.gov.uk/home/leisure-and-culture/libraries/accessible-services-royal-borough-libraries</a>		√
<b>Sex</b>	This role ensures activities such as Men’s Health are covered by the Library Service		√
<b>Race, Ethnicity and Religion/Belief</b>			
<b>Sexual Orientation and Gender Reassignment</b>			
<b>Pregnancy and Maternity</b>			
<b>Care experience</b> (children in care and care leavers)			

<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	The main focus of this role is to ensure everyone, regardless of disability or means, is able to benefit from a comprehensive and efficient library service		√
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)			
<b>Armed Forces Community</b> (in respect of access to public services)	This role has delivered many initiatives (fully funded) to support the Armed Forces.		√

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

**This is a savings proposal. To remove the post would remove the opportunity to bid for the funding associated with it and will bring to a halt the work undertaken by the post holder. Due to year on year reductions to the library staff cohort it will not be possible to minimise the impact as services are already stretched and volunteers are already used extensively.**



## **Background Information**

Service area:	<u>Infrastructure, Sustainability and Economic Growth</u>
Directorate:	<u>Place</u>
Budget proposal reference number/s:	<u>PLA29S</u>
Completed by: Chris Joyce Date:28/11/23	Approved by: Chris Joyce Date: 28/11/23

### **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 seek to maximise the cost recovery and income generation of our Economic Growth team to reduce the overall cost to the Council. This will include restructuring the team to focus on areas with highest cost recovery and income generation. This will include a change in service delivery model for some services to reduce the cost to the council.

## **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)
<b>Age</b>	Some users may prefer a face to face service and there is a risk that this will be reduced with changes to the team.		X
<b>Disability</b>	Some users may prefer a face to face service and there is a risk that this will be reduced with changes to the team.		X
<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>Care experience</b> (children in care and care leavers)	N/A		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	N/A		
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	N/A		
<b>Armed Forces Community</b> (in respect of access to public services)	N/A		

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

The proposals will seek to maintain the services in some form with the ability to provide face to face services where possible.

## **Background Information**

Service area:	<u>Various</u>
Directorate:	<u>Various</u>
Budget proposal reference number/s:	
Completed by: Nikki Craig Date: 30/11/23	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?

The potential service redesign or restructure of a service within the council leading to a reduction in headcount. In this event, any formal process would need to consider the protected characteristics of the individual or individuals affect by the redesign/restructure within the context of the wider workforce profile to assess if there are any disproportionate impacts to certain groups. For the purposes of the redesign/restructure, all employees will be treated equally regardless of protected characteristics.

## **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)
<b>Age</b>	All staff will be treated equally regardless of Age		
<b>Disability</b>	'If any affected colleagues have a disability, reasonable adjustments will be available to enable them to participate fully in the process		
<b>Sex</b>	All staff will be treated equally regardless of sex		

<b>Race, Ethnicity and Religion/Belief</b>	All staff will be treated equally regardless of race, ethnicity and religion or belief.		
<b>Sexual Orientation and Gender Reassignment</b>	All staff will be treated equally regardless of sexual orientation and gender reassignment.		
<b>Pregnancy and Maternity</b>	All staff will be treated equally regardless of pregnancy or maternity. If any affected colleagues were on maternity leave, efforts would be taken to ensure they were appropriately engaged and informed about the process		
<b>Care experience</b> (children in care and care leavers)	All staff will be treated equally regardless of care experience.		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	All staff will be treated equally regardless of socio-economic disadvantage.		
<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	All staff will be treated equally regardless of marriage or civil partnership.		
<b>Armed Forces Community</b> (in respect of access to public services)	All staff will be treated equally regardless of any connection with armed forces community.		

**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:	<u>Social Care &amp; Early Help</u>
Directorate:	<u>Achieving for Children - Children's Services</u>
Budget proposal reference number/s:	<u>CHI01E / CHI05E / CHI06E</u>
Completed by: Louise Dutton Date: 16/11/2023	Approved by: Lin Ferguson Date 05/12/2023

### **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**

Work will focus on the right children and young people coming into the care of the local authority and at the right time. This will mean a greater focus on 'Family First' support, working with extended family and friends as alternative carers (when appropriate) 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 a 'Child by Child' Savings Plan identifying planned moves and/or rate reductions – enhanced scrutiny and challenge of this overseen by the Resource Panel. This should result in the right children and young people being in the right placements to meet their needs. The proposal will impact on Children in Care. This will 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)
<b>Age</b>	The placements and savings does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.	✓	
<b>Disability</b>	N/A		
<b>Sex</b>	N/A		
<b>Race, Ethnicity and Religion/Belief</b>	The placements and savings does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.	✓	
<b>Sexual Orientation and Gender Reassignment</b>	N/A		
<b>Pregnancy and Maternity</b>	N/A		
<b>Care experience</b> (children in care and care leavers)	The placements and savings does impact on this protected characteristic, however, children will be supported as set out in accordance with statutory responsibilities.	✓	
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	N/A		

<b>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	N/A		
<b>Armed Forces Community</b> (in respect of access to public services)	N/A		

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

The placements and placements savings will be met through child by child reviewing and assessment of Children in Care packages, identifying any changes needs.

## **Background Information**

Service area:	<u>Special Education Needs and Disabilities Service</u>
Directorate:	<u>Achieving for Children - Children's Services</u>
Budget proposal reference number/s:	<u>CHI02E</u>
Completed by: Louise Dutton Date: 16/11/2023	Approved by: Lin Ferguson Date 05/12/2023

### **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 School Transport to provide an offer of statutory requirement only**

Statutory offer includes removing non statutory travel support to over 16s, review offer to excluded pupils, and review fare payer transport offer.

The proposal does conflict with statutory requirements with risk that policy is overruled at tribunal due to general duty to support young people in education / training. This would potentially leave some high need 16+ young people at risk.



## 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)
<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 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>Care experience</b> (children in care and care leavers)	N/A		
<b>Socio-economic disadvantage</b> (e.g. low income, poverty)	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>Marriage and Civil Partnership</b> (in respect of employment discrimination only)	N/A		
<b>Armed Forces Community</b> (in respect of access to public services)	N/A		

**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 rate.