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TO: EVERY MEMBER OF THE COUNCIL FOR THE ROYAL BOROUGH OF WINDSOR & MAIDENHEAD

YOU ARE HEREBY SUMMONED TO ATTEND the Meeting of the Council of the Royal Borough of Windsor & Maidenhead to be held in the **Desborough Suite - Town Hall** on **Tuesday, 21 February 2017 at 7.30 pm** for the purpose of transacting the business specified in the Agenda set out hereunder.

Dated this Monday, 13 February 2017



Managing Director

Rev Stileman will say prayers for the meeting.
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A G E N D A

PART I

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence

2. COUNCIL MINUTES

To receive the Part I minutes of the meeting of the Council held on 13 December 2016. (Pages 7 - 20)

3. DECLARATIONS OF INTEREST

To receive any declarations of interest. (Pages 21 - 22)

4. MAYOR'S COMMUNICATIONS

To receive such communications as the Mayor may desire to place before the Council. (Pages 23 - 24)

5. PUBLIC QUESTIONS

- a) Stephen Smart of Maidenhead Riverside ward will ask the Lead Member for Economic Development and Property the following question:**

The Council has said it will only consider offers for the land adjacent to Boulter's

Lock Car Park only if the proposal is for a community use. Why did it impose that condition?

b) Andrew Hill of Boyn Hill ward will ask the Lead Member for Planning the following question:

At the Windsor public meeting you stated that all land in the local plan had been checked for availability and deliverability. However two residents have contacted RBWM saying their land was included *without* their knowledge. Why does the council choose to check availability and deliverability with only speculative proposers of such sites rather than with the actual land owners themselves?

c) Andrew Hill of Boyn Hill ward will ask the Leader of the Council the following question:

At the Windsor public meeting you announced that the Council was exploring using Community Land Trusts to give young and (provably) local people truly affordable housing with long-term price rise capping. A great idea. Will you therefore support the placing of *ALL* Borough owned local plan sites into CLT's to permanently solve our town's housing crisis?

d) Mick Jarvis of Maidenhead Riverside ward will ask the following question of the Lead Member for Economic Development and Property:

On September 7th Councillor Rankin wrote to Riverside residents advising his department had concluded that using the land adjacent to Boulters Lock car park for additional parking was uneconomic. On October 25th in an email to a resident Councillor Rankin admitted the existing economic analysis was inadequate:

“I accept that this is hardly a rigorous parking study.”

Can Councillor Rankin now confirm that the economic analysis on which Council is being asked to decide the use of the land in question for the next 125 years is fit for purpose, is capable of withstanding robust challenge and based on realistic assumptions providing Council with a sound basis for making a decision?

e) Mick Jarvis of Maidenhead Riverside ward will ask the following question of the Lead Member for Economic Development and Property:

Boulters Riverside CIC submitted a bid for the land adjacent to the Boulters Lock car park on October 20th 2016 as required by Councillor Rankin's department. On that date a competing bid from the Hindu Society of Maidenhead of £73,000 was in place but the Hindu Society had the right to increase their bid.

Was the Hindu Society bid increased, was any such increased bid made contemporaneously with and on the same terms and conditions as the bid from Boulters Riverside CIC and if not on what date was any bid in excess of £73,000 made by the Hindu Society?

(A Member responding to a question shall be allowed up to five minutes to reply)

to the initial question and up to two minutes to reply to a supplementary question. The questioner shall be allowed up to 1 minute to put the supplementary question)

6. PETITIONS

To receive any petitions presented by Members on behalf of registered electors for the Borough under Rule C.10.

(Any Member submitting a petition has up to 2 minutes to summarise its contents)

7. BUDGET 2017/18

To consider the above report. (Pages 25 - 170)

8. LAND AT REAR OF BOULTERS LOCK CAR PARK, MAIDENHEAD

To consider the above report. (Pages 171 - 180)

9. CONSTITUTIONAL CHANGES

To consider the above report. (Pages 181 - 196)

10. PROGRAMME OF MEETINGS 2017/18

To consider the above report. (Pages 197 - 200)

11. APPOINTMENT OF STATUTORY OFFICERS

To consider the above report. (Pages 201 - 206)

12. APPROVAL OF THE UPDATED PAY POLICY STATEMENT FOR 2017/18

To consider the above report. (Pages 207 - 218)

13. TRANSFORMING CARE PARTNERSHIP CAPITAL PROJECT

To consider the above report. (Pages 219 - 224)

14. APPOINTMENT OF AUDITORS

To consider the above report. (To Follow)

15. MEMBERS' QUESTIONS

a) Question submitted by Councillor C Rayner to Councillor Dudley, Leader of the Council:

Can the Leader of the Council inform us what steps he is taking to try to reinstate the Saturday guard change in Windsor?

b) Question submitted by Councillor C Rayner to Councillor Bicknell, Lead Member for Highways and Transport:

Will the Lead Member for Highways and Transport provide an update on the 305 bus service, with particular reference to Horton and Wraysbury, following changes to the funding of the route?

c) Question submitted by Councillor Beer to Councillor Dudley, Leader of the Council:

Government has accepted there is a housing crisis, but Government, MPs and the expand Heathrow lobby ignore that expansion would exacerbate the crisis. Will your Administration please resource an urgent active campaign alerting other Councils and the public using Local Plan data on housing and the entire infrastructure as the overriding reasons to reject expansion in the current NPS consultation?

(The Member responding has up to 5 minutes to address Council. The Member asking the question has up to 1 minute to submit a supplementary question. The Member responding then has a further 2 minutes to respond.)

16. MOTIONS ON NOTICE

a) By Councillor Quick:

That this Council:

- (i) Notes that Windsor is a Royal town with a long military history;
- (ii) Notes with concern the plans to relocate the Household Cavalry Regiment from Combermere Barracks, its permanent home since 1804, and;
- (iii) Requests that the Leader writes to the Secretary of State for Defence to call for the retention of the historic link between the Household Cavalry and Windsor

17. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 18 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

PRIVATE MEETING

18. MINUTES

To receive the Part II minutes of the meeting of the Council held on 13 December 2016. (Pages 225 - 226)

COUNCIL MOTIONS – PROCEDURE

- Motion proposed (mover of Motion to speak on Motion)
- Motion seconded (Secunder has right to reserve their speech until **later** in the debate)
- Begin debate

Should An Amendment Be Proposed: (only one amendment may be moved and discussed at any one time)

NB – Any proposed amendment to a Motion to be passed to the Mayor for consideration before it is proposed and seconded.

- Amendment to Motion proposed
- Amendment must be seconded BEFORE any debate can take place on it
(At this point, the mover and seconder of original Motion can indicate their acceptance of the amendment if they are happy with it)
- Amendment debated (if required)
- Vote taken on Amendment
- If Agreed, the amended Motion becomes the substantive Motion and is then debated (any further amendments follow same procedure as above).
- If Amendment not agreed, original Motion is debated (any other amendments follow same procedure as above).

- The mover of the Motion has a right to reply at the end of the debate on the Motion, immediately before it is put to the vote.
- At conclusion of debate on Motion, the Mayor shall call for a vote. Unless the vote is unanimous, a named vote will be undertaken, the results of which will be announced in the meeting, and recorded in the Minutes of the meeting.

(All speeches maximum of 5 minutes, except for the Budget Meeting where the Member proposing the adoption of the budget and the Opposition Spokesperson shall each be allowed to speak for 10 minutes to respectively propose the budget and respond to it. The Member proposing the budget may speak for a further 5 minutes when exercising his/her right of reply.)

AT A MEETING OF THE BOROUGH COUNCIL held in the Council Chamber - Town Hall on Tuesday, 13th December, 2016

PRESENT: Councillors Sayonara Luxton (Chairman), John Lenton (Deputy Chairman) and Councillors Natasha Airey, Malcolm Alexander, Christine Bateson, Malcolm Beer, Phillip Bicknell, John Bowden, Paul Brimacombe, David Burbage, Stuart Carroll, Gerald Clark, John Collins, David Coppinger, Carwyn Cox, Judith Diment, Simon Dudley, David Evans, Dr Lilly Evans, Marius Gilmore, Jesse Grey, Geoff Hill, David Hilton, Charles Hollingsworth, Maureen Hunt, Mohammed Ilyas, Lynne Jones, Richard Kellaway, Paul Lion, Philip Love, Asghar Majeed, Ross McWilliams, Marion Mills, Gary Muir, Eileen Quick, Jack Rankin, Colin Rayner Samantha Rayner, Hari Sharma, Julian Sharpe, Shamsul Shelim, Adam Smith, John Story, Lisa Targowska, Leo Walters, Simon Werner, Derek Wilson, Ed Wilson and Lynda Yong

Officers: Rob Stubbs, Russell O'Keefe, Alison Alexander, Simon Fletcher and David Scott

98. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors M. Airey, Bhatti, Bullock, Pryer, Richards, Saunders and Stretton

99. COUNCIL MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 27 September 2016 be approved.

100. DECLARATIONS OF INTEREST

Councillor Hunt declared an interest in the item 'Central House, Maidenhead' as she owned a property in the town centre. She remained in the room for the duration of the discussion and voting on the item.

Councillor Hill declared an interest in the item 'Central House, Maidenhead' as he owned a property in the town centre. He remained in the room for the duration of the discussion and voting on the item.

Councillor Clark declared an interest in the item 'Central House, Maidenhead' as he owned a property in the town centre, not near the site. He remained in the room for the duration of the discussion and voting on the item.

Councillor Dudley placed on record his thanks, on behalf of all councillors, to Simon Fletcher, Strategic Director of Operations and Customer Services as this would be his last meeting before leaving the council.

101. MAYOR'S COMMUNICATIONS

The Mayor submitted in writing details of engagements that she and the Deputy Mayor had undertaken since the last meeting, which were noted by the Council.

The Mayor explained that the Housing Benefits team had worked exceptionally hard to deliver significant improvements to the way the Council delivered benefit services to its residents. Using new technology and redefining the way they interacted with residents they had significantly reduced the time taken to process new claims and changes in circumstances. In 2015-16 the borough was the best performing unitary council in the South East, and the best across the UK for processing new claims.

The improvements had led to avoidable contact in the Customer Service Centre reducing by 57% and resident satisfaction with the service increasing to 94%, the highest for any service across the whole council. In addition they had delivered significant financial efficiencies. The team were finalists in two categories in this year's prestigious Institute of Revenues, Rating and Valuation Awards, recognising the great improvements made. The council was very proud of their achievements.

The Mayor highlighted that she had attended some very interesting and humbling events over the last two months, including Christmas parties for disabled children. She had also been present when the German delegation had presented a Christmas tree to the town in Windsor. She thanked the Mayoral team for all their support during 2016.

102. PUBLIC QUESTIONS

a) Bethan Osborne of Belmont ward asked the following question of Councillor N. Airey, Lead Member for Children's Services

Can you confirm given the Leader's recent statement "*free school meal figure at (Sir) William Borlase school was a disgrace*" that RBWM will not be progressing a satellite option with them or with any other grammar school?

Councillor N. Airey responded that evidence from a number of reviews, including the Sutton Trust in 2008, indicated that disadvantaged pupils eligible for free school meals were under-represented in traditional grammar schools for a variety of reasons. The same reviews showed that on average pupils who attended grammar schools achieved slightly higher results than a similar cohort in comprehensive schools.

The Royal Borough was ambitious for all its school children in the borough and wanted to provide the best education for all, taking into account the family preferences for education type including faith, gender, comprehensive or selective. To that end the borough had committed £30m to provide more school places at Windsor Boy's and Girls', Dedworth Middle School, Charters in Ascot and both Cox Green and Furze Platt in Maidenhead.

The borough wanted to explore innovative ideas from any school or educational body which addressed the need to raise the level of attainment for disadvantaged pupils while offering increased choice of high quality education to all residents. Officers had written to Sir William Borlase Grammar School to see how they might address their historic lack of disadvantaged pupils as part of any proposal they might make.

Until such time as the Government confirmed any new regulations that would allow the creation of new selective education places, a satellite option remained the only legal option to any local authority and she would therefore not rule out such a possibility

By way of a supplementary question Ms Osborne asked if the Lead Member could explain why the council believed it was appropriate to bring selective education to the borough when it knew that Borlase had just three children eligible for free school meals whilst the nearby secondary modern Cressex had 170, representing 22% of the school. Buckinghamshire had one of the largest attainment gaps in the country. Could she explain why it would be a good idea to partner up as a satellite with a school that offered so few places to free school meal children? If social mobility was an important issue, given the evidence in neighbouring authorities, why did RBWM think it would be different in the borough?

Councillor N. Airey responded that the report to Cabinet was responding to a consultation and clearly stated the safeguards that would be put in place to ensure disadvantaged pupils would not be excluded, for example a test that could not be tutored for, allowing entrance at different ages and limiting the proportion of selective places across the system.

b) Bethan Osborne of Belmont ward asked the following question of Councillor N. Airey, Lead Member for Children's Services

How can the council claim to be increasing Parental Choice when selective education will deliver a Grammar School for just 20% of children and, by default, a Secondary Modern to the remaining 80%?

Councillor N. Airey responded that data published in the November cabinet report 'Improving Choice in Education' set out the statistics about borough residents seeking school places from other local authorities. With 13% opting for those places last year, the provision of selective places inside the borough would obviously increase residents' choices.

The contention that just because there was some selection other schools would automatically be less desirable did not follow. Existing schools already delivered excellent education. Borough secondary school performance in 2016 meant that the Royal Borough was ranked the 9th highest local authority in England for pupils achieving A*-C in English and Maths at GCSE. The council was committed to building upon that success with schools that met the needs of all of residents and the council had invested £30m in the expansion of the existing schools so that parents had a choice of excellent schools within the Borough.

In considering or responding to any proposal for selective places, the Royal Borough would consider particularly the impact on existing comprehensive schools and the free school meals attainment gap. Consideration would need to be given to what measures could be introduced to offset these impacts such as: limiting the proportion of selective places; making places specifically available to children from disadvantaged backgrounds; using a test that could measure ability but could not be practiced; and allowing entry to grammar schools at different ages.

It was not the intention that the Royal Borough of Windsor and Maidenhead become a selective education system alone; the council wanted a rich and varied community of schools that all provided excellent education for their pupils and offered all parents choice.

By way of a supplementary question Ms Osborne asked if the Lead Member was aware of the work in Birmingham on selective schools which operated quotas for free school meal children. Was the Lead Member aware that the average was 4.4%? How did she think quotas would work in the borough?

Councillor N. Airey responded that she would be meeting with the Excellent Education for Everyone group and asked Ms Osborne to bring the evidence along to that meeting. Legislation had yet to go through to allow selective education; the Cabinet report was responding to a government consultation. The borough had stated safeguards for any school or institution looking to establish selective education. The council wanted to ensure a fair policy.

c) Andrew Hill of Boyn Hill ward asked the following question of Councillor Dudley, Leader of the Council

Following RBWM's unsuccessful September challenge to the ICO ruling, do you now accept in full the finding that because it was not "necessary" to the democratic function of investigating your alleged conflict of interest, it was therefore not lawful to publish the political affiliations of members of the public who raised concerns about your actions?

Councillor Dudley responded that the Information Commissioner's Office accepted the challenge by RBWM and advised the council on 7 October 2016 that they had decided there had been no Technical Breach, as they had originally indicated. However on 18 November the ICO wrote again to say they had reviewed their decision and decided to change their decision. They had now advised the council that although RBWM had provided the local resident involved with the opportunity to review the report in question prior to publication, she did not to request any amendments. The ICO had provided the borough with some further advice which was welcomed, and would be used and acted on going forward. The council also noted that the ICO had chosen not to apply any sanction to the borough in connection with this matter. The council did not accept that it had acted unlawfully

By way of a supplementary question Mr Hill asked, given that the ICO said that the release of personal data without consent amounted to the interference with an individual's right to respect of his or her privacy and was protected by Article 8 of the European Convention on Human Rights and given this statutory protected right was apparently misunderstood over eight months by two Monitoring Officers, the Information Governance Manager and the legal team appointed in September, did the Leader agree that in the public interest that the decision notice should be independently re-examined by a Law Society recommended practitioner with acknowledged expertise in the area of data protection.

Councillor Dudley responded that the council did not accept that it had acted unlawfully.

d) Andrew Hill of Boyn Hill ward asked the following question of Councillor Dudley, Leader of the Council

In August Councillor Dudley argued that the Council must "stop complaints" that are "politically motivated". The Monitoring officer must now pre-approve public questions, throwing out those that are deemed "politically motivated". I have demonstrated dangers in the Monitoring Officer's understanding and use of

this sensitive data. Please define “politically motivated” and state whether this pre-vetting will be urgently reviewed?

Councillor Dudley responded that no changes had been made to the Constitution with regard to Public Questions. The procedure for Public Questions to Council remained as set out in the Borough’s published Constitution, in Part 2 Section C9. This had not changed. There was no pre-vetting or pre-approval by the Monitoring Officer and there was no ‘politically motivated’ definition to define.

By way of a supplementary question Mr Hill stated that he had made a Subject Access Request for the documentation relating to the case. On 19 August Mr Tubbs said that ‘if my memory serves me right, I recall saying on the telephone that I did not feel that RBWM was really involved in the matter, the comments were those of the councillor’. Mr Tubbs seemed to be saying that RBWM was not the publisher and not really involved, which was obviously wrong. RBWM had to be involved and had to publish.

Councillor Dudley responded that he would ask the Monitoring Officer to write to Mr Hill personally

103. PETITIONS

Councillor Rayner presented the following petition:

‘The Windsor and Eton Society would like RBWM to restore quarterly meetings of the society with officers and local Councillors. The meetings cover relevant planning, conservation and environmental issues affecting Windsor and Eton but were stopped by RBWM for no apparent reason in December 2015.’

Councillor Rayner explained that the Windsor and Eton Society was founded in 1946. During its seventy years the society’s views and perceptions had changed but the one thing that had remained central was the commitment to preserve, protect, promote and improve features of historic or public interest in the towns of Windsor and Eton and their surrounding areas. Windsor was unparished so the Society felt it was particularly important that it had some enduring participation with planning, development and conservation in both towns. Furthermore the Society had a large amount of local and historical knowledge which had been used to benefit a positive and effective relationship with local councils, officers and councillors in the past. For that reason, ongoing quarterly meetings with RBWM planning officers and councillors were initiated in 2000 to discuss local planning and environmental issues and all involved found these meetings extremely useful. These meetings were, unfortunately, abruptly stopped in December 2015 with no reason given. In this context, the Windsor & Eton Society respectfully requested that the ongoing meetings with RBWM be reinstated and offered the signed petition in support of this.

The Mayor ruled that the petition be submitted to Cabinet.

Councillor Rayner left the meeting at 8.00pm

104. CHANGE TO COUNCIL TAX EMPTY AND UNFURNISHED EXEMPTION

Members considered removal of the discretionary one-month, 100% empty and unfurnished in line with many other local authorities with effect from 1 April 2017. The Lead Member explained that the net effect was that the council would collect a further £325,000 in council tax, £267,000 of which would be retained by the borough.

Councillor Werner welcome the proposal following an expose by the Maidenhead Advertiser. He commented that there was so much more the council could be doing about empty homes in the borough to bring them back into use, rather than building on the green belt.

The Leader responded that he had met with the Housing Minister and had requested that the upcoming White Paper include something to encourage the reuse of empty properties. Councillor Werner responded that there was so much that could be done under existing legislation, this was important when the green belt was being sacrificed.

It was proposed by Councillor Hill, seconded by Councillor Dr L Evans, and:

RESOLVED UNANIMOUSLY: That Council:

- i. Approves removing the one-month Council Tax exemption for empty and unfurnished properties (previously known as Class C discount), with effect from 1 April 2017.**

105. INITIAL SAVINGS IN RESPECT OF 2017-18

Members considered savings proposals to reduce the council's expenditure by £6,107,000 in 2017-18.

Councillor Rankin explained that in the interest of transparency and openness, the report lay out in summary how the Medium Term Financial Plan (MTFP) presented and approved by Full Council in February 2016 would be achieved. Very little in the report should surprise Members at the overwhelming majority of the recommendations had been through Overview and Scrutiny, Cabinet or Employment Panel. There would be more detail at Cabinet on 15 December and again in the new year. It was important to give clarity on the bigger picture to demonstrate the MTFP could be achieved and to add transparency so the savings were not buried in the budget book. Councillor Rankin proposed additional wording to the recommendation to reflect the Cabinet process still to come, following comments from the Opposition.

It was noted that authorisation at this stage would allow for the full-year effect. Naturally each saving would be signed off by the Lead Member and Strategic Director.

Councillor Rankin proposed an additional recommendation to primarily reduce duplication in the council and streamline processes that would wrap up the Participatory Budget schemes and roll them into the Grants Panel process.

Councillor McWilliams commented that the report clearly set out the vision for the council, which was further down the line of transformation than other councils. The council was using its land holdings prudently and was working with the private sector and third sector to ensure the challenges of a reduced budget were met.

Councillor Dudley thanked all officers for their work in putting the budget together, and Lead Members and councillors who had also been involved. Savings of £6.1m were being achieved whilst investing heavily in areas such as home to school transport, temporary accommodation for vulnerable residents, social workers and the planning department and increasing grants to voluntary organisations.

Councillor Coppinger commented that all were aware that adult social care was a national crisis as people were living longer. Over the last two years the borough population had risen by 1.1%. The population aged over 65 had risen by 5.6% and aged over 85 had risen by 8%. This put a tremendous strain on services. Every year the council added funding to the adult social care budget to deal with the increase. In the previous year costs had to be covered by underspends in other directorates and the use of reserves. Yet there had been no cut in services. The council had taken advantage of the adult service precept to increase spending by £3m, with no cut in services. The council was moving towards a joint service through Optalis to take advantage of efficiencies through scale. The council had helped develop the Frimley Park Sustainability and Transformation Plan to prevent hospital admissions. The list of savings in adult services amounted to £1.3m, without one cut in service.

Councillor E Wilson commented that none of this was easy; tough choices had to be made. The council was doing the right thing in the right way to ensure a balanced budget,

Councillor Werner commented that at Overview and Scrutiny he had heard about a reduction in CCTV. He had been consulted by officers about the removal of CCTV in Pinkneys Green. He reminded Members that the CCTV had been introduced as part of a package of measures to deal with trouble on one estate in the ward. Removing it could bring back the trouble. In relation to highways he was aware that a number of councils had privatised their services in this area, but some had come back in-house a few years later. He cautioned that the proposal would cost money and affect services. The recent Nobel prize winner in Economics had undertaken an analysis of open-ended contracts and came to the conclusion that if you wanted good services to residents you kept them in house. He would not be able to support a privatisation paper. In relation to IT, Councillor Werner commented that external contract often ended up costing more money.

Councillor Dudley responded that in relation to CCTV each Member had been contacted to see if they would be interested in having it removed. The borough had more cameras on for more time than any other local authority in England. He had recently discussed the proposals with the Superintendent who had given support, confirming the proposed levels would give the level of oversight required by the police.

Councillor Hill stated that IT services were not being privatised. The data centre would be moved to a co-hosting centre to reduce costs. The proposals took into account that the structure of the council was changing.

Councillor Jones commented that with a reduction in central government funding and reductions in council tax over the last few years the savings were necessary. She had not been able to support previous budgets but recognised that given the budgets there was no option. She had concerns going forward as although the savings were necessary, she could not agree with some of the things providing them.

Councillor Brimacombe reminded Members of the Fundamental Service Review process that had been undertaken across the council. This process had led to Directors bringing forward a refreshed transformation programme in March 2016. The process had a long gestation and difficult decisions had to be made; there was no easy place to go for savings. However it had the provenance of a strategy that had been thought out and published. Directors had been before the Audit and Performance Review Panel to explain their proposals.

Councillor Bicknell commented that you could do nothing; this administration was always doing something and adapting for the future. He referred to the contract with Veolia that meant that on average there were less than 10 missed bins in the borough. If other services went the same way, the council would have a fantastic set of contracts.

Councillor Rankin commented that he felt Councillor Werner's comments were an unfair characterisation; the council was facing challenges from both government and demography. To overcome these it needed to think differently. The proposals did not represent privatisation, all sectors were being looked at, along with best practice elsewhere. He highlighted that details about the plans for Revenues and Benefits had gone to Cabinet and Overview and Scrutiny in October; for Highways in December and for Streetcare in September.

It was proposed by Councillor Rankin, seconded by Councillor McWilliams, and:

RESOLVED: That Council notes the report and:

- i) Authorises Strategic Directors in agreement with Lead Members to develop the proposals and carry out implementation once Cabinet process had been completed.**
- ii) Authorises the Monitoring Officer in consultation with the Head of Finance and Lead Member for Finance to make the necessary changes to the constitution to omit the Cabinet Participatory Budget Sub Committee and related references, following the meeting scheduled for 19 December 2016, and revise the Grants Panel Terms of Reference to enable this rationalisation to be implemented.**

(47 Councillors voted in favour of the motion - Councillors Natasha Airey, Malcolm Alexander, Christine Bateson, Malcolm Beer, Phillip Bicknell, John Bowden, Paul Brimacombe, David Burbage, Stuart Carroll, Gerald Clark, John Collins, David Coppinger, Carwyn Cox, Judith Diment, Simon Dudley, David Evans, Dr Lilly Evans, Marius Gilmore, Jesse Grey, Geoff Hill, David Hilton, Charles Hollingsworth, Maureen Hunt, Mohammed Ilyas, Lynne Jones, Richard Kellaway, John Lenton, Paul Lion, Philip Love, Sayonara Luxton, Asghar Majeed, Ross McWilliams, Marion Mills, Gary Muir, Eileen Quick, Jack Rankin, Samantha Rayner, Hari Sharma, Julian Sharpe, Shamsul Shelim, Adam Smith, John Story, Lisa Targowska, Leo Walters, Derek Wilson, Ed Wilson and Lynda Yong. 1 Councillor voted against the motion – Councillor Simon Werner.)

106. MEMBERS' QUESTIONS

- a) Question submitted by Councillor Yong to Councillor Cox, Lead Member for Environmental Services**

What byelaws are in place to prevent spitting and public urination in the Royal Borough of Windsor and Maidenhead, and does his department have plans to introduce new byelaws to prevent these problems?

The Lead Member responded that there was a specific byelaw for urination only, drafted in accordance with the Local Government Act 1972; namely, Byelaw 20: "No person shall urinate or defecate in a public place".

However, since the drafting of this byelaw, the most appropriate method of addressing the issue now sat within the Environmental Protection Act 1990, for which a £75 fixed penalty notice (FPN) could be issued (reduced to £55 if paid within 10 days). Two FPNs for this offence had been issued in 2016/17. The arm of the legislation had not been used historically for spitting, but would be looked into to see if it could be changed. No new bye laws were foreseen. However, the use of Public Space Protection Orders (PSPO) could be used to improve the situation.

Councillor Yong, confirmed she had no supplementary question.

b) Question submitted by Councillor E. Wilson to Councillor S. Rayner, Lead Member for Culture and Communities:

Will the Lead Member confirm community use agreements are now in place for the Dedworth Community All Weather Pitch and similar pitches across the Borough?

The Lead Member responded that a Community Use Agreement was in place for the all weather pitch at Dedworth Middle School and at similar pitches across the borough. This allowed Dedworth to have use of a top class facility in school hours, and community use at other times. She thanked all the volunteer coaches. There were a number of all weather pitches located at other schools in the borough, all were subject to use agreements based on legally binding facilities agreements. The pitches at Charters Leisure Centre had been used by the community for over 10 years via the lease agreements with the Charters Recreation Trust and the School. The pitches at Cox Green Leisure Centre were on land owned by RBWM and use by the school was governed by a facilities agreement, as was the case at Furze Platt.

Councillor E. Wilson, by way of a supplementary question, asked whether a Community Use Agreement was in place on day one as was promised.

The Lead Member responded that unfortunately this had not happened due to school holidays, however it was now in place.

c) Question submitted by Councillor Lion to Councillor Bicknell, Lead Member for Highways and Transport:

Will the Lead Member explain why Streetcare sanctioned a drop kerb on Clare Road and was this decision communicated to and developed with the ward members?

The Lead Member explained how a resident could achieve a 'cross over run up' or dropped kerb, allowing motor vehicles to cross a public footpath on to their land. The highways department had a system in place which contained a set of criteria to allow or not allow a resident or business to do this. The cost included a fee for officer time to check for utilities such as gas pipes and water mains under the cross over point and

the construction which was carried out using preferred professional contractors. One of the major factors was that any vehicle crossing the footway must not hang out obstructing the footpath.

It was not part of the current process to involve ward councillors unless it was controversial for some reason. That said he would be more than happy to arrange a meeting with officers for Councillor Lion and any other ward councillors to attend in the new year.

Councillor Lion confirmed he had no supplementary question.

d) Question submitted by Councillor Jones to Councillor Coppinger, Lead Member for Adult Services and Health:

Could the Lead Member detail the smoking cessation targets and why they are not being achieved?

The Principal Member for Public Health responded that this was a targeted service focussed on high risk individuals. The targets were 220 four week quits per annum, specifically, 88 (40%) pregnant service users, 44 (20%) mentally ill persons and 88 (40%) young people under 18years. Additionally 130 four week quitters at 12 weeks using the same target group break down formulae. It was important to note that the national and local demand for stop smoking services had decreased. This was potentially attributable to the introduction of e cigarettes. There had therefore been fewer people requesting support locally and nationally. Small cohorts yielded small numbers. The council had a targeted service of vulnerable and hard to reach groups. In the first instance it would be expected that until full awareness and implementation had been enhanced, the council would not be on target. In relation to the young people cohort, evidence supported smoking prevention in young people and peer led interventions such as the ASSIST programme to stop smoking and prevent uptake.

The Principal Member outlined actions to get the service back on target:

- A new Public Health consultant had recently been appointed.
- The provider contract was being closely monitored, with assurance being provided that:
 - Closer working relationships were being established with primary care
 - The service was being actively promoted and the offer from national smoking cessation services
 - The provider was contacting early year's professionals and services to formally offer training and smoking cessation support.
- The Public Health team were promoting the targeted service and national programme across youth services and seeking to embed smoking cessation and prevention in young people into the PSHE network.
- Public Health had commenced work with Windsor Ascot & Maidenhead CCG to develop a case by case process for the review of patients with Chronic Obstructive Pulmonary Disease being referred to the Stop Smoking Service.

Councillor Jones, by way of a supplementary question, asked if, should more resources be required to reach targets, would this be reviewed?

The Principal Member responded that this could happen if needed, but he was confident with the planned actions that targets could be achieved.

e) Question submitted by Councillor Jones to Councillor D. Wilson, Lead Member for Planning:

Could the Lead Member detail the reason why the draft Borough Local Plan is putting forward approximately 105% of the housing target?

The Lead Member responded that Cabinet agreed to extend the Plan period by 1 year to 2033, which required a buffer zone of 102% rather than 105%. The council had met with the Inspector on 3 November 2016 who had advised that it would be extremely prudent to have a buffer zone.

Councillor Jones confirmed that she had no supplementary question

f) Question submitted by Councillor Hilton to Councillor Cox, Lead Member for Environmental Services:

Can the Lead Member for Environmental Services explain whether his Directorate is able to regulate home boarding and dog walking providers in the same way that it regulates kennels.

The Lead Member responded that local authorities were responsible for animal licensing which covered traditional pet boarding establishments such as animal kennels, and included home boarders where animals were kept in the home. The council operated a licensing scheme for dog kennels and catteries and a review was being undertaken for home boarder licensing with the aim of extending the licensing regime for these businesses in the new year.

There were no controls or specific regulations relating to dog walkers, however, the council could look at the applicability of Public Space Protection Orders to control the number of dogs that any one person could have under their control in areas where problems with large numbers of uncontrolled dogs had been evidenced. Similarly, unfair trading regulations applied to dog walking businesses in order to protect consumers from unfair and misleading practises or operators that were not professionally diligent.

Councillor Hilton, by way of a supplementary question, explained that he asked the question as an Ascot resident left their small dog with a dog walking establishment in Windsor for it to be walked and looked after for the day. When they returned to collect the dog they learnt that the proprietor had gone out leaving their dog and two others locked together in a room and that their pet had been mauled and killed. What was particularly disturbing was that the business had a very professional web site that stated they were fully insured and DBS checked which created a level of credibility that in this case was not deserved. Would it be possible to issue a recognisable Council logo to be displayed on accredited dog walking and home boarding

establishment web sites to protect dog owners from the unacceptable emotional stress that this Ascot resident had experienced?

The Lead Member responded that he would of course look into the possibility of this with officers. The introduction of a home boarding establishment licensing scheme in the new year would as a minimum enable those who were licensed to reference this on their marketing material. Customers would also be able to undertake cross references and reassurance checks with the council and their licensing records.

g) Question submitted by Councillor Carroll to Councillor Cox, Lead Member for Environmental Services:

Can the Lead Member please advise on the key principles and objectives of the forthcoming parking strategy and how residents in Boyn Hill and across the Borough can best engage with ongoing plans and raise issues about parking?

The Lead Member responded that the new parking strategy set out how parking management in the Royal Borough should progress over the short to longer term. The strategy confirmed the council's objectives to make better use of existing parking stock and ensure adequate provision so that spaces were available at locations that maximised the potential for achieving transport, social, economic and environmental goals, while also achieving a balance between supply and demand for both on-street and off-street parking. Local residents and business needs would as far as possible be prioritised.

The council would engage with residents, business and key stakeholders about major decisions relating to parking schemes through consultation exercises. Boyn Hill residents and indeed all residents of the Borough were encouraged to feedback to the council when these opportunities arose. More locally, the council would continue to undertake resident consultations in situations where any new or amended parking arrangements were proposed within the vicinity of people's homes.

Residents who were experiencing problems due to inconsiderate or illegal parking on the public highway should contact the Customer Service Centre to report such issues. These would be forwarded onto a parking officer for investigation.

Councillor Carroll, by way of a supplementary question, asked would the parking strategy specifically deal with letting help residents know where and how they could park across the Borough?

The Lead Member responded that the document included information and helpful explanations of different parking schemes and restrictions. These were intended to help residents and visitors park compliantly. It also confirmed that the borough would have a firm but fair approach towards enforcement.

107. URGENT MEMBER QUESTION

As per Part 2 paragraph C11.4 b) of the Council Constitution, the Deputy Leader had agreed that the following urgent question can be added to the agenda:

h) Question submitted by Councillor Lenton to Councillor Dudley, Leader of the Council:

Would the Leader please advise Council of the assistance the Borough is receiving from Environment Agency (EA) in protecting the residents of Wraysbury from the health and safety problems resulting from the waste disposal and other industrial operations along Hythe End Road, Wraysbury

Councillor Dudley responded that the council has no direct legal jurisdiction for health and safety and or nuisance issues associated with the primary waste processes carried on at the site in question. Nuisance issues for example noise, dust, odours and artificial light were incorporated within the Environmental Permit for the operation and as such are enforced by the EA.

In September 2015, the Council was advised that the EA had issued enforcement notices upon the operator of the site for non compliance with waste storage conditions. More recently the Environment Agency issued two revocation notices on the grounds of concerns about operator competence and was pursuing legal action in this regard.

Council officers learned at the start of December 2016 that the EA had withdrawn their legal notices and were no longer pursuing legal action against the operator of the site. The EA confirmed that this decision had been based on improvements that the Operator had made to operating methods at the site and that legal action would no longer be in the public interest. The council received no prior notice of this decision and were given no opportunity to comment on it. Officers have requested further information about the improvements cited so that this information can be shared with elected Members and local stakeholders.

Planning Enforcement Officers met with E.A. Officers in 2015 to discuss various planning issues that they would be required to comment on the current retrospective applications. Planning Enforcement has sought assistance on issues relating to the material change of use to incorporate an unauthorised skip hire business during the course of 2016 and received some assistance, albeit not always in a timely fashion.

By way of a supplementary question, Councillor Lenton explained that he had received a phone call from the EA that suggested they had not informed people because they did not have email addresses and did not know who to contact. On 6 December 2016 he had received a letter but this gave no explanation, did not say when the notices were revoked and made no reference to the two planning applications on the flood plain. He asked if the council would consider asking the Secretary of State to come to the council and explain why parish and borough councillors and officers were not kept up to date, and to explain the situation.

Councillor Dudley responded that he would happily write to the Secretary of State. It would be more appropriate for the Environment Agency to come to explain the situation at an Overview an Scrutiny Panel.

108. MOTIONS ON NOTICE

None received

Councillor Werner left the meeting at 9.00pm

109. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 12 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act

MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any license to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

PREJUDICIAL INTERESTS

This is an interest which a reasonable fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs your ability to judge the public interest. That is, your decision making is influenced by your interest that you are not able to impartially consider only relevant issues.

DECLARING INTERESTS

If you have not disclosed your interest in the register, you **must make** the declaration of interest at the beginning of the meeting, or as soon as you are aware that you have a DPI or Prejudicial Interest. If you have already disclosed the interest in your Register of Interests you are still required to disclose this in the meeting if it relates to the matter being discussed. A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' has been taken to mean a discussion by the members of the committee or other body determining the issue. You should notify Democratic Services before the meeting of your intention to speak. In order to avoid any accusations of taking part in the discussion or vote, you must move to the public area, having made your representations.

If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

If the interest declared has not been entered on to your Register of Interests, you must notify the Monitoring Officer in writing within the next 28 days following the meeting.

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MAYOR'S COMMUNICATIONS

Since the last Council meeting the Deputy Mayor and I have carried out the following engagements:-

Meetings

- Various meetings regarding the Mayor's Charity Ball

Schools/Clubs/Community

- Informal Christmas staff visits
- Christmas event at the Spencer Denney Centre, Windsor
- St Marks Hospital Christmas party
- Charters School Year 13 Presentation Evening
- Cub Scouts 100th anniversary renewal of promise
- Several citizenship ceremonies
- Festive visit to Royal Mail sorting office, Windsor
- Windsor and Eton Living Advent Calendar, Windsor Parish Church
- Churches Together in Maidenhead Christmas Day lunch
- Welcomed "The New Club" to the Guildhall, Windsor
- Lions Club of Maidenhead Swimathon
- Twinning Committee Annual Dinner
- Attended the opening by HRH Earl of Wessex of the community centre at Maidenhead Synagogue
- Press photocall for the handover of keys for the homeless shelter in Maidenhead
- Mayoral presentation to the St John Ambulance Cadets in Maidenhead
- Attended the induction of Rev Amanda Redwood at the Boyn Hill Baptist Church, Maidenhead
- Holocaust Memorial Day – viewed the video recording of readings at Maidenhead Library
- Lions Club of Windsor Presentation Evening
- Chinese New Year celebrations in Maidenhead
- Berkshire Community Foundation "A Life Less Lonely" Pitch to the Panel event
- Welcomed the 1st Maidenhead Sea Beavers to the Mayor's Parlour for viewing of civic insignia
- Visited the Friends of Holy Trinity Garrison Church, Windsor
- Rotary Club of Maidenhead Thames schools writing competition
- Launched the refurbished Windsor Visitor Information Centre
- Get Berkshire Active Awards Dinner
- Mayor of Bracknell's Charity Dinner
- Hosted mayoral reception
- Windsor Lions lunch for senior citizens

Concerts/Shows

- Thames Hospice Christmas carol service
- Maidenhead Drama Guild pantomime "Jack and the Beanstalk"
- Windsor Boys School carol service

- “Carols by Candlelight”, Holy Trinity Garrison Church, Windsor
- Windsor and Eton Choral Society concert
- Attended the Ascot and Maidenhead School Sport Partnership primary schools Dance Festival

Report title:	Budget 2017/18
Contains confidential or exempt Information?	NO - Part I
Member reporting:	Councillor Saunders
Meeting and date:	Council - 21 February 2017
Responsible Officer(s):	Russell O'Keefe – Strategic Director of Corporate and Community Services
Wards affected:	All

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Royal Borough
of Windsor &
Maidenhead

REPORT SUMMARY

1. This report sets out the Council budget for 2017/18. The priority in setting the budget has been to ensure the continued delivery of quality services for all residents, especially the most vulnerable, whilst the Royal Borough remains a low tax council. Specifically in 2017/18 increased investment is being made into:
 - Sustainable adult social care services;
 - Temporary accommodation for homeless residents;
 - Continuing the expansion of schools;
 - Additional parking and the new leisure centre in Maidenhead;
 - Expanding public access and capacity at York House in Windsor;
 - Children's social workers to reduce case loads;
 - Effective delivery of the Borough Local Plan and the handling of planning applications;
 - Maintaining the quality of public trees;
 - Increased funding of Early Years Pupil Premium;
 - Extra funding for voluntary organisations;
 - Home to school transport for pupils with special needs; and
 - National apprenticeship levy of 0.5% on payroll costs.
2. In 2016/17, the new adult social care precept was the maximum then permitted of 2%, adding £18.14 to band D council tax of £906.95. In 2017/18, the budget assumes the recently revised maximum of 3%, adding a further £27.75 to sustain the growing need for adult social care services.
3. Alongside priority investments such as adult care, the budget for 2017/18 also reflects the ongoing £5.9 million transformation programme presented to Cabinet and Council. This continues to deliver the services needed by residents in the most efficient and effective way.
4. The key impacts of the 2017/18 local government settlement are a new homes bonus of £3.7 million, an adult social care support grant of £0.5 million, a transition grant for £1.3 million and £4.8 million more dedicated schools grant, including increases for early years and special needs.
5. Fees and charges, including parking, are either not increased or are capped at the reference RPI inflation of 2% in September or are aligned where necessary to other councils.
6. The business rate relief for invigorating unoccupied retail premises will continue

in 2017/18 and also be expanded to include commercial and industrial premises.

7. Consequently the report recommends council tax band D is increased in 2017/18 by 0.95%, representing an increase of £8.62 on the £906.95 in both 2015/16 and 2016/17. 0.95% is significantly below the 1.99% permitted without the requirement of a local referendum and the reference RPI of 2%.
8. Band D council tax and adult social care precept together will be £961.46, which is £153 lower than the next lowest in 2016/17 across all unitary authorities in England and £244 lower than the next lowest Berkshire unitary authority in 2016/17.
9. Capital receipts from the Maidenhead regeneration programme over the next five to ten years justify additional borrowing in the short to medium term, to fund the preparatory investment in schools expansion, parking capacity, a new leisure centre, investments to consolidate regeneration and other infrastructure.
10. The draft proposals in the budget will secure a balanced budget and provide for a firm and sustainable financial basis for continuing to deliver all of the council's services.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council note the report and approve the:

- i) Detailed recommendations contained in Appendix A which includes a Council Tax at band D of £915.57, including a 0.95% increase of £8.62.**
- ii) Adult Social Care Precept of 3% (an increase of £27.75 on the £18.14 precept included in the 2016/17 budget) to be included in the Council's budget proposals, making this levy the equivalent of £45.89 at band D.**
- iii) Fees and Charges contained in Appendix D are approved.**
- iv) Capital Programme, shown in appendices F and G, for the financial year commencing April 2017.**
- v) Prudential borrowing limits set out in Appendix L.**
- vi) Business rate tax base calculation, detailed in Appendix O, and its use in the calculation of the Council Tax Requirement in Appendix A.**
- vii) Head of Finance in consultation with the Lead Members for Finance and Children's Services is authorised to amend the total schools budget to reflect actual Dedicated School Grant levels.**

- viii) **Head of Finance in consultation with the Lead Member for Finance is authorised to make appropriate changes to the budget to reflect the impact of the transfer of services to Achieving for Children and Optalis.**
- ix) **Responsibility to include the precept from the Berkshire Fire and Rescue Authority in the overall Council Tax charges is delegated to the Lead Member for Finance and Head of Finance once the precept is announced.**

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

2.1 The Council is obliged to set a Council Tax for the forthcoming year in order to provide sufficient revenue to carry out its statutory duties. The budget set for 2017/18 confirms the administration's commitment to continue the delivery of quality services for residents that are value for money. Residents will see priority services maintained with additional investment in key areas such as education, vulnerable residents including those qualifying for free school meals and regeneration.

2.2 The Royal Borough spends in the region of £300 million through the General Fund. Day to day council expenditure is funded through government grants, council tax, business rates, third party contributions and income from fees and charges. Around £80 million of this is spent on, and is ring-fenced to, schools.

Provisional Local Government Finance Settlement 2017/18

2.3 In the local government financial settlement for 2016/17 the Secretary of State for Communities and Local Government offered an opportunity for a four year financial settlement. The offer was accepted by the Royal Borough. The guaranteed minimum grant envelope covers the Revenue Support Grant, transitional funding and Rural Services Delivery grant allocations. In addition tariffs and top ups for the next three years will not be altered for reasons related to the relative needs of local authorities and in the final year (2020) may be subject to the implementation of the 100% business rates retention.

2.4 The 2017/18 local government finance settlement announced the core spending power figures for the period 2017/18 to 2019/20. Key items and the impact on the Boroughs finances include:

- Adult Social Care Precept: 3% +£1,851,000
- New Homes bonus: +£3,681,000
- Adult Social Care Support Grant: +£500,000
- Transition grant: +£1,263,000

Adult Social Care Precept

2.5 In 2016/17 the precept was set at 2%, equivalent to £18.14 on a band D property and in 2017/18 will be a further 3%, equivalent to £27.75, to sustain the growing need for adult care services.

New Homes Bonus

- 2.6 The Government have amended the scheme following consultation in 2016. Currently the scheme is based on six years. This will reduce to five years in 2017/18 and then to four years from 2018/19. The Government has also introduced a minimum level at which only growth in excess of the minimum will be rewarded. This has been set at 0.4% per annum of the council tax base; equivalent to 267 properties in the Borough. This will be exceeded.

Adult Social Care Support Grant

- 2.7 The changes made to the New Homes Bonus has allowed the government to divert funding (£241 million) from the New Homes Bonus into a new one-off grant to support adult social care, the Borough will receive around £500,000.

Transition Grant

- 2.8 In February 2016 the Secretary of State announced a series of measures, including a grant of £150 million, to ease the pace of reductions in central government financial support. The Borough's share for 2016/17 was £1.278 million and £1.263 million for 2017/18.

Additional areas within the financial settlement

School budgets

- 2.9 The Dedicated Schools Grants, DSG, has three blocks: early years, high needs and schools block. The Spending Review 2015 announced that a new national funding formula for the three elements of the DSG would be introduced for 2018/19. As the consultation does not close until March 17 there is unlikely to be an impact on the 2017/18 budget.
- 2.10 The Royal Borough's indicative DSG allocation for 2017/18 (including funding for academies) is £109.769 million, an increase of £4.8 million when compared with the 2016/17 final settlement. This is due, in the main, to increases in pupil numbers, the increase in children with special education and the introduction of the Early Years National Funding Formula.
- 2.11 The minimum funding guarantee continues at the same level as 2016/17, meaning that no school will see more than a 1.5% per pupil reduction in its formula budget when compared with 2016/17 allocations.

Apprenticeship Levy

- 2.12 Apprenticeships will be funded at a national level, through a levy from April 2017. All employers in the United Kingdom, with a pay bill over £3 million will be charged a levy of 0.5% on their pay bill. This equates to £280,000 for the Royal Borough.

Financial matters annual budget

Fees and charges

- 2.13 The proposed fees and charges for the period 2017/18 are shown in Appendix D. Generally charges are designed to increase at or below inflation.

Efficiencies and cost reductions

- 2.14 Over the past 5 years the council has reduced expenditure by over £30m. These reductions have been achieved by finding alternative and more cost effective ways to deliver the same or similar levels of service. This budget includes efficiencies and cost reductions totalling £5.945 million see Appendix E.

Council Tax

- 2.15 In 2016/17, the Band D combined council tax and adult social care precept was £925 which was £373 below the national average for Unitary Authorities (£1,298). This reflects a saving of nearly £25 million for local council tax payers available to be spent in the local economy.
- 2.16 This budget proposes an increase of 0.95% in council tax, well below the level of inflation announced in September 2016 RPI of 2%. Appendix I sets out the impact on different properties. The Council will, as in previous years, continue to operate its "Donate your Council Tax Savings" scheme.

Capital programme

- 2.17 In recent years, the council has avoided additional borrowing and related interest costs by funding some capital investments from available cash balances. This also anticipates the substantial capital receipts from the Maidenhead regeneration programme over the next five to ten years. As reported to Cabinet in November, it will become necessary during 2017/18 to increase borrowing in the short to medium term to fund investment which needs to precede the development of council land.
- 2.18 The council's capital expenditure is separate to revenue expenditure on services and is funded from a mix of government grants, third party contributions, capital receipts from the sales of assets and borrowing. The capital programme requires corporate funding of £23.7m see Appendices F & G.
- 2.19 There are a variety of regeneration initiatives either taking place or in development which will provide significant opportunities and benefits for the Borough, a number of these require Council capital financial involvement. Each initiative will have its own financing and governance structure which reports directly to the Council. The capital programme for 2017/18 provides for investment in:
- The continuance of the schools expansion programme
 - Regeneration schemes, including Maidenhead Waterways
 - Funding into the disabled facilities grant
 - Maintaining the highways network
 - Street lighting
 - The re-provision of the Magnet leisure centre
- 2.20 In addition to the investments in the capital programme in this budget, the borrowing expectations for 2017/18 need to consider other capital proposals likely to come forward for approval during the year. As shown in Appendix N, this includes additional investments likely to be proposed and estimated to require funding of £58 million.

Capital finance

- 2.21 The Head of Finance has responsibility for financing the Capital Programme in the most cost effective way. The capital programme for 2017/18 relies on £23.7m of Council funding, however, use of recycled MRP and any capital receipts generated will reduce the impact on the Council's capital financing requirement. The proposed programme, including other proposals likely to come forward during the year increases the capital financing requirement by £74.3m. The capital financing requirement is a measure of the Council's need to borrow to be able to finance its capital spend. The capital financing requirement for 2017/18 is £143.6m.
- 2.22 All resolutions required to comply with the Prudential System are in line with the Treasury Management Report approved by Cabinet on 11 February 2010.

Business Rates

- 2.23 From 2013/14 local authorities have been able to share in any growth, as well as risk in expected collective rates and appeals against valuations, of business rates, as an incentive to encourage growth. It is the intention of government to return all business rates to local authority control in 2020.
- 2.24 Within the business rate retention system, the national non-domestic rate baseline and top up/tariff amounts have been revised to take into account the business rate revaluation of 2017. The medium term financial plan assumes 1% growth per annum as well as provision of discretionary relief to businesses falling into various categories.
- 2.25 It is intended to maintain all locally controlled rate reliefs for 2017/18 and in addition it is proposing extending the relief for invigorating vacant retail units to all commercial and industrial premises.

General Fund reserves

- 2.26 Taking account of the forecast year-end position the General Fund Reserves are estimated to be £6.33m inclusive of the Development Fund.

Collection Fund Balances

- 2.27 The council collects approximately £78m from Council Tax and £83 million from applying business rates. In 2015/16 the Council was one of the highest performing councils for council tax collection rates.
- 2.28 The Council must declare the likely balance on the Council Tax Collection Fund at 31 March 2017 as estimated in November 2016 and any balance to be shared between the Council, the Police and Crime Commissioner for Thames Valley and the Berkshire Fire & Rescue Service. On the appointed day the Royal Borough's share was declared at £2.615m (3%).
- 2.29 Under the Localisation of Business Rates legislation the Council is now required to prepare a similar statement for Business Rates. This statement shows a deficit payable by the Council of £1.001million (1.2%).

Treasury Management

- 2.30 The current Treasury Management policy was initially approved in February 2010 and varied by Cabinet in June 2010. In March 2014 Cabinet updated the list of approved counterparties when it added to it a group of the larger Building Societies. No further changes to the list are proposed, see Appendix M.
- 2.31 Interest on balances generated from treasury management provides an important source of income for the Council. Whilst signs of economic growth suggest that current interest rates will increase in the short to medium term, when compared to historic levels, but remain low.
- 2.32 For the last three years the Borough has, with Actuary and External Audit approval, prepaid its Pension Fund contributions using a Net Present Value calculation to show a benefit, equivalent to a 3.05% return on that prepayment in its revenue account.
- 2.33 As a consequence the budget assumes that the Royal Borough will earn £192k on its investments in 2017.
- 2.34 In setting the budget options have been considered, see table 1.

Table 1: Options

Option	Comments
Approve the proposals in this report. Recommended option	The Council is obliged to set a Council Tax for the forthcoming year in order to provide sufficient revenue to carry out its statutory duties.
Approve a modified budget with a higher level of revenue spend and Council Tax. Not recommended	A net increase in revenue expenditure of £607k would require an increase in Council Tax of 1%. Increases representing an increase of 2% or more in core Council Tax would require a referendum.
Approve a modified budget with a lower level of net revenue spend and Council Tax. Not recommended	Any proposals to reduce net expenditure would need to be accompanied by specific proposals so that Council could be assured that priority services are maintained.
Approve a modified Capital Programme Not recommended	Any proposals to adjust the capital programme needs to consider available funding. Any proposal that is not supported by grant or developer contributions will need to be funded from Council resources and as such will also have a revenue implication in the shape of financing costs.

3. KEY IMPLICATIONS

3.1 Table 2

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£500,000	Budget underspend >£500,000	31 March 2018

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The Borough's external auditors KPMG confirmed in their work on the 2015/16 accounts that the Council had "proper arrangements to secure economy, efficiency and effectiveness in its use of resources".

5. LEGAL IMPLICATIONS

5.1 The Local Government Act 2003 requires the Chief Financial Officer (Head of Finance) to report to Members as part of the budget setting process, on setting the level of council tax, the robustness of the budget presented and the adequacy of reserves. Appendix K sets out the main risks that may fall to be met from reserves and for which provision should be retained in the Council's account.

5.2 The budget has to be set in accordance with statutory requirements which include assurance from Strategic Directors that they have sufficient resource available to fulfil their various statutory obligations.

6. RISK MANAGEMENT

6.1 All measures proposed in the budget have been subject of a risk assessment in terms of deliverability and service impact. The assessment of General Fund Reserve includes an assessment of the financial impact of a range of economic and environmental factors, which may impact on the Councils budget. Some risks exist around Children's Safeguarding and Adult Social Care Budgets where demand is harder to predict.

6.2 The Business Rate Retention scheme has a risk/reward element built in. Whilst there are clear longer-term benefits for the Council from a growing local economy there are some risks associated with demolition of property prior to redevelopment and from local business failure (in terms of reduced Business rate revenue), which is now shared by the Local Authority.

Table 3: Risk

Risks	Uncontrolled Risk	Controls	Controlled Risk
Efficiencies not realised	Medium	Prudent level of reserves maintained	Low
Service pressures greater than recognised	Medium	Close monitoring of expenditure patterns	Low

7. **POTENTIAL IMPACTS**

- 7.1 This report contains a number of proposals related to staff or service provision and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

8. **CONSULTATION**

- 8.1 Consultations have taken place with the local Chambers of Commerce in February 2017. The Leader of the Council and several Cabinet Members attended, together with Officers. The meetings served to consult on the proposals in this paper.

- 8.2 Comments received from the Overview & Scrutiny Committees are shared below.

Corporate Services

- 8.3 The Corporate Services O&S Panel considered the Budget Cabinet / Council report and endorsed the recommendations, Councillor Jones abstained from the vote as she felt she did not get sufficient time to give due consideration to the report that had been circulated after agenda dispatch. The Panel requested clarification on the allocation of business rates. The Chairman thanked the Lead Member for presenting the report.

Children's Services

- 8.4 The Children's Services O&S Panel considered the Cabinet / Council report and endorsed the recommendations. Cllr Jones abstained from voting on the item but reported that she supported the budget lines related to Children's Services considered by the Panel.

Crime & Disorder

- 8.5 The Crime & Disorder Overview & Scrutiny Panel unanimously agreed to recommend to Cabinet that they note the report and approve the:

- i) Detailed recommendations contained in Appendix A which includes a Council Tax at band D of £915.57, including a 0.95% increase of £8.62.
- ii) Adult Social Care Precept of 3% (an increase of £27.75 on the £18.14 precept included in the 2016/17 budget) to be included in the Council's budget proposals, making this levy the equivalent of £45.89 at band D.

- iii) Fees and Charges contained in Appendix D are approved.
- iv) Capital Programme, shown in appendices F and G, for the financial year commencing April 2017.
- v) Prudential borrowing limits set out in Appendix L.
- vi) Business rate tax base calculation, detailed in Appendix O, and its use in the calculation of the Council Tax Requirement in Appendix A.
- vii) Head of Finance in consultation with the Lead Members for Finance and Children's Services is authorised to amend the total schools budget to reflect actual Dedicated School Grant levels.
- viii) Head of Finance in consultation with the Lead Member for Finance is authorised to make appropriate changes to the budget to reflect the impact of the transfer of services to Achieving for Children and Optalis.
- ix) Responsibility to include the precept from the Berkshire Fire and Rescue Authority in the overall Council Tax charges is delegated to the Lead Member for Finance and Head of Finance once the precept is announced.

Councillor Werner questioned why the budget paper was being put forward before the CCTV proposal had been decided.

Councillor Werner stated his disappointment that the Council was breaking its Manifesto pledge.

Culture and Communities

- 8.6 The Panel received the 2017/18 Budget report.

The Chairman expressed the Panel's support for the regeneration projects in Maidenhead and noted the significant Capital programme, including the re-provision of the Magnet Leisure Centre. The Panel will review progress and expenditure as these plans move forward.

It was identified that management of the Legacy Leisure contract has resulted in significant cost savings and the Panel thanked Officers for this.

Also noted that the extension of Library Services steered by Mark Taylor was an example of efficiency and improving value to residents.

Cllr. S Rayner (Lead Member) and the Panel thanked the Head of Finance for his comprehensive Budget presentation and for steering RBWM's financial course.

Planning & Housing

- 8.7 The Planning & Housing Overview & Scrutiny Panel unanimously agreed to recommend to Cabinet that they recommended to Council that they noted the report and approve the:

- i) Detailed recommendations contained in Appendix A which includes a Council Tax at band D of £915.57, including a 0.95% increase of £8.62.
- ii) Adult Social Care Precept of 3% (an increase of £27.75 on the £18.14 precept included in the 2016/17 budget) to be included in the Council's budget proposals, making this levy the equivalent of £45.89 at band D.
- iii) Fees and Charges contained in Appendix D are approved.
- iv) Capital Programme, shown in appendices F and G, for the financial year commencing April 2017.
- v) Prudential borrowing limits set out in Appendix L.
- vi) Business rate tax base calculation, detailed in Appendix O, and its use in the calculation of the Council Tax Requirement in Appendix A.
- vii) Head of Finance in consultation with the Lead Members for Finance and Children's Services is authorised to amend the total schools budget to reflect actual Dedicated School Grant levels.
- viii) Head of Finance in consultation with the Lead Member for Finance is authorised to make appropriate changes to the budget to reflect the impact of the transfer of services to Achieving for Children and Optalis.
- ix) Responsibility to include the precept from the Berkshire Fire and Rescue Authority in the overall Council Tax charges is delegated to the Lead Member for Finance and Head of Finance once the precept is announced.

It was requested by the Panel that the written response from Kevin Mist to Margaret Morgan regarding the breakdown of expenditure for Project CZ91 and where the £80k allocated funds for the bronze War Horse statue could be found in the budget be attached to the minutes.

The Panel requested that the generic terms in the budget be updated to reflect the planning terms (e.g. Project CI32 Planning Policy Supplementary Planning Document be updated to the Borough Design Guide).

The Panel requested that with regard to the 'temporary accommodation for homeless residents' written confirmation of the number of residents affected and the number of those who had utilised the services (e.g. halfway house, B&Bs, etc) be provided at the next meeting.

Adult Services & Health

- 8.8 The Panel agreed to approve the recommendations in the report. Councillor Jones abstained from voting as she would be making a presentation on the budget at Full Council.

Highways, Transport & Environment

- 8.9 The Panel agreed to approve the recommendations in the report

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Residents will be notified of their Council Tax in March 2017. Budgets will be in place and managed by service managers from 1 April 2017.

Table 4:

Date	Details
14 March 2017	Residents will be notified of their Council Tax
1 April 2017	Budgets will be in place and managed by service managers

10. APPENDICES

- 10.1 Appendix A – Recommendations
Appendix B – Budget summary
Appendix C – Budget detail
Appendix D – Fees and charges
Appendix E – Budget pressures and savings
Appendix F – Capital programme summary
Appendix G – Capital programme detail
Appendix H – Budget movement statement
Appendix I – Parish precepts
Appendix J – Medium term plan
Appendix K – Reserves
Appendix L – Treasury Management
Appendix M – Lending list
Appendix N – Cashflow projection
Appendix O – NNDR1 (to follow)

11. BACKGROUND DOCUMENTS

- 11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Councillor Saunders	Lead Member	04/01/17	09/01/17
Council Rankin	Deputy Lead Member	04/01/17	11/01/17
Councillor Dudley	Leader of the Council	04/01/17	12/01/17
Alison Alexander	Managing Director	30/12/16	31/12/16
Russell O'Keefe	Strategic Director	30/12/16	
Rob Stubbs	Section 151 Officer	N/A	Author
Terry Baldwin	Head of HR	30/12/16	
Andy Jeffs	Interim Strategic Director	30/12/16	
	Other e.g. external		

REPORT HISTORY

Decision type: Key decision	Urgency item? No
Report Author: Rob Stubbs, Head of Finance and Deputy Director of Corporate and Community Services 01628 796341	

BUDGET 2017/18**RECOMMENDATIONS**

The Council is required, by law, to make some of its resolutions regarding the budget and the setting of Council Tax in a prescribed format. Due to their technical nature, a short explanation is included in italics under each part of the resolution. It is important to ensure that all the necessary areas are covered and Council is asked, therefore, to make resolutions in the form set out below:-

- a) i) That the revenue estimates for 2017/18, which show the direct costs of the following service areas as set out in Appendix B & C, together with the approved estimates for 2016/17 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Estimate 2016/17 £000	Estimate 2017/18 £000
Adult, Children and Health Services	56,807	56,376
Operations & Customer Services	17,962	16,230
Corporate & Community Services	6,883	6,149
Contribution to/ (from) Earmarked Reserve	1,133	2,255
Apprentice Levy		280
Estimated cost of pay inflation	500	500
Environment Agency	150	153
Capital Financing inc Interest Receipts	5,128	5,069
Other adjustments	2,115	2,415
	90,678	89,427

(Explanatory Note: These figures are the direct costs less income of each service area)

- ii) and that following approval of these estimates the Head of Finance be instructed to allocate overheads across all services, using appropriate methods of apportionment, in order that the estimates conform to the Best Value Accounting Code of Practice requirement to show full costs of services.
- b) That the schemes outlined in Appendix G be approved for inclusion in the Capital Programme recommended to Council for approval

(Explanatory Note: This approves the new schemes to be included in the Council's Capital Programme).

- c) It be noted that on 15 December 2016 Cabinet calculated the Council Tax Base 2017/18;

- i) for the whole Council area as 66,709.64 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the Act)]; and
- ii) for dwellings in those parts of its area to which a Parish precept relates as in the list below.

	Band D Equivalents
Bisham	731.07
Bray	4,183.27
Cookham	2,889.38
Cox Green	3,070.64
Datchet	2,193.73
Eton	1,778.20
Horton	461.71
Hurley	997.75
Old Windsor	2,361.98
Shottesbrooke	70.66
Sunningdale	3,423.44
Sunninghill & Ascot	6,333.09
Waltham St. Lawrence	665.93
White Waltham	1,238.77
Wraysbury	2,142.80
	<hr/>
	32,542.42
Unparished Areas	
Maidenhead	20,929.40
Windsor	13,237.82
	<hr/>
	66,709.64

(Explanatory Note: These figures are the tax bases for each parished and unparished area of the Council)

- d) Calculate that the Council Tax requirement for the Council's own purposes for 2017/18 (excluding Parish precepts) is £61,077,171.
- e) That the following amounts be calculated for the year 2016/17 in accordance with Sections 31 to 36 of the Act:

- i) £90,724,350

being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.

(Explanatory Note: This is the net expenditure of the Council (including parish precepts, Adult Social Care precept and Special Expenses)

- ii) £24,279,000
 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
(Explanatory Note: This figure includes the Revenue Support Grant, other non-specific grants, and Business Rate income due to the Council from the Government Exchequer together with any surplus on the Council's Collection Fund.)
- iii) £66,445,350
 being the amount by which the aggregate at (e) (i) above exceeds the aggregate at (e) (ii) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act).
(Explanatory Note: This is the council tax requirement of the Council (including parish precepts, Adult Social Care precept and Special Expenses)
- iv) £996.04
 being the amount at (e) (iii) above (Item R), all divided by Item T ((c) (i) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
(Explanatory Note: This figure is the average Band D Council Tax including Parish Precepts, Adult Social Care precept and Special Expenses.)
- v) £5,368,179
 being the aggregate amount of all special items (Precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix I).
(Explanatory Note: This figure is the aggregate of Parish Precepts, Adult Social Care precept and Special Expenses.)
- vi) £915.57
 being the amount at (e) (iv) above less the result given by dividing the amount at (e) (v) above by Item T (c) (i) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special expense relates.
(Explanatory Note: This figure is the Band D Council Tax excluding Parish Precepts, Adult Social Care precept and Special Expenses.)
- f) To note that the Thames Valley Police and Crime Commissioner and the Berkshire Fire and Rescue Authority have issued or will shortly issue precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table in appendix I.
- g) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix I as the amounts of Council Tax for 2017/18 for each part of its area and for each of the categories of dwellings.
- h) Determine whether the Council's basic amount of Council Tax for 2017/18 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

REVENUE BUDGET 2017/18

DIRECT COST SUMMARY	2015/16 Actual	2016/17 Budget	2017/18 Budget
	£000	£000	£000
Adult, Children and Health Services			
Adult, Children & Health			
Adult, Children's & Health Commissioning	7,007	7,640	7,772
Schools and Educational Services	5,514	5,283	5,412
Health, Early Help and Safeguarding	8,233	8,042	7,710
Health and Adult Social Care	32,093	32,410	31,980
Human Resources	1,154	1,167	1,442
A,C&H Management	982	834	829
Total Adult, Children & Health	54,983	55,376	55,145
Better Care Fund			
Better Care Fund-Expenditure	10,124	9,916	10,010
Better Care Fund-Income	(8,723)	(8,485)	(8,779)
Total Better Care Fund	1,401	1,431	1,231
School Budgets (DSG)			
Maintained Schools	45,993	42,127	36,610
Early Years Education and Childcare Provision	5,981	7,190	9,025
Admissions and Pupils Growth	250	545	695
Support Services for Schools and Early Years	1,111	1,714	2,180
High Needs and Alternative Provision	13,511	13,430	14,902
Dedicated Schools Grant	(67,256)	(65,006)	(63,412)
Total School Budgets (DSG)	(410)	0	0
Total Adult, Children and Health Services	55,974	56,807	56,376
Operations & Customer Services			
Director of Operations & Customer Services	199	(27)	185
Revenues & Benefits	679	816	360
Highways & Transport	6,898	6,200	5,989
Community, Protection & Enforcement Services	7,141	6,955	5,827
Customer Services	2,063	1,703	1,523
Library, Arts & Heritage Services	2,377	2,315	2,346
Total Operations & Customer Services	19,357	17,962	16,230
Corporate & Community Services			
Director of Corporate & Community Services	493	685	486
Regeneration, Development & Property Services	(2,056)	(2,234)	(1,890)
Building Services	(1)	40	40
Planning Services	1,680	1,420	1,472
Strategy & Communities	191	(251)	(352)
Law & Governance	1,418	1,517	1,661
Finance	2,452	2,363	2,454
Technology & Change Delivery	3,089	2,915	2,199
Corporate & Community Projects	407	428	79
Total Corporate & Community Services	7,673	6,883	6,149
TOTAL EXPENDITURE	83,004	81,652	78,755

REVENUE BUDGET 2017/18

DIRECT COST SUMMARY	2015/16 Actual	2016/17 Budget	2017/18 Budget
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	852	1,133	2,255
Increase / (decrease) in provision for redundancy costs	51		
Increase to provision for bad debt	4		
Contribution from the capital fund	(303)		
Estimated net NNDR income	(1,877)		
Drawdown of provision for compulsory purchase payment	(362)		
Apprentice Levy			280
Estimated cost of pay inflation	0	500	500
Pensions deficit recovery	1,830	2,115	2,415
Levies-			
Environment Agency	147	150	153
Capital Financing inc Interest Receipts	5,607	5,128	5,069
NET REQUIREMENTS	88,953	90,678	89,427
Less - Special Expenses	(956)	(981)	(1,009)
Transfer (from)/ to balances	515		
GROSS COUNCIL TAX REQUIREMENT	88,512	89,697	88,418
New Homes Bonus	(3,038)	(4,026)	(3,681)
Council Tax Reward Grant	(601)	0	0
RSG and Business Rate Support	(24,211)	(21,026)	(17,089)
Empty shop business rate discount	150	0	0
Education services grant	(1,367)	(1,031)	(478)
Transition grant	0	(1,278)	(1,263)
Income from trading companies			(218)
Parish equalisation grant	64	64	64
Collection Fund (Surplus) / Deficit (Business Rates)	(361)	(231)	1,001
Collection Fund (Surplus) / Deficit (Council Tax)	(1,006)	(1,394)	(2,615)
NET COUNCIL TAX REQUIREMENT	58,142	60,775	64,139
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	64,107	65,697	66,710
RBWM Tax levy (on Band D property)	£ 906.95	£ 906.95	£ 915.57
Adult Social Care precept (on Band D property)		£ 18.14	£ 45.89
<i>General Fund Balances:</i>			
Working Balance	4,606	4,681	5,291
Transfer to/ (from) General Fund	515	0	0
	5,121	4,681	5,291

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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**ADULT, CHILDREN & HEALTH SERVICES
ADULT, CHILDREN & HEALTH COMMISSIONING**

Commissioning

	£000	£000	£000
Expenditure	7,380	6,431	7,124
Income	(3,432)	(1,918)	(2,141)
Net	<u>3,948</u>	<u>4,513</u>	<u>4,983</u>

Services provided:

Commissioning for the delivery of a comprehensive range of services across Adults and Children's Services, including external residential and fostering placements and early help services.

Coordination of treatment and services for substance misusers across the borough, including both young people and adults. In addition, the team carries out prevention activities and campaigns within the community.

The concessionary fare scheme entitles residents in the Borough who are of eligible age and those with disabilities to free bus travel at certain times of day. This budget funds payments to the bus companies who provide this service. The Travel Assisted Payments Scheme offers those people with a disability a number of free transport journeys within the year.

Staff (full time equivalent):

20.31

Service Risks:

Ineffective commissioning and business planning processes result in ineffective services.

Drug and alcohol misusers fail to get treatment.

Increase in acquisitive crime.

Failure to meet requirements of Public Health England and the Police and Crime Commissioner.

Increase in demand for concessionary travel.

Demographic changes.

Performance Indicators:

Commissioning plans delivered to timescale and in line with required outcomes.

Delivery on budget.

Contracts deliver to specification

User feedback

Percentage of planned exits from treatment for drug users

Percentage of planned exits from treatment for alcohol users.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Public Health Commissioning

	£000	£000	£000
Expenditure	4,191	5,035	4,910
Income	<u>(4,191)</u>	<u>(5,035)</u>	<u>(4,910)</u>
Net	<u>0</u>	<u>0</u>	<u>0</u>

Services provided:

Public Health Services are funded by the Public Health Grant from the Department of Health. The main services provided are sexual health services, drug and alcohol treatment, smoking cessation, NHS health checks, healthcare advice, health protection programme, management and nutrition services, community based health projects and some mental health support.

Staff (full time equivalent):

5.54

Service Risks:

A public health emergency that affects RBWM residents.

Performance Indicators:

Number of smoking quitters per year.
Number of Health Checks completed.
Activity at Genito-Urinary-Medicine Clinics.

Housing

	£000	£000	£000
Expenditure	1,838	2,111	1,442
Income	<u>(147)</u>	<u>(693)</u>	<u>(335)</u>
Net	<u>1,691</u>	<u>1,418</u>	<u>1,107</u>

Services provided:

Management of the Housing Strategy, and working with the Homes & Communities Agency (HCA), Housing Associations and Developers to develop new accommodation.
Assistance to vulnerable individuals and families with temporary accommodation needs. This may include assistance in finding accommodation and funding of temporary accommodation for eligible residents. An additional £400k has been included in the 2017/18 budget to meet an anticipated increase in meeting costs of funding temporary accommodation.
Housing related support services to vulnerable Borough residents from a wide range of care groups such as sheltered accommodation for older people. In 2017/18, budget for support services to the value of £700,000 transfers from housing related supports to the social care learning disability budget, to reflect the management responsibility for this service. The support services funded from this budget are unchanged.

Staff (full time equivalent):

1.00

Service Risks:

Economic conditions can result in greater levels of homelessness and therefore a greater requirement for temporary accommodation.
Lack of supply of temporary accommodation can result in increased prices.
Increase in demand due to demographic change.

Performance Indicators:

Number of people housed in Bed & Breakfast accommodation.
Numbers prevented from becoming homeless.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Quality Assurance

	£000	£000	£000
Expenditure	744	627	672
Income	<u>(196)</u>	<u>(76)</u>	<u>(76)</u>
Net	<u>548</u>	<u>551</u>	<u>596</u>

Services provided:

Provision of the statutory functions of Independent Reviewing Officers, Child Protection Conference Chairs and the Local Authority Designated Officer.
 Provision of the quality assurance programme for care homes.
 Delivery of Principal Social Worker functions.
 Strategic business planning.
 Provision of independent Information, Advice and Support Service to families and children with disabilities.

Staff (full time equivalent):

12.00

Service Risks:

Statutory Child in Care reviews, Child Protection Conferences and investigations into allegations against Officers are not completed in a timely manner or in a way which secures better outcomes for children and young people.
 Failing standards in care homes are not identified in a timely way.

Performance Indicators:

Ofsted and CQC Inspection outcomes.
 Reviews and plans are delivered within prescribed timescales and allegations investigated and responded to within timescales.
 User feedback

Business Support

	£000	£000	£000
Expenditure	820	1,158	1,108
Income	<u>0</u>	<u>0</u>	<u>(22)</u>
Net	<u>820</u>	<u>1,158</u>	<u>1,086</u>

Services provided:

Provision of business support for the whole of the Adult, Children and Health Services Directorate.

Staff (full time equivalent):

40.64

Service Risks:

Business support services are not effective or efficient.

Performance Indicators:

Business support and planning processes timely and secure.
 User feedback

TOTAL ADULT, CHILDREN & HEALTH COMMISSIONING			
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	<u>7,007</u>	<u>7,640</u>	<u>7,772</u>
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The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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SCHOOLS AND EDUCATIONAL SERVICES**Schools Improvement & Leadership**

	£000	£000	£000
Expenditure	517	521	512
Income	<u>(247)</u>	<u>(242)</u>	<u>(266)</u>
Net	<u>270</u>	<u>279</u>	<u>246</u>

Services provided:

Expenditure, through the core offer to schools, on education improvement support for and with schools and post 16 settings; challenge and support for education leadership including governance; support and challenge for financially disadvantaged pupils; quality assurance processes in line with Ofsted expectations to ensure that all schools are judged to be at least 'good' and children and young people make 'better than expected progress'.

Staff (full time equivalent):

6.20

Service Risks:

Increase in number of education providers in Ofsted categories.
 Poor achievement for disadvantaged pupils continues to limit life chances for children and young people.
 Unmet needs may lead to an increase in placement costs for alternative provision.
 Failure to respond to critical incidents in schools.

Performance Indicators:

Proportion of schools judged to be Good or Outstanding by Ofsted.
 Levels of attainment of disadvantaged pupils at each key stage.
 Raising the level of attainment at post 16 for our young people.
 Number of students accessing alternative provision.

School Places and Home to School Transport

	£000	£000	£000
Expenditure	2,772	2,403	2,737
Income	<u>(187)</u>	<u>(177)</u>	<u>(177)</u>
Net	<u>2,585</u>	<u>2,226</u>	<u>2,560</u>

Services provided:

School Place Planning - Ensuring that there are enough places for each pupil of school age living in RBWM who want a place at a state school.
 Expenditure on the provision of Home to School Transport including setting the policy and assessing the eligibility of transport applications.
 Children's Services Capital Programme - Managing the capital programme budget, preparing briefs for schemes and ensuring that delivery of projects takes place.
 Licences and work place inspections relating to Child Employment and Entertainment

Staff (full time equivalent):

4.40

Service Risks:

Planning does not ensure that sufficient school places can be provided for the numbers of pupils needing a place.
 The Home to School transport policy is not sufficiently robust and therefore costs escalate.
 Volatility in demand for transport especially among additional needs pupils.
 Contravention of legislation relating to home to school transport
 Capital schemes are not delivered in a timely manner and value for money is not achieved; buildings and sites become unsafe; there are insufficient classrooms for the numbers of pupils in the borough.

Performance Indicators:

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Forecasting processes predict the number of places required.
 Statutory deadlines are met and processes followed for school admissions.
 Pupils who request transport to school are fairly assessed for eligibility.
 Schools are large enough to accommodate the appropriate number of pupils and capital budgets are spent effectively.
 Licences are granted if compliant and appropriate, and locations are adequately vetted.

Psychology, Well-being and School Support	£000	£000	£000
Expenditure	757	837	928
Income	<u>(468)</u>	<u>(536)</u>	<u>(646)</u>
Net	<u>289</u>	<u>301</u>	<u>282</u>

Services provided:

Intervention and early help support to prevent escalation to safeguarding and statutory work. Support is focused at pre-school, school and families with children and young people who are vulnerable with SEND, mental health and wellbeing concerns and/or issues with school attendance.
 EPS service covers 0-19 years (up to 25 years with significant SEND) and includes statutory work for vulnerable children requiring assessments for education health and care plans. The service take the lead in supporting schools for critical incidents and children missing education.
 In addition, Education Welfare provide support for families and schools to increase school attendance levels and reduce persistent absence levels.
 Youth Counselling Service offer counselling for all children and young people who may be experiencing any difficulties. The service also offers counselling services to all local middle and secondary schools in RBWM including academies. All services have some income generation
 School Nurses - Transferred from the Health Service in April 2016. Budget wholly funded from Public Health Grant.

Staff (full time equivalent):

24.84

Service Risks:

Poor achievement across all key stages and poor outcomes and life chances for children and young people.
 Unmet needs may lead to an increase in expensive placements and higher costs. More children and young people unwell and requiring specialist services within social care and CAMHS.
 Failure to respond to critical incidents in schools. More children missing educating leading to a higher risk of CSE.

Performance Indicators:

Closing the gap between 'pupil premium' young people and their peers and pupils with additional needs and non additional needs pupils.
 Statutory assessment timelines.
 Timely response to critical incidents. Number of pupils persistently absent from school, permanent and fixed term exclusions.
 Reduced number referred to CAMHS.
 Increased number of staff and pupils in schools with awareness of mental health issues.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Children and Young People Disabilities Service	£000	£000	£000
Expenditure	2,102	2,210	2,113
Income	(200)	(141)	(141)
Net	1,902	2,069	1,972

Services provided:

Statutory functions in relation to the assessment of need for an education, health and care plan, social care interventions and targeted early help services to support the child, young person and their family. This will include child protection investigations and protection plans and services for children in care or in care proceedings. This work is driven by significant legislative changes within the Children and Families Act which came in to force in September 2014 resulting in single Education, Health and Care Plans (EHC) for children and young people aged 0 -25 years.

Staff (full time equivalent):

19.10

Service Risks:

Demands of the Children and Families Act still at an early stage. All statements of educational need must be transferred to EHC plans by April 2018.

Performance Indicators:

EHC plans and transfers must be completed within 20 weeks.
 Completion of social care assessments within managers timescales.
 Child Protection plans lasting two years or more
 Percentage of children becoming subject to a child protection plan for a second time.
 Care proceedings completed within 26 weeks
 Emotional health of children in care.
 Stability of placements for children in care.
 Number and length of placements.
 Education attainment children in care.

Early Years Education	£000	£000	£000
Expenditure	354	311	287
Income	(54)	(90)	(120)
Net	300	221	167

Services provided:

Expenditure on early years education improvement functions in response to Ofsted judgements; development of sufficient capacity for 2,3 and 4 year olds; operation of national place-led funding systems including the introduction of 30 hour provision.

Staff (full time equivalent):

6.50

Service Risks:

Increasing numbers of settings requiring post Ofsted support.
 Increase in demand for places, including introduction of 30 hours childcare offer.

Performance Indicators:

Proportion of early years settings judged to be Good or Outstanding by Ofsted.
 Sufficient places for disadvantaged two year olds across the Borough.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Education Central Costs	£000	£000	£000
Expenditure	225	208	207
Income	(57)	(21)	(22)
Net	<u>168</u>	<u>187</u>	<u>185</u>
Services provided:			
Ongoing payments for historical redundancy and premature retirement costs, enhanced pensions and pensions to former staff, and other miscellaneous budgets.			
Staff (full time equivalent):			
0.00			
Service Risks:			
Performance Indicators:			
N/A			
TOTAL SCHOOLS AND EDUCATIONAL SERVICES	<u>5,514</u>	<u>5,283</u>	<u>5,412</u>

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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HEALTH, EARLY HELP AND SAFEGUARDING**MASH and Early Help**

	£000	£000	£000
Expenditure	4,856	5,437	5,198
Income	<u>(2,152)</u>	<u>(3,099)</u>	<u>(3,010)</u>
Net	<u>2,704</u>	<u>2,338</u>	<u>2,188</u>

Services provided:

Referral and Assessment Team for Social Care - access and assessment point for Safeguarding Services. Now includes a Multi Agency Safeguarding Hub (MASH) with Thames Valley Police involved
CAF - Supporting the use of the common assessment framework across services to address need early and reduce numbers of families requiring social care input

Intensive Family Support Project - Part of troubled families programme working to turn around families with complex and inter generational issues.

Health and Family Centres across RBWM providing universal, preventative and targeted services to families with younger children

Parenting courses for families.

information, advice and guidance and other statutory functions in relation to tracking and recording pupils aged 16 – 19.

Youth Offending Team - Provides a range of statutory and preventative services to deal with pre-court and post-court orders and plans, early identification and support for vulnerable young people at risk of entering the criminal justice system, mentoring, employment and training advice, and reparation work.

Youth Support - Provides a range of services from a series of centres across the borough which provide activities for young people and the wider community, and includes an Outdoor Education Project, Targeted Support Projects and the Duke of Edinburgh Award Scheme. Our objective is to offer young people a service that creates opportunities for them to develop skills and abilities that help them to achieve their full potential.

Health Visitors - Transferred from the Health Service in October 2016. Budget wholly funded from Public Health Grant.

Staff (full time equivalent):

100.00

Service Risks:

Referral and Assessment Team - Maintaining the primarily permanent workforce and the effective implementation of the Multi Agency Safeguarding Hub with Thames Valley Police involved.

Intensive Family Support – Managing the increasing demand prioritising those families most in need

Health and Family Support Centre – Effective implementation of action plan following Ofsted inspection

Youth Services - status of local economy could reduce locally raised income used by local management committees to support frontline delivery of local youth services and reduce opportunities for employment and training.

Youth Justice - Conflicting targets (with other agencies) can affect performance.

Performance Indicators:

Referral and Assessment Team - Safeguarding Single Assessments in timescales

Intensive Family Support - Number of families worked and payment by result claims

Children's Health and Family Support Centres – Attendances and level of one to one targeted work

Young people's participation in youth activities, achievement of accredited outcomes, occupancy and use of youth centres

Number and length of time of young people who are NEET, participation of 17 year olds and care leavers in education and training.

Number of first time entrants to the Youth Justice System, number of young people sentenced to custody, young people engaged with YOT are in suitable employment training and education, all young people are in suitable accommodation, reduction in reoffending by young people.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Safeguarding and Children in Care	£000	£000	£000
Expenditure	5,859	5,650	5,463
Income	(375)	(26)	(26)
Net	5,484	5,624	5,437

Services provided:

The Children in Need , Children in Care and Family Centre teams provide medium to long term services to vulnerable children in need and those subject to child protection plans. This Budget includes provision for the care costs of children in care and children leaving care, including payments to carers for children placed with RBWM's foster families and adopters and for children subject to Special Guardianship Orders and Residence Orders. Also includes the staffing costs of the family placement team responsible for arranging placements. Child care lawyer service provided by Reading Borough Council on behalf of Berkshire Authorities. Safeguarding and specialist services provided via Family Friends in W & M Agreement.

Staff (full time equivalent):

53.50

Service Risks:

Children continuing to need safeguarding plans
 Children allocated to a qualified social worker for children in care and children with a safeguarding plan.
 Drift and delay in complex court cases
 Recruitment to permanent social worker positions and over reliance on agency staff.
 Failure to meet statutory and regulatory requirements in relation to services for children in care.
 Failure to deliver permanent fostering care plans in an effective manner resulting in delay for children achieving permanent placements.
 Failure to recruit, assess and approve sufficient foster families would result in children being placed with Independent Fostering Providers, which are often not local, thereby causing disruption of relationships with family and friends, education and social activities.

Performance Indicators:

Child Protection plans lasting two years or more
 Percentage of children becoming subject to a child protection plan for a second time
 Timeliness of placement following adoption
 Care leavers NEET/ suitable accommodation
 Delivery against 26 week PLO target
 Emotional health of children in care
 Stability of placements for children in care
 Number and length of placements

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Berkshire Adoption Services	£000	£000	£000
Expenditure	1,072	1,151	1,156
Income	(1,027)	(1,071)	(1,071)
Net	45	80	85
Services provided:			
<p>Adopt Berkshire is the shared adoption service for four Berkshire local authorities and hosted by RBWM. It deals with the recruitment, training and assessment of adopters and family finding and matching of children who need adoption.</p> <p>The Berkshire Adoption Advisory Service is a Joint arrangement funded by 6 Berkshire Authorities offering advice and guidance to staff, management and servicing of joint adoption panels, management and support for post adoption direct and indirect contact, training, management and servicing of closed children in care records and adoption records and a Birth Relative Support Service.</p> <p>From September 2017, the existing shared Adoption service and Joint Arrangement will be replaced by a new Regional Adoption Agency 'Adopt Thames Valley.' This comprises the 4 Adopt Berkshire LA's (RBWM, Wokingham, Bracknell and West Berkshire) plus Reading, Oxfordshire and Swindon and will be hosted by Oxfordshire County Council.</p>			
Staff (full time equivalent):			
18.16			
Service Risks:			
<p>Failure to provide this service could result in delay for children waiting for adoption, delay in approving adopters and failure to meet statutory and regulatory requirements. Failure to manage adoption panel effectively and increase number of panels in line with increasing business could result in delay for children waiting to be matched with adopters</p>			
Performance Indicators:			
<p>Adoption Scorecard i.e. placement of children within 4 months of decision, approval of adopters within 4 months of application. National Minimum Standards i.e. At least one adoption panel monthly. Timeliness of adoptive placements and approval of adopters within timescales.</p>			
TOTAL HEALTH, EARLY HELP & SAFEGUARDING	8,233	8,042	7,710

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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HEALTH AND ADULT SOCIAL CARE**Adult Social Care Management**

	£000	£000	£000
Expenditure	943	682	619
Income	<u>(58)</u>	<u>(35)</u>	<u>(14)</u>
Net	<u>885</u>	<u>647</u>	<u>605</u>

Services provided:

Adult Social Care services that cover all care categories. Includes 'Out of Hours' service, legal support, and the 'Dial-a-Ride' service.

Staff (full time equivalent):

1.00

Service Risks:

Failure to protect vulnerable adults.
Failure to provide care and support to vulnerable people.

Performance Indicators:

ASCOF 2C: Delayed transfers of care from hospital, and those attributable to social care.
ASCOF 4A: The proportion of people who use services who feel safe.

Deprivation of liberty safeguarding (DOLS)

	£000	£000	£000
Expenditure	393	435	389
Income	<u>(51)</u>	<u>0</u>	<u>0</u>
Net	<u>342</u>	<u>435</u>	<u>389</u>

Services provided:

Completion of Best Interests Assessments and Mental Health assessments under the Mental Capacity Act 2005 Deprivation of Liberty Safeguards legislation. This is for service users in hospital or in a care home, who lack the mental capacity to agree to the arrangements who are under continuous supervision and control and not free to leave. If the assessments meet the qualifying requirements, the Deprivation of Liberty is authorised by the Supervisory Body (Local Authority).

Staff (full time equivalent):

3.00

Service Risks:

If the assessments are not completed, service users in care homes or hospital, who lack capacity to agree to the arrangements, maybe subject to an unauthorised / unlawful deprivation of liberty. there is a high risk that damages will be awarded against the Local Authority if the assessments are not completed within the statutory timescales of 21 calendar days or (7 calendar days if there is an urgent authorisation in place). Cost of damages £3,000 to £4,000 per month.

Performance Indicators:

Completion of the DOLS assessments within the statutory timescales.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Older People & Physically Disabled People	£000	£000	£000
Expenditure	22,046	22,504	21,478
Income	(8,016)	(8,132)	(8,336)
Net	<u>14,030</u>	<u>14,372</u>	<u>13,142</u>

Services provided:

Care Management Team for older people and physically disabled people; Home Care; residential and nursing home placements; community equipment; occupational therapists.

These services may be commissioned by the Council on behalf of the service user, or a Direct Payment may be provided to enable the service user to purchase services themselves.

Staff (full time equivalent):

54.51

Service Risks:

Increasing numbers of older and physically disabled people requiring support.

Increasing prevalence of Dementia and people with complex needs.

Changes in policy or practice of the CCG and acute hospitals.

Changes in level of hospital patient discharge.

Reduction in and reconfiguration of hospital in-patient facilities.

Homecare, Residential and Nursing Home providers having capacity issues that impact on the ability to deliver services to meet assessed need.

Performance Indicators:

ASCOF 1A: Social care-related quality of life.

ASCOF 1B: The proportion of people who use services who have control over their daily life.

ASCOF 2A: Permanent admissions to residential and nursing care homes, per 100,000 population.

ASCOF 2B: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Learning Disability	£000	£000	£000
Expenditure	15,482	15,839	16,664
Income	(1,622)	(1,968)	(1,964)
Net	13,860	13,871	14,700

Services provided:

Community Team for People with a Learning Disability (CTPLD) - a joint social care and health team providing care management and health support to people with LD; Provision of small residential and respite units (Homeside, Allenby Road, Winston Court); Supported Living; Residential placements; LD Day Centres (Oakbridge in Windsor and Boyn Grove Community Resource Centre in Maidenhead); Day Centres for Older People (Windsor Day Centre in Windsor and Boyn Dementia Centre in Maidenhead).

Day Centres for Older People are included within this budget as they are linked to the LD day centres, and are managed by one Service Manager.

In 2017/18, the budget for support services to the value of £700,000 transfers into the social care learning disability budget from the commissioning of housing related support budget, to reflect the management responsibility for this service. The support services funded from this budget are unchanged.

Staff (full time equivalent):

104.32

Service Risks:

Increasing numbers of Adults with a Learning Disability requiring support.

Increased expectations of service users and their carers.

Refusal of Continuing Health Care funding for complex cases.

Increasing numbers of children with complex needs requiring high levels of support when they transfer to adult services.

Higher incidence of people with Autism.

Increasing numbers of older people with a Learning Disability who develop additional age related conditions such as early onset Dementia.

Lack of local resources to meet the needs of people with Learning Disabilities with high levels of challenging behaviour.

Performance Indicators:

ASCOF 1C: Proportion of people using social care who receive self-directed support, and those receiving direct payments.

ASCOF 1E: Proportion of adults with learning disabilities in paid employment.

ASCOF 1G: Proportion of adults with learning disabilities who live in their own home or with their family.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Mental Health	£000	£000	£000
Expenditure	3,177	3,361	3,429
Income	(201)	(276)	(285)
Net	<u>2,976</u>	<u>3,085</u>	<u>3,144</u>

Services provided:

The Mental Health Services comprise of the Community Mental Health Team (CMHT) and the Mental Health Team for Older People (MTOp). The teams are comprised of both Health and Social Care staff. They co-ordinate the assessment, support and care for people with mental health problems requiring Community-based Mental Health Care, using a range of assessment protocols. The teams are responsible for the provision of care that is in accordance with the statutory requirements of the Mental Health Act 2007. The teams provide assertive outreach and early intervention services; and host the Approved Mental Health Professionals (AMHP) service for the Borough. The employing organisations contribute to the cost of their staff with some shared costs for joint posts. The contracted services provided in this budget cover services such as day care, domiciliary care, residential care, Nursing Care, respite care and self directed support.

Staff (full time equivalent):

21.04

Service Risks:

Economic conditions.
Increased numbers of people discharged from hospital under section 117 of the Mental Health Act.

Performance Indicators:

ASCOF 1C: Proportion of people using social care who receive self-directed support, and those receiving direct payments.
ASCOF 1F: Proportion of adults in contact with secondary mental health services in paid employment.
ASCOF 1H: Proportion of adults in contact with secondary mental health services who live independently, with or without support.

TOTAL HEALTH AND ADULT SOCIAL CARE	<u>32,093</u>	<u>32,410</u>	<u>31,980</u>
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The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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HUMAN RESOURCES**HR Strategic**

	£000	£000	£000
Expenditure	1,195	1,065	1,156
Income	<u>(660)</u>	<u>(603)</u>	<u>(721)</u>
Net	<u>535</u>	<u>462</u>	<u>435</u>

Services provided:

Provision of strategic HR and OD support and advice to the council. HR consultants and HR Business Partners lead on the councils strategies and policies for recruitment and retention, pay and reward, employee relations and employment policies and provide strategic and complex advice to service regarding employment, recruitment and pay issues. The Human Resources team offer a high quality, comprehensive and cost effective service across the employee life cycle including job evaluation, recruitment, contracts of employment, organisational development, performance matters and change management.

Ensuring staffing and structure are fit for purpose is paramount and HR give advice and support whether a manager is replacing leavers, creating and recruiting to new posts, setting stretch objectives linked to the service development plan or there is a need to reduce the overall total sickness absence. With change management, HR provide toolkits, support, advice and attendance where required for any restructuring exercises including those resulting in redundancies or TUPE.

Staff (full time equivalent):

18.32

Service Risks:

Lack of qualified and experienced staff leading to non compliance with legislative requirements; poor advice being provided to clients and potential reputational loss to the council

Performance Indicators:

Captured within IPMR and SADC data.

Payroll

	£000	£000	£000
Expenditure	224	231	231
Income	<u>(7)</u>	<u>(4)</u>	<u>(4)</u>
Net	<u>217</u>	<u>227</u>	<u>227</u>

Services provided:

Manages the monthly payroll function for the Council, including schools, plus additional separate payrolls for academy schools

Staff (full time equivalent):

5.64

Service Risks:

This is a small team and therefore resilience within the team is the greatest risk

Performance Indicators:

Accuracy of monthly payrolls; accuracy of legislative requirements such as pensions returns.

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Learning and Development	£000	£000	£000
Expenditure	32	86	416
Income	0	0	(5)
Net	<u>32</u>	<u>86</u>	<u>411</u>

Services provided:

The learning and development team undertake training needs analysis across the organisation and are responsible for the delivery of statutory and mandatory training for staff. They support the council's workforce and leadership development programmes and initiatives. The OD strategy links to the overall aims of the council and ensures it has the right number of people at the right time with the right qualifications. Through a workforce strategy, it helps to plan for future staff requirements, ensuring the skills required for the future are planned and considered at the earliest opportunity.

The council centralised its Learning and Development function under Human Resources in October 2015.

Following the centralisation of the function, a training needs analysis was undertaken across the council and training needs identified for 2016/17. The budget to meet the statutory and mandatory training arising from that analysis was transferred from the Directorates and placed under the new Learning and Development team, increasing the budget shown in 2017/18 to take into account the additional training the team are now responsible for.

Staff (full time equivalent):

4.60

Service Risks:

Lack of adequately trained and capable staff. Small team to deliver a large agenda for the council.

Performance Indicators:

Evaluation of development activities provided; number of professionally qualified staff; development activities provided and cost per employee.

Performance Contracts	£000	£000	£000
Expenditure	349	369	346
Income	0	0	0
Net	<u>349</u>	<u>369</u>	<u>346</u>

Services provided:

Budget relates to the provision of Pension payments for ex- Berkshire County Council staff via Berkshire Pensions.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Health & Safety Contract	£000	£000	£000
Expenditure	21	23	23
Income	0	0	0
Net	21	23	23
Services provided:			
Management of the Health and Safety contract ensures the council has a modern and robust health and safety policy and framework, and that the council is advised on any changes to regulations and legislation.			
Staff (full time equivalent):			
0.00			
Service Risks:			
Small team and therefore resilience if a member of staff is absent. Lack of professionally trained and qualified staff to provide advice and guidance to the council, resulting in non compliance with H&S regulations.			
Performance Indicators:			
TOTAL HUMAN RESOURCES	1,154	1,167	1,442

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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A,C&H MANAGEMENT

	£000	£000	£000
Expenditure	1,037	1,042	947
Income	(55)	(208)	(118)
Net	<u>982</u>	<u>834</u>	<u>829</u>

Services provided:

Management functions carried out by the Managing Director and the Adult, Children's and Health Directorate management team, including legal costs for the Directorate, and IT costs of the Education Management System

Staff (full time equivalent):

5.00

Service Risks:

Uncoordinated and ineffective leadership of the directorate.
Outcomes for all children and people in the RBWM do not support them thriving, being safe, becoming economically active and able to live independently.
Failure to protect vulnerable Adults
Failure to provide care and support to vulnerable people

Performance Indicators:

Ofsted Inspection outcomes
All children and young people thrive and develop well in RBWM.
Resources are planned and deployed in an effective manner.
Budget expenditure in line with budget plans.
Health and Wellbeing of children and young people in RBWM
Proportion of people using Adult social care who receive self-directed support
Delayed transfers of care from hospital and those attributable to Adult Social Care
The proportion of people who use services who feel safe

TOTAL A,C&H MANAGEMENT	<u>982</u>	<u>834</u>	<u>829</u>
TOTAL ADULT, CHILDREN & HEALTH	54,983	55,376	55,145

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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BETTER CARE FUND

Better Care Fund	£000	£000	£000
Expenditure	10,124	9,916	10,010
Income	<u>(8,723)</u>	<u>(8,485)</u>	<u>(8,779)</u>
Net	<u>1,401</u>	<u>1,431</u>	<u>1,231</u>

Services provided:

The Better Care Fund (BCF) is a pooled budget under Section 75 of the 2006 National Health Service Act. The BCF is a pooling of resources from Bracknell and Ascot CCG, Windsor Ascot and Maidenhead CCG and RBWM to fund the health and social care needs of RBWM residents. RBWM is the host authority for the BCF. The objectives of the BCF programmes are aligned to support the RBWM Health and Wellbeing strategy. The BCF programme covers Intermediate care services including the Short Term Support and Re-ablement Team, community based health services, Integrated Health and Social Care Teams and projects, self care and prevention programmes designed to promote long term independence and wellbeing and reduce non-elective hospital admissions.

Staff (full time equivalent):

52.34

Service Risks:

Increased demand for community based services.
Lack of trained staff to fill vacant posts.
Increase in number of non-elective admission to acute hospitals.
Challenges of partnership working across many boundaries and organisations to meet local needs.
Delayed transfer of hospital patients to community based care.

Performance Indicators:

Number of non-elective admissions to acute hospitals
Delayed transfers of Care
Falls related hospital admissions
Permanent admissions to care homes pro rata the population
Return to hospital within 91 days of discharge
Service user feedback

TOTAL BETTER CARE FUND	1,401	1,431	1,231
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The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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SCHOOL BUDGETS (DSG)**MAINTAINED SCHOOLS****Primary and First Schools**

	£000	£000	£000
Expenditure	40,017	31,952	31,853
Income	<u>(6,595)</u>	<u>(1,578)</u>	<u>(1,500)</u>
Net	<u>33,422</u>	<u>30,374</u>	<u>30,353</u>

Services provided:

Delegated budgets to RBWM's maintained primary schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for behaviour support, contingencies and other services which schools have chosen to 'de-delegate' and be managed centrally. Funding for nursery aged children (see below under Early Years Provision) and academies' budgets are not included. Budgets include indicative pupil premium allocations at £1,320 per eligible pupil, and funding for high needs places at £10k per place in schools with resource units. All other high needs 'top-up' funding is held centrally in high needs 'top-up' budgets and is allocated to schools during the year.

Staff (full time equivalent):

900.00

Service Risks:

Falling rolls and impact on financial sustainability; failure to meet expected standards of attainment; provision of appropriate accommodation.

Performance Indicators:

Ofsted inspection reports
Achievement at level 4 or above in both English and Maths at Key Stage 2
Children in care reaching level 4 in English & Maths at Key Stage 2

Secondary and Middle Schools

	£000	£000	£000
Expenditure	12,711	10,356	4,545
Income	<u>(2,292)</u>	<u>(815)</u>	<u>(500)</u>
Net	<u>10,419</u>	<u>9,541</u>	<u>4,045</u>

Services provided:

Delegated budgets RBWM's maintained secondary and middle schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for , contingencies and other services which schools have chosen to 'de-delegate' and be managed centrally. Academies' budgets are not included. Budgets include indicative pupil premium allocations at £935 per eligible pupil, and funding for post 16 pupils, funded by grant from the Education Funding Agency and determined through the national post 16 funding formula. High needs 'top-up' funding is held centrally in high needs 'top-up' budgets and is allocated to schools during the year.

Staff (full time equivalent):

110.00

Service Risks:

Falling rolls and impact on financial sustainability; failure to meet expected standards of attainment; provision of appropriate accommodation.

Performance Indicators:

Ofsted inspection reports
Expected level of achievement in English, Maths and Science at Key Stage 3 and 4
Achievement of a Level 2 or Level 3 qualification by the age of 19
Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)
Rate of permanent exclusions from school

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
Special Schools	£000	£000	£000
Expenditure	6,552	2,534	2,534
Income	(4,400)	(322)	(322)
Net	<u>2,152</u>	<u>2,212</u>	<u>2,212</u>
Services provided:			
Place funding for high needs pre and post 16 pupils at Manor Green special school, and indicative pupil premium at the primary and secondary rates for eligible pupils. Post 16 allocations are funded by grant from the Education Funding Agency. High needs 'top-up' funding is held centrally in high needs 'top-up' budgets and is allocated to the school during the year.			
Staff (full time equivalent):			
205.00			
Service Risks:			
Insufficient places to meet increasing demand from pupils with high special educational needs resulting in more costly out of borough placements. Children who are vulnerable to exclusion from school do not have the opportunity to receive appropriate early intervention.			
Performance Indicators:			
Ofsted inspection reports, Relevant Key Stage results and added value indicators			
TOTAL MAINTAINED SCHOOLS	<u>45,993</u>	<u>42,127</u>	<u>36,610</u>

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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**EARLY YEARS EDUCATION & CHILDCARE
PROVISION**

Nursery Schools and Classes

	£000	£000	£000
Expenditure	1,535	2,113	2,538
Income	(329)	0	0
Net	1,206	2,113	2,538

Services provided:

Funding allocated through the Early Years National Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement of 15 hours per week per child in RBWM's nursery schools and nursery classes. From September 2017 the free entitlement for working parents increases from 15 to 30 hours per week, per child and a new funding rate has been introduced. Both of these changes account for the increase in funding for 2017/18.

Staff (full time equivalent):

30.00

Service Risks:

Falling roll numbers; failure to meet expected standards of attainment; provision of appropriate accommodation and places

Performance Indicators:

Ofsted inspection reports
Achievement of children across the Early Years Foundation Stage
Proportion of 2,3, and 4 year olds accessing the free entitlement.

Private, Voluntary & Independent Provision

	£000	£000	£000
Expenditure	4,822	5,077	6,487
Income	(47)	0	0
Net	4,775	5,077	6,487

Services provided:

Funding allocated through the Early Years National Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement of 15 hours per week per child in private, voluntary and independent nursery settings. From September 2017 the free entitlement for working parents increases from 15 to 30 per week, per child and a new funding rate has been introduced. Both these changes account for the increase in funding for 2017/18.

Staff (full time equivalent):

n/a - not RBWM employees

Service Risks:

Falling roll numbers; failure to meet expected standards of attainment; provision of appropriate accommodation and places

Performance Indicators:

Ofsted inspection reports
Achievement of children across the Early Years Foundation Stage
Proportion of 2,3, and 4 year olds accessing the free entitlement.

**TOTAL EARLY YEARS EDUCATION &
CHILDCARE PROVISION**

5,981	7,190	9,025
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The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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ADMISSIONS & PUPILS GROWTH**School Admissions**

	£000	£000	£000
Expenditure	208	195	195
Income	(14)	0	0
Net	<u>194</u>	<u>195</u>	<u>195</u>

Services provided:

Expenditure on the administration of the system of admissions of pupils to schools including statutory consultations and appeals (maintained schools). Admission appeals support is available to academies through a buy-back arrangement if the Academy wishes to use the Local Authority service.

Staff (full time equivalent):

5.00

Service Risks:

Insufficient school places to meet demand
Pressure on services through increases in admissions and appeals
Admissions legal requirements and timescales are not met.

Performance Indicators:

Number and proportion of parents whose first choice of school is met.
Legal timescales for school admissions.
Places are allocated according to the admissions arrangements.

Pupil Growth Fund

	£000	£000	£000
Expenditure	56	350	500
Income	0	0	0
Net	<u>56</u>	<u>350</u>	<u>500</u>

Services provided:

Expenditure on planned pupil growth where schools take on a bulge class or increase their Planned Admission Number as a result of the Council's duty to ensure that sufficient primary & secondary education places are available to meet the needs of the population. The funding is allocated to schools using a formula agreed with Schools Forum to provide additional support for the extra pupils admitted in the new academic year who are not funded through the schools funding formula.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL ADMISSIONS AND PUPILS GROWTH	<u>250</u>	<u>545</u>	<u>695</u>
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The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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SUPPORT SERVICES FOR SCHOOLS AND EARLY YEARS**Specialist Schools Support**

	£000	£000	£000
Expenditure	525	497	801
Income	<u>(185)</u>	<u>(72)</u>	<u>(72)</u>
Net	<u>340</u>	<u>425</u>	<u>729</u>

Services provided:

Teaching support services provided centrally for schools to promote inclusion, achievement and education outcomes of pupils who have general and specific learning difficulties. These include behaviour support, ethnic minority service, and SEND support (previously cognition and learning), as well as contributions to certain LA services such as education welfare and education psychology, which schools, through the Schools Forum, have agreed to fund from Dedicated Schools Grant. These services are funded by a combination of de-delegated funding from schools, buy-back, and base DSG budget. For 2017-18, £315,000 of Education Support Grant retained services are to be funded from DSG.

Staff (full time equivalent):

5.66

Service Risks:

Failure to improve attainment and educational outcomes.
A reduction in buy-back from schools putting services at risk.
Uncertainty around future funding from de-delegated budgets

Performance Indicators:

Individual targets reached for identified pupils.
Evidence of improvement through measures of emotional health and behavioural wellbeing taken pre and post intervention.
Improve the experience of pupils with learning disabilities.
Reduction in educational inequalities particularly amongst black and minority ethnic communities.

Other Central Provision

	£000	£000	£000
Expenditure	1,855	1,503	1,488
Income	<u>(1,227)</u>	<u>(394)</u>	<u>(396)</u>
Net	<u>628</u>	<u>1,109</u>	<u>1,092</u>

Services provided:

A range of central schools services which includes schools contingency funding to help meet unforeseen expenditure in maintained schools, payments to maintained schools for teachers on maternity leave or carrying out trade union duties, licenses purchased on behalf of schools, expenditure on early help social workers in schools approved by Schools Forum, and grants to schools for graduate teacher training. The budget also includes around £400k of directorate and corporate overheads recharged to the Dedicated Schools Grant.

Staff (full time equivalent):

1.12

Service Risks:

Insufficient contingency budget to meet emerging pressures
Insufficient budget to meet cost of increasing numbers of staff on maternity leave

Performance Indicators:

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Central Expenditure on the under 5s	£000	£000	£000
Expenditure	194	180	359
Income	(51)	0	0
Net	<u>143</u>	<u>180</u>	<u>359</u>

Services provided:

Central staff support for provision of the free entitlement for two, three and four year olds. This does not include support for early years children with special educational needs, which is shown under High Needs.

The increase in funding for 2017-18 reflects the introduction of the Early Years Inclusion Fund, as part of the Early Years National Funding Formula arrangements

Staff (full time equivalent):

1.00

Service Risks:

Low uptake of free entitlement.

Failure to identify 3&4 years olds and disadvantage two year olds who would benefit for early years education.

Development of sufficient capacity across a range of good quality settings

Performance Indicators:

TOTAL SUPPORT SERVICES FOR SCHOOLS AND EARLY YEARS	<u>1,111</u>	<u>1,714</u>	<u>2,180</u>
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The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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HIGH NEEDS AND ALTERNATIVE PROVISION**High Needs Top up Funding**

	£000	£000	£000
Expenditure	11,829	11,198	12,586
Income	<u>(679)</u>	<u>(100)</u>	<u>(100)</u>
Net	<u>11,150</u>	<u>11,098</u>	<u>12,486</u>

Services provided:

Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools, and FE Colleges, as well as top-up funding for RBWM pupils with high needs in other LAs. Funding is allocated to providers to meet the additional cost of support where this exceeds £6,000 per pupil.

Staff (full time equivalent):

0.00

Service Risks:

Fluctuations in the cost of SEN placements and demand for placements.
Financial impact of decisions of the SEN and Disability Tribunal

Performance Indicators:

Attainment of SEN pupils compared with non-SEN pupils
Numbers of pupils with high needs statements

Alternative Provision and Virtual School

	£000	£000	£000
Expenditure	1,366	1,239	1,300
Income	<u>(469)</u>	<u>(171)</u>	<u>(171)</u>
Net	<u>897</u>	<u>1,068</u>	<u>1,129</u>

Services provided:

Expenditure on provision of education to children who have been excluded from school or who are at risk from exclusion and associated supported packages.
Includes expenditure on the virtual school and associated educational support for children in care.

Staff (full time equivalent):

4.90

Service Risks:

Providing full time education for all students not able to access education
Recruitment and retention of specialist staff
Ensuring students make good progress with literacy through National Curriculum.
Raise the educational outcomes of Children in Care

Performance Indicators:

Reduced number of permanent exclusions
Reduced number of fixed term exclusions
Reduced number of students not in education, employment or training

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
SEND Support and Inclusion	£000	£000	£000
Expenditure	3,016	2,884	2,983
Income	(1,552)	(1,620)	(1,696)
Net	<u>1,464</u>	<u>1,264</u>	<u>1,287</u>
Services provided:			
<p>Centrally retained specialist SEN support services for statemented and non- statemented pupils including peripatetic education services provided by the sensory consortium service for young people (0-19). This service is hosted by RBWM on behalf of Berkshire LAs, and is partly funded by the partner LAs.</p> <p>Also covers Inclusion Services aimed at enabling children with special education needs to take part in mainstream activities and provision of education services to children who cannot attend school for medical reasons.</p>			
Staff (full time equivalent):			
43.00			
Service Risks:			
<p>Budget and staffing pressures as a result of increasing levels of need in growing numbers of children with sensory impairment.</p> <p>Increase in number of students diagnosed with Autistic Spectrum Disorder</p> <p>Recruitment difficulties for specialist teachers.</p> <p>Failure to intervene early resulting in increased demand for specialist placements.</p>			
Performance Indicators:			
<p>Ability to meet educational needs in local placements</p> <p>Educational attainment</p> <p>Formal assessment reports within statutory time limits</p> <p>Emotional health of children</p> <p>Closing the attainment gap of disadvantaged pupils.</p>			
TOTAL HIGH NEEDS AND ALTERNATIVE PROVISION	<u>13,511</u>	<u>13,430</u>	<u>14,902</u>

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

ADULT, CHILDREN & HEALTH SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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DEDICATED SCHOOLS GRANT

Dedicated Schools Grant	£000	£000	£000
Expenditure	(76)	0	0
Income	(67,180)	(65,006)	(63,412)
Net	<u>(67,256)</u>	<u>(65,006)</u>	<u>(63,412)</u>

Services provided:

Expenditure summarised above is mainly funded by Dedicated Schools Grant (DSG), with separate unringfenced allocations for schools, early years and high needs. The Schools block allocation is determined by the October 2016 pupil census, Early Years block funding will be initially determined by the January 2017 Early Years census and updated by January 18 early years pupils. High Needs funding is not based on pupil numbers but is linked to previous years' allocation. The DSG total reflects the RBWM estimated allocation after 'top slicing' of grant by the Education Funding Agency for academies, known as 'academy recoupment'. The amount recouped for academies is £46m and is determined by the amount those schools would have received through the school funding formula, if they had been maintained schools. The amount which the EFA recoup increases in year as schools convert to academy.

Staff (full time equivalent):

0.00

Service Risks:

Finalised DSG may be less than budgeted owing to variation between actual and estimated pupil numbers.

Under-/overspends against DSG may be carried forward into the following year's budget.

Performance Indicators:

TOTAL DEDICATED SCHOOLS GRANT	(67,256)	(65,006)	(63,412)
TOTAL SCHOOL BUDGETS (DSG)	(410)	0	0
TOTAL DIRECTLY MANAGED COSTS	55,974	56,807	56,376

The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

	2015/16	2016/17	2017/18
	Actual	Budget	Budget
OPERATIONS & CUSTOMER SERVICES			
DIRECTLY MANAGED COSTS			

DIRECTOR OF OPERATIONS & CUSTOMER SERVICES

Director of Operations & Customer Services	£000	£000	£000
Expenditure	199	(27)	185
Income	0	0	0
Net	199	(27)	185

Services provided:

Provision of a senior management and leadership role for the borough and Operations Directorate.

Staff (full time equivalent):

2.00

Service Risks:

Failure to achieve cohesive senior management and co-ordination of functions and activities across the Authority.

Failure to achieve improvement plans and strategies to deliver services.

Recruitment and retention of staff across the Directorate to deliver services provided.

Performance Indicators:

All PI's shown in the Directorate

TOTAL DIRECTOR OF OPERATIONS & CUSTOMER SERVICES	199	(27)	185
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REVENUES & BENEFITS

Revenues & Benefits Unit	£000	£000	£000
Expenditure	95	93	108
Income	0	0	0
Net	95	93	108

Services provided:

Covers the management costs for the Revenues and Benefits team.

Staff (full time equivalent):

1.00

Service Risks:

The key service risks are not collecting the required Council Tax, Business Rates and Sundry Debtors, and not processing Housing benefit and Council Tax Support claims both quickly and accurately

Performance Indicators:

Council Tax in-year collection. Business Rates in-year collection. Speed of processing of Housing Benefit new claims and changes in circumstances

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Business Services Team

	£000	£000	£000
Expenditure	38,335	38,945	38,444
Income	<u>(37,992)</u>	<u>(38,468)</u>	<u>(37,921)</u>
Net	343	477	523

Services provided:

Council Tax and Business Rates Administration, Housing Benefit and Council Tax Reduction Claims processing, collection of Housing Benefit Overpayments, Financial Assessments and Benefits for Adult Social Care, Deputy and Appointeeship and Social Care Finance.

Staff (full time equivalent):

30.29

Service Risks:

Not processing Council Tax and Business Rates correspondence in a timely and accurate manner, not processing Housing Benefit and Council Tax Support claims and changes in a timely and accurate manner, not assessing the care contributions in a timely and accurate manner, not safeguarding the interests of the clients we are acting as deputy for and appointee for, and not processing social care finance contribution invoices and supplier payments in a timely and accurate manner.

Performance Indicators:

Council Tax in-year collection. Business Rates in-year collection. Speed of processing of Housing Benefit new claims and changes in circumstances

Debt Recovery

	£000	£000	£000
Expenditure	376	349	297
Income	<u>(318)</u>	<u>(308)</u>	<u>(568)</u>
Net	58	41	(271)

Services provided:

The collection and recovery of Council Tax, Business Rates, and Sundry Debtors. Budget changes relate to a restructure of the debt recovery team and the creation of a new recovery and enforcement vehicle.

Staff (full time equivalent):

6.64

Service Risks:

The key service risks are not collecting the required Council Tax, Business Rates, Sundry Debtors, and Housing Benefit Overpayments.

Performance Indicators:

Council Tax in-year collection. Business Rates in-year collection. Sundry Debtor collection. Housing Benefit overpayment collection.

Scanning & Indexing

	£000	£000	£000
Expenditure	185	205	0
Income	<u>(2)</u>	<u>0</u>	<u>0</u>
Net	183	205	0

Services provided:

Budget change reflects the transfer of this service to Finance

Staff (full time equivalent):

7.70

Service Risks:**Performance Indicators:**

TOTAL REVENUES & BENEFITS	<u>679</u>	<u>816</u>	<u>360</u>
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OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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HIGHWAYS & TRANSPORT**Highways & Transport Unit**

	£000	£000	£000
Expenditure	2,423	2,188	2,225
Income	<u>(716)</u>	<u>(695)</u>	<u>(723)</u>
Net	<u>1,707</u>	<u>1,493</u>	<u>1,502</u>

Services provided:

This team is responsible for management, improvement, investment and safety of the highways network.

The service include transport, parks & open spaces, flood risk management, traffic and road safety, winter services (including gritting), public rights of way, home to school transport, local bus services, community transport, highways development control and development and delivery of the capital programme.

Staff (full time equivalent):

47.19

Service Risks:

Adverse weather (snow and ice / flooding): Increasing liability due to ageing assets; Achievement of performance targets

Performance Indicators:

- * Road Condition
- * Delivery of Capital Programme
- * Road Safety - Casualty targets
- * Satisfaction with public transport
- * Accessibility of public rights of way
- * Achievement of balanced budget (Minimum)
- * Reduction in working days lost per FTE
- * Car Park Usage
- * Increase in walking and cycling activity

Flood Risk Management/Drainage

	£000	£000	£000
Expenditure	157	176	176
Income	<u>(104)</u>	<u>0</u>	<u>0</u>
Net	<u>53</u>	<u>176</u>	<u>176</u>

Services provided:

This service is responsible for flood risk management , ensuring that the Authority meets the requirements of the Flood and Water Management Act 2010.

Staff (full time equivalent):

0.00

Service Risks:

Impact of flooding and flood recovery

Performance Indicators:

Delivery of flood related projects and activities

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Transport & Access

	£000	£000	£000
Expenditure	685	613	718
Income	(128)	(162)	(138)
Net	<u>557</u>	<u>451</u>	<u>580</u>

Services provided:

This service is responsible for the provision of an integrated transport service (including local bus services; home to school transport and community transport) and offering a focal point for accessibility. Budget change reflects team restructure.

Staff (full time equivalent):

0.00

Service Risks:

Safe transportation of young people; financial implications of reduction in commercial local bus services

Performance Indicators:

- * Public satisfaction with public transport
- * Usage of local bus services

Highway Assets

	£000	£000	£000
Expenditure	1,540	1,369	1,362
Income	(86)	(189)	(139)
Net	<u>1,454</u>	<u>1,180</u>	<u>1,223</u>

Services provided:

This service is responsible for management, improvement, investment and safety of the highway network, including 666km of roads and 300 bridges / highway structures. This service also manages the winter service operation.

Staff (full time equivalent):

0.00

Service Risks:

Increasing liability due to ageing assets; levels of financial investment; severe winter weather

Performance Indicators:

- * Road condition indicators
- * Delivery of highway projects

Transport Policy/Planning

	£000	£000	£000
Expenditure	22	8	8
Income	(54)	0	0
Net	<u>(32)</u>	<u>8</u>	<u>8</u>

Services provided:

This service offers a strategic and policy lead on transportation, including development and monitoring of key documents including the Local Transport Plan.

Staff (full time equivalent):

0.00

Service Risks:

Levels of financial investment; alignment of transport policy with local and regional development policy

Performance Indicators:

Levels of walking and cycling activity

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Traffic & Road Safety

	£000	£000	£000
Expenditure	398	211	212
Income	<u>(216)</u>	<u>(229)</u>	<u>(233)</u>
Net	<u>182</u>	<u>(18)</u>	<u>(21)</u>

Services provided:

This service offers a lead on traffic and road safety seeking to reduce accident casualties; developing and delivering schemes.

The team provide a co-ordinating and management role for temporary traffic orders and events on the highway.

Additionally, the team provide specialist highways development control advice as part of the formal planning process.

Staff (full time equivalent):

0.00

Service Risks:

Levels of financial investment; achievement of customer requests

Performance Indicators:

* Reduction in road accident casualties

Rights of Way

	£000	£000	£000
Expenditure	53	63	59
Income	<u>(3)</u>	<u>(2)</u>	<u>(2)</u>
Net	<u>50</u>	<u>61</u>	<u>57</u>

Services provided:

Maintenance and protection of 300km of public rights of way: footpaths, bridleways , byways.

Staff (full time equivalent):

0.00

Service Risks:

Weather: e.g. flood events, storms: risk to paths, public and property

Performance Indicators:

SADC HE 4: % of public rights of way that are easy to use

Highways Street Inspections

	£000	£000	£000
Expenditure	748	678	672
Income	<u>(411)</u>	<u>(338)</u>	<u>(344)</u>
Net	<u>337</u>	<u>340</u>	<u>328</u>

Services provided:

Highway Licensing.

Staff (full time equivalent):

12.00

Service Risks:

Income dependent on activity levels

Performance Indicators:

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Road & Street Works Act Inspections	£000	£000	£000
Expenditure	9	12	12
Income	<u>(124)</u>	<u>(168)</u>	<u>(271)</u>
Net	<u>(115)</u>	<u>(156)</u>	<u>(259)</u>

Services provided:

New Roads and Street Works Act i.e. coordination of public utility works. New income shown, from the Streetworks Permit Scheme, will be offset by direct and indirect operational costs when scheme implementation is completed.

Staff (full time equivalent):

0.00

Service Risks:

Income based on compliance levels from public utilities

Performance Indicators:

School Crossing Patrols	£000	£000	£000
Expenditure	22	24	24
Income	<u>0</u>	<u>(4)</u>	<u>(4)</u>
Net	<u>22</u>	<u>20</u>	<u>20</u>

Services provided:

School Crossing Patrol Service.

Staff (full time equivalent):

1.23

Service Risks:**Performance Indicators:**

Street Cleansing	£000	£000	£000
Expenditure	1,794	1,765	1,443
Income	<u>(13)</u>	<u>(26)</u>	<u>(27)</u>
Net	<u>1,781</u>	<u>1,739</u>	<u>1,416</u>

Services provided:

Provision of street and borough carpark cleansing, and maintenance and cleaning of public conveniences. Expenditure budget reduction reflects anticipated savings from a new contract in 17/18.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Allotments	£000	£000	£000
Expenditure	30	35	36
Income	<u>(17)</u>	<u>(20)</u>	<u>(20)</u>
Net	<u>13</u>	<u>15</u>	<u>16</u>

Services provided:

Management of 475 allotment plots available for rent in Maidenhead and 450 plots in Windsor, which are managed by the Windsor & Home Gardens Allotment Association.

Staff (full time equivalent):

0.00

Service Risks:

Vandalism to infrastructure, car parks, fencing/water systems.

Performance Indicators:

Number of allotment plots rented.

Cemeteries & Churchyards	£000	£000	£000
Expenditure	232	248	277
Income	<u>(319)</u>	<u>(340)</u>	<u>(347)</u>
Net	<u>(87)</u>	<u>(92)</u>	<u>(70)</u>

Services provided:

Management of three open cemeteries, including the Windsor Cemetery, Oakley Green Cemetery, Braywick Cemetery, one closed cemetery (All Saints, Maidenhead) and twelve closed churchyards within the Borough.

Staff (full time equivalent):

0.00

Service Risks:

Additional hand over of closed church yards to the authority to maintain and shortage of space for internments.

Performance Indicators:

Number of burials undertaken.

Parks & Open Spaces	£000	£000	£000
Expenditure	1,178	1,190	1,234
Income	<u>(258)</u>	<u>(269)</u>	<u>(255)</u>
Net	<u>920</u>	<u>921</u>	<u>979</u>

Services provided:

Management of 68 parks and open spaces sites within the Borough, children's play areas, sports pitches, dog bins, events and operation of the Borough in Bloom scheme

Staff (full time equivalent):

0.00

Service Risks:

Services are weather dependent and sites are exposed to vandalism.

Performance Indicators:

Monthly performance management score

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS		2015/16 Actual	2016/17 Budget	2017/18 Budget
Braywick Nature Centre		£000	£000	£000
Expenditure		66	71	43
Income		(10)	(9)	(9)
Net		56	62	34
Services provided:				
Management of Braywick Nature Centre				
Staff (full time equivalent):				
Service Risks:				
Performance Indicators:				
TOTAL HIGHWAYS & TRANSPORT		6,898	6,200	5,989

	2015/16	2016/17	2017/18
	Actual	Budget	Budget
OPERATIONS & CUSTOMER SERVICES			
DIRECTLY MANAGED COSTS			

COMMUNITY, PROTECTION & ENFORCEMENT SERVICES**Community, Protection & Enforcement Services**

	£000	£000	£000
Expenditure	668	301	230
Income	(30)	0	0
Net	638	301	230

Services provided:

Delivery of the council's Community Protection & Enforcement functions. Budget changes reflect a restructure made in 2016/17.

Staff (full time equivalent):

3.50

Service Risks:

Failure to comply with statutory duties

Performance Indicators:**Parking Operations**

	£000	£000	£000
Expenditure	1,019	882	826
Income	(760)	(754)	(1,110)
Net	259	128	(284)

Services provided:

Operation and management of the council's on-street residents and pay and display parking controls and civil enforcement across the Borough and off street council car parks and coach park. Budget changes reflect savings projected in 17/18.

Staff (full time equivalent):

22.00

Service Risks:

Income levels affected by economic climate, adverse weather, public compliance with approved parking enforcement regime, IT equipment failure

Performance Indicators:

No. Penalty Charge Notices issued that are appealed

Parking Service

	£000	£000	£000
Expenditure	1,676	1,836	1,880
Income	(6,430)	(6,966)	(7,244)
Net	(4,754)	(5,130)	(5,364)

Services provided:

All aspects of on and off street parking including reactive maintenance, signing and lining, implementation, review, car parks, pay and display, limited waiting and resident parking. The income budget change reflects an inflationary increase.

Staff (full time equivalent):

0.00

Service Risks:

Reduced income due to economic factors and area action plan development

Performance Indicators:

IPMR targets for all income from parking and total usage from all fee paying car parks.

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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CCTV	£000	£000	£000
Expenditure	178	577	398
Income	(146)	0	0
Net	<u>32</u>	<u>577</u>	<u>398</u>

Services provided:

CCTV, Out of Hours service, Control Room, Crime reduction / public protection. Budget change reflects savings to be implemented in 17/18.

Staff (full time equivalent):

12.00

Service Risks:

CCTV, Out of Hours service, Control Room, Crime reduction / public protection. The budget reduction reflects a service rationalisation to implemented for 2017/18.

Performance Indicators:

arrests / incidents generated

Emergency Planning

	£000	£000	£000
Expenditure	11	18	64
Income	0	0	0
Net	<u>11</u>	<u>18</u>	<u>64</u>

Services provided:

Contingency arrangements in place for dealing with major incidents e.g. flooding.

Staff (full time equivalent):

0.00

Service Risks:

Failure to ensure a resilient contingency plan to allow suitable response to a crisis situation

Performance Indicators:

Essential plans and procedures up to date, numbers of staff trained to respond to a major incident

Community Safety/Anti Social Behaviour

	£000	£000	£000
Expenditure	60	51	62
Income	(73)	(72)	(62)
Net	<u>(13)</u>	<u>(21)</u>	<u>0</u>

Services provided:

This covers the areas of anti-social behaviour case and Community Safety project work. Project work focuses on reducing both crime and anti-social behaviour and maintaining resident reassurance.

Staff (full time equivalent):

1.00

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

Levels of anti-social behaviour, time taken to deal with ASB cases. Resident satisfaction with services.

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Customer Support Services

	£000	£000	£000
Expenditure	0	90	90
Income	0	0	0
Net	0	90	90

Services provided:

The customer support staff in Community Protection Enforcement Services have now been integrated into a pool arrangement.

Staff (full time equivalent):

3.50

Service Risks:**Performance Indicators:****Community Wardens**

	£000	£000	£000
Expenditure	650	651	665
Income	0	0	0
Net	650	651	665

Services provided:

This covers the areas of community wardens. Wardens play a key role in providing a community based service for residents which aims to provide reassurance, reduce crime and disorder and ensure they get good access to all council services.

Staff (full time equivalent):

18.00

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

Resident satisfaction with services and warden scheme performance measures.

Community Service Contracts

	£000	£000	£000
Expenditure	35	28	35
Income	0	(1)	0
Net	35	27	35

Services provided:

Stray Dog Warden Services

Staff (full time equivalent):

0.00

Service Risks:

Contractor Compliance

Performance Indicators:

Contractual Compliance

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Licensing/Enforcement	£000	£000	£000
Expenditure	443	329	320
Income	(848)	(821)	(854)
Net	(405)	(492)	(534)

Services provided:

Taxis and Private Hire Vehicles, Premises Licensed For Alcohol Or Regulated Entertainment, Gambling Premises, Sex Establishments, Street Trading, Sports Grounds, Charity Licensing.

Staff (full time equivalent):

5.62

Service Risks:

- Economic climate, leading to possible downturn in income levels
- Adequate staff are available to carry out functions

Performance Indicators:

- Satisfaction of businesses with local authority regulation services
- Number of Licensing compliance operations completed
- Number of under age sales compliance operations completed by Community Protection and Enforcement Services

Environmental Health	£000	£000	£000
Expenditure	289	40	34
Income	(62)	(16)	(14)
Net	227	24	20

Services provided:

Residential Services Including Private Sector Housing Conditions, Housing Health and Safety Rating Inspections, Houses in Multiple Occupation, Statutory Nuisance Investigations, Home Energy Conservation, Disabled Facilities and Housing Assistance Grants, Flexible Home Improvement Loans, Caravan Site Licensing, Unauthorised Encampments, Burial of the Dead, and the Pest Control Contract.

Commercial Services Including Food Hygiene & Safety, Infectious Diseases & Food Poisoning, Private Water Supplies, Health & Safety at Work, Work Place Accident Investigation, Registration of Skin Piercing & Tattoo Premises, Animal Welfare Licensing inc Kennels, Pet Shops & Riding Establishments

Staff (full time equivalent):**Service Risks:**

- Failure to meet minimum legislative requirements for Food Safety
- Failure to comply with statutory duties
- Adequate staff are available to carry out functions
- Contractor Compliance

Performance Indicators:

- Satisfaction of businesses with local authority regulation services
- Number of Licensing compliance operations completed
- Number of under age sales compliance operations completed by Community Protection and Enforcement Services
- Prioritisation of high-risk Houses in Multiple Occupation (HMO) Inspection sites
- Contractual Compliance
- Tackling fuel poverty: people receiving income based benefits living in homes with low energy efficiency rating

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Environmental Protection

	£000	£000	£000
Expenditure	289	288	273
Income	<u>(5)</u>	<u>(9)</u>	<u>(10)</u>
Net	<u>284</u>	<u>279</u>	<u>263</u>

Services provided:

Statutory Nuisances inc Noise, Smoke, Odour, Light, Contaminated Land, Local Air Quality, Aircraft Noise, Permitted Environmental Processes.

Staff (full time equivalent):

4.65

Service Risks:

- Failure to comply with statutory duties
- Adequate staff are available to carry out functions

Performance Indicators:

- Satisfaction of businesses & customers with local authority regulation services
- Pursuing Compliance with National Air Quality Objectives.

Trading Standards & Licensing Lead

	£000	£000	£000
Expenditure	0	52	52
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>52</u>	<u>52</u>

Services provided:

New post introduced as part of 2016/17 restructure managing the trading standards and licensing functions.

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:****Trading Standards Service**

	£000	£000	£000
Expenditure	443	268	260
Income	<u>(7)</u>	<u>(9)</u>	<u>(6)</u>
Net	<u>436</u>	<u>259</u>	<u>254</u>

Services provided:

Consumer Protection, Fair Trading, Product Safety, Food Standards, Age Restricted Products, Weights & Measures, Animal Health & Disease Outbreaks/Illegally Landed Animals, Petroleum, Poisons & Explosives, Consumer Credit.

Staff (full time equivalent):

4.10

Service Risks:

- Failure to comply with statutory duties
- Adequate staff are available to carry out functions

Performance Indicators:

- Satisfaction of businesses & customers with local authority regulation services
- Food establishments in the area which are broadly compliant with food standards legislation
- Inspection of 100% of high-risk Animal Health premises
- Number of under age sales compliance operations completed by Community Protection and Enforcement Services

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Commercial & Residential Services Unit	£000	£000	£000
Expenditure	310	438	499
Income	0	0	0
Net	<u>310</u>	<u>438</u>	<u>499</u>

Services provided:

This area contains the management overhead costs for the Commercial Services and Residential Services areas in Environmental Health. The teams have been combined as part of the 2016/17 Restructure.

Staff (full time equivalent):

9.21

Service Risks:

Failure to comply with statutory duties

Performance Indicators:

Refuse Collection	£000	£000	£000
Expenditure	1,928	1,924	1,888
Income	<u>(291)</u>	<u>(178)</u>	<u>(152)</u>
Net	<u>1,637</u>	<u>1,746</u>	<u>1,736</u>

Services provided:

Operation of the household refuse collection service.

Staff (full time equivalent):

0.00

Service Risks:

Non-collection of household waste (e.g. industrial action), contractor compliance.

Performance Indicators:

Residual household waste per head.

Waste Strategy Unit	£000	£000	£000
Expenditure	172	174	191
Income	<u>(20)</u>	<u>0</u>	<u>0</u>
Net	<u>152</u>	<u>174</u>	<u>191</u>

Services provided:

The management of the Waste team

Staff (full time equivalent):

4.00

Service Risks:

captured in the specific waste service budgets

Performance Indicators:

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS		2015/16 Actual	2016/17 Budget	2017/18 Budget
Recycling		£000	£000	£000
	Expenditure	2,959	2,824	2,986
	Income	(548)	(361)	(507)
	Net	2,411	2,463	2,479
Services provided:				
Operation of recycling collection service.				
Staff (full time equivalent):				
0.00				
Service Risks:				
Non-collection of recycled materials (e.g. industrial action), contractor compliance.				
Performance Indicators:				
Household waste recycled and composted				
Waste Disposal		£000	£000	£000
	Expenditure	4,383	4,364	4,040
	Income	0	(10)	0
	Net	4,383	4,354	4,040
Services provided:				
Organising and delivery of the statutory waste disposal services. Budget change reflects projected reduction in residual waste tonnages.				
Staff (full time equivalent):				
0.00				
Service Risks:				
Access to treatment sites, contractor compliance.				
Performance Indicators:				
Waste Site Management & Operation		£000	£000	£000
	Expenditure	848	1,017	993
	Income	0	0	0
	Net	848	1,017	993
Services provided:				
Operation and management of the waste transfer station, civic amenity site and household recycling sites at Stafferton Way, Maidenhead.				
Staff (full time equivalent):				
0.00				
Service Risks:				
Failure to gain access to sites; Contractor compliance				
Performance Indicators:				
TOTAL COMMUNITY, PROTECTION & ENFORCEMENT		7,141	6,955	5,827

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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CUSTOMER SERVICES**Contact Centre**

	£000	£000	£000
Expenditure	1,159	1,136	1,041
Income	<u>(61)</u>	<u>(82)</u>	<u>(83)</u>
Net	<u>1,098</u>	<u>1,054</u>	<u>958</u>

Services provided:

First point of contact for residents wishing to use a variety of the Council's services by telephone, face to face, email, web chat or other electronic media with an emphasis on resolution at first point of contact.

Staff (full time equivalent):

32.72

Service Risks:

Failure to meet service targets affects the reputation of the borough. It can also act as a key communication channel during times of emergency planning, such as flooding.

Performance Indicators:

Telephone abandon rate of under 5.25%; minimum of 75% of calls answered within 1 minute; Average wait time for walk-in customers for Housing Benefit and Council Tax enquiries under 8 minutes.

Customer Services Unit

	£000	£000	£000
Expenditure	645	402	334
Income	<u>0</u>	<u>(5)</u>	<u>0</u>
Net	<u>645</u>	<u>397</u>	<u>334</u>

Services provided:

This Service provides access points across a range of channels to all council services. Budget changes reflect restructuring changes in 2016/17.

Staff (full time equivalent):

11.00

Service Risks:**Performance Indicators:****Parking Processing**

	£000	£000	£000
Expenditure	140	167	135
Income	<u>(117)</u>	<u>(132)</u>	<u>(153)</u>
Net	<u>23</u>	<u>35</u>	<u>(18)</u>

Services provided:

Parking administration linked to the issue of residents parking permits, visitor permits and season tickets.

Staff (full time equivalent):

5.31

Service Risks:

Failing to deliver permits in a timely manner will result in disorderly parking on the streets and an increase in Parking Penalty Notices and an increase in challenges and complaints. There will be reputational damage and decrease in customer satisfaction.

Performance Indicators:

Processing permit and season tickets in a timely manner.

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Complaints	£000	£000	£000
Expenditure	5	51	51
Income	0	0	0
Net	<u>5</u>	<u>51</u>	<u>51</u>

Services provided:

To manage adult and children's social care complaints.

Staff (full time equivalent):

1.00

Service Risks:

The management of complaints is essential for a high quality social care service. Failure to adequately respond would mean a failure to comply with best practice and a loss of reputation, as well as potentially dangerous or discriminatory practice going unchallenged.

Performance Indicators:

Number of complaints is reported monthly on social care scorecards. The percentage of response breaches is captured on the regular complaints report.

Facilities Management	£000	£000	£000
Expenditure	421	439	496
Income	0	1	(21)
Net	<u>421</u>	<u>440</u>	<u>475</u>

Services provided:

Covers facilities management, post room and scanning and indexing unit.

Staff (full time equivalent):

10.11

Service Risks:**Performance Indicators:**

Digital Media	£000	£000	£000
Expenditure	614	526	529
Income	(743)	(800)	(806)
Net	<u>(129)</u>	<u>(274)</u>	<u>(277)</u>

Services provided:

This service delivers integrated end-to-end print management solutions from office through to centralised print to support future online digital communication strategies.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL CUSTOMER SERVICES	<u><u>2,063</u></u>	<u><u>1,703</u></u>	<u><u>1,523</u></u>
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OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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LIBRARY ARTS & HERITAGE SERVICES**Library & Information Services**

	£000	£000	
Expenditure	2,717	2,698	2,742
Income	(472)	(450)	(449)
Net	<u>2,245</u>	<u>2,248</u>	<u>2,293</u>

Services provided:

Management and delivery of statutory public library service via twelve static libraries, one container library, one mobile library providing community information, internet access, free and charged PC use, exhibition space, events and lending services.

Staff (full time equivalent):

57.44

Service Risks:

Socio-demographic & technological changes impacting on service take-up and income generation.
IT system failure preventing service delivery within existing staffing levels.
Fire and flood damage.
Withdrawal of partnership funding.

Performance Indicators:

Use of public libraries (visits & issues of materials, take-up of available ICT).

TOTAL LIBRARY & INFORMATION SERVICES	<u>2,245</u>	<u>2,248</u>	<u>2,293</u>
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HERITAGE & ARTS**Heritage**

	£000	£000	
Expenditure	262	121	121
Income	(126)	(18)	(18)
Net	<u>136</u>	<u>103</u>	<u>103</u>

Services provided:

Libraries Local Studies collections and the Windsor & Royal Borough Museum at the Guildhall, the Museum Store, plus links to information, events, enquiry service to local groups.

Staff (full time equivalent):

3.54

Service Risks:

Failure of IT service, damage due to fire or flood, or loss due to theft.

Performance Indicators:

Visits to museum & store

Arts

	£000	£000 0	
Expenditure	383	282	258
Income	(93)	(46)	(24)
Net	<u>290</u>	<u>236</u>	<u>234</u>

Services provided:

Management of Service Level Agreements with two Arts Centres and grant funded community arts groups. Links with community arts organisations and Berkshire Arts Local Authorities Partnership. Management of maintenance and external bookings of the Desborough Theatre.

Staff (full time equivalent):

0.00

Service Risks:

Failure of one of the principal delivery partners and socio-demographic or economic changes impacting on the level of self generated income leading to requests for additional support.

Performance Indicators:

Attendance at arts centres and festivals and enrolment in arts related classes / activities.

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
--	---------------------------	---------------------------	---------------------------

Registrars

	£000	£000	£000
Expenditure	247	242	240
Income	(541)	(514)	(524)
Net	(294)	(272)	(284)

Services provided:

This is a Statutory Service which RBWM is obliged by Law to provide. Registration of Births Marriages and Deaths. Taking of notices of Marriage, Same Sex Marriage and Civil Partnership. Conducting Marriage, Same Sex Marriage, and Civil Partnership ceremonies. Converting Civil Partnership to Marriage - ceremonies and process. Carrying out the Nationality Checking Service, and the Joint Passport and Nationality Checking Service Conducting Citizenship Ceremonies. Conducting Reaffirmation of Vows and Baby Naming Ceremonies. Issuing Copy Birth Marriage and Death certificates. All associated administrative work. Face to face meetings, general information about all of our services both in person or via phone, email or web site.

Staff (full time equivalent):

5.59

Service Risks:

This is a Statutory service which RBWM is obliged by law to provide, and as such any Government decisions affecting any service currently provided could lead to decreased income, as could a decrease in the numbers of couples getting married. A pandemic could wipe out this service. Snow/ice can affect our ability to reach wedding venues. Disclaimer put at the end of booking letters advising couples of this possibility and suggesting they take out adequate insurance

Performance Indicators:

Statutory services are primarily governed by the General Register Offices performance indicators - availability of appointments, time taken to register births, stillbirths, deaths, marriages, % of people seen within 10 minutes of their appointment time, % of compliments/complaints received, + LA indicators - as Government ones + % of phone calls answered within 5 rings,

TOTAL ARTS & HERITAGE	132	67	53
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TOTAL DIRECTLY MANAGED COSTS	19,357	17,962	16,230
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	2015/16	2016/17	2017/18
	Actual	Budget	Budget
CORPORATE & COMMUNITY SERVICES			
DIRECTLY MANAGED COSTS			

DIRECTOR OF CORPORATE & COMMUNITY SERVICES**Director of Corporate & Community**

Services	£000	£000	£000
Expenditure	183	335	153
Income	0	0	0
Net	183	335	153

Services provided:

Provision of strategic management and leadership across the Directorate

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

Communications and Marketing	£000	£000	£000
Expenditure	310	350	333
Income	0	0	0
Net	310	350	333

Services provided:

The Corporate Communications and Marketing Team provide support to councillors and officers when dealing with communication issues. They produce press releases for service areas in liaison with councillors as well as producing press statements in response to media enquiries. They also arrange and attend photo-calls as well as organising radio and TV interviews. The team are Responsible for writing, producing and editing Around the Royal Borough, the council's residents newsletter which is produced three times a year. This is filled with news, information and events that residents will find useful about council services. They source the photographs for the publication and raise revenue for the council newsletter through advertising.

The team also produce a monthly email newsletter which provides residents with news and events coming up in the next month. The team produce and organise various marketing campaigns to promote council services and use a variety of communication tools including press releases, website updates, social media interaction and leaflets/flyers and posters. They are responsible for the content on the website and provide training to various officers who input content onto the website as well as being responsible for updating certain areas on hyperwave and ensuring the screensavers are produced in style. The team are also responsible for the two corporate social media accounts for Facebook and Twitter. The team produce videos to promote specific campaigns. They provide media training to those officers and councillors who require it for dealing with press issues. The team is also responsible for the Advantage card and liaises with hundreds of businesses to provide offers to our residents as well as sending out a monthly newsletter to card members as well as organising the 12 Days of Christmas and Father's Day events for Advantage card holders and businesses.

Staff (full time equivalent):

6.09

Service Risks:

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Performance Indicators:

Make up of press releases in one or more media outlets.
Implementation of Corporate Communications key messages and other tactical public relations campaigns
Increase electronic availability of council communications and use of social media in PR campaigns.
Media training for Members and officers. Attracting advertising support for Council newspaper.

TOTAL DIRECTOR OF CORPORATE & COMMUNITY SERVICES	493	685	486
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	2015/16	2016/17	2017/18
	Actual	Budget	Budget
CORPORATE & COMMUNITY SERVICES			
DIRECTLY MANAGED COSTS			

BUILDING SERVICES**Building Services**

	£000	£000	£000
Expenditure	574	40	792
Income	(575)	0	(752)
Net	(1)	40	40

Services provided:

Delivered as part of a shared service with Wokingham Borough Council. The service supports the council's capital building programme, provides support for schools through a service trading agreement, and provides support on planned and reactive maintenance on council buildings.

Staff (full time equivalent):

0.00

Service Risks:

Asset Management: Programme delivery targets & client satisfaction rating for repairs service.

Performance Indicators:

Asset Management Occupation

TOTAL BUILDING SERVICES	(1)	40	40
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	2015/16	2016/17	2017/18
	Actual	Budget	Budget
CORPORATE & COMMUNITY SERVICES			
DIRECTLY MANAGED COSTS			

REGENERATION, DEVELOPMENT & PROPERTY SERVICES**Head of Development & Regeneration**

	£000	£000	£000
Expenditure	134	136	117
Income	0	0	0
Net	134	136	117

Services provided:

Responsible for the Council's physical regeneration work in the Royal Borough as well as promoting the Royal Borough as a target for new investment. The team works closely with stakeholders and the Royal Borough's business community to ensure they have the best possible support from the council in developing and growing their businesses. It works alongside elected members and representative bodies such as the Partnership for the Rejuvenation of Maidenhead (PRoM). Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

1.00

Service Risks:

Volume of new applications

Performance Indicators:**Industrial & Commercial Estates**

	£000	£000	£000
Expenditure	584	524	623
Income	(3,875)	(4,054)	(3,809)
Net	(3,291)	(3,530)	(3,186)

Services provided:

Management of Industrial & Commercial sites, which are leased for light industrial and commercial purposes.

Staff (full time equivalent):

0.00

Service Risks:

Vacant properties due to economic downturn

Performance Indicators:**Property Management**

	£000	£000	£000
Expenditure	347	323	325
Income	(1)	(47)	(45)
Net	346	276	280

Services provided:

Management of Property Portfolio, Development, Acquisitions and Disposal, Property Records and Management.

Staff (full time equivalent):

7.00

Service Risks:

Failure to meet minimum legislative requirements, including creating and applying a Legionella and Fire Safety Policy.

Performance Indicators:

Asset Management Occupation

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Admin Buildings & Depots	£000	£000	£000
Expenditure	908	1,079	1,083
Income	<u>(53)</u>	<u>(98)</u>	<u>(97)</u>
Net	<u>855</u>	<u>981</u>	<u>986</u>

Services provided:

Management of the Borough's administrative buildings.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Regeneration Service	£000	£000	£000
Expenditure	243	208	218
Income	<u>(131)</u>	<u>(252)</u>	<u>(252)</u>
Net	<u>112</u>	<u>(44)</u>	<u>(34)</u>

Services provided:

Project Management of all proposed development sites throughout the Borough specifically for the Maidenhead Area Action Plan to enable appropriate, viable and successful projects.

Staff (full time equivalent):

3.00

Service Risks:

Developers not progressing with their sites to the timescales that are the aspirations of the residents and businesses of the borough.

Performance Indicators:

Building Control Shared Services	£000	£000	£000
Expenditure	127	105	105
Income	<u>(339)</u>	<u>(158)</u>	<u>(158)</u>
Net	<u>(212)</u>	<u>(53)</u>	<u>(53)</u>

Services provided:

Delivered as part of a shared service with Wokingham Borough Council. Ensuring that building work is designed and constructed in compliance with building regulation requirements, and dealing with reported dangerous structure and demolition work.

Staff (full time equivalent):

0.00

Service Risks:

Building control income affected by economic downturn and external competition.

Performance Indicators:

% plans checked within 10 days

TOTAL REGENERATION, DEVELOPMENT & PROPERTY SERVICES	<u>(2,056)</u>	<u>(2,234)</u>	<u>(1,890)</u>
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	2015/16	2016/17	2017/18
	Actual	Budget	Budget
CORPORATE & COMMUNITY SERVICES			
DIRECTLY MANAGED COSTS			

PLANNING SERVICES**Head of Planning**

	£000	£000	£000
Expenditure	0	0	94
Income	0	0	0
Net	0	0	94

Services provided:

Responsible for the Council's planning function including Development Control, Planning Enforcement, Planning Policy and Planning Support

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:****Planning Policy Team**

	£000	£000	£000
Expenditure	634	595	460
Income	0	(1)	0
Net	634	594	460

Services provided:

Carrying out and promoting local involvement in the preparation, implementation, monitoring and review of the development plan and support for neighbourhood planning. Also to manage and collect S106 income and implement CIL charging regime. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

7.54

Service Risks:**Performance Indicators:****Planning Policy Service**

	£000	£000	£000
Expenditure	353	157	158
Income	(31)	(6)	(6)
Net	322	151	152

Services provided:

Carrying out and promoting local involvement in the preparation, implementation, monitoring and review of the development plan and support for neighbourhood planning. Also to manage and collect S106 income and implement CIL charging regime.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

An up to date policy framework is essential to secure sustainable development.

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Planning Enforcement Team	£000	£000	£000
Expenditure	155	171	333
Income	0	0	0
Net	155	171	333

Services provided:

Investigation of alleged planning contraventions and dealing with enforcement appeals.
Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

8.00

Service Risks:

Ensuring lawful development in accordance with locally determined planning applications and national legislation.

Performance Indicators:

Planning Support	£000	£000	£000
Expenditure	332	346	380
Income	0	0	0
Net	332	346	380

Services provided:

Planning support provides technical and administration resource to process all planning applications and appeals. They also manage databases and provide performance reports.
Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

12.99

Service Risks:

Accurate and transparent administration of the planning process for the benefits of residents, and credibility of local decision making.

Performance Indicators:

Development Control Team	£000	£000	£000
Expenditure	982	922	997
Income	(6)	(13)	(7)
Net	976	909	990

Services provided:

Providing planning advice in relation to potential developments in the Borough and evaluating all Planning applications under the various Planning Acts. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

20.09

Service Risks:**Performance Indicators:**

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Development Control Service	£000	£000	£000
Expenditure	412	259	227
Income	(1,127)	(979)	(1,144)
Net	<u>(715)</u>	<u>(720)</u>	<u>(917)</u>

Services provided:

Providing planning advice in relation to potential developments in the Borough and evaluating all Planning applications under the various Planning Acts. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

0.00

Service Risks:

The management of development securing the maximum benefit and minimal detriment to local communities.

Performance Indicators:

Processing of planning applications as measured against targets for 'major', 'minor', and other application types.

S106 Admin Fees	£000	£000	£000
Expenditure	0	0	0
Income	(24)	(31)	(20)
Net	<u>(24)</u>	<u>(31)</u>	<u>(20)</u>

Services provided:

To monitor S106 agreements and ensure funds are received and obligations completed.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL PLANNING SERVICES	<u>1,680</u>	<u>1,420</u>	<u>1,472</u>
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	2015/16	2016/17	2017/18
CORPORATE & COMMUNITY SERVICES	Actual	Budget	Budget
DIRECTLY MANAGED COSTS			

STRATEGY & COMMUNITIES**Head of Strategy & Performance**

	£000	£000	£000
Expenditure	158	171	282
Income	0	0	0
Net	158	171	282

Services provided:

Responsible for managing the unit that develops the four year Council strategy; the monitoring and management of performance through the Council's Performance Management Framework; the development of Policy; the maintenance of demographic and other statistical information needed to report to government departments; supporting the operational directorates in the provision and analysis of performance data; the provision of Civic and Ceremonial Services including mayoral services and the running of corporate civic ceremonial events; the provision of the business support requirement for senior managers across the directorate; management of leisure contracts; town centre management and visitor management functions. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

5.00

Service Risks:

Adequate staffing levels to meet the work load

Performance Indicators:

-

Strategy & Performance

	£000	£000	£000
Expenditure	563	652	508
Income	0	(14)	(3)
Net	563	638	505

Services provided:

The Corporate Performance service is at the centre of the Council's performance management framework. The service, in conjunction with other directorates, is responsible for articulating the Council's performance to support continuous performance improvement. The service provides analytical support to the Council on performance data. The service also provides support for the Council's overarching performance management framework, the reporting of performance to CMT and relevant Cabinet, Overview and Scrutiny Panels and Audit & Performance and Review functions and developing the Council's four year strategic plan and links to Directorate Service Plans. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

10.41

Service Risks:

The implementation of a revised automated Performance Management Framework System.
Transfer of roles to new wholly and joint delivery companies

Performance Indicators:

There are a number of performance indicators for which the service is responsible for reporting corporately. The service is responsible for coordinating the council's Integrated Performance Framework.

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Community Leisure Services	£000	£000	£000
Expenditure	122	10	113
Income	(179)	0	0
Net	(57)	10	113

Services provided:

Operational costs of contract management of Borough wide partnership schemes, S.M.I.L.E. programmes, Sports Development and management of the Dedworth artificial turf pitch.

Staff (full time equivalent):

2.58

Service Risks:

Loss of grants for specialist programme.

Performance Indicators:

Attendance of the S.M.I.L.E. programmes.

Partnerships	£000	£000	£000
Expenditure	600	504	373
Income	(106)	0	0
Net	494	504	373

Services provided:

Partnerships are responsible for the development and management of a wide range of community and business partnerships - the latter through the Local Economic Partnership (LEP), including coordination of the RBWM element of the Thames Valley Broadband project supporting the Council's apprenticeship objectives and the Thames Valley City Deal, providing a corporate lead on economic development (including liaison with Parish Councils, Rural Forum and the TVLEP), Grow Our Own (including the Council's work experience and Apprenticeship schemes), support of community involvement and engagement projects and management of the external funding and development service. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

11.00

Service Risks:

Adequate staffing levels to meet the work load

Performance Indicators:

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
--	---------------------------	---------------------------	---------------------------

Leisure Centre Concessions Contract	£000	£000	£000
Expenditure	190	117	98
Income	<u>(2,365)</u>	<u>(2,752)</u>	<u>(2,896)</u>
Net	<u>(2,175)</u>	<u>(2,635)</u>	<u>(2,798)</u>

Services provided:

Contract management and implementation of the Magnet and Windsor Leisure Centres, Cox Green Leisure Centre, Charters Leisure Centre, and Furze Platt Leisure Centre.
The budget provision includes contract fee income and revenue expenditure on retain buildings.

Staff (full time equivalent):

0.00

Service Risks:

Contract failure

Performance Indicators:

Monthly performance management figures from contractors

Thames Valley Athletic Centre	£000	£000	£000
Expenditure	62	58	53
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>62</u>	<u>58</u>	<u>53</u>

Services provided:

Contract management and implementation of the T.V.A.C. tripartite agreement

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Economic Development	£000	£000	£000
Expenditure	0	91	71
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>91</u>	<u>71</u>

Services provided:

Develop strategic plan for economic development partnerships, work closely with local major employers to facilitate economic development in the borough

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Town Centre & Visitor Management	£000	£000	£000
Expenditure	1,383	735	730
Income	<u>(1,102)</u>	<u>(638)</u>	<u>(562)</u>
Net	<u>281</u>	<u>97</u>	<u>168</u>

Services provided:

This budget represents the two Town Partnerships of Maidenhead and Windsor & Eton and are jointly funded by the Council and Partnership Board members. The Council administers the budget and provides resources to support the Town Managers. In addition, the Visitor Management and marketing functions of the authority are included within this service and provide for the delivery of the visitor management strategy in the Borough and the operation of the Royal Windsor Information Centre and Windsor Guild Hall lettings.

Staff (full time equivalent):

13.32

Service Risks:

Visitor management and marketing is a non statutory function of the council and, therefore, vulnerable during times of economic uncertainty. The service is well supported by the local visitor industry who make considerable financial contributions to the marketing activities. Income levels are affected during economic downturns as businesses tighten their budgets and place restrictions on marketing activity.

Performance Indicators:

Civic Events & Mayors Office	£000	£000	£000
Expenditure	226	236	246
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>226</u>	<u>236</u>	<u>246</u>

Services provided:

The Mayoral and Civic Team includes the Mayor's Office which co-ordinates all Mayoral engagements, and Civic and Ceremonial Events within the Borough, including State Visits, and other Royal events in the Borough.

Staff (full time equivalent):

3.41

Service Risks:

-

Performance Indicators:

Successful delivery of all civic ceremonial and mayoral activities.

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Grants to Voluntary Bodies	£000	£000	£000
Expenditure	327	302	302
Income	0	0	0
Net	327	302	302

Services provided:

This budget provides for grants paid to local organisations that are of a cross cutting rather than a service specific nature. Those that are related directly to a service are included within that service's budget.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

All applications submitted within the deadlines are processed and all grants agreed are paid in a timely manner.

Arboriculture	£000	£000	£000
Expenditure	210	221	221
Income	0	0	0
Net	210	221	221

Services provided:

Professional arboricultural advice and support for the management of the tree stock within the Borough, including the making and compliance with Tree Preservation Orders and links with Highways, Parks & Open Spaces and planning functions

Staff (full time equivalent):

5.54

Service Risks:

Balancing the need to protect and maintain trees across the borough in a safe and sustainable manner

Performance Indicators:

Statutory Partnerships	£000	£000	£000
Expenditure	120	80	136
Income	(18)	(24)	(24)
Net	102	56	112

Services provided:

Business management support of the Local Safeguarding Children Board and Safeguarding Adults Board.

Overall management of serious case and partnership reviews. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

2.00

Service Risks:

Multi agency partnership working does not provide effective scrutiny of the arrangements in place to safeguard children, young people and vulnerable adults.

Performance Indicators:

Ofsted inspection outcome.

Business plans delivered and effective safeguarding arrangements quality assured in the Royal Borough.

TOTAL STRATEGY & COMMUNITIES	191	(251)	(352)
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	2015/16	2016/17	2017/18
	Actual	Budget	Budget
CORPORATE & COMMUNITY SERVICES			
DIRECTLY MANAGED COSTS			

LAW & GOVERNANCE**Head of Law & Governance**

	£000	£000	£000
Expenditure	5	56	138
Income	(43)	(81)	(82)
Net	(38)	(25)	56

Services provided:

Management and oversight of the legal support function for RBWM. Budget provision for legal services delivered by the Shared Legal Solutions SLS (hosted by Wokingham) are allocated to services across the council.

Monitoring Officer for the Council and maintenance of the constitution.

Oversight and management of a number of joint arrangements, including the Coroners service and Magistrates Courts.

Management of Democratic Services and Information Governance

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

Legal advice is provided in a timely manner, and litigation is prevented or defended effectively.

Information Governance

	£000	£000	£000
Expenditure	122	187	189
Income	(1)	0	0
Net	121	187	189

Services provided:

The Information Management team ensures compliance with various government guidance and legislation, including Environmental Regulations information, the Freedom of Information and Data Protection Acts. The team processes all Land Charges requests submitted to the Council. It also acts as the link to the Local Government Ombudsman (LGO) and the Information Commissioner's Office (ICO), and as the Council's 'Caldicott Guardian', responsible for protecting the confidentiality of social care service-user information. It also maintains and ensures reviews of records related to vexatious complaints.

Staff (full time equivalent):

3.81

Service Risks:

Responding to the high volume of requests of information and access to data within the statutory deadlines, in accordance with legislative requirements.

Performance Indicators:**Coroners**

	£000	£000	£000
Expenditure	218	246	248
Income	0	0	0
Net	218	246	248

Services provided:

The Coroner's service for Berkshire, is delivered as a pan-Berkshire service. The budget provides for this Borough's share of the new service.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Land Charges

	£000	£000	£000
Expenditure	111	16	16
Income	<u>(466)</u>	<u>(336)</u>	<u>(254)</u>
Net	<u>(355)</u>	<u>(320)</u>	<u>(238)</u>

Services provided:

This section is responsible for enquiries made to the Borough in connection with transactions of land and property.

Staff (full time equivalent):

0.00

Service Risks:

That the income generated may vary to reflect local housing market activity and economic circumstances.

Performance Indicators:**Magistrates Courts**

	£000	£000	£000
Expenditure	11	15	13
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>11</u>	<u>15</u>	<u>13</u>

Services provided:

This budget provision reflects a contribution to Bucks CC for residual magistrate service costs.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Member Services	£000	£000	£000
Expenditure	1,062	1,128	1,104
Income	0	0	0
Net	<u>1,062</u>	<u>1,128</u>	<u>1,104</u>

Services provided:

Effective and efficient running of Council's Democratic processes and development and delivery of the service in line with statutory requirements, national standards and local and national targets;
 Management and oversight of Members' allowances and expenses;
 Members' training and development programme and management of independent Education Admission / Exclusion Appeals process.

Staff (full time equivalent):

4.81

Service Risks:

-

Performance Indicators:

Democratic Services:
 Effective and efficient running of Council's Democratic processes, including 100% Agenda and Minutes published on time.
 Members' training and development programme delivery - % take up and satisfaction levels.

Corporate Modern Records	£000	£000	£000
Expenditure	21	24	26
Income	0	0	0
Net	<u>21</u>	<u>24</u>	<u>26</u>

Services provided:

This budget covers the cost of the Borough's share of the countywide records storage and retrieval facility, which is managed by Reading Borough Council on behalf of all Berkshire Unitary Authorities.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

Electoral Services	£000	£000	£000
Expenditure	697	266	267
Income	(319)	(4)	(4)
Net	<u>378</u>	<u>262</u>	<u>263</u>

Services provided:

This budget provides for Electoral Services, primarily the monthly maintenance of the Register of Electors and the annual canvas in October / November and the administration of national and local elections and referendums and all related grants, which fund elections.

Staff (full time equivalent):

3.77

Service Risks:

-

Performance Indicators:

Production of Electoral Register on time; Effective and efficient running of Elections in accordance with legislative requirements

TOTAL LAW & GOVERNANCE	<u>1,418</u>	<u>1,517</u>	<u>1,661</u>
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	2015/16	2016/17	2017/18
CORPORATE & COMMUNITY SERVICES	Actual	Budget	Budget
DIRECTLY MANAGED COSTS			

FINANCE**Head of Finance & Deputy Director of Corporate & CS**

	£000	£000	£000
Expenditure	1,313	1,088	1,092
Income	(262)	(107)	(40)
Net	1,051	981	1,052

Services provided:

Responsible for the strategic management of the Council's budget strategy and the provision of financial advice to Cabinet and the Chief Executive's Management team. Oversight of the Pension Fund management and the Council's own Treasury Management. Fulfil statutory s151 role which is designed to help the organisation to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest.

Service area now includes budget for Internal Audit & Investigations Service which is delivered through a shared service with Wokingham BC.

Staff (full time equivalent):

4.00

Service Risks:**Performance Indicators:****Accountancy Services**

	£000	£000	£000
Expenditure	1,205	1,238	1,411
Income	(136)	(148)	(285)
Net	1,069	1,090	1,126

Services provided:

4 teams make up Accountancy Services:

- Service Accountancy who offer Accountancy support to all services across the authority. This includes-Budget Monitoring, Budget Setting and Closedown support. Journal and Virements, Business Planning and Care Direct Payments.

- Bursar Support. Provide support and advice to the Bursars and Head Teachers in the Authority's schools.

- Financial Control Team - Deal with the bank reconciliation and ensuring payments get into the correct accounts. Recharge processing, procurement cards, maintenance of the supplier database and direct payment reconciliations.

- Corporate Finance - Manage the medium term financial plan, plan the annual budget, coordinate the capital programme, manage the Council's cash and treasury and produce the statement of accounts for the Council and Berkshire Pension Fund. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

31.48

Service Risks:**Performance Indicators:**

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Systems Accountancy

	£000	£000	£000
Expenditure	119	159	145
Income	0	(1)	(1)
Net	<u>119</u>	<u>158</u>	<u>144</u>

Services provided:

The Systems Accountancy team provide support, maintenance, training and development for the borough's Finance system (Agresso) and corporate Epayments system. The team perform routine tasks and updates to ensure the systems are accurate and timely, including interfaces from various other rbwm systems such as Payroll and our income management system. Monthly finance reporting, PI data collection and transparency data are all routine outputs generated from the finance system. The team also provide relevant end user training and our continuing to utilise the RBWM e-learning facility to deliver routine training. The team and Agresso play a key role in the compilation and generation of annual budget papers.

Staff (full time equivalent):

2.00

Service Risks:**Performance Indicators:****Pensions**

	£000	£000	£000
Expenditure	1,358	1,199	1,210
Income	<u>(1,578)</u>	<u>(1,414)</u>	<u>(1,414)</u>
Net	<u>(220)</u>	<u>(215)</u>	<u>(204)</u>

Services provided:

The Pension Fund team is responsible for the administration, payroll and investment of the assets of the Berkshire Pension Fund. The team also advises the Council on Treasury management.

Staff (full time equivalent):

25.11

Service Risks:**Performance Indicators:**

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Insurance & Risk	£000	£000	£000
Expenditure	152	155	158
Income	(188)	(189)	(189)
Net	(36)	(34)	(31)

Services provided:

The purpose of the insurance function is to arrange the council's risk financing arrangements to provide protection from the financial implications of unexpected accidental events and negligent breaches of the council's statutory duties. These can affect staff and property and also arise from claims from individuals alleging council negligence has caused them injury, losses (including financial loss) or damage to their property.

The council acts as its own insurer and claims handler in most matters.

Risk management is a key element in the council's governance arrangements and control environment.

Staff (full time equivalent):

3.00

Service Risks:

1. Failure of risk management processes could lead to exposure to high level strategic and operational risks.
2. Failure to ensure suitable level of insurance fund leads to financial shortfalls in the event of claims.
3. Poorly defined risk appetite could lead to over resourcing controls.
4. Increasing claims culture leads to expectations of compensation.
5. Increase in fraudulent claims from worsening economic climate.

Performance Indicators:

All key risks to be reviewed quarterly.

100% of liability claims dealt with in protocol timescales.

All portal claims to be acknowledged within 24 hours.

Procurement Strategic	£000	£000	£000
Expenditure	411	337	315
Income	(22)	(16)	(11)
Net	389	321	304

Services provided:

To oversee the Council's procurement activity, providing a quality change, commercial and compliance support function to the various directorates, enabling them to plan and implement a strategic approach to their external expenditure, assisting them to achieve their departmental and corporate objectives, while delivering the highest level of customer service to stakeholders.

Staff (full time equivalent):

4.61

Service Risks:

Best practice procurement practices are not embedded across the Council leading to delivery, value for money, efficiency and compliance issues

Performance Indicators:

Measured by service area data card. Key metrics include savings and spend under contract.

CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Business Development

	£000	£000	£000
Expenditure	197	152	153
Income	(112)	(90)	(90)
Net	85	62	63

Services provided:

Responsible for developing and managing the Council's commercial opportunities and maximising external income, including bidding for external funds. Supporting income generating departments with business propositions, bench marking, market analysis, etc. to ensure that income opportunities are maximised effectively in a timely and professional manner. The service is also responsible for the management and implementation of school contracts.

Staff (full time equivalent):

4.00

Service Risks:**Performance Indicators:****Schools Contract**

	£000	£000	£000
Expenditure	595	0	0
Income	(600)	0	0
Net	(5)	0	0

Services provided:

Service contracts provided by the council to schools e.g. building cleaning, catering (the school meals service, kitchen equipment and hygienic cleaning), grounds maintenance, and waste collection

Staff (full time equivalent):**Service Risks:****Performance Indicators:**

TOTAL FINANCE	<u>2,452</u>	<u>2,363</u>	<u>2,454</u>
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CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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TECHNOLOGY & CHANGE DELIVERY**ICT Support**

	£000	£000	£000
Expenditure	3,249	3,379	2,282
Income	(221)	(464)	(83)
Net	<u>3,028</u>	<u>2,915</u>	<u>2,199</u>

Services provided:

Responsible for Information and Communication Technology (ICT) Strategy and services for the council. Provision of services includes:
Technology Services - maintains the council's ICT, including servers and desktop devices, data and telephony infrastructure, and change management. Provision of support for the council's corporate applications, the corporate websites and interactive services to residents. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

33.81

Service Risks:

Risk to service delivery timescale due to resource, funding and demand challenges
Threats to council's data, ICT security

Performance Indicators:

% of availability of whole and or part network
% and number of incidents resolved.

Business Improvement

	£000	£000	£000
Expenditure	240	100	0
Income	(179)	(100)	0
Net	<u>61</u>	<u>0</u>	<u>0</u>

Services provided:

This service has been restructured into other areas, figures are shown for comparative purposes only.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL TECHNOLOGY & CHANGE DELIVERY	<u>3,089</u>	<u>2,915</u>	<u>2,199</u>
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	2015/16	2016/17	2017/18
	Actual	Budget	Budget
CORPORATE & COMMUNITY SERVICES DIRECTLY MANAGED COSTS			

CORPORATE & COMMUNITY PROJECTS**Corporate & Community Services****Projects Lead**

	£000	£000	£000
Expenditure	481	461	178
Income	(74)	(33)	(99)
Net	407	428	79

Services provided:

Delivering major projects in the Corporate & Community Services Directorate, including provision of a new leisure centre in Maidenhead. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

1.54

Service Risks:**Performance Indicators:**

TOTAL CORPORATE & COMMUNITY PROJECTS	407	428	79
TOTAL DIRECTLY MANAGED COSTS	7,673	6,883	6,149

ADULT, CHILDREN & HEALTH SERVICES
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	<u>From</u>	<u>Period or Unit of charge</u>	<u>2017/18 Charge per period / unit</u>	<u>2016/17 Charge per period / unit</u>	<u>% Increase</u>
			£	£	
EARLY HELP AND SAFEGUARDING					
Early Help and Safeguarding charges are mainly linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set in line with the National Fostering Network guidelines.					
Fostering - Core allowance:	0-2 yrs	Per week	142	145.43	-2.4%
	2-4 yrs	Per week	145	145.43	-0.3%
	5-10 yrs	Per week	163	165.66	-1.6%
	11-15 yrs	Per week	184	206.23	-10.8%
	16+ yrs	Per week	216	250.88	-13.9%
Fostering - Career Payment - all children age 0 to 16+	Level 1	Per week	195	195	0.0%
	Level 2	Per week	260	260	0.0%
	Level 3	Per week	390	390	0.0%
Parental contribution towards cost of children in care	April-16	Per week	Up to the full cost of the placement	Up to the full cost of the placement	
Foster care placements - Charges to other local authorities for placing non-RBWM children	April-16	Per week	Cost of the placement	Cost of the placement	
Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children	April-16	Per week	Cost of the placement	Cost of the placement	
Administration charge to other local authorities for foster care placements and short term breaks.	April-16	Per week	100	100	0.0%
Charges to other local authorities and voluntary adoption authorities for placing non RBWM children for adoption with families within the Adopt Berkshire partnership					
Per child	April-16	Fixed fee	27,000	27,000	0.0%
2 siblings		Fixed fee	40,500	40,500	0.0%
3 or more siblings		Fixed fee	54,000	54,000	0.0%
Flying High Play Scheme	April-16	Per day	25	25	0.0%

ADULT, CHILDREN & HEALTH SERVICES
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HOME TO SCHOOL TRANSPORT - CONCESSIONARY FARES

Charges take effect from the beginning of each academic year in September.		<u>Academic Year</u>
Pupils not entitled to free transport		<u>2017/18</u>
		£
Residents not entitled to free transport (mainstream and SEN)		580
Eton Wick residents not entitled to free transport		295
Non-resident fare payers		780
Commercial bus routes	contact the relevant operator to purchase passes	
Post 16 Reduced Fare Railcard	£80 + £10 admin charge	
Replacement travel pass		20

ADULT, CHILDREN & HEALTH SERVICES

		<u>2017/18</u>	<u>2017/18</u>	2016/17	2016/17	% Increase	% Increase
		£	£	£	£	2017/18-2016/17	2017/18-2016/17
GENERAL							
<p>These charges are operative from 1st April 2017, except where they are based on Income Support rates, in which case they are operative from the date in April that these are updated.</p> <p>Charges to Other Local Authorities, and to users of the service assessed as being full cost payers, are generally calculated according to a formula which accounts for direct costs, administration overheads and, where appropriate, the use of capital assets.</p> <p>Other charges are reviewed annually taking account of government guidance and changes in the levels of pay and prices, and may be rounded to the nearest 5p or 10p in order to facilitate the collection of cash. For services where daily rates apply charges are set at multiples of five or seven. Other rates are set to equal an exact amount of Income Support benefit.</p>							
CARE FOR ADULTS							
RESIDENTIAL CARE							
<p>Residents are required by statute to be assessed to contribute towards the cost of their residential care. The assessment must be carried out according to statutory guidelines.</p> <p>The minimum assessed contribution will be equal to the Income Support & premium received by the resident, less their statutory personal allowance. The maximum charge is the actual cost to the Council of purchasing or providing the residential care placement.</p>							
Homes for Older People - residential care in RBWM commissioned homes							
Maximum charge							
Residential Home placements	week	707		693		2.0%	
Nursing Home placements (FNC to be deducted where applicable)	week	854		840		1.7%	
Homes for People with Learning Disability - residential care							
Homeside Close and Winston Court - Standard Charge to other local authorities	week	1,554		1,519		2.3%	
<p>Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance</p> <p>Note - where additional staff are required above that usually provided, to support a particular placement then the cost of providing that staffing will be rechargeable in addition to the standard daily/weekly rate.</p>							

ADULT, CHILDREN & HEALTH SERVICES

				<u>2017/18</u>	<u>2017/18</u>	2016/17	2016/17	% Increase	% Increase	
				£	£	£	£	2017/18-2016/17	2017/18-2016/17	
COMMUNITY CARE & RESPITE CARE										
These charges apply to RBWM residents who are Personal Budget Holders, and to other local authorities who may										
A Personal Budget Holder is a resident assessed as eligible to receive social care services. A budget sufficient to										
Should a Personal Budget Holder from another local authority purchase services provided by this authority, then this authority will charge that Personal Budget Holder for the full cost of providing the service, this will generally be 25% above the charges set for Personal Budget Holders of this authority.										
OLA is an abbreviation for "Other Local Authority"										
PBH is an abbreviation for "Personal Budget Holder"										
Homes for People with Learning Disability - Respite care				RBWM residents & PBH	OLA + Full Cost Payers	RBWM residents & PBH	OLA + Full Cost Payers			
	RBWM - PBH	night		150		150		0.0%		
	OLA - Weekdays Mon-Thurs	night			437		428	2.1%		
	OLA - Weekends Fri-Sun	night			508		498	2.0%		
Homecare										
	Standard Charge	hour		17.95		16.00		12.2%		
Learning Disability: day activity charge										
	morning or afternoon session in daycentre for									
	ratio 1:1	session		83.40	104.20	81.90	102.40	1.8%	1.8%	
	ratio 1:2	session		41.70	74.00	41.00	72.70	1.7%	1.8%	
	ratio 1:3	session		27.80	52.70	27.30	51.80	1.8%	1.7%	
	ratio 1:5	session		16.70	33.90	16.40	33.30	1.8%	1.8%	
	ratio 1:10	session		8.30	19.60	8.20	19.30	1.2%	1.6%	

ADULT, CHILDREN & HEALTH SERVICES

			<u>2017/18</u> £	<u>2017/18</u> £	2016/17 £	2016/17 £	% Increase 2017/18-2016/17	% Increase 2017/18-2016/17
Room Hire - Learning Disability Day Centres								
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday								
	Ground Floor, Hall & Kitchen	Hour	22.80		22.40		1.8%	
	Dance Studio	Hour	16.50		16.20		1.9%	
	Music / Art Room	Hour	13.90		13.70		1.5%	
There is an additional charge for public liability insurance and staffing when required								
Older Persons: Day Centres								
	RBWM - PBH	per day	58.00		58.00		0.0%	
	transport single Journey to day centre/activity (max 2 charges per session)	per journey	5.00		5.00		0.0%	
Blue Badge								
	Blue badge	Per Badge	10.00		10.00		0.0%	
Older Persons: Residential Respite								
	In residential and nursing homes, arranged by the Council	per week	679.00		665.00		2.1%	
ALLOWANCES								
Direct Payments - Rates payable to service user								
	Standard Rate - care provided by homecare agency	per hour	17.95		17.00		5.6%	
	Sleeping Night Service	night	60.00		60.00		0.0%	
<u>Rates payable for employment of Personal Assistant</u>								
	Start up and emergency reserve	one-off	500.00		500.00		0.0%	
	Composite Rate for a Personal Assistant	hour	14.25		14.00		1.8%	
	Standard Rate including all oncosts	hour	12.32		12.10		1.8%	
	Enhanced Rate including all oncosts	hour	22.72		22.32		1.8%	
Assisted Transfers - Housing								
		per move						
	from 1 bed to a bedsit		750		750		0.0%	
	from 2 bed with garden to a bedsit		3,750		3,750		0.0%	
	from 2 bed with garden to 1 bed property		2,500		2,500		0.0%	
	from 2 bed without garden to bedsit		2,500		2,500		0.0%	
	from 2 bed without garden to 1 bed property		1,750		1,750		0.0%	
	from 3 bed to bedsit		6,250		6,250		0.0%	
	from 3 bed to 1 bed property		5,000		5,000		0.0%	
	from 3 bed to 2 bed with Garden		2,500		2,500		0.0%	
	from 3 bed to 2 bed without Garden		3,750		3,750		0.0%	
	from 4 bed to bedsit		7,500		7,500		0.0%	
	from 4 bed to 1 bed property		6,250		6,250		0.0%	
	from 4 bed to 2 bed with Garden		3,250		3,250		0.0%	
	from 4 bed to 2 bed with without Garden		5,000		5,000		0.0%	
	from 4 bed to 3 bed		2,500		2,500		0.0%	

OPERATIONS & CUSTOMER SERVICES

	<u>2017/8</u>	<u>2016/17</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>%</u>
<u>COMMUNITY ENFORCEMENT & PROTECTION</u>			
WASTE			
Special Collection Service, Trade Waste & Other	31	30	3.3%
-special collection service -one item	36	35	2.9%
-special collection service -two items	42	41	2.4%
-special collection service -three items	47	46	2.2%
-special collection service -four items	52	51	2.0%
-special collection service -five items (maximum)	31	30	3.3%
-special collection service -fridges/freezers per unit			
Green Waste Subscribed Collection Service			
-annual subscription	35	35	0.0%

FEEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES

CUSTOMER SERVICES

FRONT OF HOUSE

The main charges for facilities from 1st April 2015 (excluding VAT) are as follows:-

MAIDENHEAD

COMMERCIAL RATES:

	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Desborough Suite	1,085	1,085	1,450	2,635	1,060	1,060	1,420	2,580	2.4%	2.4%	2.1%	2.1%
Auditorium	785	785	1,020	1,785	770	770	1,000	1,750	2.0%	2.0%	2.0%	2.0%
Receptions / Dinner Dance	435	435	1,085	1,635	425	425	1,060	1,600	2.4%	2.4%	2.4%	2.2%
Meeting Rooms (Per hour / per room)	97	97	123	97	95	95	120	95	2.1%	2.1%	2.5%	2.1%
Additional time per hour, or part of, after 11.30pm				408				400				2.0%

NON-COMMERCIAL RATES - WHOLE SUITE:

DANCE SCHOOLS / THEATRE GROUPS / BOROUGH BASED REGISTERED CHARITIES

Rehearsal / Set up (Monday-Friday)	71	71	127	214	70	70	125	210	1.4%	1.4%	1.6%	1.9%
Rehearsal / Set up (Saturday)	102	102	164	296	100	100	160	290	2.0%	2.0%	2.5%	2.1%
Rehearsal / Set up (Sunday)	102	102	179	306	100	100	175	300	2.0%	2.0%	2.3%	2.0%
Performance / Function	164	164	225	510	160	160	220	500	2.5%	2.5%	2.3%	2.0%
Additional time per hour, or part of, after 11.30pm				118				115				2.6%

↙ Kitchen Hire-Price on application

↙ Kitchen (Unavailable Mon-Fri 8am-4pm)

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OPERATIONS & CUSTOMER SERVICES

	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
CUSTOMER SERVICES											
REGISTRARS											
	Super-intendent Registrar	Super-intendent Registrar	Registrar	Super-intendent Registrar	Super-intendent Registrar	Registrar	Super-intendent Registrar				
General Searches											
	General Search in indexes in Office not exceeding 6 successive hours										
		18	n/a		18	n/a			0.0%		
Certificates											
	Issue of Standard Certificate of Birth, Death or Marriage		4		10	4			0.0%	0.0%	
	Issuing a short certificate of birth		10	n/a	10	n/a			0.0%		
	Issuing a certificate of birth, marriage or death (other than at first registration)		n/a	7	n/a	7				0.0%	
	Express service for certificates		10	n/a	10	n/a			0.0%		
Marriages											
	Attending outside office to be given notice of marriage of house-bound or detained person		40	n/a	40	n/a			0.0%		
	Entering a notice of marriage in a marriage notice book		35	n/a	35	n/a			0.0%		
	Attending a Marriage at a registered building		n/a	84	n/a	84				0.0%	
	Attending a Marriage at the Register Office		n/a	45	n/a	45				0.0%	
Certification Of Worship And Registration For Marriage											
	Certification of a place of meeting for religious worship		28	n/a	28	n/a			0.0%		
	Registration of a building for the solemnisation of marriages		120	n/a	120	n/a			0.0%		
	Licensing an outside venue for weddings and civil partnerships		1,700		1,680				1.2%		
	Additional rooms		515		510				1.0%		
Marriage and Civil Partnership Ceremonies:											
	Mondays to Thursdays	495	490	480	490	485	475	485	1.0%	1.0%	1.1%
	Fridays and Saturdays	550	545	535	545	540	530	540	0.9%	0.9%	0.9%
	Sunday and Bank Holiday	610	605	605	605	600	600	600	0.8%	0.8%	0.8%
Maidenhead Ceremony Room											
	Monday to Thursday	210	204	184	204	200	180	200	2.4%	2.0%	2.2%
	Friday to Saturday	275	275	265	275	270	260	270	0.0%	1.9%	1.9%
	The ceremony room is not available for Sunday Bookings										
Citizenship Ceremonies											
	Per Ceremony		80			80				0.0%	
	Private Citizenship Ceremonies - Register Office										
	Mondays to Thursdays		135			120				12.5%	
	Fridays and Saturdays		270			260				3.8%	
	The ceremony room is not available for Sunday Bookings										
Baby Naming And Reaffirmation (inclusive of VAT)											
	Register Office - Monday to Friday		230			210				9.5%	
	Register Office - Saturday		270			240				12.5%	
	Outside Venues - Monday to Friday		335			280				19.6%	
	Outside Venues - Saturday		410			380				7.9%	
	Outside Venues - Sunday		490			400				22.5%	
Nationality Checks (inclusive of VAT)											
	Single Application:										
	Adult		85			80				6.3%	
	Child under 18		60			55				9.1%	
	Changing the name on a venue license		35			30				16.7%	

OPERATIONS & CUSTOMER SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
REVENUES & BENEFITS SERVICES			
DEPUTYSHIP	£	£	%
Estates Winding Up Fee - Level 1			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:			
Notify DWP	220	214	2.7%
Notify Court of Protection / Office of the Public Guardian			
Notify other financial institutions			
Complete BD8			
Settle funeral and other final bills			
Distribute estate to executors			
Estates Winding Up Fee - Level 2			
Work undertaken would include some or all the basic requirements above, plus any of the additional			
Completion of final account report for Court of Protection	270	267	1.3%
Advising or assisting on the completion of Probate applications			
Referring the estate to Treasury Solicitors			
Liaising with Treasury Solicitors			
Estates Winding Up Fee - Level 3			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:			
Collecting Death Certificate	380	375	1.4%
Registering the death			
Arranging the funeral			
OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION			
Remuneration of Local Authority deputies			
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy:		Excluding VAT	
Category I Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	670	670	0.0%
Category II Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order:			
a) For the first year	700	700	0.0%
b) For the second and subsequent years	585	585	0.0%
Where the net assets of 'P' are below £16,000, the local authority Deputy for property and affairs may take an annual management fee not exceeding 3% of P's net assets on the anniversary of the court order appointing the local authority as deputy			
Category III Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc or the ongoing maintenance of property including management and letting of a rental property.	270	270	0.0%
Category IV Preparation and lodgement of an annual report or account to the Public Guardian	195	195	0.0%

OPERATIONS & CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
HIGHWAYS & TRANSPORT				
Other Highway Services				
Provision Of Accident Information (For 3 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	132.00	130.00	1.5%
Provision Of Accident Information (For 5 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	221.00	217.00	1.8%
Provision Of Existing Traffic Signal Data	Flat Fee:	166.00	163.00	1.8%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	221.00	217.00	1.8%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	221.00	217.00	1.8%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	112.00	110.00	1.8%
Provision Of Junction Traffic Model Data	dependant on complexity of model:	100 - 1,000		
Access To/Use Of Borough Traffic Computer Model		5,280.00	5,175.00	2.0%
Research Into Archives (Where Not Part Of Statutory Function)	Minimum Charge Applies:	211.00	207.00	1.9%
- charge after 3 hrs	Per Hour:	53.00	52.00	1.9%
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		53.00	52.00	1.9%
Provision Of Supplementary Information		105.00	103.00	1.9%
Site Inspection:				
- up to 3 hours	Per Inspection:	138.00	135.00	2.2%
- over 3 hours	Per Inspection:	221.00	217.00	1.8%
Dropped Crossing Vehicle Application Fee	Flat Fee Plus Vat:	148.00	145.00	2.1%
Highway Licences				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		475.00	465.00	2.2%
Fee for 'straight forward' renewals -		107.00	105.00	1.9%
-street cafes- area fee	Per m2:	107.00	105.00	1.9%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	475.00	465.00	2.2%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	107.00	105.00	1.9%
Display of goods Area fee (For 3 years)	Per m2:	107.00	105.00	1.9%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	107.00	105.00	1.9%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	22.50	22.00	2.3%
- removal and storage of 'A' boards	Per Item:	107.00	105.00	1.9%
S116 Extinguishment Of Adopted Highways And Rights Of Way (NB- Advertising costs above will include Vat.)	Actual cost + advertising cost, min of:	5,280.00	5,175.00	2.0%
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	58.00	57.00	1.8%
- weekly charge (Week1)	Plus:	18.00	17.75	1.4%
- weekly charge (Weeks 2 - 4)	Plus:	21.00	20.75	1.2%
- weekly charge (Thereafter)	Plus:	32.50	32.00	1.6%
- removal of builders skips	Actual Costs, At A Minimum Of:	214.00	210.00	1.9%
S169 Scaffolding Licences				
- residential		143.00	140.00	2.1%
-commercial (additional charges apply after 2nd week)		434.00	425.00	2.1%
-commercial - additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	35.50	35.00	1.4%
-commercial - additional charge (per m2)	Plus Charge Per m2:	10.80	10.60	1.9%
S172 Hoarding Licences				
- additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	35.75	35.00	2.1%
- additional charge (per m2)	Plus Charge Per m2:	10.80	10.60	1.9%

OPERATIONS & CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
Other Structures - inc cranes	Flat fee plus area fee	490.00	480.00	2.1%
- additional charge (per m2)	Plus Charge Per m2:	10.80	10.60	1.9%
Mobile Access Platforms	Flat fee Plus area fee below Per Week Or Part:	245.00	240.00	2.1%
- additional charge (per m2)	Plus Charge Per m2:	5.50	5.30	3.8%
Filming - inc internal consultation	Actual Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic		143.00	140.00	2.1%
- admin fee commercial		614.00	600.00	2.3%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- minimum charge (discretion to reduce fees) for non-commercial	Minimum:	530.00	520.00	1.9%
- minimum charge (discretion to reduce fees) for commercial	Maximum:	1,060.00	1,040.00	1.9%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Actual Costs, To A Minimum Of:	330.00	325.00	1.5%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		210.00	207.00	1.4%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below):		163.00	160.00	1.9%
-licence fee	Plus:	112.00	110.00	1.8%
S179 Control Of Construction Of Cellars Under Streets	Actual			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Actual			
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee	632.00	620.00	1.9%
- additional charge (per m2)	Plus Charge Per m2:	11.00	11.00	0.0%
Temporary Traffic Regulation Orders				
S14. Road Traffic Regulations	Flat Fee including Advertising Costs:	1,690.00	830.00	103.6%
S16A Road Traffic Act 1984/ Major Event	Flat Fee including Advertising Costs:	2,450.00	830.00	195.2%
Access Protection Markings		107.00	105.00	1.9%
Suspension of Parking Controls	Flat Fee	847.00	830.00	2.0%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,690.00	830.00	103.6%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	87.00	85.00	2.4%
N.B. Charges for Charitable and Community Interest events will be reduced or waived at the discretion of the Director of Operations, with the agreement of the Lead Member for Highways. The organisers will however remain responsible for all costs associated with advertising.				
			Actual Cost	-100.0%
			130.00	
Other Traffic Management Charges				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		168.00	165.00	1.8%
Switching On/Off Permanent Traffic Signals				
- working hours:	Minimum Charge:	325.00	320.00	1.6%
- evenings, and Saturdays:	Minimum Charge:	490.00	480.00	2.1%
- Sundays and bank holidays:	Minimum Charge:	650.00	640.00	1.6%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	168.00	165.00	1.8%
- other streets	Per Hour	56.00	55.00	1.8%
- surcharge for peak hour operation	Per Hour	138.00	135.00	2.2%
Special Signage				
-application of tourist/ visitor information signs		112.00	110.00	1.8%
-installation of tourist/ visitor information signs	Actual Cost Plus 20% Admin Fee			
-application of shopping/ business signs		224.00	220.00	1.8%
-installation of shopping/ business signs	Actual Cost Plus 20% Admin Fee			
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		112.00	110.00	1.8%
Unauthorised Survey Equipment On The Highway		224.00	220.00	1.8%
Bike-ability Training	Per Pupil:	5.00	5.00	0.0%

OPERATIONS & CUSTOMER SERVICES

	2017/18	2016/17	Increase	
	£	£	%	
HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS				
S38/278 Fees (based on costs of infrastructure construction - index linked)				
-up to £1.0m construction costs (Minimum Charge £2,500)	13% but minimum charge of	3,165.00	3,105.00	1.9%
-over £1.0m construction costs	13% but minimum charge of	3,165.00	3,105.00	1.9%
-For structures/roads not being adopted- Technical Approval		3,605.00	3,535.00	2.0%
-renegotiation of S278/38 Contract Period		1,055.00	1,035.00	1.9%
-4.8m wide block paved road + two 2m verges		1,100.00	1,080.00	1.9%
-5.0m wide road, two 2m footways and two 1m verges		1,370.00	1,345.00	1.9%
-5.5m wide road, two 2m footways and two 1m verges		1,660.00	1,625.00	2.2%
-6.7m wide road, two 2.5m footways and two 1m verges		2,200.00	2,160.00	1.9%
-individual 2.0m footpath including lighting		495.00	485.00	2.1%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		875.00	545.00	60.6%
-Checking and approving interim and final travel plans standard developments (one off fee)		1,750.00	810.00	116.0%
-Checking and approving interim and final travel plans large/complex developments (one off fee)		3,500.00	1,080.00	224.1%
Auditing Of Road Safety Audits		475.00	465.00	2.2%
Design Of Street Lighting Schemes		368.00	360.00	2.2%
Relocation Of Street Light Equipment				
-Residential	Single Item:	163.00	160.00	1.9%
		Actual Cost	Actual Cost	
		Plus 20%	Plus 20%	
		Admin Fee	Admin Fee	
-Commercial				
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		630.00	620.00	1.6%
-Complex Installation		1,055.00	1,035.00	1.9%
Highway Commuted Sums:				
-soakaways over 20 years		17,750.00	16,000.00	10.9%
-high friction surfacing over 5 years	Per m2:	10.00	9.00	11.1%
-pumping stations over 10 years	Minimum:	16,320.00	16,000.00	2.0%
-standard street lighting over 20 years		1,100.00	1,080.00	1.9%
-ornamental lighting over 20 years	Per Item:	1,815.00	1,780.00	2.0%
-traffic signals over 20 years per single pole	Per Item:	12,625.00	12,375.00	2.0%
-extra height pole	Per Item:	13,700.00	13,435.00	2.0%
-cantilever pole	Per Item:	14,940.00	14,650.00	2.0%
		£540/m2 &	£537/m2 &	
		£1,100 over	£1,089	
		1m2	over 1m2	
-illuminated traffic signs and bollards over 10 years	Minimum:	825.00	810.00	1.9%
-illuminated traffic signs and bollards over 10 years	Per Item:	14,320.00	14,040.00	2.0%
-road markings 50% of initial cost		50% of initial	50% of	
-CCTV cameras over 10 years		cost	initial cost	
		50% of initial	50% of	
		cost	initial cost	
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)				
Trees on adopted highway (standard tree up to 12cm girth) each		550.00	540.00	1.9%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		663.00	650.00	2.0%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,010.00	990.00	2.0%
		£1,245 min to £5,400 max		
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	Per m2:	9.25	9.00	2.8%
Grass cutting on adopted highway	Per m2:	94.00	92.00	2.2%
Shrubs and planting areas maintenance				
Other Commuted Sums		Full cost or by agreement		
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		107.00	105.00	1.9%
-Inspection Fee		64.00	63.00	1.6%
-Removal Of Illegal Signs		211.00	207.00	1.9%
Rights Of Way				
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	1,265.00	1,240.00	2.0%
S119 Diversion of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	1,265.00	1,240.00	2.0%
S257 Town & Country Planning Act 1980 Diversion Orders	Actual Costs Plus Advertising Minimum Of:	1,265.00	1,240.00	2.0%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders	Actual Costs Plus Advertising costs			
(NB- Advertising costs above include Vat.)				
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)		53.00	52.00	1.9%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)		362.00	355.00	2.0%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration		53.00	52.00	1.9%

OPERATIONS & CUSTOMER SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>%</u>
<u>HIGHWAYS & TRANSPORT</u>			
New Roads & Street Works Act Inspections			
S74 NRSWA Charges For Late Completions			-
S76 NRSWA Inspection Fees			-
S50 NRSWA private road repairing licences:-			-

OPERATIONS & CUSTOMER SERVICES			
	2017/18	2016/17	Increase
	£	£	%

PARKING SERVICE

	No. of Spaces Chargeable	Free			
Alexandra, Windsor *	198				
Up To 1 Hour			1	1	0.0%
Up To 1 Hour Discounted			0.50	0.50	0.0%
1 To 2 Hours			2	2	0.0%
1 To 2 Hours Discounted			1	1	0.0%
2 To 3 Hours			3	3	0.0%
2 To 3 Hours Discounted			1.50	1.50	0.0%
3 To 4 Hours			4.50	4	12.5%
4 To 5 Hours			6	6	0.0%
Over 5 Hours			9	8	12.5%
Evenings (7pm - Midnight)			1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents			Free	Free	
Midnight To 9am			Free	Free	
Sundays & Bank Holidays			Daily Charge	Daily Charge	
Season Tickets (Per Annum)			1,050	1,050	0.0%
Season Tickets (1 Month)			95	95	0.0%
Season Tickets (3 Months)			275	275	0.0%
Season Tickets (6 Months)			575	575	0.0%
Motorcycle Bays			Free	Free	
Alma Road, Windsor* (See Separate Tariff For Windsor Dials)	130				
Up To 1 Hour			1	1	0.0%
Up To 1 Hour Discounted			0.50	0.50	0.0%
1 To 2 Hours			2	2	0.0%
1 To 2 Hours Discounted			1	1	0.0%
2 To 3 Hours			3	3	0.0%
2 To 3 Hours Discounted			1.50	1.50	0.0%
3 To 4 Hours			4.50	4	12.5%
4 To 5 Hours			6	6	0.0%
Over 5 Hours			9	8	12.5%
Evenings (7pm - Midnight)			1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents			Free	Free	
Midnight To 9am			Free	Free	
Sundays & Bank Holidays			Daily Charge	Daily Charge	
Season Tickets (Per Annum)			1,050	1,050	0.0%
Season Tickets (1 Month)			95	95	0.0%
Season Tickets (3 Months)			275	275	0.0%
Season Tickets (6 Months)			575	575	0.0%
Ascot High Street	98		Free	Free	
The Avenue, Datchet*	113				
Up To 1 Hour			0.50	0.50	0.0%
Up To 1 Hour Discounted			Free	Free	
1 To 2 Hours			1	1	0.0%
1 To 2 Hours Discounted			Free	Free	
2 To 3 Hours			2.50	2.50	0.0%
3 To 4 Hours			3.50	3.50	0.0%
Over 4 Hours			5	5	0.0%
Evenings (6pm - 9am)			Free	Free	
Sundays & Bank Holidays			Free	Free	
Season Tickets (Per Annum)			750	750	0.0%
Season Tickets (1 Month)			67.50	68	0.0%
Season Tickets (3 Months)			200	200	0.0%
Season Tickets (6 Months)			400	400	0.0%

OPERATIONS & CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
Boulter's Lock, Maidenhead	87			
Up To 3 Hours		0.50	0.50	0.0%
Up To 3 Hours Discounted		Free	Free	
Over 3 Hours		1	1	0.0%
Evenings (7pm - Midnight)		0.50	0.50	0.0%
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Bowden Rd, Sunninghill	15	Free	Free	
Braywick Nature Park, Maidenhead (8am - 9pm)	12	Free	Free	
Braywick Park, Maidenhead (9am - 5pm Mon - Fri)	48			
Less than 3 Hours		Free	Free	
Over 3 Hours		5	5	0.0%
Brockenhurst Road, S. Ascot	12	Free	Free	
Centrica, Windsor (Saturdays, Sundays & Bank Holidays In Peak Periods Only- Locked at 7pm)	122			
Under 4 Hours		2.50	2.50	0.0%
Under 4 Hours Discounted		1	1	0.0%
Over 4 Hours		4	4	0.0%
Over 4 Hours Discounted		2	2	0.0%
Clewer Memorial, Windsor (Dawn To Dusk)	50	Free	Free	
Coronation Road, Littlewick Green	24	Free	Free	
Desborough Park, Maidenhead	18	Free	Free	
East Berks College, Windsor (Saturdays, Sundays, Bank Holidays & College Holidays Only)	112			
Up To 1 Hour		1	1	0.0%
1 To 2 Hours		1.50	1.50	0.0%
2 To 3 Hours		2	2	0.0%
3 To 4 Hours		3	3	0.0%
Over 4 Hours		6	6	0.0%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		3	2	50.0%
Eton Court, Eton	57			
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		1	1	0.0%
2 To 3 Hours		3	3	0.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		6	6	0.0%
4 To 5 Hours		8	8	0.0%
Over 5 Hours		10	10	0.0%
Evenings After 7pm		Free	Free	
Evenings (7pm - Midnight) - Residents		Free	Free	
Season Tickets (Per Annum)		900	900	0.0%
Season Tickets (1 Month)		80	80	0.0%
Season Tickets (3 Months)		240	240	0.0%
Season Tickets (6 Months)		480	480	0.0%
Eton Wick (Haywards Mead)	25	Free	Free	
Grenfell Park, Maidenhead (Dawn - Dusk)	18	Free	Free	

OPERATIONS & CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		£	£	%
PARKING SERVICE				
	No. of Spaces			
	Chargeable Free			
Grove Road, Maidenhead (2 Hours Maximum Stay Except after 7pm)*	82			
Up To 30 Mins		0.50	0.50	0.0%
Up To 30 Mins Discounted		0.30	0.30	0.0%
30 Mins To 1 Hour		1	1	0.0%
30 Mins To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		0.90	0.90	0.0%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Free	Free	
Guards Club, Maidenhead (Dawn - Dusk)	20	Free	Free	
Hines Meadow M.S, Maidenhead*	1,280			
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.60	0.60	0.0%
1 To 2 Hours		1.80	1.80	0.0%
1 To 2 Hours Discounted		1.20	1.20	0.0%
2 To 3 Hours		2.50	2.50	0.0%
2 To 3 Hours Discounted		1.90	1.90	0.0%
3 To 4 Hours		3.50	3.50	0.0%
4 To 5 Hours		4	4	0.0%
Over 5 Hours		6	5.50	9.1%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Free	Free	
Season Tickets (Per Annum)		750	750	0.0%
Season Tickets (1 Month)		67.50	68	0.0%
Season Tickets (3 Months)		200	200	0.0%
Season Tickets (6 Months)		400	400	0.0%
Home Park, Windsor	181			
Up To 1 Hour		0.70	0.70	0.0%
1 To 2 Hours		1.50	1.50	0.0%
2 To 4 Hours		3	2.50	20.0%
Over 4 Hours		5	5	0.0%
Evenings After 4pm, Weekends & Bank Holidays		Free	Free	
Season Tickets (Per Annum)		625	625	0.0%
Season Tickets (1 Month)		60	60	0.0%
Season Tickets (3 Months)		170	170	0.0%
Season Tickets (6 Months)		330	330	0.0%
Horton Road, Datchet*	65			
Up To 1 Hour		0.10	0.10	0.0%
Up To 1 Hours Discounted		Free	Free	
1 To 2 Hours		0.20	0.20	0.0%
Up To 2 Hours Discounted		Free	Free	
2 To 3 Hours		0.50	0.50	0.0%
3 To 4 Hours		1	1	0.0%
Over 4 Hours		5	5	0.0%
Evenings (6pm - 9am)		Free	Free	
Sundays & Bank Holidays		Free	Free	
High Street, Hurley	60	Free	Free	

OPERATIONS & CUSTOMER SERVICES					
		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>	
		<u>£</u>	<u>£</u>	<u>%</u>	
PARKING SERVICE					
	No. of Spaces				
	Chargeable				
	Free				
King Edward VII Ave, Windsor	192				
Up To 1 Hours		1	1	0.0%	
1 To 2 Hours		2	2	0.0%	
2 To 3 Hours		3	3	0.0%	
3 To 4 Hours		4.50	4	12.5%	
4 To 5 Hours		5.50	5	10.0%	
Over 5 Hours		6.50	6	8.3%	
Evenings (7pm - Midnight)		1.50	1.50	0.0%	
Evenings (7pm - Midnight) - Residents		Free	Free		
Midnight To 9am		Free	Free		
Sundays & Bank Holidays		Daily Charge	Daily Charge		
Season Tickets (Per Annum)		900	900	0.0%	
Season Tickets (1 Month)		80	80	0.0%	
Season Tickets (3 Months)		240	240	0.0%	
Season Tickets (6 Months)		480	480	0.0%	
King Edward VII Hospital, Windsor (Weekends From 6pm Friday, and Bank Holidays Only)	150				
Up To 2 Hours		1	1.00	0.0%	
2 To 4 Hours		2	2	0.0%	
Over 4 Hours		5	5	0.0%	
Evenings (6pm - Midnight)		Free	Free		
Evenings (6pm - Midnight) - Residents		Free	Free		
Midnight To 9am		Free	Free		
Sundays & Bank Holidays		Daily Charge	Daily Charge		
Meadow Lane, Eton	102				
Up To 1 Hour		1	1	0.0%	
Up To 1 Hour Discounted		0.50	0.50	0.0%	
1 To 2 Hours		2	2	0.0%	
1 To 2 Hours Discounted		1	1	0.0%	
2 To 3 Hours		3	3	0.0%	
2 To 3 Hours Discounted		1.50	1.50	0.0%	
3 To 4 Hours		6	6	0.0%	
4 To 5 Hours		8	8	0.0%	
Over 5 Hours		10	10	0.0%	
Evenings After 7pm		Free	Free		
Evenings (7pm - Midnight) - Residents		Free	Free		
Season Tickets (Per Annum)		900	900	0.0%	
Season Tickets (1 Month)		80	80	0.0%	
Season Tickets (3 Months)		240	240	0.0%	
Season Tickets (6 Months)		480	480	0.0%	
Nicholsons M.S, Maidenhead*	734				
Up To 30 Mins		0.50	0.50	0.0%	
Up To 30 Mins Discounted		0.30	0.30	0.0%	
30 Mins To 1 Hour		1	1	0.0%	
30 Mins To 1 Hour Discounted		0.60	0.60	0.0%	
1 To 2 Hours		2	2	0.0%	
1 To 2 Hours Discounted		1.20	1.20	0.0%	
2 To 4 Hours		3	3	0.0%	
2 To 4 Hours Discounted		2	2	0.0%	
4 To 5 Hours		6	6	0.0%	
Over 5 Hours		9.50	9.50	0.0%	
Evenings (7pm - Midnight)		1.50	1.50	0.0%	
Evenings (7pm - Midnight) - Residents		Free	Free		
Midnight To 9am		Free	Free		
Sundays & Bank Holidays		Free	Free		
Season Tickets (Per Annum)		1,350	1,350	0.0%	
Season Tickets (1 Month)		125	125	0.0%	
Season Tickets (3 Months)		360	360	0.0%	
Season Tickets (6 Months)		700	700	0.0%	
Oakengrove, Maidenhead (Dawn - Dusk)	50	Free	Free		
Oak Lane (Annual Contract Spaces For Residents Only)		60	60	0.0%	

OPERATIONS & CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
Queens Road, Sunninghill	Free 52	Free	Free	
River St, Windsor *	145			
Up To 1 Hour		4	4	0.0%
Up To 1 Hour Discounted		1.50	1.50	0.0%
1 To 2 Hours		6	6	0.0%
1 To 2 Hours Discounted		3	3	0.0%
2 To 3 Hours		8	8	0.0%
2 To 3 Hours Discounted		4.50	4.50	0.0%
3 To 4 Hours		10	10	0.0%
3 To 4 Hours Discounted		8	8	0.0%
4 To 5 Hours		12	12	0.0%
4 To 5 Hours Discounted		10	10	0.0%
Over 5 Hours		15	15	0.0%
Over 5 Hours Discounted		12	12	0.0%
Evenings (9pm - 9am)		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Romney Lock, Windsor	94			
Up To 1 Hour		1	1	0.0%
1 To 2 Hours		2	2	0.0%
2 To 3 Hours		3	3	0.0%
3 To 4 Hours		4.50	4	12.5%
4 To 5 Hours		5.50	5	10.0%
Over 5 Hours		6.50	6	8.3%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings- Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Season Tickets (Per Annum)		900	900	0.0%
Season Tickets (1 Month)		80	80	0.0%
Season Tickets (3 Months)		240	240	0.0%
Season Tickets (6 Months)		480	480	0.0%
Stafferton Way M.S, Maidenhead	576			
Daily Charge		5	5	0.0%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Free	Free	
Season Tickets (Per Annum)		700	700	0.0%
Season Tickets (1 Month)		65	65	0.0%
Season Tickets (3 Months)		190	190	0.0%
Season Tickets (6 Months)		380	380	0.0%
Sunningdale (London Road) (Closed between 6.45am - 8.45am)	210	Free	Free	
Sutton Road, Cookham	18	Free	Free	

OPERATIONS & CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
Town Hall, Maidenhead* (Saturdays, Bank Holidays, and Evenings After 5pm Only)	111			
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		1.50	1.50	0.0%
1 To 2 Hours Discounted		0.90	0.90	0.0%
2 To 3 Hours		2.50	2.50	0.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		4	4	0.0%
Over 4 Hours		6.50	6.50	0.0%
Evenings (5pm - Midnight)		1.50	1.50	0.0%
Evenings (5pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays		Free	Free	
Town Moor, Maidenhead	28	Free	Free	
Upper Village Road, Sunninghill	28	Free	Free	
Victoria Street M.S, Windsor *	206			
Up To 1 Hour		1.50	1.50	0.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2.50	2.50	0.0%
1 To 2 Hours Discounted		1	1	0.0%
2 To 3 Hours		4	4	0.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		7	7	0.0%
4 To 5 Hours		10	10	0.0%
Over 5 Hours		11	11	0.0%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
West Street, Maidenhead (3 Hours Maximum Stay Except After 7pm)*	59			
Up To 30 Mins		0.50	0.50	0.0%
Up To 30 Mins Discounted		0.30	0.30	0.0%
30 Mins To 1 Hour		1	1	0.0%
30 Mins To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		0.90	0.90	0.0%
2 To 3 Hours		3	3	0.0%
2 To 3 Hours Discounted		2	2	0.0%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Free	Free	

OPERATIONS & CUSTOMER SERVICES				
		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		<u>£</u>	<u>£</u>	<u>%</u>
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
Windsor Dials (via Alma Road), Windsor (charges apply between 9am and 7pm on Saturdays, Sundays And Bank Holidays only)	250			
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		1	1	0.0%
2 To 3 Hours		3	3	0.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		4	4	0.0%
4 To 5 Hours		6	6	0.0%
Over 5 Hours		8	8	0.0%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Windsor Library	15			
Up To 30 Mins		0.20	0.20	0.0%
Up To 1 Hour		2.50	2.50	0.0%
1 To 2 Hours		4.50	4.50	0.0%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Free	Free	
York House, Windsor (Saturday, Sundays, Bank Holidays & Weekday Evenings After 6pm)	92			
Weekends & Bank Holidays (Up To 4 Hours Charge)		3	3	0.0%
Weekends & Bank Holidays (Over 4 Hours Charge)		6	6	0.0%
Evenings (Any Day) (6pm - Midnight)		1.50	1.50	0.0%
Evenings (Any Day) (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Alma Road Coach Park, Windsor (Discounts Available for Tickets Bought In Advance- See RBWM Website)	74			
Up To 1 Hour - Entry		10	10	0.0%
Up To 4 Hours		20	20	0.0%
Up To 10 Hours		30	30	0.0%
Prepaid Tickets (10 Hours)		25	25	0.0%
Prepaid Tickets (4 Hours)		17.50	17.50	0.0%
Cars (6pm - Midnight Only)		1.50	1.50	0.0%
Leisure Complex Car Park - Maidenhead (Monday-Sunday Daily Charges between 09.00hrs - Midnight)	248			
Up to 30 mins		0.50	0.40	25.0%
Up to 60 mins		0.90	0.80	12.5%
Up to 90 mins		1.30	1.20	8.3%
Up to 2 Hours		1.50	1.50	0.0%
Up to 3 Hours		2.50	2.50	0.0%
Up to 4 Hours		6	4	50.0%
Over 4 Hours		8	8	0.0%
Midnight to 09.00 Hours		Free	Free	
Bank Holidays		Daily Charge	Daily Charge	
Leisure Complex Car Park - Windsor (Daily Charges between 09.00hrs - 21.00hrs)	249			
Up to 30 mins		0.40	0.30	33.3%
Up to 60 mins		0.80	0.70	14.3%
Up to 2 Hours		1.30	1.20	8.3%
Up to 3 Hours		2.70	2.50	8.0%
Up to 4 Hours		8	8	0.0%
Up to 5 Hours		10	10	0.0%
Over 5 Hours		13	13	0.0%
21.00 to 09.00 Hours		Free	Free	
Bank Holidays		Daily Charge	Daily Charge	
Total Car Park Spaces	5,822	688		

OPERATIONS & CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		<u>£</u>	<u>£</u>	<u>%</u>
PARKING SERVICE				
	No. of Spaces			
	Chargeable Free			
On-Street Parking				
Barry Avenue *				
	Up To 1 Hour	1	1	0.0%
	Up To 1 Hour Discounted	Free	Free	
	1 To 2 Hours	2	2	0.0%
	1 To 2 Hours Discounted	1	1	0.0%
St. Leonards Road (Shops) *				
	Up To 1 Hour	0.30	0.30	0.0%
	Up To 1 Hour Discounted	Free	Free	
	1 To 2 Hours	1	1	0.0%
	1 To 2 Hours Discounted	0.60	0.60	0.0%
Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard & Thameside (1 Hour Maximum Stay)*				
	Up To 1 Hour	0.60	0.60	0.0%
	Up To 1 Hour Discounted	Free	Free	
Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. (Where Charges Apply Mon-Fri 8.30am - 5.30pm)				
	Up To 1 Hour	0.30	0.30	0.0%
	Up To 1 Hour Discounted	Free	Free	
	1 To 2 Hours	0.70	0.70	0.0%
	1 To 2 Hours Discounted	0.30	0.30	0.0%
Alma Rd, Clarence Rd, St Leonards Rd. (Where Charges Apply Mon-Sun 8am - 8pm)				
	Up To 1 Hour	0.30	0.30	0.0%
	Up To 1 Hour Discounted	Free	Free	
	1 To 2 Hours	0.70	0.70	0.0%
	1 To 2 Hours Discounted	0.30	0.30	0.0%
Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd*				
	Up To 1 Hour	0.40	0.40	0.0%
	Up To 1 Hour Discounted	Free	Free	
The Avenue & Windsor Road (Datchet)*				
	Up To 1 Hour	0.50	0.50	0.0%
	Up To 1 Hour Discounted	Free	Free	
	1 To 2 Hours	1	1	0.0%
	2 To 3 Hours	2	2	0.0%
	3 To 4 Hours	2.50	2.50	0.0%
	Over 4 Hours	4.50	4.50	0.0%
Eton (2 Hour Maximum Stay)*				
	Up To 30 Mins	0.20	0.20	0.0%
	Up To 30 Mins Discounted	0.10	0.10	0.0%
	Up To 1 Hour	1	1	0.0%
	Up To 1 Hour Discounted	0.60	0.60	0.0%
Other Parking Fees And Charges				
Penalty Charge Notices				
	Higher Level Contraventions	70	70	0.0%
	-Discounted If Paid Within 14 Days	35	35	0.0%
	Lower Level Contraventions	50	50	0.0%
	-Discounted If Paid Within 14 Days	25	25	0.0%

OPERATIONS & CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		<u>£</u>	<u>£</u>	<u>%</u>
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
Business Permits				
Business Parking Permits				
Windsor: Outer Areas				
	First Permit	450	450	0.0%
	Second Permit	500	500	0.0%
	Third Permit	550	550	0.0%
Windsor: Inner Areas				
Eton and Datchet:				
	First Permit	100	100	0.0%
	Second Permit	250	250	0.0%
	Third Permit	375	375	0.0%
	Fourth Permit	500	500	0.0%
Resident Parking Permits				
	First Permit	Free	Free	
	Second Permit	Free	Free	
	Over 60's and Registered Disabled Permits	Free	Free	
	Third Permit (Montague Road)	Free	Free	
	Fourth Permit (Montague Road)	Free	Free	
Visitor Vouchers (Per Voucher)				
	Standard Vouchers (24 Hours)	2	2	0.0%
	- Discounted For Over 60's	0.50	0.50	0.0%
	6 Hour Vouchers	1	1	0.0%
	- Discounted For Over 60's	0.50	0.50	0.0%
	2 Hours Vouchers	Free	Free	
	Dependant Permits	Free	Free	
Parking Suspensions and Dispensations				
	Suspension Of Parking Bay (Per Bay)	20	20	0.0%
	Parking Dispensations - 1st Day	20	20	0.0%
	Parking Dispensations - Additional Days	5	5	0.0%
	Parking Dispensations - 1 Week	40	40	0.0%
	Parking Dispensations - 2 Weeks	70	70	0.0%
	Parking Dispensations - 3 Weeks	100	100	0.0%
	Parking Dispensations - 4 Weeks	125	125	0.0%
	Special Parking/ Access Permit	50	50	0.0%

* Discounted rates are available to Advantage card holders

OPERATIONS & CUSTOMER SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
	£	£	%
STREET NAMING & NUMBERING			
Fees are including VAT			
- Research into Archives (where not part of statutory function) set as a minimum of	206	202	2.0%
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	52	51	2.0%
- Provision of Hard Copy of Plans (A4)	52	51	2.0%
- Provision of Supplementary Information	109	107	1.9%
Street Naming & Numbering (Existing Properties)			
-Change of address for existing properties	123	121	1.7%
-Street Name Change	371	364	1.9%
-Rename street where requested by residents base charge	37	36	2.8%
-Rename street where requested by residents advertising	1,455	1,429	1.8%
Street Naming & Numbering (New Properties) Fees are exempt of VAT			
-Numbering & naming of new properties			
-New Developments 1	123	121	1.7%
-New Developments 2	246	242	1.7%
-New Developments 3	371	364	1.9%
-New Developments 4	494	485	1.9%
-New Developments 5	617	606	1.8%
-New Developments 6-25	868	853	1.8%
-New Developments 26+	1,208	1,187	1.8%
Additional Charge Including Naming Of A Street	180	177	1.7%

OPERATIONS & CUSTOMER SERVICE
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	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>%</u>
<u>COMMUNITY, PROTECTION AND ENFORCEMENT SERVICES</u>			
ENVIRONMENTAL PROTECTION			
Dog Faeces Fixed Penalty Notice	52	52	0.0%
Environmental Protection Property	85	82	3.7%
Environmental Protection Act - LA Pollution Prevention Control	Dependant On Type Of Process Tested	if Process Tested	
Freezer Failure Certificate	138.24	138.24	0.0%
Scrap Metal Licensing			
- Collector Licence	200	200	0.0%
- Site Licence	300	300	0.0%
ENVIRONMENTAL HEALTH- COMMERCIAL SERVICES			
Water Sampling		Laboratory costs plus officer hourly rate	officer hourly rate
Private Water Supplies		Laboratory costs	tutory maximums
Health & Safety Work Act S28	Cost Of Officer Time + 15% Admin, Minimum Charge Of:	75	74
			1.8%
Riding Establishments			
- first application	390	382	2.1%
- renewal (plus vet's fees if appropriate)	225	221	1.8%
Animal Boarding, Breeding Of Dogs, Pet Animals and Shops			
- first application	315	310	1.6%
- renewal (plus vet's fees if appropriate)	190	188	1.1%
Dangerous Animals			
- first application	250	245	2.0%
- renewal (plus vet's fees if appropriate)	160	156	2.6%
Performing Animals	110	109	0.9%
Ear Piercing/Acupuncture/Electrolysis and Tattooing			
- registration of premises and one practitioner	200	195	2.6%
- each additional practitioner	60	56	7.1%
Zoo Licence First Application	£393 plus Vets fees plus officer time at hourly rate over four year licence period	per licence period	
Zoo Licence Renewal	£342 plus Vets fees plus officer time at hourly rate over six year licence period	per licence period	
TRADING STANDARDS			
Weights & Measures Fees	Weights & Measures Inspector Hourly Rate Of:	55	52
Petroleum Licences	Set Externally - Will Be Available From 1st April On Website	April On Website	
Explosives Licences	Set Externally - Will Be Available From 1st April On Website	April On Website	
Poisons Licences	Set Externally - Will Be Available From 1st April On Website	April On Website	
RESIDENTIAL SERVICES			
Domestic Pest Control Service		Set by SDK site for latest fees	
		Environmental Ltd:	
		See website for	
		latest fees	
Housing Act Notice		Officer time + 15% admin	me + 15% admin
Enforcement - Works in default		Officer time + 15% admin	me + 15% admin
Houses In Multiple Occupation (HMO Licences)			
-basic compliance with 5 bedrooms	715	700	2.1%
-additional rooms	Per Additional Room: 25	25	0.0%
-renewal of licence	380	375	1.3%
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges			
First offence	£2000 reduced to £1000 if paid within 14 days		New
Second offence	3,000		New
Third and subsequent offences	5,000		New
COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR			
Fixed Penalty Litter Fine (First Offence)	75	75	0.0%
Fixed Penalty Litter Fine (First Offence)- Paid within 10 Days	50	50	0.0%

OPERATIONS & CUSTOMER SERVICE

	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>%</u>
LICENSING/ ENFORCEMENT TEAM			
Licensing Of Hackney Carriages And Private Hire Vehicles			
For 1-5 Vehicles	265	265	0.0%
For 6-10 Vehicles	440	440	0.0%
For 11-15 Vehicles	615	615	0.0%
For 16-20 Vehicles	790	790	0.0%
For 21 Vehicles And Over	1,035	1,035	0.0%
For 30 Vehicles And Over	1,420	1,420	0.0%
Drivers Annual Licence	100	100	0.0%
Drivers Dual Licence	160	160	0.0%
Transfer Of Driver Or Vehicle Licence	37	37	0.0%
Badge Replacement	10	10	0.0%
Knowledge Test	16	16	0.0%
Meter Test	27	27	0.0%
Carriage Licence	255	255	0.0%
Replacement Plate	10	10	0.0%
Licensing Act 2003			
Personal Licences			Prices set by statute - to be advised
Annual Fee for Premises Licences:-			te - to be advised
Sexual Venue Licensing (Per Premises)	5,090	5,000	Prices set by statute - to be advised
Sex Shop Licences (Per Premises)	5,090	5,000	te - to be advised
			1.8%
			1.8%
Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)			
Betting Premises (excluding Tracks)			
New Application	3,000	3,000	0.0%
Annual Fee	600	600	0.0%
Application To Vary	1,500	1,500	0.0%
Application To Transfer	1,200	1,200	0.0%
Application For Re-Instatement	1,200	1,200	0.0%
Application For Provisional Statement	3,000	3,000	0.0%
Licence Application (Prov.Statement Holders)	1,200	1,200	0.0%
Copy Licence	25	25	0.0%
Notification Of Change	50	50	0.0%
Tracks			
New Application	2,500	2,500	0.0%
Annual Fee	1,000	1,000	0.0%
Application To Vary	1,250	1,250	0.0%
Application To Transfer	950	950	0.0%
Application For Re-Instatement	950	950	0.0%
Application For Provisional Statement	2,500	2,500	0.0%
Licence Application (Prov.Statement Holders)	950	950	0.0%
Copy Licence	25	25	0.0%
Notification Of Change	50	50	0.0%
Safety of Sports Ground Act 1975			
Issuing of a safety certificate	1,000	0	New
Amendment of a safety certificate	500	0	New
Replacement of a safety certificate	500	0	New
Transfer of a safety certificate	500	0	New
Cancellation of a safety certificate	500	0	New
Adult Gaming Centre			
New Application	2,035	2,000	1.8%
Annual Fee	1,020	1,000	2.0%
Application To Vary	1,020	1,000	2.0%
Application To Transfer	1,225	1,200	2.1%
Application For Re-Instatement	1,225	1,200	2.1%
Application For Provisional Statement	2,035	2,000	1.8%
Licence Application (Prov.Statement Holders)	1,225	1,200	2.1%
Copy Licence	30	25	20.0%
Notification Of Change	30	25	20.0%
Other Statutory Licences			
Street Trading	3,054	3,000	1.8%

FEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES

	2017/18	2017/18	2016/17	2016/17	Increase	Increase	
	£	£	£	£	%	%	
LIBRARIES							
OVERDUE RETURNS (PER LOAN PERIOD):							
	Per Day	Max. per Item	Per Day	Max. per Item			
Adult Books & Magazines	0.20	10	0.20	10	0.0%	0.0%	
Children's/Teenage Books & Magazines	0.05	10	0.05	10	0.0%	0.0%	
CDs/Tapes/Playaway Audio Books	0.20	10	0.20	10	0.0%	0.0%	
DVDs / CD-ROMs/Video Games	0.80	10	0.80	10	0.0%	0.0%	
AUDIO / VISUAL LOAN CHARGES:							
	Non Advantage Card Holder	Advantage Card Holder	Non Advantage Card Holder	Advantage Card Holder			
Adult - CDs	per item for 3 weeks						
	1 to 2 discs	2.50	2.40	2.50	2.40	0.0%	0.0%
	3 to 6 discs	3.20	3	3.20	3	0.0%	0.0%
	7 or more discs	3.20	3	3.20	3	0.0%	0.0%
Adult - Tapes	per item for 3 weeks						
	1 to 2 tapes	1.90	1.80	1.90	1.80	0.0%	0.0%
	3 or more tapes	2	1.90	2	1.90	0.0%	0.0%
Playaway Audio Books		2.55	2.30	2.55	2.30	0.0%	0.0%
DVDs	per item for 1 week						
	New released titles-first 8 weeks in stock	3	2.85	3	2.85	0.0%	0.0%
	Single Disc in stock for longer than 8 weeks	2.70	2.50	2.70	2.50	0.0%	0.0%
RESERVATIONS:							
Adult books & Magazines	Books from SELMS partnership libraries	3	3	3	3	0.0%	0.0%
Inter-Library Loans	Standard Rate	7	6.50	7	6.50	0.0%	0.0%
Inter-Library Loans	Student Discount Rate (with ID)	2	2	2	2	0.0%	0.0%
Urgent and Specialists	Current full British Library charges will apply	POA	POA	POA	POA		
Music scores and play sets		POA	POA	POA	POA		
LIBRARY EVENTS:	Children (minimum)	3.50	3	3.50	3	0.0%	0.0%
	Adults (minimum)	5.50	5.00	5.50	5	0.0%	0.0%
REFERENCE LIBRARY SERVICES:							
Printing from Electronic Information sources - per A4 sheet							
	Black and White	0.20	0.20	0.20	0.20	0.0%	0.0%
	Colour	0.40	0.40	0.40	0.40	0.0%	0.0%
3D Printing	Set up per job	4	4				
3D Printing	Per 15 minutes (or part)	1	1				
Copying of photographs - per print	Scan and laser print	7.50	6.50	7.50	6.50	0.0%	0.0%
	Photographic print	32	30	32	30	0.0%	0.0%
Research	Per 15 minutes (or part) (first 30 mins free)	9.50	7.50	9.50	7.50	0.0%	0.0%
PHOTOCOPYING:							
Per A4 copy	Black and White	0.15	0.15	0.15	0.15	0.0%	0.0%
Per A3 copy	Black and White	0.30	0.30	0.30	0.30	0.0%	0.0%
Per A4 copy	Colour	0.35	0.35	0.35	0.35	0.0%	0.0%
Per A3 copy	Colour	0.65	0.65	0.65	0.65	0.0%	0.0%

FEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES

		<u>2017/18</u>		<u>2017/18</u>		<u>2016/17</u>		<u>2016/17</u>	<u>Increase</u>	<u>Increase</u>
		Non Advantage Card Holder £		Advantage Card Holder £		Non Advantage Card Holder £		Advantage Card Holder £		
FAX:										
Sending in UK	1st sheet	1.60		1.35		1.60		1.35	0.0%	0.0%
	Each subsequent sheet	0.75		0.70		0.75		0.70	0.0%	0.0%
Sending to European Countries	1st sheet	3		2.60		3		2.60	0.0%	0.0%
	Each subsequent sheet	1.65		1.55		1.65		1.55	0.0%	0.0%
Sending to rest of world	1st sheet	5		4.50		5		4.50	0.0%	0.0%
	Each subsequent sheet	2.80		2.50		2.80		2.50	0.0%	0.0%
Receiving - per message		1.75		1.45		1.75		1.45	0.0%	0.0%
Printing from Microform & Microfiche	Per A4 copy	0.50		0.50		0.50		0.50	0.0%	0.0%
	Handling P&P (minimum)	1.10		1.10		1.10		1.10	0.0%	0.0%
	Printing from customer's microform	0.50		0.40		0.50		0.40	0.0%	0.0%
LOST AND DAMAGED ITEMS:										
Out of print adult books		15		15		15		15	0.0%	0.0%
Out of print children's books		7.50		7.50		7.50		7.50	0.0%	0.0%
Damaged Books & Magazines -per volume / issue										
Damage to new items										
One or more pages damaged to affect issue										
Water damage / Chewed books										
Scribbling all over book, underlining etc.										
Damage to plastic jacket		1.60		1.50		1.60		1.50	0.0%	0.0%
LOST AND DAMAGED ITEMS:										
Audio Visual Items	Lost or damaged tapes	25		25		25		25	0.0%	0.0%
Audio Visual Items	Lost or damaged CDs	25		25		25		25	0.0%	0.0%
Replacement membership card		2		2		2		2	0.0%	0.0%
ROOM & EXHIBITION HIRE (All Libraries):										
		£		£		£		£		
Commercial Organisations-per hour		35				35			0.0%	
Commercial Organisations-per 1/2 day		85				85			0.0%	
Commercial Organisations-per day		135				135			0.0%	
Non-Commercial Organisations (charged services) per hour		26.25				26.25			0.0%	
Non-Commercial Organisations (charged services) per 1/2day		52.50				52.50			0.0%	
Non-Commercial Organisations (charged services) per day		81				81			0.0%	
Other Borough Based Community Groups-per hour		12				12			0.0%	
Other Borough Based Community Groups-per 1/2day		30.30				30.30			0.0%	
Other Borough Based Community Groups-per day		40.40				40.40			0.0%	
(Kitchen facilities included in all rates per hire, refreshments price ph on app.)										
Cancellation fee for bookings cancelled within one month		20% of fee				20% of fee				
Weekly or 'subsequent day' rates negotiable										

FEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES

	2017/18	2017/18	2016/17	2016/17	Increase	Increase
INTERVIEW ROOM						
Commercial Organisations-per hour	20				New	
Commercial Organisations-per 1/2 day	45				New	
Commercial Organisations-per day	72				New	
Non-Commercial Organisations (charged services) per hour	15				New	
Non-Commercial Organisations (charged services) per 1/2day	29				New	
Non-Commercial Organisations (charged services) per day	45				New	
Other Borough Based Community Groups-per hour	5				New	
Other Borough Based Community Groups-per 1/2day	15				New	
Other Borough Based Community Groups-per day	23				New	
STUDY CARRELL per hour	7				New	
USE OF LIBRARY COMPUTER:						
Per half hour, to 'Guest' (non-members)	1		1		0.0%	
Per half hour, to Library Members	0.50		0.50		0.0%	
(Advantage Card Holders to have 45 minutes use per day free of charge)						
Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	
Library Members aged 12-17	Free		Free			
MUSEUM						
ENTRY FEE						
Museum only	Free		Free			
Museum & Conducted/Audio Tour of Guildhall	Free		Free			
Museum and Local Studies Collection	Free		Free			
IMAGE USE CHARGES:						
	£	£				
	EU Rights	World Rights	EU Rights	World Rights		
Commercial Use						
Book	64	75	63	74	1.6%	1.4%
Exhibition	64	75	63	74	1.6%	1.4%
Journal / Magazine	64	75	63	74	1.6%	1.4%
Book Jacket	82	92	81	90	1.2%	2.2%
TV/Film per image screened	82	92	81	90	1.2%	2.2%
DVD or CD-Rom	82	92	81	90	1.2%	2.2%
Postcard, Calendar, Publicity Brochure etc	82	92	81	90	1.2%	2.2%
Website	n/a	92	n/a	90		2.2%
Other Use	POA	POA	POA	POA		
Invoice Admin Fee	57.50	57.00	56.50	56	1.8%	1.8%

OPERATIONS & CUSTOMER SERVICES

ALLOTMENTS	2017/18	2017/18	2016/17	2016/17	Increase	% Increase
	£	£	£	£	%	
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot -	A+	280		275		1.8%
	A	75		70		7.1%
	B	65		60		8.3%
CEMETERIES AND CHURCHYARDS						
	Non-Residents	Residents	Non-Residents	Residents	Non-Residents	Residents
STANDARD BURIAL:						
Grant of exclusive right of burial for 50 years, including right to erect memorial	2,480	1,240	2,430	1,215	2.1%	2.1%
Burial Fees						
For three	2,440	1,220	2,400	1,200	1.7%	1.7%
For two	2,080	1,040	2,040	1,020	2.0%	2.0%
For two	2,080	1,040	2,040	1,020	2.0%	2.0%
For one	1,880	940	1,850	925	1.6%	1.6%
Child 7 to 17 years	895	448	880	440	1.7%	1.8%
Child up to 6 years	428	214	420	210	1.9%	1.9%
Additional charge for a casket	800	400	780	390		
INFANT BURIAL:						
Grant of exclusive right of burial for 50 years, including right to erect memorial	585	295	575	290	1.7%	1.7%
Burial Fee	224	112	220	110	1.8%	1.8%
CREMATION PLOT:						
Grant of exclusive right of burial for 50 years, including right to erect memorial	1,210	605	1,190	595	1.7%	1.7%
Burial Fee	648	326	635	320	2.0%	1.9%
CREMATION CHAMBER:						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,300	650	1,280	640	1.6%	1.6%
Renew grant of exclusive right of burial for a further 10 years	640	320	625	315	2.4%	1.6%
Re-open for a second interment of ashes	448	224	440	220	1.8%	1.8%
MEMORIALS:						
Additional inscription / replacement stone	44	44	43	43	2.3%	2.3%
Wall plaque	55	55	54	54	1.9%	1.9%
Crementation tablet	55	55	54	54	1.9%	1.9%
Vase or book on cremation plot or grave	55	55	54	54	1.9%	1.9%
Reservation of wall plaque for 7 years	109	55	107	54	1.9%	1.9%
Stake in Ground Plaque - prices from:-	158	158	155	155	1.9%	1.9%
MISCELLANEOUS:						
Record research fee	55	55	54	54	1.9%	1.9%
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,220	610	1,200	600	1.7%	1.7%
Inter cremated remains in Garden of Remembrance	188	188	185	185	1.6%	1.6%
Interment outside prescribed hours (minimum charge)	219	219	215	215	1.9%	1.9%
Minimum cost for specific needs	219	219	215	215	1.9%	1.9%
Private grave registration transfer	55	55	54	54	1.9%	1.9%
Hire of chapel	163	163	160	160	1.9%	1.9%
Copy of Deed	55	55	54	54	1.9%	1.9%
PARKS AND OPEN SPACES						
		Per Season				
FOOTBALL:						
Grade A Pitch		1,650		1,625		1.5%
Grade B Pitch		1,250		1,230		1.6%
Mini Football Pitch - Marked 2hr session		Free		Free		
RUGBY:						
Braywick / Home Park		2,090		2,055		1.7%
Mini Rugby Pitch - Marked 2hr session		Free		Free		
CRICKET:						
Home Park		2,830		2,780		1.8%
LAWN TENNIS:						
Home Park		1,300		1,275		2.0%
MISCELLANEOUS:						
Royal Windsor Dog Show		7,700		7,000		10.0%
Triathlon		6,600		6,000		10.0%
Horse Show		7,700		7,000		10.0%
Ockwells Dog Show		650		600		8.3%

CORPORATE & COMMUNITY SERVICES

PLANNING, DEVELOPMENT & REGENERATION	2017/18	2016/17	% Increase from 2016/17
	£	£	£
BUILDING CONTROL			
Fees set by Shared Service			
PLANNING			
Pre-Application Advice excluding VAT			
The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement. Charges for using the transport model are in addition to those set out below and will be agreed prior to instruction. Charges for review of viability studies also sit outside of this and will be agreed on a case by case basis.			
Householder	140	138	1.4%
Local community groups	71	70	1.4%
Advertisements	140	138	1.4%
Telecommunications	323	317	1.9%
Listed buildings - internal alterations to single houses or local community groups	140	138	1.4%
Listed buildings - extensions where planning permission not required	140	138	
Residential			
1 unit	283	278	1.8%
2-6 units	495	486	1.9%
6-9 units	795		
10-24 units	1,050	909	15.5%
25 -49 units	2,500	1,899	31.6%
50+ units	5,235	2,399	118.2%
100 + units	7,216		
150+ units	9,277		
Non-residential			
Less than 200 sq.m. floorspace	495	278	78.1%
200-999 sq.m. floorspace	925	486	90.3%
1000-2000 sq.m. floorspace	1,933	909	112.7%
2000-5000 sq.m.	3,044	1,899	60.3%
5000 - 10000 sq.m. floorspace	5,235	2,399	118.2%
10,000 + sq.m. floorspace	7,216		
All forms of development where service available: case officer up to principal planner	216.50	Hourly Rates	
Minerals / waste proposals	Hourly Rates	Hourly Rates	
Listed Buildings - other internal alterations	£257.50 per hour	Hourly Rates	
Specialist advice (Trees, highways, ecology)	£257.50 per hour		
Attendance of Head of Service/Director at a meeting	£324.50 per hour		
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	202	198	2.0%
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	202	198	2.0%
		2016/17	
Planning History Search excl. VAT			
- Householder	per application	29	28
- All other Cases	per application	95	93
Planning Decisions and related Documents		12	11
Retrieval and copying from Archive of Planning Documents	£1.50 for A4 first page) 40p per sheet thereafter}	Variable	Variable
Administration fee for checking validity of a planning application	25% of the application fee		
Trees and High Hedges			
Pre application fees for Tree works	min fee	140	70
High Hedges Complaints		696	684
TPO Copy of	per TPO	29	28

CORPORATE & COMMUNITY SERVICES

S106 Management, Maintenance, Compliance & Monitoring

Major applications - non-refundable charge	757	744	1.7%
Minor and Other applications - non-refundable charge	387	380	1.8%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)	103	101	2.0%
Monitoring of non-financial S106 Obligations	202	198	2.0%
Monitoring & Management of Viability appraisals for development	Hourly Rates	Hourly Rate	
(Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)			

Legal fees S106 Bilateral - hourly rates	per hour	99	97	2.1%
Legal fees S106 unilateral undertakings (including proforma):				
Legal checking fees - Dependent on complexity		£1,103 min thereafter £99 per	£1,084 min thereafter £97 p h	
Legal fees S106 Deed of Variation		£365 min thereafter £99 per hour	£359 min thereafter £97 p h	
Legal Fees S111 Agreement (SANG mitigation)		£509 min thereafter £99 per hour		
Confirmation that the obligations of a S106 legal agreement have been discharged	per obligation	144	141	2.1%

Strategic Access Management Monitoring

Bedsit/1 bed dwelling	435
2 bed dwelling	575
3 bed dwelling	776
4 bed dwelling	883
5+ bed dwelling	1,150

Suitable Alternative Natural Greenspace - Provision/Maintenance

Bedsit/1 bed dwelling	7,368
2 bed dwelling	8,039
3 bed dwelling	8,944
4 bed dwelling	9,417
5+ bed dwelling	10,613

CORPORATE & COMMUNITY SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>% Increase from</u> <u>2016/17</u>
	<u>£</u>	<u>£</u>	<u>£</u>
LOCAL LAND CHARGES			
Table Of Search Fees			
Standard Official Search (LLC1 and CON29R)	115	110	4.5%
Official Certificate of Search (Form LLC1 only)	38	36	5.6%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	77	76	1.3%
Additional Parcels of Land (each)	60	58	3.4%
CON 290 Optional Enquiries of Local Authorities questions (dealing with all questions)*	140	137	2.2%
CON 290 Enquiries-with the original search (dealing with individual questions)	40	38	5.3%
*Standalone CON29R and CON290 searches attract an additional fee (one per search)	3	3	0.0%
Repeat Searches (LLC1 and CON29R) within 3 months of original search	50	49	2.0%
Component Data for CON29R Questions	On request	On request	
LEGAL FEES			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	2,950	2,900	1.7%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	2,950	2,900	1.7%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£585 Min-£1,170 Max	£575 Min-£1,150 Max	1.7%
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£585 Min-£1,170 Max	£575 Min-£1,150 Max	1.7%
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£585 Min-£1,170 Max	£575 Min-£1,150 Max	1.7%
Legal Fees - Foreign pension attestation	62	61	1.6%
Legal Fees - Rectification of Community Register	1,035	1,015	2.0%

CORPORATE & COMMUNITY SERVICES

		<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>% Increase</u> <u>from 2016/17</u>	<u>% Increase</u> <u>from 2016/17</u>	<u>% Increase</u> <u>from 2016/17</u>	<u>% Increase</u> <u>from 2016/17</u>
		<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
PUBLIC HALLS												
The main charges for facilities from 1st April 2016 (excluding VAT) are as follows:-												
GUILDHALL, WINDSOR												
COMMERCIAL RATES:												
		Guildhall Chamber	Ascot Room	Whole Building		Guildhall Chamber	Ascot Room	Whole Building				
Morning	8am-1pm	680	325	-		670	320	-		1.5%	1.6%	
Afternoon	1pm-5.30pm	680	325	-		670	320	-		1.5%	1.6%	
Evening	6pm-11pm	1,570	428	-		1,540	420	-		1.9%	1.9%	
All Day	8am-11pm	2,580	695	-		2,535	685	-		1.8%	1.5%	
NON-COMMERCIAL RATES - WHOLE SUITE:												
Borough Based Registered Charities	(Per hour / per room)	114	72	165		112	71	162		1.8%	1.4%	1.9%
WEDDINGS AND CIVIL PARTNERSHIPS CEREMONIES ROOM HIRE												
2018/19												
2017/18												
2016/17												
		Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM				
Monday-Friday	(Per hour)	390	555	385	545	385	545	380	535	1.3%	1.8%	1.3%
Saturday	(Per hour)	555	780	545	770	545	770	535	760	1.8%	1.3%	1.9%
Sunday / Bank Holiday	(Per hour)	605	835	595	820	595	820	585	810	1.7%	1.8%	1.7%

CORPORATE & COMMUNITY SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>% Increase from</u> <u>2016/17</u>
	£	£	£
CONTRACTS & BUSINESS DEVELOPMENT			
Film Unit Tariff			
Primary Rate			
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.	1,230	1,230	0.0%
-Large Production Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance.	360	360	0.0%
-Medium Production Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+	255	255	0.0%
-Small Production Presenter to camera pieces, interviews. Includes little equipment and minimal disruption/presence	No Charge	No Charge	
-Student & Charity Productions Student films or charitable/community purpose, little disruption.	No Charge	No Charge	
Facility Fee			
-Standard Application Processing Application provided with over 1 weeks notice of filming date	80	68	17.6%
-Late Application Processing Application provided within 1 weeks notice of filming date	100	98	2.0%
-Additional Roads Processing - per every 5 additional roads Application lists 10 or more roads under locations to be processed on street works systems	40	30	33.3%
-Application Amendment	100	New Charge	
-Location Advice Any advice or research required that exceeds 1 hour of officer time	per hour 30	30	0.0%
-Site Visit Any requests for a film officer to visit the filming site on the day	per hour 50	50	0.0%
-Cancellation Application has been processed but requires cancellation 100% of agreed facility fees already incurred			
Notes			
Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application			
Primary rates 'per day' can be negotiated at the officer's discretion			
When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included			

Line No.	Description of Saving	17/18 Savings agreed by Dec Council	17/18 Changes not yet agreed	Total 17/18 Savings
ADULT CHILDREN & HEALTH DIRECTORATE		£'000	£'000	£'000
COMMISSIONING				
Commissioning				
1	Cessation of Family Nurse Partnership contract	110		110
Public Health Commissioning				
2	Re-allocation of Better Care Fund support budget to deliver "Direct Payment" efficiencies.	46		46
3	DAAT - implementation of Task and Finish Group recommendations as agreed by cabinet in November 2016	150		150
4	Savings to the pan-Berkshire Chlamydia screening contract - full year effect of 2015/16 saving	31		31
5	Integration of HV service & Children's Centres	100		100
Housing				
6	Targeted sheltered housing offer with the Clinical Commissioning Group and housing associations.	155		155
Other Commissioning Services				
7	Commissioning efficiencies	75		75
8	Reduction of posts in Operational Commissioning Team	28		28
9	Self financing of homeshare service	50		50
ADULT SOCIAL CARE				
Management & all ASC				-
10	Additional income to support placements in registered nursing homes.	277		277
11	Additional income from financial assessment following Care Act guidance	335		335
Older People				-
12	Homecare outcome based contract set at fixed price	80		80
13	Homecare/Direct Payment reduction in demand	297		297
14	Homecare outcome based contract re-ablement of care recipients	50		50
SCHOOLS AND EDUCATIONAL SERVICES				
School Improvement & Leadership				
15	Review of price and scope of buy-back Governor Services	30		30
Early Years Education				
16	Efficiencies in payment process. Focus service on quality as measured by Ofsted Judgement.	60		60
HEALTH, EARLY HELP & SAFEGUARDING				
Safeguarding and Children in Care				
17	Productivity and efficiency in Pods	104		104
18	Review in 'universal' Youth Service offer.	25		25
19	Reduction in number of children in care requiring support	108		108
20	Integration of YOT & Youth Services	50		50
Children & Young People Disability				
21	Placement cost savings	100		100
HUMAN RESOURCES				
Adult Social Care				-
22	Supplementary pension - reduction in requirement	23		23
23	HR efficiency saving from delivering differently	15		15
24	Training, move to e-learning	25		25
		2,324	0	2,324

Line No.	Description of Saving	17/18 Savings agreed by Dec Council	17/18 Changes not yet agreed	Total 17/18 Savings
OPERATIONS & CUSTOMER SERVICES		£'000	£'000	£'000
REVENUES & BENEFITS				
1	New Debt recovery and Enforcement vehicle; additional HB overpayment and court cost recovery, admin efficiencies.	350		350
HIGHWAYS & TRANSPORT				
Parking Provision				
2	Contractual Joint Venture with commercial providers.	200	- 50	150
Highways & Streetcare				
3	Highways & Streetcare - Outsource term contract.	400		400
4	Highways & Streetcare - Implement new permitting scheme for works on the Highway and trade.	100		100
LIBRARIES & CUSTOMER SERVICES				
5	Optimisation & Merger of the service areas .	286	- 72	214
COMMUNITY PROTECTION & ENFORCEMENT SERVICES				
CCTV				
6	Reduce the cost of providing CCTV and Control Room Services.	188	- 40	148
Community wardens & parking enforcement				
7	Third party provision of parking enforcement services.	375		375
Waste Collection				
8	Reductions in waste yields for processing and disposal, and from permit scheme at Stafferton Way HWRC	344		344
INFORMATION TECHNOLOGY SERVICES				
9	Resource optimisation and infrastructure contract savings.	400		400
		2,643	- 162	2,481

Line No.	Description of Saving	17/18 Savings agreed by Dec Council	17/18 Changes not yet agreed	Total 17/18 Savings
CORPORATE & COMMUNITY SERVICES		£'000	£'000	£'000
FINANCE				
Finance Operations / Finance Strategic				
1	Reshape senior finance structure	100		100
Finance Operations				
2	Charge capital programme for project management work carried out within Finance	40		40
3	Rationalisation of business services when it transfers to financial control	25		25
4	Review financial control processes post system upgrade	30		30
5	Increasing apprentices in finance	20		20
Systems Accountancy				
6	Relocate Agresso Helpdesk to Finance Systems Team to provide resilience and complete customer experience.	15		15
Insurance and Risk				
7	Increased self insured exposure to £750k per claim (currently 500k)	70		70
GOVERNANCE, PARTNERSHIP, PERFORMANCE and POLICY				
Shared Legal Services				
8	Review of legal services	250		250
Democratic Services				
9	Reduction in democratic services printing and postage costs	10		10
GPPP Management structure				
10	Review of management structure and team structure in GPPP and implementation of a new performance mgt approach and system	235		235
COMMUNITIES and ECONOMIC DEVELOPMENT				
Communications				
11	Move to 3 ATRB from 4 a year	20		20
Leisure Contract				
12	Leisure service contract savings (agreed previously)	250		250
CROSS CUTTING				
13	RBWM Property Co Rental income	75		75
		1,140	-	1,140

GROWTH		
Adults, Children's and Health Services		
Line ref	Description of Growth	2017/18 Increase
		£'000
1	Adult Social demographic pressures	750
2	Safeguarding demographic pressure	150
3	Temporary Accomodation	400
4	Home to School Transport – increase in high needs pupils	330
5	Additional Social Workers	180
6	Increase to Insurance contribution rate to maintain reserve at appropriate level	40
	Total CS Growth	1850

Operations and Customer Services		
Line ref	Description of Growth	2017/18 Increase
		£'000
7	Adjustment to corporate transport budget	100
8	Additional tree inspections budget	100
9	Increase to Insurance contribution rate to maintain reserve at appropriate level	13
	Total Operations Growth	213

Corporate and Community Services		
Line ref	Description of Growth	2017/18 Increase
		£'000
10	Planning Costs	196
11	Removal of Maidenhead Golf Club rent income budget	118
12	Senior Planning Enforcement Officer	45
13	Additional twinning budget	10
14	Additional budget for the Citizens Advice Bureau	10
15	Increase to Insurance contribution rate to maintain reserve at appropriate level	14
	Total Corporate Growth	393

	Total Service Growth	2456
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CAPITAL PROGRAMME 2017/18 & ONWARDS

	Total Budget 2016/17			2017/18 First			2018/19 First			2019/20 First		
	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
Portfolio Summary												
Adult, Children & Health Services												
Housing	2,407	(2,027)	380	500	(500)	0	0	0	0	0	0	0
Adult Care Services	265	(185)	80	0	0	0	0	0	0	0	0	0
Non Schools	439	(322)	117	475	0	475	0	0	0	0	0	0
Schools - Non Devolved	7,834	(5,869)	1,965	28,030	(16,640)	11,390	4,000	(850)	3,150	770	(770)	0
Schools - Devolved Capital	2,052	(2,049)	3	223	(223)	0	223	(223)	0	223	(223)	0
Total Adult, Children & Health Services	12,997	(10,452)	2,545	29,228	(17,363)	11,865	4,223	(1,073)	3,150	993	(993)	0
Operations												
Green Spaces & Parks	705	(458)	247	281	(231)	50	0	0	0	0	0	0
Revenue & Benefits	210	0	210	0	0	0	0	0	0	0	0	0
Highways & Transport	12,637	(4,447)	8,190	5,518	(3,057)	2,461	10,100	(8,250)	1,850	5,335	(3,055)	2,280
Community, Protection & Enforcement Services	1,953	(1,102)	851	668	(608)	60	875	(600)	275	720	(600)	120
Customer Services	476	0	476	0	0	0	0	0	0	0	0	0
Libraries, Arts and Heritage	835	(442)	393	470	(12)	458	0	0	0	0	0	0
Total Operations	16,816	(6,449)	10,367	6,937	(3,908)	3,029	10,975	(8,850)	2,125	6,055	(3,655)	2,400
Community & Corporate Services												
Community Facilities	347	(200)	147	0	0	0	0	0	0	0	0	0
Property & Development	543	0	543	4,800	0	4,800	0	0	0	0	0	0
Sports and Leisure	1,424	(134)	1,290	2,050	0	2,050	0	0	0	0	0	0
Technology & Change Delivery	334	(6)	328	275	0	275	450	0	450	0	0	0
Strategy, Communities & Partnerships	746	0	746	398	(70)	328	100	0	100	100	0	100
Planning	0	0	0	420	0	420	20	0	20	20	0	20
Outdoor Spaces	1,356	(640)	716	310	(120)	190	0	0	0	0	0	0
Regeneration	13,098	(1,569)	11,529	760	0	760	0	0	0	0	0	0
Total Community & Corporate Services	17,848	(2,549)	15,299	9,013	(190)	8,823	570	0	570	120	0	120
Total Committed Schemes	47,661	(19,450)	28,211	45,178	(21,461)	23,717	15,768	(9,923)	5,845	7,168	(4,648)	2,520

	£000	£000	£000	£000
External Funding				
Government Grants	12,528	17,527	9,923	4,648
Developers' Contributions	5,855	3,934	0	0
Other Contributions	1,066	0	0	0
Total External Funding Sources	19,449	21,461	9,923	4,648
Total Corporate Funding	28,211	23,717	5,845	2,520

ADULT, CHILDREN & HEALTH SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care													
CLC6	Boyne Grove Personal Care Area 2016-17	41	0	41	0	0	0	0	0	0	0	0	0
CLD2	Windsor Day Centre Boiler Replacement	7	0	7	0	0	0	0	0	0	0	0	0
CT43	Courthouse Road Conversion of Garage	62	(30)	32	0	0	0	0	0	0	0	0	0
CT48	Dementia friendly Imp to Care Home Environments	51	(51)	0	0	0	0	0	0	0	0	0	0
CT50	Community Capacity Grant 2015-16	104	(104)	0	0	0	0	0	0	0	0	0	0
Total Adult Social Care		265	(185)	80	0	0	0	0	0	0	0	0	0
Housing													
CT29	Low Cost Housing (S106 Funding)	667	(667)	0	0	0	0	0	0	0	0	0	0
CT41	Land Acquisition	5	0	5	0	0	0	0	0	0	0	0	0
CT49	Provision of Additional Travellers Pitches 2014-15	700	(350)	350	0	0	0	0	0	0	0	0	0
CT51	Affordable Home Ownership Capital Investment	1,000	(1,000)	0	0	0	0	0	0	0	0	0	0
CT54	Key Worker Shared Ownership Scheme (HSL)	10	(10)	0	0	0	0	0	0	0	0	0	0
CT55	Brill House Capital Funding	0	0	0	500	(500)	0	0	0	0	0	0	0
DG50	Assisted Transfer Scheme	25	0	25	0	0	0	0	0	0	0	0	0
Total Housing		2,407	(2,027)	380	500	(500)	0	0	0	0	0	0	0
Non Schools													
CKUA	Aiming High for Disabled Children (AHDC)	52	(52)	0	0	0	0	0	0	0	0	0	0
CKUB	Youth Centre & Equipment Modernisation Programme	4	(4)	0	0	0	0	0	0	0	0	0	0
CKVH	2Yr old capital entitlement	8	(8)	0	0	0	0	0	0	0	0	0	0
CKVL	Hurley Canoe Centre Storage Facility	74	(74)	0	0	0	0	0	0	0	0	0	0
CKVM	Youth Centre upgrades-2015-16	65	(65)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVP	Children's Centres buildings-2015-16	72	0	72	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme 2016/17	89	(89)	0	0	0	0	0	0	0	0	0	0
CKVS	Office Furniture	45	0	45	0	0	0	0	0	0	0	0	0
CKVT	Marlow Road Youth Centre Roofing and Maintenance Work	0	0	0	400	0	400	0	0	0	0	0	0
CKVU	Pinkneys Green Youth Centre Roofing Repairs	0	0	0	30	0	30	0	0	0	0	0	0
CKVV	Windsor Youth Centre Roofing Repairs	0	0	0	30	0	30	0	0	0	0	0	0
CKVW	Datchet Youth Centre Roofing Repairs	0	0	0	15	0	15	0	0	0	0	0	0
Total Non Schools		439	(322)	117	475	0	475	0	0	0	0	0	0
Schools - Non Devolved													
CK01	Oldfield New School Fees & Miscellaneous Costs	99	(99)	0	0	0	0	0	0	0	0	0	0
CK02	Oldfield School Contract	22	(22)	0	0	0	0	0	0	0	0	0	0
CK03	Commissioning new school incl loose furniture & IT	50	(50)	0	0	0	0	0	0	0	0	0	0
CKRL	Accessibility	28	(28)	0	0	0	0	0	0	0	0	0	0
CSBF	St Edward's First and Middle School Expansions	2	(2)	0	0	0	0	0	0	0	0	0	0
CSDQ	Urgent Safety Works Various Schools	48	(48)	0	60	(60)	0	50	(50)	0	20	(20)	0
CSD5	Maint Prog. Roofing, Guttering & Windows	26	(26)	0	0	0	0	0	0	0	0	0	0
CSDZ	Manor Green Res-chqe of use Respite to Sch2013-14	116	(116)	0	0	0	0	0	0	0	0	0	0
CSEU	Riverside (Ellington) Primary expansion 2014-15	60	(60)	0	0	0	0	0	0	0	0	0	0
CSEV	All Saints Primary Expansion	50	(50)	0	0	0	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	294	(294)	0	120	(120)	0	180	(180)	0	180	(180)	0
CSEZ	Kitchen enlargements - Free Sch. Meals KS1 2014-15	4	(4)	0	0	0	0	0	0	0	0	0	0
CSFB	Secondary & middle sch. Expans. Feasibil. 2015-16	276	(276)	0	0	0	0	0	0	0	0	0	0
CSFC	Ascot Primaries Feasibilities-2015-16	300	(300)	0	1,200	(1,200)	0	800	0	800	0	0	0
CSFD	Trevelyan class sizes Phase 2 - 2015-16	274	(274)	0	0	0	0	0	0	0	0	0	0
CSFF	School Kitchens	10	(10)	0	25	(25)	0	20	(20)	0	20	(20)	0
CSFG	Education Capital Emergency Fund	44	(44)	0	50	(50)	0	0	0	0	0	0	0
CSFJ	Various Schools fire alarm upgrades - 2015-16	24	(24)	0	0	0	0	0	0	0	0	0	0
CSFL	Bisham School House repairs	7	(7)	0	75	(75)	0	0	0	0	0	0	0
CSFN	Waltham St Lawrence School Kitchen -2015-16	7	(7)	0	0	0	0	0	0	0	0	0	0

ADULT, CHILDREN & HEALTH SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CSFQ	Eton Wick kitchen 2015-16	8	(8)	0	0	0	0	0	0	0	0	0	0
CSFR	Dedworth Middle School water supply 2015-16	11	(11)	0	0	0	0	0	0	0	0	0	0
CSFZ	Newlands School rewire-2015-16	23	(23)	0	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	0	0	0	4,100	(1,068)	3,032	0	0	0	0	0	0
CSHX	Newlands Girls School	0	0	0	770	(770)	0	0	0	0	0	0	0
CSHY	Furze Platt Infant School Boiler Replacement	0	0	0	85	(85)	0	0	0	0	0	0	0
CSHZ	Wessex Primary Gutters and Soffits	0	0	0	35	(35)	0	0	0	0	0	0	0
CSJA	Larchfield Nursery Refurbishment	0	0	0	35	(35)	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	0	0	0	300	(300)	0	200	(200)	0	200	(200)	0
CSJC	King's Court School Heating System	0	0	0	35	(35)	0	0	0	0	0	0	0
CSJD	Wessex Primary School Heating	0	0	0	68	(68)	0	0	0	0	0	0	0
CSJE	Eton Wick School Boiler and Heating Replacement	0	0	0	97	(97)	0	0	0	0	0	0	0
CSGB	Wessex primary school fire escape-2015-16	5	(5)	0	0	0	0	0	0	0	0	0	0
CSGC	Oakfield First school windows-2015-16	14	(14)	0	0	0	0	0	0	0	0	0	0
CSGD	Waltham St Lawrence School Windows	50	(50)	0	50	(50)	0	0	0	0	0	0	0
CSGE	Eton Porny School Windows-2015-16	6	(6)	0	0	0	0	0	0	0	0	0	0
CSGH	Holy Trinity Cookham Roof-2015-16	40	(40)	0	0	0	0	0	0	0	0	0	0
CSGK	Alexander First school Roof-2015-16	438	(438)	0	0	0	0	0	0	0	0	0	0
CSGL	South Ascot Village Primary-2015-16	39	(39)	0	0	0	0	0	0	0	0	0	0
CSGM	Dedworth Green Drainage Improvements-2015-16	1	(1)	0	0	0	0	0	0	0	0	0	0
CSGR	Charters Expansion	550	(550)	0	3,420	(2,952)	468	380	0	380	0	0	0
CSGT	Windsor Boys Expansion	513	(513)	0	1,120	(1,120)	0	180	0	180	0	0	0
CSGU	Holy Trinity Sunningdale Bulge Classroom	51	(51)	0	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	500	(500)	0	3,780	(2,127)	1,653	420	0	420	0	0	0
CSGW	Furze Platt Senior expansion Year 1 of 3	500	(500)	0	6,750	(2,212)	4,538	750	0	750	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	500	(500)	0	3,780	(2,081)	1,699	420	0	420	0	0	0
CSGZ	Trevelyan School Roof Replacement	90	(90)	0	0	0	0	0	0	0	0	0	0
CSHA	Woodlands Park School Internal Remodelling	420	(420)	0	0	0	0	0	0	0	0	0	0
CSHB	Furze Platt Junior School - Hall Extension	0	0	0	150	(150)	0	0	0	0	0	0	0
CSHC	Alwyn School Access Ramp	5	(5)	0	0	0	0	0	0	0	0	0	0
CSHD	Bisham House Refurbishment	3	(3)	0	0	0	0	0	0	0	0	0	0
CSHE	Furze Platt Junior Boiler Replacement	211	(211)	0	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	30	(30)	0	0	0	0	0	0	0	0	0	0
CSHH	Maidenhead Nursery School Structural Improvements	0	0	0	40	(40)	0	0	0	0	0	0	0
CSHM	All Saints Junior School Boiler Replacement	0	0	0	85	(85)	0	0	0	0	0	0	0
CSHP	Wraysbury school - Staffroom Extension	380	(70)	310	0	0	0	0	0	0	0	0	0
CSHQ	Schools Participatory Budgeting	100	(50)	50	0	0	0	0	0	0	0	0	0
CSHT	Feasibility for Satellite Grammar	5	0	5	0	0	0	0	0	0	0	0	0
CSHU	Windsor Girls Expansion	0	0	0	1,800	(1,800)	0	200	0	200	0	0	0
CSHV	Lowbrook Expansion	1,600	0	1,600	0	0	0	0	0	0	0	0	0
	Total Schools - Non Devolved	7,834	(5,869)	1,965	28,030	(16,640)	11,390	4,000	(850)	3,150	770	(770)	0

ADULT, CHILDREN & HEALTH SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	10	(1,006)	(996)	223	(223)	0	223	(223)	0	223	(223)	0
CJP1	Larchfield Primary -Formula Capital	22	0	22	0	0	0	0	0	0	0	0	0
CJP3	Oakfield First -Formula Capital	14	0	14	0	0	0	0	0	0	0	0	0
CJP4	Oldfield Primary -Formula Capital	34	0	34	0	0	0	0	0	0	0	0	0
CJP5	Queen Anne First -Formula Capital	18	0	18	0	0	0	0	0	0	0	0	0
CJP6	St Edmund Campion Primary-Formula Capital	4	0	4	0	0	0	0	0	0	0	0	0
CJPA	Alexander First-Formula Capital	17	0	17	0	0	0	0	0	0	0	0	0
CJPB	All Saints Junior-Formula Capital	28	0	28	0	0	0	0	0	0	0	0	0
CJPC	Alwyn Infant-Formula Capital	10	0	10	0	0	0	0	0	0	0	0	0
CJPD	Bisham Primary-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJPE	Boyne Hill Infants-Formula Capital	19	0	19	0	0	0	0	0	0	0	0	0
CJPF	Braywood First-Formula Capital	80	0	80	0	0	0	0	0	0	0	0	0
CJPI	Cookham Dean Primary-Formula Capital	(6)	0	(6)	0	0	0	0	0	0	0	0	0
CJPK	Cookham Rise Primary-Formula Capital	110	0	110	0	0	0	0	0	0	0	0	0
CJPL	Courthouse Junior-Formula Capital	26	0	26	0	0	0	0	0	0	0	0	0
CJPN	Dedworth Green First -Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJPO	Riverside Primary & Nursery-Formula capital	7	0	7	0	0	0	0	0	0	0	0	0
CJPQ	Eton Wick First-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJPR	Furze Platt Infant-Formula Capital	(8)	0	(8)	0	0	0	0	0	0	0	0	0
CJPS	Furze Platt Junior -Formula Capital	14	0	14	0	0	0	0	0	0	0	0	0
CJPT	Hilltop First School-Formula Capital	20	0	20	0	0	0	0	0	0	0	0	0
CJPU	Holy Trinity Primary(Cookham)-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJPX	Homer First-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJPY	Kings Court First-Formula Capital	237	0	237	0	0	0	0	0	0	0	0	0
CJQB	St Michaels Primary-Formula Capital	117	0	117	0	0	0	0	0	0	0	0	0
CJQC	South Ascot Village Primary-Formula Capital	20	0	20	0	0	0	0	0	0	0	0	0
CJQF	Waltham St Lawrence Primary -Formula Capital	13	0	13	0	0	0	0	0	0	0	0	0
CJQH	Wessex Primary-Formula Capital	17	0	17	0	0	0	0	0	0	0	0	0
CJQJ	Woodlands Park Primary-Formula Capital	8	0	8	0	0	0	0	0	0	0	0	0
CJQK	Wraysbury -Formula Capital	42	0	42	0	0	0	0	0	0	0	0	0
CJQP	Dedworth Middle-Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJQT	Trevelyan Middle-Formula Capital	18	0	18	0	0	0	0	0	0	0	0	0
CJQZ	Manor Green-Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJTW	Cookham Nursery-Formula Capital	13	0	13	0	0	0	0	0	0	0	0	0
CJTX	Maidenhead Nursery-Formula Capital	16	0	16	0	0	0	0	0	0	0	0	0
CJTZ	Lawns Nursery-Formula Capital	(1)	0	(1)	0	0	0	0	0	0	0	0	0
CJVC	RBWM Alternative Learning Provision	25	0	25	0	0	0	0	0	0	0	0	0
CSGQ	Holyport College Expansion	480	(480)	0	0	0	0	0	0	0	0	0	0
CSDK	S106 Academies and other LEA's	563	(563)	0	0	0	0	0	0	0	0	0	0
Total Schools - Devolved Capital		2,052	(2,049)	3	223	(223)	0	223	(223)	0	223	(223)	0
TOTAL ADULT, CHILDREN & HEALTH SERVICES CAPITAL PROGRAMME		12,997	(10,452)	2,545	29,228	(17,363)	11,865	4,223	(1,073)	3,150	993	(993)	0

OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Revenue & Benefits													
CN51	Academy Self-Service Modules	12	0	12	0	0	0	0	0	0	0	0	0
CN82	Serengeti Upgrade 2014-15	28	0	28	0	0	0	0	0	0	0	0	0
CN91	Fusion / Vision System-Council Debt	20	0	20	0	0	0	0	0	0	0	0	0
CN97	Transition of Print Services to Capita	36	0	36	0	0	0	0	0	0	0	0	0
CN98	Delivery of Debt Enforcement	114	0	114	0	0	0	0	0	0	0	0	0
Total Revenue & Benefits		210	0	210	0	0	0	0	0	0	0	0	0
Highways & Transport													
CB89	Charles Street Env. Improvements 2014/15	321	(34)	287	0	0	0	0	0	0	0	0	0
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	43	0	43	0	0	0	0	0	0	0	0	0
CB99	Moorbridge Road Gateway 2014/15	92	(38)	54	0	0	0	0	0	0	0	0	0
CC25	M4 Smart Motorway	0	0	0	50	0	50	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	0	0	0	62	0	62	0	0	0	0	0	0
CC29	Footbridge, The Green, Bisham-Raise Level-Flood Pr	0	0	0	96	0	96	0	0	0	0	0	0
CC30	St Leonards Rd/ Victoria Street - Pedestrian Cross	0	0	0	80	0	80	0	0	0	0	0	0
CD01	LTP Feasibility Studies/Investigation/Develop	30	(30)	0	30	(30)	0	30		30	30	(30)	0
CD02	LTP Traffic Management Schemes	112	(32)	80	0	0	0	30	(30)	0	100	(100)	0
CD03	A308 (Bray) Road Widening scheme	104	(17)	87	0	0	0	0	0	0	0	0	0
CD04	A330 Devenish Rd / B3020 Bagshot Rd R'bout	206	(163)	43	0	0	0	0	0	0	0	0	0
CD06	Highway Contract-Preliminaries	39	(39)	0	0	0	0	90	(90)	0	90	(90)	0
CD07	Road Marking-Safety Programme	94	(93)	1	85	(42)	43	85	(85)	0	85	(85)	0
CD09	Speed Limit Reviews	36	(30)	6	0	0	0	25	(25)	0	25	(25)	0
CD10	Traffic Management	23	(15)	8	180	(40)	140	150	(150)	0	100	(50)	50
CD11	Roads Resurfacing	50	(50)	0	0	0	0	50	(50)	0	50	(50)	0
CD12	Roads Resurfacing-Transport Asset & Safety	1,632	(1,622)	10	1,650	(1,650)	0	1,600	(1,600)	0	1,600	(1,200)	400
CD13	Bridge Assessments	50	(50)	0	50	(50)	0	50	(50)	0	50	(50)	0
CD14	Bridge Parapet Improvement Works	150	(150)	0	150	(150)	0	150	(150)	0	150	(50)	100
CD15	Bridge Strengthening Scheme	250	(250)	0	250	(250)	0	250	(250)	0	250	(150)	100
CD16	Traffic Signal Removal	263	(175)	88	0	0	0	300	(150)	150	300	(200)	100
CD17	Replacement Street Lighting	180	(180)	0	180	(180)	0	180	(180)	0	180	(90)	90
CD18	Highway Drainage Schemes	186	(186)	0	150	(150)	0	150	(150)	0	150	(90)	60
CD19	Highway Drainage Schemes-Capitalised Revenue	7	(7)	0	0	0	0	0	0	0	0	0	0
CD20	Footways-Reconditioning	133	(33)	100	0	0	0	110	(110)	0	110	(110)	0
CD21	Footways-Construction of New Footways	124	(46)	78	0	0	0	100	0	100	100	(75)	25
CD22	Safer Routes to School	125	(50)	75	0	0	0	100	0	100	100	(50)	50
CD23	Local Safety Schemes	244	(233)	11	125	(125)	0	125	0	125	125	(100)	25
CD24	Rights of Way	48	(8)	40	0	0	0	40	0	40	40	(30)	10
CD25	Public Rights of Ways-Bridge Repairs	32	(12)	20	0	0	0	20	0	20	20	(20)	0
CD27	Cycling Capital Programme	200	(155)	45	75	(50)	25	0	0	0	75	(75)	0
CD28	School Cycle / Scooter Parking	50	(50)	0	30	(10)	20	50	0	50	50	(25)	25
CD31	Thames Street Paving Improvements	78	(1)	77	0	0	0	0	0	0	100	0	100
CD32	Verge Parking Measures	30	(6)	24	0	0	0	50	0	50	50	(20)	30
CD33	Verge Protection Measures	92	(34)	58	0	0	0	50	0	50	50	(40)	10
CD34	Winter Service Community Facilities	147	0	147	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	50	(50)	0	50	(50)	0	50	0	50	50	(25)	25
CD36	Reducing Street Clutter	34	(5)	29	0	0	0	0	0	0	40	(25)	15
CD42	Maidenhead Station Interchange & Car Park	600	(100)	500	0	0	0	5,000	(5,000)	0	0	0	0
CD43	Flood Prevention	193	0	193	150	(150)	0	150	0	150	150	0	150
CD45	Public Conveniences-Refurbishment 2015-16	25	0	25	0	0	0	0	0	0	0	0	0
CD53	Footway Lighting-Ascot High St to Station	88	0	88	0	0	0	0	0	0	0	0	0

OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD54	River Thames Scheme Infrastructure Project	545	0	545	285	0	285	285	0	285	285	0	285
CD55	Virtual Message Signs - Windsor 2015-16	92	0	92	0	0	0	0	0	0	0	0	0
CD60	P.B. Highway & Pavement Repairs	40	0	40	0	0	0	0	0	0	0	0	0
CD61	P.B. Maidenhead Road & Pavement Repairs	50	0	50	0	0	0	0	0	0	0	0	0
CD62	P.B. Windsor Road & Pavement Repairs	41	0	41	0	0	0	0	0	0	0	0	0
CD63	P.B. Ascot/Sunnings Rd & Road & Pavement Repairs	31	0	31	0	0	0	0	0	0	0	0	0
CD65	P.B. Windsor Improved Cycling Facilities	3	0	3	0	0	0	0	0	0	0	0	0
CD71	Flood Risk Management -Asset Register	50	(50)	0	0	0	0	0	0	0	0	0	0
CD72	Preliminary Flood Risk-Assessments	20	(20)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	100	(100)	0	0	0	0	0	0	0	0	0	0
CD74	Footways-Assessments	15	0	15	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	75	(75)	0	30	(30)	0	30	(30)	0	30	0	30
CD76	Bus Stop Waiting Areas	50	(15)	35	50	(10)	40	50	(50)	0	50	0	50
CD77	Real-Time Bus Information Improvements	189	(15)	174	30	(10)	20	0	0	0	0	0	0
CD78	Dedworth Rd-Environmental & St Scene Enhance(PAVE)	100	0	100	80	(80)	0	0	0	0	0	0	0
CD79	A329 London Rd/B383 Roundabout-Scheme Development	125	0	125	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	300	0	300	0	0	0	0	0	0	0	0	0
CD81	Traffic Management & Parking-Sunninghill Imprvmnts	100	0	100	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	50	0	50	0	0	0	50	0	50	50	0	50
CD83	Traffic Signal Review-Imperial/Clewer Hill Rds Junctions	300	0	300	0	0	0	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	3,500	0	3,500	1,600	0	1,600	0	0	0	0	0	0
CD87	Pothole Action Fund-DfT Grant	145	(145)	0	0	0	0	0	0	0	0	0	0
CD88	Eton Walkway Scheme	30	0	30	0	0	0	0	0	0	0	0	0
CD89	Footpath-Wraysbury Railway Bridge	135	0	135	0	0	0	0	0	0	0	0	0
CD95	Safer Routes-Holyport College	140	(83)	57	0	0	0	0	0	0	0	0	0
CD96	Safer Routes-Oldfield School	250	0	250	0	0	0	0	0	0	0	0	0
Total Highways & Transport		12,637	(4,447)	8,190	5,518	(3,057)	2,461	10,100	(8,250)	1,850	5,335	(3,055)	2,280
Green Spaces/Parks													
CC11	Bachelors Acre Playground Improvements	0	0	0	25	(25)	0	0	0	0	0	0	0
CC12	Osborne Road Playground Improvements	0	0	0	16	(16)	0	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	0	0	0	50	0	50	0	0	0	0	0	0
CV03	Parks Improvements	306	(267)	39	120	(120)	0	0	0	0	0	0	0
CV05	Kidwells Park Play Area Extension 2015-16	34	0	34	0	0	0	0	0	0	0	0	0
CV08	Ockwells Park - Paths and Trim Trail 2015-16	19	(5)	14	0	0	0	0	0	0	0	0	0
CV09	Ockwells Park, Car Park Extension 2015-16	15	0	15	0	0	0	0	0	0	0	0	0
CV19	Coach Park Visitor Reception-Planting Enhancement	10	0	10	0	0	0	0	0	0	0	0	0
CV25	P&OS-Grenfell Park Exercise Machines	14	(14)	0	0	0	0	0	0	0	0	0	0
CZ43	P&OS-Broom Farm Park Improvements	25	0	25	0	0	0	0	0	0	0	0	0
CZ46	P&OS-Vansittart Road Skate Park-Extension /Imps	48	(48)	0	0	0	0	0	0	0	0	0	0
CZ47	P&OS-Ornamental Flower Beds	25	0	25	0	0	0	0	0	0	0	0	0
CZ58	P&OS-Evenlode-Play Area & Landscaping	9	0	9	0	0	0	0	0	0	0	0	0
CZ72	P&OS-Biodiversity Projects (2013/14)	10	(10)	0	0	0	0	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Ph 2 (2014/15)	14	(11)	3	70	(70)	0	0	0	0	0	0	0
CZ87	P&OS-Grenfell Park Café Kiosk (2014/15)	17	0	17	0	0	0	0	0	0	0	0	0
CZ91	P&OS-Ascot Roundabout War Memorial Fount 2014/15	67	(67)	0	0	0	0	0	0	0	0	0	0
CZ99	Datchet Riverside Park	92	(36)	56	0	0	0	0	0	0	0	0	0
Total Green Spaces/Parks		705	(458)	247	281	(231)	50	0	0	0	0	0	0

OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community, Protection & Enforcement													
CC13	North Town Moor Open Space-Car Park Improvements	0	0	0	8	(8)	0	0	0	0	0	0	0
CD46	Alley Gating	10	0	10	0	0	0	0	0	0	0	0	0
CD47	Replace DPPO's with Public Space PO Signage	5	0	5	0	0	0	0	0	0	0	0	0
CD48	Refuse and Recycling Bins-Replacement	60	0	60	0	0	0	0	0	0	0	0	0
CD51	Lalpac Licensing Software Package-Update	31	0	31	0	0	0	0	0	0	0	0	0
CD52	Remote Working Equipment Laptops-Upgrade	95	0	95	0	0	0	0	0	0	0	0	0
CD56	Night Time Economy Enforcement Equipment	2	0	2	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	7	0	7	0	0	0	0	0	0	0	0	0
CD86	Stafferton Way - Site Repairs	60	0	60	60	0	60	0	0	0	0	0	0
CT52	Disabled Facilities Grant	561	(561)	0	600	(600)	0	600	(600)	0	600	(600)	0
CE08	Air Quality Monitoring Station-Purchase	30	(30)	0	0	0	0	0	0	0	0	0	0
CB67	New MSCP Feasibility- Stafferton Way 2014/15	44	(44)	0	0	0	0	0	0	0	0	0	0
CD37	Car Park Improvements	65	0	65	0	0	0	0	0	0	45	0	45
CD38	Changes to On-Street Parking Signage	14	0	14	0	0	0	0	0	0	0	0	0
CD39	Decriminalised Parking Enforcement Review	42	0	42	0	0	0	75	0	75	75	0	75
CD40	Car Park Signage-Improvements	14	0	14	0	0	0	0	0	0	0	0	0
CD57	Nicholson's Car Pak-Upgrade Parking System	19	0	19	0	0	0	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	467	(467)	0	0	0	0	0	0	0	0	0	0
CY03	Energy Savings Initiative	398	0	398	0	0	0	200	0	200	0	0	0
CY04	Water Meters	29	0	29	0	0	0	0	0	0	0	0	0
Total Community, Protection & Enforcement		1,953	(1,102)	851	668	(608)	60	875	(600)	275	720	(600)	120
Customer Services													
CN59	RBWM Website	27	0	27	0	0	0	0	0	0	0	0	0
CN80	CRM Upgrade / Jadu Contract	246	0	246	0	0	0	0	0	0	0	0	0
CN83	CC Centre Telephone Headset Replacement 2015-16	3	0	3	0	0	0	0	0	0	0	0	0
CN99	York House Refurbishment	200	0	200	0	0	0	0	0	0	0	0	0
Total Customer Services		476	0	476	0	0	0	0	0	0	0	0	0

OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries, Arts & Heritage													
CC14	Del Diff - Service Hubs	0	0	0	50	0	50	0	0	0	0	0	0
CC15	Del Diff - Imp and Intro of SS at Datchet Library	0	0	0	45	0	45	0	0	0	0	0	0
CC16	Del Diff - Imp & Prov of SS at Eton Library	0	0	0	45	0	45	0	0	0	0	0	0
CC22	Del Diff - Digitisation of Historic Registers	0	0	0	50	0	50	0	0	0	0	0	0
CC23	New Libraries	0	0	0	200	0	200	0	0	0	0	0	0
CR78	Ascot Hall and Library-Improvements	5	(5)	0	0	0	0	0	0	0	0	0	0
CZ14	Cox Green Library-Improvements (2014/15)	5	(5)	0	0	0	0	0	0	0	0	0	0
CL72	Libraries-PC Booking Software (2012/13)	13	(6)	7	0	0	0	0	0	0	0	0	0
CL70	Library Management System Replacement (2012/13)	4	0	4	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Improvements (2012/13)	4	(4)	0	50	(12)	38	0	0	0	0	0	0
CZ16	Maidenhead Library-Ventilation (2014/15)	33	0	33	0	0	0	0	0	0	0	0	0
CZ98	Heritage Garden Signage 2015-16	4	0	4	0	0	0	0	0	0	0	0	0
CZ04	Maidenhead Library-Safety Barriers (2013/14)	2	0	2	0	0	0	0	0	0	0	0	0
CL04	New Dedworth Library (2012/13)	6	(1)	5	0	0	0	0	0	0	0	0	0
CZ76	P&OS-Alexandra Gardens Improvements (2014/15)	16	0	16	0	0	0	0	0	0	0	0	0
CZ77	P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	12	0	12	0	0	0	0	0	0	0	0	0
CZ94	Heritage Trails 2015-16	3	(3)	0	0	0	0	0	0	0	0	0	0
CZ95	Museum Improvements Programme 2015-16	55	(49)	6	0	0	0	0	0	0	0	0	0
CV13	Mhead Community Room Improvements 2015-16	15	(5)	10	0	0	0	0	0	0	0	0	0
CZ93	Old Court Lift & Maintenance Works 2015-16	6	(6)	0	0	0	0	0	0	0	0	0	0
CZ96	Berkshire Records Office 2015-16	15	(15)	0	0	0	0	0	0	0	0	0	0
CZ97	Arts in the Parks 2015-16	6	(6)	0	0	0	0	0	0	0	0	0	0
CLB1	Additional Wifi and Broadband 2015/16	6	(6)	0	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library 15/16 Lease Repairs	46	(29)	17	0	0	0	0	0	0	0	0	0
CLB3	Maidenhead Library Improvements 2016-17	37	(35)	2	0	0	0	0	0	0	0	0	0
CLB4	Maidenhead Library - New Kiosks - 2016-17	35	(35)	0	30	0	30	0	0	0	0	0	0
CLB5	Tablets for Libraries -2016-17	7	(3)	4	0	0	0	0	0	0	0	0	0
CLB6	Digitisation of Museum collection 2016-17	30	(30)	0	0	0	0	0	0	0	0	0	0
CLB7	Improvements at Eton Wick Library 2016-17	9	(9)	0	0	0	0	0	0	0	0	0	0
CLB8	Improvements at Cookham Library 2016-17	15	(15)	0	0	0	0	0	0	0	0	0	0
CLB9	Windsor Riverside Esplanade Revival 2016-17	25	(15)	10	0	0	0	0	0	0	0	0	0
CLC1	WW1 Commemorations & Re-enactment 2016-17	60	(60)	0	0	0	0	0	0	0	0	0	0
CLC2	Feasibility for Joint Museum Store 2016-17	25	(25)	0	0	0	0	0	0	0	0	0	0
CLC3	Sculpture Project - Danny Lane 2016-17	25	(25)	0	0	0	0	0	0	0	0	0	0
CLC4	Musical Backtrack Project 2016-17	30	(30)	0	0	0	0	0	0	0	0	0	0
CLC5	Heritage Education Space Old Windsor 2016-17	20	(20)	0	0	0	0	0	0	0	0	0	0
CLC7	Windsor Lib Lighting Replacement - 2nd Phase 2016-17	16	0	16	0	0	0	0	0	0	0	0	0
CLC8	Paintings Collection Conservation 2016-17	13	0	13	0	0	0	0	0	0	0	0	0
CLD1	Libraries Feasibility 2016-17	34	0	34	0	0	0	0	0	0	0	0	0
CP82	Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	198	0	198	0	0	0	0	0	0	0	0	0
Total Libraries, Arts & Heritage		835	(442)	393	470	(12)	458	0	0	0	0	0	0
TOTAL OPERATIONS & CUSTOMER SERVICES CAPITAL PROGRAMME		16,816	(6,449)	10,367	6,937	(3,908)	3,029	10,975	(8,850)	2,125	6,055	(3,655)	2,400

COMMUNITY & CORPORATE SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Facilities													
CI19	PB Encourage New Businesses-Maidenhead	10	0	10	0	0	0	0	0	0	0	0	0
CN93	Guildhall Refurb-Carpets / Storage / Redecoration	7	0	7	0	0	0	0	0	0	0	0	0
CN96	Windsor Visitor Information CentreImprovements	20	0	20	0	0	0	0	0	0	0	0	0
CV18	Improvement-Internet Connectivity Guildhall	10	0	10	0	0	0	0	0	0	0	0	0
CV20	Windsor Taxi Marshalling-Booking Office	5	0	5	0	0	0	0	0	0	0	0	0
CV21	New Power Points-High Street Events	10	0	10	0	0	0	0	0	0	0	0	0
CV22	New Power Points-Ascot High Street Events	10	0	10	0	0	0	0	0	0	0	0	0
CV23	Digital Advertising Boards	75	0	75	0	0	0	0	0	0	0	0	0
CV27	Properties for Homeless Residents	200	-200	0	0	0	0	0	0	0	0	0	0
	Total Community Facilities	347	(200)	147	0	0	0	0	0	0	0	0	0
Property & Development													
CM10	Fire, H&S and Glazing Compliance	6	0	6	0	0	0	0	0	0	0	0	0
CM23	54-56 Queen Street, Maidenhead	18	0	18	0	0	0	0	0	0	0	0	0
CM24	St. Marys House-Internal Redecoration 15-16	30	0	30	0	0	0	0	0	0	0	0	0
CM89	Tinkers La.-rewire of smll power & lightg circuits	49	0	49	0	0	0	0	0	0	0	0	0
CX22	St Mary's Hse-External replace/decor roof 2014-15	70	0	70	0	0	0	0	0	0	0	0	0
CX25	Wessex Way,Shopping Parade,MHead 2014-15	64	0	64	0	0	0	0	0	0	0	0	0
CX28	Ray Mill Road Residential Development	233	0	233	0	0	0	0	0	0	0	0	0
CX32	MASH Building Works-Town Hall, Maidenhead	9	0	9	0	0	0	0	0	0	0	0	0
CX33	Project Meeting RoomMaidenhead	34	0	34	0	0	0	0	0	0	0	0	0
CX37	Stafferton Way - Units 1&2 (ND30)	30	0	30	0	0	0	0	0	0	0	0	0
CX38	St Clouds Way Ten Pin Bowl-Purchase Leasehold Int	0	0	0	4,500	0	4,500	0	0	0	0	0	0
CX39	Central House Scheme	0	0	0	300	0	300	0	0	0	0	0	0
	Total Property & Development	543	0	543	4,800	0	4,800	0	0	0	0	0	0
Sports & Leisure													
CZ18	Magnet LC Reprovision Design / Initial Site Costs	350	0	350	1,650	0	1,650	0	0	0	0	0	0
CZ32	SMILE Club-Gym Equipment (2013/14)	8	0	8	0	0	0	0	0	0	0	0	0
CZ40	Parkwood Set Up Costs	71	(14)	57	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	745	(120)	625	400	0	400	0	0	0	0	0	0
CZ44	Charters L.C. Expansion	250	0	250	0	0	0	0	0	0	0	0	0
	Total Sports & Leisure	1,424	(134)	1,290	2,050	0	2,050	0	0	0	0	0	0
IT/Technology Services													
CC17	Del Diff - Prov of Tablets or Test/Dev/Pilots(10K)	0	0	0	10	0	10	0	0	0	0	0	0
CC18	Del Diff - Develop Intranet/Collaborative Software	0	0	0	50	0	50	0	0	0	0	0	0
CC20	Del Diff - Application Packaging	0	0	0	15	0	15	0	0	0	0	0	0
CC21	Del Diff - Collaborative Document Storage	0	0	0	70	0	70	0	0	0	0	0	0
CC24	Del Diff - Win Server Upgrades Inc Cloud & Hosting	0	0	0	20	0	20	0	0	0	0	0	0
CC26	Secure File and Info Exchange Solution 2017-2018	0	0	0	15	0	15	0	0	0	0	0	0
CC31	Delivering Differently - Generic bid	0	0	0	0	0	0	350	0	350	0	0	0
CN54	Delivering Differently - Generic IT Bid	6	0	6	45	0	45	100	0	100	0	0	0
CA05	Document Management System 2013/14	1	0	1	0	0	0	0	0	0	0	0	0
CN26	Gazetteer System	14	(6)	8	0	0	0	0	0	0	0	0	0
CN65	Migration to Cloud Hosting (2013/14)	4	0	4	0	0	0	0	0	0	0	0	0
CP03	Purchase of PCs	5	0	5	0	0	0	0	0	0	0	0	0
CN85	Windows Server 2003 Upgrade 2015-16	61	0	61	0	0	0	0	0	0	0	0	0
CN86	Monitoring Software-Server Failure Alert 2015-16	49	0	49	0	0	0	0	0	0	0	0	0
CN87	ICT Enterprise Architecture Mapping 2015-16	10	0	10	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CN88	PSN-Security Work 2015-16	0	0	0	50	0	50	0	0	0	0	0	0
CN89	Tablet Computers-Secure Enablement BYOD/CYOD 15-16	17	0	17	0	0	0	0	0	0	0	0	0
CN90	Network Consolidation 2015-16	81	0	81	0	0	0	0	0	0	0	0	0
CN92	EDRMS Pilot & iPads	5	0	5	0	0	0	0	0	0	0	0	0
CN72	Town Centre WiFi across the Borough (2013/14)	1	0	1	0	0	0	0	0	0	0	0	0
CN95	Replacement-WiFi Solution for Council Offices	80	0	80	0	0	0	0	0	0	0	0	0
Total IT/Technology Services		334	(6)	328	275	0	275	450	0	450	0	0	0
Outdoor Spaces													
CI06	Windsor Christmas Lights	21	(21)	0	0	0	0	0	0	0	0	0	0
CI09	Windsor Wayfinding System-Phase 2 (2014/16)	27	0	27	0	0	0	0	0	0	0	0	0
CI22	Tree related schemes	162	0	162	80	0	80	0	0	0	0	0	0
CI25	Christmas Lights-Ascot High Street 2015-16	3	0	3	0	0	0	0	0	0	0	0	0
CI26	Christmas Lights-Sunningdale High St 2015-16	2	0	2	0	0	0	0	0	0	0	0	0
CI30	W'sor Bridge-Cross Lighting & Xmas Tree Pits 15-16	1	0	1	0	0	0	0	0	0	0	0	0
CI35	Christmas Lights-Cookham	15	0	15	0	0	0	0	0	0	0	0	0
CI39	Christmas Lights - Datchet	10	(3)	7	0	0	0	0	0	0	0	0	0
CLC9	Nicholas Winton Memorial	100	0	100	0	0	0	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	230	(230)	0	0	0	0	0	0	0	0	0	0
CV12	Alexandra Gardens Entrances 2015-16	100	0	100	0	0	0	0	0	0	0	0	0
CV16	Love Your Neighbourhood Scheme	100	0	100	50	0	50	0	0	0	0	0	0
CV17	Mobile Devices & Software-Confirm Connect Tree Dat	25	0	25	0	0	0	0	0	0	0	0	0
CV24	P&OS- Chariots Place Enhancements	20	0	20	0	0	0	0	0	0	0	0	0
CV26	P&OS - Deerswood Wildlife Area	16	(1)	15	30	0	30	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	0	0	0	120	(120)	0	0	0	0	0	0	0
CV36	Ockwells Park Integration - Thriftwood Sch	50	0	50	0	0	0	0	0	0	0	0	0
CZ00	Bath Island-Electrical works	0	0	0	30	0	30	0	0	0	0	0	0
CZ48	P&OS-Outdoor Gym-Haywards Mead, Eton Wick	25	0	25	0	0	0	0	0	0	0	0	0
CZ49	P&OS - Victory Field Pavilion Centre	335	(335)	0	0	0	0	0	0	0	0	0	0
CZ78	P&OS-Clarence Road Fountain (2014/15)	78	(50)	28	0	0	0	0	0	0	0	0	0
CZ88	P&OS-Guards Club Is/Riverside Sculpture Trail 14/5	36	0	36	0	0	0	0	0	0	0	0	0
Total Outdoor Spaces		1,356	(640)	716	310	(120)	190	0	0	0	0	0	0
Strategy, Communities & Partnerships													
CM60	Grants - Outside Organisations	105	0	105	180	0	180	100	0	100	100	0	100
CN75	Performance Management System (2014/15)	30	0	30	0	0	0	0	0	0	0	0	0
CY07	Challenge Prize Scheme	43	0	43	0	0	0	0	0	0	0	0	0
CY08	Incentivisation Framework 2014-15	6	0	6	0	0	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire (2014/17)	178	0	178	20	0	20	0	0	0	0	0	0
CY10	Green Redeem Scheme	31	0	31	0	0	0	0	0	0	0	0	0
CY12	Social Enterprise Grant	100	0	100	0	0	0	0	0	0	0	0	0
CY13	Economic Development	0	0	0	70	(70)	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	0	0	0	20	0	20	0	0	0	0	0	0
CY15	Bright Ideas Competition	0	0	0	20	0	20	0	0	0	0	0	0
CY16	Participatory Budgeting	249	0	249	88	0	88	0	0	0	0	0	0
CY18	Mayors Parlour, Guildhall-Toilet Refurbishment	4	0	4	0	0	0	0	0	0	0	0	0
Total Strategy, Communities & Partnerships		746	0	746	398	(70)	328	100	0	100	100	0	100
Planning													
CI56	Borough Local Plan-Examination	0	0	0	300	0	300	0	0	0	0	0	0
CI57	New Minerals and Waste Plan	0	0	0	20	0	20	20	0	20	20	0	20
CI59	Traveller Local Plan	0	0	0	100	0	100	0	0	0	0	0	0
Total Planning		0	0	0	420	0	420	20	0	20	20	0	20

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
Regeneration													
CB39	A4 Mhd Bridge-Ray Pk Av Gateway Feature 2013/2014	337	(5)	332	0	0	0	0	0	0	0	0	0
CE76	Maidenhead Waterways Restoration Contribution	95	(95)	0	0	0	0	0	0	0	0	0	0
CG09	Maidenhead Station - Transport Hub	14	(10)	4	0	0	0	0	0	0	0	0	0
CG37	Maidenhead Environmental Improvements	26	0	26	0	0	0	0	0	0	0	0	0
CI00	St Cloud Way-Development Site	0	0	0	30	0	30	0	0	0	0	0	0
CI10	Maidenhead Regeneration Paving 2014-15	10	0	10	0	0	0	0	0	0	0	0	0
CI14	Maidenhead Waterways Construction phase 1	3,612	(260)	3,352	0	0	0	0	0	0	0	0	0
CI16	Maidenhead Opportunity Areas-Feasibility Work	42	0	42	0	0	0	0	0	0	0	0	0
CI18	PB Maidenhead Waterways Restoration	15	0	15	0	0	0	0	0	0	0	0	0
CI21	Windsor Office Accommodation	293	(262)	31	150	0	150	0	0	0	0	0	0
CI23	Mhd Paving Strategy-High St to Chapel Arches 15-16	173	0	173	0	0	0	0	0	0	0	0	0
CI24	259 Ltd Opportunities for Private Rental 2015-16q	114	(114)	0	0	0	0	0	0	0	0	0	0
CI27	W'sor High / Thames St-Replace St Lamp Heads 15-16	25	0	25	0	0	0	0	0	0	0	0	0
CI28	Public Realm-Moorbridge Road 2015-16	15	0	15	0	0	0	0	0	0	0	0	0
CI29	Broadway Opportunity Area-Nicholsons CP 2015-16	3,260	(360)	2,900	0	0	0	0	0	0	0	0	0
CI31	Community Infrastructure Levy CIL	96	0	96	0	0	0	0	0	0	0	0	0
CI32	Borough Design Guide	191	0	191	50	0	50	0	0	0	0	0	0
CI33	Clyde House	252	0	252	0	0	0	0	0	0	0	0	0
CI34	Meadow Lane Car Park (Eton College)	71	(13)	58	0	0	0	0	0	0	0	0	0
CI38	Installation of Hoardings, The Landing, MH	5	0	5	0	0	0	0	0	0	0	0	0
CI40	IDOX Project	70	0	70	0	0	0	0	0	0	0	0	0
CI44	Maidenhead Waterways - Match Funding	250	0	250	0	0	0	0	0	0	0	0	0
CI45	Development Sites M'headFeasibility/Outline Work	484	0	484	0	0	0	0	0	0	0	0	0
CI47	Neighbourhood Plan	204	(185)	19	0	0	0	0	0	0	0	0	0
CI48	Development Manager, Maidenhead Regeneration	250	0	250	0	0	0	0	0	0	0	0	0
CI49	Maidenhead Golf Course	705	0	705	500	0	500	0	0	0	0	0	0
CI55	Building ControlMB55	146	0	146	0	0	0	0	0	0	0	0	0
CI58	Maidenhead Station-Development Site Negotiations	0	0	0	30	0	30	0	0	0	0	0	0
CM43	Commercial Estates-Planned Maintenance	1	0	1	0	0	0	0	0	0	0	0	0
CM49	York Road Opportunity Area	250	0	250	0	0	0	0	0	0	0	0	0
CM51	14-15 York Road Opportunity Area Continuation (1)	103	0	103	0	0	0	0	0	0	0	0	0
CM52	Guildhall-Essential Maintenance Works 15-16	33	0	33	0	0	0	0	0	0	0	0	0
CM53	Theatre Royal-Soffit/Roof Light Ventilation 15-16	57	0	57	0	0	0	0	0	0	0	0	0
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	35	0	35	0	0	0	0	0	0	0	0	0
CN63	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	131	0	131	0	0	0	0	0	0	0	0	0
CN64	Purchase of Land Allens Field	0	0	0	0	0	0	0	0	0	0	0	0
CX20	Ross Road - repairs & redecoration 2014-15	22	0	22	0	0	0	0	0	0	0	0	0
CX26	Declutter Town Moor Subway 2014-15	27	0	27	0	0	0	0	0	0	0	0	0
CX29	Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	210	0	210	0	0	0	0	0	0	0	0	0
CX31	Coach Park Windsor-Lift Improvements 2015-16	45	0	45	0	0	0	0	0	0	0	0	0
CX35	Braywick Driving Range	665	0	665	0	0	0	0	0	0	0	0	0
CX36	Purchase of LandThriftwood	764	(265)	499	0	0	0	0	0	0	0	0	0
Total Regeneration		13,098	(1,569)	11,529	760	0	760	0	0	0	0	0	0
TOTAL COMMUNITY & CORPORATE SERVICES		17,848	(2,549)	15,299	9,013	(190)	8,823	570	0	570	120	0	120

REVENUE BUDGET MOVEMENT 2016-17 TO 2017-18

Item	2016-17 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Sub Total	Growth inc Demography	Directorate Savings	2017-18 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Adults, Children & Health	56,807	567	6	251	(781)	56,850	1,850	(2,324)	56,376
Operations & Customer Services	17,886	(99)	477	234	0	18,498	213	(2,481)	16,230
Corporate & Community Services	6,959	(64)	486	(485)	0	6,896	393	(1,140)	6,149
Estimated cost of service pay inflation	500					500			500
Apprenticeship Levy							280		280
Total Service budgets	82,152	404	969	0	(781)	82,744	2,736	(5,945)	79,535
Environment agency	150	3				153			153
Capital financing and interest	5,128		(59)			5,069			5,069
Pensions deficit recovery	2,115	300				2,415			2,415
Contribution from the development fund	1,133		1,122			2,255			2,255
Contributions from balances	0					0			0
Net Requirement	90,678	707	2,032	0	(781)	92,636	2,736	(5,945)	89,427
Special expenses	(981)		(28)			(1,009)			(1,009)
Gross Council Tax Requirement	89,697	707	2,004	0	(781)	91,626	2,736	(5,945)	88,417
Collection Fund - Council Tax (surplus)/ deficit	(1,394)		(1,221)			(2,615)			(2,615)
Collection Fund - Business Rates (surplus)/ deficit	(231)		1,232			1,001			1,001
New Homes Bonus	(4,026)				345	(3,681)			(3,681)
RSG and Business Rate Support	(21,026)				3,937	(17,089)			(17,089)
CT support transition grant	(1,278)				15	(1,263)			(1,263)
Education Services Grant	(1,031)				553	(478)			(478)
Income from trading companies	0				(218)	(218)			(218)
Parish equalisation grant	64					64			64
Net Requirement	60,776	707	2,015	0	3,851	67,348	2,736	(5,945)	64,139

TAX BASE	65,697								66,710
Council Tax at band D	£ 906.95								£ 915.57
Adult Social Care precept	£ 18.14								£ 45.89

PARISH COUNCIL TAX

The following table shows the Council Tax for each Parish:-

<i>Council Tax Schedule</i>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
Royal Borough of Windsor & Maidenhead	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
Adult Social Care precept	30.59	35.69	40.79	45.89	56.09	66.29	76.48	91.78
Police and Crime Commissioner for Thames Valley	113.52	132.44	151.36	170.28	208.12	245.96	283.80	340.56
Royal Berkshire Fire Authority								
<i>Parishes</i>								
Bisham (a)	20.80	24.27	27.73	31.20	38.13	45.07	52.00	62.40
(b)	631.18	736.38	841.57	946.77	1,157.16	1,367.56	1,577.95	1,893.54
(c)	775.29	904.51	1,033.72	1,162.94	1,421.37	1,679.81	1,938.23	2,325.88
Bray (a)	23.21	27.08	30.95	34.82	42.56	50.30	58.03	69.64
(b)	633.59	739.19	844.79	950.39	1,161.59	1,372.79	1,583.98	1,900.78
(c)	777.70	907.32	1,036.94	1,166.56	1,425.80	1,685.04	1,944.26	2,333.12
Cookham (a)	20.79	24.25	27.72	31.18	38.11	45.04	51.97	62.36
(b)	631.17	736.36	841.56	946.75	1,157.14	1,367.53	1,577.92	1,893.50
(c)	775.28	904.49	1,033.71	1,162.92	1,421.35	1,679.78	1,938.20	2,325.84
Cox Green (a)	26.40	30.80	35.20	39.60	48.40	57.20	66.00	79.20
(b)	636.78	742.91	849.04	955.17	1,167.43	1,379.69	1,591.95	1,910.34
(c)	780.89	911.04	1,041.19	1,171.34	1,431.64	1,691.94	1,952.23	2,342.68
Datchet (a)	51.00	59.50	68.00	76.50	93.50	110.50	127.50	153.00
(b)	661.38	771.61	881.84	992.07	1,212.53	1,432.99	1,653.45	1,984.14
(c)	805.49	939.74	1,073.99	1,208.24	1,476.74	1,745.24	2,013.73	2,416.48
Eton (a)	22.67	26.44	30.22	34.00	41.56	49.11	56.67	68.00
(b)	633.05	738.55	844.06	949.57	1,160.59	1,371.60	1,582.62	1,899.14
(c)	777.16	906.68	1,036.21	1,165.74	1,424.80	1,683.85	1,942.90	2,331.48
Horton (a)	35.17	41.04	46.90	52.76	64.48	76.21	87.93	105.52
(b)	645.55	753.15	860.74	968.33	1,183.51	1,398.70	1,613.88	1,936.66
(c)	789.66	921.28	1,052.89	1,184.50	1,447.72	1,710.95	1,974.16	2,369.00
Hurley (a)	33.64	39.25	44.85	50.46	61.67	72.89	84.10	100.92
(b)	644.02	751.36	858.69	966.03	1,180.70	1,395.38	1,610.05	1,932.06
(c)	788.13	919.49	1,050.84	1,182.20	1,444.91	1,707.63	1,970.33	2,364.40
Old Windsor (a)	38.97	45.46	51.96	58.45	71.44	84.43	97.42	116.90
(b)	649.35	757.57	865.80	974.02	1,190.47	1,406.92	1,623.37	1,948.04
(c)	793.46	925.70	1,057.95	1,190.19	1,454.68	1,719.17	1,983.65	2,380.38

PARISH COUNCIL TAX

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
Shottesbrooke								
(a)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	754.49	880.24	1,005.99	1,131.74	1,383.24	1,634.74	1,886.23	2,263.48
Sunningdale								
(a)	23.63	27.57	31.51	35.45	43.33	51.21	59.08	70.90
(b)	634.01	739.68	845.35	951.02	1,162.36	1,373.70	1,585.03	1,902.04
(c)	778.12	907.81	1,037.50	1,167.19	1,426.57	1,685.95	1,945.31	2,334.38
Sunninghill & Ascot								
(a)	17.51	20.43	23.35	26.27	32.11	37.95	43.78	52.54
(b)	627.89	732.54	837.19	941.84	1,151.14	1,360.44	1,569.73	1,883.68
(c)	772.00	900.67	1,029.34	1,158.01	1,415.35	1,672.69	1,930.01	2,316.02
Waltham St. Lawrence								
(a)	17.52	20.44	23.36	26.28	32.12	37.96	43.80	52.56
(b)	627.90	732.55	837.20	941.85	1,151.15	1,360.45	1,569.75	1,883.70
(c)	772.01	900.68	1,029.35	1,158.02	1,415.36	1,672.70	1,930.03	2,316.04
White Waltham								
(a)	59.29	69.17	79.05	88.93	108.69	128.45	148.22	177.86
(b)	669.67	781.28	892.89	1,004.50	1,227.72	1,450.94	1,674.17	2,009.00
(c)	813.78	949.41	1,085.04	1,220.67	1,491.93	1,763.19	2,034.45	2,441.34
Wraysbury								
(a)	22.62	26.39	30.16	33.93	41.47	49.01	56.55	67.86
(b)	633.00	738.50	844.00	949.50	1,160.50	1,371.50	1,582.50	1,899.00
(c)	777.11	906.63	1,036.15	1,165.67	1,424.71	1,683.75	1,942.78	2,331.34
Unparished Areas								
(a)	19.69	22.98	26.26	29.54	36.10	42.67	49.23	59.08
(b)	630.07	735.09	840.10	945.11	1,155.13	1,365.16	1,575.18	1,890.22
(c)	774.18	903.22	1,032.25	1,161.28	1,419.34	1,677.41	1,935.46	2,322.56

Parish Precepts compared to last year.

Parish	2016/17			2017/18			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
Bisham	720.16	22,000	30.55	731.07	22,808	31.20	2.1%
Bray	4,166.73	140,402	33.70	4,183.27	145,667	34.82	3.3%
Cookham	2,849.36	90,186	31.65	2,889.38	90,100	31.18	-1.5%
Cox Green	3,049.93	116,453	38.18	3,070.64	121,582	39.60	3.7%
Datchet	2,180.36	176,650	81.02	2,193.73	167,818	76.50	-5.6%
Eton	1,736.21	58,327	33.59	1,778.20	60,465	34.00	1.2%
Horton	453.60	24,164	53.27	461.71	24,358	52.76	-1.0%
Hurley	978.46	34,000	34.75	997.75	50,343	50.46	45.2%
Old Windsor	2,367.56	131,494	55.54	2,361.98	138,069	58.45	5.2%
Shottesbrooke	73.72	Nil	0.00	70.66	Nil	0.00	0.0%
Sunningdale	3,291.90	91,500	27.80	3,423.44	121,361	35.45	27.5%
Sunninghill & Ascot	6,333.29	166,376	26.27	6,333.09	166,370	26.27	0.0%
Waltham St. Lawrence	657.21	17,500	26.63	665.93	17,500	26.28	-1.3%
White Waltham	1,186.87	100,986	85.09	1,238.77	110,165	88.93	4.5%
Wraysbury	2,134.75	66,200	31.01	2,142.80	72,700	33.93	9.4%
Unparished Areas	33,516.51	980,733	29.26	34,167.22	1,009,129	29.54	0.95%
TOTAL / AVERAGE	65,696.62	147,798	38.64	66,709.64	154,562	40.59	5.0%

RBWM and Major Preceptors compared to last year.

	2016/17	2017/18	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
Royal Borough of Windsor & Maidenhead	906.95	915.57	0.95%
Adult Social Care Precept	18.14	45.89	3.00%
Police and Crime Commissioner for Thames Valley	166.96	170.28	1.99%
Royal Berkshire Fire Authority			
SUB-TOTAL			
Parish (average)			
TOTAL			

**MEDIUM TERM FINANCIAL PLAN
SUMMARY MTFP 2016-17 TO 2019-20**

Headline					
RPI at Sept of year prior to budget year	2.00%	2.50%	2.50%	2.20%	
CPI	1.00%	1.50%	1.50%	2.00%	
Average contract inflation	1.09%	0.95%	0.96%	0.97%	
RBWM Council Tax %	0.95%	0.95%	1.95%	1.95%	
Adult Social Care Precept %	3.0%	3.0%	0.0%	2.0%	
Council Tax Band D (£.p)	915.57	924.26	942.29	960.66	
ASC Precept Band D (£.p)	45.89	74.74	74.74	95.08	

Detail					
Line	Description	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
<i><u>Adult, Children and Health Service</u></i>					
1	Base Budget	56,807	56,376	57,184	57,758
2	Inflation	567	355	350	301
3	Service Pressure	1,850	900	900	900
4	FYE/Rev Effects previous year decisions	6	0	0	0
5	Effect of Grants adjustments	-781	200	-800	0
6	Use of Better Care Funding	0	300	800	0
7	Directorate Savings	-2,324	-947	-676	0
8	Inter-directorate transfers	251	0	0	0
9	Adult, Children and Health Services Total	56,376	57,184	57,758	58,959
<i><u>Operations and Customer Services</u></i>					
10	Base Budget revised following restructure	17,962	16,230	14,007	12,780
11	Inflation	-99	-248	-257	-236
12	Service Pressure	213	0	0	0
13	FYE/Rev Effects previous year decisions	477	-13	0	0
14	Effect of Grants adjustments	0	0	0	0
15	Directorate Savings	-2,481	-1,962	-970	0
16	Additional income target for Nicholsons CP (marker)	0	0	0	0
17	Inter-directorate transfers	158	0	0	0
18	Operations and Customer Services Total	16,230	14,007	12,780	12,544
<i><u>Corporate and Community Services</u></i>					
19	Base Budget revised following restructure	6,883	6,149	5,075	3,655
20	Inflation	-64	-135	-145	-128
21	Service Pressure	393	0	0	0
22	FYE/Rev Effects previous year decisions	486	271	350	0
23	Effect of Grants adjustments	0	0	0	0
24	Directorate Savings	-1,140	-1,210	-1,625	0
25	Inter-directorate transfers	-409	0	0	0
26	Corporate and Community Services Total	6,149	5,075	3,655	3,527
<i><u>General</u></i>					
27	General pressures and savings b/f	500	780	1,791	2,123
28	Adjustment to pay reward budget	0	-200	0	0
29	Other pressures	0	250	250	250
30	Apprenticeship levy	280	0	0	0
32	Savings pending BSG agreement	0	0	0	0
33	Savings (to be identified) / surplus to in-year requirement	0	961	82	1,794
34	Total Service Expenditure	79,535	78,057	76,316	79,198

**MEDIUM TERM FINANCIAL PLAN
SUMMARY MTFP 2016-17 TO 2019-20**

Appendix J MTFP

Headline					
RPI at Sept of year prior to budget year	2.00%		2.50%		2.20%
CPI	1.00%		1.50%		2.00%
Average contract inflation	1.09%		0.95%		0.97%
RBWM Council Tax %	0.95%		0.95%		1.95%
Adult Social Care Precept %	3.0%		3.0%		2.0%
Council Tax Band D (£.p)	915.57		924.26		960.66
ASC Precept Band D (£.p)	45.89		74.74		95.08

Detail					
Line	Description	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
35	Non Service Costs				
36	Debt Finance cost	4,820	5,783	6,383	6,383
37	Interest on Balances	-192	-123	-54	0
38	Revenue Contributions to Capital	440	0	0	0
39	Environment Agency Levy	153	156	159	162
40	Pensions deficit recovery	2,415	2,715	3,015	3,315
41	From/ to reserves - Development Fund	2,255	1,048	1,048	1,048
42	Total Non Service Costs	9,892	9,580	10,552	10,908
43	TOTAL BUDGET COST	89,427	87,637	86,868	90,106
	Support				
44	Business Rate Support	-13,873	-14,420	-12,779	-13,260
45	Revenue Support Grant	-3,216	-551	0	0
46	Parish equalisation grant	64	64	64	64
47	Transition grant	-1,263	0	0	0
48	Education Services Grant	-478	-315	-315	-315
49	New Homes Bonus	-3,681	-2,814	-2,700	-2,148
50	Income from trading companies	-218	-250	-350	
51	Collection Fund - Council Tax (Surplus) / Deficit	-2,615	-750	0	0
52	Collection Fund - Business Rates (Surplus) / Deficit	1,001	0	0	0
53	Less Special expenses	-1,009	-1,009	-1,009	-1,009
54	Sub Total Support	-25,288	-20,045	-17,089	-16,668
55	NET BUDGET REQUIREMENT	64,139	67,592	69,779	73,437
56	Council Tax Base (Band D)	66,710	67,660	68,610	69,560
57	RBWM Council Tax Band D (£.p)	915.57	924.26	942.29	960.66
58	ASC Precept Band D (£.p)	45.89	74.74	74.74	95.08

JUSTIFICATION OF THE LEVEL OF BALANCES 2017/18

	Potential Cost £000	Risk	Average Risk £000
Economic risks			
Dip in the economy as a result of Brexit, reduces income from all fees and charges by 5%	630	20%	126
Inflation increases in excess of Medium Term Financial Plan	500	20%	100
Lower than expected NDR collection	500	30%	150
Lower than expected Council Tax Support collection	400	10%	40
Environmental risks			
Emergency/Disaster Relief such as major flooding (up to the level above which government grant would be received under the Bellwin Formula)	250	50%	125
Risk of a significant national medical epidemic	200	20%	40
Winter Maintenance (Budget only covers "normal" winter) extra gritting	150	60%	90
Regulatory risks			
Major planning inquiry	400	60%	240
Capital Risk			
Funding necessary to cover emergency capital project e.g. street lighting, highways, boilers etc	200	50%	100
Savings risks			
Protected Salaries	100	50%	50
Inability to implement fully savings in the medium term	1,000	50%	500
Academy School transfer accelerates	300	40%	120
Impact of Service Increases			
Optalis - unable to maintain contract costs	1,000	50%	500
Achieving for Children - unable to maintain contract costs	1,000	50%	500
Significant Safeguarding Issues	400	40%	160
Excessive demands for intervention in care homes	200	20%	40
Withdrawal of PCT funding for Continuing Health care	1,000	60%	600
Adult Services - Better Care Fund - hospital admissions target missed	600	50%	300
Waste Management - volume pressure	300	25%	75
Total of potential risks (unlikely all to coincide)	9,130		
Total Average Risk in Single Year			3,856
Provide for 18 months to enable corrective action			5,780

PRUDENTIAL INDICATORS 2015/16 TO 2018/19

The actual figures for 2015/16 and the estimates for 3 further years are shown below. These prudential indicators are prepared in accordance with the CIPFA Prudential Code for Capital Financing in Local Authorities

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

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Gross Capital Expenditure (£m)	£27.4m	£16.4m	£90.7m	£68.3m
Ratio of financing costs to net revenue stream				
- Non-loan financed	22.6%	10.7%	25.3%	11.3%
- Loan financed	7.0%	5.9%	6.4%	7.1%
Capital Financing Requirement (£m)	72.5	77.4	143.6	198.4

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

	2015/16	2016/17	2017/18	2018/19
Authorised limit for external debt (£m)	£95m	£102m	£180m	£210m

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

	2015/16	2016/17	2017/18	2018/19
Operational boundary for external debt (£m)	£76m	£82m	£160m	£189m

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

The estimate of the **incremental** impact of capital investment decisions proposed in this report, over and above capital investment decisions previously taken by the Council is:

	2015/16	2016/17	2017/18	2018/19
for the Band D Council Tax Payer	£26.30	£31.73	£59.65	£124.65

Some debt costs will be capitalised in 2017/18 & 2018/19 at a ratio of of 86% capital and 14% revenue. The impact on council tax will therefore be significantly lower than the above prudential indicator would suggest.

Interest Rate Exposure

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2015/16 to 2018/19 of 90% of its outstanding principal sums (net of investments)
It is further recommended that the Council sets an upper limit of its variable rate exposures for 2015/16 to 2018/19 of 30% of its outstanding principal sums (net of investments)
This means that the Head of Finance will manage fixed rate interest rate exposures within the range 70% to 90% and variable interest rate exposures within the range 10% to 30%. This is a continuation of current practice

Royal Borough of Windsor & Maidenhead Approved Lending List @ 15/12/16
(Approved by Cabinet on 29/10/15 in Treasury Management Report)

<u>Fitch Ratings</u>	FITCH ShortTerm Rating	FITCH Long Term Rating	FITCH Outlook	Max. Sum To Be Lent £m
UK				
<u>Government</u>				
Debt Management Office	F1+	AA	Negative	no limit
<u>Banks</u>				
Abbey National Treasury	F1	A	Positive	15
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays Bank	F1	A	Stable	15
Clydesdale Bank	F2	BBB+	Stable	15
HSBC (inc HSBC Private Bank)	F1+	AA-	Stable	15
Lloyds Banking Group	F1	A+	Stable	15
National Australia Bank Ltd	F1+	AA-	Stable	5
Royal Bank of Canada	F1+	AA	Negative	5
Royal Bank of Scotland	F2	BBB+	Stable	15
Santander UK	F1	A	Positive	15
Standard Chartered	F1	A+	Stable	15
Ulster Bank	F2	BBB+	Stable	5
<u>Building Societies (max £3m per loan)</u>				
All Building Societies with total group assets greater than £6 billion and FITCH Long term rating of BBB or better				
Coventry	F1	A	Stable	5
Nationwide	F1	A	Positive	5
Yorkshire	F1	A-	Stable	5
Leeds	F1	A-	Stable	5
Principality	F2	BBB+	Stable	5
Skipton	F1	A-	Stable	5
<u>Local Authorities</u>				
All UK Local Authorities, with the exception of those with reported financial irregularities.				10
<u>Money Market Funds</u>				
All money market funds with a Fitch AAA long term credit rating, including:				
Federated Short Term Sterling Prime Fund		AAA		10
Invesco Sterling Liquidity Fund		AAA		10
STANDARD LIFE (IGNIS) Sterling Liquidity Fund		AAA		10
Insight GBP Liquidity Fund		AAA		10
LGIM Sterling Liquidity Fund		AAA		10
<u>Financial Services Companies</u>				
Kames Capital				1
Legal & General				1.5
<u>RBWM associated companies</u>				
Flexible Home Improvement Loans Ltd				0.5
Two5Nine Ltd				1.3

SHORT TERM RATING

Expectation of timely repayment of financial commitments.

F1+ is most likely to repay on time, **F1** Highest Credit, **F2** Good, **F3** Fair, **B** Speculative, **C** High Default Risk

LONG TERM RATING

Expectation of credit risk. **AAA** is the least risky, ie little credit risk. **AA** Very High Credit, **A** High, **BBB** Good.

Below BBB indicates non-investment grade

Major Capital Cashflows

2017/18

Line No.	Responsible Officer	Lead Member		£'000	
Capital Inflows					
1			Minimum Revenue Provision	2,191	
2	Chris Hilton	CLlr D Evans	Third party contribution - Nicholsons Car Park incl. Central House	9,375	
Total Capital Inflows				11,566	
Capital Outflows					
*	3		Capital Programme slippage from 2016/17	10,000	
*	4		Capital Programme slippage to 2018/19	(5,000)	
*	5		Net Capital Programme	5,000	
***	6	Kevin McDaniel	CLlr Airey	Schools expansion projects July 2016 Cabinet	11,390
**	7	Chris Hilton	CLlr Rankin	St Edmund's House	400
***	8	Ben Smith	CLlr Bicknell	River Thames Scheme	285
***	9	Ben Smith	CLlr Bicknell	Street lighting LED lantern replacement	1,600
***	10	Chris Hilton	CLlr Rankin	St Clouds Way Ten pin bowl - purchase of long leasehold interest	4,500
**	11	Chris Hilton	CLlr D Evans	Nicholsons Car Park Expansion - incl. Central House	18,750
**	12	Kevin Mist	CLlr S Rayner	Magnet Leisure centre reprovion	14,500
**	13	Chris Hilton	CLlr Rankin	York House, Windsor	9,200
**	14	Chris Hilton	CLlr Rankin	King Edward Court Windsor	2,000
**	15	Chris Hilton	CLlr Rankin	Maidenhead Golf Club Contract Legals / Land Assembly / Infrastructure	2,000
**	16	Kevin McDaniel	CLlr Airey	New sports hall for Lowbrook School	740
**	17	Craig Miller	CLlr D Evans	Parking Infrastructure for the Royal Borough	8,300
**	18	Chris Hilton	CLlr Rankin	Operational estate improvements	900
Total Capital Outflows				84,565	

* Schemes to be approved in the 2017/18 capital programme

** Schemes to be approved in future

*** Schemes already approved

Potential New borrowing	72,999
Current Borrowing	57,000
Potential Total Borrowing	129,999

Notes to outflows

Ref line 3 Corporately funded slippage from 2016/17 that will impact on borrowing in 2017/18.

Ref line 4 Corporately funded slippage to 2018/19 that will impact on borrowing in 2018/19.

Ref line 5 The core capital programme which excludes the itemised schemes that appear in this appendix.

Ref line 6 Some of the corporately funded element of secondary schools expansion will impact on borrowing in 2017/18 (£11.39m). The amount approved by Cabinet in July 2016 was £29.6m funded by £15.3m of external funding (S106 and Basic Need grant).

Ref line 7 Approved at regeneration sub committee in December 2016.

Ref line 8 Agreed by Council April 2015.

Ref line 9 The original £7.4m budget for this project was approved by Council in July 2015. The budget was later reduced by £2.3m in July 2016. The £1.6m shown here is the final balance for the scheme.

Ref line 10 The £4.5m budget for the leasehold was approved by Council in February 2015.

Ref line 11 Investment case for Nicholsons CP will be available in June 2017.

Ref line 12 Further details available for June 2017 Council.

Ref line 13 Approved at December 2016 Cabinet Regeneration Sub Committee.

Ref line 14 Report planned for Council in September 2017

Ref line 15 Report planned for Council in April 2017

Ref line 16 A request has been received from Lowbrook school to fund a new sports hall. A report will be presented to Council later in this financial year.

Ref line 17 Indicative costs of parking infrastructure taken from the January Cabinet report. A full business case will be provided to Council in April 2017.

Ref line 18 This cost is to fund a review of the condition of the Council's operational buildings and some of the costs that may arise.

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Agenda Item 8

Title	Land at Rear of Boulters Lock Car Park Maidenhead
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Jack Rankin, Lead Member for Economic Development and Property
Meeting and Date:	Full Council, 21 February 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director of Corporate and Community Services
Wards affected:	Maidenhead Riverside

www.rbwm.gov.uk



Royal Borough
of Windsor &
Maidenhead

REPORT SUMMARY

1. The Council owned land, to the rear of Boulters Lock car park, Maidenhead, has an area of 0.13 Hectares (0.53 acres) and has not been in use for a number of years.
2. On 17th May 2016 the Council had negotiated (subject to formal approvals and contract) the granting of a 125 year ground lease at a peppercorn to the Hindu Society of Maidenhead, for the sum of £73,000, conditional on their obtaining planning permission for a community centre. Solicitors were instructed to prepare draft contract documentation.
3. In early September 2016, following representations received from various local residents, the Council invited other interested local parties to place their bids for community use.
4. The Hindu Society were informed that the current transaction would be placed on hold and their proposal (or any improved offer they might wish to make) would be considered along side other bids.
5. Only one further proposal was received, by the deadline date, being from the Boulters Riverside Community Interest Company (CIC) to purchase a lease for £101,000 for use as community allotments.
6. The Hindu Society did not vary their proposal.
7. The alternative options of an extension to the existing Council operated car park, or holding the land long term are also set out in this report.
8. Due to the high level of public interest and in the interests of transparency, the Lead Member has recommended that Full Council consider the options presented in this report and decide on how to proceed.

1. DETAILS OF RECOMMENDATION

RECOMMENDATION: That Full Council considers the report and makes a decision being one of the following:

- i) Accept the Hindu Society proposal**
- ii) Accept the Boulters Riverside CIC proposal**
- iii) Extend the car park**
- iii) Do nothing, reject the proposals and continue holding the land.**

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

- 2.1 The subject land is owned by the Council and lies to the rear of the Boulters Lock car park, Maidenhead. It has been unused for many years. The site has an area of 0.13 Hectares (0.53 acres) and is shown outlined in red on plan 1.
- 2.2 On 17th May 2016 the Council had negotiated (subject to formal approvals and contract) the granting of a 125 year ground lease at a peppercorn to the Hindu Society of Maidenhead, for the sum of £73,000, conditional on their obtaining planning permission for a community centre. Lawyers were instructed to prepare draft legal transaction documents.
- 2.3 The deal structure gave the Hindu Society a 12 month period from exchange of contracts to obtain planning consent, with a 24 month longstop after which the agreement would expire if consent was not achieved. In certain conditions, as part of the agreement, the Council would have use of the new community building as a polling station.
- 2.4 The premium of £73,000 was based on an independent valuation by Kempton Carr Croft, Chartered Surveyors, for the land for community use only. The deal included a buy back provision for the Council at open market value for community use if the Society ceased to operate it in the future.
- 2.5 On the 30th September 2016 the Hindu Society submitted a planning application. This was not in consultation or agreement with the Council's Property Service. The application was subsequently withdrawn on the 2nd December 2016.
- 2.6 Following representations from various local residents, in early September 2016, the Council invited other interested local parties to express an interest and place their bids, with supporting information regarding their proposed use and their financial capacity, by 20th October 2016. The Hindu Society was informed that the current transaction would be placed on hold and that their proposal (or any improved proposal they might wish to make) would be considered along side other proposals received by the deadline.
- 2.7 Only one further proposal was received, this being from the Boulters Riverside CIC (a newly formed entity of some local residents) to purchase a lease for 125

years at a peppercorn for the premium of £101,000 for use as community allotments. The Hindu Society chose to not vary their proposal within that deadline.

- 2.8 The Boulders CIC bid was also on conditional on planning approval basis for 125 years at a peppercorn rent. There is also a buy back provision in favour of the Council if it wished to develop the land as a car park in the future.
- 2.9 In September 2017 the Car Parking and Property teams at the Council reviewed the possibility of using the land to extend the car park. Income and cost projections were prepared including the capital cost of the car park works. The result was a negative Net Present Value figure of -£139,355. This reinforced the view that extending the car park was not a viable option. The detail is shown in appendix C.

2.10 Table 1: The three options.

Option	Comments
Grant a lease to the Hindu Society of Maidenhead for £73,000 , subject to obtaining planning consent to construct a community building.	The proposal is subject to planning consent. Council receives £73,000
Grant a lease to Boulders Riverside CIC, subject to obtaining planning consent for Allotments.	This transaction is subject to planning consent. Council receives £101,000
Extend the car park	The result would be a negative Net Present Value figure of -£139,355 and is not considered a viable option.
Do nothing and retain the land	The Council can look at uses for the land, in the years to come.

3. KEY IMPLICATIONS

- 3.1 The sale of the land on a long leasehold, on either proposal, would result in a capital receipt for the Council, and enable a community group to achieve some of their objectives.

3.2 Table 2: Implications of both bids.

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Hindu Society bid is selected	Building does not get planning consent or	Building does get constructed and Hindu	Hindu Community Group engages	Hindu Community offer shared services to	31 st March 2019

for acceptance by Full Council	subsequently does not get constructed	Society utilise it.	with use for the wider community on hiring out basis	wider local community	
Boulters Riverside CIC bid is selected for acceptance by Full Council	Building does not get planning consent or subsequently does not get constructed	Allotments are developed	CIC engages with wider local community offering produce for sale, for example	CIC offers open days and other participating events for wider local community	31 st March 2019
Extend the car park option is selected by Full Council	Extension is not delivered	Extension is delivered	N/A	N/A	31 st March 2018

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 A grant of a long lease to either party will result in a capital receipt at the offer amount, being £73,000 in the case of the Hindu Society and £101,000 in the case of Boulters Riverside CIC, but in both cases only if and when planning consent is obtained.
- 4.2 To extend the car park would result in a negative Net Present Value figure of - £139,355.

5. LEGAL IMPLICATIONS

- 5.1 The Council has a duty to efficiently manage its assets and has legal powers to hold and dispose of land under both sections 120 and 123 of the Local Government Act 1972.

6. RISK MANAGEMENT

6.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Legal challenge by unsuccessful party	Medium	The two proposals are being considered at Full Council openly in Part 1.	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
The chosen bidder does not obtain Planning Consent	Medium	Either proposal will be subject to the full Planning process.	Medium
The chosen bidder fails to undertake their proposed development plans	Medium	The Council will seek for the legal documentation to include obligations for the accepted bidder to complete the proposals	Low

7. POTENTIAL IMPACTS

- 7.1 An Equality Impact Assessment Initial Screening has been undertaken and concludes that these proposals will not unlawfully discriminate against any group or individual, or provide the grounds for such discrimination.

8. CONSULTATION

- 8.1 Consultation has taken place with the appropriate officers and members.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Following a decision by Full Council, if applicable, lawyers will be instructed to prepare legal documentation with a view to exchange of contracts on a conditional on planning basis by 18th April 2017.
- 9.2 The successful party would be expected to submit their proposed project timescale, with key indicative milestones in due course.

10. APPENDICES

Appendix A – Site Plan 1.
Appendix B – Site photographs, ‘Boulter’s Lock Car Park’.
Appendix C – Car Park Extension Financials

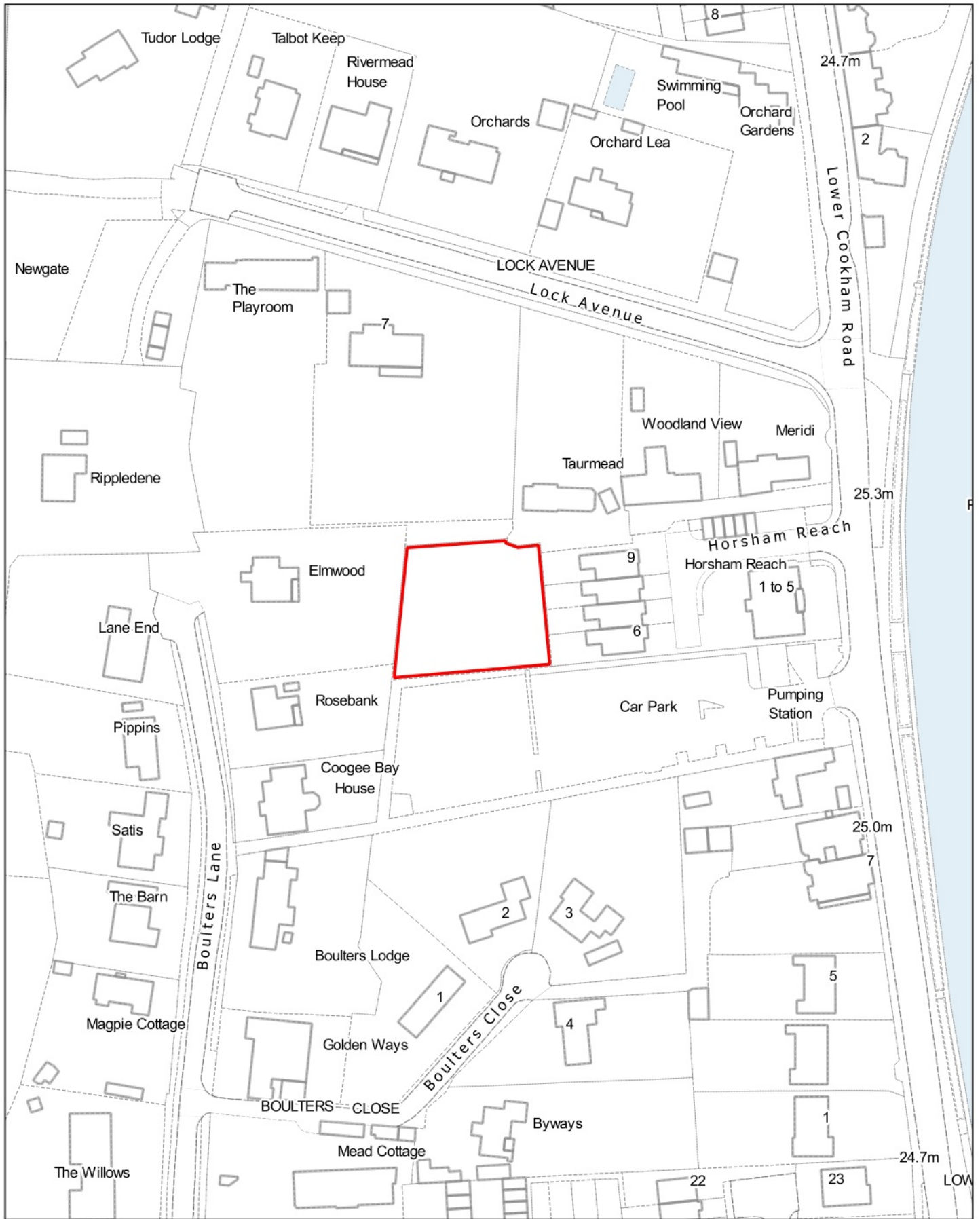
11. BACKGROUND DOCUMENTS

- 11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Councillor Rankin	Lead Member for Economic Development and Property	10/2/2017	10/2/2017
Alison Alexander	Managing Director	9/2/2017	10/2/2017
Russell O'Keefe	Strategic Director, Corporate and Community Services	9/2/2017	10/2/2017
Andy Jeffs	Interim Strategic Director of Operations and Customer Services	9/2/2017	
Rob Stubbs	Head of Finance	9/2/2017	
David Scott	Head of Governance, Partnerships, Performance and Policy (Monitoring Officer)	9/2/2017	9/2/2017

Report Author: Rob Large, Property Service Lead, telephone 07500 051218



Plan 1
 Land at rear of
 Boulter's Lock (overflow)
 car park
 Lower Cookham Road
 Area = 1132 sqm

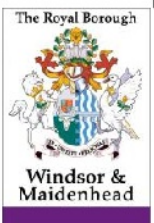
Royal Borough Of Windsor and Maidenhead

Drawing No:
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Boulters Lock Car Park



Entrance of the Car Park from the road



Open space adjoining the rear of the car park and to the north

Boulters Lock CP extension

Economic model

	1	2	3	4	5	6	7	8	9	10
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£	£	£	£	£	£	£	£	£	£
Construction - civils (incl 20% contingency)	204,000									
Electrics, legal, planning, QS fees	35,000									
Other costs										
Car park running costs	1,283	1,710	1,741	1,772	1,804	1,837	1,870	1,903	1,938	1,973
A - TOTAL COSTS	240,283	1,710	1,741	1,772	1,804	1,837	1,870	1,903	1,938	1,973
Car park gross income	- 3,665	- 4,886	- 4,974	- 5,064	- 5,155	- 5,248	- 5,342	- 5,438	- 5,536	- 5,636
Other net income										
B - TOTAL NET INCOME	(3,665)	(4,886)	(4,974)	(5,064)	(5,155)	(5,248)	(5,342)	(5,438)	(5,536)	(5,636)
B - A Net Position	£236,618	(3,176)	(3,233)	(3,292)	(3,351)	(3,411)	(3,472)	(3,535)	(3,599)	(3,663)
Interest		5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067	5,067
MRP		4,780	4,780	4,780	4,780	4,780	4,780	4,780	4,780	4,780
Cumulative	£236,618	£6,671	£6,613	£6,555	£6,496	£6,436	£6,374	£6,312	£6,248	£6,183

179

Income calc	101.8%	STRAIGHT								
Current (87 spaces)	11,700									
Proposed extn (36 spaces)	4800									
Yr 1 - 9 mths income & cost (3 mth build)	3600	3600	4800	4800	4800	4800	4800	4800	4800	4800
inflation 1.8% in MTFP 17/18 & beyond	1.8%									
Apply to Costs & Income										
Assume occuoancy levels maintained, so can pro rata income from current spces										
Assume op costs @35% of income	1680									
total cap cost	239,000									

Discount Rate

PWLB 50 year certainty rate	
principal repaid on maturity @ 04-10-16	2.12%
MRP	2.00%
Discount Rate	4.12%

NPV= **-£139,355** In general a project with a negative NPV results in a net loss/does not add value

IRR= 0.14% IRR of this project is lower than the cost of borrowing to fund this project

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Report Title:	Constitutional Amendments
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Targowska – Principal Member for Legal and HR and Chair of the Constitution Sub Committee.
Meeting and Date:	Council 21 February 2017
Responsible Officer(s):	David Scott – Head of Governance, Partnerships, Performance and Policy, and Monitoring Officer
Wards affected:	All

REPORT SUMMARY

1. This report sets out proposed changes to the Constitution and recommends that Council adopts the amendments as set out in Paragraphs 2.5 to 2.15 and Appendix 1, for the reasons detailed in the report.
2. These proposals have been brought forward to reflect a number of requests received and to ensure that the Constitution is up to date and fit for purpose and supports and enables the Council to conduct its business in a transparent and compliant manner. There are no key financial implications for the Council arising from these proposed amendments.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council considers and approves the amendments to the Constitution set out in paragraphs 2.5 to 2.15 and Appendix 1.

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

- 2.1 The Constitution of the Council is the single point of reference which contains the principal operating structures and procedures of the authority. It sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.
- 2.2 The current Borough's Constitution was largely agreed in 2011, when new model constitutions were introduced linked with the changes arising from the requirements under the Localism Act. A number of relatively small amendments from this wholesale revision have been implemented over time and a new version is published each time changes are made. The changes made since that date fall into one of three categories:
 - Changes agreed by Full Council.
 - Changes agreed by the Constitution Sub Committee when specifically delegated by Full Council to consider and make amendments.

- Changes of a minor nature by the Monitoring Officer in agreement with the Chair of the Constitution Sub Committee under the delegation set out in Article 14.2.
- 2.3 Version control has been included in the published document since September 2015 and changes made are shown in the table at the very end of the document after Part 9 on pages 404 onwards. This version control shows under which authority amendments have been made as well as a summary of the changes. Version Control numbers relate to the year of change and the edition of changes made that year: eg Ver 16.4 refers to the fourth version published in 2016.
- 2.4 The changes proposed to this Full Council are set out in paragraphs 2.5 to 2.15 and detailed further in Appendix 1.

Part 2 C Omit Paragraph C15 and include a revised section in Part 7 F

- 2.5 Para C15 is included in Part 2 C in error as it specifically relates to Speeches at Development Management Panels (DMP), which are set out in more detail in Part 7 F Section 1, and not Rules of Debate for Full Council, which Part 2 of the Constitution deals with in detail. Part 7 F seeks amongst other things to ensure a balance and fairness when an item is being considered by a DMP. It is proposed that any Member, not already a Member of the DMP, wishing to speak at a Panel will be permitted to speak in favour or against any agenda item after all public speakers have spoken and prior to the Panel debating the item. Non Panel Members will be restricted to three minutes in total. A new paragraph to Part 7 F Section 1 is shown in Appendix 1, including revised numbering to aid ease of reference.

Part 2 C Revision to C17.3 Recording of Votes

- 2.6 It is proposed that the mode of voting at meetings will be via a show of hands, unless two or more Councillors specifically request a Named Vote. A revised paragraph C17.3 is shown in Appendix 1.

Part 6 F25 Visitor Management Forum renamed as Tourism Development Forum

- 2.7 The current Visitor Management Forum has requested that their title be changed to Tourism Development Forum. The existing Forum has requested the change to Tourism Development Forum to more correctly describe the focus of their work, and the revised title makes the aims and objectives of the council working alongside business partners very clear. The suggestion was discussed at the last meeting of the Visitor Management Forum held on the 5 December 2016 and unanimously agreed.

Part 6 D5 Employment Panel amendment to the Terms of Reference

- 2.8 The Employment Panel have requested at their Panel meeting held on 29 November 2016 that the current approval threshold (in excess of £5,000) be increased to a revised threshold of £25,000, which is in line with other Financial Accountabilities including Virement as set out in Part 8 C Section A 10. This will also enable timely decisions on approval of payments including pension costs, other than that stated in the contract of employment or any other employment policy to any officer of the Council. A revised paragraph D5 is shown in Appendix 1.

Part 8 B4 Appointment of Directors and Deputy Chief Officers of Services

- 2.9 At the Employment Panel meeting held on 24 January 2017 the Panel also resolved to seek Council agreement to revise the arrangements for the appointment of Directors and Deputy Chief Officers. Where there is a revised or new role proposed, this will remain as the role of the Employment Panel to recruit and appoint. Where the recruitment and appointments are on a like for like basis, the appointment will be delegated to the Managing Director and Head of HR in consultation with the relevant Service Director, the relevant Lead Member and the Chair of the Employment Panel. This is in order to enable appointments to be made in a timely manner. A revised paragraph B4 is shown in Appendix 1.

Part 6 D3 Development Management Panels – formation of a new Borough wide Development Management Panel

- 2.10 On an infrequent basis there is the need for a Borough-wide Development Management Panel to be formed that could consider applications that have borough-wide implications and impact. It is therefore proposed that to allow such whole borough implications and impacts to be taken into consideration, a Borough Wide Panel consisting of 11 Members could be called by the Leader of the Council. Group Leaders, in consultation with the Lead Member for Planning/Opposition Spokesperson for Planning as appropriate, would appoint the Members of the Panel from their respective groups on a meeting-by-meeting basis. The rules of political balance would apply to the membership. A revised Part 6 D 3 sections 3.2 - 3.7 is set out in Appendix 1.

Part 6 D3.2 b) Membership Windsor Rural Development Management Panel

- 2.11 It is proposed that the Windsor Rural Development Management Panel Membership be increased from six Members to nine Members to bring it in line with the membership number of the Windsor Urban Development Management Panel. The paragraph *D3.2 Membership* will be amended to reflect this change, a new paragraph e) will be added. This is shown in Appendix 1.

Part 6 E5 Health and Wellbeing Board – amend the Terms of Reference

- 2.12 The original Terms of Reference for the Board were agreed in May 2013 and met all of the legal and policy requirements as placed on Health and Wellbeing Boards at that time. However, the role of Health and Wellbeing Boards has increased and evolved through changes to the policy framework in which the Board operates, as has the requirements and expectations on the member organisations. The proposed updated terms of reference, see appendix 1, reflect these changes giving more clarity to the work and role of the Board as well as support its future strategic direction.

Part 6 F12 – revise the Grants Panel Terms of Reference to reflect the omission of the Cabinet Participatory Budget Sub Committee (CPBSC) and deletion of section A2.16 (reflecting previous Council decision)

- 2.13 At Full Council on 13 December 2016, Council resolved to cease the CPBSC and increase the resources distributed by the Grants Panel for community grant purposes. The final meeting the CPBSC was held on 19 December 2016. The Annual Grants Panel was held on 10 January 2017. The Grants Panel have requested that their Terms of Reference be revised to replace the delegation with respect to Quarterly Grants Panels to be replaced with an interim Grants Panel and for other applications received outside of the Annual Grants cycle to

be delegated to the Head of Strategy and Communities in consultation with the Chair of the Grants Panel and the relevant Lead Member to reflect the specific service area to which the grant relates. A revised Terms of Reference is set out in Appendix 1.

Part 6 D11 Berkshire Pension Fund Panel Sub Committee Board

- 2.14 The Berkshire Pension Fund Panel on 16 January 2017 requested that a minor amendment be made to the Terms of Reference, 11.1 Purpose 5, bullet five, to clarify those who are delegated to decide 'Emergency action to terminate a mandate, redeem a pooled holding or reduce exposure to one or more asset classes and to take any other action necessary to secure / recover/ Pension Fund Assets'. They have agreed that Council be asked to revise this so that a delegation for such emergency action be to the Chairman (or in his absence the Vice Chairman) of the Berkshire Pension Fund Panel and one other of: the Vice Chairman, Leader, Lead Member for Finance, Managing Director or a Strategic Director. This is to ensure that where emergency action is required authority can be obtained swiftly. The detail is set out in Appendix 1.

Part 2B Table 2 Responsibilities for Council Functions

- 2.15 This section of the Constitution deals with delegations the Council has made to either a committee or sub committee of Councillors, an officer of the Council or another authority. An error has been identified on Page 46 in relation to Functions relating to local government pensions as listed in Section H of schedule 1 of the Regulations. The decision making body the Council has delegated this to, is shown as the Pensions Fund Panel. However this specific section of the Regulations, is in relation to providing a pension scheme to employees, as such the correct delegated body should be the Employment Panel. It is therefore proposed to amend the table to reflect the Employment Panel as the decision making body on behalf of Council not the Pensions Fund Panel. The Terms of Reference for the Employment Panel will be amended also to reflect this correct delegation from Council for this function.

Table 1: Options

Option	Comments
1. Approve the changes to the Constitution as set out.	The updated Constitution will promote best practice and confidence in decision making. RECOMMENDED OPTION
2. Modify the changes proposed and approve modified changes	Members may wish to propose and consider minor amendments to the recommended changes.
3. Do not approve the changes and keep the current constitution	The Constitution will not promote best practice. The Council will not have complied with relevant legislation as a number of changes are required.

3. KEY IMPLICATIONS

3.1

Table 2: Outcomes to be achieved

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Consider the proposals and, where agreed, amend the Constitution by the date agreed.	Do not amend the Constitution by the date set out.	Amend by the date set out.	n/a	n/a	March 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications arising from these proposed constitutional changes.

5. LEGAL IMPLICATIONS

- 5.1 The Constitution must be in compliance with the terms of the Local Government Act 2000, Local Government and Public Involvement in Health Act 2007 and Local Democracy, Economic Regeneration and Construction Act 2009, Localism Act 2011 and any other relevant statutory acts or guidance.
- 5.2 The changes proposed are made to ensure the document as a whole is as accurate and up to date as possible and reflects good practice to provide a clear operating framework for the Council.

6. RISK MANAGEMENT

- 6.1 It is important that the Council has an up to date and accurate Constitution to provide a clear and unambiguous framework under which the Council can conduct its business on a day to day basis. Regular updates to the Constitution helps to ensure the framework supports decision across the Council.

Table 4: Identified Risks and Controls

Risks	Uncontrolled Risk	Controls	Controlled Risk
There is a risk of challenge if the Constitution is not legally updated.	Constitution is not updated.	Constitution is regularly reviewed and updated.	Revised Constitution available on website and is not open to challenge.

7. POTENTIAL IMPACTS

- 7.1 If the Council is operating in accordance with the Constitution this provides a clear and transparent basis for all decisions and it is clear who has authority to take which decisions and the delegations that are in place to enable day to day business to be conducted in a systematic manner. The publication of the Constitution on the Borough's website makes it accessible to Members, and the public at large, as well as our key partners.
- 7.2 If decisions are not taken in accordance with the adopted framework they are potentially open to challenge which could be damaging to the Council's reputation and/or delay operational decisions, which may in turn result in additional costs being incurred. Costs may arise from having to repeat activities, defending decisions or compensating for unlawful decisions.

8. CONSULTATION

- 8.1 Relevant Lead Members, Principal Members and Deputy Lead Members, Panels, Forums and Sub Committees of the Council have been involved in identifying or requesting the updates proposed, and asked that the changes be brought Council for consideration in accordance with the approval process outlined in paragraph 2.2 of this report.
- 8.2 The changes proposed in this report are all considered to require Full Council agreement and cannot be made under either of the other two options for amendments to be executed.

9. TIMETABLE FOR IMPLEMENTATION

9.1

Table 5: Key dates for implementation

Date	Details
21 February 2017	Full Council confirms changes to the Constitution
1 March 2017	Updated and Revised Constitution Published

10. APPENDICES

10.1 Appendix 1 – Table of revisions proposed

11. BACKGROUND DOCUMENTS

- 11.1 RBWM Constitution available on the RBWM Website:
https://www3.rbwm.gov.uk/info/200110/about_the_council/910/council_constitution

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Targowska	Principal Member HR and Legal	7 Feb 2017	10 Feb 2017
Alison Alexander	Managing Director and Strategic Director of Adults, Children's and Health Services.	7 Feb 2017	10 Feb 2017
Russell O'Keefe	Strategic Director Corporate and Community Services	7 Feb 2017	10 Feb 2017
Andy Jeffs	Interim Strategic Director of Operations and Customer Services	7 Feb 2017	8 Feb 2017
Rob Stubbs	Section 151 Officer	7 Feb 2017	
Terry Baldwin	Head of HR	7 Feb 2017	10 Feb 2017

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No
Report Author: David Scott – Head of Governance, Partnerships, Performance and Policy, Monitoring Officer 01628 796748	

**Table of revisions proposed to the Constitution – for consideration Full Council
21 February 2017**

Report Paragraph No	Section of the Constitution Ref	Proposed Revision	Rationale
Para 2.5	Part 2 C15	Omit Paragraph C15 from the Part 2 C and include a revised section in Part 7 F. to clarify the speaking arrangements for Non Panel Members at Panel.	The current paragraph's inclusion in Part 2 of the current constitution is an error. Revising it to Part 7 F will correct this error.
	Part 7 F	<p>1. Public Speaking at Development Management Panel Meetings</p> <p>1.1 Planning applications are determined by either officers acting under delegated authority or a Development Management Panel.</p> <p>1.2 Each application is subject to a public consultation exercise which enables the public and other bodies to comment in writing on the application before it is determined.</p> <p>1.3 The Council provides the opportunity for the public and for applicants (or their agents) to speak at the planning meeting before the Council Members take their decision.</p> <p>1.4 If objectors speak at the meeting, the applicant must be allowed to speak. An applicant may speak at a meeting even where there are no objectors wishing to speak (but if the applicant is in agreement with the Officers' recommendations to the Panel the Chairman will request the applicant to restrict any comments to matters not covered, or not covered fully, in the Officer's Report).</p> <p>1.5 Anyone who has written to the Council with objections or comments to a planning application will be contacted at least one week before the relevant meeting is due to take place when the application will be considered. They will be invited to tell the Council if they wish to speak at the meeting. If anyone does wish to speak they must let Democratic Services know by 5 pm, two working days before the Development Management Panel (i.e. Monday, 5pm, if the Panel is on Wednesday). If anyone wishes to use visual material e.g. photographs, plans etc. or present documents, these should be sent to the Case Officer using the planning.maidenhead@rbwm.gov.uk address as soon as possible before the relevant meeting. The Panel Chairman will not normally allow members of the public to speak if they have failed to notify the Council as stated above, of their wish to speak or to present additional information to the panel that has not been first submitted to the Case Officer.</p>	<p>Consistent specification of the arrangements for speaking at Development Management Panel meetings throughout the constitution to eliminate current inconsistencies.</p> <p>Numbering of paragraphs for easier reference.</p>

Report Paragraph No	Section of the Constitution Ref	Proposed Revision	Rationale
		<p>1.6 Generally, applications where the public are to speak will be moved to the start of the Agenda. Any objectors will be given, together, a total of three minutes in which they can present their views. It may be convenient, if there are a number of objectors, that they agree amongst themselves to appoint one or two spokesmen for them all, to stay within the three minutes allotted. If the objectors are unable to agree amongst themselves, the Chairman shall refer to the list of notifications received from people wishing to speak and shall call them in the order the names are recorded, which shall, as far as reasonably possible, reflect the time of notification of their interest in speaking. When the end of the 3 minute period has been reached, the Chairman will not permit any more objectors to speak.</p> <p>1.7 No new documents should be circulated to the Panel at the meeting. Messages should not be passed to individual Panel Members.</p> <p>1.8 If a Parish or Town Council has made representations and a Member of that Council wishes to address the meeting, they should notify Democratic Services by 5 pm, two working days before the Development Management Panel of their intention to speak. If Democratic Services are not notified in advance, then the Chairman of the meeting has a discretion to allow Members to address the meeting.</p> <p>1.9 If any other Parish or Town Council wishes to address the meeting, they should notify Democratic Services by 5 pm, two working days before the Development Management Panel of their intention to speak. If Democratic Services are not notified in advance, then the Chairman of the meeting has a discretion to allow members to address the meeting.</p> <p>1.10 A Parish or Town Council representative will be allotted a further two minutes, in addition to the objectors' three minute period. If more than one Parish or Town Council wishes to address the meeting, no additional time will be allocated unless exceptional circumstances apply (see below).</p> <p>1.11 If a neighbourhood plan successor organisation wishes to address a Development Management Panel meeting to speak on any planning application, they should notify Democratic Services by 5 pm two working days before the Development Management Panel of their intention to speak; this will be at the discretion of the Chairman. If Democratic Services are not notified in advance, then the Chairman of the meeting has discretion to allow the organisation</p>	

Report Para graph No	Section of the Constitut ion Ref	Proposed Revision	Rationale
		<p>to address the meeting. The organisation must be based in the appropriate neighbourhood plan area. The organisation will be allocated two minutes to speak. If more than one group registers to speak, they will be asked to share the single two minute speaking opportunity.</p> <p>1.12 Following the adoption of a Neighbourhood plan or equivalent, should a <i>bona fide</i> representative residents' organisation wish to address a Development Management Panel meeting to speak on any planning application, they should notify Democratic Services by 5 pm two working days before the Development Management Panel of their intention to speak; this will be at the discretion of the Chairman. If Democratic Services are not notified in advance, then the Chairman of the meeting has discretion to allow the organisation to address the meeting. The organisation will share the allocated two minute opportunity to speak with any successor Neighbourhood Plan resident group.</p> <p>1.13 The applicant, his agent or any supporters will be allocated, in total three minutes in which to present their views. If in addition to the Applicant or his agent, members of the public wish to speak in favour of an application, they must notify the Council, by 5.00 pm, at least two working days before the Panel meeting. They should also contact the applicant or his agent as the total time allocated to the applicant and any supporters is a total of three minutes.</p> <p>1.14 Any Member of the Council, not already a Member of the DMP, wishing to speak at a Panel will be permitted to speak in favour or against any agenda item after all public speakers have spoken and prior to the Panel debating the item. Non Panel Members will be restricted to three minutes in total.</p> <p>1.15 The Chairman of the meeting has discretion to extend the speaking time for any party, in exceptional cases. This discretion is intended to be applied only rarely. Exceptional circumstances might arise as a result of the range of issues raised by the matter.</p> <p>2. Public Speaking at Cabinet. Please see Part 3 A2.8 of the Constitution.</p> <p>3. Public Speaking at Council. Please see Part 2 C9 of the Constitution.</p>	

Report Paragraph No	Section of the Constitution Ref	Proposed Revision	Rationale
Para 2.6	Part 2 C17.3	Recording of votes Paragraph will be revised to say: The mode of voting at meetings of the Council shall be via a show of hands, unless two or more councillors request a named vote. If a named vote is taken, the Democratic Services Manager will record the names and votes of those Members present and voting, and include them in the Minutes of the meeting. The result of the vote will be announced to the meeting.	To avoid the need for a named vote unless there is specific request for a named vote on an item, when there is a clear and overwhelming support for the item.
Para 2.7	Part 6 F25	Rename the Visitor Management Forum The forum will become: Tourism Development Forum.	Exiting Forum considers revised name more accurately reflects their aims and objectives
Para 2.8	Part 6 D5	Amend the terms of reference of the Employment Panel to be: <i>D5.1 Purpose</i> (i) To approve any payment of monies (other than that set out in the contract of employment) or payment under any employment policy (including pension costs) where such payment is in excess of £25,000 (whether singularly or collectively). (ii) To consider representations on employment relation matters from recognised Trade Unions. (iii) To determine overall human resources policies for all staff employed by the council. (iv) To approve significant revisions, in the case of five or more employees where the total redundancy costs (including pension costs), is more than £25,000, or where there are changes to the number and functions of the Council's directorates or any other significant changes of a similar magnitude, (subject where appropriate to consultation with the Trade Unions and other similar organisations involved). (v) To determine arrangements for the appointment and conditions of service of the Managing Director (who is appointed, on recommendation, by Council) and the Directors and Heads of Service in accordance with Part 8B. (vi) To determine arrangements for the conditions of service of all other Council employees. (vii) To monitor the cost effectiveness of Human Resources management across the Council's services. (viii) To determine the Council's Pay and Benefits Policy and annual pay awards under the Council's local schemes. (ix) To establish and monitor Corporate Health and Safety policies for the Council. (x) To establish and monitor Equal Opportunities	Request from the Employment Panel to enable timely decision to be made.

Report Para graph No	Section of the Constitution Ref	Proposed Revision	Rationale
		<p>policies for the Council.</p> <p>(xi) To establish and monitor the Council's training and staff development policies.</p> <p>(xii) To consider employment implications arising from i-xi for alternative employment arrangements (including Local Authority Trading Company or Community Interest Company) to deliver services (including pensions) delegated from Council or Cabinet.</p>	
Para 2.9	Part 8 B 4	<p>4 APPOINTMENT OF DIRECTORS AND DEPUTY CHIEF OFFICERS OF SERVICES</p> <p>1. Under the terms of this Constitution, the Strategic Director - Adult, Children and Health Services, the Head of Finance (Section 151 officer) and Monitoring Officer are statutory chief officers, according to the terms of Section 2(6) Local Government and Housing Act 1989.</p> <p>2. The Strategic Director - Corporate and Community Services and Strategic Director - Operations and Customer Services are determined to be non statutory chief officers, according to the terms of Section 2 (7) of the Local Government and Housing Act 1989.</p> <p>3. Deputy Directors or "Heads of Service" are determined to be "Deputy Chief Officers" in accordance with Section 2 (8) of the Local Government and Housing Act 1989.</p> <p>4. Where a Director or Deputy Chief Officer is proposed to be appointed.</p> <p>a) Employment Panel will appoint Directors and Deputy Chief Officers in accordance with the provisions set out in the Local Government & Housing Act 1989.</p> <p>b) Employment Panel delegate the recruitment of a Director or Deputy Chief Officer, where it is a 'like for like' recruitment with the same grade and salary scale being used, to the Managing Director, Head of Human Resources and service Director in consultation with the relevant Lead Member, who should also be a member of cabinet, and the chair of Employment Panel.</p> <p>c) The views of the Managing Director will always be taken into account in any appointment of a Director or Deputy Chief Officer.</p>	Request from the Employment Panel to enable timely decisions to be made where a like for like recruitment and appointment of a Strategic Director of Deputy Chief Officer is proposed.
Para 2.10	Part 6 D3.2	<p>Development Management Panels -</p> <p>A new paragraph e) be added which states:</p> <p>e) Borough-wide Panel: Where an application appears likely to have significant impact which extends across the whole borough, a Borough-wide panel will be called by the Leader of the Council, consisting of 11 Members. Group Leaders, in consultation with the</p>	To be able to have a Borough-wide panel when an application is received which has in the opinion of the Leader Borough-wide impact and

Report Paragraph No	Section of the Constitution Ref	Proposed Revision	Rationale
		Lead Member for Planning/Opposition Spokesperson for Planning as appropriate, would appoint the Members of the Panel from their respective groups on a meeting-by-meeting basis.	implications. Appointment to the panel would be in accordance with the rules of Political balance.
Para 2.11	Part 6 D3.2 b)	Revise the Windsor Rural Development Management Panel Membership to 9 from 6. Paragraph b) will be amended to show 9 Members.	To balance the panel membership with the Windsor Urban Panel membership number.
Para 2.12	Part 6 E5	<p>Revise the Terms of Reference for the Health and Wellbeing Board to reflect the Board's request: ToR to be as follows:</p> <p>E5.1 Purpose</p> <ul style="list-style-type: none"> • To implement the national and local requirements on Health and Wellbeing Boards to improve the life outcomes, health and wellbeing of residents in the Borough. • To act as a high level strategic partnership to agree the priorities that will improve the health and wellbeing of the residents of the Royal Borough of Windsor and Maidenhead. • To deliver the statutory functions placed on Health and Wellbeing Boards through the Health and Social Care Act 2012 and other statutory or local priorities. <p>Background</p> <p>Social policy changes from Central Government are changing the requirements for health and social care nationally in order to bring more local democracy into local services. On 12 July 2010, the NHS White Paper <i>Equity and Excellent - Liberating the NHS</i> and the accompanying consultation paper <i>Local Democratic Legitimacy in Health</i> outlined significant changes to local governance structures for health and wellbeing, to improve health outcomes for the local population.</p> <p>Each locality had a statutory requirement to create a Health and Wellbeing Board, which had specific functions for the associated area. The Board is to be hosted by the local authority and subsequent documents from Central Government have detailed and refined the requirements and functions of a HWB.</p>	<p>Reflect the evolved role of the HWB since the creation as a formal committee of the Council in April 2013, as a part of the Health and Social Care Act 2012.</p> <p>This role was clarified in the regulations issued in 2013. Since then there has been significant additional requirements placed on the Board through other policies and guidance, for example through the 'Better Care Fund'.</p>

Report Paragraph No	Section of the Constitution Ref	Proposed Revision	Rationale
		<p>Requirements of Health and Wellbeing Boards</p> <ol style="list-style-type: none"> 1. Assess the needs of the local population and lead the statutory Joint Strategic Needs Assessment (JSNA). 2. Prepare a Joint Health and Wellbeing Strategy based on the needs identified in the JSNA. 3. Oversee the delivery of the Better Care Fund. 4. Promote integration and partnership, including joined up commissioning plans across the NHS, social care and public health. 5. Support joint commissioning and pooled budgets where all parties agree it makes sense. 6. Offer strategic and organisational leadership to meet local priorities. <p>Accountability</p> <p>The Board is locally accountable to the community it services, elected members through the Royal Borough's Cabinet and to the Community Partnership Forum.</p> <p>There are accountabilities for commissioning decisions and actions through the NHS England Local Area Team</p> <p>Reporting Structures</p> <p>Any deviation from these terms of reference will be agreed by the statutory partners of the Board, specifically the Royal Borough, the Berkshire NHS Cluster Board and the Clinical Commissioning Groups' governing bodies.</p> <p>Review of the Health and Wellbeing Board</p> <p>The terms of reference and membership will be reviewed annually.</p> <p>E5.2 Membership</p> <ul style="list-style-type: none"> ▪ Chair Lead Member for Adult Services and Health. ▪ Deputy-Chair Chair Windsor, Ascot and Maidenhead Clinical Commissioning Group. ▪ Lead Member for Children's Services. ▪ Principal Member for Public Health and Communications. ▪ Managing Director/Strategic Director Adult, Children and Health Services. ▪ Deputy Director Health and Adult Social Care. ▪ Director of Public Health Berkshire. ▪ Chair Bracknell and Ascot Clinical Commissioning Group. ▪ Chair Windsor and Maidenhead Healthwatch. 	

Report Paragraph No	Section of the Constitution Ref	Proposed Revision	Rationale
		<p>Named substitutes will attend meetings of the Board in place of core members as required. Other partners and stakeholders may be co-opted into temporary or permanent membership to help address the identified strategic priorities.</p> <p>E5.3 Frequency of Meetings Four meetings per year. All meetings will be public unless there are confidential (Part II) items as applicable by the Local Government Act 1972.</p> <p>E5.4 Quorum Minimum representation of four members for a meeting to take place with at least two members each from the Council and the NHS.</p>	
Para 2.13	Part 6 F12	<p>Revise the Terms of Reference for the Grants Panel.</p> <p>F12.1 Purpose:</p> <p>To consider applications for Grant funding to voluntary organisations, with a view to formulating recommendations to Cabinet. The Panel will meet in early January each year to consider annual revenue grants, annual Kidwells Trust grants, annual capital grants, and to note Service Level Agreements.</p> <p>Under delegated authority to consider applications received outside of the Annual Grants cycle and agree grants awards at an interim Grants Panel meeting or to be delegated to the Head of Strategy and Communities in consultation with the Chair of the Grants Panel and the relevant Lead Member to reflect the specific service area to which the grant relates.</p> <p>Under delegated authority, to consider applications for Social Enterprise Grants</p>	To reflect the revised arrangements following Council decision to increase the role of the Grants Panel and to omit the Cabinet Participatory Sub Committee.
Para 2.14	Part 6 D11	<p>Revise the Terms of Reference for the Berkshire Pension Fund Sub Committee with respect to delegations to take emergency actions to terminate a mandate, redeem a pooled holding or reduce exposure to one or more asset classes and to take any other action necessary to secure / recover/ Pension Fund Assets.</p> <p>The Berkshire pension Fund Panel has agreed that Council be asked to revise this so that a delegation for such emergency action is to: the Chairman (or in his absence the Vice Chairman) of the Berkshire Pension Fund Panel and one other of: the Vice Chairman, Leader, and Lead Member for Finance, Managing Director or a Strategic Director.</p>	To address the request from the Berkshire Pension Fund Panel to ensure that when necessary it can ensure that where emergency action is required authority can be obtained swiftly.

Report Paragraph No	Section of the Constitution Ref	Proposed Revision	Rationale
Para 2.15	Part 2 B Table 2	<p>Delegation of Council – correct the named panel to which the function has been delegated by Council, in relation to the Function relating to local government pensions as listed in Section H of schedule 1 of the Regulations.</p> <p>The Council has delegated these functions to the Employment Panel.</p>	Correct an incorrectly named panel to the correctly named panel in Table 2.

Report Title:	2017/18 Programme of Meetings
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council
Meeting and Date:	Council 21 February 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director Corporate and Community Services / David Scott, Head of Governance, Partnerships, Performance and Policy
Wards affected:	All

REPORT SUMMARY

This report sets out the programme of meetings for the Council, Cabinet and the various Panels, Forums etc for the 2017/18 Municipal Year for Council approval.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and:

- i) Approves the programme of meetings for the 2017/18 Municipal Year, attached as Appendix A.

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

- 1.1 The meetings programme accords with the council's Constitution. The Council meetings are scheduled to take account of matters within the budget and policy framework.
- 1.2 A number of Panels, Sub Committees and Forums meet on an ad hoc basis. Dates for such meetings will be publicised as and when arranged, in consultation with the relevant Chairman.

Table 1: Options

Option	Comments
Approve the programme of meetings	
The recommended option	
A number of variances to the 2017/18 meeting dates could be developed if Council wishes.	Although a number of variances to the meeting dates could be developed, it is considered that the proposed schedule best reflects the current operation of the Council.

3. KEY IMPLICATIONS

Table 2: Outcomes

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Full programme of council meetings approved prior to the start of the 2017/18 municipal year.	<100%	100%	n/a	n/a	Meetings to take place from May 2017 onwards

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The cost of holding the meetings detailed in appendix A are within budgets.

5. LEGAL IMPLICATIONS

5.1 There are a number of Acts of Parliament, Regulations, Statutory Instruments and guidance which govern meetings of the Council; the principal ones being the Local Government Act 1972, the Local Government Act 2000 and the Localism Act 2011.

6. RISK MANAGEMENT

Table 4: Risks

Risks	Uncontrolled Risk	Controls	Controlled Risk
Council business not transacted in a timely manner	Medium	Agreed programme of meetings in place	Low

7. POTENTIAL IMPACTS

7.1 The proposed programme will require the use of council meeting rooms and the attendance of officers from departments across the council as necessary. The cost of hiring external venues is monitored to ensure value for money.

8. CONSULTATION

8.1 N/A

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Timetable

Date	Details
23 May 2017	Meetings to take place following Annual Council May

Date	Details
onwards	2017

9.2 Implementation date if not called in: N/A

10. APPENDICES

10.1 Appendix A – draft programme of meetings 2017/18

11. BACKGROUND DOCUMENTS

11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Dudley	Leader of the Council	1/2/17	1/2/17
Alison Alexander	Managing Director / Strategic Director Adults, Children and Health	24/1/17	30/01/17
Russell O'Keefe	Strategic Director Corporate and Community Services	24/1/17	30/1/17
Andy Jeffs	Interim Strategic Director Operations and Customer Services	24/1/17	
Rob Stubbs	Section 151 Officer	24/1/17	30/1/17
David Scott	Head of Governance, Partnerships, Performance and Policy	17/1/17	24/1/17

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No
Report Author: Karen shepherd, Democratic Services Manager, 01628 796529	

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PROGRAMME OF MEETINGS 2017/2018

A= Annual, M = Maidenhead, W = Windsor.

MEETING	May	June	July	August	September	October	November	December	January	February	March	April	May
COUNCIL (7.30pm)	23 (A)(M)	27 (M)	25 (W)		26 (M)			12 (W)		20 (M) (Budget)		24 (W)	22 (A)(M)
CABINET (7.30pm)	25 (M)	29 (W)	27 (M)	24 (W)	28 (M)	26 (W)	23 (M)	14 (W)	25 (M)	8 (M) (Budget) & 22 (W)	22 (M)	26 (W)	24 (M)
Cabinet Regeneration Sub Committee (6.00pm/6.30pm)		27		22		30		12		20		24	
Cabinet LA Governors Appointments Sub Committee (5.00pm)	25		27		28		23		25		22		24
Corporate Services Overview and Scrutiny Panel (6.30pm)		22		17		24	16			6 (Budget) & 15			15
Children's Services Overview & Scrutiny Panel (6.30pm)		20	18		20	17		13	23 (Budget)		15	17	
Highways, Transport and Environment Overview & Scrutiny Panel (6.30pm)	18		20		21		16		26 (Budget)		21		17
Planning and Housing Overview & Scrutiny Panel (7.00pm)		19		15		19		7		1 (Budget)		18	
Adult Services and Health Overview & Scrutiny Panel (7.00pm)	17		20		27		14		30 (Budget)		13		17
Culture and Communities Overview & Scrutiny Panel (6.30pm)	16			14			15		24 (Budget)	21	20		16
Crime & Disorder Overview & Scrutiny Panel (7.00pm)		28		23		5	21			7 (Budget)		16	
Audit and Performance Review Panel (7.00pm)		14			6 & 21	12	8	18		26		12	
Employment Panel (6.30pm)	15	19	17	14	19	16	13	7	16	13	12	16	14
Maidenhead DM Panel (7.00pm)	10	7	5	2 & 30	27	25	22	20	17	14	14	11	9
Windsor Rural DM Panel (7.00pm)	3 & 31	28	26	23	20	18	15	13	10	7	7	4	2 & 30
Windsor Urban DM Panel (7.00pm)	24	21	19	16	13	11	8	6	3 & 31	28	28	25	23
Licensing Panel (6.00pm)			11			10			23			10	
Berkshire Pension Fund Panel & Advisory Panel (4.00pm)	15		10		11		13		15		12		14
Rights of Way and Highway Licensing Panel (6.30pm)			12		14			4			5		
Grants Panel (10.00am)					26				9 (A)				
Sustainability Panel (7.00pm)	9		3		18		27		30		8		10
Parish Conference (7.00pm)		13				9				15			
Windsor Town Forum (6.30pm)		1				31				14			
Maidenhead Town Forum (6.30pm)		5				12				13			
Aviation Forum (7.00pm)	8			7			9			12			1
Rural Forum (5.30pm)		12 (walk)					6				6		
SACRE (6.00pm)		6					28				27		
Local Access Forum (6.30pm)		14					1						
Tourism Development Forum (6.30pm)		15			12		30				13		
Cycle Forum (6.30pm)			13			4			24			9	
Access Advisory Forum (11.00am)		19			18			11			19		
Corporate Parenting Forum (6.30pm)	11		4		5		7		18		26		8
Health and Wellbeing Board (3.00pm)				8			7				13		
Schools Forum (2.30pm)	23		11			10		12	16		20		22
Flood Group (6.00pm)			4			2			18			3	
School Improvement Forum (5.00pm)		13				9				27			
Staff Forum (start time varies)			17			16							
One Borough (10.00am)		14			13			6					
Maidenhead Town Partnership Board (8.00am)		20		22		24		12					

N.B. Meetings programmed on an ad hoc basis: Constitution Sub Committee, Cabinet Prioritisation Sub Committee, Public Space Protection Order Panel, Appeals Panel, Licensing Panel Sub Committee, Local Plans Working Group, Employment Appeals Panel, Independent Remuneration Panel

Report Title:	Appointment of Statutory Officers
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council
Meeting and Date:	Council, 21 February 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director of Corporate and Community Services
Wards affected:	All

REPORT SUMMARY

The report requests approval for the statutory appointments of Monitoring Officer, Returning Officer and Electoral Registration Officer following the agreement by Employment Panel of a new management structure for the Corporate and Community Services Directorate.

1. DETAILS OF RECOMMENDATION(S)

1.1 RECOMMENDATION: That Council notes the report and appoints:

- i) **Head of Law and Governance, Mary Kilner, as the Council's Monitoring Officer.**
- ii) **Managing Director, Alison Alexander, as the Council's Returning Officer and Electoral Registration Officer.**

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

2.1 On the 21 September Employment Panel approved a new proposed management structure for the Corporate and Community Services Directorate and the changes were then agreed with the affected individuals.

2.2 These changes included the:

- Recruitment of a new Head of Law and Governance, Monitoring Officer, who is a qualified lawyer to strengthen the council's governance and provision of legal advice and support.
- Statutory role of Returning Officer transferring to the Managing Director which mirrors the approach in most local authorities.
- Deletion of the position of Head of Governance, Partnership, Performance and Policy. The post holder, David Scott, moving into a new role of Head of Strategy and Community Services with responsibility for strategy and performance, community and town centre engagement and management, leisure services, arboricultural services and the civic team.
- A new fixed term post of Corporate and Community Projects Lead be created. The post being filled by Kevin Mist with responsibility for a

number of key projects including the building of the new leisure centre and for overseeing the public realm and associated works.

- 2.3 Employment Panel agreed to implement the new structure once the new Head of Law and Governance had been recruited and taken up post. Following the appointment and the arrival of the post holder formal approval sought from Council to the statutory appointments of Monitoring Officer, Returning Officer and Electoral Registration Officer, which are requested within this report.
- 2.4 Mary Kilner's appointment as the Head of Law and Governance was approved by Employment Panel on the 5 January 2017 and in accordance with the constitution, members of the Cabinet have been informed and raised no objections. Mary brings a lot of expertise and experience having worked at senior levels in top law firms. She started with the Council on 2 February 2017.

Role of Monitoring Officer

- 2.5 The Monitoring Officer is a statutory appointment and serves as the guardian of the Council's Constitution and the decision-making process. The Monitoring Officer is responsible for advising the council on the legality of its decisions and providing guidance to councillors and officers on the Council's Constitution and its powers. The role has a responsibility to report breaches and possible breaches of the law or maladministration to the Council.
- 2.6 The Monitoring Officer works closely with the Council's Managing Director to assist in the role of promoting and maintaining high standards of conduct and probity within the Council.
- 2.7 The functions of the Monitoring Officer as set out in the constitution are:
1. **Maintaining the Constitution.** The Monitoring Officer will maintain an up-to-date version of the Constitution and will ensure that it is widely available for consultation by Members, staff and the public.
 2. **Ensuring lawfulness and fairness of decision making.** After consulting with the Head of Paid Service and Chief Finance Officer, the Monitoring Officer will report to the Council or to Cabinet in relation to an executive function if he or she considers that any proposal, decision or omission would give rise to unlawfulness or if any decision or omission has given rise to maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
 3. **Proper Officer for access to information.** The Monitoring Officer will ensure that Cabinet decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible.
 4. **Ensuring compliance with Budget and Framework Rules.** Advising whether Cabinet decisions are within the budget and policy framework in accordance with the requirement under the Budget and Framework Rules. The Monitoring Officer will advise whether decisions of the Cabinet are in accordance with the budget and policy framework.
 5. **Providing advice.** The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues to all councillors and will support and advise councillors and officers in their respective roles.

6. **Receiving reports.** The Monitoring Officer will receive and act on reports made by Ethical Standards Officers (ESOs) and make reports.
7. **Conducting investigations.** The Monitoring Officer will conduct investigations into matters referred by Ethical Standards Officers and make reports or recommendations in respect of them.
8. **Contributing to corporate management.** The Monitoring Officer will contribute to the corporate management of the council, in particular through the provision of professional advice on the lawfulness or probity of any matter.
9. **Restrictions on posts.** The Monitoring Officer cannot be the Chief Finance Officer or the Head of Paid Service.

2.8 If approved Mary Kilner would take up the role of Monitoring Officer from the 27 February 2017.

Role of Returning Officer and Electoral Registration Officer

- 2.9 The Returning Officer is the person who has the overall responsibility for the conduct of elections in the Borough.
- 2.10 The Returning Officer is an officer of the council but the role of the Returning Officer is a personal responsibility independent and separate from their duties as an employee of the council. In most local authorities, this role is held by the Head of Paid Service.
- 2.11 The Electoral Registration Officer (ERO) is the person with statutory responsibility for the creation and maintenance of the register of electors and the absent voters list. This person takes responsibility for publishing a revised electoral register and issuing monthly alterations notices. The ERO is also the Acting Returning Officer for UK parliamentary elections.
- 2.12 The Electoral Registration Officer is an officer of the council but the role of the Electoral Registration Officer is a personal responsibility, independent and separate from their duties as an employee of the council.
- 2.13 The two roles of Returning Officer and Electoral Registration Officer are usually combined and performed by a single person and it is proposed that these roles are undertaken by the Managing Director. Members are reassured that additional capacity to perform these duties will be available as a result of the agreed changes to service delivery from April 2017, with staff transferring to Achieving for Children and Optalis, and the recruitment to the Director of Children's Services role for Achieving for Children.
- 2.14 If approved Alison Alexander would immediately take over the role of Returning Officer and Electoral Registration Officer.

Option	Comments
To approve the statutory appointments The recommended option.	Allows the Council to continue to meet its statutory requirements
To not approve the statutory appointments	The Council would have to appoint other people into these roles.

Option	Comments
This is not a recommended option.	

3. KEY IMPLICATIONS

Table 2:

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Statutory officers appointed and commence duties.	Appointments not approved and existing arrangements continue.	27 February 2017	N/A	N/A	27 February 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from this report.

5. LEGAL IMPLICATIONS

5.1 Section 5 (1) of the Local Government and Housing Act 1989 places a duty on the Council to appoint one of its officers to the statutory position of Monitoring Officer and provide that officer with such staff and resources which, in that person's opinion, is necessary to allow them to carry out their duties.

5.2 The Representation of the People Act 1983 Section 35 requires the council to appoint an officer of the council to be the Returning Officer in local elections.

5.3 It is a requirement of Section 8 of Representation of the People Act 1983 that the Council appoints an Electoral Registration Officer (ERO). By virtue of section 28(1) of the Act only the ERO may act as Acting Returning Officer in parliamentary elections.

6. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The proposals contained in this report do not deliver the expected improvements	Missed opportunity to improve service delivery	Managed implementation of the change to ensure benefits are realised.	Low

7. POTENTIAL IMPACTS

- 7.1 The changes will achieve a fit for purpose structure that meets the needs of the Council.

8. CONSULTATION

- 8.1 The proposals and appointment of the Head of Law and Governance were agreed by Employment Panel.

9. TIMETABLE FOR IMPLEMENTATION

Date	Details
Change of Returning Officer and Electoral Registration Officer	Immediately
Change of Monitoring Officer	27 February 2017

10. APPENDICES

- 10.1 N/A

11. BACKGROUND DOCUMENTS

- 11.1 N/A

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Councillor Dudley	Leader of the Council	2/02/17	2/02/17
Councillor Targowska	Principle Member for HR and Legal	2/02/17	2/02/17
Alison Alexander	Managing Director	24/01/17	30/01/17
Andy Jeffs	Interim Strategic Director	31/01/17	31/01/17
Robb Stubbs	Section 151 Officer	31/01/17	31/01/17
Terry Baldwin	Head of HR	31/01/17	31/01/17

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Report Title:	Approval of the updated Pay Policy Statement for 2017/18
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Targowska, Principal Member for HR.
Meeting and Date:	Council - 21 February 2017
Responsible Officer(s):	Alison Alexander, Managing Director and Strategic Director of Adults, Children and Health Services and Terry Baldwin, Head of HR.
Wards affected:	None

REPORT SUMMARY

1. This report deals with the approval of an updated Pay Policy Statement for 2017/18 as required by the Localism Act 2011. It recommends that Council approves the updated Statement agreed by Employment Panel on 19 January 2017. These recommendations are being made because the council is required to review, approve and publish a Pay Policy Statement by 31 March annually.
2. The Pay Policy Statement enables residents to understand the council's pay policy for senior staff and how it relates to the salaries of the lowest paid. It provides transparency and enables residents to assess whether salaries paid represent value for money.
3. The Pay Policy Statement supports all of the council's strategic objectives as it facilitates the council recruiting and retaining the calibre of staff it requires to deliver its services.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and:

- i) Approves the updated Pay Policy Statement for 2017/18.
- ii) Notes that further revisions will be required to the statement following the external transfer of some council services on 1 April 2017 and for the implementation of the Government's reforms to public sector exit pay arrangements.

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

- 2.1 The Localism Act 2011 requires the council to review its Pay Policy Statement annually and publish an updated statement for 2017/18 by 31 March 2017.

2.2 The Statement has been updated to reflect:

- Latest structure for ‘Chief Officers’.
- A change to the salary range for the Strategic Director of Adult, Children and Health Services – section 2.2.
- Addition of an allowance for the role of Managing Director and a simplification of the section on other allowances– sections 2.5 and 2.6.
- Simplification of the section on the use of interim managers in senior roles – section 2.21.
- The change to the lowest salary paid by the council as a result of the revised living wage from April 2017 – section 3.4.
- Updating of the pay ratio between the Managing Director and the lowest paid employees, which has seen a slight increase from 9.2 to 9.46.
- The updating of the pay ratio for median pay, which has seen an increase from 4.8 to 5.1 - section 4.
- Updating of staff numbers – section 11.1.

2.3 From 1 April 2017, the council will have a revised structure and therefore the Pay Policy Statement will have to be revised to reflect this new structure.

2.4 The Government are introducing regulations regarding the recovery of exit payments and limiting the total value of exit payments that will apply to organisations in the public sector. At the time of writing, these regulations were not finalised and therefore the Pay Policy Statement will be revised once the Regulations are in place.

2.5 Employment Panel approved the updated statement at their meeting on 24 January 2016.

Table 1: Options

Option	Comments
Approve the updated 2017/18 Pay Policy Statement. Recommended option.	In accordance with the Localism Act an updated version of the statement must be approved by full Council each year.
Amend the 2017/18 Pay Policy Statement. Not recommended.	The statement includes all the required updates.
Reject the updated 2017/18 Pay Policy Statement. Not recommended.	Council has to approve and publish an updated statement.

3. KEY IMPLICATIONS

3.1

Table 2: Defined outcome

Defined Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Approve and publish statement by 31 March 2017.	> 31 March 2017.	By 31 March 2017.	By 17 March 2017.	By 1 March 2017.	31 March 2017.

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 None.

5. LEGAL IMPLICATIONS

5.1 The amended Pay Policy Statement 2017/18 meets the requirements of the Localism Act 2011.

5.2 The Council was required by Sections 38-39 of the Localism Act 2011 to approve and publish its first pay policy statement by 31 March 2012 for the financial year 2012-13 and annually thereafter. Any changes during the year have to be approved by full Council. Failure to do so would be contrary to the Council's statutory duty under the Localism Act and could result in a number of adverse steps against it including judicial review for failing to comply with statutory duties.

6. RISK MANAGEMENT

6.1

Table 3: Risk

Risk	Uncontrolled Risk	Controls	Controlled Risk
Failure to approve the revised Pay Policy Statement at Council on 21 February 2017, results in contravention of the council's obligations under the Localism Act.	High.	Statement approved at Council 21 February 2017.	Low.

Risk	Uncontrolled Risk	Controls	Controlled Risk

7. POTENTIAL IMPACTS

7.1 The original EQIA was not reviewed as there are no significant changes to the updated statement.

7.2 There are no other impacts.

8. CONSULTATION

8.1 The updated statement contains minimal changes of factual information and therefore no consultation has been undertaken.

9. TIMETABLE FOR IMPLEMENTATION

9.1

Table 4: Timetable

Date	Details
24 January 2017	Employment Panel approved statement.
21 February 2017	Full Council approves statement.
31 March 2017	Deadline for the updated statement to be published on the council's website.

9.2 Implementation date if not called in: By 31 March 2017.

10. APPENDICES

10.1 Appendix A – Updated Pay Policy Statement 2017/18.

11. BACKGROUND DOCUMENTS

11.1 None.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
L Targowska	Lead Member/ Principal Member/Deputy Lead Member	1/2/17	3/2/17
A. Alexander	Managing Director	27/1/17	27/1/17
A Jeffs	Strategic Director	27/1/17	
R O'Keefe	Strategic Director	27/1/17	
R. Stubbs.	Section 151 Officer	27/1/17	30/1/17
T Baldwin.	Head of HR	27/1/17	27/1/17

REPORT HISTORY

Decision type: Non-key decision For information	Urgency item? No
Report Author: Karin Zussman-Ward, HR Consultant, 01628 796211	

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD Pay Policy Statement for the year 2017/18

1. INTRODUCTION

- 1.1 Under sections 38 to 43 of the Localism Act 2011, Local Authorities are required to prepare, approve by full Council (as a Part 1 item) and publish on their website, a pay policy statement by 31 March 2017, for the financial year 2017/18. This statement does not include staff based in RBWM schools, which are outside the scope of the legislation.
- 1.2 Full Council approved this statement on 21 February 2017. RBWM may amend this statement during the financial year, with approval from full Council and publish an amended statement on the website within 10 working days of the Council meeting.
- 1.3 In drawing up this statement, RBWM has taken into account the guidance issued by the Department of Communities and Local Government and the advice supplied jointly by the Local Government Association and the Association of Local Authority Chief Executives (ALACE). Links to external websites:
- [CLG Guidance](#)
 - [CLG Supplementary Guidance](#)

2. REMUNERATION OF CHIEF OFFICERS

- 2.1 The following posts are included in the definition of 'Chief Officer' in the Council:
- Managing Director and Strategic Director of Adult, Children and Health Services.
 - Strategic Director of Corporate and Community Services.
 - Strategic Director of Operations and Customer Services.
 - Deputy Director – Health, Early Help and Safeguarding.
 - Deputy Director – Health and Adult Social Care.
 - Head of Finance (Section 151 Officer) and Deputy Director of Corporate and Community Services.
- Heads of Service:**
- Head of Commissioning, Adults, Children's and Health.
 - Head of Corporate and Community Projects.
 - Head of Community Protection and Enforcement.
 - Head of Customer Experience.
 - Head of Strategy and Communities.
 - Head of Highways and Transport.
 - Head of HR.
 - Head of Information Technology Services.

Appendix A

- Head of Law and Governance.
- Deputy Director – Operations and Customer Services*.
* Combined with the Head of Revenue and Benefits
- Head of Planning.
- Director of Regeneration, Development and Property Services.
- Head of Revenue and Benefits.
- Head of Schools and Educational Services.

NB A revised structure is expected post 1 April 2017.

Salaries

- 2.2 The salary bands of Chief Officers are benchmarked and market tested. Current salary bands are:
- Strategic Director of Adult, Children and Health Services £120,000 to £140,000.
 - Strategic Directors £95,950 to £131,300.
 - Deputy Directors £85,000 to £100,000.
 - Heads of Service £65,650 to £90,900.

Additional payments

- 2.3 There are two additional payments:
- Managing Director/Head of Paid Service £15,000pa
 - Returning Officer fees. Currently undertaken by the Head of Strategy and Communities. The amount paid is published on the website –[Pay & benefits of staff earning over £50,000](#)
- 2.4 There are no other regular payments made to the post holders in the roles listed in section 2.1.

Honoraria

- 2.5 A Honorarium Scheme applies to all employees including Chief Officers.

Salary reviews

- 2.6 The annual pay review is undertaken by RBWM and any pay award is determined by Employment Panel. The annual pay review date is 1 April.
- 2.7 A Pay Reward Scheme, applicable to all staff on local terms and conditions, was introduced from April 2014. This allows the Council to reward performance based on an assessment of achievement of objectives and demonstration of its corporate behaviours, CREATE.

Expenses and benefits

- 2.8 The Council has a comprehensive Expenses policy, which applies to all staff.
- 2.9 The Council will pay for one annual membership of a professional body, where the membership/qualification is required for the post held.
- 2.10 All other benefits are available to all staff and identified in point 3.4.

Remuneration on appointment

- 2.11 For vacant posts the market levels may be reassessed, see 2.4 and any appointment would be made in accordance with the market comparability evidence.

Termination payments

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

Other terms and conditions

- 2.13 The terms and conditions for this group of staff are wholly locally determined and set out in the RBWM Employee Handbook.

- 2.14 All staff receive 28 days annual leave plus 8 bank holidays each year.

Use of interim managers in senior roles

- 2.15 RBWM would not normally appoint a consultant on a permanent basis to a permanent post.

3. DEFINITION AND REMUNERATION OF THE LOWEST PAID EMPLOYEES

Definition of RBWM lowest paid employees

- 3.1 The simplest definition, recommended by the JNC for Chief Executives in their guidance to local authorities, is to use the lowest pay point the council uses.

Salary, reviews and increments

- 3.2 The hourly rate of the lowest paid employee is £7.66, which equates to an annual salary of £14,789. This is above the national living wage rate, £7.50 per hour from April 2017. The annual pay review and any pay award is determined by Employment Panel. The pay review date is 1 April.

Other payments

- 3.3 The council's Pay and Benefits policy sets out their policy on additional payments for all staff such as overtime or stand by.

Benefits

- 3.4 The Council offers a range of benefits to its staff:
- Advantage card – for those staff who are non residents (residents automatically qualify)
 - Bike Lease Scheme via salary sacrifice
 - Buy and sell annual leave
 - Car Lease Scheme via salary sacrifice
 - Childcare Vouchers via salary sacrifice
 - Contributory pension scheme (employee contribution rates from 5.5% to 11.4% and employer contribution rate of 12.8%)

Appendix A

- Employee Assistance Programme (EAP)
- Employee Benefits Portal
- Eye care vouchers for designated DSE users
- Car parking at work
- Physiotherapy – subject to criteria
- Season ticket loan
- Discounted rail travel to Maidenhead on Great Western routes

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

- 4.1 The Hutton Review of Fair Pay in the public sector, published in March 2011, did not recommend a defined pay multiple, but instead recommended that the public sector should publish, track and explain their pay multiples over time.
- 4.2 The salary for the Managing Director is £140,000, plus employer's pension contributions. [Director's salary information](#). The remuneration of the lowest paid employee was £14,789, which represents basic salary as no other allowances are payable. Using these figures the pay multiple is 9.46.
- 4.3 The ratio between the highest paid employee, the Managing Director and the average pay of all RBWM employees is 1:4.57 and the median pay of all employees is 1:5.1.
- 4.4 The policy regarding the pay of senior staff aims to ensure that the Council can recruit and retain the calibre of staff required to deliver continuous improvement in service delivery. RBWM uses market comparability to determine pay levels to ensure that they are not over or underpaying for these key roles.

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

- 5.1 If an individual is in receipt of a severance payment or retirement pension from another local authority or RBWM, that would not be taken into account in the decision as to whether or not to employ them.
- 5.2 Under Regulation 70 of the Local Government Pension Scheme (LGPS) (Administration) Regulations 2008, the Berkshire Pension Fund is required to determine its approach to the abatement of pensions in the event that the recipient re-enters Local Government employment. The Pension Fund Panel determined on 20 October 2003 (under the previous LGPS Regulation 109) that no abatement would be exercised for those returning to local government employment within the Berkshire fund area.
- 5.3 The Government is consulting on regulations regarding the recovery of public sector exit payments. Once the regulations are approved, then this section of the pay statement will be reviewed.

6. POLICIES ON REDUNDANCY AND PENSION ENTITLEMENT

Redundancy

- 6.1 The Policy and Procedure for Redundancy, Early Retirements on the Grounds of Efficiency of the Service and Ill Health defines how RBWM will approach redundancy including redundancy pay.
- 6.2 The council uses its discretionary powers to calculate redundancy pay using the individual's actual weekly salary (Capped at £80,000 per annum) and does not enhance the number of statutory week's redundancy pay an individual is entitled to under the Employment Rights Act 1996.

Pension enhancement

- 6.3 The LGPS contains provision for employers to enhance pension payments. Employers are required to determine how they will use these discretionary provisions. The council has determined generally not to use its discretion to enhance pension payments by either additional years or additional pension, RBWM will however consider any application on its merits.
- 6.4 The Government is consulting on regulations regarding the reforms to public sector exit payments. Once the regulations are approved, then this section of the pay statement will be reviewed.

Early retirement or flexible retirement

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

7. APPROVAL OF SALARY PACKAGES OVER £100,000

- 7.1 Under the terms of the Constitution the appointment of the Managing Director is approved by full Council following a recommendation by the Employment Panel.
- 7.2 For Directors and Heads of Service and for posts attracting a remuneration package exceeding £100,000, the terms of recruitment for and appointments of these posts will be made by the Employment Panel.

8. HOW DECISIONS ON PAY AND REWARD POLICIES ARE MADE

- 8.1 All of the pay and reward policies are approved by the council's Employment Panel and are reviewed or updated regularly to reflect legislation, best practice and organisational changes.

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

9.1 In accordance with the Accounts and Audit (England) Regulations 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency, RBWM publishes annually the remuneration of the Managing Director and Directors on its website. [Director's salary information](#)

10. OTHER RELEVANT COUNCIL DOCUMENTS

- Expenses policy
- Flexible retirement
- Honoraria
- Pay & benefits policy
- Pension abatement policy
- Pension's discretion policy
- Policy and procedure for redundancy, early retirements on the grounds of efficiency of the service and ill health

11. NUMBER OF STAFF AND SALARY BANDS

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

Pay band* £	Number of staff*
<15,000	12
>15,000 <25,000	485
>25,000 <35,000	396
>35,000 <45,000	250
>45,000 <55,000	63
>55,000 <65,000	21
>65,000 <80,000	15
>80,000 <100,000	8
>100,000	3
Total	1,253

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

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Report Title:	Transforming Care Partnership Capital Project
Contains Confidential or Exempt Information	No - Part I
Member reporting:	Councillor David Coppinger - Lead Member for Adults , Health and Sustainability
Meeting and Date:	Council 21February 2017
Responsible Officer(s):	Alison Alexander - Managing Director/Strategic Director Adult, Children and Health Services.
Wards affected:	All

REPORT SUMMARY

1. The Royal Borough has been successful in securing a capital grant of £997,841 from NHS England. The capital stems from the NHS Transforming Care Partnerships funding stream. The fund is to be used to ensure that people with a complex Learning Disability are not kept in hospital settings due to a lack of appropriate housing with support to enable them to live independently.
2. The report outlines: the conditions of the grant; including the arrangements the Borough will make with to purchase a property, lease the property to a housing association and to provide supported housing to three Royal Borough residents with a learning disability who are currently in hospital settings.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and agrees:

- i) **To enter into an NHS England Capital Grant Agreement.**
- ii) **To enter into a house purchase contract.**
- iii) **To delegate authority to the Managing Director/Strategic Director Adult, Children and Health Services and Lead Member of Adult, Health and Sustainability to negotiate and enter into a lease agreement and property development contract with a Housing Association following competitive selection.**

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

- 2.1 The Royal Borough of Windsor and Maidenhead (RBWM) is part of the Berkshire Transformation Care (TCP) Partnership Board. The Board operates across East Berkshire and aims to provide a range of independent housing options for people with learning disabilities. This scheme will meet the needs of three current borough residents, increasing their independence reducing their dependence on local services. .

- 2.2 NHS England (NHSE) South region prioritised capital funding in 2016-17, to support the discharge of inpatients, or support those at risk of being admitted. It expects the funding to be used for the acquisition and adaptation of homes for people with learning disabilities. The Royal Borough made a successful grant application for the acquisition and adaptation of a four bedroom detached residential property within easy traveling distance of Maidenhead. The primary objective of purchasing the property is to provide a personally adapted shared 'own home' environment specifically for three Royal Borough residents with learning disabilities and or autism needs with challenging behaviours currently in hospital settings.
- 2.3 The opportunity to take up the capital funding is time limited, requiring grant payment to the Royal Borough by the end of March 2017 with a plan for its immediate use. The property must be purchased and adaptations works completed by the end of March 2017 or the grant returned to NHSE.
- 2.4 The grant needs to cover the full costs of acquisition including legal and surveys and adaptations to make suitable for individuals to a maximum of value of £997,841. To accept the capital grant the Council needs to enter into a NHSE standard Capital Grant agreement. The contract includes a restriction on title to control any resale. The main conditions of the grant are to ensure that a Local Authority suitably protects the investment ensuring appropriate maintenance and insurances are in place. If the property ceases to be used for the purpose identified in the original grant application there will be a requirement to repay the original grant. Repayment will be according to the property market value at the time as determined by the District Valuer.
- 2.5 It is the Royal Borough's intention to enter into a 10 year full repairing and insuring property management lease agreement with specialist Housing Association partner selected following a competitive process. The Housing Association will manage the property, arrange rent collection from the residents, manage any planned or reactive maintenance and the future adaptation of the property to suit changing needs of residents.
- 2.6 The Housing Association will be obligated to operate, maintain and manage the property in its entirety with no cost claims back to the Royal Borough. This will be achieved by the Housing Association maximising the rental income and managing all property related works within this funding envelope. Any loss of income or dips in income are at the Housing Association's risk but can be recovered from any excess income generated. Any early or large lifecycle claims that the fund cannot immediately cover will be met by either the Housing Association's property insurance or from their own funds which can be repaid from future income.
- 2.7 It is intended that the property adaptations will be managed via the Housing Association under a separate property agreement prior to entering into the lease but will ensure full risk transfer for the adaptation works within the lease agreement.
- 2.8 In addition to a housing provider to manage the property a care provider has been selected separately to provide support to the residence on standard

'spot' contracts. This is to ensure that the care services can move with the tenant.

Table 1: Options

Option	Comments
To enter into an NHSE Capital Grant Agreement and a house purchase agreement. The option recommended	Funding is available and there is a plan for the way in which the grant can be deployed for the good of Royal Borough residents

3. KEY IMPLICATIONS

3.1

Table 2: Project Outcomes

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Three borough residents are able to live independently in an adapted property with support services.	Property not available residents remain in hospital settings	Property available and residents move in under tenancies by June 2017	Property available and residents move in under tenancies by May 2017	Property available and residents move in under tenancies by April 2017	May 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The grant will be paid in full to RBWM once the Grant Agreement has been signed. The grant conditions stipulate that any underspend being is returned to NHSE in 2017.

	£
Property Acquisition	833,000 inc. SDLT
Adaptation Works	105,045
Professional Fees	35,000
Equipment	19,796
Project contingency	5,000
Total scheme cost	997,841

- 4.2 The three residents occupying the accommodation will pay rent to the housing association, funded by housing benefit. Over time the rental income received by the Housing Association is expected to exceed their outgoing in respect of maintenance. Under the lease agreement the excess will be ring-fenced for use as required by the Council to support additional accommodation needs for its eligible social care residents.

Table 3: Capital

	2016/17	2017/18	2018/19
Addition	£997,814	£0	£0
Reduction	£0	£0	£0
Net impact	£997,814	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 In order to select a Housing Association provider to partner with, expressions of interest were sent to six Housing Associations that operate within the county and two expressed an interest. The other four declined citing the fast track nature of the project or concerned they were unable to resource the demands of the project. Both providers attended selection interviews and provided detailed presentations. Both parties were able to demonstrate an excellent implementation plan with significant knowledge and experience in this sector. One identified that their offer was based on being selected for the both the care and housing contracts and required a minimum of 15 year agreements for both. The other confirmed that they were very happy for the housing and care services to be totally independent and that the minimum housing agreement would be five years with no minimum term on the care contract.
- 5.2 The successful provider offered the Royal Borough an excellent level of services that fully met the TCP and council's aims of ensuring that the care package was 'attached' to the individual and not the property to ensure full flexibility.
- 5.3 To deliver best value, the provider have agreed that within the lease they will commit to ensuring value for money by all subcontract works being tendered, these will be reported to the Royal Borough to demonstrate compliance.

6. RISK MANAGEMENT

- 6.1 The project has operated a formal risk register throughout the project development stages, see table 4.

Table 4: Project risks

Risks	Uncontrolled Risk	Controls	Controlled Risk
Grant needs to be paid back to NHSE because deadlines cannot be met.	Medium	Expert project management in place. Shared risk of costs already incurred in Better Care Fund with CCG.	Low
Grant approval delayed not allowing time for adaption works.	Medium	Housing association to fund the adaptation works and recover the costs from the rental income.	Low
If grant repayment triggered, then sale costs will needs to be borne by the Royal Borough.	Medium	Any costs for sale can be offset again potential property value increase as housing market very strong.	Low

7. POTENTIAL IMPACTS

- 7.1 The report has described the accommodation, property and asset implications of the project.

8. CONSULTATION

- 8.1 N/A

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The timetable for the next steps is detailed in Table 5.

Table 5: Capital funding timetable

Date	Details
10 February 2017	Grant and property legal documents agreed
10 February 2017	Housing Association submits adaptation proposal
21 February 2017	The Royal Borough agrees to the contract with NHSE
22 February 2017	Contract signed
24 February 2017	Grant payment to the Royal Borough
27 February 2017	Exchange contracts on property
13 March 2017	Complete on sale and adaptation contract

10. APPENDICES

- 10.1 N/A

11. BACKGROUND DOCUMENTS

- 11.1 N/A

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Coppinger	Lead Member	09/02/17	
Alison Alexander	Managing Director	08/02/17	08/02/17
Russell O'Keefe	Strategic Director	08/02/17	
Andy Jeffs	Strategic Director	08/02/17	
Rob Stubbs	Section 151 Officer	08/02/17	
Terry Baldwin	Head of HR	08/02/17	
Shared Legal Solutions	Other e.g. external	8/2/17	9/2/17

REPORT HISTORY

Decision type: Key decision	Urgency item? Yes
Report Author: Nick Davies , Service Lead Commissioning Adults	

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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