

NOTICE  
OF  
MEETING



# HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

will meet on

**TUESDAY, 31ST JANUARY, 2017**

**At 6.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL,**

TO: MEMBERS OF THE HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND  
SCRUTINY PANEL

COUNCILLORS HARI SHARMA (CHAIRMAN), JESSE GREY (VICE-CHAIRMAN),  
MALCOLM BEER, MARIUS GILMORE, MAUREEN HUNT, PAUL LION AND  
JULIAN SHARPE

COUNCILLORS

SUBSTITUTE MEMBERS

COUNCILLORS DAVID EVANS, DAVID HILTON, LYNNE JONES, WESLEY RICHARDS,  
DEREK SHARP, JOHN STORY, SIMON WERNER AND LYNDY YONG

Karen Shepherd - Democratic Services Manager - Issued: Date Not Specified

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **Wendy Binmore** 01628 796 251

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## **AGENDA**

### **PART I**

<b><u>ITEM</u></b>	<b><u>SUBJECT</u></b>	<b><u>PAGE NO</u></b>
1.	<b><u>APOLOGIES</u></b>  To receive any apologies for absence.	
2.	<b><u>DECLARATIONS OF INTEREST</u></b>  To receive any Declarations of Interest.	5 - 6
3.	<b><u>MINUTES</u></b>  To confirm the Part I Minutes of the meeting held on 6 December 2016 and 9 January 2017	7 - 18
4.	<b><u>BUDGET AND COUNCIL TAX 2017/18</u></b>  To receive the above report.	19 - 162
5.	<b><u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC AND PRESS</u></b>  To consider the following resolution:- “That under Section 100(A)(4) of the Local Government Act 1972, the public can be excluded from the remainder of the meeting whilst discussion takes place on item 6 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 – 7 of Part I of Schedule 12A of the Act”.	

**PRIVATE MEETING - PART II**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
6.	<u>MINUTES</u>  To confirm the Part II minutes of the meetings held on 6 December 2016 and 9 January 2017.  <b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6, 7, 7a, 7b, 7c of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	163 - 166



## 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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# Public Document Pack Agenda Item 3

## HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

TUESDAY, 6 DECEMBER 2016

PRESENT: Councillors Hari Sharma (Chairman), Jesse Grey (Vice-Chairman), Malcolm Beer, Marius Gilmore, Paul Lion and Julian Sharpe

Also in attendance: Councillor Phillip Bicknell.

Officers: Wendy Binmore, Simon Fletcher, Craig Miller, Ben Smith and Christopher Wheeler

### APOLOGIES

Apologies for absence were received from Cllr Hunt.

### DECLARATIONS OF INTEREST

**Cllr Sharma** – Declared a personal interest as he works for First Group.

### MINUTES

**RESOLVED: That the Part I minutes of the meeting of the Panel held on 22 November 2016 be approved.**

### CHARTERS SCHOOL, SUNNINGDALE - WALKING & CYCLING ROUTES

Gordon Oliver, Principal Transport Policy Officer introduced the report to Members and highlighted the following key points:

- Cabinet was held at Charters School in September and this report was a direct result of issues raised around walking and cycling to school safely at that meeting.
- Some of the issues raised included narrowness of foot paths, lack of cycle routes and excessive speeds on Charters Road.
- Four options were recommended to address some of the issues which included:
  - Installing traffic signals at Dry Arch Road rail bridge with a pedestrian facility triggered via a push button unit similar to a Puffin Crossing.
  - Construction of a new footbridge on the western side of Devenish Road to the north of Elm Park.
  - Approach Heathermount School to discuss options for improving the narrow footway across their frontage.
  - Seek to secure a strip of land to the rear of the existing footway across the front of properties on Devenish Road that come forward for planning permission.
- There were a number of options that were not recommended as they would mean removing well established trees or too narrow roads for widening footpaths

Cllr Beer stated he had a strong objection and disgust at three complicated items being notified to the Overview and Scrutiny Panel over the weekend and the day before the relevant meeting. It was in total conflict with Constitution Clause A4 relating to Overview and Scrutiny Panels which refers to Panels normally being notified three weeks before Cabinet. He added it was not good practice or democratic to expect thorough and informed consideration and recommendations in such short timescales as was now becoming normal practice. Cllr Beer stated it was in total conflict with the intention of the LGA Act 2000 in relation to Cabinet and Overview and Scrutiny panels. Cllr Beer went on to say that it was exacerbated by the

absence of full supporting data with reports to support the recommendations which did not enable to Overview and Scrutiny Panels to make a properly considered judgement. The provision of late details to Cabinet exacerbated the situation as that by passed the Overview and Scrutiny Panel and particularly, if in verbal statements the Cabinet is also denied the opportunity to properly consider any knock on effects. Cllr Beer stated that the whole process was being gone through so quickly that Panel Members were not able to give full consideration to recommendations. The Chairman stated it was because this report was such a serious matter; he had spoken with the Panel Administrator about why the report was so late and it was because it had been awaiting final sign off. The Chairman commented that the reports were also emailed electronically and the Charters Walking and Cycling report had been emailed three days previously; Members had the technology at home to read the reports. Cllr Grey stated that Cllr Beer made some good points and the Council needed to endeavour to get things done on time. Cllr Bicknell stated that he understood Cllr Beer's points, however, the Charters paper was in response to children how held Cabinet to account at the previous Cabinet meeting. It was so important to get back to them and the council could not do everything it wanted to do as it did not own the land. It was equally true that because there are only three Members within Cllr Beer's group, it was difficult for them to get through all of the reading of the papers. He added that officers did an excellent precise at the front of the paper so it was not difficult to understand to get around. The council were only spending £130k on this project over two years which was great. Cllr Bicknell stated it would be helpful if Cllr Beer and his colleagues realised that the council was doing the best it could to make walking to school safer. Cllr Sharpe stated he realised there was not as much time as usual to read the report but, it was a simple proposition which was much needed by residents and pupils so, it was just a case of saying yes and getting on with it for the security of the children in the area. Cllr Beer commented he had received a skeleton agenda by post midday on the Saturday and then the report followed after that; he was not criticising officers but, reports needed to be scheduled properly. Simon Fletcher, Strategic Director of Operations stated he appreciated Members needed time to read and digest information.

Gordon Oliver, Principal Transport Policy Officer confirmed that the new footbridge on the western side of Devenish Road was using current contractors to do preliminary costings and to get quotes; inflation had been built into those. The traffic scheme would be different as that scheme might need DfT input but, the costs were known and current suppliers and contractors were being used. Ben Smith, Head of Highways and Transport confirmed that the costs that would be incurred had moved towards fixed cost pricing for projects to the costs did not change. Some of the recommended options would need to have a different contractor appointed to carry out the works so they would be monitored to ensure quality standards were maintained. Any contractor that was carrying out the works would need to apply for a permit just like any other company that wanted to carry out works on a highway.

The Chairman said he was supportive of the plans as 26% of children in parts of the Borough were obese so, if the Borough could help and encourage children to walk and cycle to school, that would help tackle that. He added he received complaints from people that lived near schools about parents parking too close to the school gates and the associated congestion and pollution; if the council could implement similar schemes to this one, it would reduce the congestion, pollution and complaints.

Cllr Beer commented that it would have been helpful if numbers of children who used specific routes had been quoted so the council could get a grasp of the importance of doing something. Item two in the table related to a footpath adjacent to the A30 and was near to Surrey Heath. Cllr Beer wanted to know if the new footpath would be used by pupils from across the Borough boundary. The Chairman responded that it was still needed as the pupils attended an RBWM school. Cllr Beer stated the money could be spent on other things which would help the children of the Royal Borough elsewhere. The Principal Transport Policy Officer confirmed that a postcode plot of pupil addresses gave a rough idea of who used which routes but, that had to be removed from the report due to data protection rules. He added that the new route would benefit children from other local authorities that attended



Charters School. The Head of Highways and Transport confirmed that paragraph 3.1 gave numbers of children which used the routes and costs were listed in paragraph 4.2.

Cllr Bicknell stated the schemes in the paper were doable and that the council was limited in what it could provide as it did not own all of the land. Therefore, the Borough should get on and do what it could as quickly as possible. The Planning Department would negotiate with developers for land that could be used to widen footpaths. Nearly 2,000 pupils attended Charters and those children were someone's son or daughter regardless of where they had come from and there was a duty to keep them safe. The Chairman stated it was a very good scheme and he thanked officers for the hard work they had put into producing the report and the schemes. Cllr Sharpe stated he had looked at the recommended options and they would help improve health and safety so they should be agreed.

**UNANIMOUSLY RESOLVED: That the Highways, Transport and Environment Overview and Scrutiny Panel endorsed the recommendations to Cabinet:**

**That Cabinet:**

- i. Approves through the Local Transport Plan capital programme:**
  - **Installation of traffic signals at Dry Arch Road rail bridge incorporating a pedestrian phase.**
  - **Construction of a new footbridge on the western side of Devenish Road to the north of Elm Park**
  - **Discussion with Heathermount School to explore options for improving the narrow footway across their frontage.**
  - **Seek to secure a strip of land to the rear of the existing footway across the front of properties on Devenish Road that come forward for planning permission.**
- ii. Approves allocation of £50,000 from the 2017/18 Safer Routes to Schools budget and £70,000 from the 2018/19 budget for the four pieces of work.**

**DELIVERING DIFFERENTLY IN OPERATIONS & CUSTOMER SERVICES - CIVIL ENFORCEMENT OFFICER & COMMUNITY WARDEN SERVICES**

Craig Miller, Head of Community Protection & Enforcement introduced the report and highlighted the following key points:

- Cabinet approved in principle in June 2016 for officers to look at merging the civil enforcement officer and community warden roles.
- Market research was carried out on the best way to merge the roles.
- The paper included the updated research results including market intelligence and testing.
- The new report requested a slight change in direction as the original proposal was based on work carried out by other local authorities such as Westminster. However, when officers looked more closely at what they had done, the roles were not to be as originally described which concerned officers.
- The marshal service used by Westminster Council were civil enforcement officers by a different name which did not align with what the officers wanted the Borough's wardens to do.
- Members had also raised concerns regarding aligning the two roles together.
- The market intelligence results had also raised some concerns.
- The paper now requested to amend the proposal to remove the warden element and continue on the civil enforcement route.
- The Lead Member approved a live pilot in the Borough to be conducted with a third party provider.
- That was in operation and was live at the time of the meeting.
- The recommendations were to agree to amend the original proposal and carry out a procurement exercise to see if a third party solution would work and then to appoint a contractor.

- Community warden services had been taken out of the paper altogether and had been put alongside environmental services.
- The Head of Community Protection & Enforcement said the team were looking at multi-skilling officers to preserve community services.

The Chairman stated he understood when the Panel discussed the paper in the past, concerns had been raised by Members so it was good to see that amended. He added that different schemes worked for different councils; community wardens were the eyes and ears of the community so removing them from the proposal was a good thing. Cllr Beer stated he was fully supportive of the proposal and the new paper answered a lot of concerns. It was the right way forward. He was concerned regarding putting parking services to a third party as they would be in it for the profit. Simon Fletcher, Strategic Director of Operations stated the paper did propose that and it put the council in a position to go out to market and get the contract that was right for residents. The Head of Community Protection & Enforcement confirmed that parking was regulated and would be safeguarded so it would not be for profit making. Staff would be protected by TUPE so if Cabinet agreed the proposals, current staff would be protected. The Strategic Director of Operations said the team would test through procurement to maintain control of parking. The pilot was to see if the concept would work in the Borough. The council had been able to hold full control and deployment of resources. The Head of Community Protection & Enforcement confirmed that Cabinet in October 2016 approved the parking strategy which balanced the needs of the Town Centre and Rural areas so any third party provider would have to work to that. Cllr Bicknell commented there would be other papers which would have similar concerns so there was a need to ensure that whatever Cabinet decided on had to be more effective and a high quality service for residents. He added that parking services did make money, but the bottom line was the council then had to spend that money on parking things.

The Head of Community Protection & Enforcement stated the council struggled when events like Ascot took place as the council had small resource issues and that placed pressure on the resources. The proposals meant the council could improve service and increase resources while reducing pressure on parking in the Borough. He added that all financial information would be presented to Panel in April 2017.

**RESOLVED UNANIMOUSLY: That the Highways, Transport and Environment Overview and Scrutiny Panel endorsed the recommendations to Cabinet:**

**That Cabinet:**

- i. **Agrees the amendment of the ‘in principle’ approval given by Cabinet on 30 June 2016, removing Community Warden services from the scope of the proposal and that third party service providers now be considered for Civil Enforcement services only.**
- ii. **Delegates authority to the Strategic Director of Operations & Customer Services in conjunction with the Lead Member for Environmental Services to conclude a competitive procurement process for the provision of Civil Enforcement services within the Royal Borough.**
- iii. **Requests a further report be submitted to Cabinet in April 2017 detailing the outcome of the competitive procurement process and if appropriate seeking authority to award a contract to the preferred bidder.**

## DELIVERING DIFFERENTLY IN OPERATIONS & CUSTOMER SERVICES - HIGHWAYS & TRANSPORT

Ben Smith, Head of Highways and Transport, introduced the report to Members and highlighted the following main points:

- A paper had gone to Cabinet in June 2016 where Cabinet endorsed and approved agreement in principle for soft market testing.
- The team had received bids back for three lots:

- Lot one: highways management and maintenance, including winter service, street cleansing and projects.
- Lot two: traffic management and ancillary services, including traffic signal maintenance.
- Lot three: Highway and transport professional services, including highways development control and flood risk management.
- Other areas within the department were already outsourced.
- Key conditions relating to in house staff at Tinkers Lane Depot and planning staff were included in the lots.
- Lot one was recommended to be offered to Volkers.
- Volkers had been procured in West Berkshire and Camden on similar work.
- Lot three had been recommended to be offered to Project Centre
- Project Centre were a small to medium sized business that worked with local authorities.
- Lot two had received a bid from Siemens but, it was costly and was not what the team were looking for so the recommendation related to lot two was to not award and do further work on the contract.
- Awards would deliver £90k of savings and then further savings would be made through the restructure of in house residual functions.
- Volkers had their head offices in Hertfordshire but, they would use the council's offices to operate the contract from.
- Only one bid per lot was received. They would still provide good value for money as for street cleaning, that could be provided for less than the Borough currently paid. The team were unable to compare against other bidders as there were no other bidders but, it was still possible to see where the council would make savings.
- The Head of Highways and Transport confirmed the contracts went out to the whole of Europe.
- By contracting services out, although only initially saving £90k, would give the opportunity to realign the service to create further savings.
- Some of the council's contracts were coming to an end so would need to go out to tender to replace current contracts.
- Amey contract ended in March 2017 and also, the flexible elements of the contract had moved on so there was resistance from current contractor to continue to work in the same way.
- Fixed pricing had been used and companies were reluctant to bid on fixed pricing contracts.
- The specifications of each bid set out the challenges and risks if a job was not completed or carried out well. The council would also use key performance measures to measure success of a contract.
- The retained highways and transport team would be charged with maintaining the contracts and dealing with customers and complaints. They would make sure the contracts delivered.
- The waste contractor was outsourced and was delivering the council's core values with a 93% satisfaction rating among residents so that would continue.
- Very little would change in terms of process how residents and Ward Councillors would contact the council to report faults or request things like zebra crossings. But, the person to be contacted would likely be the main change. Anything like a crossing to be installed would follow the same designs as currently used. The design and build would be done in the same place which was not the case currently so that would be a positive change as it would streamline things and make them more efficient.
- Through process mapping, the jobs managed behind the scenes would follow clear and transparent processes.
- The council were already working with main contractors so that would continue with Volkers. Volkers might then sub-contract work out but, the team had met those sub-contractors and due diligence had been done.
- Break clauses would be built into contracts as a normal process.

- Bu outsourcing, there would be staff resilience if someone in the team goes sick or on holiday. Also, with staff being TUPE'd across, those members of staff would have greater opportunities to develop their careers within a larger organisation.
- Paragraph 4.1 explained that years one and two were fixed prices and year three was RPI linked.
- The contracts were for five years with a two year extension if the council was happy with the performance.

Cllr Beer stated there was a backlog of surveys of trees on highways, if the backlog addressed, it would not cost £190k in the future, it would only cost that much in the first year. Cllr Beer wanted that clarified and confirmed.

- ❖ **Action** – Head of Highways and Transport to circulate the Vires to the Panel.
- ❖ **Action** – Head of Highways and Transport to clarify cost of ongoing tree surveys on highways after the first year for Cllr Beer.

**RESOLVED UNANIMOUSLY: That the Highways, Transport and Environment Overview and Scrutiny Panel endorses the recommendations to Cabinet that:**

- i. **Volker Highways Ltd is awarded the contract to provide Lot 1 – Highways Management & Maintenance for a period of five years with the option of an extension for two more ears subject to satisfactory performance each year.**
- ii. **Lot 2 – Traffic Management and ancillary services is deferred pending further review of required services, budgets and value for money.**
- iii. **Project Centre Ltd is awarded the contract to provide Lot 3 – Highway & Transport Professional Services for a period of five years with the option of an extension for two more years subject to satisfactory performance each year.**
- iv. **The Strategic Director of Operations and Customer Services is authorised to complete the appointment process in accordance with RBWM Contract Rules in consultation with the Head of Legal Services and Lead Member for Highways and Transport.**
- v. **The Strategic Director of Operations and Customer Services is authorised to review and restructure the remaining Highways & Transport service to support the new operating model, subject to approval from Employment Panel in January 2017. To be developed in consultation with the Lead Member for Highways and transport and the Head of Human Resources.**
- vi. **Cabinet consider the option of awarding the tree inspection work? (optional within the Lot 1 contract), to Volker Highways Ltd as part of the contract award.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

DELIVERING DIFFERENTLY IN OPERATIONS & CUSTOMER SERVICES - HIGHWAYS & TRANSPORT SERVICES

The meeting, which began at 5.30 pm, finished at 7.30 pm

CHAIRMAN.....

DATE.....

HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY  
PANEL

MONDAY, 9 JANUARY 2017

PRESENT: Councillors Hari Sharma (Chairman), Jesse Grey (Vice-Chairman), Malcolm Beer David Evans, David Hilton and Maureen Hunt

Also in attendance: Councillor Lynne Jones and Councillor Phillip Bicknell

Officers: Alison Alexander, Wendy Binmore, David Scott, Ben Smith and Christopher Wheeler.

APOLOGIES

Apologies were received from Councillors Gilmore, Lion and Sharpe.

DECLARATIONS OF INTEREST

**Cllr Sharma** – Declared a personal interest as he is an employee of First Group.

CALL IN - DELIVERING DIFFERENTLY IN OPERATIONS AND CUSTOMER SERVICES - HIGHWAYS & TRANSPORT SERVICES

The Chairman welcomed the Panel and explained why the call-in had been arranged. He directed Members to page 7 of the agenda for further information and also the listed options on page eight.

Ben Smith, Head of Highways & Transport gave a brief presentation which included some key information which had been requested by Cllr Jones in the call-in notice. Members noted the following main points:

- Cabinet on 31 March 2016 – Delivering Services Differently in Operations and Customer Services: Approved business cases for future delivery options for services in Operations and Customer Services be brought back to Cabinet for a final decision on their implementation.
- Cabinet on 30 June 2016 – Delivering Services Differently in Operations and Customer Services: Outsource of the Highways & Streetcare services, including professional services such as Rights of Way, Highways DC, Flood Risk Management etc. to a commercial partner.
- Cabinet 15 December 2016 – Delivering Differently in Operations and Customer Services - Highways and Transport Services: (i) Volker Highways Ltd is awarded the contract to provide Lot 1: Highways Management & Maintenance: (ii) The Traffic Management and ancillary services contract, Lot 2, is deferred: (iii) Project Centre Ltd is awarded the contract to provide Lot 3: Highway & Transport Professional Services: (v) The Strategic Director of Operations and Customer Services in consultation with the Lead Member for Highways and Transport is authorised to restructure the Highways & Transport service to support the new operating model, subject to approval from Employment Panel and (vi) Cabinet awards the tree inspection work, to Volker Highways Ltd. to the value of £100,000 per year.

- Call-in – Relevant information not considered, viable alternatives not considered / lack of information / lack of business plan, no risk benefit analysis and no details of savings within 'lots' / optimising team and available without outsourcing.
- Market and industry intelligence gathered:
  - Collaboration with other Local Authorities.
  - Highways Maintenance Efficiency Programme (Department for Transport funding).
  - Engagement with staff.
  - Cross-service governance.
  - Risk analysis.
- Outsource: advantages and disadvantages:
  - Advantages included:
    - Cost savings
    - Staffing flexibility, expertise and work quality
    - Resilience
    - Personal issues
    - Tools, equipment and technology
    - Core business focus
  - Disadvantages included:
    - Loss of control
    - Loss of local knowledge and experience
    - Staff turnover
    - Response times
- Other local authorities were consulted with to see what had worked for them and what had not.
- Highways Maintenance Efficiency Programme – the team were assessed on a scorecard to make sure they had gone out to market and carried out research in accordance with good practice guidelines from the Department for Transport.
- Staff were encouraged to set up companies and sell services back to the council and they were offered help and support through the Community Enterprise.
- There were some costs savings.
- Outsourcing reduced HR issues such as staff sickness.
- Contractors would be investing heavily in themselves so they would be using the most up to date technology.
- There were risks of transferring staff out; there was a risk of losing staff to another business and they take their knowledge with them.
- Options analysis was carried out.
- It was not possible to do nothing as some contracts were coming to an end.
- Looked to see if Councils could do more shared services but, there was no appetite for that.
- Highways Design Service was moving out and the transport team would change shape.
- The specialist part of the Flood Risk Management team would go out of house as well as other teams.
- The commissioning function was explained through a mapping process.
- All member contact will be in-house
- Total savings - £400k
- The operating model proposal was explained through the staff summery.

Cllr Bicknell stated he thanked officers for the in depth detail and he also wanted to thank the team for the extra work carried out. Cllr Jones stated the information

provided at Panel was information that could be understood and she really welcomed it. Cllr Jones explained that she called the paper in because there was information missing from the original report which she had been asking for since June 2016. Cllr Jones stated she had raised concerns at Corporate Services Overview & Scrutiny Panel but she had been told the call-in would be heard at Highways, Transport and Environment Overview & Scrutiny Panel despite no comments being made at that Panel when the paper was presented. Cllr Jones then made comments at Cabinet but, they were not listened to and Cllr Jones still had some outstanding queries regarding the detail within the information. There were areas that Cllr Jones completely agreed with. But, there were areas where risk was mentioned but, nothing was included on mitigating those risks.

Cllr Jones asked the Panel how the contracts would be measured and reviewed, and how they will be scrutinised by the Panel. Cllr Jones also queries whether or not the contracts could be brought back in-house if they did not deliver through outsourcing. The Chairman stated that the journey of the paper began in March 2016 when Simon Fletcher brought the paper to Panel. Back then it was just a framework under the transformation process. In June 2016, the paper came back to Panel with more information included where a lot of concerns were raised at the time by Members, such as the community wardens element. Officers listened and that section was removed from the proposal. The report came back to Panel on 6 December 2016 where all the information was discussed at length. Cllr Beer raised some points and Simon Fletcher provided satisfactory responses. The Panel unanimously endorsed the papers recommendations.

Cllr Beer apologised to the Panel for being late to the meeting and then raised some queries regarding the tree element of the paper. He stated that the Panel report quoted £198k on trees but, by the time it went to Cabinet, the paper stated £100k per year for the tree works element. Following Cabinet, the report now stated that it would be £100k for four years. He knew that the Borough had not carried out tree surveys for many years so it had to be addressed but, he wanted the final sums confirmed. Ben Smith, head of Highways and Transport confirmed that only half the Borough's estate had been quoted for to be done in year one and then the other half of the estate to be completed in year two at £198k each. They the borough asked the company to take care of the dangerous trees first and then do the whole estate over four years. The figure of £198k was for half the estate.

The Head of Highways & Transport stated that the public interface remained unchanged and the people working behind the scenes would be no different. the primary point of contact would stay in-house. Volkers and Project Centre would work out a plan to have their teams stationed some days of the week at the Town Hall to maintain contact.

Cllr Hilton stated that on the face of it, the contracts looked fragmented but, those things were happening year on year so he felt it should not be a surprise to see if there was a better way of doing things; he noticed there were risks but, that those risks were not significant. There were an awful lot of things going on but, the mechanics behind the scenes were remaining the same. The Head of Highways & Transport confirmed that one of the advantages of using third parties to run contracts was the system of gathering knowledge should the need to bring back in house arise. In terms of development control, Project Centre was simple. The Borough would give them all the relevant policies and make sure they assessed works against the Borough's criteria. The Head of Highways & Transport also confirmed that the

response times would be the same and that it was written into the contract and was covered by corporate standards. That would be managed by the retaining team.

Cllr Bicknell said that the borough had already outsourced a great number of items and this was a small quantity being added to it. If it all went wrong, the Council could bring everything back in-house. He was heartened that the Council had a company like Volkers who work with local authorities across the country and know what they were doing. The Head of Highways & Transport confirmed that Volkers sub-contracted services to other contractors. Volkers worked across the country and different groups.

The Head of Highways & Transport confirmed the Council had only received one bid per lot and two of those bids were accepted. He added that the services would be replicated or even improved when contracted out. Cllr Jones stated the last report in June 2016 did not include which teams were going to be affected and it had no financial detail in it at all. The Council did not have a good track record with contracts and Stafferton Link Road was an example. Cllr Jones' concerns were relating to ad hoc teams. There was a lot of good detail in the report but there were still a few things which needed to be confirmed. The Chairman stated there was always a small risk with contractors and the economic future was uncertain so including fixed costs gave some certainty. He felt the officers had done a very good job. Cllr Grey commented that the Council had to take delivering differently and making savings into consideration.

Cllr Beer queried why there was only one bidder per lot. He guessed it was because it required such a bespoke package. He requested reassurance from officers that when a crisis event took place such as flooding, would the contractor help out with those events and put their work on hold? Ben Smith, Head of Highways & Transport confirmed the bidding process was an open exercise with lots of reasons why there were not more bids. Some contractors may have felt they weren't competitive enough. The team extended the bidding period to ensure they had done as much as they could have to attract bidders. with regards to contractors helping out during crisis events such as flooding, there was a clause in the contract for lot one which states contractors were to support the Council during a crisis event. He added that prices were broken down into specific areas so there was an element of transparency across the bids. Prices were fixed for two years and no inflation was to be added for the first two years of the contract.

**RESOLVED UNANIMOUSLY: That Members fully endorsed the recommendations to Cabinet That:**

- i. Volker Highways Ltd is awarded the contract to provide Lot 1 – Highways Management & Maintenance for a period of five years with the option of an extension for two more ears subject to satisfactory performance each year.**
- ii. Lot 2 – Traffic Management and ancillary services is deferred pending further review of required services, budgets and value for money.**
- iii. Project Centre Ltd is awarded the contract to provide Lot 3 – Highway & Transport Professional Services for a period of five years with the option of an extension for two more years subject to satisfactory performance each year.**
- iv. The Strategic Director of Operations and Customer Services is authorised to complete the appointment process in accordance with RBWM**



**Contract Rules in consultation with the Head of Legal Services and Lead Member for Highways and Transport.**

- v. The Strategic Director of Operations and Customer Services is authorised to review and restructure the remaining Highways & Transport service to support the new operating model, subject to approval from Employment Panel in January 2017. To be developed in consultation with the Lead Member for Highways and transport and the Head of Human Resources.**
- vi. Cabinet consider the option of awarding the tree inspection work? (optional within the Lot 1 contract), to Volker Highways Ltd as part of the contract award.**

**CALL IN - DELIVERING DIFFERENTLY IN OPERATIONS AND CUSTOMER SERVICES - HIGHWAYS & TRANSPORT SERVICES APPENDIX D.**

**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 6 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 - 7 of part I of Schedule 12A of the Act".**

The meeting, which began at 5.00 pm, finished at 6.45 pm

CHAIRMAN.....

DATE.....

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Report title:	<b>Budget 2017/18</b>
Contains confidential or exempt Information?	NO - Part I
Member reporting:	Councillor Saunders
Meeting and date:	Cabinet 9 February 2017
Responsible Officer(s):	Russell O'Keefe – Strategic Director of Corporate and Community Services
Wards affected:	All

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## 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 £906.25 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 Cabinet recommend to Council 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 £8.55.**
- 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 £369 below the national average for Unitary Authorities (£1,294). 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.	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.
<b>Recommended option</b>	
Approve a modified budget with a higher level of revenue spend and Council Tax.	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.
<b>Not recommended</b>	
Approve a modified budget with a lower level of net revenue spend and Council Tax.	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.
<b>Not recommended</b>	
Approve a modified Capital Programme	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.
<b>Not recommended</b>	

### 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**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
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 of the Overview & Scrutiny Committees will be shared with Council.

## **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:**

<b>Date</b>	<b>Details</b>
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

<b>Decision type:</b> Key decision	<b>Urgency item?</b> 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
	<b>90,678</b>	<b>89,427</b>

*(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.

	<b>Band D Equivalents</b>
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
<b>Unparished Areas</b>	
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)

- e) That the following amounts be calculated for the year 2016/17 in accordance with Sections 31 to 36 of the Act:

- i)   
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)   
 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)   
 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)   
 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)   
 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)   
 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

	2015/16 Actual	2016/17 Budget	2017/18 Budget
DIRECT COST SUMMARY	£000	£000	£000
<b>Adult, Children and Health Services</b>			
<b>Adult, Children &amp; Health</b>			
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
<b>Total Adult, Children &amp; Health</b>	<b>54,983</b>	<b>55,376</b>	<b>55,145</b>
<b>Better Care Fund</b>			
Better Care Fund-Expenditure	10,124	9,916	10,010
Better Care Fund-Income	(8,723)	(8,485)	(8,779)
<b>Total Better Care Fund</b>	<b>1,401</b>	<b>1,431</b>	<b>1,231</b>
<b>School Budgets (DSG)</b>			
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)
<b>Total School Budgets (DSG)</b>	<b>(410)</b>	<b>0</b>	<b>0</b>
<b>Total Adult, Children and Health Services</b>	<b>55,974</b>	<b>56,807</b>	<b>56,376</b>
<b>Operations &amp; Customer Services</b>			
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
<b>Total Operations &amp; Customer Services</b>	<b>19,357</b>	<b>17,962</b>	<b>16,230</b>
<b>Corporate &amp; Community Services</b>			
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
<b>Total Corporate &amp; Community Services</b>	<b>7,673</b>	<b>6,883</b>	<b>6,149</b>
<b>TOTAL EXPENDITURE</b>	<b>83,004</b>	<b>81,652</b>	<b>78,755</b>



## REVENUE BUDGET 2017/18

DIRECT COST SUMMARY	2015/16	2016/17	2017/18
	Actual	Budget	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
<b>NET REQUIREMENTS</b>	<b>88,953</b>	<b>90,678</b>	<b>89,427</b>
Less - Special Expenses	(956)	(981)	(1,009)
Transfer (from)/ to balances	515		
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>88,512</b>	<b>89,697</b>	<b>88,418</b>
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)
	(30,370)	(28,922)	(24,279)
<b>NET COUNCIL TAX REQUIREMENT</b>	<b>58,142</b>	<b>60,775</b>	<b>64,139</b>
<b><u>Council Tax Information:</u></b>			
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
<b><u>General Fund Balances:</u></b>			
Working Balance	4,606	4,681	5,291
Transfer to/ (from) General Fund	515	0	0
	<u>5,121</u>	<u>4,681</u>	<u>5,291</u>

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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	3,948	4,513	4,983

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Public Health Commissioning**

	£000	£000	£000
Expenditure	4,191	5,035	4,910
Income	(4,191)	(5,035)	(4,910)
Net	0	0	0

**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	(147)	(693)	(335)
Net	1,691	1,418	1,107

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Quality Assurance**

	£000	£000	£000
Expenditure	744	627	672
Income	(196)	(76)	(76)
Net	548	551	596

**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	0	0	(22)
Net	820	1,158	1,086

**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**

<b>7,007</b>	<b>7,640</b>	<b>7,772</b>
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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.

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

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

**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	(187)	(177)	(177)
Net	2,585	2,226	2,560

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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.

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

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Children and Young People Disabilities Service</b>	£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.

<b>Early Years Education</b>	£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.

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

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.



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

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

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Safeguarding and Children in Care</b>	£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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Berkshire Adoption Services</b>	£000	£000	£000
Expenditure	1,072	1,151	1,156
Income	(1,027)	(1,071)	(1,071)
Net	45	80	85

**Services provided:**

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.

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.

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.

**Staff (full time equivalent):**

18.16

**Service Risks:**

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

**Performance Indicators:**

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.

**TOTAL HEALTH, EARLY HELP &  
SAFEGUARDING**

<b>8,233</b>	<b>8,042</b>	<b>7,710</b>
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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.

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

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

**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	(51)	0	0
Net	342	435	389

**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.

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

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Learning Disability</b>	£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.

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

**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.

<b>TOTAL HEALTH AND ADULT SOCIAL CARE</b>	<b>32,093</b>	<b>32,410</b>	<b>31,980</b>
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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.

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

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

**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	(7)	(4)	(4)
Net	217	227	227

**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.



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

**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.

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

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Health &amp; Safety Contract</b>	£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:**

<b>TOTAL HUMAN RESOURCES</b>	<b>1,154</b>	<b>1,167</b>	<b>1,442</b>
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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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**A,C&H MANAGEMENT**

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

**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

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

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**BETTER CARE FUND**

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

**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

<b>TOTAL BETTER CARE FUND</b>	<b>1,401</b>	<b>1,431</b>	<b>1,231</b>
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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.

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

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

**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	(2,292)	(815)	(500)
Net	10,419	9,541	4,045

**Services provided:**

Delegated budgets RBWM's maintained secondary and middle schools determined by RBWM's funding formula for pupils aged 4-16 after ducting 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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>		<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
<b>Special Schools</b>		£000	£000	£000
	Expenditure	6,552	2,534	2,534
	Income	(4,400)	(322)	(322)
	Net	2,152	2,212	2,212
<b>Services provided:</b>				
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.				
<b>Staff (full time equivalent):</b>				
205.00				
<b>Service Risks:</b>				
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.				
<b>Performance Indicators:</b>				
Ofsted inspection reports,				
Relevant Key Stage results and added value indicators				
<b>TOTAL MAINTAINED SCHOOLS</b>		<b>45,993</b>	<b>42,127</b>	<b>36,610</b>

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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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**

<b>5,981</b>	<b>7,190</b>	<b>9,025</b>
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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.

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

	£000	£000	£000
Expenditure	208	195	195
Income	(14)	0	0
Net	194	195	195

**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	56	350	500

**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:**

<b>TOTAL ADMISSIONS AND PUPILS GROWTH</b>	<b>250</b>	<b>545</b>	<b>695</b>
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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.



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

	£000	£000	£000
Expenditure	525	497	801
Income	(185)	(72)	(72)
Net	340	425	729

**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	(1,227)	(394)	(396)
Net	628	1,109	1,092

**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.

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

**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:**

<b>TOTAL SUPPORT SERVICES FOR SCHOOLS AND EARLY YEARS</b>	<b>1,111</b>	<b>1,714</b>	<b>2,180</b>
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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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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	(679)	(100)	(100)
Net	11,150	11,098	12,486

**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	(469)	(171)	(171)
Net	897	1,068	1,129

**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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>SEND Support and Inclusion</b>	£000	£000	£000
Expenditure	3,016	2,884	2,983
Income	(1,552)	(1,620)	(1,696)
Net	1,464	1,264	1,287

**Services provided:**

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.

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.

**Staff (full time equivalent):**

43.00

**Service Risks:**

Budget and staffing pressures as a result of increasing levels of need in growing numbers of children with sensory impairment.

Increase in number of students diagnosed with Autistic Spectrum Disorder

Recruitment difficulties for specialist teachers.

Failure to intervene early resulting in increased demand for specialist placements.

**Performance Indicators:**

Ability to meet educational needs in local placements

Educational attainment

Formal assessment reports within statutory time limits

Emotional health of children

Closing the attainment gap of disadvantaged pupils.

<b>TOTAL HIGH NEEDS AND ALTERNATIVE PROVISION</b>	<b>13,511</b>	<b>13,430</b>	<b>14,902</b>
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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.

<b>ADULT, CHILDREN &amp; HEALTH SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**DEDICATED SCHOOLS GRANT**

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

**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:**

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

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 Actual	2016/17 Budget	2017/18 Budget
<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>			

**DIRECTOR OF OPERATIONS & CUSTOMER SERVICES**

<b>Director of Operations &amp; Customer Services</b>	£000	£000	£000
Expenditure	199	(27)	185
Income	0	0	0
<b>Net</b>	<b>199</b>	<b>(27)</b>	<b>185</b>

**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

<b>TOTAL DIRECTOR OF OPERATIONS &amp; CUSTOMER SERVICES</b>			
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<b>199</b>	<b>(27)</b>	<b>185</b>
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**REVENUES & BENEFITS**

<b>Revenues &amp; Benefits Unit</b>	£000	£000	£000
Expenditure	95	93	108
Income	0	0	0
<b>Net</b>	<b>95</b>	<b>93</b>	<b>108</b>

**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

<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Business Services Team**

	£000	£000	£000
Expenditure	38,335	38,945	38,444
Income	(37,992)	(38,468)	(37,921)
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	(318)	(308)	(568)
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	(2)	0	0
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:**

<b>TOTAL REVENUES &amp; BENEFITS</b>	<b>679</b>	<b>816</b>	<b>360</b>
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	2015/16	2016/17	2017/18
OPERATIONS & CUSTOMER SERVICES	Actual	Budget	Budget
DIRECTLY MANAGED COSTS			

**HIGHWAYS & TRANSPORT****Highways & Transport Unit**

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

**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	(104)	0	0
Net	53	176	176

**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



<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Transport & Access**

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

**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	1,454	1,180	1,223

**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	(32)	8	8

**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

<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Traffic & Road Safety**

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

**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	(3)	(2)	(2)
Net	50	61	57

**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	(411)	(338)	(344)
Net	337	340	328

**Services provided:**

Highway Licensing.

**Staff (full time equivalent):**

12.00

**Service Risks:**

Income dependent on activity levels

**Performance Indicators:**

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

**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:**

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

**Services provided:**

School Crossing Patrol Service.

**Staff (full time equivalent):**

1.23

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

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

**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:**

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

**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.

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

**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.

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

**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
<b>Braywick Nature Centre</b>		£000	£000	£000
	Expenditure	66	71	43
	Income	(10)	(9)	(9)
	Net	56	62	34
<b>Services provided:</b>				
Management of Braywick Nature Centre				
<b>Staff (full time equivalent):</b>				
<b>Service Risks:</b>				
<b>Performance Indicators:</b>				
<b>TOTAL HIGHWAYS &amp; TRANSPORT</b>		<b>6,898</b>	<b>6,200</b>	<b>5,989</b>

	2015/16	2016/17	2017/18
	Actual	Budget	Budget
<b>OPERATIONS &amp; CUSTOMER SERVICES</b>			
<b>DIRECTLY MANAGED COSTS</b>			

**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.

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

**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

<b>Emergency Planning</b>		£000	£000	£000
	Expenditure	11	18	64
	Income	0	0	0
	Net	11	18	64

**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

<b>Community Safety/Anti Social Behaviour</b>		£000	£000	£000
	Expenditure	60	51	62
	Income	(73)	(72)	(62)
	Net	(13)	(21)	0

**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.

<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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



<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Licensing/Enforcement</b>	£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

<b>Environmental Health</b>	£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

<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Environmental Protection**

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

**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	0	0	0
Net	0	52	52

**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	(7)	(9)	(6)
Net	436	259	254

**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

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

**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:**

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

**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.

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

**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:**

<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>		<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Recycling</b>		£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

<b>Waste Disposal</b>		£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:**

<b>Waste Site Management &amp; Operation</b>		£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:**

<b>TOTAL COMMUNITY, PROTECTION &amp; ENFORCEMENT</b>		<b>7,141</b>	<b>6,955</b>	<b>5,827</b>
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	2015/16	2016/17	2017/18
	Actual	Budget	Budget
<b>OPERATIONS &amp; CUSTOMER SERVICES</b>			
<b>DIRECTLY MANAGED COSTS</b>			

**CUSTOMER SERVICES****Contact Centre**

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

**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	0	(5)	0
Net	645	397	334

**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	(117)	(132)	(153)
Net	23	35	(18)

**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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<b>Complaints</b>		£000	£000	£000
	Expenditure	5	51	51
	Income	0	0	0
	Net	5	51	51

**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.

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

**Services provided:**

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

**Staff (full time equivalent):**

10.11

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

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

**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:**

<b>TOTAL CUSTOMER SERVICES</b>	<b>2,063</b>	<b>1,703</b>	<b>1,523</b>
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	2015/16 Actual	2016/17 Budget	2017/18 Budget
<b>OPERATIONS &amp; CUSTOMER SERVICES</b>			
<b>DIRECTLY MANAGED COSTS</b>			

**LIBRARY ARTS & HERITAGE SERVICES****Library & Information Services**

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

**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).

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

	£000	£000	
Expenditure	262	121	121
Income	(126)	(18)	(18)
Net	136	103	103

**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	
Expenditure	383	282	258
Income	(93)	(46)	(24)
Net	290	236	234

**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.

<b>OPERATIONS &amp; CUSTOMER SERVICES DIRECTLY MANAGED COSTS</b>		<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**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,

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

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

<b>Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure	183	335	153
Income	0	0	0
<b>Net</b>	<b>183</b>	<b>335</b>	<b>153</b>

**Services provided:**

Provision of strategic management and leadership across the Directorate

**Staff (full time equivalent):**

1.00

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

<b>Communications and Marketing</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure	310	350	333
Income	0	0	0
<b>Net</b>	<b>310</b>	<b>350</b>	<b>333</b>

**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**

<b>493</b>	<b>685</b>	<b>486</b>
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	2015/16	2016/17	2017/18
CORPORATE & COMMUNITY SERVICES	Actual	Budget	Budget
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

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

**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

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Admin Buildings & Depots**

	£000	£000	£000
Expenditure	908	1,079	1,083
Income	(53)	(98)	(97)
Net	855	981	986

**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	(131)	(252)	(252)
Net	112	(44)	(34)

**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	(339)	(158)	(158)
Net	(212)	(53)	(53)

**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

<b>TOTAL REGENERATION, DEVELOPMENT &amp; PROPERTY SERVICES</b>	<b>(2,056)</b>	<b>(2,234)</b>	<b>(1,890)</b>
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	2015/16	2016/17	2017/18
CORPORATE & COMMUNITY SERVICES	Actual	Budget	Budget
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.

	2015/16 Actual	2016/17 Budget	2017/18 Budget
<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>			

**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:**

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Development Control Service**

	£000	£000	£000
Expenditure	412	259	227
Income	(1,127)	(979)	(1,144)
Net	(715)	(720)	(917)

**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	(24)	(31)	(20)

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

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

**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.



<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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:**

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Leisure Centre Concessions Contract</b>	£000	£000	£000
Expenditure	190	117	98
Income	(2,365)	(2,752)	(2,896)
Net	(2,175)	(2,635)	(2,798)

**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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Contract failure

**Performance Indicators:**

Monthly performance management figures from contractors

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

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

**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:**

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

**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:**

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

**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.

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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<b>Grants to Voluntary Bodies</b>	£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.

<b>Arboriculture</b>	£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:**

<b>Statutory Partnerships</b>	£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.

<b>TOTAL STRATEGY &amp; COMMUNITIES</b>	<b>191</b>	<b>(251)</b>	<b>(352)</b>
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	2015/16	2016/17	2017/18
CORPORATE & COMMUNITY SERVICES	Actual	Budget	Budget
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:**

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Land Charges**

	£000	£000	£000
Expenditure	111	16	16
Income	(466)	(336)	(254)
Net	(355)	(320)	(238)

**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	0	0	0
Net	11	15	13

**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:**

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Member Services**

	£000	£000	£000
Expenditure	1,062	1,128	1,104
Income	0	0	0
Net	1,062	1,128	1,104

**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	21	24	26

**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	378	262	263

**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

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

**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:**



<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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**Systems Accountancy**

	£000	£000	£000
Expenditure	119	159	145
Income	0	(1)	(1)
Net	119	158	144

**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	(1,578)	(1,414)	(1,414)
Net	(220)	(215)	(204)

**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:**

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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.

<b>CORPORATE &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2015/16 Actual</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>
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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:**

<b>TOTAL FINANCE</b>	<b>2,452</b>	<b>2,363</b>	<b>2,454</b>
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	2015/16	2016/17	2017/18
CORPORATE & COMMUNITY SERVICES	Actual	Budget	Budget
DIRECTLY MANAGED COSTS			

**TECHNOLOGY & CHANGE DELIVERY****ICT Support**

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

**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	61	0	0

**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**

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

**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**

<b>407</b>	<b>428</b>	<b>79</b>
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**TOTAL DIRECTLY MANAGED COSTS**

<b>7,673</b>	<b>6,883</b>	<b>6,149</b>
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<b>ADULT, CHILDREN &amp; HEALTH SERVICES</b>
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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>
<b>EARLY HELP AND SAFEGUARDING</b>			£	£	
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.					
<b>Fostering - Core allowance:</b>	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%
<b>Fostering - Career Payment - all children age 0 to 16+</b>	Level 1	Per week	195	195	0.0%
	Level 2	Per week	260	260	0.0%
	Level 3	Per week	390	390	0.0%
<b>Parental contribution towards cost of children in care</b>	April-16	Per week	Up to the full cost of the placement	Up to the full cost of the placement	
<b>Foster care placements - Charges to other local authorities for placing non-RBWM children</b>	April-16	Per week	Cost of the placement	Cost of the placement	
<b>Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children</b>	April-16	Per week	Cost of the placement	Cost of the placement	
<b>Administration charge to other local authorities for foster care placements and short term breaks.</b>	April-16	Per week	100	100	0.0%
<b>Charges to other local authorities and voluntary adoption authorities for placing non RBWM children for adoption with families within the Adopt Berkshire partnership</b>					
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%
<b>Flying High Play Scheme</b>	April-16	Per day	25	25	0.0%

<b>ADULT, CHILDREN &amp; HEALTH SERVICES</b>
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**HOME TO SCHOOL TRANSPORT - CONCESSIONARY FARES**

Charges take effect from the beginning of each academic year in September.

				<u>Academic</u> <u>Year 2017/18</u>	<u>Academic</u> <u>Year</u> <u>2016/17</u>	<u>% Increase</u> <u>2017/18-</u> <u>2016/17</u>
<b>Pupils not entitled to free transport</b>				£	£	
<b>From</b>						
<b>Coach pass on a contracted school bus for RBWM resident pupils</b>						
M3	Hurley to Bisham Primary School	Sep-17	Annual ticket	580	570	1.8%
M8	Eton Wick to St Peters Middle, Old Windsor	Sep-17	Annual ticket	295	290	1.7%
M9	Knowl Hill / Waltham St Lawrence to Piggot School	Sep-17	Annual ticket	580	570	1.8%
M12	Waltham St Lawrence to Waltham St Lawrence Primary	Sep-17	Annual ticket	580	570	1.8%
M10	Eton Wick to Dedworth Middle and St Edwards Royal Free Schools, Windsor	Sep-17	Annual ticket	295	290	1.7%
M11	Eton Wick to Windsor Boys, Windsor Girls and Trevelyan Schools	Sep-17	Annual ticket	295	290	1.7%
<b>Coach pass on a contracted school bus for non RBWM-resident pupils</b>						
M3	Hurley to Bisham Primary School	Sep-17	Annual ticket	780	765	2.0%
M8	Eton Wick to St Peters Middle, Old Windsor	Sep-17	Annual ticket	295	290	1.7%
M9	Knowl Hill / Waltham St Lawrence to Piggot School	Sep-17	Annual ticket	780	765	2.0%
M12	Waltham St Lawrence to Waltham St Lawrence Primary	Sep-17	Annual ticket	780	765	2.0%
M10	Eton Wick to Dedworth Middle and St Edwards Royal Free Schools, Windsor	Sep-17	Annual ticket	295	290	1.7%
M11	Eton Wick to Windsor Boys, Windsor Girls and Trevelyan Schools	Sep-17	Annual ticket	295	290	1.7%
<b>Coach pass on a commercial bus route for non RBWM-resident pupils</b>						
	Coach pass on contracted school bus for non-RBWM resident pupils			780	765	2.0%
<b>Post 16 pupils</b>						
	First Great Western Reduced Fare Rail Card (price subject to confirmation from GW)	Sep-17	per annum	tbc	80	
	Administration fee for GW reduced fare rail card	Sep-17		10	10	0.0%
	Administration charge to replace a lost rail or coach pass	Sep-17	per pass	20	20	0.0%
	<b>Mainstream and SEN transport for pupils not entitled to free transport on RBWM contracted services</b>	Sep-17	per annum	580	570	1.8%

<b>ADULT, CHILDREN &amp; HEALTH SERVICES</b>
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		<u>2017/18</u>	<u>2017/18</u>	2016/17	2016/17	% Increase	% Increase
		£	£	£	£	2017/18-2016/17	2017/18-2016/17
<b>GENERAL</b>							
<p>These charges are operative from 1st April 2016, except where they are based on Income Support rates, in which case they are operative from the date in April that these are uprated.</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>							
<b>CARE FOR ADULTS</b>							
<b>RESIDENTIAL CARE</b>							
<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 &amp; 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>							
<b>Homes for Older People - residential care in RBWM commissioned homes</b>							
Maximum charge							
Residential Home placements	week	707		693		2.0%	
Nursing Home placements (FNC to be deducted where applicable)	week	854		840		1.7%	
<b>Homes for People with Learning Disability - residential care</b>							
Homeside Close and Winston Court - Standard Charge to other local authorities							
	week	1,554		1,519		2.3%	
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance							
<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>							



<b>ADULT, CHILDREN &amp; HEALTH SERVICES</b>
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				<u>2017/18</u>	<u>2017/18</u>	2016/17	2016/17	% Increase	% Increase
				£	£	£	£	2017/18-2016/17	2017/18-2016/17
<b>COMMUNITY CARE &amp; RESPITE CARE</b>									
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"									
<b>Homes for People with Learning Disability - Respite care</b>				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%
<b>Homecare</b>									
Standard Charge	BRIEFING PAPER REQUESTED	hour	17			16		6.3%	
<b>Learning Disability: day activity charge</b>									
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	41	73		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%

<b>ADULT, CHILDREN &amp; HEALTH SERVICES</b>
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				% Increase 2017/18-2016/17	% Increase 2017/18-2016/17
				2017/18 £	2017/18 £
				2016/17 £	2016/17 £
<b>Room Hire - Learning Disability Day Centres</b>					
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday					
	Ground Floor, Hall & Kitchen	Hour	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					
<b>Older Persons: Day Centres</b>					
	RBWM - PBH	per day	58	58	0.0%
	RBWM - PBH - Lady Elizabeth House	per day	to be agreed		
	transport single Journey to day centre/activity (max 2 charges per session)	per journey	5	5	0.0%
<b>Blue Badge</b>					
	Blue badge	Per Badge	10	10	0.0%
<b>Older Persons: Residential Respite</b>					
	In residential and nursing homes, arranged by the Council	per week	679	to be agreed	
<b>ALLOWANCES</b>					
<b>Direct Payments - Rates payable to service user</b>					
	Standard Rate - care provided by homecare agency	BRIEFING PAPER REQUESTED	per hour	17	17
	Sleeping Night Service		night	60	60
					0.0%
					0.0%
<u>Rates payable for employment of Personal Assistant</u>					
	Start up and emergency reserve	one-off	500	500	0.0%
	Composite Rate for a Personal Assistant	hour	14.25	14	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%

<b>ADULT, CHILDREN &amp; HEALTH SERVICES</b>
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		<u>2017/18</u>	<u>2017/18</u>	2016/17	2016/17	% Increase	% Increase
		£	£	£	£	2017/18-2016/17	2017/18-2016/17
<b>Assisted Transfers - Housing</b>	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%	

<b>OPERATIONS &amp; CUSTOMER SERVICES</b>
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	<u>2017/8</u>	<u>2016/17</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>%</u>
<b><u>COMMUNITY ENFORCEMENT &amp; PROTECTION</u></b>			
<b>WASTE</b>			
<b>Special Collection Service, Trade Waste &amp; Other</b>			
-special collection service -one item	32	30	6.7%
-special collection service -two items	37	35	5.7%
-special collection service -three items	43	41	4.9%
-special collection service -four items	48	46	4.3%
-special collection service -five items (maximum)	53	51	3.9%
-special collection service -fridges/freezers per unit	32	30	6.7%
<b>Green Waste Subscribed Collection Service</b>			
-annual subscription	35	35	0.0%

# FEES 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)	100	100	125	100	95	95	120	95	5.3%	5.3%	4.2%	5.3%
Additional time per hour, or part of, after 11.30pm				410				400				2.5%

#### NON-COMMERCIAL RATES - WHOLE SUITE:

#### DANCE SCHOOLS / THEATRE GROUPS / BOROUGH BASED REGISTERED CHARITIES

Rehearsal / Set up (Monday-Friday)	75	75	130	215	70	70	125	210	7.1%	7.1%	4.0%	2.4%
Rehearsal / Set up (Saturday)	105	105	165	300	100	100	160	290	5.0%	5.0%	3.1%	3.4%
Rehearsal / Set up (Sunday)	105	105	180	310	100	100	175	300	5.0%	5.0%	2.9%	3.3%
Performance / Function	165	165	225	510	160	160	220	500	3.1%	3.1%	2.3%	2.0%
Additional time per hour, or part of, after 11.30pm				120				115				4.3%

Kitchen Hire-Price on application

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

## OPERATIONS &amp; CUSTOMER SERVICES

	<u>2018/19</u>	<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>Increase</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>
<u>CUSTOMER SERVICES</u>												
<b>REGISTRARS</b>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
	Super-intendent Registrar	Super-intendent Registrar	Registrar	Super-intendent Registrar	Super-intendent Registrar	Super-intendent Registrar	Registrar	Super-intendent Registrar				
<b>General Searches</b>												
General Search in indexes in Office not exceeding 6 successive hours		18	n/a			18	n/a			0.0%		
<b>Certificates</b>												
Issue of Standard Certificate of Birth, Death or Marriage		10	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%		
<b>Marriages</b>												
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%	
<b>Certification Of Worship And Registration For Marriage</b>												
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%		
<b>Marriage and Civil Partnership Ceremonies:</b>												
Mondays to Thursdays	495	490	480	490	490	485	475	485	1.0%	1.0%	1.1%	1.0%
Fridays and Saturdays	550	545	535	545	545	540	530	540	0.9%	0.9%	0.9%	0.9%
Sunday and Bank Holiday	610	605	605	605	605	600	600	600	0.8%	0.8%	0.8%	0.8%
<b>Maidenhead Ceremony Room</b>												
Monday to Thursday	230	220	190	220	220	200	180	200	4.5%	10.0%	5.6%	10.0%
Friday to Saturday	275	275	265	275	275	270	260	270	0.0%	1.9%	1.9%	1.9%
The ceremony room is not available for Sunday Bookings												
<b>Citizenship Ceremonies</b>												
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												
<b>Baby Naming And Reaffirmation (inclusive of VAT)</b>												
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%		
<b>Nationality Checks (inclusive of VAT)</b>												
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%		

<b>OPERATIONS &amp; CUSTOMER SERVICES</b>
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	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
<b><u>REVENUES &amp; BENEFITS SERVICES</u></b>			
	<u>£</u>	<u>£</u>	<u>%</u>
<b>DEPUTYSHIP</b>			
<b>Estates Winding Up Fee - Level 1</b>			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:			
Notify DWP	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			
<b>Estates Winding Up Fee - Level 2</b>			
Work undertaken would include some or all the basic requirements above, plus any of the additional	270	267	1.3%
Completion of final account report for Court of Protection			
Advising or assisting on the completion of Probate applications			
Referring the estate to Treasury Solicitors			
Liaising with Treasury Solicitors			
<b>Estates Winding Up Fee - Level 3</b>			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:	380	375	1.4%
Collecting Death Certificate			
Registering the death			
Arranging the funeral			
<b>OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION</b>			
<b>Remuneration of Local Authority deputies</b>			
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 &amp; CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		<u>£</u>	<u>£</u>	<u>%</u>
<b>HIGHWAYS &amp; TRANSPORT</b>				
<b>Other Highway Services</b>				
Provision Of Accident Information (For 3 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	133	130	2.3%
Provision Of Accident Information (For 5 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	221	217	1.8%
Provision Of Existing Traffic Signal Data	Flat Fee:	166	163	1.8%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	221	217	1.8%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	221	217	1.8%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	112	110	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	5,175	2.0%
Research Into Archives (Where Not Part Of Statutory Function)	Minimum Charge Applies:	211	207	1.9%
- charge after 3 hrs	Per Hour:	53	52	1.9%
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		53	52	1.9%
Provision Of Supplementary Information		105	103	1.9%
Site Inspection:				
- up to 3 hours	Per Inspection:	138	135	2.2%
- over 3 hours	Per Inspection:	221	217	1.8%
Dropped Crossing Vehicle Application Fee	Flat Fee Plus Vat:	148	145	2.1%
<b>Highway Licences</b>				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		475	465	2.2%
Fee for 'straight forward' renewals -		110	105	4.8%
-street cafes- area fee	Per m2:	110	105	4.8%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	475	465	2.2%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	110	105	4.8%
Display of goods Area fee (For 3 years)	Per m2:	110	105	4.8%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	110	105	4.8%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	23	22	2.3%
- removal and storage of 'A' boards	Per Item:	110	105	4.8%
S116 Extinguishment Of Adopted Highways And Rights Of Way	Actual cost + advertising cost, min of:	5,280	5,175	2.0%
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	58	57	1.8%
- weekly charge (Week1)	Plus:	18	18	1.4%
- weekly charge (Weeks 2 - 4)	Plus:	21	21	1.2%
- weekly charge (Thereafter)	Plus:	33	32	3.1%
- removal of builders skips	Actual Costs, At A Minimum Of:	215	210	2.4%
S169 Scaffolding Licences				
- residential		143	140	2.1%
-commercial (additional charges apply after 2nd week)		434	425	2.1%
-commercial - additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	36	35	2.9%
-commercial - additional charge (per m2)	Plus Charge Per m2:	11	11	3.8%
S172 Hoarding Licences				
- additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	36	35	2.9%
- additional charge (per m2)	Plus Charge Per m2:	11	11	3.8%



## OPERATIONS &amp; CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		£	£	%
Other Structures - inc cranes	Flat fee plus area fee	490	480	2.1%
- additional charge (per m2)	Plus Charge Per m2:	11	11	3.8%
Mobile Access Platforms	Flat fee Plus area fee below Per Week Or Part:	245	240	2.1%
- additional charge (per m2)	Plus Charge Per m2:	5	5	-5.7%
Filming - inc internal consultation	Actual Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic		143	140	2.1%
- admin fee commercial		615	600	2.5%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- minimum charge (discretion to reduce fees) for non-commercial	Minimum:	530	520	1.9%
- minimum charge (discretion to reduce fees) for commercial	Maximum:	1,060	1,040	1.9%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Actual Costs, To A Minimum Of:	330	325	1.5%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		210	207	1.4%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below):		163	160	1.9%
-licence fee	Plus:	112	110	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	620	1.9%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%

## Temporary Traffic Regulation Orders

S14. Road Traffic Regulations	Flat Fee including Advertising Costs:	1,690	830	103.6%
S16A Road Traffic Act 1984/ Major Event	Flat Fee including Advertising Costs:	2,450	830	195.2%
Access Protection Markings		107	105	1.9%
Suspension of Parking Controls	Flat Fee	847	830	2.0%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,690	830	103.6%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	87	85	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  
130 -100.0%

## Other Traffic Management Charges

Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		168	165	1.8%
Switching On/Off Permanent Traffic Signals				
- working hours:	Minimum Charge:	325	320	1.6%
- evenings, and saturdays:	Minimum Charge:	490	480	2.1%
- sundays and bank holidays:	Minimum Charge:	650	640	1.6%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	170	165	3.0%
- other streets	Per Hour	56	55	1.8%
- surcharge for peak hour operation	Per Hour	140	135	3.7%
Special Signage				
-application of tourist/ visitor information signs		115	110	4.5%
-installation of tourist/ visitor information signs	Actual Cost Plus 20% Admin Fee	225	220	2.3%
-application of shopping/ business signs				
-installation of shopping/ business signs	Actual Cost Plus 20% Admin Fee	115	110	4.5%
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		225	220	2.3%
Unauthorised Survey Equipment On The Highway				
Bike-ability Training	Per Pupil:	5	5	0.0%

## OPERATIONS &amp; CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		<u>£</u>	<u>£</u>	<u>%</u>
<b>HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS</b>				
S38/278 Fees (based on costs of infrastructure construction - index linked)				
-up to £1.0m construction costs (Minimum Charge £2,500)	13% but minimum charge of	3,165	3,105	1.9%
-over £1.0m construction costs	13% but minimum charge of	3,165	3,105	1.9%
-For structures/roads not being adopted- Technical Approval		3,605	3,535	2.0%
-renegotiation of S278/38 Contract Period		1,055	1,035	1.9%
-4.8m wide block paved road + two 2m verges		1,100	1,080	1.9%
-5.0m wide road, two 2m footways and two 1m verges		1,370	1,345	1.9%
-5.5m wide road, two 2m footways and two 1m verges		1,660	1,625	2.2%
-6.7m wide road, two 2.5m footways and two 1m verges		2,200	2,160	1.9%
-individual 2.0m footpath including lighting		495	485	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	545	60.6%
-Checking and approving interim and final travel plans standard developments (one off fee)		1,750	810	116.0%
-Checking and approving interim and final travel plans large/complex developments (one off fee)		3,500	1,080	224.1%
Auditing Of Road Safety Audits		475	465	2.2%
Design Of Street Lighting Schemes		370	360	2.8%
Relocation Of Street Light Equipment				
-Residential	Single Item:	165	160	3.1%
-Commercial	Actual Cost & Admin Fee			
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		630	620	1.6%
-Complex Installation		1,055	1,035	1.9%
<b>Highway Commuted Sums:</b>				
-soakaways over 20 years		17,750	16,000	10.9%
-high friction surfacing over 5 years	Per m2:	10	9	11.1%
-pumping stations over 10 years	Minimum:	16,320	16,000	2.0%
-standard street lighting over 20 years		1,100	1,080	1.9%
-ornamental lighting over 20 years	Per Item:	1,815	1,780	2.0%
-traffic signals over 20 years per single pole	Per Item:	12,625	12,375	2.0%
-extra height pole	Per Item:	13,700	13,435	2.0%
-cantilever pole	Per Item:	14,940	14,650	2.0%
-illuminated traffic signs and bollards over 10 years	£540/m2 & £1,100 over 1m2		39 over 1m2	
-illuminated traffic signs and bollards over 10 years				
-road markings 50% of initial cost	Minimum:	825	810	1.9%
-CCTV cameras over 10 years	Per Item:	14,320	14,040	2.0%
-structures (Cost to be agreed between local authority and contractor)	50% of initial cost		of initial cost	
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)	50% of initial cost		of initial cost	
Trees on adopted highway (standard tree up to 12cm girth) each		550	540	1.9%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		665	650	2.3%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,010	990	2.0%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	£1,245 min to £5,400 max		£5,400 max	
Grass cutting on adopted highway	Per m2:	10	9	11.1%
Shrubs and planting areas maintenance	Per m2:	95	92	3.3%
Other Commuted Sums	Full cost or by agreement / agreement			
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		110	105	4.8%
-Inspection Fee		65	63	3.2%
-Removal Of Illegal Signs		210	207	1.4%
<b>Rights Of Way</b>				
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	1,265	1,240	2.0%
S119 Diversion of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	1,265	1,240	2.0%
S257 Town & Country Planning Act 1980 Diversion Orders	Actual Costs Plus Advertising Minimum Of:	1,265	1,240	2.0%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders	Actual Costs Plus Advertising costs		rtising costs	
(NB- Advertising costs above include Vat.)				
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)		53	52	1.9%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)		362	355	2.0%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration		53	52	1.9%

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

## OPERATIONS &amp; CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
<b>PARKING SERVICE</b>				
	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
			£	£	%
<b>PARKING SERVICE</b>					
	No. of Spaces				
	Chargeable	Free			
Boulton 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 &amp; CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
<b>PARKING SERVICE</b>				
	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 &amp; CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
<b>PARKING SERVICE</b>				
	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 &amp; CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		<u>£</u>	<u>£</u>	<u>%</u>
<b>PARKING SERVICE</b>				
	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 &amp; CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
<b>PARKING SERVICE</b>				
	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 &amp; CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
<b>PARKING SERVICE</b>				
	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	
<b>Total Car Park Spaces</b>	<b>5,822</b>	<b>688</b>		

OPERATIONS & CUSTOMER SERVICES			
	2017/18	2016/17	Increase
	£	£	%
<b>PARKING SERVICE</b>			
	No. of Spaces		
	Chargeable	Free	
<b>On-Street Parking</b>			
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%
<b>Other Parking Fees And Charges</b>			
<b>Penalty Charge Notices</b>			
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				
		2017/18	2016/17	Increase
		£	£	%
<b>PARKING SERVICE</b>				
	No. of Spaces			
	Chargeable			
	Free			
<b>Business Permits</b>				
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		200	200	0.0%
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%
<b>Resident Parking Permits</b>				
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	
<b>Visitor Vouchers (Per Voucher)</b>				
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	
<b>Parking Suspensions and Dispensations</b>				
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

<b>OPERATIONS &amp; CUSTOMER SERVICES</b>
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	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
	£	£	%
<b>STREET NAMING &amp; NUMBERING</b>			
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%

<b>OPERATIONS &amp; CUSTOMER SERVICE</b>
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	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>%</u>
<b><u>COMMUNITY, PROTECTION AND ENFORCEMENT SERVICES</u></b>			
<b>ENVIRONMENTAL PROTECTION</b>			
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%
<b>ENVIRONMENTAL HEALTH- COMMERCIAL SERVICES</b>			
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	year licence period	
Zoo Licence Renewal	£342 plus Vets fees plus officer time at hourly rate over six year licence period	year licence period	
<b>TRADING STANDARDS</b>			
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	
<b>RESIDENTIAL SERVICES</b>			
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%
<b>The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges</b>			
First offence	£2000 reduced to £1000 if paid within 14 days		New
Second offence	3,000		New
Third and subsequent offences	5,000		New
<b>COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR</b>			
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 &amp; CUSTOMER SERVICE

	<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>%</u>
<b>LICENSING/ ENFORCEMENT TEAM</b>			
<b>Licensing Of Hackney Carriages And Private Hire Vehicles</b>			
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%
<b>Licensing Act 2003</b>			
Personal Licences	Prices set by statute - to be advised		
Annual Fee for Premises Licences:-	Prices set by statute - to be advised		
Sexual Venue Licensing (Per Premises)	5,090	5,000	1.8%
Sex Shop Licences (Per Premises)	5,090	5,000	1.8%
<b>Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)</b>			
<b>Betting Premises (excluding Tracks)</b>			
New Application	3,000	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%
<b>Tracks</b>			
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%
<b>Safety of Sports Ground Act 1975</b>			
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
<b>Adult Gaming Centre</b>			
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%
<b>Other Statutory Licences</b>			
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
		£	£	£	£	%	%
<b>LIBRARIES</b>							
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**

		2017/18	2017/18	2016/17	2016/17	Increase	Increase
		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		Full replacement cost	Full replacement cost	Full replacement cost	Full replacement cost		
One or more pages damaged to affect issue		Full replacement cost	Full replacement cost	Full replacement cost	Full replacement cost		
Water damage / Chewed books		Full replacement cost	Full replacement cost	Full replacement cost	Full replacement cost		
Scribbling all over book, underlining etc.		Full replacement cost	Full replacement cost	Full replacement cost	Full replacement cost		
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
<b>INTERVIEW ROOM</b>						
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	
<b>STUDY CARRELL per hour</b>						
	7				New	
<b>USE OF LIBRARY COMPUTER:</b>						
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			
<b>MUSEUM</b>						
<b>ENTRY FEE</b>						
Museum only	Free		Free			
Museum & Conducted/Audio Tour of Guildhall	Free		Free			
Museum and Local Studies Collection	Free		Free			
<b>IMAGE USE CHARGES:</b>						
	£	£				
	EU Rights	World Rights	EU Rights	World Rights		
<b>Commercial Use</b>						
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%
<b>Other Use</b>						
	POA	POA	POA	POA		
Invoice Admin Fee	57.50	57.00	56.50	56	1.8%	1.8%

OPERATIONS & CUSTOMER SERVICES						
		2017/18	2017/18	2016/17	2016/17	
		£	£	£	£	
ALLOTMENTS						
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	Residents	Non-Residents	Residents
STANDARD BURIAL:						
Grant of exclusive right of burial for 50 years, including right to erect memorial						
Burial Fees		2,480	1,240	2,430	1,215	2.1%
For three	- Braywick Cemetery only	2,440	1,220	2,400	1,200	1.7%
For two		2,080	1,040	2,040	1,020	2.0%
For two	- Oakley Green Cemetery only	2,080	1,040	2,040	1,020	2.0%
For one		1,880	940	1,850	925	1.6%
Child 7 to 17 years		900	450	880	440	2.3%
Child up to 6 years		430	215	420	210	2.4%
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						
Burial Fee		590	295	575	290	2.6%
		230	115	220	110	4.5%
CREMATION PLOT:						
Grant of exclusive right of burial for 50 years, including right to erect memorial						
Burial Fee		1,220	610	1,190	595	2.5%
		660	330	635	320	3.9%
CREMATION CHAMBER:						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only						
Renew grant of exclusive right of burial for a further 10 years		1,300	650	1,280	640	1.6%
Re-open for a second interment of ashes		640	320	625	315	2.4%
		450	225	440	220	2.3%
MEMORIALS:						
Additional inscription / replacement stone		45	45	43	43	4.7%
Wall plaque		55	55	54	54	1.9%
Cremation tablet		55	55	54	54	1.9%
Vase or book on cremation plot or grave		55	55	54	54	1.9%
Reservation of wall plaque for 7 years		110	55	107	54	2.8%
Stake in Ground Plaque - prices from:-		160	160	155	155	3.2%
MISCELLANEOUS:						
Record research fee		55	55	54	54	1.9%
Reservation - grave or cremation plot for 7 years ( renewal at 50% of current rate)		1,220	610	1,200	600	1.7%
Inter cremated remains in Garden of Remembrance		190	190	185	185	2.7%
Interment outside prescribed hours (minimum charge)		220	220	215	215	2.3%
Minimum cost for specific needs		220	220	215	215	2.3%
Private grave registration transfer		55	55	54	54	1.9%
Hire of chapel		165	165	160	160	3.1%
Copy of Deed		55	55	54	54	1.9%
PARKS AND OPEN SPACES						
			Per Season			

# FEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES			
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 &amp; COMMUNITY SERVICES

## PLANNING, DEVELOPMENT &amp; 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	
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## 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%
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Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	202	198	2.0%
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## 2016/17

Planning History Search excl. VAT				
- Householder	per application	29	28	3.6%
- All other Cases	per application	95	93	2.2%
Planning Decisions and related Documents		12	11	9.1%
Retrieval and copying from Archive of Planning Documents	£1.50 for A4 first page} 40p per sheet thereafter}	Variable	Variable	
Adminstration fee for checking validity of a planning application	25% of the application fee			
<b>Trees and High Hedges</b>				
Pre application fees for Tree works	min fee	140	70	100.0%
High Hedges Complaints		696	684	1.8%
TPO Copy of	per TPO	29	28	3.6%

## CORPORATE &amp; 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 &amp; COMMUNITY SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>% Increase from</u>
	<u>£</u>	<u>£</u>	<u>2016/17</u>
<b>LOCAL LAND CHARGES</b>			
<b>Table Of Search Fees</b>			
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 29O Optional Enquiries of Local Authorities questions (dealing with all questions)*	140	137	2.2%
CON 29O Enquiries-with the original search (dealing with individual questions)	40	38	5.3%
*Standalone CON29R and CON29O 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	
<b>LEGAL FEES</b>			
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 &amp; 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 from 2016/17</u>	<u>% Increase from 2016/17</u>	<u>% Increase from 2016/17</u>	<u>% Increase 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>
<b>PUBLIC HALLS</b>												
The main charges for facilities from 1st April 2016 (excluding VAT) are as follows:-												
<b>GUILDHALL, WINDSOR</b>		Guildhall	Ascot			Guildhall	Ascot					
COMMERCIAL RATES:		Chamber	Room Whole Building			Chamber	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%
		<u>2018/19</u>	<u>2017/18</u>			<u>2016/17</u>						
WEDDINGS AND CIVIL PARTNERSHIPS CEREMONIES ROOM HIRE												
		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 &amp; COMMUNITY SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>% Increase from</u> <u>2016/17</u>
	<u>£</u>	<u>£</u>	<u>£</u>
<b>CONTRACTS &amp; BUSINESS DEVELOPMENT</b>			
<b>Film Unit Tariff</b>			
<b>Primary Rate</b>			
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.	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	
<b>Facility Fee</b>			
-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			
<b>Notes</b>			
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
<b>ADULT CHILDREN &amp; HEALTH DIRECTORATE</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>COMMISSIONING</b>				
<b>Commissioning</b>				
1	Cessation of Family Nurse Partnership contract	110		110
<b>Public Health Commissioning</b>				
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
<b>Housing</b>				
6	Targeted sheltered housing offer with the Clinical Commissioning Group and housing associations.	155		155
<b>Other Commissioning Services</b>				
7	Commissioning efficiencies	75		75
8	Reduction of posts in Operational Commissioning Team	28		28
9	Self financing of homeshare service	50		50
<b>ADULT SOCIAL CARE</b>				
<b>Management &amp; all ASC</b>				-
10	Additional income to support placements in registered nursing homes.	277		277
11	Additional income from financial assessment following Care Act guidance	335		335
<b>Older People</b>				-
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
<b>SCHOOLS AND EDUCATIONAL SERVICES</b>				
<b>School Improvement &amp; Leadership</b>				
15	Review of price and scope of buy-back Governor Services	30		30
<b>Early Years Education</b>				
16	Efficiencies in payment process. Focus service on quality as measured by Ofsted Judgement.	60		60
<b>HEALTH, EARLY HELP &amp; SAFEGUARDING</b>				
<b>Safeguarding and Children in Care</b>				
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
<b>Children &amp; Young People Disability</b>				
21	Placement cost savings	100		100
<b>HUMAN RESOURCES</b>				
<b>Adult Social Care</b>				-
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
		<b>2,324</b>	<b>0</b>	<b>2,324</b>

Line No.	Description of Saving	17/18 Savings agreed by Dec Council	17/18 Changes not yet agreed	Total 17/18 Savings
<b>OPERATIONS &amp; CUSTOMER SERVICES</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>REVENUES &amp; BENEFITS</b>				
1	New Debt recovery and Enforcement vehicle; additional HB overpayment and court cost recovery, admin efficiencies.	350		<b>350</b>
<b>HIGHWAYS &amp; TRANSPORT</b>				-
	<b>Parking Provision</b>			
2	Contractual Joint Venture with commercial providers.	200	- 50	<b>150</b>
	<b>Highways &amp; Streetcare</b>			-
3	Highways & Streetcare - Outsource term contract.	400		<b>400</b>
4	Highways & Streetcare - Implement new permitting scheme for works on the Highway and trade.	100		<b>100</b>
<b>LIBRARIES &amp; CUSTOMER SERVICES</b>				-
5	Optimisation & Merger of the service areas .	286	- 72	<b>214</b>
<b>COMMUNITY PROTECTION &amp; ENFORCEMENT SERVICES</b>				-
	<b>CCTV</b>			
6	Reduce the cost of providing CCTV and Control Room Services.	188	- 40	<b>148</b>
	<b>Community wardens &amp; parking enforcement</b>			-
7	Third party provision of parking enforcement services.	375		<b>375</b>
	<b>Waste Collection</b>			-
8	Reductions in waste yields for processing and disposal, and from permit scheme at Stafferton Way HWRC	344		<b>344</b>
<b>INFORMATION TECHNOLOGY SERVICES</b>				
9	Resource optimisation and infrastructure contract savings.	400		<b>400</b>
		<b>2,643</b>	<b>- 162</b>	<b>2,481</b>

Line No.	Description of Saving	17/18 Savings agreed by Dec Council	17/18 Changes not yet agreed	Total 17/18 Savings
<b>CORPORATE &amp; COMMUNITY SERVICES</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>FINANCE</b>				
<b>Finance Operations / Finance Strategic</b>				
1	Reshape senior finance structure	100		<b>100</b>
<b>Finance Operations</b>				
2	Charge capital programme for project management work carried out within Finance	40		<b>40</b>
3	Rationalisation of business services when it transfers to financial control	25		<b>25</b>
4	Review financial control processes post system upgrade	30		<b>30</b>
5	Increasing apprentices in finance	20		<b>20</b>
<b>Systems Accountancy</b>				
6	Relocate Agresso Helpdesk to Finance Systems Team to provide resilience and complete customer experience.	15		<b>15</b>
<b>Insurance and Risk</b>				
7	Increased self insured exposure to £750k per claim (currently 500k)	70		<b>70</b>
<b>GOVERNANCE, PARTNERSHIP, PERFORMANCE and POLICY</b>				
<b>Shared Legal Services</b>				
8	Review of legal services	250		<b>250</b>
<b>Democratic Services</b>				
9	Reduction in democratic services printing and postage costs	10		<b>10</b>
<b>GPPP Management structure</b>				
10	Review of management structure and team structure in GPPP and implementation of a new performance mgt approach and system	235		<b>235</b>
<b>COMMUNITIES and ECONOMIC DEVELOPMENT</b>				
<b>Communications</b>				
11	Move to 3 ATRB from 4 a year	20		<b>20</b>
<b>Leisure Contract</b>				
12	Leisure service contract savings (agreed previously)	250		<b>250</b>
<b>CROSS CUTTING</b>				
13	RBWM Property Co Rental income	75		<b>75</b>
		<b>1,140</b>	<b>-</b>	<b>1,140</b>

<b>GROWTH</b>		
<b>Adults, Children's and Health Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2017/18 Increase</b>
		£'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
	<b>Total CS Growth</b>	<b>1850</b>

<b>Operations and Customer Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2017/18 Increase</b>
		£'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
	<b>Total Operations Growth</b>	<b>213</b>

<b>Corporate and Community Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2017/18 Increase</b>
		£'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
	<b>Total Corporate Growth</b>	<b>393</b>

	<b>Total Service Growth</b>	<b>2456</b>
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## CAPITAL PROGRAMME 2017/18 &amp; ONWARDS

Total Budget 2016/17			2017/18 First			2018/19 First			2019/20 First		
Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
<b>Portfolio Summary</b>											
<b>Adult, Children &amp; Health Services</b>											
Housing	2,407	(2,027)	380	500	(500)	0	0	0	0	0	0
Adult Care Services	265	(185)	80	0	0	0	0	0	0	0	0
Non Schools	439	(322)	117	475	0	475	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)
Schools - Devolved Capital	2,052	(2,049)	3	223	(223)	0	223	(223)	0	223	(223)
<b>Total Adult, Children &amp; Health Services</b>	<b>12,997</b>	<b>(10,452)</b>	<b>2,545</b>	<b>29,228</b>	<b>(17,363)</b>	<b>11,865</b>	<b>4,223</b>	<b>(1,073)</b>	<b>3,150</b>	<b>993</b>	<b>(993)</b>
<b>Operations</b>											
Green Spaces & Parks	705	(458)	247	281	(231)	50	0	0	0	0	0
Revenue & Benefits	210	0	210	0	0	0	0	0	0	0	0
Highways & Transport	12,637	(4,447)	8,190	5,438	(2,977)	2,461	10,100	(8,250)	1,850	5,335	(3,055)
Community, Protection & Enforcement Services	1,953	(1,102)	851	668	(608)	60	875	(600)	275	720	(600)
Customer Services	476	0	476	0	0	0	0	0	0	0	0
Libraries, Arts and Heritage	835	(442)	393	470	(12)	458	0	0	0	0	0
<b>Total Operations</b>	<b>16,816</b>	<b>(6,449)</b>	<b>10,367</b>	<b>6,857</b>	<b>(3,828)</b>	<b>3,029</b>	<b>10,975</b>	<b>(8,850)</b>	<b>2,125</b>	<b>6,055</b>	<b>(3,655)</b>
<b>Community &amp; Corporate Services</b>											
Community Facilities	347	(200)	147	0	0	0	0	0	0	0	0
Property & Development	543	0	543	4,800	0	4,800	0	0	0	0	0
Sports and Leisure	1,424	(134)	1,290	2,050	0	2,050	0	0	0	0	0
Technology & Change Delivery	334	(6)	328	275	0	275	450	0	450	0	0
Strategy, Communities & Partnerships	746	0	746	398	(70)	328	100	0	100	100	0
Planning	0	0	0	420	0	420	20	0	20	20	0
Outdoor Spaces	1,356	(640)	716	310	(120)	190	0	0	0	0	0
Regeneration	13,098	(1,569)	11,529	760	0	760	0	0	0	0	0
<b>Total Community &amp; Corporate Services</b>	<b>17,848</b>	<b>(2,549)</b>	<b>15,299</b>	<b>9,013</b>	<b>(190)</b>	<b>8,823</b>	<b>570</b>	<b>0</b>	<b>570</b>	<b>120</b>	<b>0</b>
<b>Total Committed Schemes</b>	<b>47,661</b>	<b>(19,450)</b>	<b>28,211</b>	<b>45,098</b>	<b>(21,381)</b>	<b>23,717</b>	<b>15,768</b>	<b>(9,923)</b>	<b>5,845</b>	<b>7,168</b>	<b>(4,648)</b>

External Funding	£000	£000	£000	£000
Government Grants	12,528	17,447	9,923	4,648
Developers' Contributions	5,855	3,934	0	0
Other Contributions	1,066	0	0	0
<b>Total External Funding Sources</b>	<b>19,449</b>	<b>21,381</b>	<b>9,923</b>	<b>4,648</b>
<b>Total Corporate Funding</b>	<b>28,211</b>	<b>23,717</b>	<b>5,845</b>	<b>2,520</b>

## ADULT, CHILDREN &amp; 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
<b>Adult Social Care</b>													
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
<b>Total Adult Social Care</b>		265	(185)	80	0	0	0	0	0	0	0	0	0
<b>Housing</b>													
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
<b>Total Housing</b>		2,407	(2,027)	380	500	(500)	0	0	0	0	0	0	0
<b>Non Schools</b>													
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
<b>Total Non Schools</b>		439	(322)	117	475	0	475	0	0	0	0	0	0
<b>Schools - Non Devolved</b>													
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
CSDS	Maint Prog. Roofing, Guttering & Windows	26	(26)	0	0	0	0	0	0	0	0	0	0
CSDZ	Manor Green Res-chge 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 &amp; 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
<b>Total Schools - Non Devolved</b>		<b>7,834</b>	<b>(5,869)</b>	<b>1,965</b>	<b>28,030</b>	<b>(16,640)</b>	<b>11,390</b>	<b>4,000</b>	<b>(850)</b>	<b>3,150</b>	<b>770</b>	<b>(770)</b>	<b>0</b>



## ADULT, CHILDREN &amp; 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
<b>Schools - Devolved Capital</b>													
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
<b>Total Schools - Devolved Capital</b>		2,052	(2,049)	3	223	(223)	0	223	(223)	0	223	(223)	0
<b>TOTAL ADULT, CHILDREN &amp; HEALTH SERVICES CAPITAL PROGRAMME</b>		12,997	(10,452)	2,545	29,228	(17,363)	11,865	4,223	(1,073)	3,150	993	(993)	0

## OPERATIONS &amp; 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
<b>Revenue &amp; Benefits</b>													
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
<b>Total Revenue &amp; Benefits</b>		210	0	210	0	0	0	0	0	0	0	0	0
<b>Highways &amp; Transport</b>													
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 &amp; 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	0	0	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
<b>Total Highways &amp; Transport</b>		<b>12,637</b>	<b>(4,447)</b>	<b>8,190</b>	<b>5,438</b>	<b>(2,977)</b>	<b>2,461</b>	<b>10,100</b>	<b>(8,250)</b>	<b>1,850</b>	<b>5,335</b>	<b>(3,055)</b>	<b>2,280</b>
<b>Green Spaces/Parks</b>													
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
<b>Total Green Spaces/Parks</b>		<b>705</b>	<b>(458)</b>	<b>247</b>	<b>281</b>	<b>(231)</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## OPERATIONS &amp; 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
<b>Community, Protection &amp; Enforcement</b>													
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
<b>Total Community, Protection &amp; Enforcement</b>		<b>1,953</b>	<b>(1,102)</b>	<b>851</b>	<b>668</b>	<b>(608)</b>	<b>60</b>	<b>875</b>	<b>(600)</b>	<b>275</b>	<b>720</b>	<b>(600)</b>	<b>120</b>
<b>Customer Services</b>													
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
<b>Total Customer Services</b>		<b>476</b>	<b>0</b>	<b>476</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## OPERATIONS &amp; 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
<b>Libraries, Arts &amp; Heritage</b>													
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
<b>Total Libraries, Arts &amp; Heritage</b>		<b>835</b>	<b>(442)</b>	<b>393</b>	<b>470</b>	<b>(12)</b>	<b>458</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATIONS &amp; CUSTOMER SERVICES CAPITAL PROGRAMME</b>		<b>16,816</b>	<b>(6,449)</b>	<b>10,367</b>	<b>6,857</b>	<b>(3,828)</b>	<b>3,029</b>	<b>10,975</b>	<b>(8,850)</b>	<b>2,125</b>	<b>6,055</b>	<b>(3,655)</b>	<b>2,400</b>

## COMMUNITY &amp; 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
<b>Community Facilities</b>													
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
<b>Total Community Facilities</b>		347	(200)	147	0	0	0	0	0	0	0	0	0
<b>Property &amp; Development</b>													
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
<b>Total Property &amp; Development</b>		543	0	543	4,800	0	4,800	0	0	0	0	0	0
<b>Sports &amp; Leisure</b>													
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
<b>Total Sports &amp; Leisure</b>		1,424	(134)	1,290	2,050	0	2,050	0	0	0	0	0	0
<b>IT/Technology Services</b>													
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
<b>Total IT/Technology Services</b>		334	(6)	328	275	0	275	450	0	450	0	0	0
<b>Outdoor Spaces</b>													
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 Planting	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
<b>Total Outdoor Spaces</b>		1,356	(640)	716	310	(120)	190	0	0	0	0	0	0
<b>Strategy, Communities &amp; Partnerships</b>													
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
<b>Total Strategy, Communities &amp; Partnerships</b>		746	0	746	398	(70)	328	100	0	100	100	0	100
<b>Planning</b>													
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
<b>Total Planning</b>		0	0	0	420	0	420	20	0	20	20	0	20

		2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
Project	Description of Scheme	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
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	Planning Policy Supplementary Planning Document	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 £'000	Inflation £'000	Full Year Effects (FYE) £'000	Virements £'000	Grants Adjustment	Sub Total £'000	Growth inc Demography £'000	Directorate Savings £'000	2017-18 Original Budget £'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

Appendix I - Precepts

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								
Royal Berkshire Fire Authority								
<i>Parishes</i>								
Bisham (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Bray (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
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)	661.76	772.05	882.35	992.64	1,213.23	1,433.82	1,654.40	1,985.28
Cox Green (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Datchet (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
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)	663.64	774.24	884.85	995.46	1,216.68	1,437.89	1,659.10	1,990.92
Horton (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Hurley (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Old Windsor (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92

# PARISH COUNCIL TAX

Appendix I - Precepts

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
Shottesbrooke (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Sunningdale (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Sunninghill & Ascot (a)								
(b)	627.89	732.54	837.19	941.84	1,151.14	1,360.44	1,569.73	1,883.68
(c)	658.48	768.23	877.98	987.73	1,207.23	1,426.73	1,646.21	1,975.46
Waltham St. Lawrence (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
White Waltham (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Wraysbury (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Unparished Areas (a)								
(b)	630.07	735.09	840.10	945.11	1,155.13	1,365.16	1,575.18	1,890.22
(c)	660.66	770.78	880.89	991.00	1,211.22	1,431.45	1,651.66	1,982.00

## Parish Precepts compared to last year.

	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)
<i>Parish</i>							
Bisham	709.92	25,000	35.22	731.07			
Bray	4,132.47	136,313	32.99	4,183.27			
Cookham	2,785.34	88,418	31.74	2,889.38			
Cox Green	3,007.84	110,957	36.89	3,070.64			
Datchet	2,141.29	176,650	82.50	2,193.73			
Eton	1,698.90	57,988	34.13	1,778.20			
Horton	454.56	24,164	53.16	461.71			
Hurley	964.99	31,750	32.90	997.75			
Old Windsor	2,303.45	127,935	55.54	2,361.98			
Shottesbrooke	72.38	Nil	0.00	70.66			
Sunningdale	3,157.69	87,460	27.70	3,423.44			
Sunninghill & Ascot	6,131.70	161,080	26.27	6,333.09			
Waltham St. Lawrence	643.59	14,000	21.75	665.93			
White Waltham	1,126.51	95,078	84.40	1,238.77			
Wrybury	2,097.14	63,066	30.07	2,142.80			
Unparished Areas	32,679.49	956,119	29.26	34,167.22			
<b>TOTAL / AVERAGE</b>	<b>64,107.26</b>	<b>143,732</b>	<b>38.41</b>	<b>66,709.64</b>			

## 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			
Royal Berkshire Fire Authority			
<b>SUB-TOTAL</b>			
<b>Parish (average)</b>			
<b>TOTAL</b>			

**MEDIUM TERM FINANCIAL PLAN**  
**SUMMARY MTFP 2016-17 TO 2019-20**

Appendix J MTFP

<b>Headline</b>					
	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

<b>Detail</b>					
Line	Description	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
<u><b>Adult, Children and Health Service</b></u>					
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
<b>9</b>	<b>Adult, Children and Health Services Total</b>	<b>56,376</b>	<b>57,184</b>	<b>57,758</b>	<b>58,959</b>
<u><b>Operations and Customer Services</b></u>					
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
<b>18</b>	<b>Operations and Customer Services Total</b>	<b>16,230</b>	<b>14,007</b>	<b>12,780</b>	<b>12,544</b>
<u><b>Corporate and Community Services</b></u>					
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
<b>26</b>	<b>Corporate and Community Services Total</b>	<b>6,149</b>	<b>5,075</b>	<b>3,655</b>	<b>3,527</b>
<u><b>General</b></u>					
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
<b>34</b>	<b>Total Service Expenditure</b>	<b>79,535</b>	<b>78,057</b>	<b>76,316</b>	<b>79,198</b>

**MEDIUM TERM FINANCIAL PLAN**  
**SUMMARY MTFP 2016-17 TO 2019-20**

Appendix J MTFP

<b>Headline</b>					
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

<b>Detail</b>					
Line	Description	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
<b>35</b>	<b>Non Service Costs</b>				
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
<b>42</b>	<b>Total Non Service Costs</b>	<b>9,892</b>	<b>9,580</b>	<b>10,552</b>	<b>10,908</b>
<b>43</b>	<b>TOTAL BUDGET COST</b>	<b>89,427</b>	<b>87,637</b>	<b>86,868</b>	<b>90,106</b>
	<b>Support</b>				
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
<b>54</b>	<b>Sub Total Support</b>	<b>-25,288</b>	<b>-20,045</b>	<b>-17,089</b>	<b>-16,668</b>
<b>55</b>	<b>NET BUDGET REQUIREMENT</b>	<b>64,139</b>	<b>67,592</b>	<b>69,779</b>	<b>73,437</b>
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
<b>Economic risks</b>			
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
<b>Environmental risks</b>			
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
<b>Regulatory risks</b>			
Major planning inquiry	400	60%	240
<b>Capital Risk</b>			
Funding necessary to cover emergency capital project e.g. street lighting, highways, boilers etc	200	50%	100
<b>Savings risks</b>			
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
<b>Impact of Service Increases</b>			
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
<b>Total of potential risks (unlikely all to coincide)</b>	<b>9,130</b>		
<b>Total Average Risk in Single Year</b>			<b>3,856</b>
<b>Provide for 18 months to enable corrective action</b>			<b>5,780</b>

**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
<b>Gross Capital Expenditure (£m)</b>	£27.4m	£16.4m	£90.7m	£68.3m
<b>Ratio of financing costs to net revenue stream</b>				
- Non-loan financed	22.6%	10.7%	25.3%	11.3%
- Loan financed	7.0%	5.9%	6.4%	7.1%
<b>Capital Financing Requirement (£m)</b>	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
<b>Authorised limit for external debt (£m)</b>	£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
<b>Operational boundary for external debt (£m)</b>	£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
<b>for the Band D Council Tax Payer</b>	£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>	<b>FITCH ShortTerm Rating</b>	<b>FITCH Long Term Rating</b>	<b>FITCH Outlook</b>	<b>Max. Sum To Be Lent £m</b>
<b>UK</b>				
<b><u>Government</u></b>				
Debt Management Office	F1+	AA	Negative	no limit
<b><u>Banks</u></b>				
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
<b><u>Building Societies (max £3m per loan)</u></b>				
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
<b><u>Local Authorities</u></b>				
All UK Local Authorities, with the exception of those with reported financial irregularities.				10
<b><u>Money Market Funds</u></b>				
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
<b><u>Financial Services Companies</u></b>				
Kames Capital				1
Legal & General				1.5
<b><u>RBWM associated companies</u></b>				
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
<b>Total Capital Inflows</b>				<b>11,566</b>

**Capital Outflows**

			<u>Capital Outflows</u>		
*	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 reprovision	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
				<b>Total Capital Outflows</b>	<b>84,565</b>

\* 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
<b>Potential Total Borrowing</b>	<b>129,999</b>

**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.

By virtue of paragraph(s) 1, 2, 3, 4, 5, 6, 7, 7a, 7b, 7c of Part 1 of Schedule 12A of the Local Government Act 1972.

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