

# CABINET

Note for Overview & Scrutiny Panels –panel is being presented with a list of all potential capital schemes in Appendix D. Given that the precise level of corporate funding available is still to be determined it is likely that some schemes will be pushed into provisional 15-16 plans. At this stage Cabinet is keen to understand which schemes Scrutiny Panel is particularly keen to see progressed.



Report for: Decision
Item Number:

<b>Contains Confidential or Exempt Information</b>	NO – Part I
<b>Title</b>	<b>Budget 2014-15</b>
<b>Responsible Officer(s)</b>	Andrew Brooker, Head of Finance, 01628 796341
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<b>Member reporting</b>	Councillor Dudley
<b>For Consideration By</b>	Report to Council – Recommendation from Cabinet
<b>Date to be Considered</b>	Cabinet 13 <sup>th</sup> February 2014; Council 25 <sup>th</sup> February 2014
<b>Implementation Date if Not Called In</b>	13 <sup>th</sup> March 2014 – Council Tax Billing
<b>Affected Wards</b>	“All”
<b>Keywords/Index</b>	Revenue Budget; Capital Programme; Treasury Management; Prudential Guidelines

## Report Summary

1. This report contains proposals for the budget for 2014-15 and recommends, for the Borough element, a band D Council Tax of xxxxxxxxx from 2013-14.
2. The Budget has been prepared against a background of increased demand for services, notably from Adult Social Care, Childrens Safeguarding, Waste Management, and Housing and reductions in the value of grant support from central Government.
3. The Budget reflects the administrations continued commitment to keep the burden of locally set tax on residents to a minimum.
4. The Council is funded from four main sources, Council Tax (32.7%), Government Grant excluding Dedicated Schools Grant (DSG) (40.4%), Fees /other income (20.5%) and a share of locally collected Business Rates (6.4%).
5. Income from Council Tax and Government Grant is reducing in real terms,

# CABINET

<p>with further cash reductions in Government Grant anticipated in each of the next four years. With continued demographic pressure on services the Medium Term Financial Plan identifies the need to make further efficiency savings in 2015-16 and beyond</p> <p>6. The administration has a continued focus of retention and investment in front line services whilst reducing administrative inefficiency and costs. A total of £6.148m of such efficiency savings are reflected in the proposed budget for 2014-15 which are laid out in more detail in section 4 of this report</p> <p>7. Additional funding has been made available for future demographic pressures in Adult Social Care (£826k), Children’s Safeguarding (£200k), Waste Management (£860k) and Housing Budgets (£225k).</p> <p>8. The Capital Programme provides for increased investment in the Borough’s Highway infrastructure, street lighting and the Stafferton Way link road, for expansions in popular schools including Oldfield, Ellington (Riverside) and Manor Green, and continued provision for Participatory Budgets. Further detail can be found in paragraph 4.10.</p> <p>9. The capital programme requires corporate funding of xxxxxxxxxxxx and whilst no external borrowing is envisaged in the short term this will increase the Councils Capital Financing Requirement by . Available capital resources are outlined in Appendix O</p> <p>10. The Head of Finance’s statement about the robustness of these estimates is included in Appendix N</p>
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<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
1. Residents will see a real term reduction in the level of Council tax levied which is already one of the lowest in the Country	April 2014
2. Residents will see priority services maintained with provision for increased demand for Adults Social Care and Children’s Safeguarding.	Ongoing
3. Residents will see investment in Highway infrastructure and popular schools.	March 2015

## 1. Details of Recommendations

### RECOMMENDED:

1. That the detailed recommendations contained in Appendix A, which includes a Council Tax at band D xxxxxx, be approved.
2. That the Capital Programme shown in Appendices B and C be adopted by the Council for the year commencing April 2014.
3. That responsibility is delegated to the Cabinet Prioritisation Sub Committee to identify specific scheme budgets for the School Expansion and Highway

# CABINET

Maintenance programmes as soon as project specifications have been completed.

4. That the prudential Borrowing limits set out in Appendix L are approved.
5. That Council is asked to note the Business Rate tax base calculation detailed in Appendix P and its use in the calculation of the Council Tax Requirement in Appendix A.
6. That the Head of Finance in consultation with Lead Members for Finance and Children's Services, the Strategic Director for Children's Services and the School Forum, is authorised to amend the Total Schools Budget, to reflect actual Dedicated Schools Grant levels and its subsequent allocation.
7. That the Head of Finance in consultation with the Lead Member for Finance and Strategic Director for Operations be authorised to reflect within the Approved Budget for 2014-15 any budget movements required to reflect the outcome of the review of the Operations Directorate structure.
8. That the Head of Finance in consultation with the Lead Member for Finance and Strategic Director for Children's Services be authorised to reflect within the Approved Budget for 2014-15 any budget movements required to reflect the final outcome of the review of the Children's Services Directorate structure.
9. That responsibility to include the precept from the Thames Valley Police and Crime Commissioner and the Berkshire Fire and Rescue Authority's in the overall Council Tax charges is delegated to the Lead Member for Finance and Head of Finance as soon as the precepts are announced.

## 2. Reason for Decision and Options Considered

Option	Comments
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	Note
Approve the proposals in this report	Recommended
Approve a modified budget with a higher level of revenue spend and Council Tax	Any net increase in revenue expenditure above the level proposed would reduce the level of Council Tax Reward Grant available. Any proposals to increase expenditure should, therefore, be accompanied by equivalent additional savings proposals. Not recommended
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.
Approve a modified Capital Programme	Any proposals to adjust the capital programme need to be made with reference

# CABINET

	to available funding. Any proposal that is not supported by grant or developer contributions will need to be funded from Council resources. An additional £1m in Council funded capital expenditure will have revenue implications in the shape of financing costs of £27.5k in the coming year and £95k over the next 25 years.
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### 3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
Services delivered within approved budget	Budget Overspend	Budget balanced at year end with no unapproved use of reserves	Services delivered below approved budgets with proposed savings over-delivered	Savings over-delivered and budgets under-spent at year end	31 March 2015

### 4. Service Implications

#### Service Requirements

##### 4.1 Corporate Services

The budget presented for Corporate Services will result in savings of £1,050k that will be mainly delivered via the Fundamental Service Reviews (FSRs) that were identified and agreed in 2012/13 plus some new initiatives identified and agreed in 2013/14.

The budget contains provision for a new Regeneration & Economic Development Director, a role which is designed to focus the Council's range of regeneration initiatives. This role is funded from the Council's Development Fund.

The overall savings areas can be summarised as:

- Improvements and efficiencies in services including restructures (£281k)
- Improvements in the technology infrastructure (£220k)
- Contract improvements (£238k)
- Shared services initiatives (£89k)
- Income generation enhancements (£72k)
- Reduction in government taxation commitments (£150k)

# CABINET

## Risks

While the proposed budget is achievable there will be a number of risk areas that need to be managed and these include:

- The commercial pressures on suppliers may reduce the potential savings available from contract re-negotiations
- Other local authorities are prepared to share services  
Any outsourcing of services will result in planned savings levels

## **4.2 Children's Services**

There is currently a degree of change in Children's Services following the new Strategic Directors review of the Directorate structure.

The 2014/15 budget reflects the new Children's Services structure although further refinement is required, hence recommendation 8 which delegates authority to the Head of Finance, in consultation with the Lead Member for Finance, to make final adjustments within the approved budget.

The review sought to: integrate services; improve the quality and resilience of service provision and strengthen the focus on intervening early with families to prevent problems escalating (which are generally more difficult and costly to solve). During 2014/15 the Directorate is seeking to have more high incidence low cost interventions and fewer low incidence high cost interventions.

The Office of National Statistics has a definition of deprivation that considers: Employment: any member of a household not a full-time student is either unemployed or long-term sick; Education: no person in the household has at least level 2 education and no person aged 16-18 is a fulltime student; Health and disability: any person in the household has general health 'bad or very bad' or has a long term health problem and Housing: Household's accommodation is either overcrowded, with an occupancy rating of -1 or less, or is in a shared dwelling, or has no central heating This budget is set within the context of 45% of households in the borough meet at least one of these definitions of deprivation.

### **Main service pressures**

- Continued pressure on school places, Primary, Middle and Secondary.
- 7.7% increase in number of children/young people defined with special needs over last two years.
- Need to grow local provision that meets the needs of children/young people with special educational needs/learning difficulties and disabilities.
- Reduction in number of schools graded good/outstanding. -Continued low level of attainment by children/young people from disadvantaged backgrounds in local schools.
- 5% increase in the number of children being brought into care.

# CABINET

- Dependency on agency social workers

Budget proposals included in this report are designed to ensure funds are available to address these concerns.

## Savings proposals

The budget reduction in 2014/15 has been achieved mainly through efficiencies. This includes:

- A review of the school related support services set against the Dedicated Schools Grant, such as: Speech and Language Therapy £275k: elements of support SEN provision.
- Growing local SEN provision at Manor Green – reducing need for large respite budget £197k.
- Adoption of smarter working principles reducing spend by 20% on support services: stationery, photocopying and printing, Communications and training £90k
- Restructuring Children's Services – reducing senior management costs £150k.

## School Budgets

The Council is expecting to receive £76.894 million Dedicated Schools Grant (DSG) and a further £3.445 million for post 16 pupils from the Department for Education (DfE) in 2014-15 for its maintained schools. School funding remains protected and at the same level on a per pupil basis as in 2013-14. Individual school budgets can vary from year to year as a result of pupil number changes. To protect schools from significant reductions, the Government has set the Minimum Funding Guarantee for 2014-15 at minus 1.5%, ensuring schools do not experience a reduction of more than 1.5% per pupil (excluding sixth form funding) compared to the previous year.

The DSG funds: individual schools' delegated budgets for pre 16 pupils; specified central school support services; services for pupils with high needs and early year's provision. The 2014-15 allocation, announced in December, reflects overall pre 16 population growth of 0.4% (79 pupils), and includes an increased allocation for two year olds. This reflects the Government's widening of the entitlement to free education and childcare for two year olds from lower income households. The budget no longer includes provision for academy schools (equivalent to a further £23.274 million). The Authority retains responsibility for modelling academies budgets but cash flows to them direct from the DfE via the Education Funding Agency (EFA).

As a new national funding formula for schools will be implemented in 2015-16, only a small number of changes have been made to RBWM's local school funding formula for 2014/15. These changes mainly target schools with higher

# CABINET

levels of deprivation, and allocate additional funding to children in care, with the aim of reducing the attainment gap between these children and their less disadvantaged peers.

## 4.3 Adult and Community Services

The Directorate manages a circa £40m net revenue budget to provide Adult Social Care, Public Health services, Housing Strategy & Homelessness, Leisure and Library services and is the corporate lead on the council's Health and Wellbeing Strategy.

The Adult Social care service faces significant demographic pressure for the foreseeable future as life expectancy and the impact of dementia continue to increase together with the numbers of adults with a Learning Disability who require social care support. An additional £826k is included within the proposed 2014/15 budget to fund these demographic pressures.

2014/15 is the third year of the programme to transform adult social care. This is anticipated to deliver savings of over £805k in year through a number of initiatives including increased use of telecare and telehealth technologies, the expansion the Shared Lives service now under a new contract, and continued close scrutiny of high cost personal care contracts. Quarterly reports to cabinet detail the full extent of this programme.

### Better Care Fund

The Department of Health (DH) has created a national £3.8B Better Care Fund (BCF) to support the integration of Health and Social care. This will take effect in 2015/16, however Councils and CCGs (Clinical Commissioning Groups) are required to prepare for this in 2014/15. To assist this preparation CCGs are required to increase the sums they transfer to Councils to invest in social care activity that has a health benefit.

Locally, RBWM will receive £2.184m transfer funding, £479k more than in 2013/14. This funding will enable increased investment in preventative services including telecare and telehealth equipment and services designed to lower demand for both health and social care services. This creates the opportunity for further enhancement of preventative services. In this way the integration of health and social care is expected to deliver improved outcomes for an increasing number of residents without additional cost, although this will depend on the success of reducing the numbers of urgent admissions to hospital.

The Better Care Fund will be managed by Councils and CCGs, overseen by the Health and Wellbeing Board (HWB). The scope of the BCF will vary with each HWB, with the DH only setting minimum Pool levels for the first year, 2015/16. Locally the maximum value for the Pool is £8.5m in 2015/16 however this could expand to over £30m within a few years depending upon the range of services the Council and the CCG agree to place within the Pool.

# CABINET

The financial risk with BCF is that the investment in preventative services may not sufficiently reduce hospital admissions or the length of hospital stays. In which case the prevention savings would not keep pace with the growth in demand for health and social care services. In addition if the targets for 14/15 are not met then the NHSE will intervene as the additional funds for 2015/16 depend on meeting the set targets and there could be a risk to the achievement of the total fund.

## Care Bill

Preparing for the enactment of the Care Bill 2014/15 requires the prioritisation of resources to ensure capacity exists to deliver the required service changes. DOH has provided funding for this and developments will be overseen by a Care Bill Implementation Board. A key challenge is to ensure that the many thousands of residents currently self-funding seeking to set up a Care Account will have their eligible needs assessed from September 2015.

## Public Health

The responsibility for Public Health was transferred to the Council in 2013/14. This is funded by a ring-fenced grant, which rises from £3.2m to £3.5m in 2014/15. The cross Berkshire agreement is being extended to cover sharing of contract procurement where this is cost effective and improves services.

## Housing

The key pressure on Housing budgets arises from the increased number of homeless families and the lack of suitable accommodation within the Borough. Failure to re-house families within 6 weeks reduces the Housing Benefit subsidy that can be recovered in respect of payments to these families. A Budget of £200k is provided for in 2014/15 (the annual loss expected in 2013/14 is £300k). The Council's Housing Options team are working to mitigate increased demand in a number of ways, including preventative advice and guidance, working with housing associations and offering assistance with seeking housing in the private rented sector and affordable rented property.

## Leisure

Leisure Services main focus will be the proposed transfer of the Council run leisure centres to a new operator. This transfer is expected to deliver a number of efficiencies including tax efficiencies and provide increased opportunity for raising income to further enhance the delivery of leisure facilities for residents.

## Libraries

Library services will be enhanced with the opening of a new library at Boyn Grove in Maidenhead by April 2014. Additional revenue funding is provided to

# CABINET

support on a permanent basis increased opening hours including Sunday opening at Maidenhead and Windsor libraries.

## 4.4 Operations

The newly formed Operations Directorate continues to face a number of challenges as it provides important front line services for residents. Included in this budget proposal is funding for:

- Three additional Community Wardens to meet the administrations manifesto commitment to ensure that the Borough is a safe place;
- removal of the unachievable income target from the Councils in-house printing service (DMS) now that the operation has been restructured and “right sized” scaled back;
- additional landfill tax;
- additional costs associated with waste disposal following the lower than anticipated take-up of food waste recycling;

Whilst there are no specific proposals in this budget it is important to note that the Benefits processing team continues to manage record high levels of claimants within existing resource. There has been some additional costs associated with Housing Benefit Subsidy arising from increased numbers of homeless families which have been reported to Cabinet as part of Service Monitoring. Provision for these additional housing costs has been made in the Adult and Community Services Budget for 2014/15.

There is significant pressure on future Waste Disposal costs in part associated with the decision of the Council's contractor to withdraw from its UK operations. Whilst this has no direct impact on 2014/15 budgets it has the potential to impact on anticipated future savings. The Council is currently receiving advice about the options that might exist to address these developments and recommendations will be brought to Cabinet at the appropriate time.

Significant savings have been identified within the Operations Directorate as detailed in Appendix H. Notable amongst these are:

- savings from retendering of bus contracts which have delivered additional services at reduced costs (£325k);
- staff savings from structure reviews (£185k).

## 4.5 Fees & Charges

Appendix B outlines the proposed Fees & Charges for the coming year. Generally charges are designed to increase income in line with inflation.

Car Park charges have been frozen and charges for residents parking permits removed completely.

The continued success of the Adults Social Care efficiencies programme is

# CABINET

reflected in the full cost of homecare charges being held at £16 per hour.

There are no proposals to increase charges to Leisure Centres so as not to deter the interest of any new operator.

## 4.6 Government Grant

Whilst few authorities receive less grant per capita than the Royal Borough it is, nevertheless, an important source of funding. In 2013-14 grant from RSG, Business Rate Support, New Homes Bonus and Council Tax Reward totalled £29.9m. As the Coalition Government continues its response to the national fiscal deficit the Council will see income from these grants fall to £28.7m a further reduction of 3.9%, a sum equivalent to 1.98% on Council Tax.

## 4.8 Retained Business Rates

The Local Government Finance Bill introduced new measures designed to incentivise local councils to stimulate their local economies and these included the Business Rate Retention initiative where councils retain a proportion on business rate growth (24.9% in the Borough case).

This is clearly a welcome initiative but it does present some challenges for the Borough on two counts:

- The first is the short term impact of major regeneration projects which initially result in a reduction in business rates as property falls out of the tax base through the redevelopment phase. The negative impact is only short term with the anticipation that the new developments will carry increased value. The Borough's finances are protected to an extent by a safety net but that only operates when the Council loses £900k of retained business rates;
- The second challenge is that the Council is now responsible for backdated appeals against property valuations. There is a significant backlog in these appeals at the Valuation Office, a fact acknowledged by the Chancellor in his December Autumn Statement where he committed the Government to clearing 95% of these appeals by July 2015. The potential value of these appeals is in excess of £12m pa and whilst many will be rejected some can be backdated to 2005. The Council has received an independent assessment of the risk to the Council's finances and is building up a provision to mitigate this risk. The Council has taken the option to spread the cost of backdated appeals over 5 years.

As a result of these risks the Council continues to assume that business rate income will now grow in real terms for the next five years by which time the backdated valuation appeals will have worked through the system.

Attached in Appendix P is the Council's NNDR1 which is the return made to the DCLG detailing anticipated income from Business Rates from within the Borough which, in turn, is used to calculate the Borough's retained share. This

# CABINET

return had to be submitted to DCLG by 31 January and Council is asked to note the return and its use in the Council's budget proposals.

## 4.9 Council Tax for 2014/15

The Borough has, for a number of years, set budgets which have kept council tax increases to a sustainable level and in the last four years reduced Council Tax by 9% nominal and >20% in real terms.

The Borough Council Tax in 2013/14 (including precepts) at £1,182 for a Band D property was some £297 below the national average for Unitary Authorities and at the current tax base the difference represents a saving of £18.5m for local Council taxpayers available to be spent in the local economy.

This saving continues to have an impact in future years because local Council Tax revenue will fall short of the level assumed by DCLG when allocating grant. The Council, in setting its longer-term objectives, is conscious that this results in added pressure on service provision as the Borough aims to meet specific service objectives funded by Council Tax.

The Council Tax bill for 2014/15 will comprise the following elements:

- Royal Borough Council Tax
- Police and Crime Commissioner for Thames Valley Precept
- Royal Berkshire Fire and Rescue Service Precept
- Parish Precept (Special Expenses in non-parished areas)(see below)

The inclusion of other precepts on the Council Tax bill will mean that there will be some variation from the decrease shown by the Borough's own Council Tax which will vary from one parish to another.

### Royal Borough's Council Tax

The figures shown in Appendices attached to this report recommend xxxxx in Council Tax for Borough Services resulting in a charge of xxxx at band D.

### Police and Crime Commissioner for Thames Valley Precept

The Police and Crime Commissioner for Thames Valley precepts directly on this Authority, the precept will be set on 14 February 2014. A recommendation has been made in this report, that responsibility to include the Thames Valley Police and Crime Commissioner's precept in the overall Council Tax charges is delegated to the Lead Member of Finance and Head of Finance as soon as the precept is announced.

### Fire Authority Precept

The Berkshire Fire and Rescue Authority precept for 2014-15 will be set at a meeting on the 19 February 2014. A recommendation has been made in this report, that responsibility to include the Berkshire Fire and Rescue Authority's

# CABINET

precept in the overall Council Tax charges is delegated to the Lead Member of Finance and Head of Finance as soon as the precept is announced.

## The Parish/Town Council Precepts and Special Expenses

The Parish/Town Councils have been informed of their relevant band D equivalents and notifications have been received from most parishes of the amounts of their precepts. The precept amounts are tabulated in Appendix I.

So far as actual payment of the precepts is concerned, the charging authority must determine a schedule of instalments, which must provide that at least 50% will be paid within one month of the start of the financial year, and the remainder paid within six months of the start of the year.

It is suggested that equal instalments on 27 March 2014 (to arrive at Parish banks on 1 April) and 25 September 2014 (to arrive on 30 September) would be an appropriate arrangement for 2014/15

Those Parish Councils who have suffered from a reduced tax base as a result of the changes to the tax base arising from the implementation of the Local Council Tax Support outlined in the tax base report received by Cabinet in December 2013 will receive compensation from the newly established Council Tax Equalisation Fund.

Special Expenses is the term applied to the costs of those services undertaken by the Royal Borough in non-parished areas, which would be carried out by the Parishes in their parts of the Council's area. It is suggested that the band D for Special Expenses be set at £29.89, which represents a reduction in line with the average Borough Council Tax.

## Environment Agency Levy

The Environment Agency has notified the Council that it intends to xxx its levy at xxx. This equates to xxx for the Council in 2014/15.

### **4.10 Capital Programme**

Appendix C shows the last Capital Programme to be approved by Council, updated for subsequent changes and a proposed programme for the next three years in summary. Greater detail is contained in Appendix D.

The programme has been formulated on what the Council is able to afford in terms of the revenue impact of capital expenditure. There are a number of schemes approved for 2013/14 that have yet to be completed. The cost of these schemes will be "slipped" from the 2013/14 programme together with the associated funding. Details of these schemes have been reported to Cabinet already as part of the service monitoring process.

The Department of Health has allocated capital allocations to this authority of £517k over the 2 year period 2013-15. This funding is provided to "enable continued capital investment to support delivery of adult social services and

# CABINET

for developing community capacity” including “service redesign to the care infrastructure”. This sum is included in the A&CS Directorate capital programme.

A number of high profile schemes are included in the budget:

- £1.60m for highway surfacing (up 10% from £1.45m in 2013/14)
- £350k for replacement street lighting.
- £365k for Maidenhead environmental improvements
- £365k for Participatory Budgets (up from £325k in 2013/14)
- £3.7m for Stafferton Way link road
- £320k for drainage and flood prevention measures (up from £300k in 2013/14)
- £1.9m for new primary school places at Ellington (Riverside Primary School)
- £7.5m for completion of the relocation and expansion of Oldfield school (total scheme cost £8.1m).
- £1.2m for provision of extra Junior school places in Maidenhead.
- £540k allocated for Manor Green school to expand special school places
- £142k for Library improvements across the Borough
- £700k for additional traveller pitches

The Head of Finance has responsibility for financing the Capital Programme in the most cost-effective way. As currently proposed the new schemes included in the 2014/15 programme require xxx “corporate funding” but use of capital fund, recycled MRP (see Capital Resources in Appendix O) and any capital receipt generated in 2014/15 reduces some of the impact on the Councils capital financing requirement. The proposed programme increases the capital financing requirement by xxx.

The capital financing requirement is a measure of the Councils need to borrow to finance its capital spend. Currently external debt is £10m less than the anticipated CFR level at March 2015 of £67m. There is no short term requirement to take on any additional debt. The Council Treasury Management approach continues to enable this “funding gap” to be met by use of cash backed reserves.

All resolutions required to comply with the Prudential System are to be found in the Treasury Management Strategy Report approved by Cabinet on the 11<sup>th</sup> February 2010. The indicators calculated to measure the Borough’s borrowing limits are set out in Appendix L.

## 4.11 The Medium Term Financial Plan and Future Challenges

The Council is required to prepare and publish a Medium Term Plan for its revenue budget. This is shown in Appendix J, it includes:

- Projections of the full year impact of Council spending decisions;

# CABINET

- Projections of the full year impact of external influences on the Council's budget;
- Revenue costs of financing the capital programme;
- Best estimates of future inflation, pay awards and pension increases
- Reductions in future Government Grant which are projected to continue until 2020 and are quantified, as far as possible.

When setting the budget for the year it is important that the Council takes the opportunity to try to anticipate what challenges and opportunity are likely to arise in coming years. This is not straightforward especially given current economic conditions both nationally and internationally.

However there are some issues, which will undoubtedly feature when future year budgets are being developed notably:

- Continued pressure on Social Care budgets, Adults and Children's;
- The introduction of the Better Care Fund which requires, over a 5 year period, significant Health (CCG) and Adult Social Care Budgets to be pooled. This represents a significant opportunity to improve services and reduce costs but the size of the pooled budget (potentially in excess of £25m) must represent a significant risk if anticipated efficiencies do not materialise.
- Localisation of Business Rates from April 2013, which should have a beneficial impact on the Council finances in the longer term as the local economy grows. The proposed scheme is clearly designed to incentivise councils to promote local economic growth. However, the construction phase of any major development, which could be two to three years for a large scheme, would see a reduction in business rates in the short term.
- The Council also finances a share of outstanding business rate appeals. As discussed in paragraph 4.8 above it is for this reason that the MTFP shows a relatively "flat line" in terms of retained business rates
- The increasing importance of the New Homes Bonus as a funding stream as the Government uses another incentive to promote local housing development; and
- The financial impact of the creation of Academy schools with a potential loss of £2m Education Services Grant (should all schools transfer to Academy status) funding which will need to be matched by reductions in spend.

## Background Information

### 4.12 The Budget Process

A number of meetings of the Cabinet and Overview and Scrutiny Committee received and made comments on information about the budget prior to its presentation to members this evening.

# CABINET

- Savings in respect of 2014/15 Budget (Cabinet August 2013);
- Savings in respect of 2014/15 Budget (Cabinet December 2013);
- Council Tax Base (Cabinet December 2013);
- Budget Report 2014-15 – Revenue Budget, Capital Programme and Fees & Charges (Cabinet February 2014)

The role of the Overview & Scrutiny Committees is to review and comment on proposals contained in this report and this has occurred at appropriate stages through this process. Comments of the Overview & Scrutiny Committees are contained in Section 14 of this report.

## 4.13 Revenue Budget

The Revenue Budget is financed from the following sources of income:

- Fees & Charges
- Rate Support Grant (RSG)\*
- Retained Business Rates income\*
- Council Tax
- Interest on Balances
- Specific Government Grants
- The Council's own reserves and balances

\* new sources following Local Government Finance Bill replacing former Formula Grant

## 4.14 Autumn Statement

On December 5<sup>th</sup> 2013 the Chancellors Autumn Statement reinforced the governments commitment to the long term economic plan set out in 2010. An overview produced by LGFutures, who provide financial planning support to the Head of Finance, is available as a background paper. Included in the statement were:

### Public Sector Funding

- Further reductions in public sector expenditure for 2014/15 to 2015/16, through a reduction to Whitehall departmental budgets of 1.1%. Protection from these further reductions is provided to local government;
- The pooling of £70m of New Homes Bonus within the London Local Enterprise Partnership. The New Homes Bonus will not be pooled to LEP's outside of London. This represents a change from the policy set

# CABINET

out in SR2013, which proposed that £400m of business rates should be pooled with LEP's across England;

- The forecast claimant count has been reduced by between 200,000 and over 300,000, for each of the next four years in comparison with the forecasts included in Budget 2013;
- HM Treasury will continue to look at how public sector pay policy can be reformed. In advance of this, the government will pilot a "pay bill control" in a small number of government organisations. This will look to replace the 1% pay cap with a pre-determined budget for pay;
- The government will allow local authorities to sell assets and to use up to £200m of receipts to fund one-off costs of reforming services. This announcement follows the proposal in SR2013.
- Detail is provided on how the welfare cap announced at SR2013 will operate in detail. The precise level of the welfare cap will initially be set at Budget 2014.

## Business Rates

- There will be a number of changes to business rates. Most significantly, there will be a cap on the RPI increase in business rates to 2% in 2014/15.
- The doubling of Small Business Rates Relief (SBRR) will be extended to April 2015 and a discount of up to £1,000 against business rate bills for retail premises with a rateable value up to £50,000 will be introduced for 2014/15 and 2015/16.
- The government has committed to clearing 95% of existing business rate appeals by July 2015. This being a major area of uncertainty for local authority treasurers trying to predict future levels of business rate income.

### **4.15 Local Government Finance Settlement 2014-15**

The provisional settlement was announced on the 18 December 2013. Key issues emerging nationally from the announcement are as follows:

- The 2% cap on the Business Rate Multiplier has been applied for 2014/15 (compared to the 3.2% increase that would have applied had the standard increase in line with Sept RPI been applied), with a S31 grant of £108m created to compensate authorities for the lost income through the Business Rates Retention scheme.
- Council Tax Freeze Grant for 2013/14 is now included within the Settlement Funding Assessment for 2014/15 and 2015/16 (previously planned for 2015/16).

# CABINET

- Council Tax Freeze Grant funding for 2014/15 and 2015/16 will be built into the Spending Review baseline. DCLG have assumed £235m in 2014/15 and £471m in 2015/16; however, the actual amount will be subject to actual council tax increases.
- Council Tax threshold principles will be announced in the New Year (the level of proposed increase in Council Tax that will require a local referendum).
- The New Homes Bonus top-slice has been reduced by £100m for 2014/15 and 2015/16 (this is not new money, but will mean that RSG increases and the New Homes Bonus adjustment grant will fall by the same amount).
- The planned £50m top-slice for capitalisation in 2014/15 has been reduced to zero. However, £22m has currently been set aside to fund Efficiency Support Grant and funding for rural areas.

## Spending Power

The Minister announced that local authorities will face an overall reduction in spending power of 2.9%; and that no local authority would experience a decrease of more than 6.9%. In a similar manner to the previous three years, the government's headlines focus on comparative figures concerning a local authority's "revenue spending power" – a definition which encompasses an individual authority's:

Council Tax Requirement

Settlement funding assessment

New Homes Bonus

Specific Grants

### 4.17 General Fund Reserves

The original Budget for 2013-14 envisaged no contribution to or from reserves. Taking account of the likely out-turn for the current year which reflects Cabinets requirement for service spend to be within approved budget general Fund Reserves are estimated to be £5.3m. However this is after £938k has been "swept" into the Development Fund during the year.

The Head of Finance is required under S26 Part 2 of the Local Government Act 2003 to advise the Council on the minimum level of reserves that it should aim to carry. Appendix K sets out the main risks that may fall to be met from reserves and for which provision needs to be retained in the Council's account, and an estimated average annual requirement for expenditure to be funded from reserves, allowing that individual risks will be realised only infrequently.

### 4.18 Contingencies

# CABINET

In line with the practice in past years, the Council has not provided for specific contingencies within service directorates in the budget for 2014/15. All directorates will be required to make every effort to keep expenditure within the overall budget for their service areas. Any items that are of too great a magnitude to be contained within the service budgets, will be the subject of a report to Cabinet or Council (depending on the sum of money involved), and if approved will become a supplementary budget allocation funded from General Fund Reserves.

## 4.19 Collection Fund Balances

The Council must also declare the likely balance on the Council Tax Collection Fund at 31st March 2014 as estimated on 3rd January 2014 and any balance is shared between this Council, the Police and Crime Commissioner for Thames Valley and the Berkshire Fire & Rescue Service. Authority has been given to the Head of Finance to declare the balance, and on the appointed day he declared a surplus of £0.150m. The Royal Borough's share is some £0.123m.

Under the Localisation of Business Rates legislation the Council is now required to prepare a similar statement for Business Rates. This statement shows a surplus that is available to the Council of £0.062m which is used in the same way as the Council Tax Collection Fund to reduce the cost of services to the local Council Taxpayer.

## 4.20 Treasury Management

The Council is required to consider and approve, under part 1 of the Local Government Act 2003, various Treasury Management issues and indicators. In addition, the Secretary of State for Local Government issued a Statutory Instrument in 2004 requiring the Council to consider and approve an Annual Investment Strategy including agreeing appropriate investing bodies. The current policy was approved by Cabinet at its meeting on the 11<sup>th</sup> February 2010 after discussion at the Corporate Services Overview and Scrutiny Panel on the 1<sup>st</sup> February 2010.

Cabinet subsequently varied this policy in June 2010 when, in a bid to address the financial risk posed by record low returns on short-term deposits, authority was given to invest up to 35% of total anticipated deposits for more than 364 days.

Interest on balances generated from treasury management provides an important source of income for the Council. It has been the policy of successive administrations to be cautious when assessing interest returns, in the main to protect taxpayers and the services from the impact of sudden rate changes. Whilst in recent years levels of income actually achieved have exceeded those assumed in budgets the current low interest rates are not returning expected income, which has an impact on the Borough's financial position.

# CABINET

Whilst signs of economic growth suggest that current interest rates will increase in the short to medium term, when compared to historic levels, it is likely that the low interest rates will continue in 2014.

The Berkshire Pension Fund operates a successful investment strategy which operates in markets not accessible to managers of local authority cash deposits. Discussions have taken place with both the Fund's Actuary and the Council's External Auditors to investigate what benefit the Council can derive from this strategy. Whilst the Pension Fund has no power to accept deposits from the Council there is no technical reason why the Council cannot prepay its Pension Contribution for the year. Using a Net Present Value calculation to assess the value to the fund of having monies early enables the Council to show a benefit, equivalent to a 3.05% return on that prepayment in its revenue account.

This facility has been made available to other members of the Pension Fund.

This budget assumes that the Royal Borough will earn some £0.46m on its investments in 2014/15.

No changes are proposed to the list of approved counterparties that the Council invests with; these are listed in Appendix M.

## 4.21 Report by the Head of Finance

The Head of Finance as the Council's chief finance officer is required, under s25 of Part 2 of the Local Government Act 2003 to report to the Council on the robustness of the estimates. This statement is outlined in Appendix N

## 5. **Legal**

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. **Value for Money**

The Borough's external auditors KPMG confirmed in their work on the 2012-13 accounts that the Council had "proper arrangements to secure economy, efficiency and effectiveness in its use of resources".

The Council is committed to maintaining priority services whilst reducing the impact on the local taxpayer.

In a recent Residents Survey a question was asked about satisfaction with Council services/how the Council runs things, which resulted in in 64.5% saying they were very or fairly satisfied - up from 58% in the full survey

A report produced by DCLG early in 2011 calculated the Royal Borough's spend per head of population as £715, the lowest in the country (next lowest York £733) compared to a national average of £955 per head.

# CABINET

This mix of low price, low cost and high satisfaction would suggest that the council offers good value for money.

## **7. Sustainability Impact Appraisal**

The proposals in this report have no direct impact on sustainability objectives.

## **8. Risk Management**

All measures proposed in the budget have been subject of a risk assessment both 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 expenditure has been difficult to contain in recent years.

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.

These risks will be mitigated by carrying prudent levels of Reserves and by close monitoring of expenditure patterns so that unplanned expenditure can be identified at the earliest opportunity enabling corrective action to be taken.

Improvements in the management of non-financial performance data are being made in key areas such as Adult Social. This development will enhance managers' ability to spot unexpected service pressure at an early stage.

## **9. Links to Strategic Objectives**

Residents can be assured that the Council is providing value for money by delivering economic services.

## **10. Equalities, Human Rights and Community Cohesion**

This report contains a number of proposals related to staff or service provision and may involve changes to policy or service delivery. Equality Impact Assessment's (EQIA) have been completed where appropriate.

## **11. Staffing/Workforce and Accommodation implications**

Those savings proposals that are currently the subject of consultation will mean that 31fte posts will be removed from the establishment. 18 of these posts are currently occupied; there is therefore a risk of some redundancies with a potential cost of £309k. The Borough's policy is to fund these costs from Capital Fund contributions.

# CABINET

## 12. Property and Assets implications

The main implications for property are covered in sections relating to the capital programme

## 13 Any other implications

None.

## 14 Consultation

Consultations have taken place with the local Chambers of Commerce. Separate meetings were held with representatives of both Chambers of Commerce and the Federation for Small Businesses in February 2013. The Leader of the Council and several Cabinet Members attended, together with Officers. The meetings served to confirm the good relationship already established with those bodies and the measure of confidence that has been built up over the years.

Comments from Overview and Scrutiny Panels are recorded below:

Highways, Transport & Environment

Planning & Housing

Children's Services

Adult Services and Health

Leisure, Culture and Libraries

Corporate Services

## 15. Timetable for Implementation

Residents will be notified of their Council Tax in March 2014. Budgets will be in place and managed by service managers from 1<sup>st</sup> April 2014.

## 16. Appendices

Appendix A	Recommendations
Appendix B	Fees & Charges
Appendix C	Capital Programme Summary
Appendix D	Detailed Capital Programme
Appendix E	Revenue Budget Summary
Appendix F	Detailed Revenue Budget

# CABINET

Appendix G	Budget Movement Statement
Appendix H	Budget Savings
Appendix I	Parish Precepts
Appendix J	Medium Term Plan
Appendix K	Reserves
Appendix L	Treasury Management
Appendix M	Lending List
Appendix N	Report From Head of Finance
Appendix O	Capital Resources
Appendix P	Business Rate Analysis NNDR 1

## Background papers.

- Council Financial Strategy – Cabinet 15<sup>th</sup> December 2011
- Council Treasury Management Policy – Cabinet 11<sup>th</sup> February 2010
- The Chancellors Autumn Statement – LG Futures – 5 December 2013

[Hyperlink to follow](#)

- The Chancellors Autumn Statement – LG Futures – 5 December 2013

[Hyperlink to follow](#)

- Report to Cabinet January 2014 – Better Care Fund

## Consultation

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
<b>Internal</b>				
Budget Steering Group	Leader, Lead Member (Finance), Dep. Chair of Cabinet	15 Jan 2014		
Chief Executive's Management Team (CMT)	Managing Director, All Strategic Directors, Heads	15 Jan 2014		

# CABINET

	of Legal Services, Policy and Performance, Planning.			
<b>External</b>				
None				

## Report History

<b>Decision type:</b>	<b>Urgency item?</b>
For information	No

Report no.	Full name of report author	Job title	Full contact no:
Dec 2011	Andrew Brooker	Head of Finance	01628 796341

## Schedule for writing and reviewing report

<b>Stages in the life of the report</b>	<b>Date to complete</b>
1. Officer writes report (in consultation with Lead Member)	
2. Report goes for review to head of service	
3. To specialist departments: e.g., legal, finance, HR.	Via CMT
4. To Lead Member	15 Jan 2014
5. To CMT	15 Jan 2014
6. To the leader/BSG	15 Jan 2014
7. To overview or scrutiny, if a Cabinet report	15 Jan 2014
8. To Cabinet	13 Feb 2014

**BUDGET 2014/15****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 2014/15, which show the direct costs of the following service areas as set out in Appendix E & F, together with the approved estimates for 2013/14 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Approved	Estimate
	Estimate 2013/14 £000	2014/15 £000
Children's Services - School Budgets	-409	-409
Children's Services - LA Budget	16,385	18,091
Adult & Community Services	38,876	38,073
Operations	15,693	15,972
Corporate Services	10,321	9,893
Contribution to/ (from) Earmarked Reserve	-100	-220
Estimated cost of pay inflation	120	154
Environment Agency	131	134
Capital Financing (net)	7,303	6,220
Other adjustments	1,218	1,420
	89,538	89,328

*(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 D 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 12 December 2013 Cabinet calculated the Council Tax Base 2014/15

i)

for the whole Council area as 62,371.04 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the Act)]; and

ii) for dwellings in those parts of its area to which a Parish precept relates as in the list below.

	Band D Equivalents
Bisham	704.45
Bray	4,067.85
Cookham	2,774.41
Cox Green	2,950.57
Datchet	2,105.58
Eton	1,653.25
Horton	450.89
Hurley	939.08
Old Windsor	2,263.24
Shottesbrooke	72.07
Sunningdale	3,065.23
Sunninghill & Ascot	5,951.17
Waltham St. Lawrence	634.81
White Waltham	1,106.38
Wraysbury	2,054.37
	30,793.35
Unparished Areas	
Maidenhead	19,101.64
Windsor	12,476.05
	62,371.04

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

d) Calculate that the Council Tax requirement for the Council's own purposes for 2014/15 (excluding Parish precepts) is £57,780,520.

e) That the following amounts be calculated for the year 2013/14 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 and Special Expenses)*

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- 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 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 and Special Expenses.)*

- v)   
 being the aggregate amount of all special items (Parish 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 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 average Band D Council Tax excluding Parish Precepts and Special Expenses.)*

- f) To note that the Police Authority and the Fire 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 2013/14 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 2013/14 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

## REVENUE BUDGET 2014/15

<b>DIRECT COST SUMMARY</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
	£000	£000	£000
<b>Children's Services - School Budgets</b>			
Individual Schools Budget	71,318	62,903	61,982
De Delegated Schools Budget	275	467	621
Central Provision within Schools Budget	453	1,102	1,233
High Needs Pupils	5,902	12,042	12,441
Early Years	102	72	208
Dedicated Schools Grant	(78,459)	(76,995)	(76,894)
<b>Total Children's Services-School Budgets</b>	<b>(409)</b>	<b>(409)</b>	<b>(409)</b>
<b>Children's Services - LA Budget</b>			
Education Standards	1,008	578	436
Sufficiency and Access	2,046	2,028	1,900
Strategic Commissioning and Practice Improve	712	676	928
Early Help-Youth Support	1,750	1,398	1,377
Early Help and First Response	3,452	2,714	2,618
Safeguarding and Children in Care	5,987	5,615	5,328
Children and Young People Disability	3,479	3,316	2,654
Fostering Service	1,421	1,504	2,176
Berkshire Adoption Advisory Service	2	9	7
Children's Services Management	849	780	667
Specific Grant	(5,328)	(2,233)	
Budget Extracted from Services			
<b>Total Children's Services-LA Budget</b>	<b>15,378</b>	<b>16,385</b>	<b>18,091</b>
<b>Adult &amp; Community Services</b>			
Adult Social Care	29,576	33,912	33,596
Public Health			
Housing	2,536	2,171	2,440
Leisure Services	1,706	1,442	1,488
Leisure Centres	(1,109)	(1,480)	-2,185
Library Information	2,335	2,221	2,225
Heritage & Arts	321	315	301
Adult Management	317	295	208
Budget Extracted from Services			
<b>Total Adult &amp; Community Services</b>	<b>35,682</b>	<b>38,876</b>	<b>38,073</b>
<b>Operations</b>			
Director of Operations	19	134	131
Highways & Engineering	4,021	3,704	3,263
Streetcare and Operations	3,578	3,824	3,824
Public Protection	9,760	9,925	10,436
Parking Services	(2,994)	(3,167)	-3,222
Central Services	2,210	1,273	1,540
Budget Extracted from Services			
<b>Total Operations</b>	<b>16,594</b>	<b>15,693</b>	<b>15,972</b>
<b>Corporate Services</b>			
Director of Corporate Services	276	275	294
Economic Development			120
Corporate Management	972	1,050	897
Communications	291	267	261
Policy and Performance	848	788	646
Democratic Services	1,643	1,582	1,630
HR Team	1,388	1,121	1,161
Legal	184	310	248
Finance	2,220	2,534	2,482
Technology & Change Delivery	2,839	2,703	2,502
Planning Services	1,469	1,357	1,297
Property Services	(1,382)	(1,666)	-1,645
Budget Extracted from Services			
<b>Total Corporate Services</b>	<b>10,748</b>	<b>10,321</b>	<b>9,893</b>
<b>TOTAL EXPENDITURE</b>	<b>77,993</b>	<b>80,866</b>	<b>81,620</b>

## REVENUE BUDGET 2014/15

<b>DIRECT COST SUMMARY</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve VAT claim	(25)	(100)	(220)
PRP overprovision	(75)		
Connexions underprovision			
Provision for clearance of Travellers site at Shurlock Rd.	300		
Provision for effect of Housing Benefit system change	280		
Increase in bad debt provision	(174)		
Former BCC costs			
Increase / (decrease) in provision for redundancy costs	21		
Provision for MMI clawback			
Refund re Academy topslice of 2011/12			
Formula Grant	(272)		
Contribution from the capital fund	(435)		
Estimated cost of pay inflation		120	154
Pensions deficit recovery	1,038	1,218	1,420
Levies-			
Environment Agency	128	131	134
Capital Financing inc Interest Receipts	<u>6,796</u>	<u>7,303</u>	<u>6,220</u>
<b>NET REQUIREMENTS</b>	<b>85,575</b>	<b>89,538</b>	<b>89,328</b>
Less - Special Expenses	(1,052)	(951)	(944)
Variance on CT freeze grant			
Transfer (from)/ to balances	<u>1,816</u>		
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b><u>86,339</u></b>	<b><u>88,587</u></b>	<b><u>88,384</u></b>
New Homes Bonus	(1,098)	(1,494)	(2,152)
Council Tax Reward Grant	(3,253)	(2,270)	(590)
Redistributed Business Rate	(17,491)		
Revenue Support Grant	(371)		
RSG and Business Rate Support		(26,118)	(25,972)
Empty shop business rate discount			150
Education services grant			(1,923)
CT support transition grant		(116)	
Parish equalisation grant		66	68
Collection Fund (Surplus) / Deficit (Business Rates)			(62)
Collection Fund (Surplus) / Deficit (Council Tax)	<u>(179)</u>	<u>(173)</u>	<u>(123)</u>
	<u>(22,392)</u>	<u>(30,105)</u>	<u>(30,604)</u>
<b>NET COUNCIL TAX REQUIREMENT</b>	<b><u>63,947</u></b>	<b><u>58,482</u></b>	<b><u>57,780</u></b>
<i><u>Council Tax Information:</u></i>			
Tax Base (Band D equivalent)			
Tax levy (on Band D property)			
<i><u>General Fund Balances:</u></i>			
Working Balance	4,368	5,980	5,213
Transfer to/ (from) General Fund	<u>1,816</u>		
	<u><u>6,184</u></u>	<u><u>5,980</u></u>	<u><u>5,213</u></u>

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**CHILDREN'S SERVICES - SCHOOLS BUDGET****INDIVIDUAL SCHOOL BUDGETS (ISB)****Primary Schools**

	£000	£000	£000
Expenditure	38,043	35,825	35,867
Income	<u>(2,169)</u>	<u>(1,077)</u>	<u>(1,465)</u>
Net	<u>35,874</u>	<u>34,748</u>	<u>34,402</u>

**Services provided:**

The amount available for delegation to RBWM's maintained primary schools determined by RBWM's funding formula, and including funding for three and four years olds allocated through the Early Years Single Funding Formula, after provision has been made for retained items and 'de-delegated' services which schools have chosen to be managed centrally. Academies' budgets are not included. For primary schools with resource units, only the place funding is included here. All other high needs 'top-up' funding is included in centrally retained high needs budgets. 2014-15 figures also reflect the increase in primary pupil premium grant from £900 to £1,300 per Free School Meal pupil.

**Staff (full time equivalent):**

901.00

**Service Risks:**

Falling roll numbers; failure to meet expected standards of attainment; provision of appropriate accommodation; effects of national changes in school funding on financial sustainability.

**Performance Indicators:**

Ofsted inspection reports  
Achievement at level 4 or above in both English and Maths at Key Stage 2  
Looked after children reaching level 4 in English & Maths at Key Stage 2

**Secondary Schools**

	£000	£000	£000
Expenditure	34,738	29,997	23,761
Income	<u>(9,509)</u>	<u>(9,866)</u>	<u>(4,250)</u>
Net	<u>25,229</u>	<u>20,131</u>	<u>19,511</u>

**Services provided:**

The amount available for delegation to RBWM's maintained secondary schools determined by RBWM's funding formula and after provision has been made for retained items and 'de-delegated' services which schools have chosen to be managed centrally. Academies' budgets are not included. 'Top-up' funding for high needs pupils in secondary schools is included in centrally retained high needs budgets. 2014-15 figures also reflect the increase in secondary pupil premium grant from £900 to £935 per Free School Meal pupil. Income includes £3.4 million grant from the Education Funding Agency for post 16 pupils in maintained schools

**Staff (full time equivalent):**

510.00

**Service Risks:**

Falling roll numbers; failure to meet expected standards of attainment; provision of appropriate accommodation; effects of national changes in school funding on financial sustainability.

**Performance Indicators:**

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

<b>Special Schools &amp; Pupil Referral Unit</b>	£000	£000	£000
Expenditure	5,379	2,286	2,458
Income	(248)	(51)	(76)
Net	<u>5,131</u>	<u>2,235</u>	<u>2,382</u>

**Services provided:**

The number of physical places is insufficient 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.Reduced number of permanent exclusions, reduced number of fixed term exclusions, reduced number of students not in education, employment or training

**Staff (full time equivalent):**

9.93

**Service Risks:**

The number of physical places is insufficient to meet increasing demand from pupils with high special educational needs resulting in more costly out of borough placements .  
Children who are vulnerable to exclusion from school do not have the opportunity to receive appropriate early intervention.

**Performance Indicators:**

Ofsted inspection reports,  
relevant Key Stage results and added value indicators

<b>Early Years</b>	£000	£000	£000
Expenditure	5,190	5,789	5,687
Income	(106)	0	0
Net	<u>5,084</u>	<u>5,789</u>	<u>5,687</u>

**Services provided:**

Funding allocated through the Early Years Single Funding Formula for three and four year olds in RBWM's three maintained nursery schools, and in private, voluntary and independent settings for a free entitlement of 15 hours per week per child. Academies' budgets are not included. This also includes funding for disadvantaged two year olds except where it has not yet been allocated.

**Staff (full time equivalent):**

27.80

**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.

<b>TOTAL INDIVIDUAL SCHOOL BUDGETS (ISB)</b>	<b>71,318</b>	<b>62,903</b>	<b>61,982</b>
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**DE-DELEGATED SCHOOL BUDGETS****Contingencies**

	£000	£000	£000
Expenditure	(126)	39	101
Income	(147)	0	0
Net	<u>(273)</u>	<u>39</u>	<u>101</u>

**Services provided:**

De-delegated budgets apply to maintained primary and maintained secondary schools only. This funding has been pooled by maintained schools from their delegated budgets to provide a Central Fund for allocation to Schools to help them meet unforeseen expenditure which it would be unreasonable to expect the governing body to meet from the school's budget share. For academies, the equivalent funding is delegated to them direct. Allocations to schools are decided by a panel of officers and headteachers. The increase between 2013-14 and 2014-15 reflects the need to respond more flexibly to claims on contingency funding.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Insufficient contingency budget to meet emerging pressures

**Performance Indicators:****Behaviour Support Services**

	£000	£000	£000
Expenditure	99	91	120
Income	13	0	0
Net	<u>112</u>	<u>91</u>	<u>120</u>

**Services provided:**

Provision of specialist behaviour support services, both advisory and teaching, to maintained schools. For academies, equivalent funding for behaviour support is delegated to them direct, so access to this service is only available to academies on a buy-back arrangement.

**Staff (full time equivalent):**

3.10

**Service Risks:**

Uncertainty around future funding as de-delegation is subject to Schools Forum approval.  
Retention of staff and long term ability to maintain viable team

**Performance Indicators:**

Evidence of improvement through measures of emotional health and behavioural wellbeing taken pre and post intervention.

**Staff Costs Supply Cover**

	£000	£000	£000
Expenditure	267	250	326
Income	0	0	0
Net	<u>267</u>	<u>250</u>	<u>326</u>

**Services provided:**

The cost of making payments to maintained schools for a teacher on maternity leave or adoption leave. Also expenditure of the same kind in respect of persons carrying out divisional trade union representative activities for all schools. For academies, equivalent funding for supply cover is delegated to them direct. The increase between 2013-14 and 2014-15 reflects recent high cost of claims.

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

**Other De-delegated Items**

	£000	£000	£000
Expenditure	241	87	74
Income	(72)	0	0
Net	169	87	74

**Services provided:**

Funding available to maintained schools only mainly to meet the cost of certain license fees (such as performance and copyright licenses) or subscriptions paid on behalf of schools. For academies, equivalent funding for licences is delegated to them direct, so access to these licenses is only available to academies on a buy-back arrangement.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Cost of license fee increases

**Performance Indicators:**

<b>TOTAL DE-DELEGATED SCHOOL BUDGETS</b>	<b>275</b>	<b>467</b>	<b>621</b>
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**CENTRAL PROVISION WITHIN SCHOOL BUDGETS****Combined Services Budget**

	£000	£000	£000
Expenditure	324	300	300
Income	0	0	0
Net	324	300	300

**Services provided:**

Contributions from the Dedicated Schools Grant, approved by the Schools Forum, where expenditure relates to services that fall outside of the central Schools Budget and are normally funded from the LA budget and Council Tax. These include contributions for discretionary psychology services, support for the parent partnership service and social care support for schools.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Increased need for more targeted or specialist services and more expensive interventions

**Performance Indicators:**

Service user satisfaction surveys

<b>School Admissions</b>	£000	£000	£000
Expenditure	206	233	253
Income	20	0	0
Net	<u>226</u>	<u>233</u>	<u>253</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.00

**Service Risks:**

Insufficient school places to meet demand  
 Pressure on services through increases in admissions and appeals  
 Children and young people do not get timely access to a school place under the Fair Access Protocol.  
 Admissions legal requirements and timescales are not met and pupils are not allocated a school place. Increase in appeal numbers and costs.

**Performance Indicators:**

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

<b>Other Central Provision</b>	£000	£000	£000
Expenditure	333	279	127
Income	75	(12)	(11)
Net	<u>408</u>	<u>267</u>	<u>116</u>

**Services provided:**

Miscellaneous central budgets covering statutory or historical services including running of the Schools Forum and other minor property budgets. The reduction between 2013-14 and 2014-15 reflects the removal of schools from the carbon reduction commitment scheme and associated loss of DSG grant.

**Staff (full time equivalent):**

0.00

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

<b>Pupil Growth</b>	£000	£000	£000
Expenditure	0	302	562
Income	0	0	0
Net	0	302	562

**Services provided:**

Provision for significant growth in pupil numbers as a result of the Council's duty to ensure that efficient primary and secondary education are available to meet the needs of the population. Where the Local Authority has planned the addition of a new class from September to meet increasing demand for school places, schools will be allocated additional in-year funding from this budget to support the extra pupils. Additional funding has been allocated in 2014-15 to meet the expected additional cost of the anticipated growth in pupils.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Financial pressures resulting from growth in pupils numbers being different from expectations.

**Performance Indicators:**

<b>Other Specific Grants</b>	£000	£000	£000
Expenditure	285	319	385
Income	(790)	(319)	(383)
Net	(505)	0	2

**Services provided:**

Specific grant allocated by the National College for Teaching and Leadership as part of the Schools Direct Training Programme and managed by RBWM on behalf of schools for the recruitment, training and development of graduate teachers. This funding is mainly devolved to schools.

**Staff (full time equivalent):**

1.77

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

<b>TOTAL CENTRAL PROVISION WITHIN SCHOOL BUDGETS</b>	<b>453</b>	<b>1,102</b>	<b>1,233</b>
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**HIGH NEEDS PUPILS****Top up Funding**

	£000	£000	£000
Expenditure	7,811	10,204	10,443
Income	<u>(2,828)</u>	<u>(100)</u>	<u>(100)</u>
Net	<u>4,983</u>	<u>10,104</u>	<u>10,343</u>

**Services provided:**

Top-up funding for all RBWM pupils with high special educational needs including pupils in maintained and academy schools, resource units and Manor Green special school, independent special schools, non maintained special schools, and FE Colleges, as well as top-up funding for RBWM pupils with SEN 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  
Practical impact of new high needs pupils funding arrangements

**Performance Indicators:**

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

**DSG Alternative Provision**

	£000	£000	£000
Expenditure	92	374	547
Income	<u>(18)</u>	<u>(4)</u>	<u>(4)</u>
Net	<u>74</u>	<u>370</u>	<u>543</u>

**Services provided:**

Top-up funding for the Pupil Referral Unit and other expenditure on alternative provision.

**Staff (full time equivalent):**

17.00

**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

**Performance Indicators:**

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

<b>SEN Support Services</b>	£000	£000	£000
Expenditure	1,932	2,154	2,214
Income	<u>(1,503)</u>	<u>(1,268)</u>	<u>(1,319)</u>
Net	<u>429</u>	<u>886</u>	<u>895</u>

**Services provided:**

Centrally retained specialist SEN support services for statemented and non- statemented pupils. This includes peripatetic education services provided by the sensory consortium service for young people (0-19) with a sensory impairment. The sensory consortium service is hosted by RBWM on behalf of Berkshire LAs, and recovers income from those LAs for services delivered. The budget also includes provision for speech and language therapy, occupational therapy, and the ASD outreach service operated on behalf of RBWM by Furze Platt Senior School.

**Staff (full time equivalent):**

30.62

**Service Risks:**

Increasing levels of need in growing numbers of children with sensory impairment which may not be matched by budget and staffing provision.

Increase in number of students diagnosed with Autistic Spectrum Disorder

Recruitment difficulties for specialist teachers.

Lack of early intervention may increase 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

Client satisfaction

<b>Support for Inclusion</b>	£000	£000	£000
Expenditure	611	830	1,029
Income	<u>(213)</u>	<u>(241)</u>	<u>(412)</u>
Net	<u>398</u>	<u>589</u>	<u>617</u>

**Services provided:**

Central expenditure on services aimed at promoting collaboration between mainstream and special schools and primary and secondary schools to enable children with special educational needs to take part in mainstream activities. Budgets are used to provide support for schools, students and parents for a range of learning and behavioural needs including cognition and learning, exceptional needs, support for pupils and families with complex needs, the Virtual School, keyworkers and other inclusion support. The ethnic minority service is also included here, but the costs of this service are budgeted to be fully covered by buy-back income from schools.

**Staff (full time equivalent):**

10.67

**Service Risks:**

Increase in number of students diagnosed with Autistic Spectrum Disorder

Increase in number of students statemented

**Performance Indicators:**

Reduced number of students not in education, employment or training

Closing the attainment gap between students from low income backgrounds

**Hospital Education**

	£000	£000	£000
Expenditure	18	93	43
Income	0	0	0
Net	18	93	43

**Services provided:**

Expenditure on hospital education services that are not organised in the form of special schools or PRUs.

**Staff (full time equivalent):**

0.00

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

<b>TOTAL HIGH NEEDS</b>	<b>5,902</b>	<b>12,042</b>	<b>12,441</b>
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**EARLY YEARS****Central Expenditure on the under 5's**

	£000	£000	£000
Expenditure	102	72	208
Income	0	0	0
Net	102	72	208

**Services provided:**

Central expenditure on the under 5s including central staff support for provision of the free entitlement for two, three and four year olds. The increase between 2013-14 and 2014-15 mainly reflects the allocation of additional DSG funding for building capacity in the market related to the extension of the free entitlement to two year olds.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Uptake of free entitlement is less than expected. Identification of those children for this targeted provision. Development of sufficient capacity across a range of good quality settings

**Performance Indicators:**

<b>TOTAL EARLY YEARS</b>	<b>102</b>	<b>72</b>	<b>208</b>
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**DEDICATED SCHOOLS GRANT**

Dedicated Schools Grant	£000	£000	£000
Expenditure	1,433	0	0
Income	<u>(79,892)</u>	<u>(76,995)</u>	<u>(76,894)</u>
Net	<u>(78,459)</u>	<u>(76,995)</u>	<u>(76,894)</u>

**Services provided:**

Individual schools budgets and centrally retained education expenditure summarised above are funded by Dedicated Schools Grant (DSG). The DSG allocation and individual schools budget shares are determined by the October 2013 pupil census, the January 2014 Early Years census, and the High Needs approved place numbers annual return. The DSG figure reflects the RBWM allocation after 'recoupment' of grant by the DfE for academy schools. The amount recouped for academies is determined by the amount those schools would have received through the RBWM school funding formula if they had been maintained schools.

**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>(78,459)</b>	<b>(76,995)</b>	<b>(76,894)</b>
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<b>TOTAL CHILDREN'S SERVICES-SCHOOLS BUDGET</b>	<b>(409)</b>	<b>(409)</b>	<b>(409)</b>
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**CHILDREN'S SERVICES - LA BUDGET**

**EDUCATION, STRATEGY & COMMISSIONING****Education Standards**

	£000	£000	£000
Expenditure	1,771	1,482	1,240
Income	(763)	(904)	(804)
Net	<u>1,008</u>	<u>578</u>	<u>436</u>

**Services provided:**

Expenditure on education improvement functions including early years, schools and post 16; challenge and support for education leadership including governance; education providers' workforce development, curriculum advice; 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 at least 'good progress'. Also includes expenditure on educational psychology services to provide and improve support for vulnerable children and those with SEN, critical incidence and statutory assessments.

**Staff (full time equivalent):**

23.90

**Service Risks:**

Increase in number of education providers in Ofsted categories.  
 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.  
 Failure to respond to critical incidents in schools

**Performance Indicators:**

Reduction in number of education providers judged as requiring special measures.  
 Attainment indicators at all key stages.  
 Closing the gap between 'pupil premium' young people and their peers and SEN / non SEN pupils.  
 Statutory assessment timelines.  
 Timely response to critical incidence.

**Sufficiency and Access**

	£000	£000	£000
Expenditure	2,257	2,282	2,070
Income	(211)	(254)	(170)
Net	<u>2,046</u>	<u>2,028</u>	<u>1,900</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.90

**Service Risks:**

Planning does not ensure that sufficient school places can be provided for the numbers of pupils needing a place.  
 The transport to school policy is not clear and therefore costs escalate. Appeal numbers increase and costs go up. Volatility in demand for transport especially among SEN pupils.  
 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:**

Forecasting processes predict the number of places required.  
 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.

**Strategic Commissioning and Practice Improvement**

	£000	£000	£000
Expenditure	818	768	1,020
Income	<u>(106)</u>	<u>(92)</u>	<u>(92)</u>
Net	<u>712</u>	<u>676</u>	<u>928</u>

**Services provided:**

An effective quality assurance programme is implemented which identified practise improvements and ensures high standards of practise across the whole of Children's Services. Policies and procedures are reviewed and refreshed to reflected national and local requirments and are used as the basis of consistent service delivery.

Provision of the Independent Reviewing Officers, Child Protection conference chairs, the Local Authority Designated Officer and Family Group Conferencing functions delivered in a timely manner. Workforce development and the Principal Social Worker responsibilities are delviered.

Business Support for the whole of the Children's Service Directorate including democratic reports being prepared in a timely manner.

Partnership working including the Parent Partnership role to support families seeking statutory assessment for statements of special educational need.

Commissioning and strategic business planning for the delivery of a comprehensive range of Children's Services.

**Staff (full time equivalent):**

12.52

**Service Risks:**

High standards of practice are not achieved

Statutory reviews, Child Protection Plans, allegations against Officers and support for families are not completed in a timely manner or in a way which secures better outcomes for children and young people.

A skilled workforce is not developed and maintained.

Business support services are not effective or efficient.

Multi agency partnership working does not add value and contribute towards better outcomes for children and Young people.

Effective commissioning and business planning processes result in ineffective services.

**Performance Indicators:**

Ofsted Inspection outcomes.

Reviews and plans are delivered within prescribed timescales and allegations investigated promptly

Business support and planning processes secure coordinated and effective outcomes for our children and young people.

Effective partnership working that secured greater combined outcomes for partner agencies.

**TOTAL EDUCATION, STRATEGY &**

3,766	3,282	3,264
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**EARLY HELP AND SAFEGUARDING****Early Help - Youth Support**

	£000	£000	£000
Expenditure	2,407	2,158	2,111
Income	(657)	(760)	(734)
Net	1,750	1,398	1,377

**Services provided:**

Support for young people and families to increase overall school attendance and reduce the risk of exclusion and persistent absence.

Youth work related activities delivered from Youth and Community centres and other venues across the borough, providing opportunities for informal social education and development of life skills. Includes expenditure on targeted youth support projects, After school activities, support to voluntary sector organisations, Young Carers, and outdoor and other activities, all leading to recorded or accredited outcomes for young people and reduced risk of anti-social behaviour.

Directions Service - Information, advice and guidance including intensive support, and support to vulnerable young people aged 16-19 who are not in Education, Employment or Training (NEET) or who are at risk of becoming NEET. Tracking and recording employment, education and training of all 16-19 year olds.

Youth Justice - work with young people who have committed offences or are at risk of offending. The multi-agency Youth Offending Team, , with representatives from the police, probation, health and social care, works with the young people at various stages of the criminal justice system both at voluntary and statutory levels, providing prevention services, support and advice for parents, carers, and victims of youth crime, and managing outcomes of the court process.

**Staff (full time equivalent):**

51.14

**Service Risks:**

Increased levels of school exclusion and persistent absence, unauthorised children working, and children missing education. Increased service pressures on Safeguarding. Reduction in level of buy back from schools,

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:**

Number of pupils persistently absent from school, permanent and fixed term exclusions.

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.

**Early Help and First Response**

	£000	£000	£000
Expenditure	3,849	2,988	2,904
Income	(397)	(274)	(286)
Net	3,452	2,714	2,618

**Services provided:**

Referral and Assessment Team for Social Care - access and assessment point for Safeguarding Services

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.

Children's Centres - 13 Centres across RBWM providing universal, preventative and targeted services to families with younger children

Parenting Team - Providing parenting courses and targeted one to one support for families.

Early Years Development providing support to early years providers and targeted funding for children aged 2,3 and 4.

**Staff (full time equivalent):**

59.67

**Service Risks:**

Changes in the management structure in the Referral and Assessment Team in late 2013 / early 2014 (Service Leader, Team Manager and Assistant Team) both provide an opportunity for innovation but also a risk. Changes in structure across Early Help and First Response similarly provide the opportunity for innovation but also require close monitoring to ensure there are no negative unintended consequences. The complexity of families accessing the Intensive Family Support Project is resulting in enabling change being more challenging and time consuming than initially anticipated. This is being addressed through additional specialist input.

**Performance Indicators:**

Percentage of referrals to Safeguarding Services going on to initial / single assessment  
 Cumulative number of families worked by the Intensive Family Support Project  
 Number of families receiving 1:1 support from Children's Centres  
 Number of families from 8 most deprived super output areas in RBWM accessing Children's Centres  
 Number of families attending Children's Centres  
 Number of Evidence based parenting programmes being provided  
 Number of children with open and active CAFs (Common Assessment Frameworks)

**Safeguarding and Children in Care**

	£000	£000	£000
Expenditure	6,211	5,615	5,328
Income	(224)	0	0
Net	<u>5,987</u>	<u>5,615</u>	<u>5,328</u>

**Services provided:**

The Children in Need , Children in Care and Family Centre teams provide medium to long term services to children with child protection plans , children in need , children in care and leaving care.

**Staff (full time equivalent):**

18.68

**Service Risks:**

Increase in numbers of children requiring support through child protection plans or received into care with the associated cost pressures  
 Difficulty in recruiting foster carers  
 Difficulty in recruiting social workers

**Performance Indicators:**

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

**Children and Young People Disability**

	£000	£000	£000
Expenditure	3,606	3,445	2,783
Income	(127)	(129)	(129)
Net	<u>3,479</u>	<u>3,316</u>	<u>2,654</u>

**Services provided:**

Children with Special Educational Needs and/or Disabilities - Statutory central functions in relation to assessment for a statement of education needs and /or assessment of need and provision of services to support the child, young person and their family. Child protection investigations and plans and services for children in care or in care proceedings. The budget covers specialist interventions and care such as holiday provision, short break respite care, inclusion support, early bird (pre-five autism support programme) and home based programmes and the keyworking staff who deliver these. This work will be driven by significant legislative changes within the Children and Families Bill from September 2014 resulting in single Education, Health and Care Plans (EHC) for children and young people aged 0 -25 years.

**Staff (full time equivalent):**

17.55

**Service Risks:**

Demands of the Children and Families Bill and unknown/fluctuating numbers of EHC plans. Continued growth in demand for services. The challenge of bringing together budgets across children's services and health.

**Performance Indicators:**

Statements issued within 26 weeks (EHC plans within 20 weeks from September 2014). Child protection plans lasting 2 years or more or becoming subject to a plan for a second or subsequent time.

**Fostering Service**

	£000	£000	£000
Expenditure	1,524	1,528	2,201
Income	(103)	(24)	(25)
Net	<u>1,421</u>	<u>1,504</u>	<u>2,176</u>

**Services provided:**

Provision of Fostering and Adoption services including placement costs and cost of social workers involved in placing children in fostering and adoption.

**Staff (full time equivalent):**

8.70

**Service Risks:**

Failure to meet statutory and regulatory requirements in relation to LA's fostering and adoptions services.

Failure to deliver adoption/permanent fostering care plans in an effective manner would result in delay for children achieving permanent placements.

Failure to deliver an effective adoption service would result in significant delays in children requiring adoptive parents being placed with suitable approved families.

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:**

Timeliness of placements of looked after children for adoption

Stability of placements of looked after children: number of placements

Stability of placements of looked after children: length of placement

Sufficiency strategy

Adoption scorecard

**Berkshire Adoption Advisory Service**

	£000	£000	£000
Expenditure	266	296	294
Income	(264)	(287)	(287)
Net	2	9	7

**Services provided:**

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 LAC and adoption records, Birth relative support Service.

**Staff (full time equivalent):**

4.30

**Service Risks:**

Failure to manage adoption panel effectively and increase number of panels in line with increasing business could result in delay for children awaiting placement orders or being matched with adopters

**Performance Indicators:**

At least one panel held monthly for 11 months, panel recommendations sent to ADMs within 24 hours of panel. Following final panel minutes being sent to agency, decision to be made within 7 working days.

**TOTAL EARLY HELP & SAFEGUARDING**

16,091	14,556	14,160
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**CHILDREN'S SERVICES MANAGEMENT****Children's Services Management Team**

	£000	£000	£000
Expenditure	854	826	667
Income	(5)	(46)	0
Net	849	780	667

**Services provided:**

Management functions carried out by the Director and the Children's Services Directorate management team, including immediate support staff, legal costs for Children's Services Directorate, and IT costs of the Education Management System

**Staff (full time equivalent):**

5.59

**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.

**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

**TOTAL CHILDREN'S SERVICES MANAGEMENT**

849	780	667
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**SPECIFIC GRANT****Specific Grant**

	£000	£000	£000
Expenditure	0	0	0
Income	(5,328)	(2,233)	0
Net	(5,328)	(2,233)	0

**Services provided:**

The Early Intervention Grant (EIG) available in 2012/13 has ended, and the core elements of this funding stream have been included in the formula funding. In 2013/14 a new Education Service specific grant has been provided that will support a range of Children's Services.

In 2014/15 the Education Service grant has been reduced to reflect the ongoing conversions of maintained schools to academies. In addition the treatment of this funding has been amended to include it as a General LA Grant, rather than a Service specific grant.

**Staff (full time equivalent):**

0.00

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

<b>TOTAL SPECIFIC GRANT</b>	<b>(5,328)</b>	<b>(2,233)</b>	<b>0</b>
<b>TOTAL CHILDREN'S SERVICES-LA BUDGET</b>	<b>15,378</b>	<b>16,385</b>	<b>18,091</b>
<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>14,969</b>	<b>15,976</b>	<b>17,682</b>

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**ADULT SOCIAL CARE****Adult Social Care Management**

	£000	£000	£000
Expenditure	647	732	788
Income	<u>(60)</u>	<u>(83)</u>	<u>(123)</u>
Net	<u>587</u>	<u>649</u>	<u>665</u>

**Services provided:**

Adult Social Care Senior Management and Centrally Managed Care Costs including Service Level Agreements.

**Staff (full time equivalent):**

6.47

**Service Risks:**

Failure to protect vulnerable adults.  
 Failure to provide care and support to vulnerable people.  
 Inability to arrange discharges for people in hospital.  
 Failure to meet statutory requirements placed on the authority.  
 Failure to meet the requirements of the Care Quality Commission.

**Performance Indicators:**

ASCOF 1C: Proportion of people using social care who receive self-directed support.  
 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.

**Commissioning Team**

	£000	£000	£000
Expenditure	1,077	1,152	1,697
Income	<u>(80)</u>	<u>(28)</u>	<u>(516)</u>
Net	<u>997</u>	<u>1,124</u>	<u>1,181</u>

**Services provided:**

The Team develops strategies and delivers projects for effective commissioning of services in respect of preventative services, homecare, residential and nursing care that meet residents needs. The team supports community engagement, develops the market and Transformation programmes. The team undertakes monitoring and quality assurance of contracts.

**Staff (full time equivalent):**

12.00

**Service Risks:**

Changing role around care brokerage.  
 Increased demand for support for Direct Payments.  
 Significant transfers of care packages around domiciliary care.  
 Monitoring of vulnerable adults  
 Introduction of Self-directed Support

**Performance Indicators:**

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

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
<b>Elderly &amp; Physical Disability</b>	£000	£000	£000
Expenditure	21,876	21,685	22,173
Income	(7,781)	(7,751)	(8,338)
Net	<u>14,095</u>	<u>13,934</u>	<u>13,835</u>

**Services provided:**

Care Management Team for the elderly and physically disabled; Day Services for the elderly; Home Care/Short Term Support & Rehabilitation Services; Private and voluntary sector residential and nursing home placements; Community equipment; Occupational Therapists; Direct Payments.

**Staff (full time equivalent):**

112.49

**Service Risks:**

Increasing numbers of elderly people requiring support who also have complex needs and high levels of frailty. Reduction in In House Home Care Service staffing level to meet cost savings target.

Levels of government Grant Income.

Changes in policy or practice of the PCT.

Reduction in and reconfiguration of hospital in-patient facilities.

Care providers capacity issues impacting on 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.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
<b>Learning Disability</b>	£000	£000	£000
Expenditure	15,128	15,213	15,324
Income	(5,392)	(1,507)	(1,503)
Net	9,736	13,706	13,821

**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), RBWM management of small residential and respite units (Homeside, Allenby Road, Winston Court); Supported Living; Residential placements; Day Centres (Oakbridge and Boyn Grove Community Resource Centre); Ways into Work; Bridge that Gap Café;

**Staff (full time equivalent):**

84.25

**Service Risks:**

Increasing numbers of Adults with a Learning Disability requiring support.

Increased expectations of service users and their carers.

Allocation of Continuing Health Care funding.

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

people with Autism

aging and needs increasing

Higher incidence of  
People with learning disabilities

**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.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
<b>Mental Health</b>	£000	£000	£000
Expenditure	2,865	3,069	2,934
Income	(180)	(152)	(154)
Net	<u>2,685</u>	<u>2,917</u>	<u>2,780</u>

**Services provided:**

The Mental Health Services comprise of the Community Mental Health Team (CMHT) serving people aged between 18- 75 and the Older Peoples Mental Health Team that serves people aged 75 and over. The teams are represented by both Health and Social Care staff and are multi-disciplinary. They co-ordinate the assessment, support and care for people with mental health problems requiring Secondary 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):**

13.86

**Service Risks:**

Economic downturn.  
Primary Care Trust/Social Care interface.

**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>Drug Action Team</b>	£000	£000	£000
Expenditure	998	1,130	1,129
Income	<u>(869)</u>	<u>(1,017)</u>	<u>(1,120)</u>
Net	<u>129</u>	<u>113</u>	<u>9</u>

**Services provided:**

This small team based in Maidenhead coordinates treatment and services for substance misusers in the borough. The DAAT direct their work to meet the objectives of the National Drug Strategy 2008 to 2018.

**Staff (full time equivalent):**

6.32

**Service Risks:**

Drug and alcohol misusers fail to get treatment.  
Failure to prevent drug and alcohol misuse.  
Increase in acquisitive crime.  
Failure to meet requirements of Public Health England and the Police and Crime Commissioner.

**Performance Indicators:**

Local measures currently captured on the scorecard for DAAT are;

% of planned exits from treatment for drug users

% of

planned exits from treatment for alcohol users.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
<b>Concessionary Transport</b>	£000	£000	£000
Expenditure	1,348	1,469	1,306
Income	(1)	0	0
Net	<u>1,347</u>	<u>1,469</u>	<u>1,306</u>

**Services provided:**

The concessionary fare scheme entitles residents in the Borough who are of eligible age and those with disabilities to free bus travel. The eligible age for women is their pensionable age and for men it is the pensionable age of a women born on the same day. Residents entitled to free bus travel, who are unable to use buses may be eligible for a Direct Payment as an alternative to free bus travel. This budget funds payments to the Bus Operating companies who provide this service. The Travel Assisted Payments Scheme operates to offer those with a disability with a number of free transport sessions within the year.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Increase in demand for concessionary travel.  
Demographic changes.

**Performance Indicators:**

<b>TOTAL ADULT SOCIAL CARE</b>	<b>29,576</b>	<b>33,912</b>	<b>33,597</b>
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**PUBLIC HEALTH****Public Health**

	£000	£000	£000
Expenditure	0	2,231	2,421
Income	0	(2,231)	(2,421)
Net	<u>0</u>	<u>0</u>	<u>0</u>

**Services provided:**

Sexual health services, smoking cessation, drugs and alcohol services, children's health for 5-19 year olds, NHS health check programme, weight management and nutrition services and community based health projects. These are administered in partnership with a Berkshire Joint Team based at Bracknell Forest Borough Council.

**Staff (full time equivalent):**

5.06

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

Number of smoking quitters per year.  
Genito-Urinary-Medicine Clinics

Activity at

<b>TOTAL PUBLIC HEALTH</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**HOUSING****Housing General**

	£000	£000	£000
Expenditure	1,328	720	1,284
Income	(774)	(250)	(508)
Net	554	470	776

**Services provided:**

The Housing Options Team manage the demand for housing advice, homelessness demand, and access to affordable housing. They do this by preventing homelessness , managing Temporary Accommodation, social housing nominations, development of the Private Rented Sector, promotion of Shared Ownership. This requires development of relationships with Landlords and Housing Associations. The Housing Enabling Function manages the Housing Strategy and relationships with HCA and Housing Associations and Developers to develop new accommodation and manage S106

**Staff (full time equivalent):**

6.39

**Service Risks:**

Welfare Benefit reform and Economic conditions can result in greater levels of homelessness and budget pressures on housing benefit subsidy loss due to the use of temporary accommodation .

**Performance Indicators:**

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

**Supporting People Management**

	£000	£000	£000
Expenditure	1,987	1,706	1,664
Income	(5)	(5)	0
Net	1,982	1,701	1,664

**Services provided:**

This budget funds housing related support services from a range of external providers to vulnerable Borough residents from a wide range of client groups such as sheltered accomodation. This is a key element of our prevention strategy.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Increase in demand due to demographic change

**Performance Indicators:**

ASCOF 1G: Proportion of adults with learning disabilities who live in their own home or with their family.  
ASCOF 1H: Proportion of adults in contact with secondary mental health services who live independently. with or without support.  
ASCOF 1B: The proportion of people who use services who have control over their daily life.

<b>TOTAL HOUSING</b>	<b>2,536</b>	<b>2,171</b>	<b>2,440</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**LEISURE SERVICES****Community Services Unit**

	£000	£000	£000
Expenditure	597	532	527
Income	(24)	(20)	(20)
Net	<u>573</u>	<u>512</u>	<u>507</u>

**Services provided:**

Borough in Bloom, Braywick Nature Centre, landscape design and tree planting schemes, roundabout sponsorship schemes and Boroughwide partnership schemes for the 13-19 and S.M.I.L.E. programmes.

**Staff (full time equivalent):**

11.19

**Service Risks:**

Reduction in grant funding for some schemes.  
Attendance levels at sessions.

**Performance Indicators:****Allotments**

	£000	£000	£000
Expenditure	33	31	31
Income	(10)	(11)	(11)
Net	<u>23</u>	<u>20</u>	<u>20</u>

**Services provided:**

Management of 880 allotment plots available for rent in Windsor and Maidenhead.

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Number of allotment plots rented.

**Cemeteries & Churchyards**

	£000	£000	£000
Expenditure	240	224	243
Income	(318)	(291)	(319)
Net	<u>(78)</u>	<u>(67)</u>	<u>(76)</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Additional hand over of closed church yards to authority to maintain.

**Performance Indicators:**

Number of burials undertaken.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Parks & Open Spaces**

	£000	£000	£000
Expenditure	1,227	1,139	1,194
Income	(289)	(282)	(300)
<b>Net</b>	<b>938</b>	<b>857</b>	<b>894</b>

**Services provided:**

Management of 56 parks and open spaces sites within the Borough, children's play areas, sports pitches, dog bins and events.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Services are weather dependent and sites are exposed to vandalism.

**Performance Indicators:**

Monthly performance management score

**Community Leisure Services**

	£000	£000	£000
Expenditure	385	320	320
Income	(135)	(200)	(177)
<b>Net</b>	<b>250</b>	<b>120</b>	<b>143</b>

**Services provided:**

Borough in Bloom, Braywick Nature Centre, landscape design and tree planting schemes, roundabout sponsorship schemes, operational costs and operational management of 4, Marlow Road and Boroughwide partnership schemes for the 13-19 and S.M.I.L.E. programmes.

**Staff (full time equivalent):**

5.00

**Service Risks:**

Loss of grants for specialist programmes and commercial sponsorship of hanging baskets and roundabouts.

Economic downturn reducing letting of halls.

**Performance Indicators:**

Number of hanging baskets; entries in the Garden in Bloom scheme; attendance of the 13-19 and S.M.I.L.E. programmes.

<b>TOTAL LEISURE SERVICES</b>	<b>1,706</b>	<b>1,442</b>	<b>1,488</b>
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**LEISURE CENTRES****Thames Valley Athletic Centre**

	£000	£000	£000
Expenditure	90	73	73
Income	0	0	0
<b>Net</b>	<b>90</b>	<b>73</b>	<b>73</b>

**Services provided:**

A contribution to the running of Thames Valley Athletics Centre. This facility is operated, through a management trust formed by Slough Borough Council, Eton College and the Royal Borough, as a community leisure centre.

**Staff (full time equivalent):**

Contracted to Management Company

**Service Risks:**

Economic downturn in business / trading levels. Failure to adhere to Health & Safety Practice.

**Performance Indicators:**

Attendance levels at centre.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Windsor Leisure Centre**

	£000	£000	£000
Expenditure	3,191	3,188	2,886
Income	<u>(3,782)</u>	<u>(3,983)</u>	<u>(4,112)</u>
Net	<u>(591)</u>	<u>(795)</u>	<u>(1,226)</u>

**Services provided:**

Management of the Windsor Lesiure Centre.

This

service will be transferred to a not for profit management organisation during the 2014/15 financial year.

**Staff (full time equivalent):**

50.84

**Service Risks:**

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

**Performance Indicators:**

Total income per visit;

**Magnet Leisure Centre**

	£000	£000	£000
Expenditure	2,549	2,558	2,436
Income	<u>(3,098)</u>	<u>(3,229)</u>	<u>(3,332)</u>
Net	<u>(549)</u>	<u>(671)</u>	<u>(896)</u>

**Services provided:**

Management of the Magnet Leisure Centre, Braywick Gym and Astro.

This

service will be transferred to a not for profit management organisation during the 2014/15 financial year.

**Staff (full time equivalent):**

36.75

**Service Risks:**

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

**Performance Indicators:**

Total income per visit.

**Charters Leisure Centre**

	£000	£000	£000
Expenditure	215	212	203
Income	<u>(239)</u>	<u>(259)</u>	<u>(271)</u>
Net	<u>(24)</u>	<u>(47)</u>	<u>(68)</u>

**Services provided:**

Management of the Charters Leisure Centre - a dual use community facility, operated and used by the school during the normal school day and as a community facility evenings, weekends and school holidays.

**Staff (full time equivalent):**

2.80

**Service Risks:**

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

**Performance Indicators:**

Total income per visit.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
<b>Cox Green Leisure Centre</b>	£000	£000	£000
Expenditure	181	195	187
Income	<u>(216)</u>	<u>(235)</u>	<u>(256)</u>
Net	<u>(35)</u>	<u>(40)</u>	<u>(69)</u>

**Services provided:**

This service will be transferred to a not for profit management organisation during the 2014/15 financial year. Cox Green Leisure Centre is a dual use community facility, operated and used by the school during the normal school day and as a community facility evenings, weekends and school holidays.

**Staff (full time equivalent):**

5.00

**Service Risks:**

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

**Performance Indicators:**

Total income per visit.

<b>TOTAL LEISURE CENTRES</b>	<b>(1,109)</b>	<b>(1,480)</b>	<b>(2,186)</b>
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**LIBRARY ARTS & HERITAGE SERVICES**

<b>Library &amp; Information Services</b>	£000	£000	£000
Expenditure	2,587	2,592	2,640
Income	<u>(252)</u>	<u>(371)</u>	<u>(415)</u>
Net	<u>2,335</u>	<u>2,221</u>	<u>2,225</u>

**Services provided:**

Management of statutory 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):**

54.33

**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>2,335</b>	<b>2,221</b>	<b>2,225</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**HERITAGE & ARTS****Heritage**

	£000	£000	£000
Expenditure	143	135	118
Income	(20)	(18)	(18)
Net	<u>123</u>	<u>117</u>	<u>100</u>

**Services provided:**

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

**Staff (full time equivalent):**

2.43

**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	£000
Expenditure	201	198	201
Income	(3)	0	0
Net	<u>198</u>	<u>198</u>	<u>201</u>

**Services provided:**

Management of Service Level Agreements with two Arts Centres and grant funded community arts groups. Links with community arts organisations and Berkshire Arts Local Authorities Partnership.

**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>TOTAL ARTS &amp; HERITAGE</b>	<b>321</b>	<b>315</b>	<b>301</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**ADULT MANAGEMENT****Adult Management**

	£000	£000	£000
Expenditure	317	615	435
Income	0	(320)	(227)
Net	<u>317</u>	<u>295</u>	<u>208</u>

**Services provided:**

This budget funds the Director of Adult & Community Services and her support team in 2014/15.

**Staff (full time equivalent):**

4.00

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

<b>TOTAL ADULT MANAGEMENT</b>	<b>317</b>	<b>295</b>	<b>208</b>
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<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>35,682</b>	<b>38,876</b>	<b>38,073</b>
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<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**DIRECTOR'S OFFICE****Director of Operations**

	£000	£000	£000
Expenditure	19	134	131
Income	0	0	0
Net	<u>19</u>	<u>134</u>	<u>131</u>

**Services provided:**

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

**Staff (full time equivalent):**

1.92

**Service Risks:**

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

Failure to achieve improvement plans and strategies to deliver services.

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

**Performance Indicators:**

All PI's shown in the Directorate

**TOTAL DIRECTORS OFFICE**

<b>19</b>	<b>134</b>	<b>131</b>
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**HIGHWAYS & ENGINEERING****Highway Maintenance**

	£000	£000	£000
Expenditure	1,617	1,571	1,565
Income	<u>(123)</u>	<u>(153)</u>	<u>(154)</u>
Net	<u>1,494</u>	<u>1,418</u>	<u>1,411</u>

**Services provided:**

Highway infrastructure including street lighting, bridges and structures and winter maintenance.

There is a duty as a highway authority to ensure that over 666km of roads, over 300 bridges/structures around 20,000 gullies and some 17,220 electrical units are maintained in a safe condition, having regard to the volume and type of traffic using them.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Adverse weather conditions (flooding, snow, ice, etc.), energy supply costs.

**Performance Indicators:**

% street lamps working as planned. Number of winter maintenance call outs to salt the roads.

Condition of principal and non-principal roads.

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Other Highway Services**

	£000	£000	£000
Expenditure	739	634	617
Income	(477)	(510)	(529)
Net	<u>262</u>	<u>124</u>	<u>88</u>

**Services provided:**

Amenity verge maintenance, bridge maintenance, street furniture and highway maintenance administration, New Road And Street Works Act i.e. Coordination of utilities, highway licensing, and dropped pavement crossings.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Increase in liability due to ageing bridge stock, decrease in licensing income.

**Performance Indicators:****Rights of Way**

	£000	£000	£000
Expenditure	43	62	63
Income	(1)	(2)	(2)
Net	<u>42</u>	<u>60</u>	<u>61</u>

**Services provided:**

Management of the public rights of way network, which consists of 237km of footpaths, 31km of bridleways, 8km of byways and 28km of restricted byways.

**Staff (full time equivalent):**

0.00

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

% of total lengths of footpaths and other rights of way which are easy to use by members of public.

**Access**

	£000	£000	£000
Expenditure	75	82	70
Income	0	0	0
Net	<u>75</u>	<u>82</u>	<u>70</u>

**Services provided:**

Management fee paid to People to Places for the operation of Shopmobility in Windsor and Maidenhead.

**Staff (full time equivalent):**

0.00

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

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Transportation</b>	£000	£000	£000
Expenditure	1,008	1,343	1,112
Income	<u>(144)</u>	<u>(539)</u>	<u>(615)</u>
Net	<u>864</u>	<u>804</u>	<u>497</u>

**Services provided:**

The co-ordination and support of public transport, through the support of socially necessary bus services, and park and ride services.

**Staff (full time equivalent):**

0.00

**Service Risks:**

New contracts commencing in February 2014.

**Performance Indicators:**

Local bus passenger journeys originating in the authority area  
Bus services punctuality

<b>Traffic Management</b>	£000	£000	£000
Expenditure	238	198	201
Income	<u>(123)</u>	<u>(109)</u>	<u>(112)</u>
Net	<u>115</u>	<u>89</u>	<u>89</u>

**Services provided:**

Traffic monitoring and appraisal - monitoring of traffic flow through data collected at designated sites.  
Traffic management schemes - development and implementation of schemes design including speed limits, traffic calming, and pedestrian crossing.  
Urban traffic management and control - system that manages and co-ordinates traffic signals, variable message signs, car park management, and travel information.  
Temporary and permanent traffic orders- the statutory process that needs to be followed when instigating traffic restrictions or traffic controls for events or road works.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Major breakdown or equipment failure, staff recruitment and retention.

**Performance Indicators:**

<b>Road Safety &amp; Crossing Patrols</b>	£000	£000	£000
Expenditure	83	45	44
Income	<u>(47)</u>	<u>(3)</u>	<u>(4)</u>
Net	<u>36</u>	<u>42</u>	<u>40</u>

**Services provided:**

Development and implementation of schemes to reduce the number of casualties as a result of road accident. Also provide road safety education, training and publicity initiatives, and the school crossing patrol service.

**Staff (full time equivalent):**

1.72

**Service Risks:**

Staff recruitment and retention.

**Performance Indicators:**

Local indicators on the number of people killed or seriously injured in road traffic collisions

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Local Sustainable Transport Fund</b>	£000	£000	£000
Expenditure	145	519	519
Income	<u>(144)</u>	<u>(519)</u>	<u>(519)</u>
Net	<u>1</u>	<u>0</u>	<u>0</u>

**Services provided:**

Development and implementation of capital schemes and smarter choices initiatives designed to deliver a change in travel behaviour - reducing car use and increasing walking, cycling and public transport usage.

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

Walking, cycling and bus trips, and traffic levels.

<b>Transport Policy &amp; Implementation</b>	£000	£000	£000
Expenditure	58	8	8
Income	<u>(63)</u>	<u>(42)</u>	<u>(43)</u>
Net	<u>(5)</u>	<u>(34)</u>	<u>(35)</u>

**Services provided:**

Sustainable travel marketing, traffic monitoring software, transport planning preparation of funding bids and consultancy support.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Achievement of targets, loss of transport funding.

**Performance Indicators:**

Walking trips in Windsor and Maidenhead, cycling trips in Windsor and Maidenhead.

<b>Highways &amp; Engineering Unit</b>	£000	£000	£000
Expenditure	1,875	1,819	1,742
Income	<u>(737)</u>	<u>(700)</u>	<u>(700)</u>
Net	<u>1,138</u>	<u>1,119</u>	<u>1,042</u>

**Services provided:**

Delivery of highways and engineering services.

**Staff (full time equivalent):**

39.39

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

<b>TOTAL HIGHWAYS &amp; ENGINEERING</b>	<b>4,021</b>	<b>3,704</b>	<b>3,263</b>
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<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**STREETCARE AND OPERATIONS****CCTV**

	£000	£000	£000
Expenditure	165	186	175
Income	<u>(134)</u>	<u>(179)</u>	<u>(100)</u>
Net	<u>31</u>	<u>7</u>	<u>75</u>

**Services provided:**

The Operation of the Borough's 24/7 control room including the CCTV system.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Major breakdown or equipment failure.

**Performance Indicators:**

Number of incidents/ arrests involving CCTV.

**Land Drainage**

	£000	£000	£000
Expenditure	50	230	156
Income	<u>(200)</u>	<u>(71)</u>	<u>(71)</u>
Net	<u>(150)</u>	<u>159</u>	<u>85</u>

**Services provided:**

Works to ditches and watercourses and other water retention or bearing structures, and implementation of the requirements of the Flood And Water Management Act 2010.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Impact of flooding.

**Performance Indicators:**

Compliance with legislation, and levels of flooding.

**Emergency Planning**

	£000	£000	£000
Expenditure	58	46	43
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>58</u>	<u>46</u>	<u>43</u>

**Services provided:**

Failure to ensure a resilient contingency plan to allow suitable response to a crisis situation and compliance with Civil Contingencies Act.

**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>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Street scene</b>	£000	£000	£000
Expenditure	847	822	827
Income	<u>(629)</u>	<u>(599)</u>	<u>(604)</u>
Net	<u>218</u>	<u>223</u>	<u>223</u>

**Services provided:**

Highway sweeping, graffiti removal and weed spraying, and emergency call outs.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Failure to maintain the highways safely.

**Performance Indicators:**

Response Times.

<b>Amenity Litter</b>	£000	£000	£000
Expenditure	1,302	1,356	1,356
Income	<u>(29)</u>	<u>(11)</u>	<u>(12)</u>
Net	<u>1,273</u>	<u>1,345</u>	<u>1,344</u>

**Services provided:**

The operation of the amenity litter, highway sweeping service, and removal/ disposal of abandoned vehicles.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Non collection of litter.

**Performance Indicators:**

Levels of street and environmental cleanliness.

<b>Public Conveniences</b>	£000	£000	£000
Expenditure	249	258	264
Income	<u>(2)</u>	<u>(7)</u>	<u>(7)</u>
Net	<u>247</u>	<u>251</u>	<u>257</u>

**Services provided:**

The operation and maintenance of public conveniences throughout the Borough.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Failure to keep facilities in a clean and serviced condition.

**Performance Indicators:**

Availability of facilities.

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Crime &amp; Disorder</b>	£000	£000	£000
Expenditure	583	588	702
Income	<u>(81)</u>	<u>(61)</u>	<u>(60)</u>
Net	<u>502</u>	<u>527</u>	<u>642</u>

**Services provided:**

This covers the areas of community wardens, anti-social behaviour and community safety, with an aim to reduce crime and disorder, and improve public perception of these areas.

**Staff (full time equivalent):**

20.00

**Service Risks:**

Increase in activity levels.

**Performance Indicators:**

Levels of crime and anti-social behaviour and response times to anti-social behaviour issues.

<b>Streetcare &amp; Operations Unit</b>	£000	£000	£000
Expenditure	1,429	1,296	1,185
Income	<u>(30)</u>	<u>(30)</u>	<u>(30)</u>
Net	<u>1,399</u>	<u>1,266</u>	<u>1,155</u>

**Services provided:**

Delivery of streetcare management, control room services, emergency planning, streetcare operations, fleet management, and crime and disorder.

**Staff (full time equivalent):**

32.99

**Service Risks:**

Failure to deliver frontline services on a 24/7 basis.

**Performance Indicators:**

Residents' satisfaction with services.

<b>TOTAL STREETCARE AND OPERATIONS</b>	<b>3,578</b>	<b>3,824</b>	<b>3,824</b>
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<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**PARKING SERVICES****Coach & Car Parks**

	£000	£000	£000
Expenditure	2,314	2,580	2,591
Income	<u>(5,332)</u>	<u>(5,638)</u>	<u>(5,664)</u>
Net	<u>(3,018)</u>	<u>(3,058)</u>	<u>(3,073)</u>

**Services provided:**

Operation of the Council's car parks and coach park.

**Staff (full time equivalent):**

20.00

**Service Risks:**

Economic downturn affecting income levels, adverse weather conditions, and IT equipment failure.

**Performance Indicators:**

Total number of car park users, income per space

**On Street Parking**

	£000	£000	£000
Expenditure	705	680	571
Income	<u>(1,121)</u>	<u>(1,193)</u>	<u>(1,126)</u>
Net	<u>(416)</u>	<u>(513)</u>	<u>(555)</u>

**Services provided:**

The operation and management of the on-street residents schemes, and pay and display parking controls, and civil parking enforcement across the Borough.

**Staff (full time equivalent):**

19.00

**Service Risks:**

Income affected by economic downturn, IT equipment failure, public compliance with approved parking enforcement regime.

**Performance Indicators:**

Compliance levels.

**Car Parks Unit**

	£000	£000	£000
Expenditure	440	404	406
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>440</u>	<u>404</u>	<u>406</u>

**Services provided:**

Car parking management and administration to support the on-street parking service, civil parking enforcement, the coach and car parks service and cash collection.

**Staff (full time equivalent):**

12.18

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

<b>TOTAL PARKING SERVICES</b>	<b><u>(2,994)</u></b>	<b><u>(3,167)</u></b>	<b><u>(3,222)</u></b>
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<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**PUBLIC PROTECTION****Environmental Health Licensing**

	£000	£000	£000
Expenditure	5	3	4
Income	(14)	(10)	(11)
Net	<u>(9)</u>	<u>(7)</u>	<u>(7)</u>

**Services provided:**

Environmental health licensing for riding establishments, breeding of dogs, pet shops, zoos, animal boarding establishments, dangerous wild animals, motor salvage/ scrap metal dealers, tattooing, ear and skin piercing.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Income affected by economic downturn.

**Performance Indicators:**

% of licences issued/rejected after application.

**Environmental Health & Environmental Protection**

	£000	£000	£000
Expenditure	133	130	109
Income	(46)	(24)	(17)
Net	<u>87</u>	<u>106</u>	<u>92</u>

**Services provided:**

Food hygiene, infectious disease, health & safety enforcement, regulation of housings standards, houses in multiple occupation, energy efficiency, conservation, caravan site licensing, environmental protection (including noise, air quality and nuisances), Heathrow issues, contaminated land, water sampling, burial where there is no next of kin, pest control & dog warden services, and the corporate health and safety function.

**Staff (full time equivalent):**

12.68

**Service Risks:**

Failure to meet minimum legislative requirements for food safety; contractor compliance.

**Performance Indicators:**

Satisfaction of businesses with local authority regulatory services.  
 Food establishments in the area which are broadly compliant with food law.  
 Tackling fuel poverty- people receiving income based benefits living in homes with low energy efficiency rating.  
 Level of air quality.  
 Reducing CO2 emissions in the local area for businesses, the public sector, domestic housing and road transport.  
 Measures the local area's preparedness to manage the risks to service delivery, the public, local communities, local infrastructure, businesses and the natural environment from a changing climate.

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Trading Standards Service</b>	£000	£000	£000
Expenditure	71	109	104
Income	<u>(7)</u>	<u>(7)</u>	<u>(6)</u>
Net	<u>64</u>	<u>102</u>	<u>98</u>

**Services provided:**

Delivery of Trading Standards Service, whose remit is to advise on and enforce a wide range of legislative matters which aim to ensure a fair and safe trading environment within the Royal Borough.

**Staff (full time equivalent):**

1.00

**Service Risks:**

Failure to comply with statutory duties and staff capacity.

**Performance Indicators:**

Satisfaction of businesses with local authority regulation services.  
Impact of LA regulatory services on fair trading environment.  
Food establishments in the area which are broadly compliant with food hygiene law.  
Achievement in meeting standards for the control system for animal health.

<b>Licensing Services</b>	£000	£000	£000
Expenditure	464	385	400
Income	<u>(789)</u>	<u>(790)</u>	<u>(799)</u>
Net	<u>(325)</u>	<u>(405)</u>	<u>(399)</u>

**Services provided:**

This is a dedicated team whose work, includes the following areas of licensing:  
-premises under the Licensing Act 2003.  
-hackney carriages / private hire cars.  
-gambling establishments.  
-street trading.

**Staff (full time equivalent):**

8.00

**Service Risks:**

Economic climate, leading to possible downturn in income levels.

**Performance Indicators:**

Satisfaction of businesses with local authority regulation services.

<b>Refuse Collection</b>	£000	£000	£000
Expenditure	1,840	2,030	1,945
Income	<u>(151)</u>	<u>(257)</u>	<u>(223)</u>
Net	<u>1,689</u>	<u>1,773</u>	<u>1,722</u>

**Services provided:**

Operation of the household refuse collection service.

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Residual household waste per head.

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Recycling</b>	£000	£000	£000
Expenditure	2,536	2,577	2,606
Income	<u>(290)</u>	<u>(260)</u>	<u>(325)</u>
Net	<u>2,246</u>	<u>2,317</u>	<u>2,281</u>

**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	3,495	3,336	4,274
Income	<u>(146)</u>	<u>(10)</u>	<u>(10)</u>
Net	<u>3,349</u>	<u>3,326</u>	<u>4,264</u>

**Services provided:**

Organising and delivery of the statutory waste disposal service.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Access to landfill site, contractor compliance.

**Performance Indicators:**

Municipal waste landfilled.

<b>Facilities Management</b>	£000	£000	£000
Expenditure	1,077	1,082	1,110
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>1,077</u>	<u>1,082</u>	<u>1,110</u>

**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>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Head of Public Protection Unit**

	£000	£000	£000
Expenditure	127	131	121
Income	0	0	0
Net	<u>127</u>	<u>131</u>	<u>121</u>

**Services provided:**

Delivery of public protection services.

**Staff (full time equivalent):**

1.81

**Service Risks:**

Failure to comply with statutory duties.

**Performance Indicators:****Environmental Health Team**

	£000	£000	£000
Expenditure	643	666	364
Income	0	0	0
Net	<u>643</u>	<u>666</u>	<u>364</u>

**Services provided:**

Delivery of environmental health services.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Failure to comply with statutory duties and staff capacity.

**Performance Indicators:****Trading Standards Team**

	£000	£000	£000
Expenditure	353	395	369
Income	0	0	0
Net	<u>353</u>	<u>395</u>	<u>369</u>

**Services provided:**

Delivery of Trading Standards Service, whose remit is to advise on and enforce a wide range of legislative matters which aim to ensure a fair and safe trading environment within the Royal Borough.

**Staff (full time equivalent):**

8.10

**Service Risks:**

Failure to comply with statutory duties and staff capacity.

**Performance Indicators:**

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Waste & Environmental  
Protection Team**

	£000	£000	£000
Expenditure	460	444	421
Income	(1)	(5)	0
Net	459	439	421

**Services provided:**

Delivery of waste & environmental protection services.

**Staff (full time equivalent):**

10.00

**Service Risks:**

**Performance Indicators:**

<b>TOTAL PUBLIC PROTECTION</b>	<b>9,760</b>	<b>9,925</b>	<b>10,436</b>
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<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**CENTRAL SERVICES****Head of Central Services**

	£000	£000	£000
Expenditure	21	115	104
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>21</u>	<u>115</u>	<u>104</u>

**Services provided:**

The Customer and Business Services Group provides a broad range of central shared services that support the Council in the delivery of core front line services.

**Staff (full time equivalent):**

1.00

**Service Risks:****Performance Indicators:****Central Services (Housing Benefit)**

	£000	£000	£000
Expenditure	41,650	36,264	37,425
Income	<u>(42,582)</u>	<u>(37,194)</u>	<u>(38,341)</u>
Net	<u>(932)</u>	<u>(930)</u>	<u>(916)</u>

**Services provided:**

Housing Benefit was first introduced in April, 1983 and new legislation, passed in 2006, now governs the administration of the scheme. The Housing Benefit Regulation 2006 is the governing legislation. Subsidy is paid at 100% of benefit currently paid. There are incentives in the subsidy regime which encourage keeping Local Authority error to a level which is less than 40% of benefit correctly paid. The Local Authority error can be created by mistake or late processing of a notified change of circumstances.

**Staff (full time equivalent):**

0.00

**Service Risks:****Performance Indicators:****Digital Media Service**

	£000	£000	£000
Expenditure	1,020	681	684
Income	<u>(1,096)</u>	<u>(1,025)</u>	<u>(778)</u>
Net	<u>(76)</u>	<u>(344)</u>	<u>(94)</u>

**Services provided:**

Digital Media Solutions delivers integrated end to end print management solutions from office through to centralised print to support future on-line digital communication strategies.

**Staff (full time equivalent):**

3.00

**Service Risks:**

Resource impact due to new business gains and increased level of internal activity.  
Disconnect between on and offline activity.  
Internal users buying 'independently' of DMS services.

**Performance Indicators:**

Deliver 100% customer orders within agreed on-line timeframes of 3-5 days.

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Customer Services</b>	£000	£000	£000
Expenditure	1,794	1,644	1,700
Income	<u>(756)</u>	<u>(809)</u>	<u>(790)</u>
Net	<u>1,038</u>	<u>835</u>	<u>910</u>

**Services provided:**

Customer Services provides a service to residents covering housing benefit and council tax support; welfare benefits; council tax, business rates and green waste processing; deputyship and appointeeship support; facilities; hospitality and events and the Registrar's service. Customer Services also covers social care finance, the post room team, and a scanning and indexing unit, who are responsible for registering forms and invoices and paying suppliers.

**Staff (full time equivalent):**

31.03

**Service Risks:**

Resourcing impact due to Localisation of Council Tax - new scheme with effect from April 2014.  
Increased level of claimants and changing circumstances for Housing Benefit (HB) due to economic climate.  
Less demand for hospitality venues which will impact on income targets.  
Registrar's income affected by a national decline in the number of people getting married.

**Performance Indicators:**

Process New HB claims within 25 days.  
Process HB change of circumstances within 10 days.  
To pay 90% of invoices within 30 days of the date that they are due.

<b>Business Services</b>	£000	£000	£000
Expenditure	1,493	1,237	1,197
Income	<u>(480)</u>	<u>(584)</u>	<u>(636)</u>
Net	<u>1,013</u>	<u>653</u>	<u>561</u>

**Services provided:**

Business Services provides a management function for the collection of council tax, business rates, housing benefit overpayments and sundry debts. It includes the debt recovery team whose role is to collect any money owed to the Council.

**Staff (full time equivalent):**

30.92

**Service Risks:**

That collection targets will not be met due to the economic downturn

**Performance Indicators:**

To collect 97.4% of current year's council tax due within the financial year.  
To collect 98.6% of current year's business rates due within the financial year.

<b>OPERATIONS DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
<b>Contact Centre</b>	£000	£000	£000
Expenditure	1,214	998	1,031
Income	(68)	(54)	(56)
Net	1,146	944	975
<b>Services provided:</b>			
First point of contact for customers wishing to access a variety of the Council's services by telephone, face to face, email, web chat or online, with an emphasis on resolution at first point of contact.			
<b>Staff (full time equivalent):</b>			
29.19			
<b>Service Risks:</b>			
Failure to meet service targets affects the reputation of the borough			
<b>Performance Indicators:</b>			
To answer at least 94.5% of telephone calls.			
To answer at least 75% of calls within 1 minute.			
To answer at least 99.5% of calls within 5 minutes.			
In Town Hall and York House receptions, to achieve a maximum average wait time of 10 minutes for council tax and benefits customers.			
<b>TOTAL CENTRAL SERVICES GROUP</b>	<b>2,210</b>	<b>1,273</b>	<b>1,540</b>
Budget Extracted in Year	0	0	0
<b>TOTAL DIRECTORATE ESTIMATES</b>	<b>16,594</b>	<b>15,693</b>	<b>15,972</b>

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**DIRECTOR OF CORPORATE SERVICES**

<b>Director of Corporate Services</b>	£000	£000	£000
Expenditure	276	275	294
Income	0	0	0
Net	276	275	294

**Services provided:**

Provision of strategic management and leadership across the Directorate

**Staff (full time equivalent):**

4.00

**Service Risks:****Performance Indicators:****ECONOMIC DEVELOPMENT**

<b>Head of Economic Development</b>	£000	£000	£000
Expenditure	0	0	120
Income	0	0	0
Net	0	0	120

**Services provided:**

The Royal Borough is to provide clear leadership and focus for the important areas of Economic Development and Regeneration through the appointment of a new officer at Director level. The post holder will be responsible for all physical regeneration work in the Royal Borough as well as promoting the Royal Borough as a target for new investment. The role will work closely with the Royal Borough's business community to ensure they have the best possible support from the council in developing and growing their businesses. The new Director will also have responsibility for tourism promotion and visitor management, town centre management and public realm programmes, and will work alongside elected members and representative bodies such as the Partnership for the Rejuvenation of Maidenhead

**Staff (full time equivalent):**

1.00

**Service Risks:****Performance Indicators:****CORPORATE MANAGEMENT**

<b>Corporate Management</b>	£000	£000	£000
Expenditure	679	553	384
Income	0	0	0
Net	679	553	384

**Services provided:**

Corporate Management costs are those expenses which are not properly attributable to individual services but benefit the whole organisation.

**Staff (full time equivalent):**

0.50

**Service Risks:**

-

**Performance Indicators:**

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<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Head of Performance &amp; Policy</b>	£000	£000	£000
Expenditure	115	182	157
Income	0	0	0
Net	115	182	157

**Services provided:**

Responsible for managing the division that develops corporate strategy and planning specifically around the Annual Plan and five year Council strategy; the monitoring and management of performance through the Council's Integrated Performance Management report; the development and monitoring of the Council's Equalities Policy and Procedures; the development of General Policy; the maintenance of demographic and other statistical information needed to report to government departments; supporting Adult and Children Services (including Education) and Customer Services in the provision and analysis of performance data; coordinating the Council's statutory complaints function relating to Children, Adults and Education complaints; Communications and Marketing across the Council and to outside bodies and interests; the provision of Democratic Services through mayoral services, electoral services, maintenance and servicing of committees and running of corporate member events; Community and Business Partnerships including Economic Development, the development and running of the Council's Big Society offer, community participation and support/development of the Local Economic Partnership.

**Staff (full time equivalent):**

1.50

**Service Risks:**

Adequate staffing levels to meet the teams work load

**Performance Indicators:**

-

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Partnerships**

	£000	£000	£000
Expenditure	394	354	394
Income	<u>(216)</u>	<u>(39)</u>	<u>(39)</u>
Net	<u>178</u>	<u>315</u>	<u>355</u>

**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 RBWM element of the Thames Valley Broadband project supporting the council's Big Society objectives and the Thames Valley City Deal, providing a corporate lead on economic development (including liaison with Parish Councils, Rural Forum and the TVLEP) management of Town Centre Partnerships Visitor Marketing, Grow Our Own (including the Council's work experience and Apprenticeship schemes) and management of the external funding and development services.

**Staff (full time equivalent):**

13.81

**Service Risks:**

Adequate staffing levels to meet the work load

**Performance Indicators:**

The partnership team have a specific responsibility for overseeing the Councils Adopt A Street Scheme and increasing volunteering and achieving participation targets for both projects and a range of Big Society projects, including the Challenge Prize, Grow Your Own Business, Social Enterprise Grant scheme and Community Right to Bid. The partnerships oversees the work of the one Borough Steering group and supporting a target number of local community groups. The team oversees funding targets set for the council funding and

<b>TOTAL CORPORATE MANAGEMENT</b>	<b>972</b>	<b>1,050</b>	<b>896</b>
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**COMMUNICATIONS****Corporate Communications and Marketing**

	£000	£000	£000
Expenditure	251	214	208
Income	<u>(8)</u>	<u>0</u>	<u>0</u>
Net	<u>243</u>	<u>214</u>	<u>208</u>

**Services provided:**

This budget represents the cost of the Corporate Communications Team which provides support to Members and officers in their communication with the Media and Public, including the production of Around the Royal Borough, the Council's newspaper for local residents

**Staff (full time equivalent):**

4.61

**Service Risks:**

-

**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.

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Local Area Agreements**

	£000	£000	£000
Expenditure	94	32	32
Income	(62)	0	0
Net	<u>32</u>	<u>32</u>	<u>32</u>

**Services provided:**

The first LAA running to March 2010 containing 13 reward targets involving the Council, Police, PCT, voluntary sector, fire service and housing associations has now been completed. We received £888,500 as pump-priming to help us achieve the reward targets. LAA reward targets from 2011 to 13 are no longer in place due to central Government changes. £180K of the funding was allocated to the local Big Society projects through the Big

**Staff (full time equivalent):**

1.00

**Service Risks:**

Whether each respective target within the LAA is met.

**Performance Indicators:**

Meet all targets in LAA

**Consultation**

	£000	£000	£000
Expenditure	16	21	21
Income	0	0	0
Net	<u>16</u>	<u>21</u>	<u>21</u>

**Services provided:**

Corporate Consultation is part of the Council's Corporate Communications and Marketing function and includes liaison with partner organisations and the voluntary sector. The consultation function is driven by the Community Consultation and Engagement Framework, agreed by Cabinet in 2009, the action plan for which is regularly reviewed. The framework will be revised in 2014.

**Staff (full time equivalent):**

0.00

**Service Risks:**

-

**Performance Indicators:**

Performance is driven by all elements of the Community Consultation and Engagement Framework action plan, which currently has 14 actions, including organising an annual residents' survey, setting up and maintaining a corporate consultation register (available on the Council website), providing a consultation evaluation framework and offering consultation guidance across the authority. Borough-wide consultation is also held on the annual Participatory Budget

<b>TOTAL COMMUNICATIONS</b>	<b>291</b>	<b>267</b>	<b>261</b>
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<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**PERFORMANCE & POLICY****Corporate Performance and  
Development**

	£000	£000	£000
Expenditure	540	671	525
Income	2	(22)	(22)
Net	542	649	503

**Services provided:**

The Corporate Policy and Performance Unit is at the centre of the Council's improvement and modernisation agenda. The Unit, either alone or in conjunction with other departments, is responsible for articulating the Council's policy position on a range of issues (for instance Big Society, Carbon Management and Localism) and executing policy initiatives to drive these forward. Under its Strategy and Information guise, the Unit continues to collate and provide analytical support to the Council on performance data including support to schools, adults and children's social care, customer services, as well as processing statutory returns to the Departments of Education and Health. The Unit also provides support for the Council's overarching performance management framework and the reporting of performance to CMT and relevant Panels (Overview and Scrutiny, Cabinet and Audit and Review) Finally the Unit has lead responsibility for coordinating the statutory complaints function relating to Adult and Children's social care as well as Education. An additional £100K has been added to this budget in 2013/14 for Big Society and Social Enterprises.

**Staff (full time equivalent):**

6.41

**Service Risks:**

Vacant posts in Policy and Complaints means additional pressures on the team.

**Performance Indicators:**

There are a number of performance indicators for which the Unit is responsible from the amount of energy being used through to the percentage of statutory returns that are delivered on time, numbers of social care complaints and meeting aggregate equalities targets and equalities targets around equality impact assessments.

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Town Management**

	£000	£000	£000
Expenditure	1,053	581	582
Income	<u>(769)</u>	<u>(466)</u>	<u>(477)</u>
Net	<u>284</u>	<u>115</u>	<u>105</u>

**Services provided:**

There are a range of different performance indicators measured internally on a regular basis. For the Royal Windsor Information Centre sales income and accommodation provision are measured against an annual target, and monthly usage levels and customer satisfaction levels are also recorded. Town Centre partnerships have targets for the level external funding attracted and the performance of the Town Centre Businesses Plan is monitored at quarterly Town Centre Partnership Board meetings.

**Staff (full time equivalent):**

10.35

**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:**

There are a range of different performance indicators measured internally on a regular basis. For the Royal Windsor Information Centre sales income and accommodation provision are measured against an annual target, and monthly usage levels and customer satisfaction levels are also recorded. Town Centre partnerships have targets for the level external funding attracted.

**Complaints**

	£000	£000	£000
Expenditure	22	24	39
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>22</u>	<u>24</u>	<u>39</u>

**Services provided:**

To manage adult and children's social care complaints.

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL POLICY &amp; PERFORMANCE</b>	<b>848</b>	<b>788</b>	<b>647</b>
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<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**DEMOCRATIC SERVICES****Members Services**

	£000	£000	£000
Expenditure	1,183	1,151	1,140
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>1,183</u>	<u>1,151</u>	<u>1,140</u>

**Services provided:**

Democratic Services:

Effective and efficient running of Council's Democratic processes and to develop and deliver the service in line with statutory requirements, national standards and local and national targets.

Members' training and development programme and management of independent Education Admission / Exclusion Appeals process.

**Staff (full time equivalent):**

11.22

**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.

**Mayoral and Civic**

	£000	£000	£000
Expenditure	191	164	223
Income	<u>(1)</u>	<u>0</u>	<u>0</u>
Net	<u>190</u>	<u>164</u>	<u>223</u>

**Services provided:**

The Mayoral and Civic Unit 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):**

2.41

**Service Risks:**

-

**Performance Indicators:**

Successful delivery of Events

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Grants to Voluntary Bodies</b>	£000	£000	£000
Expenditure	250	243	243
Income	0	0	0
Net	250	243	243

**Services provided:**

This budget provides for grants paid to local organisations that are of a corporate rather 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.

<b>Corporate Modern Records</b>	£000	£000	£000
Expenditure	20	24	24
Income	0	0	0
Net	20	24	24

**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:**

-

<b>TOTAL DEMOCRATIC SERVICES</b>	<b>1,643</b>	<b>1,582</b>	<b>1,630</b>
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<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**HR TEAM****HR Strategic**

	£000	£000	£000
Expenditure	488	439	989
Income	<u>(73)</u>	<u>(77)</u>	<u>(540)</u>
Net	<u>415</u>	<u>362</u>	<u>449</u>

**Services provided:**

Provision of strategic HR and OD support and advice to the council. HR consultants 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):**

19.62

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

	£000	£000	£000
Expenditure	219	228	204
Income	<u>(5)</u>	<u>(4)</u>	<u>(4)</u>
Net	<u>214</u>	<u>224</u>	<u>200</u>

**Services provided:**

Manages the monthly payroll function for the Council, including schools and academy schools

**Staff (full time equivalent):**

3.85

**Service Risks:****Performance Indicators:****HR Business Partners**

	£000	£000	£000
Expenditure	253	329	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>253</u>	<u>329</u>	<u>0</u>

**Services provided:**

Amalgamated with HR Team Budget

**Staff (full time equivalent):**

0.00

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**HR Operations**

	£000	£000	£000
Expenditure	474	141	0
Income	(493)	(446)	0
Net	<u>(19)</u>	<u>(305)</u>	<u>0</u>

**Services provided:**

Amalgamated with HR Team Budget

**Staff (full time equivalent):**

0.00

**Service Risks:****Performance Indicators:****Employment Tribunals**

	£000	£000	£000
Expenditure	34	18	0
Income	0	0	0
Net	<u>34</u>	<u>18</u>	<u>0</u>

**Services provided:**

Amalgamated with HR Team Budget

**Staff (full time equivalent):**

0.00

**Service Risks:****Performance Indicators:****OD & Performance Contracts**

	£000	£000	£000
Expenditure	482	480	499
Income	(1)	0	0
Net	<u>481</u>	<u>480</u>	<u>499</u>

**Services provided:**

Organisation Development contracts support the council's workforce and leadership development programmes and initiatives

**Staff (full time equivalent):**

0.00

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
<b>Health &amp; Safety Contract</b>	£000	£000	£000
Expenditure	10	13	13
Income	0	0	0
Net	10	13	13
<b>Services provided:</b>			
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.			
<b>Staff (full time equivalent):</b>			
0.00			
<b>Service Risks:</b>			
<b>Performance Indicators:</b>			
<b>TOTAL HR</b>	<b>1,388</b>	<b>1,121</b>	<b>1,161</b>

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**LEGAL****Legal Strategic**

	£000	£000	£000
Expenditure	191	181	180
Income	(202)	(148)	(152)
Net	<u>(11)</u>	<u>33</u>	<u>28</u>

**Services provided:**

Service provided by Head of Legal and Monitoring Officer. Budgets for Legal services, now delivered by Shared Legal Solutions (SLS), hosted by Wokingham, have been reallocated to services across the council.

**Staff (full time equivalent):**

1.00

**Service Risks:****Performance Indicators:****Information Management**

	£000	£000	£000
Expenditure	140	144	144
Income	(1)	0	0
Net	<u>139</u>	<u>144</u>	<u>144</u>

**Services provided:**

The Information Management team ensures compliance with various government guidance and legislation, including the Freedom of Information and Data Protection Acts. The team processes all Land Charges requests for the Council. It also acts as link officer 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.

**Staff (full time equivalent):**

4.00

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

	£000	£000	£000
Expenditure	159	215	246
Income	0	0	0
Net	<u>159</u>	<u>215</u>	<u>246</u>

**Services provided:**

The Coroner's service for East Berkshire was amalgamated with that managed by Reading Borough Council with effect from 1 April, 2004. The budget provides for this Borough's share of the new service.

**Staff (full time equivalent):**

0.00

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Gypsy Camps**

	£000	£000	£000
Expenditure	0	1	1
Income	0	0	0
Net	0	1	1

**Services provided:**

Court action may be required where travellers who have camped illegally fail to move on in compliance with a notice served by Environmental Health Officers.

**Staff (full time equivalent):**

0.00

**Service Risks:****Performance Indicators:****Land Charges**

	£000	£000	£000
Expenditure	15	12	12
Income	(293)	(303)	(385)
Net	(278)	(291)	(373)

**Services provided:**

This section is responsible for enquiries of local authorities in connection with transactions of land and property.

**Staff (full time equivalent):**

0.00

**Service Risks:**

That the income target will not be reached due to economic downturn.

**Performance Indicators:****Magistrates Courts**

	£000	£000	£000
Expenditure	13	15	15
Income	0	0	0
Net	13	15	15

**Services provided:**

This function was transferred to the Department of Constitutional Affairs with effect from 1st April 2005.

**Staff (full time equivalent):**

0.00

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Electoral Services**

	£000	£000	£000
Expenditure	338	197	191
Income	<u>(176)</u>	<u>(4)</u>	<u>(4)</u>
Net	<u>162</u>	<u>193</u>	<u>187</u>

**Services provided:**

This budget provides for Electoral Expenses, primarily the monthly maintenance of the Register of Electors and the annual canvass in October / November and the administration of national and local elections and referendums.

**Staff (full time equivalent):**

2.04

**Service Risks:**

-

**Performance Indicators:**

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

**TOTAL LEGAL**

<b>184</b>	<b>310</b>	<b>248</b>
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**FINANCE****Finance Strategic**

	£000	£000	£000
Expenditure	634	655	598
Income	<u>(56)</u>	<u>(76)</u>	<u>(103)</u>
Net	<u>578</u>	<u>579</u>	<u>495</u>

**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

**Staff (full time equivalent):**

8.00

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Finance Operations**

	£000	£000	£000
Expenditure	844	940	1,102
Income	<u>(134)</u>	<u>(167)</u>	<u>(123)</u>
Net	<u>710</u>	<u>773</u>	<u>979</u>

**Services provided:**

3 teams make up Finance Operations:

- Service Accountancy (often referred to as the Accountancy Pool) 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 advise to the Bursars and Head Teachers in the Authorities 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

**Staff (full time equivalent):**

26.76

**Service Risks:****Performance Indicators:****Systems Accountancy**

	£000	£000	£000
Expenditure	166	164	155
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>166</u>	<u>164</u>	<u>155</u>

**Services provided:**

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

**Staff (full time equivalent):**

3.00

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Pensions**

	£000	£000	£000
Expenditure	1,269	1,242	1,181
Income	<u>(1,533)</u>	<u>(1,462)</u>	<u>(1,412)</u>
Net	<u>(264)</u>	<u>(220)</u>	<u>(231)</u>

**Services provided:**

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

**Staff (full time equivalent):**

17.93

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

Retirement processed within 7 days of receipt of paperwork

Fund Solvency - 75% as at 31/3/2013 per the Triennial Actuarial Valuation after reappraisal of assumptions by Barnett Waddingham

**Audit & Investigation**

	£000	£000	£000
Expenditure	582	715	740
Income	<u>(299)</u>	<u>(287)</u>	<u>(261)</u>
Net	<u>283</u>	<u>428</u>	<u>479</u>

**Services provided:**

Audit and Investigation provides statutory internal control and risk management assurance and a full counter fraud and investigation service. The team works with managers to enhance corporate governance, particularly strategic and operational risk management and internal control effectiveness, thus minimising the potential for fraud and corruption against the Council. The aim of the Council's risk management practices is to comprehensively recognise and evaluate app potential risks and their sources. Financial protection against Council losses and liabilities is arranged through a combination of internal and external risk

**Staff (full time equivalent):**

14.84

**Service Risks:**Audit:-

1. Failure of the Council to comply with the Audit and Account (Amendment) (England) Regulations 2011 and S151 Local Government Finance Act in breach of statutory requirements. This action is embodied in the Annual Governance Statement.
2. Failure of escalation protocols leads to exposure of the Council to major risks as recommendations ignored / not responded to.

Counter Fraud and Investigations:-

1. Damage to Council's reputation for allowing misuse of the public purse.
2. Insufficient resources to deal with the volume of referrals leads to a failure to maximise recoveries of Housing Benefit and Council Tax Benefit fraudulent overpayments.

Insurance and Risk:-

1. Lack of risk awareness throughout the Council results in risk not being evaluated and mitigations not being fully implemented.
2. Failure to ensure suitable levels of internal / external financial protection for insurable losses leads to financial shortfalls in the event of claims and wasted resources if fund requirements or external premiums are set inappropriately.

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Performance Indicators:****Internal Audit**

100% productivity against Audit Plan

98% customers ranking the Internal Audit Service as 'good' or 'above'

**Counter Fraud and Investigations**

65 prosecutions / sanctions achieved

Value of Housing Benefit and Council Tax Benefit fraudulent overpayments identified - £550,000

Risk assess all fraud referrals - 10 working days

Commence investigations on high / medium risk-assess referrals - 10 working days.

**Insurance**

All Key Risks to be reviewed quarterly

100% of liability claims dealt with in the pre-action protocol timescales

**Procurement Strategic**

	£000	£000	£000
Expenditure	511	551	461
Income	0	(18)	(19)
Net	511	533	442

**Services provided:**

To oversee the Council's procurement and commissioning 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):**

5.42

**Service Risks:**

Best practice procurement and commissioning 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.

**Business Development**

	£000	£000	£000
Expenditure	329	455	290
Income	(93)	(178)	(127)
Net	236	277	163

**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.

**Staff (full time equivalent):**

5.60

**Service Risks:****Performance Indicators:****TOTAL FINANCE**

<b>2,220</b>	<b>2,534</b>	<b>2,482</b>
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<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**TECHNOLOGY & CHANGE DELIVERY****ICT Support**

	£000	£000	£000
Expenditure	3,576	3,309	3,136
Income	(903)	(882)	(906)
Net	<u>2,673</u>	<u>2,427</u>	<u>2,230</u>

**Services provided:**

Responsible for Information and Communication Technology (ICT) Strategy and services for the council. Provision of services includes:

- a) Capacity Management - provides research and development, as well as professional services to exploit the use of ICT from both the public and private sector to develop and implement appropriate solutions, including the council's approach to Cloud Computing and open source solutions and manage the capacity requirements of the ICT infrastructure.
- b) 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
- c) Security, Information & Data Management - ensures the council's data / information and ICT infrastructure is secure, develops data records management and ICT security policies, implements such policies and procedures and supports the operations of these.

**Staff (full time equivalent):**

37.32

**Service Risks:**

- Inability to deliver services in required timescale due to resource challenges
- Forward plan and budget
- Threats to council's data, ICT security
- Management risk tracker
- Lack of sufficient capital investment to maintain existing services and deliver the ICT strategy

**Performance Indicators:**

- % of availability of whole and or part network
- % and number of incidents resolved
- Number of RFC's completed
- % incidents managed via self-service
- Security Management Risk Tracker

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Business Improvement**

	£000	£000	£000
Expenditure	304	403	399
Income	<u>(138)</u>	<u>(127)</u>	<u>(127)</u>
Net	<u>166</u>	<u>276</u>	<u>272</u>

**Services provided:**

Provision of services includes:-

Project Management - provides project methodology, guidance and governance on projects undertaken by the council

Lean Academy - provides training and coaching in Lean tools and techniques. The academy ensures that a standard approach to Lean work is undertaken.

**Staff (full time equivalent):**

4.00

**Service Risks:**

A lack of project governance has a risk of projects being overspent, delayed and not to the required scope. Too much governance can slow activity achieved through heavy bureaucracy.

Lean assists the organisation to identify wasteful processes and to configure services to be more accessible and improved for the customer. There is a risk that by not using this approach there is not a sustained way to continually improve services, leading to a 'salami'

**Performance Indicators:**

% of realised benefits from all benefits identified in Lean Reviews.

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<b>TOTAL TECHNOLOGY &amp; CHANGE DELIVERY</b>	<b><u>2,839</u></b>	<b><u>2,703</u></b>	<b><u>2,502</u></b>
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<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**PLANNING SERVICES****Building Control Team**

	£000	£000	£000
Expenditure	565	595	599
Income	0	0	0
<b>Net</b>	<b>565</b>	<b>595</b>	<b>599</b>

**Services provided:**

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):**

8.54

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

% plans checked within 10 days

**Town & Country Planning**

	£000	£000	£000
Expenditure	327	107	109
Income	(988)	(870)	(865)
<b>Net</b>	<b>(661)</b>	<b>(763)</b>	<b>(756)</b>

**Services provided:**

Providing planning advice in relation to potential developments in the Borough and evaluating all Planning Applications under the various Planning Acts

**Staff (full time equivalent):**

0.00

**Service Risks:**

IT systems failure resulting in loss of legal data and control of planning environment. Income affected by economic downturn.

**Performance Indicators:**

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Head of Planning Unit</b>	£000	£000	£000
Expenditure	120	259	148
Income	0	0	0
<b>Net</b>	<b>120</b>	<b>259</b>	<b>148</b>

**Services provided:**

Head of Planning support for Development Control, Planning Enforcement, Planning Policy, Planning Infrastructure & Transport Policy and Building Control .

**Staff (full time equivalent):**

1.50

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

<b>Planning Enforcement Team</b>	£000	£000	£000
Expenditure	134	61	75
Income	0	0	0
<b>Net</b>	<b>134</b>	<b>61</b>	<b>75</b>

**Services provided:**

Investigation of alleged planning contraventions and dealing with enforcement appeals.

**Staff (full time equivalent):**

3.00

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

<b>Development Control Team</b>	£000	£000	£000
Expenditure	896	780	796
Income	(24)	(12)	(12)
<b>Net</b>	<b>872</b>	<b>768</b>	<b>784</b>

**Services provided:**

Providing planning advice in relation to potential developments in the Borough and evaluating all Planning applications under the various Planning Acts.

**Staff (full time equivalent):**

19.50

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

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Planning Policy Team</b>	£000	£000	£000
Expenditure	303	372	332
Income	<u>(1)</u>	<u>(1)</u>	<u>(1)</u>
Net	<u>302</u>	<u>371</u>	<u>331</u>

**Services provided:**

Carrying out and promoting local involvement in the preparation, implementation, monitoring and review of the development plan, support for neighbourhood planning and matters relating to the conservation and enhancement of the built environment.

**Staff (full time equivalent):**

8.23

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

<b>Development Plans &amp; Conservation</b>	£000	£000	£000
Expenditure	160	100	94
Income	<u>(70)</u>	<u>(5)</u>	<u>(6)</u>
Net	<u>90</u>	<u>95</u>	<u>88</u>

**Services provided:**

Management and advice S106 Developer Contributions, Management of Borough owned trees and advice on privately owned trees, Management of Regeneration specifically the

**Staff (full time equivalent):**

0.00

**Service Risks:****Performance Indicators:****Planning Infrastructure and  
Regeneration**

	£000	£000	£000
Expenditure	705	679	761
Income	<u>(34)</u>	<u>(28)</u>	<u>(29)</u>
Net	<u>671</u>	<u>651</u>	<u>732</u>

**Services provided:**

S106 Developer Contribution management and policy setting, Management and maintenance of the council tree stock and protection of all trees through TPOs, regeneration projects including Maidenhead Town Centre Regeneration, Planning Support Services dealing with the registration of planning applications, Planning Appeal management and supporting the planning service

**Staff (full time equivalent):**

16.49

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

Deliver 2 regeneration projects in Maidenhead per year  
 Maximise collection of S106 Contributions ensuring prompt payment and spend - income target £3m  
 Respond promptly to tree application enquiries within the 28 day period

<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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<b>Building Control</b>	£000	£000	£000
Expenditure	28	35	34
Income	(652)	(715)	(738)
Net	(624)	(680)	(704)

**Services provided:**

Ensuring that building work is designed and constructed in compliance with building regulation requirements and reporting dangerous structure and demolition work.

**Staff (full time equivalent):**

Building control income affected by economic downturn and external competition.

**Service Risks:**

% plans checked within 10 days

**Performance Indicators:**

<b>TOTAL PLANNING SERVICES</b>	<b>1,469</b>	<b>1,357</b>	<b>1,297</b>
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<b>CORPORATE SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**PROPERTY SERVICES**

<b>Industrial &amp; Commercial Estates</b>	£000	£000	£000
Expenditure	428	395	411
Income	<u>(3,573)</u>	<u>(3,821)</u>	<u>(3,892)</u>
Net	<u>-3,145</u>	<u>(3,426)</u>	<u>(3,481)</u>

**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:**

<b>Ex BCC Properties</b>	£000	£000	£000
Expenditure	17	48	43
Income	<u>6</u>	<u>0</u>	<u>0</u>
Net	<u>23</u>	<u>48</u>	<u>43</u>

**Services provided:**

A share of the running expenses of properties that were formerly owned by Berkshire County Council and which have been declared surplus to requirements and therefore await disposal.

**Staff (full time equivalent):**

0.00

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

<b>Property Management</b>	£000	£000	£000
Expenditure	333	281	333
Income	<u>(7)</u>	<u>(3)</u>	<u>(4)</u>
Net	<u>326</u>	<u>278</u>	<u>329</u>

**Services provided:**

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

**Staff (full time equivalent):**

5.00

**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 SERVICES DIRECTLY MANAGED COSTS</b>	<b>2012/13 Actual</b>	<b>2013/14 Budget</b>	<b>2014/15 Budget</b>
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**Building Services**

	£000	£000	£000
Expenditure	783	802	802
Income	<u>(686)</u>	<u>(666)</u>	<u>(670)</u>
Net	<u>97</u>	<u>136</u>	<u>132</u>

**Services provided:**

Capital building projects, planned and reactive maintenance, surveying services, service contracts, energy management and centralised procurement of utility services, statutory compliance - procurement, management and control, project management and technical

**Staff (full time equivalent):**

13.04

**Service Risks:**

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

**Performance Indicators:**

Asset Management Occupation

**Admin Buildings & Depots**

	£000	£000	£000
Expenditure	1,364	1,338	1,373
Income	<u>(47)</u>	<u>(40)</u>	<u>(41)</u>
Net	<u>1,317</u>	<u>1,298</u>	<u>1,332</u>

**Services provided:**

Management of the Borough's administrative buildings.

**Staff (full time equivalent):**

0.00

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

<b>TOTAL PROPERTY SERVICES</b>	<b>(1,382)</b>	<b>(1,666)</b>	<b>(1,645)</b>
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Budget Extracted in Year	0	0	0
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<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>10,748</b>	<b>10,321</b>	<b>9,893</b>
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**REVENUE BUDGET MOVEMENT 2013-14 TO 2014-15**

Item	2013-14 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Sub Total	Growth inc Demography	Savings from Fundamenta l Service Reviews (FSRs)	Directorate Savings	2014-15 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000
Children's Services	15,976	173	111	(21)	2,233	18,472	500	(25)	(1,265)	17,682
Adult & Community Services	38,876	507	81	(14)		39,450	1,174	(778)	(1,773)	38,073
Operations	15,691	175	262	(113)	44	16,059	1,300	(391)	(996)	15,972
Corporate Services	10,323	(130)	140	148	30	10,511	432	(314)	(736)	9,893
Estimated cost of service pay inflation	120		(120)			0	154		0	154
<b>Total Service budgets</b>	<b>80,986</b>	<b>725</b>	<b>474</b>	<b>0</b>	<b>2,307</b>	<b>84,492</b>	<b>3,560</b>	<b>(1,508)</b>	<b>(4,770)</b>	<b>81,774</b>
Environment agency	131	3				134				134
Capital financing and interest	7,303		(1,083)			6,220				6,220
Pensions deficit recovery	1,218	202				1,420				1,420
Contribution from the development fund	(100)		(120)			(220)				(220)
Contributions from balances	0					0				0
<b>Net Requirement</b>	<b>89,538</b>	<b>930</b>	<b>(729)</b>	<b>0</b>	<b>2,307</b>	<b>92,046</b>	<b>3,560</b>	<b>(1,508)</b>	<b>(4,770)</b>	<b>89,328</b>
Special expenses	(951)		7			(944)				(944)
<b>Gross Council Tax Requirement</b>	<b>88,587</b>	<b>930</b>	<b>(722)</b>	<b>0</b>	<b>2,307</b>	<b>91,102</b>	<b>3,560</b>	<b>(1,508)</b>	<b>(4,770)</b>	<b>88,384</b>
Collection Fund - Council Tax (surplus)/ deficit	(173)					(173)	50			(123)
Collection Fund - Business Rates (surplus)/ deficit	0		(62)			(62)				(62)
New Homes Bonus	(1,494)				(658)	(2,152)				(2,152)
Council Tax Reward Grant	(2,270)				1,680	(590)				(590)
RSG and Business Rate Support	(26,118)				146	(25,972)				(25,972)
CT support transition grant	(116)				116	0				0
Cost of empty shops business rate discount	0				150	150				150
Education Services Grant					(1,923)	(1,923)				(1,923)
Parish equalisation grant	66				2	68				68
<b>Net Requirement</b>	<b>58,482</b>	<b>930</b>	<b>(784)</b>	<b>0</b>	<b>1,820</b>	<b>60,448</b>	<b>3,610</b>	<b>(1,508)</b>	<b>(4,770)</b>	<b>57,780</b>

Appendix H Savings Adult and Community Services

Line No.	Description of Saving	Approved by August Cabinet	Approved by December Cabinet	Revised by January Cabinet	Total 2014-15 Savings
<b>Adult &amp; Community Services savings</b>		£'000	£'000	£'000	£'000
<b>Adult Social Care</b>					
1	Enhanced use of Telecare & Telehealth to enable residents to remain living in their own home safely and efficiently.	110			110
2	The expansion of the Shared Lives Scheme schemes that supports residents to remain in the community in a family environment, and inception of a Homeshare scheme where older people with accommodation are matched with those requiring accommodation and able to provide support for their mutual benefit.	360		-285	75
3	A review of all high cost residential and nursing care placements to ensure that appropriate services are being commissioned and for the appropriate cost. To include the embedding of processes for regular review of existing placements and for evaluation of new placements.	90		210	300
4	The development of a transitions strategy and improved transitions planning should enable more individualisation of care that both improves outcomes and lowers cost.	150		-100	50
5	A review of the demand pressures for Nursing Care placements to ensure alternative community based care is offered whenever this is appropriate.	35		115	150
6	Budget Challenge, whereby the social care budget is reviewed to identify areas where efficiency savings can be delivered.	20			20
7	A review of Homecare Commissioning and Contracting is expected to better match supply with demand at an economic price.	40		60	100
8	Management of contract inflation.	50			50
9	Alternative provision of domiciliary support service	40			40
10	Review of Ways into Work governance.	20			20
11	De-registration of 2 x 8 bed registered homes, resulting in additional rental income.	80		-80	0
12	A review of transport budgets including further consideration of proposals contained in the Transport fundamental service review, and efficiencies arising from improved partnership arrangements with the CCG.			80	80
13	De-registration of Dimensions registered homes resulting in additional rental income.	135			135
14	Review of Care Packages and Residential Placements	150			150
15	Review of contracts for people with a Learning disability	30			30
16	Demand management across all services - impact of increased investment in preventative services in partnership with the CCG	250			250
17	Review of high cost direct payments, homecare packages and the direct payments scheme.		142		142
18	Reduced take-up of transport assisted payments scheme and concessionary fares		50		50
19	Review of supported living contracts		50		50

Appendix H Savings Adult and Community Services

<b>Leisure Services</b>					0
20	Introduce parking charges for all centre users and provide no refunds on car park charges at Leisure Centres	15			15
21	Charge for all cemetery services at real cost.	5			5
22	Business Rate relief and tax efficiency measures for sites occupied by Leisure Centres	170	270		440
<b>Library Services</b>					0
23	Review of Museum governance and delivery.	18			18
24	Increase income generation from Outreach activities in libraries.	25			25
25	Additional stock purchased via capital rather than revenue budgets.	35			35
<b>Public Health</b>					0
26	Efficiencies from integration of Adult Social Care, Library and Leisure services into Public Health activities.	164			164
<b>All Services</b>					0
27	DMS - reductions in the charge rates to services for Office print and reductions in the cost of the Print shop. Analysis is being carried out to allocate saving to all Directorates.		47		47
		<b>1,992</b>	<b>559</b>	<b>0</b>	<b>2,551</b>

Line No.	Description of Saving	Approved by August Cabinet	Approved by December Cabinet	For Approval by February Cabinet	Total 2014-15 Savings
<b>Children's Services Savings</b>		£'000	£'000	£'000	£'000
<b>Education &amp; Childcare Services</b>					
1	Phased reduction of bursary funding and staff training in 2 year old settings.	25			25
2	Release the funding previously allocated to provision of Speech and Language Services as this provision is now funded from the High Needs Block of the Dedicated Schools Grant in line with terms of the grant.	275			275
<b>Safeguarding - LDD</b>					
3	Release funding earmarked for growth in respite provision by maintaining expenditure and provision at current levels.	196			196
<b>Children's Services - all services</b>					
4	Efficiency savings from training and workforce development, communications, and printing and stationery costs	90			90
<b>Management &amp; Education &amp; Childcare</b>					
5	Management efficiencies resulting from Children's Services proposed restructure.		150		150
<b>Children &amp; Young People Disability Service</b>					
6	Efficiency savings from the new framework contract for agency workers in the Children and Young People Disabilities Service		30		30
7	Efficiency savings from ongoing review of respite care packages and assessment of needs.		40		40
8	Capitalise expenditure on specialist Occupational Therapy equipment for the home for disabled children.		20		20
9	Transfer the costs of a Family Key Worker post to the High Needs Block of the Schools Budget.		35		35
10	Recharge provision of Occupational Health therapy for children with SEN to the High Needs Block of the Schools Budget.		45		45
<b>Education Standards - School Leadership</b>					
11	Generate additional buy-back income from the full range of traded services provided by Education Standards to schools by delivering an expanded programme of buy-back services, including school leadership training and advice.		50		50
<b>Youth Support</b>					
12	Youth Offending Team - scale back expenditure on Intensive Supervision and Surveillance where there has been low demand for this.		10		10
13	Directions Service -reduce equipment budget		15		15
14	Efficiency savings from bringing services together in re-configured Youth Support area.		20		20
<b>Early Help and First Response</b>					
15	Family Intervention and Support Services - efficiency savings		49		49
<b>Sufficiency and Access</b>					
16	Reprovision Home to School Transport service Reductions from recontracting provision, removal of travel passes for Holyport students travelling to Cox Green for new students, efficiencies in SEN travel and children in need.		158		158
<b>All Services</b>					
17	DMS - reductions in the charge rates to services for Office print and reductions in the cost of the Print shop. Analysis is being carried out to allocate saving to all Directorates.		62		62
18	Review of Directorate structure			20	20
		<b>586</b>	<b>684</b>	<b>20</b>	<b>1,290</b>

Line No.	Description of Saving	Approved by August Cabinet	Approved by December Cabinet	For Approval by February Cabinet	Total 2014-15 Savings
<b>Operations Savings</b>		£'000	£'000	£'000	£'000
<b>Highways &amp; Engineering</b>					
1	Restructure the unit to support broader initiatives including review of contract management and generic community officers	19			19
2	Re-design inspection regimes and develop greater partnership working with Streetcare/ Operations	35			35
3	Fundamental review of grounds maintenance contract (highway verges / grass cutting) to achieve efficiency savings	30			30
4	Street lighting Initiatives: reduce energy costs / risk assessment of reduced structural testing / appraise options for turn-off / dimming of street lighting (subject to community acceptance)	30			30
5	Delete drainage technician post from establishment - working practices adjusted and distributed to existing posts	20			20
6	Local bus contract savings on annual contract spend of £340k - savings derived from the reprocurement and redesign of the Maidenhead bus network	50			50
7	Shopmobility contract includes a reducing annual contract value (£5k - PT99); 'Road Safety Analysis' contract includes an income target to reduce contract costs (£5k - PG18); Reduce highway maintenance fees and legal costs (£5k - PG10)	15			15
8	Additional local bus contract savings		150		150
9	Further local bus contract savings		125		125
10	Income from bus shelter advertising			10	10
<b>Streetcare and Operations</b>					
11	Develop the generic Community Officer role to cover all on-street liaison & support activity	100			100
12	Reduce Emergency Planning, CCTV and Land Drainage operating budgets	10			10
13	Reduce Streetcare operating budgets	10			10
14	Reprocurement of contract for Digital Radio Systems	20			20
15	Savings from restructuring of the Parking team	100			100
16	Increase Coach Park charges in line with those other tourist towns.	25			25
<b>Public Protection</b>					
17	Reduction in waste tonnages to landfill	100			100
18	Restructure of Public Protection unit	70			70
19	Increase in licensing income through operational efficiencies	10			10
20	Efficiencies in Environmental Health	15			15
21	Income from Dynamic Purchasing Scheme (DPS)	20			20
22	Contract savings	15			15
23	Efficiencies in the non-statutory sustainability awareness-raising functions (non waste or Aviation related matters).	35			35

Appendix H Savings Operations

<b>Central Services</b>					
24	Service transformation: improved efficiency through process improvement and a drive towards more self-service options for residents.	67			67
25	Registrars: increased income from changes to the refund process; increase capacity for Nationality Checking Service	21			21
26	Assessment & Intervention Team: automate processes and enable Financial Advice and Benefits (FAB) staff to work remotely	31			31
27	Council Tax administration: introduce charging penalties to those taxpayers who deliberately mislead the council to gain a 25% discount on their Council Tax bill	21			21
28	Council Tax administration: issue Council Tax refunds by BACS rather than cheque	10			10
29	DMS - reductions in the charge rates to services for Office print and reductions in the cost of the Print shop. Saving is subject to a report to November Cabinet. Some of the saving (£167k) has been deducted and will be allocated to other Directorates.		38		38
<b>Cross Directorate</b>					
30	Review of Directorate structure.		85	100	185
		<b>879</b>	<b>398</b>	<b>110</b>	<b>1387</b>

Appendix H Savings Corporate Services

Line No.	Description of Saving	Approved by August Cabinet	Approved by December Cabinet	Total 2014-15 Savings
<b>Corporate Services Savings</b>		£'000	£'000	£'000
<b>Planning and Property Services</b>				
1	Deliver a more cost-effective planning support team.	50		50
2	Shared services with one or more neighbouring local authority.	89		89
<b>Technology &amp; Change Delivery</b>				
3	Migrate ICT services to a cloud-based delivery model over time but retain existing application set (Market Lead)	175		175
4	Implementation of 'Virtual Desktop Implementation' (VDI) across the council, and de-commissioning of current application set.	45		45
5	Restructure of teams to capture efficiencies from new delivery model	80		80
<b>Finance &amp; Procurement</b>				
6	Reduced external audit fee	130		130
7	Restructure of teams to deliver service efficiencies and savings	100		100
<b>HR</b>				
8	Restructure Payroll and HR Operations teams	30		30
<b>Legal Services</b>				
9	Reduce Shared Legal Services spend by capturing some elements of contract work in-house. This will generate pan-council savings.	50		50
<b>Policy &amp; Performance</b>				
10	Withdrawal of Carbon Reduction Commitment Tax		150	150
11	Introduction of annualised hours contracts for Mayor's Officers		6	6
11	Additional saving from outsourcing payroll.		15	15
12	Additional Land Charges income from continued rise in housing market activity.		72	72
<b>All Services</b>				
13	DMS - reductions in the charge rates to services for Office print and reductions in the cost of the Print shop. Analysis is being carried out to allocate saving to all Directorates.		58	58
		<b>749</b>	<b>301</b>	<b>1,050</b>

<b>GROWTH</b>		
<b>Children's Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2013/14 Increase</b>
		£'000
1	Additional social workers	160
2	Children in care placements	340
	<b>Total CS Growth</b>	<b>500</b>
<b>Adult and Community Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2013/14 Increase</b>
		£'000
3	Demographic pressures - Adult Services	826
4	Play ground equipment maintenance	22
5	Housing Benefit subsidy loss due to the cost of temporary accomodation being irrecoverable under Government regulations.	200
6	One year funding for full time caseworker post	25
7	One year funding for full time development post	50
8	Continuation of Sunday opening hours in Libraries	35
9	Increase to cemetery maintenance budget	16
	<b>Total ACS Growth</b>	<b>1174</b>

<b>Operations</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2013/14 Increase</b>
		£'000
10	Additional Community Wardens	120
11	Removal of charges for parking permits	70
12	Removal of the unachievable income target from the Councils in-house printing service now that the operation has been scaled back	250
13	Increased Landfill Tax	260
14	Additional costs associated with waste disposal following the lower than anticipated take-up of food waste recycling	600
	<b>Total Operations Growth</b>	<b>1300</b>

<b>Corporate Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2013/14 Increase</b>
		£'000
15	New Economic Development post	120
16	Planning Enforcement and Tree Team posts	100
17	Regeneration and Property Services posts	92
18	ICT budget pressure due to cloud costs (funded by reduced contribution to capital)	120
	<b>Total Corporate Growth</b>	<b>432</b>

	<b>Total Service Growth</b>	<b>3406</b>
--	-----------------------------	-------------

**PARISH COUNCIL TAX**

The following table shows the Council Tax for each Parish:-

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish & RBWM (b)								
Total (c)								
Royal Borough of Windsor & Maidenhead								
Police and Crime Commissioner for Thames Valley								
Royal Berkshire Fire Authority								
<i>Parishes</i>								
Bisham (a)	22.71	26.50	30.28	34.07	41.64	49.21	56.78	68.14
(b)								
(c)								
Bray (a)								
(b)								
(c)								
Cookham (a)								
(b)								
(c)								
Cox Green (a)								
(b)								
(c)								
Datchet (a)								
(b)								
(c)								
Eton (a)	23.16	27.02	30.88	34.74	42.46	50.18	57.90	69.48
(b)								
(c)								
Horton (a)								
(b)								
(c)								
Hurley (a)	21.83	25.46	29.10	32.74	40.02	47.29	54.57	65.48
(b)								
(c)								
Old Windsor (a)								
(b)								
(c)								

**PARISH COUNCIL TAX**

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish & RBWM (b)								
Total (c)								
<b>Shottesbrooke (a)</b>	Nil							
(b)								
(c)								
<b>Sunningdale (a)</b>								
(b)								
(c)								
<b>Sunninghill &amp; Ascot (a)</b>	16.92	19.74	22.56	25.38	31.02	36.66	42.30	50.76
(b)								
(c)								
<b>Waltham St. Lawrence (a)</b>	14.70	17.15	19.60	22.05	26.95	31.85	36.75	44.10
(b)								
(c)								
<b>White Waltham (a)</b>								
(b)								
(c)								
<b>Wraysbury (a)</b>								
(b)								
(c)								
<b>Unparished Areas (a)</b>								
(b)								
(c)								

**PRECEPTS**

**Parish Precepts compared to last year.**

<i>Parish</i>	2012/13			2013/14			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
<b>Bisham</b>	705.58	24,000	34.01	704.45	24,000	34.07	0.2%
<b>Bray</b>							
<b>Cookham</b>							
<b>Cox Green</b>							
<b>Datchet</b>							
<b>Eton</b>	1,751.49	62,441	35.65	1,653.25	57,442	34.74	-2.6%
<b>Horton</b>							
<b>Hurley</b>	959.54	30,750	32.05	939.08	30,750	32.74	2.2%
<b>Old Windsor</b>							
<b>Shottesbrooke</b>	72.30	Nil	0.00	72.07	0	0.00	
<b>Sunningdale</b>							
<b>Sunninghill &amp; Ascot</b>	6,152.40	149,565	24.31	5,951.17	151,041	25.38	4.4%
<b>Waltham St. Lawrence</b>	642.19	14,000	21.80	634.81	14,000	22.05	1.1%
<b>White Waltham</b>							
<b>Wraysbury</b>							
<b>Unparished Areas</b>							
<b>TOTAL / AVERAGE</b>							

**RBWM and Major Preceptors compared to last year.**

	2012/13	2013/14	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
<b>Royal Borough of Windsor &amp; Maidenhead</b>			
<b>Police and Crime Commissioner for Thames Valley</b>			
<b>Royal Berkshire Fire Authority</b>			
<b>SUB-TOTAL</b>			
<b>Parish (average)</b>			
<b>TOTAL</b>			

**MEDIUM TERM FINANCIAL PLAN  
SUMMARY MTFP 2014-15 TO 2017-18**

Appendix J MTFP

<b>Headline</b>				
RPI at Sept of year prior to budget year	3.20%	2.80%	3.10%	3.40%
CPI	2.70%	2.30%	2.60%	2.90%
Average contract inflation	2.31%	2.16%	2.16%	2.17%
Council Tax %				
Council Tax (£)				

<b>Detail</b>					
Line	Description	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000
<i>Children's Services</i>					
1	Base Budget revised following restructure	15,976	17,682	18,649	19,174
2	Inflation	173	270	375	380
3	Service Pressure	500	150	150	150
4	FYE/Rev Effects previous year decisions	111	0	0	0
5	Effect of Grants adjustments	2,233	558	0	0
6	Fundamental Service Review (FSR) savings	-25	-11	0	0
7	Directorate Savings	-1,265	0	0	0
8	Inter-directorate transfers	-21	0	0	0
<b>9</b>	<b>Children's Services Total</b>	<b>17,682</b>	<b>18,649</b>	<b>19,174</b>	<b>19,704</b>
<i>Adult and Community Services</i>					
10	Base Budget revised following restructure	38,876	38,073	39,510	41,037
11	Inflation	507	743	877	856
12	Service Pressure	1,174	1,008	750	750
13	FYE/Rev Effects previous year decisions	82	-189	-100	0
14	Fundamental Service Review (FSR) savings	-778	-125	0	0
15	Savings from staff contracts	0	0	0	0
16	Directorate Savings	-1,773	0	0	0
17	Inter-directorate transfers	-14	0	0	0
<b>18</b>	<b>Adult &amp; Community Services Total</b>	<b>38,073</b>	<b>39,510</b>	<b>41,037</b>	<b>42,643</b>
<i>Operations</i>					
19	Base Budget revised following restructure	15,691	15,972	16,232	16,758
20	Inflation	175	247	326	296
21	Service Pressure	1,300	260	260	260
22	FYE/Rev Effects previous year decisions	262	60	-60	0
23	Effect of Grants adjustments	44	0	0	0
24	Fundamental Service Review (FSR) savings	-391	-307	0	0
25	Directorate Savings	-996	0	0	0
26	Inter-directorate transfers	-113	0	0	0
<b>27</b>	<b>Operations Total</b>	<b>15,972</b>	<b>16,232</b>	<b>16,758</b>	<b>17,314</b>
<i>Corporate Services</i>					
28	Base Budget revised following restructure	10,323	9,893	9,367	9,583
29	Inflation	-130	-15	96	40
30	Service Pressure	432	120	120	120
31	FYE/Rev Effects previous year decisions	140	0	0	0
32	Effect of Grants adjustments	30	0	0	0
33	Fundamental Service Review (FSR) savings	-314	-631	0	0
34	Directorate Savings	-736	0	0	0
35	Inter-directorate transfers	148	0	0	0
<b>36</b>	<b>Corporate Services Total</b>	<b>9,893</b>	<b>9,367</b>	<b>9,583</b>	<b>9,743</b>
<i>General</i>					
37	General pressures and savings b/f	120	154	-4,944	-10,921
38	Estimated cost of pay inflation 2013/14	-120	0	0	0
39	Estimated cost of pay inflation 2014/15	154			
40	Other pressures	0	250	250	250
42	Savings (to be identified) / surplus to in-year requirement	0	-5,348	-6,227	-5,800
<b>43</b>	<b>Total Service Expenditure</b>	<b>81,774</b>	<b>78,814</b>	<b>75,631</b>	<b>72,933</b>

**MEDIUM TERM FINANCIAL PLAN  
SUMMARY MTFP 2014-15 TO 2017-18**

<b>Headline</b>					
	RPI at Sept of year prior to budget year	3.20%	2.80%	3.10%	3.40%
	CPI	2.70%	2.30%	2.60%	2.90%
	Average contract inflation	2.31%	2.16%	2.16%	2.17%
	Council Tax %				
<b>44</b>	<b>Non Service Costs</b>				
45	Debt Finance cost	5,294	5,639	5,940	5,940
46	Interest on Balances	-504	-380	-418	-456
47	Revenue Contributions to Capital	1,430	1,444	1,444	1,444
48	Environment Agency Levy	134	137	140	143
49	Pensions deficit recovery	1,420	1,622	1,824	2,026
	From/ to reserves				
50	- Development Fund	-220	-220	-100	-100
<b>51</b>	<b>Total Non Service Costs</b>	<b>7,554</b>	<b>8,242</b>	<b>8,830</b>	<b>8,997</b>
<b>52</b>	<b>TOTAL BUDGET COST</b>	<b>89,329</b>	<b>87,056</b>	<b>84,461</b>	<b>81,930</b>
	<b>Support</b>				
53	RSG and Business Rate Support	-25,972	-23,032	-19,617	-16,883
54	Business Rates discount	150	150	150	150
55	CT support transition grant	0	0	0	0
56	Parish equalisation grant	68	68	68	68
57	Education Services Grant	-1,923	-1,365	-1,365	-1,365
58	New Homes Bonus - keep growth for 6 years	-2,152	-2,652	-3,152	-3,034
59	Council Tax Reward Grant 2014/15	-590	-590	-590	-590
60	Council Tax Reward Grant 2015/16		-590	-590	-590
61	Collection Fund - Council Tax (Surplus) / Deficit	-123	0	0	0
62	Collection Fund - Business Rates (Surplus) / Deficit	-62	0	0	0
63	Less Special expenses	-944	-944	-944	-944
<b>64</b>	<b>Sub Total Support</b>	<b>-31,548</b>	<b>-28,955</b>	<b>-26,040</b>	<b>-23,188</b>
<b>65</b>	<b>NET BUDGET REQUIREMENT</b>	<b>57,781</b>	<b>58,101</b>	<b>58,421</b>	<b>58,742</b>
66	Council Tax Base (Band D)				
67	Council Tax Band D (£.p)				

**JUSTIFICATION OF THE LEVEL OF BALANCES 2014/15**

	Potential Cost £000	Risk	Average Risk £000
<b>Economic risks</b>			
Dip in the economy reduces income from all fees and charges by 5%	750	50%	375
Impact of inflation in excess of Medium Term Financial Plan	500	50%	250
Risk of NDR non collection	1,000	40%	400
Council Tax Support non 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)	500	30%	150
Impact of 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	200	60%	120
<b>Capital Risk</b>			
Potential requirement to cover emergency capital project e.g. street lighting, highways, boilers etc	500	50%	250
<b>Savings risks</b>			
Protected Salaries	150	30%	45
Impact of savings that are more difficult to implement	1,000	50%	500
<b>Impact of Service Increases</b>			
Safeguarding	250	40%	100
Withdrawal of PCT funding for Continuing Health care	1,000	60%	600
Adult Services	500	50%	250
Salary pressure on key workers	500	50%	250
<b>Total of potential risks (unlikely all to coincide)</b>	<b>7,600</b>		
<b>Total Average Risk in Single Year</b>			<b>3,460</b>
<b>Provide for 18 months to enable corrective action</b>			<b>5,190</b>

**Appendix L****PRUDENTIAL INDICATORS 2012/13 TO 2015/16**

The actual figures for 2012/13 and the estimates for 2 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.

	2012/13 Actual	2013/14 Estimate	2014/15 Estimate
<b>Capital Expenditure (£m)</b>	£17.0m	£34.0m	£28.6m
<b>Ratio of financing costs to net revenue stream</b>			
- Non-loan financed	16.6%	31.1%	26.9%
- Loan financed	7.1%	7.3%	7.7%
<b>Capital Financing Requirement (£m)</b>	61.7	65.4	67.0

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.

	2012/13	2013/14	2014/15
<b>Authorised limit for external debt (£m)</b>	£80m	£84m	£87m

The Council also approves the following boundary for external debt for the same period.

	2012/13	2013/14	2014/15
<b>Operational boundary for external debt (£m)</b>	£64m	£67m	£69m

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:

	2013/14	2014/15
<b>for the Band D Council Tax Payer</b>	£8.09	£12.05

**Interest Rate Exposure**

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2012/13 to 2014/15 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 2012/13 to 2014/15 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 @ December 2013**  
**(Approved by Cabinet on 24/10/13)**

<b>Fitch Ratings</b>	<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 Government</b>				
Debt Management Office	F1+	AA+	Stable	no limit
<b>Banks</b>				
Abbey National Treasury	F1	A	Stable	15
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays Bank	F1	A	Stable	15
Clydesdale Bank	F1	A	Stable	15
HSBC	F1+	AA-	Stable	15
Lloyds Banking Group	F1	A	Stable	15
National Australia Bank	F1+	AA-	Stable	5
Royal Bank of Canada	F1+	AA	Stable	5
Royal Bank of Scotland	F1	A	Stable	15
Santander UK	F1	A	Stable	15
Standard Chartered	F1+	AA-	Stable	15
Ulster Bank	F1	A-	Stable	5
<b>Building Societies</b>				
Coventry	F1	A	Stable	5
Nationwide	F1	A	Stable	5
<b>Local Authorities</b>				
All UK Local Authorities, with the exception of those with reported financial irregularities.				10
<b>Money Market Funds</b>				
All money market funds with a Fitch AAA long term credit rating, including:				
Federated Short Term Sterling Prime Fund		AAA		10
IGNIS Sterling Liquidity Fund		AAA		10
Insight GBP Liquidity Fund		AAA		10

**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

### Report by the Head of Finance

The Head of Finance as the Council's chief finance officer is required, under s25 of Part 2 of the Local Government Act 2003 to report to the Council on the robustness of the estimates.

1. The Revenue estimates have been drawn up using 2013-14 as a base and adjusting that base using best estimates of known changes.
  - Inflation and pay awards. Inflation on contracts has been applied using the appropriate indices. A £150k provision has been made for staff pay. Use of this provision will be the subject of a report to the Employment Panel
  - Revenue effects of the capital programme
  - Changes in specific grant income
  - Unavoidable increases in costs
  - Changes in income from fees and charges
  - Policy commitments of the Council
  - Changes in services resulting from statutory changes
  - Outcomes of Service Reviews
2. The Financial impact of the above has been calculated using the best estimates available to the Head of Finance and his staff.
3. Each Director is satisfied that the resources proposed in this budget would, if approved by Council, be adequate for them to fulfil their duties and deliver the policies of the Council.
4. Capital Programme
5. The Capital Programme has been compiled using reasonable estimates of costs. These estimates are based on:
  - Schedule of rates
  - Tender sums
  - Market rates for similar work
  - Scales of charges for professional fees
  - Income from sales of surplus capital assets and developer contributions
  - Income from Government grants.
6. The size of the Capital Programme has been determined with regard to the resources available to finance it.

## Capital Resources

A proportion of the Council's Capital Programme is of a recurring nature relating to 'short-life assets'. Whilst it is common practice to fund this expenditure from long term borrowing the Borough is now able to fund all its 'short-life assets' (plant, vehicles and equipment) from revenue.

1. The Council continues to actively pursue developer's contributions, which have become an important source of capital funding. To date in 2013-14 the Borough has received £4.70m which compares with £6.81m received in 2012-13.
2. New schemes, that attract s106, totalling £2.53m, have been included in the proposed capital programme.
3. It is anticipated that the Council will use any Capital Receipts received in 2014-15 to fund the committed programme. The Council's policy will continue to avoid linking receipts with specific initiatives, unless there is a clear link and to make any receipts the first call on any requirement for Borough funding for the capital programme.
4. Capital Grants - the Council has been notified of the following Capital Grants to date that will be used to support the Capital Programme.

	2013-14	2014-15
	£m	£m
Schools Devolved Formula Capital inc VA Schools	0.422	tbc
Children, Families & Schools - Schools	5.245	tbc
Transport – LTP	2.555	2.777
Local Sustainable Transport Grant	0.233	0.122
Disabled Facility Grant	0.317	0.325
LASSL (Social Services)	0.256	0.261

5. Government grants, new and accumulated, fund £20.82m of the proposed capital programme.
6. Reserves earmarked for capital purposes – the Borough's Capital Fund is designed to fund up to £1.6m of short life assets each year.

7. Borrowing – the Council has the ability to borrow money over periods up to 60 years to finance investment in its infrastructure.
8. Minimum Revenue Provision (MRP) – Capital financing regulations require local authorities to include in its annual budget requirement a minimum revenue provision for the repayment of any long term loans taken out to finance capital expenditure. The level of this provision is defined by the Council as part of its Treasury Management strategy. In theory this provision builds up a cash reserve that is available to repay that loan on its due date, in practice however local authority Treasury Management policies allow this cash to be used (particularly when returns on the investment of that cash are low) to finance new capital spend. This is done on the understanding that when loans are due to be repaid they are refinanced rather than repaid. Over the next 3 years a further £2.5m of MRP will become available annually.
9. With the Capital Fund discussed above, recycled MRP provides revenue funding sufficient to finance a £4m programme funded from Council Resources i.e. excluding grant and developer contributions.
10. The proposed capital programme takes account of the need to spend capital to maintain and improve the Council's capital assets, and to invest to achieve future savings.

## ADULT & COMMUNITY SERVICES

Period or Unit of charge

2014/15

£

### GENERAL

These charges are operative from 1st April 2014, except where they are based on Income Support rates, in which case they are operative from the date these are updated.

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.

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.

### CARE FOR ADULTS

#### Residential Care

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.

The minimum assessed contribution in private and voluntary homes will be equal to the Income Support & premium received by the resident, less their statutory personal allowance. The maximum charge is the actual cost to the Council as charged by the home.

#### Homes for the Elderly - residential care

Standard charge to other Local Authorities and full cost payers

Residential Home placements	week	672.00
Nursing Home placements	week	833.00

#### Homes for People with Learning Disability - residential care

Homeside Close and Winston Court - Standard Charge to other local authorities

week 1519.00

Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance

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.

#### Homes for People with Learning Disability - Respite care

9 Allenby Road - Standard Charge to other local authorities

Weekdays Mon-Thurs	night	428.00
Weekends Fri-Sun	night	498.00

## ADULT & COMMUNITY SERVICES

Period or Unit of charge 2014/15  
£

### Homecare

Standard Charge	hour	16.00
Shopping service - standard cost	hour	11.50
Shopping plus - standard cost	hour	13.00
Charge to Other Local Authorities: Short Terr	Day Night	42.00 84.00

NB. Typically provided in emergency situations, therefore, premium charge.

### Meals

Meals on wheels	meal	3.50
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### Learning Disability: activity charge to other local authorities

morning or afternoon session in daycentre for

ratio 1:1	session	100.00
ratio 1:2	session	71.00
ratio 1:3	session	50.60
ratio 1:5	session	32.50
ratio 1:10	session	18.80

### Respite Care - Charge to service users

Up to 4 weeks respite care are provided at the following rates

Service Users aged 18-24	night	Figures not available until Jan 14
Service Users aged 25+, not in receipt of state pension	night	
other non-dependant adult service users	night	
other non-dependant adult service users	week	

The Council's charging policy links the charge for Respite care to appropriate income support rates.

### Room Hire - Learning Disability Day Centres

6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday

Ground Floor, Hall & Kitchen	Hour	21.70
Dance Studio	Hour	15.60
Music	Hour	13.30
Art Room	Hour	13.30

There is an additional charge for public liability insurance and staffing when required

### Blue Badge - From 1st February 2013

Blue badge	Per Badge	10.00
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## ADULT & COMMUNITY SERVICES

Period or Unit of charge

2014/15

£

### SELF DIRECTED SUPPORT

PBH is an abbreviation for "Personal Budget Holder"

These Rates were set in February 2010, with the introduction of Personal Budgets under "Transforming Social Care". The introduction of personal budgets will continue over the year and in order to facilitate this introduction it is not proposed to increase these rates in April 2013.

Note - 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.

#### Learning Disability: day activity charge

morning or afternoon session in daycentre for RBWM - PBH

ratio 1:1	session	81.50
ratio 1:2	session	40.70
ratio 1:3	session	32.60
ratio 1:5	session	16.30
ratio 1:10	session	8.10

transport single Journey to day centre/activity  
(max 2 charges per session)

per journey 5.00

#### Older Persons: Day Centres

RBWM - PBH

per day 58.00

transport single Journey to day centre/activity  
(max 2 charges per session)

per journey 5.00

#### Older Persons: Homecare

	Personal Assisitants	per hour	14.00
	Standard Homecare	per hour	16.00
	Enhanced Homecare	per hour	19.00
Day	STR&S excluding rehabilitation	per hour	32.00
Night	STR&S excluding rehabilitation	per hour	64.00

Meals on wheels

meal 3.50

#### Older Persons: Residential Respite

In residential and nursing homes, arranged by the Council

per week 469.00

#### Homes for People with Learning Disability - Respite care

RBWM - PBH

night 150.00

<b>ADULT &amp; COMMUNITY SERVICES</b>
---------------------------------------

	Period or Unit of charge	<u>2014/15</u>
		<u>£</u>
<b>ALLOWANCES</b>		
<b>Direct Payments - Rates payable to service user</b>		
Scheme A		
Recommended standard rate of pay to personal assistant	hour	9.68
Standard Rate including all oncosts	hour	12.10
Recommended enhanced rate of pay to personal assistant	hour	17.86
Enhanced Rate including all oncosts	hour	22.32
Start up and emergency reserve	one-off	500.00
Scheme B		
Under 10 hours per week	hour	16.00
<b>Assisted Transfers - Housing</b>	per move	
from 1 bed to a bedsit		750.00
from 2 bed with garden to a bedsit		3,750.00
from 2 bed with garden to 1 bed property		2,500.00
from 2 bed without garden to bedsit		2,500.00
from 2 bed without garden to 1 bed property		1,750.00
from 3 bed to bedsit		6,250.00
from 3 bed to 1 bed property		5,000.00
from 3 bed to 2 bed with Garden		2,500.00
from 3 bed to 2 bed without Garden		3,750.00
from 4 bed to bedsit		7,500.00
from 4 bed to 1 bed property		6,250.00
from 4 bed to 2 bed with Garden		3,250.00
from 4 bed to 2 bed with without Garden		5,000.00
from 4 bed to 3 bed		2,500.00

## ADULT & COMMUNITY SERVICES

2014/15

£

### WINDSOR LEISURE CENTRE

#### DAY RATE: NON-ADVANTAGE CARD HOLDERS:

Adult	2.30
Junior	1.30

Prices are shown for Advantage card holders. Non-card holders are charged the above daily admission rates.

#### SWIMMING:

Family	12.50
Adult	3.90
Junior	2.50
Senior	2.20
Disabled (non-resident)	2.20
Swimability (Resident, registered ID required)	Free

#### SPORTS ACTIVITIES:

		Per Hour
Badminton		11.00
Badminton-Advantage Plus		5.00
Table Tennis-Advantage Plus		5.00
Team Games	Half hall 55 minutes	52.00
Team Games	Half hall 90 minutes	72.00

#### GYM:

Induction		9.00
Casual Use	Peak	7.20
Advantage Plus Workout	Peak	3.80
Advantage Plus Workout	Off Peak	1.50
Advantage Plus Induction		Free
Advantage Plus GP Referral 3 month prescription		Free
GP Referral 3 month prescription		34.75
Personal Exercise Programme (refresh)		12.50
Fitness assessment		10.50
Fitness assessment and programme		21.00
Memberships:-		
Monthly Direct Debit-Standard		51.30
Monthly Direct Debit-Day time		40.00
Monthly Direct Debit-Partners		82.00
3 months-Standard		159.00
3 months-Day time		114.00
12 month lump sum-Standard		566.00
12 month lump sum-Day time		438.00
12 month lump sum-Partners		913.00
12 months Standard-Family		974.00

#### STUDIO:

Peak - Standard Monday-Friday after 4pm and weekends		6.40
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#### CRECHE:

General Session	up to 1.5hrs	4.10
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<b>ADULT &amp; COMMUNITY SERVICES</b>
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**2014/15**

HEALTH SPA:

Sauna / Steam - Standard		7.80
Gym / Sauna / Steam - Standard		10.20
Spa - Advantage Plus		4.60

PLAYZONE:

General Session		4.00
Advantage Plus		1.60

MAIN HALL (For Events Use):

Half Hall	per half hour	162.75
Whole Hall	per hour	370.65

ROOM HIRE:

Dance Studio	from / hour	43.00
Activity Studio	from / hour	32.00
Rehearsal Studio	from / hour	37.50
Shallows Bar	from / hour	32.00
Thames Room	from / hour	37.50

£

## ADULT & COMMUNITY SERVICES

2014/15

£

### MAGNET LEISURE CENTRE

#### DAY RATE: NON-ADVANTAGE CARD HOLDERS:

Adult	2.30
Junior	1.30

Prices are shown for Advantage card holders. Non-card holders are charged the above daily admission rates.

#### SWIMMING:

Adult	3.70
Junior	2.20
Senior	2.20
Disabled (non-resident)	2.20
Swimability (Resident, registered ID required)	Free

#### SPORTS ACTIVITIES:

Per Hour

Badminton	11.00
Badminton-Advantage Plus	5.00
Table Tennis-Advantage Plus	5.00
Squash-Advantage Plus	5.00
5-a-side football	55.00
Volleyball	33.00
Squash	8.50
Outdoors (Kidwells Park)	
Netball	15.40
Football	18.40
Tennis	6.70
Floodlights	6.40

#### GYM:

Induction		9.00
Casual Use	Peak	7.20
Advantage Plus Workout	Peak	3.80
Advantage Plus Workout	Off Peak	1.50
Advantage Plus Induction		Free
Advantage Plus GP Referral 3 month prescription		Free
GP Referral 3 month prescription		34.75
Personal Exercise Programme (refresh)		12.50
Fitness assessment		10.50
Fitness assessment and programme		21.00
Aerobics		6.00

#### Memberships:-

Monthly Direct Debit-Standard - MLC only	41.00
Monthly Direct Debit-Standard	51.30
Monthly Direct Debit-Day time	40.00
Monthly Direct Debit-Partners	82.00
3 month lump sum-Standard	159.00
3 month lump sum-Day time	114.00
12 month lump sum-Standard	566.00
12 month lump sum-Day time	438.00
12 month lump sum-Partners	913.00
12 months Standard-Family	974.00

#### CHEEKY CHARLIES:

Child		4.10
Child-Advantage Plus		1.60
Exclusive Hire:-	Weekdays	114.00
	Weekends	133.00

<b>ADULT &amp; COMMUNITY SERVICES</b>
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2014/15

£

ROOM HIRE:

Pearce Suite

Weddings

from / day

2,663.00

Sports Event

from / hour

55.00

Charity Event Weekday-excludes staffing

from / day

815.00

Charity Event Weekends-excludes staffing

from / day

1,025.00

Commercial Event

from / day

3,865.00

Main Hall

Weddings

from / day

5,210.00

Sports Event

from / hour

113.00

Commercial Event

from / day

5,335.00

## ADULT & COMMUNITY SERVICES

2014/15

£

### CHARTERS LEISURE CENTRE

#### DAY RATE: NON-ADVANTAGE CARD HOLDERS:

Adult	2.30
Junior	1.30

Prices are shown for Advantage card holders. Non-card holders are charged the above daily admission rates.

#### SPORTS ACTIVITIES:

Per Hour

Badminton	Peak	9.60
Badminton	Off Peak	8.10
5-a-side football	Sports Hall	48.60
Basketball	Sports Hall	48.60
Cricket Nets	Sports Hall	48.60
Squash	Peak	8.40
Squash	Off Peak	7.10
Outdoors (Hard Courts)		
Netball		12.50
Netball	Floodlit	16.50
Football		35.50
Football	Floodlit	42.00
Tennis		6.50
Tennis	Floodlit	9.50
Astro Pitch	Half pitch	46.30
Astro Pitch	Whole pitch	75.30
Equipment Hire		1.40
Squash Balls / Racket Grips		3.90

#### GYM:

Casual Use	Peak	6.40
Casual Use	Off Peak	5.00
Senior/Disabled	Anytime	3.80
Advantage Plus workout	Peak	3.80
Advantage Plus workout	Off Peak	1.50
Induction & Welcome Workout		9.00
Fitness Assessment		10.50
Fitness Assessment-Generations		10.50
Fitness Assessment & Personal Programme		21.00
Personal Exercise Programme		12.50
16-19's	Up to 6pm	3.80
SMILE	Off Peak only	3.80
GP Referral - 3 month prescription		34.75
Student	Anytime	3.80
School Holiday Junior Gym	Set hours	2.30

#### ACTIVITIES:

Holiday Camps	Per day	19.50
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#### ROOM HIRE:

Function Hire i.e. wedding	Per hour - Including bar staff	77.50
Gymnasium Hall Hire:	Peak	24.50
Gymnasium Hall Hire:	Off Peak	21.00
Gymnasium Hall Hire:	Per hour	31.50

<b>ADULT &amp; COMMUNITY SERVICES</b>
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2014/15

£

**COX GREEN LEISURE CENTRE**

DAY RATE: NON-ADVANTAGE CARD HOLDERS:

Adult	2.30
Junior	1.30

Prices are shown for Advantage card holders. Non-card holders are charged the above daily admission rates.

SPORTS ACTIVITIES:

Per Hour

Badminton	11.00
5-a-side football	43.00
Basketball / Netball	43.00
Cricket Nets	43.00
Table Tennis	6.00
Outdoors (Hard Courts - Floodlit)	
Netball	21.00
Football	21.00
Tennis	7.00
Outdoor Cricket Nets	10.00

3RD GENERATION ALL WEATHER PITCH:

Adult	Half Pitch	56.00
Adult	Whole Pitch	112.00
Junior	Half Pitch	34.00
Junior	Whole Pitch	68.00

GYM:

Casual Use	Peak	6.20
Senior/Disabled	Anytime	3.80
Induction & Welcome Workout		9.00
Fitness Assessment		10.50
Fitness Assessment & Personal Programme		21.00
Personal Exercise Programme		12.50

<b>ADULT &amp; COMMUNITY SERVICES</b>
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	<u>2014/15</u>	<u>2014/15</u>
	£	£
<b>ALLOTMENTS</b>		
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-	Grade of Plot	
	A	262.00
	A	61.75
	B	54.00
 <b>CEMETERIES AND CHURCHYARDS</b>		
STANDARD BURIAL:	Non-Residents	Residents
Grant of exclusive right of burial for 50 years, including right to erect memorial	2,348.00	1,174.00
Burial Fees	-	
For three - Braywick Cemetery only	2,324.00	1,162.00
For two	1,968.00	984.00
For two - Oakley Green Cemetery only	1,968.00	984.00
For one	1,788.00	894.00
Child 7 to 17 years	852.00	426.00
Child up to 6 years	404.00	202.00
Additional charge for a casket	756.00	378.00
 INFANT BURIAL:		
Grant of exclusive right of burial for 50 years, including right to erect memorial	556.00	278.00
Burial Fee	212.00	106.00
 CREMATION PLOT:		
Grant of exclusive right of burial for 50 years, including right to erect memorial	1,150.00	575.00
Burial Fee	616.00	308.00
 CREMATION CHAMBER:		
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,240.00	620.00
Renew grant of exclusive right of burial for a further 10 years	604.00	302.00
Re-open for a second interment of ashes	426.00	213.00
 MEMORIALS:		
Additional inscription / replacement stone	41.00	41.00
Wall plaque	52.00	52.00
Cremation tablet	52.00	52.00
Vase or book on cremation plot or grave	52.00	52.00
Reservation of wall plaque for 7 years	103.00	52.00
Stake in Ground Plaque - prices from:-	150.00	150.00

<b>ADULT &amp; COMMUNITY SERVICES</b>
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	<u>2014/15</u>	<u>2014/15</u>
	£	£
<b>CEMETERIES AND CHURCHYARDS</b>	Non-Residents	Residents
<b>MISCELLANEOUS:</b>		
Record research fee	52.00	52.00
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,162.00	581.00
Scatter cremated remains in Garden of Remembrance	358.00	179.00
Interment outside prescribed hours (minimum charge)	207.00	207.00
Minimum cost for specific needs	207.00	207.00
Private grave registration transfer	52.00	52.00
Hire of chapel	155.00	155.00
Copy of Deed	52.00	52.00
 <b>PARKS AND OPEN SPACES</b>		
	Per Match (Ex. VAT)	Per Season
<b>FOOTBALL:</b>		
Grade A Pitch		1,571.00
Grade B Pitch		1,191.00
Mini Football Pitch - Marked 2hr session	up to a maximum of	Free
 <b>RUGBY:</b>		
Braywick / Home Park		1,985.00
Mini Rugby Pitch - Marked 2hr session	up to a maximum of	Free
 <b>CRICKET:</b>		
Home Park		2,646.00
 <b>LAWN TENNIS:</b>		
Home Park		1,213.00
 <b>MISCELLANEOUS:</b>		
Royal Windsor Dog Show		5,950.00
Triathlon		4,800.00
Horse Show		5,950.00

## ADULT & COMMUNITY SERVICES

		<u>2014/15</u>	<u>2014/15</u>
		£	£
<b>LIBRARIES</b>			
<b>OVERDUE RETURNS (PER LOAN PERIOD):</b>		Per Day	Max. per Item
Adult Books & Magazines		0.20	9.50
Children's/Teenage Books & Magazines		0.05	9.50
CDs/Tapes/Playaway Audio Books		0.20	9.50
DVDs / CD-ROMs/Video Games		0.80	9.50
 <b>AUDIO / VISUAL LOAN CHARGES:</b>		 Per Item / session	 Advantage Card Holder
Adult - CDs	per item for 3 weeks		
	1 to 2 discs	2.30	2.20
	3 to 6 discs	3.00	2.80
	7 or more discs	3.50	3.25
Adult - Tapes	per item for 3 weeks		
	1 to 2 tapes	1.70	1.60
	3 to 6 tapes	2.00	1.90
	7 or more tapes	2.30	2.20
Playaway Audio Books		2.40	2.20
CD-ROMs	per item for 3 weeks		
DVDs	per item for 1 week		
	New released titles-first 8 weeks in stock	2.95	2.75
	Single Disc in stock for longer than 8 weeks	2.60	2.40
Video Games	per item for 3 weeks	3.56	3.25
<b>RESERVATIONS:</b>			
Adult books & Magazines	"Staff" reservations-in RBWM stock	-	-
Adult books & Magazines	"Online" reservations-in RBWM stock	-	-
Adult books & Magazines	Books from SELMS partnership libraries	3.00	3.00
Inter-Library Loans	Standard Rate	5.50	5.00
Inter-Library Loans	Student Discount Rate (with ID)	2.00	2.00
Urgent and Specialists	Current full British Library charges will apply	POA	POA
Music scores and play sets		POA	POA
<b>LIBRARY EVENTS:</b>	Children (minimum)	3.50	3.00
	Adults (minimum)	5.50	5.00
 <b>REFERENCE LIBRARY SERVICES:</b>			
Printing from Electronic Information sources - per A4 sheet			
	Black and White	0.26	0.26
	Colour	0.52	0.52
Copying of photographs - per print	Scan and laser print	7.00	6.00
	Photographic print	31.00	29.00
Research	Per 15 minutes (or part) (first 30 mins free)	8.00	6.50

## ADULT & COMMUNITY SERVICES

		<u>2014/15</u>	<u>2014/15</u>
		£	£
<b>PHOTOCOPYING:</b>			
Per A4 copy	Black and White	0.15	0.15
Per A3 copy	" " "	0.30	0.30
Per A4 copy	Colour	0.30	0.30
Per A3 copy	Colour	0.60	0.60
<b>FAX:</b>			
Sending in UK	1st sheet	1.55	1.30
	Each subsequent sheet	0.75	0.70
Sending to EU Countries	1st sheet	2.90	2.50
	Each subsequent sheet	1.60	1.50
Sending to rest of world	1st sheet	4.75	4.15
	Each subsequent sheet	2.70	2.35
Receiving - per message		1.75	1.40
Printing from Microform & Microfiche	Per A4 copy	0.57	0.52
	Handling P&P (minimum)	1.08	1.08
	Printing from customer's microform	0.52	0.41
<b>LOST AND DAMAGED ITEMS:</b>			
Lost Books & Magazines-per volume / issue			
Items in print / loaned from outside RBWM			Full replacement cost+15% admin
Out of print adult hardback fiction	incl 15% admin	24.28	
Out of print adult hardback non-fiction	incl 15% admin	26.44	
Out of print adult paperback fiction	incl 15% admin	9.92	
Out of print adult paperback non-fiction	incl 15% admin	15.70	
Out of print children's hardback	incl 15% admin	13.02	
Out of print children's paperback	incl 15% admin	7.64	
<b>Damaged Books &amp; Magazines -per volume / issue</b>			
Damage to new items			Full replacement cost+15% admin
One or more pages damaged to affect issue			Full replacement cost+15% admin
Water damage / Chewed books			Full replacement cost+15% admin
Scribbling all over book, underlining etc.			Full replacement cost+15% admin
Damage to plastic jacket			1.45
<b>Audio Visual Items</b>			
Lost or damaged tapes			
	1-2 Tape Set	13.17	
	3-6 Tape Set	39.93	
	7+ Tape Set	64.77	
	Replacement tape (where possible)	7.75	
<b>LOST AND DAMAGED ITEMS:</b>			
Audio Visual Items			
	Lost or damaged CDs 1-2disc	22.00	
	Lost or damaged CDs 3-6 disc	51.80	
	Lost or damaged CDs 7+ disc	76.65	
	Lost or damaged CD-ROMs	41.56	
	Lost or damaged video games	55.06	
	Lost or damaged DVDs	24.29	
Replacement membership card		1.91	

<b>ADULT &amp; COMMUNITY SERVICES</b>
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	<u>2014/15</u>	<u>2014/15</u>
	£	£
<b>ROOM &amp; EXHIBITION HIRE (All Libraries):</b>		
Commercial Organisations-per hour	30.99	
Commercial Organisations-per 1/2 day	82.64	
Commercial Organisations-per day	123.96	
Non-Commercial Organisations (charged services) per hour	25.83	
Non-Commercial Organisations (charged services) per 1/2day	51.65	
Non-Commercial Organisations (charged services) per day	77.48	
Other Borough Based Community Groups-per hour	12.40	
Other Borough Based Community Groups-per 1/2day	30.99	
Other Borough Based Community Groups-per day	41.32	
(Kitchen facilities included in all rates per hire, refreshments price ph on app.)		
Cancellation fee for bookings cancelled within one month	20% of Fee	
Weekly or 'subsequent day' rates negotiable		
 <b>USE OF LIBRARY COMPUTER:</b>		
Per half hour, to 'Guest' (non-members)	1.55	
Per half hour, to Library Members	1.03	
(Advantage Card Holders to have 45 minutes use per day free of charge)	-	
Per additional half hour to Advantage Card holders	1.03	
Library Members aged 12-17	-	
<b>MUSEUM</b>		
<b>ENTRY FEE FOR NON-ADVANTAGE CARD HOLDERS:</b>		
Museum only	3.10	
Museum & Conducted/Audio Tour of Guildhal	5.17	
<b>ENTRY FEE FOR ADVANTAGE CARD HOLDERS:</b>		
Museum only		Free
Museum & Conducted/Audio Tour of Guildhall		Free
Museum and Local Studies Collection		Free
 <b>IMAGE CHARGES:</b>		
Commercial Use	EU Rights	World Rights
Book	61.98	73.34
Exhibition	61.98	73.34
Journal / Magazine	61.98	73.34
Book Jacket	78.51	89.87
TV/Film per image screened	78.51	89.87
DVD or CD-Rom	78.51	89.87
Postcard, Calendar, Publicity Brochure etc	78.51	89.87
Website	N/A	89.87
Other Use	POA	POA
Invoice Admin Fee	56.82	56.82

Line No	Scheme name	Directorate	Ward	Panel	Description	Financials				Boro' Cumul £'000
						Gross £'000	S106 £'000	Income Other £'000	Net £'000	
	Fully Funded									
	Part Funded									
	Borough Funded									
<b>2014/15 Schemes to be Approved</b>										
1	Ascot Library and Community Room Improvements	Adult	Ascot and Cheapside	Adult	Ascot Durning Library is located within the Ascot Racecourse complex and is co-located with Ascot Community Room. £10K has been allocated via budget code CR78 to make improvements. A further £36.5K from S106 is being requested so that works required to re-orientate the existing customer counter within the Library and to replace outdated self service technology can be undertaken. Introduction of modern self service kiosks offer scope to extend self service and the capacity for residents to complete self service payments for a range of defined Council services in addition to those related to Library business and include CHIP and PIN functionality. Ascot Community Room, which is used on Race days as a staff canteen, has scope, with some modifications and improvements, as a Library managed income generating space. The refurbished space, with improved flooring and updated modern decor will have potential to attract increased interest as an income generating space both in terms of leisure and learning pursuits.	37	(37)	-	-	-
2	Cox Green Library Improvements	Adult	Cox Green	Adult	Cox Green Library is co-located with the Community Hall and Leisure Centre on the site of Cox Green Academy. It is a dual use Library serving both residents and students of Cox Green Academy. Introduction of self service presents opportunity to develop service delivery for both customer groups. The refurbished space, including a customer POD demonstrating a smaller footprint than the existing counter area, will create an attractive ambience and a flexible library space more in keeping with the requirements of residents in the 21st century.	32	(32)	-	-	-
3	Maidenhead Library Shelving Renewal	Adult	All	Adult	Maidenhead Library, a Grade II listed iconic building, is undergoing S106-funded improvements to teenage, ICT and information services. The shelving on the first floor was installed in 1973 and has become tarnished and rusted. This request asks for S106 funding to be released to allow for the first floor shelving systems to be re-designed to create a modern and fit-for-purpose library service within the main town library better able to deal with the customers it serves.	18	(18)	-	-	-
4	Windsor Library Internal Improvements	Adult	All	Adult	Windsor Library has benefited from some S106 investment that has been used for implementing a new layout, modern furniture and design. This additional allocation will improve access to income-generating material, allow better use of staff resource and improvements to the teenage library offer whilst unifying the 'look and feel' of the library.	12	(12)	-	-	-
5	Allens field phase II works	Adult	All	Adult	Phase 2 of works funded entirely by S106 contributions to increase access to Allens Field. The project includes further tree works, installation of seats, signage, bins, stairs, and ramps and landscaping to create additional entrances in to the park	75	(75)	-	-	-
6	Parks Improvements	Adult	All	Adult	This project is for smaller installations of seats, bins, new paving, tree and shrub planting schemes in various parks throughout the borough. The projects are all 106 funded and are let as combined contracts to achieve economies of scale. Planting of shrub beds will be undertaken during the autumn and winter period, other hard landscaping will be undertaken outside of the busy summer period. All the projects will increase capacity in smaller parks. The borough has control of 56 parks and open spaces these projects will be undertaken in a large number of parks, including Trinity open space, Imperial Park, Longboon, Castle Farm Spinney, Knights Close, Hemwood Dell	60	(60)	-	-	-
7	Sunninghill Library Improvements	Adult	Ascot and Cheapside	Adult	Sunninghill is a small community library centrally located in the heart of Sunninghill village. A capital investment of £7K, budget code CL12, has been set aside to undertake electrical rewiring and fire alarm-related health and safety requirements. This request asks for a further £30K S106 investment to allow the opportunity to develop service delivery for residents by introduction of self service at the same time as the rewiring takes place. The refurbished space, including a customer POD demonstrating a smaller footprint than the existing counter area, and modern shelving units to maximise effective stock display, will create an attractive ambience and a flexible library space more in keeping with the requirements of residents in the 21st century.	31	(31)	-	-	-
8	Adult Personal Social Care	Adult	All	Adult	For implementation of new systems from required to deliver the Care Bill including developments to the PARIS case management IT system, to introduce a care portal for residents, to prepare for closer working with the Clinical Commissioning Groups as Transfer Funds increase in 2014/15 and a Pool Budget is required to deliver Health & Social Care services in 2015/16.	261	-	(261)	-	-
9	Provision of Additional Travellers Pitches	Adult	Datchet	Adult	To meet the Borough's legal requirement for provision of a 10 additional Traveller Pitches in RBWM the funding is requested to allow the borough to benefit from match funding from the HCA. The Capital funding bid is made on the basis of a benchmarking quote provided by the boroughs stock transfer Housing Association Radian. It is probable that there will be a lower price that we are able to achieve through a Procurement exercise. Therefore the Capital funding bid is made on the likely maximum Capital cost of developing 10 pitches. Grant to be confirmed.	700	-	(350)	350	350
10	Alexandra Gardens Improvement	Adult		Adult	Major shrub planting scheme in Alexandra Gardens including £10k revenue funding for maintenance of shrubs and flowering borders, fertiliser, weed killer, mulch, weeding, cutting back and disposal of arisings etc. Lighting scheme for trees and pillars & gates & existing three pillar plaques marking historic works in the gardens New fourth 'in-keeping' plaque installed on gate pillar to note the conclusion of the improvements scheme as a commemoration of HMQ becoming longest reigning monarch in 2015	65	(25)		40	390
11	Windsor Leisure Centre-Children's Playground	Adult	All	Adult	The children's playground located in the leisure centre gardens has been a permanent fixture since 1990. It gives the centre the ability to elongate customer stay in the centre and increase purchases in areas such as catering. The playground is increasingly becoming worn and beyond economical repair. A new playground would bring new vibrancy and interest into the garden area and support children's play. The playground is extensively used during school holiday periods and successfully supports the children's holiday activity programme. This children's play area is safely located in the grounds of the centre and is highly thought of by the many thousands of customers who enjoy its use. A new playground will enhance the customer experience and help the centre offer a complete childrens play package and experience drawing more customers to the centre making it more competitive in the parent and child activities market.	75	-	(75)	-	390
12	Bodyzone Cardiovascular Equipment	Adult	All	Adult	The Bodyzone gym at the Magnet is very well used with 1900 members and a turnover in the region of £700k. To retain it's standing in the market place and to continue competing with other local gyms, it is necessary to ensure the equipment in the gym is up to date and of good quality. Some of the CV kit in the gym has been in place for 10+ years so is reaching the end of its serviceable life.	40	-	-	40	430
13	WLC-Water Vessel Pressurisations Units	Adult	All	Adult	The cold water distribution system for the leisure centre was installed in 2004. It harnesses the water supply and places it under pressure to be passed across the span of the building. It supplies into all the showers, toilets and sinks and various tap points. This system replaced the original bulk tank storage. The units are now beyond their expected lifespan and 2 units of 10 are already beyond repair	30	-	-	30	460
14	WWI & MC800 commemoration projects	Adult		Adult	Four projects suggested to mark the centenary of the start of World War I in 2014 in the following locations. 1. Bachelors acre 2. Oakley Green cemetery 3. Kidwells park 4. Volunteer project - record all RBWM war memorials & research 'stories' of individuals, recorded on web pages, library displays. Windsor & Royal Borough Museum to mark the centenary of WWI and events to mark the 800th Anniversary of the Sealing of Magna Carta	50	-	-	50	510
15	WWI & MC800 Commemorations	Adult		Adult		0	-	-	-	510
16	Flood Damage to Riverbanks	Adult	All	Adult	The Borough owns and is responsible for maintaining the riverbanks on a number of sites within the Borough. A recent inspection of the riverbanks has identified major issues with the washing away of the banks at Baths Island in Windsor & Ray mill Island in Maidenhead. Works are urgently required to reclaim the land lost and stabilise the bank at Baths Island and to stabilise the banks at Ray mill Island prior to this coming winter.	50	-	-	50	560
17	Clarence Road-Fountain design and installation	Adult	All	Adult	To design and construct a new fountain on Clarence Road roundabout. There is a manifesto commitment to build more fountains. Clarence Road roundabout was identified as a suitable location for a feature fountain as a gateway to Windsor. The fountain will require water supply and drainage installation. Once a design has been approved the fountain would be constructed ready for Xmas 2014. The design will need to take account of the numerous utility services running under Clarence road roundabout and the need to reduce distraction of drivers of motor vehicles.	50	-	-	50	610
18	Additional bins for Dog Faeces in various parks	Adult	All	Adult	This project fulfils a manifesto commitment to increase the number of bins to collect dog waste by 20. The capital cost per bin is £250 and revenue cost for is £250 pa. New bins would be located in parks and open spaces as requested by residents and members	5	-	-	5	615
19	Broomhall road football pitch drainage	Adult		Adult	This scheme enables the local parish council to install a drainage system to improve the grass football pitch at this popular local park. There is a shortage of public open space in the area and the grass pitch is heavily used. Drainage during wet winters reduces access to the pitch and this scheme will increase its availability to local residents. The pitch offers adults and juniors the opportunity to play competitive sports and take part in physical recreation.	5	-	0	5	620
20	Maidenhead Library Pigeon-Proofing	Adult	All	Adult	Some low level work has been undertaken to try combat the effects of pigeons roosting around Maidenhead Library. There are still high level pigeon nets that require repair/replacement. However, following receipt of quotations a further £12K is required to complete the works.	12	-	-	12	632
21	Floral impact installations	Adult	All	Adult	Project to provide additional floral impact on the highway and pedestrian walkways by installing additional hanging baskets (50), floral towers (12) and barrier planting (50)	20	-	-	20	652
22	Ockwells Park-Improvements to Play Area	Adult	Cox Green	Adult	As part of on going improvements to this very popular local park it is proposed to replace the existing worn out fence around the children's play area and install a new fence encompassing the existing play area and the new playground play area. The park is extremely popular with dog walkers and the 2 play areas require protection from dog intrusion. The new fence line would also encompass a dog free picnic area for families with small children	20	-	-	20	672
23	Riverside Gardens car park equipment	Adult	Maidenhead Riverside	Adult	Car park equipment installation	13	-	-	13	685
24	Maidenhead Library Ventilation	Adult	All	Adult	The iconic steel and glass-framed grade 2 listed building that is Maidenhead Library absorbs direct sunlight, has very few opening windows (which only open a few inches) and is not cost-effective to cool via air-conditioning due to it's open plan nature across two floors. During the summer months it gets very hot as the sun streams in through the windows directly onto customers and staff. The service has received complaints from residents in the past about the temperature. Capital budget CR16 currently has £21K for improving ventilation at Maidenhead Library. A solution has been found that meets the concerns of English Heritage. However, a further £12K is required to implement actuators and controls to enable the very high level windows to be controlled so that they can be opened to allow for natural ventilation.	12	-	-	12	697
25	Parks - Street Lighting	Adult	All	Adult	Ongoing annual programme	30	-	-	30	727
26	Grenfell Park-Café Kiosk	Adult	All	Adult	To provide a small café kiosk and single toilet open to public while the café is open in this very busy town centre park. The kiosk would be rented out to a private contractor to offer a coffee bar service to park users and visitors. This is a facility requested by a local councillor as a significant addition to the services offered in this very popular town centre park in Maidenhead	50	-	-	50	777
27	Guards Club Island and Riverside Parks Sculpture Trail	Adult	All	Adult	This project will provide a new attraction in the Maidenhead Parks and enable local and national artists to exhibit their works in Maidenhead. The budget will provide exhibition space in the form of concrete plinths on the Island and Guards Club Park, lighting, limited security, paths, seats and clearance of undergrowth. This is a member led initiative from the Leisure and Culture O and S panel.	40	-	-	40	817
28	Desborough Suite-Improvements	Adult	All	Adult	Feasibility Study	50	-	-	50	867
29	Access Bridge from Bray to Braywick Park	Adult	All	Adult	This project will provide a new wooden bridge connecting Bray Village to Braywick Park over the Maidenhead Cut. The design will be navigable as it is over the Maidenhead Waterways route and will be fully accessible with DDA compliant ramps. The width of the bridge will enable cyclists and walkers to use the bridge.	280	(40)	-	240	1,107