

# CABINET

Report for: Decision
Item Number:

<b>Contains Confidential or Exempt Information</b>	NO – Part I
<b>Title</b>	<b>Budget 2015/16</b>
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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 12 <sup>th</sup> February 2015; Council 24 <sup>th</sup> February 2015
<b>Implementation Date if Not Called In</b>	27 <sup>th</sup> February 2015 – 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 2015/16 and recommends, for the Borough element, a band D Council Tax of £ [REDACTED] from 2014-15. This represents [REDACTED] (against RPI).
2. The Budget reflects the administrations continued commitment to keep the burden of locally set tax on residents to a minimum whilst investing in and providing high quality council services.
3. Income from Council Tax and Government Grant is reducing in real terms, with further cash reductions in Government Grant anticipated in each of the next three years. With continued demographic pressure on services the Medium Term Financial Plan identifies the need to make further £14.8 m of efficiency savings in the period 2016/17 to 2018/19.
4. The administration has a continued focus of retention and investment in front line services whilst increasing administrative efficiency and reducing costs. A total of £5.027m of such efficiency savings are reflected in the proposed budget for 2015/16 which are laid out in more detail in section 4 of this report.
5. The Budget has been prepared against a background of increased demand for services, notably from Adult Social Care, Children’s Safeguarding, and Waste Management.
6. Additional funding in 2015/16 has been made available for:
  - Children’s Safeguarding (£384k)
  - School Improvement (£146k)

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<ul style="list-style-type: none"> <li>• Waste Management (£309k)</li> <li>• Advantage Card 10% increased parking discounts (£70k)</li> <li>• Revenue grants increase to the “3<sup>rd</sup> Sector” (£34k)</li> <li>• Expansion to the Green Waste collection service (£50k)</li> <li>• Permanent Sunday opening of libraries</li> </ul> <p>7. The Capital Programme in 2015/16 provides for increased investment in a number of areas including:</p> <ul style="list-style-type: none"> <li>• £1.6m for Highway resurfacing</li> <li>• £1m for affordable housing</li> <li>• £300k for flood relief/drainage measures</li> <li>• £800k for Furze Platt community leisure facility</li> <li>• £2.8m for schools to maintain their condition</li> <li>• £1.06m additional funding for increased school places</li> <li>• £600k additional funding to complete the Stafferton Way Relief Road</li> </ul> <p>Further detail can be found in paragraph 4.8.</p> <p>8. The capital programme requires corporate funding of £5.892m and whilst no external borrowing is envisaged in the short term this will increase the Council’s Capital Financing Requirement by £2.7m. Available capital resources are outlined in Appendix O</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 [REDACTED] in the Country	April 2015
2. Residents will see priority services maintained with provision for increased demand in specific service areas	Ongoing
3. Residents will see investment in highway infrastructure and popular schools	March 2016

## 1. Details of Recommendations

### RECOMMENDED:

1. [REDACTED] Council Tax at band D of £ [REDACTED], be approved.
2. That Fees and Charges as contained in Appendix B be approved.
3. That the Capital Programme shown in Appendices C and D be adopted by the Council for the year commencing April 2015.

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4. That responsibility is delegated to the Cabinet Prioritisation Sub Committee to identify specific scheme budgets for the Highway Maintenance programmes as soon as project specifications have been completed.
5. That the prudential Borrowing limits set out in Appendix L are approved.
6. 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.
7. 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.
8. That the Head of Finance in consultation with the Strategic Director of Children's Services and the Lead Member for Children's Service be authorised to update budgets should the Social Care Innovation Programme bid, approved by Cabinet Prioritisation Sub Committee on the 9<sup>th</sup> January be successful.
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 that required an increase in Council Tax would mean that the Council would not qualify for Council Tax Reward Grant. Any increase in Council Tax would need to be at least 1% to generate additional resources. <b>Not recommended</b>
Approve a modified budget with a lower level of net revenue spend and Council Tax	Any proposals to reduce net expenditure would need to be accompanied by specific proposals so that Council could be assured that priority services are maintained. <b>Not recommended</b>
Approve a modified Capital Programme	Any proposals to adjust the capital programme need to be made with reference to available funding. Any proposal that is not supported by grant or developer

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	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 £85k pa over the next 25 years. <b>Not recommended</b>
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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 >£250k	Budget Variance +/- £250k	Budget Underspend >£250k < £500k	Budget Underspend >£500k	31 March 2016

### 4. Service Implications

#### 4.1 Corporate Services

The budget presented for Corporate Services will result in savings of £911k that will be mainly delivered via increased use of shared services and general improvements in efficiency. The overall savings areas can be summarised as:

- Improvements and efficiencies in services including restructures - £459k
- Improvements in the technology infrastructure - £214k
- Shared services & outsourcing initiatives - £188k
- Income generation enhancements - £50k

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 continue to put pressures on maintaining contracted costs to previous year's levels
- The income associated with land charges continues to accrue to local authorities
- Other local authorities are prepared to share services at the speed we are proposing

#### 4.2 Children's Services

The main changes in the 2015/16 Children's Services budget include:

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- A planned reduction in expenditure of £816k through efficiency savings.
- An additional expenditure budget of £384k for front line social workers to reduce average caseloads, and £146k for front line support to raise attainment in schools.
- The transfer of Electoral Services to Children Services with an additional expenditure budget of £130k to meet expected additional costs.

The planned reduction in spend for 2015/16 across Children's Services has been achieved through remodelling a range of front line services with no adverse impact on users. These include:

- Family and youth support services
- Emphasis on locally based foster care placements rather than expensive independent fostering agencies
- Integrating all services for children with learning difficulties and disabilities;
- Reducing spend on back-office functions

Anticipated internal and external challenges potentially impacting on the 2015/16 budget include:

- Difficulties in recruiting permanent social workers
- Increase in demand for high needs places in special school provision and for Education Health and Care Plans for children with learning difficulties and disabilities.
- Increase in demand for child protection services
- Transfer of commissioning of 0-5 public health services to the LA
- Increase in costs and eligibility for Home to School Transport

The Children's Services capital programme is mainly grant funded from DfE capital grant. It will be used to maintain the fabric of school and other children's services buildings and to meet growing demand in primary places and expansion of secondary schools.

## **School Budgets**

Early Years, high needs and schools budgets are funded mainly by the ring-fenced Dedicated Schools Grant (DSG). Schools budgets reflect maintained schools only and take account of the funding that the Education Funding Agency (EFA) deduct from RBWM's DSG allocation for academies and free schools. Key points for 2015/16 schools' budgets are:

- The Council expects to receive £75.982 million DSG after recoument for academies and a further £3.4million for post 16 pupils from the EFA in 2015/16 for its maintained schools

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- The DSG allocation includes an additional £2.5 million for all RBWM schools (an increase of 3.2% per pupil) resulting from the Government's Fair Funding review during the summer of 2014
- 2015/16 sees the introduction of Early Years Pupil Premium (around £72k) and an increase in the Primary Pupil Premium rate from £1,300 to £1,320 per pupil
- There has been no additional high needs block funding to meet the anticipated increase in demand for places at Manor Green School and at Forest Bridge School (from September 2015)
- the Government has set the Minimum Funding Guarantee for 2015/16 at minus 1.5%, ensuring schools do not experience a reduction of more than 1.5% per pupil compared to the previous year

## 4.3 Adult and Community Services

The key developments within the Adult & Community Services Directorate budget for 2015/16 are:

- commencement of the £9.9 million Better Care Fund managed in partnership with the NHS Clinical Commissioning Groups (CCGs)
- expansion of the Public Health function with £957k additional grant for funding care for those under 5, from 1<sup>st</sup> October 2015
- funding provided to make permanent the Sunday opening of main libraries

The Directorate plans to deliver efficiency savings of £2.3 million in its delivery of services and in its use of additional grant income, from the following initiatives:

- Further efficiencies from the ongoing efficiency and transformation programme - £850k
- introduction of a new Target Operating Model and a new Deferred Payment scheme - £332k
- Reconfiguration and targeting of housing related support services - £210k
- Further increase in income from the leisure centre concession contract - £528k
- savings of £364k from a number of other initiatives across the Directorate.

The 2015/16 financial year is anticipated to present a number of risks and challenges for the Directorate in the delivery of services within budget, the key issues are as follows:

- the management of the Better Care Fund in the delivery of a reduction of non-elective admissions of RBWM residents to acute hospitals
- meeting the requirements of the Care Act 2014
- moving to an outcome based model for the delivery of social care services that assist residents in remaining in their own home

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- managing the market for residential and nursing home placements to ensure that appropriate placements are available at affordable rates
- continued delivery of savings as planned under the Directorate's efficiency and transformation programme

## 4.4 Operations

This budget includes the following key funding and saving proposals:

### Funding

- Additional £309k waste budget to reflect increased demand from the economic upturn and new households in the borough
- New £300k budget to address Housing Benefit subsidy recovery shortfalls

### Savings

The Operations directorate plans to deliver efficiency savings of over £1 million in 2015/16, summarised as follows:

- £446k from system developments and process efficiencies
- £240k from restructures
- £50k from channel shift
- £300k from contract savings

No Parking tariff increases are proposed and an additional 10% discount for Advantage card holders have been created, at a cost of £70k

Following the outsourcing of the Leisure Centres, the associated parking income budget of £600k has been transferred to Operations. This reflects the operational management of that element of the parking service, which already lies within the directorate, in Strategic Asset Management

## 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 the discounts to residents holding Advantage Cards have been increased

Charges for Homecare as currently commissioned will remain at £16/hour inline with the actual unit cost of the service to the Council

### Government Grant

Whilst few authorities receive less grant per capita than the Royal Borough it is, nevertheless, an important source of funding. In 2014/15 grant from RSG, Business Rate Support, New Homes Bonus and Council Tax Reward totalled

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£28.7m. As the Coalition Government continues its response to the national fiscal deficit the Council will see income from these grants fall to £27.7m a further reduction of 3.5%, a sum equivalent to 1.72% on Council Tax.

## 4.6 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:

- 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; and
- The second challenge is that the Council is now responsible for backdated appeals against property valuations. The Council has received an independent assessment of the risk to the Council's finances and has created a provision to mitigate this risk. The Council has taken the option to spread the cost of backdated appeals over 5 years.

Whilst the position will be reviewed annually as a result of these risks the Council continues to assume that business rate income will not grow in real terms for the next four 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 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.

## 4.7 Council Tax for 2015/16

The Borough has, for a number of years, set budgets which have kept council tax increases to a sustainable level and in the [REDACTED].

The Borough Council Tax in 2014/15 (including precepts) at £1,177 for a Band D property was some £350 below the national average for Shire Unitary Authorities and at the current tax base the difference represents a saving of £22.4 million for local Council taxpayers available to be spent in the local economy.



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The Council, in setting its longer-term objectives, is conscious that it needs to balance its objective of reducing the burden of tax on local residents with ensuring that sufficient resources are available to support services.

The Council Tax bill for 2015/16 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 [REDACTED] in Council Tax for Borough Services resulting in a charge of £ [REDACTED] 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 for 2015/16 was set .....

## Fire Authority Precept

The Berkshire Fire and Rescue Authority precept for 2015/16 is due to be set at its meeting on the 23 February 2015 after publication of this report. A recommendation has been made in this report, that responsibility to include the Berkshire Fire and Rescue Authority'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.

## 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 it is suggested that equal instalments on 27 March 2014 (to arrive at Parish banks before 1 April) and 25 September 2014 (to arrive before 1 October) would be an appropriate arrangement for 2015/16

Those Parish Councils who have suffered from a reduced tax base as a result of the changes arising from the implementation of the Local Council Tax Support, outlined in the tax base report received by Cabinet in December

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2014, will continue to receive compensation from the Council Tax Equalisation Fund.

Special Expenses relate to the cost of 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 £■■■■■, 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 ..... This equates to £..... for the Council in 2015/16

## **4.8 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 2014/15 that have yet to be completed. The cost of these schemes will be "slipped" from the 2014/15 programme together with the associated funding. Details of these schemes have been reported to Cabinet already as part of the service monitoring process.

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

- £1.6m for highway resurfacing
- £450k for replacement street lighting
- £365k for Participatory budgets
- £600k for Stafferton Way Link Road
- £300k for drainage and flood prevention measures
- £1 million for affordable housing
- £800k for Furze Platt Community Leisure Facility
- £250k for parks improvements
- £235k for footways improvements
- £125k on local safety schemes
- £400k on bridge works
- £250k on energy efficiency projects

Plans are in place to create capacity in popular schools and funding exists to complete the current expansion of:

- Riverside Primary and Nursery School
- All Saints Junior School
- Manor Green School

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- Oldfield Primary School

In addition a total £1.065m is available for basic needs initiatives (school places). The budget proposals also include £2.887m to ensure that school buildings are properly maintained.

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 2015/16 programme require £5.896m “corporate funding” but use of capital fund, recycled MRP (see Capital Resources in Appendix O) and any capital receipt generated in 2015/16 reduces some of the impact on the Councils capital financing requirement. The proposed programme increases the capital financing requirement by £2.7m.

The capital financing requirement is a measure of the Councils need to borrow to finance its capital spend. Currently external debt is £11m less than the anticipated CFR level at March 2016 of £68m. 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.

## **Funding Regeneration**

There are a number of significant regeneration initiatives either taking place or in development. A number of these may involve Council financial involvement in some form or other. Specific measures that directly involve the Council will be the subject to separate reports to Council. Each initiative that the Council becomes involved in will require the development of its own financing and governance structure. Some initiatives will be suitable for delivery through the Council owned company Two5Nine, others will involve partners and lend themselves to a joint venture structure.

Where the Council is investing cash into development it will impact on its capital financing costs, albeit costs that should be offset by additional income. When investing in infrastructure the Council is obliged to include in its budget requirement funds to repay any loans taken out (MRP). When using prudential powers to invest in development opportunities, unlike infrastructure spend, the Council has the opportunity to sell its share in the investment should the need arise to repay the loan. The Council will, therefore, adopt the policy of not charging MRP on capital spend on investment opportunities, providing the value of that development is in excess of the loan taken out. Should the potential sale value of the investment fall short of the loan then the Council will need to start making provision to finance the shortfall.

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## 4.9 Medium Term Financial Plan

Appendix J includes the Borough's Medium Term Financial Plan and the context within which this budget has been presented. Whatever the outcome of the May General Election, the likelihood is that the sort of Government funding reductions we have seen over the last few years will continue. The MTFP currently assumes:

- that the Council will look to freeze Council Tax
- that as per the Autumn Statement Government funding reductions will continue through to 2017/18
- that in order to achieve the target level of Council Tax a further £14.8m of savings will be generated between 2016/17 to 2018/19

The Appendix makes reference to three important documents:

- The Provisional Local Government Finance Settlement for 2015/16 which was announced by the Minister for Local Government in Parliament on the 18 December 2014
- <https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2015-to-2016>

A summary of the impact on the Council can be found at:

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

- The Independent Commission on Local Government Finance jointly sponsored by the LGA and CIPFA which is available on this link:

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

- The Chancellors Autumn Statement delivered in Parliament on December 3 2014 which is available on this link:

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

The Council is making progress with its preparations for the Care Act. Cabinet received a report on the Care Acts impact at its January 2015 meeting. Nationally the Association of Directors of Adult Social Services are highlighting the potential cost of the new legislation on Adult Social Care Budget, with neighbouring Buckinghamshire County Council predicting an eventual cost of £15m pa.

The Council's current view is that this level of cost (which would equate to £3m-£4m from the Borough in 3-4 years time) is worst case, before mitigations and based on theoretical modelling, The view currently is that whilst there will inevitably be a cost to the Borough we do not know what additional funding will be available from the Government. No additional costs are therefore being

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built into the MTFP.

2016/17 sees an increase in overall National Insurance rates both employee and employer as part of the removal of the “Contracted Out” rebates. This could increase costs by £1.6m, approx. 50% of which will fall on School Budgets. The impact of this initiative on Local Authority funding is far from clear. As the Treasury is receiving additional tax revenue the Council’s current assumption is that it will be compensated for this additional cost.

## **4.10 General Fund Reserves**

The original Budget for 2014/15 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 £5.7m when the Development Fund is included (report to January Cabinet).

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.

In line with the practice in past years, the Council has not provided for specific contingencies within service directorates in the budget for 2015/16. 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.

## **4.11 Collection Fund Balances**

The Council must also declare the likely balance on the Council Tax Collection Fund at 31st March 2015 as estimated on 26 November 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 that the Royal Borough’s share is some £1.006m. The level of surplus is unusually high. Factors leading to this surplus were discussed in the Council tax Base Report presented to Cabinet in December. This report highlighted three factors namely:

- Reduced number of residents claiming Local Council Tax Support discounts;
- Higher than anticipated number of new properties;
- Higher than anticipated collection rates.

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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 £361k which is used in the same way as the Council Tax Collection Fund to reduce the cost of services to the local Council Taxpayer.

## 4.12 Treasury Management

The current Treasury Management policy was approved by Cabinet at its meeting in 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. In March 2014 Cabinet updated the list of approved counterparties when it added a group of the larger Building Societies. No further changes to the list are being proposed. The approved list is shown as Appendix M for information

Interest on balances generated from treasury management provides an important source of income for the Council. Whilst signs of economic growth suggest that current interest rates will increase in the short to medium term, when compared to historic levels, it is likely that the low interest rates will continue in 2015.

For the last three years the Borough has, with Actuary and External Audit approval, prepaid its Pension Fund contributions using a NPV calculation Council to show a benefit, equivalent to a 3.05% return on that prepayment in its revenue account.

As a consequence the budget assumes that the Royal Borough will earn some £520k on its investments in 2015/16.

## 4.13 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 2013/14 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.

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Analysis of data on the Audit Commission website shows that in 2014/15 the Royal Borough's planned 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.

Analysis of the Provisional LG Finance Settlement picks up the spending power figures used by the DCLG.

	per capita spend (£)
SE Unitary Average	728.98
Statistical Neighbour Average	711.41
RBWM	583.60

Using a Borough population of 140,000 the spending power analysis suggests that services are provided in the Borough with £17 million less than the average of its statistical neighbours and £20 million less than the average for SE unitaries.

The Borough's spending power per dwelling for 2015/16 is calculated at £378.93, down 11.85% from 2014/15. This compares with a Unitary Council average (ex Fire) of £792.15.

This mix of low price, low cost and high satisfaction suggests that the council offers good value for money efficiently providing and prioritising services that are important to residents.

## 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.

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## 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 21 fte posts will be removed from the establishment. 15 of these posts are currently occupied; there is therefore a risk of some redundancies with a potential cost of £525k. The Borough's policy is to fund these costs from Capital Fund contributions.

On 7 January 2015 the operation of the Council's leisure centres transferred to Legacy Leisure. As a result the Councils directly employed establishment was reduced by 90 fte posts.

## 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 2014. 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.

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 below:

Highways, Transport & Environment

Planning & Housing



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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 2015. Budgets will be in place and managed by service managers from 1<sup>st</sup> April 2015.

## 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
Appendix G	Budget Movement Statement
Appendix H	Budget Savings and Pressures
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
- Budget 2015/16 Initial Savings Proposals (Cabinet August 2014);
- Savings in respect of 2015/16 Budget (Cabinet October 2014);
- Council Tax Base (Cabinet December 2014);

# CABINET

- Schools Capital Programme (Cabinet December 2014)
- Budget Report 2015/16 – Revenue Budget, Capital Programme and Fees & Charges (Cabinet February 2015)

- The Independent Commission on Local Government Finance

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

- The Chancellors Autumn Statement – LG Futures – 3 December 2014

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

- The Provisional Local Government Finance Settlement for 2015/16 – LG Futures – 18 December 2014

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

## 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	16 Jan 2015	19 Jan 2015	
Chief Executive's Management Team (CMT)	Managing Director, All Strategic Directors, Heads of Legal Services, Policy and Performance, Planning.	16 Jan 2015		
<b>External</b>				
None				

## Report History

Decision type:	Urgency item?
For information	No

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

## Schedule for writing and reviewing report

## CABINET

<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	16 Jan 2014
5. To CMT	16 Jan 2014
6. To the leader/BSG	16 Jan 2014
7. To overview or scrutiny, if a Cabinet report	16 Jan 2014
8. To Cabinet	13 Feb 2014

**BUDGET 2015/16****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 2015/16, which show the direct costs of the following service areas as set out in Appendix E & F, together with the approved estimates for 2014/15 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Approved Estimate 2014/15 £000	Estimate 2015/16 £000
Children's Services - School Budgets	-409	-409
Children's Services - Non Schools Budget	18,163	18,100
Children's Services - Elections	187	352
Adult & Community Services	38,000	37,109
Operations	16,204	15,895
Corporate Services	9,475	9,206
Contribution to/ (from) Earmarked Reserve	-220	-41
Estimated cost of pay inflation	154	605
Environment Agency	144	147
Capital Financing inc Interest Receipts	6,217	6,471
Other adjustments	1,420	1,830
	<b>89,335</b>	<b>89,265</b>

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

- ii) and that following approval of these estimates the Head of Finance be instructed to allocate overheads across all services, using appropriate methods of apportionment, in order that the estimates conform to the Best Value Accounting Code of Practice requirement to show full costs of services.
- b) That the schemes outlined in Appendix 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 0 January 1900 Cabinet calculated the Council Tax Base 2015/16

i)

for the whole Council area as 64,107.26 [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	709.92
Bray	4,132.47
Cookham	2,785.34
Cox Green	3,007.84
Datchet	2,141.29
Eton	1,698.90
Horton	454.56
Hurley	964.99
Old Windsor	2,303.45
Shottesbrooke	72.38
Sunningdale	3,157.69
Sunninghill & Ascot	6,131.70
Waltham St. Lawrence	643.59
White Waltham	1,126.51
Wraysbury	2,097.14
	31,427.77
Unparished Areas	
Maidenhead	19,856.60
Windsor	12,822.89
	64,107.26

*(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 £58,141,982.

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)*

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 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.

**ADULT & COMMUNITY SERVICES**

Period or Unit of charge **2015/16**  
£

**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 Older People - 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 1,519.00

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

<b>ADULT &amp; COMMUNITY SERVICES</b>
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	Period or Unit of charge	<u>2015/16</u> £
<b>Homecare</b>		
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 Tern	Day Night	hour hour
		42.00 84.00

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

**Learning Disability: activity charge to other local authorities**

morning or afternoon session in daycentre for

ratio 1:1	session	102.40
ratio 1:2	session	72.70
ratio 1:3	session	51.80
ratio 1:5	session	33.30
ratio 1:10	session	19.30

**Room Hire - Learning Disability Day Centres**

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

Ground Floor, Hall & Kitchen	Hour	22.20
Dance Studio	Hour	16.00
Music	Hour	13.60
Art Room	Hour	13.60

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 **2015/16**  
£

**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	81.90
	ratio 1:2	session	41.00
	ratio 1:3	session	27.30
	ratio 1:5	session	16.40
	ratio 1:10	session	8.20

transport single Journey to day centre/activity (max 2 charges per session)		per journey	5.00
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**Older Persons: Day Centres**

RBWM - PBH		per day	58.00
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transport single Journey to day centre/activity (max 2 charges per session)		per journey	5.00
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**Older Persons: Homecare**

		Personal Assistants	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

**Older Persons: Residential Respite**

In residential and nursing homes, arranged by the Council		per week	469.00
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**Homes for People with Learning Disability - Respite care**

RBWM - PBH		night	150
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**ADULT & COMMUNITY SERVICES**

	Period or Unit of charge	<u>2015/16</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**

	<u>2015/16</u>	<u>2015/16</u>
	£	£
<b>ALLOTMENTS</b>		
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-		
	Grade of Plot	
	A	270.00
	A	65.00
	B	57.00
<b>CEMETERIES AND CHURCHYARDS</b>		
<b>STANDARD BURIAL:</b>		
Grant of exclusive right of burial for 50 years, including right to erect memorial Burial Fees	2,406.00	1,203.00
For three - Braywick Cemetery only	2,380.00	1,190.00
For two	2,020.00	1,010.00
For two - Oakley Green Cemetery only	2,020.00	1,010.00
For one	1,830.00	915.00
Child 7 to 17 years	872.00	436.00
Child up to 6 years	414.00	207.00
Additional charge for a casket	774.00	387.00
<b>INFANT BURIAL:</b>		
Grant of exclusive right of burial for 50 years, including right to erect memorial Burial Fee	570.00	285.00
	216.00	108.00
<b>CREMATION PLOT:</b>		
Grant of exclusive right of burial for 50 years, including right to erect memorial Burial Fee	1,178.00	589.00
	630.00	315.00
<b>CREMATION CHAMBER:</b>		
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,270.00	635.00
Renew grant of exclusive right of burial for a further 10 years	618.00	309.00
Re-open for a second interment of ashes	436.00	218.00
<b>MEMORIALS:</b>		
Additional inscription / replacement stone	42.00	42.00
Wall plaque	53.00	53.00
Cremation tablet	53.00	53.00
Vase or book on cremation plot or grave	53.00	53.00
Reservation of wall plaque for 7 years	106.00	53.00
Stake in Ground Plaque - prices from:-	153.00	153.00

**ADULT & COMMUNITY SERVICES**

	<u>2015/16</u>	<u>2015/16</u>
	£	£
	Non-Residents	Residents
<b>CEMETERIES AND CHURCHYARDS</b>		
MISCELLANEOUS:		
Record research fee	53.00	53.00
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,190.00	595.00
Scatter cremated remains in Garden of Remembrance	184.00	184.00
Interment outside prescribed hours (minimum charge)	212.00	212.00
Minimum cost for specific needs	212.00	212.00
Private grave registration transfer	53.00	53.00
Hire of chapel	158.00	158.00
Copy of Deed	53.00	53.00

**PARKS AND OPEN SPACES**

	Per Season
FOOTBALL:	
Grade A Pitch	1,609.00
Grade B Pitch	1,220.00
Mini Football Pitch - Marked 2hr session	Free
	up to a maximum of
RUGBY:	
Braywick / Home Park	2,033.00
Mini Rugby Pitch - Marked 2hr session	Free
	up to a maximum of
CRICKET:	
Home Park	2,750.00
LAWN TENNIS:	
Home Park	1,260.00
MISCELLANEOUS:	
Royal Windsor Dog Show	6,500.00
Triathlon	5,300.00
Horse Show	6,500.00

**ADULT & COMMUNITY SERVICES**

		<u>2015/16</u>	<u>2015/16</u>
		£	£
<b>LIBRARIES</b>			
OVERDUE RETURNS (PER LOAN PERIOD):			
Adult Books & Magazines	Per Day	0.20	Max. per Item 9.80
Children's/Teenage Books & Magazines		0.05	9.80
CDs/Tapes/Playaway Audio Books		0.20	9.80
DVDs / CD-ROMs/Video Games		0.80	9.80
AUDIO / VISUAL LOAN CHARGES:			
Adult - CDs	per item for 3 weeks		
	1 to 2 discs	2.40	2.30
	3 to 6 discs	3.10	2.90
	7 or more discs	3.10	2.90
Adult - Tapes	per item for 3 weeks		
	1 to 2 tapes	1.80	1.70
	3 to 6 tapes	2.00	1.90
	7 or more tapes	2.00	1.90
Playaway Audio Books		2.50	2.30
DVDs	per item for 1 week		
	New released titles-first 8 weeks in stock	3.00	2.85
	Single Disc in stock for longer than 8 weeks	2.70	2.50
RESERVATIONS:			
Adult books & Magazines	Books from SELMS partnership libraries	3.00	3.00
Inter-Library Loans	Standard Rate	6.50	6.00
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
LIBRARY EVENTS:	Children (minimum)	3.50	3.00
	Adults (minimum)	5.50	5.00
REFERENCE LIBRARY SERVICES:			
Printing from Electronic Information sources - per A4 sheet			
	Black and White	0.15	0.15
	Colour	0.30	0.30
Copying of photographs - per print	Scan and laser print	7.50	6.50
	Photographic print	32.00	30.00
Research	Per 15 minutes (or part) (first 30 mins free)	9.50	7.50
PHOTOCOPYING:			
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

**ADULT & COMMUNITY SERVICES**

		<u>2015/16</u>	<u>2015/16</u>
		£	£
FAX:			
Sending in UK	1st sheet	1.60	1.35
	Each subsequent sheet	0.75	0.70
Sending to EU Countries	1st sheet	3.00	2.60
	Each subsequent sheet	1.65	1.55
Sending to rest of world	1st sheet	5.00	4.50
	Each subsequent sheet	2.80	2.50
Receiving - per message		1.75	1.45
Printing from Microform & Microfiche	Per A4 copy	0.50	0.50
	Handling P&P (minimum)	1.10	1.10
	Printing from customer's microform	0.50	0.40
LOST AND DAMAGED ITEMS:			
Lost Books & Magazines-per volume / issue			
Items in print / loaned from outside RBWM			
Out of print adult hardback fiction	incl 15% admin	15.00	15.00
Out of print adult hardback non-fiction	incl 15% admin	15.00	15.00
Out of print adult paperback fiction	incl 15% admin	10.00	10.00
Out of print adult paperback non-fiction	incl 15% admin	10.00	10.00
Out of print children's hardback	incl 15% admin	7.50	7.50
Out of print children's paperback	incl 15% admin	5.00	5.00
Damaged Books & Magazines -per volume / issue			
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		1.50	1.50
Audio Visual Items			
Lost or damaged tapes	1-2 Tape Set	13.00	13.00
	3-6 Tape Set	26.00	26.00
	7+ Tape Set	40.00	40.00
	Replacement tape (where possible)	7.50	7.50
LOST AND DAMAGED ITEMS:			
Audio Visual Items			
Lost or damaged CDs 1-2disc		20.00	20.00
Lost or damaged CDs 3-6 disc		40.00	40.00
Lost or damaged CDs 7+ disc		55.00	55.00
Lost or damaged CD-ROMs	na		na
Lost or damaged video games	na		na
Lost or damaged DVDs		12.00	12.00
Replacement membership card		2.00	2.00

**ADULT & COMMUNITY SERVICES**

	<u>2015/16</u>	<u>2015/16</u>
	£	£
<b>ROOM &amp; EXHIBITION HIRE (All Libraries):</b>		
Commercial Organisations-per hour	32.00	
Commercial Organisations-per 1/2 day	80.00	
Commercial Organisations-per day	125.00	
Non-Commercial Organisations (charged services) per hour	26.00	
Non-Commercial Organisations (charged services) per 1/2day	52.00	
Non-Commercial Organisations (charged services) per day	80.00	
Other Borough Based Community Groups-per hour	12.00	
Other Borough Based Community Groups-per 1/2day	30.00	
Other Borough Based Community Groups-per day	40.00	
(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)	1.00	
Per half hour, to Library Members	0.50	
(Advantage Card Holders to have 45 minutes use per day free of charge)		
Per additional half hour to Advantage Card holders	0.50	
Library Members aged 12-17	Free	
<b>MUSEUM</b>		
<b>ENTRY FEE FOR NON-ADVANTAGE CARD HOLDERS:</b>		
Museum only	3.00	
Museum & Conducted/Audio Tour of Guildhall	5.00	
<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	62.00	74.00
Exhibition	62.00	74.00
Journal / Magazine	62.00	74.00
Book Jacket	80.00	90.00
TV/Film per image screened	80.00	90.00
DVD or CD-Rom	80.00	90.00
Postcard, Calendar, Publicity Brochure etc	80.00	90.00
Website	n/a	90.00
Other Use	POA	POA
Invoice Admin Fee	56.00	56.00

**2015/16 proposed Capital bids****All Bids**

	<b>Gross</b>		<b>Income</b>		<b>Net</b>
		<b>S106</b>	<b>Grant</b>	<b>Other</b>	
	£'000	£'000	£'000	£'000	£'000
Adult	2,918	(1,663)	(521)	(120)	615
Children	4,549	(255)	(4,219)	0	75
Operations	6,574	(255)	(2,875)	(100)	3,344
Corporate	8,355	0	(2)	(420)	7,933
<b>Total</b>	<b>22,396</b>	<b>(2,173)</b>	<b>(7,617)</b>	<b>(640)</b>	<b>11,967</b>



## Capital Bids Report for 2015/16 - Adult & Communities

O&SPs are being presented with a list of all potential schemes , some will inevitably be pushed into provisional 2016-17 plans by Cabinet when the overall amount of corporate funding is determined. At this stage Cabinet is keen to hear which schemes Scrutiny Panels are particularly keen to see progressed.

No.	Scheme Name	Directorate	Description	Total	Income(Ek)					
				Proposed Costs(Ek)	S106	Grant	Other	Contributions	NET	
1	Floral Impact Installations	Adult & Communities	Phase 3 of floral impact installations in Windsor & Maidenhead	20	-	-	-	-	-	20
2	Old Court Lift & Maintenance Works	Adult & Communities	The Old Court Building in Windsor is used as an arts centre and is owned by RBWM. The Firestation Centre for Arts and Culture have a lease and SLA to operate services for arts in the Windsor area. The Access Officer has long been concerned that parts of the building are inaccessible for those with mobility issues as there is currently no lift to the upper or lower areas. A proposal is in hand to put a lift from the ground floor area and theatre space to the lower basement studio area which will then become wheelchair accessible. There is less benefit for a lift to the upper areas. In addition there are some maintenance works required for regrouting the front cobbled area to improve safety, and the refurbishment of toilets to resolve long term plumbing issues and to improve customer services.	23	16	-	7	-	-	-
3	Heritage Trails	Adult & Communities	As part of a Heritage Trails project -there is an opportunity to create a walkway to commemorate the longest reigning monarch. The Windsor Walkway, led by The Outdoor Trust, will provide a trail around the town with an app and way markers. RBWM will make a contribution from public art (£10K). The project for creating an app relating to Magna Carta country, led by Royal Holloway University, is a shared project for which RBWM will contribute a sum for the work around Ankerwycke (£1K) Other heritage trails for both walking and cycling will relate to other commemorative projects such as the WWI project and contribute to Stepping Through Time, and create way makers and apps across the Borough (£3K) The projects can be supported by the collection of funds for Blue Plaques and Interpretive trails.	14	14	-	-	-	-	-
4	Museum Improvements Programme	Adult & Communities	The Windsor & Royal Borough Museum at the Guildhall, opened in 2011 and has the opportunity to restyle some displays to incorporate significant stories about the Bronze Age (£20K) and Medieval times (£25K). The opportunity to provide permanent display for the archaeological finds from Kingsmead Quarry in Horton as well as to provide improved interpretation for the medieval story for the 800th anniversary of Magna Carta. The museum also plans to display a restored Victorian stained glass window originally made Royal Stained Glass Manufactory in Old Windsor. (£1.2K) Pressure on the storage space at Tinkers Lane has resulted in a requirement to upgrade and improve the facility for researchers and to provide accessible artefacts for the public. (£8K).	54	54	-	-	-	-	-
5	Maidenhead Library Improvements	Adult & Communities	After the introduction of self-service and improved display facilities on the ground floor, refurbishment of the Nicholson Room (Local Studies) improvements to the first floor including the teenage section, and improved adult fiction shelving, it is now time to turn to the children's area at Maidenhead Library and continue with the programme of modernisation and improvement	18	18	-	-	-	-	-
6	Berkshire Records Office	Adult & Communities	Project to enable improved storage and access for RBWM documents at Berkshire Records Office to include a 6 panel display relating to Bisham; a 6 panel display relating to Stanley Spencer and copies of charter documents. In addition, new access can be provided to RBWM Borough Records and photographs via a 4 month cataloguing project overseen by archival staff.	15	15	-	-	-	-	-
7	Harmony	Adult & Communities	Project which will be subject to successful bid process to both replace the bandstand in Alexandra Gardens in Windsor and enable a community engagement musical project to involve the military, local people and others in a series of workshops leading to a run of performances in the Gardens during the latter half of 2015 and beyond	250	35	215	-	-	-	-
8	Arts in the Parks	Adult & Communities	Project to enable the Magna Carta 800th anniversary to be celebrated by families and children with a memorable festival and community activity in spaces around the borough during 2015 - subject to successful bids to funders	6	6	-	-	-	-	-
9	2015-16 Community Capacity Grant	Adult & Communities	Use of the DH funding provided to meet infrastructure costs to deliver changes required by the Care Act and Better Care Fund - this funding will be consolidated and ringfenced in the BCF in 2015-16	256	-	256	-	-	-	-
10	Affordable Home Ownership Capital Investment	Adult & Communities	Investment in enhanced affordable home ownership options to be detailed in an October 14 Cabinet report.	1,000	1,000	-	-	-	-	-
11	Parks Improvements 2015/16	Adult & Communities	Small projects in a number of parks all S106 funded to increase park capacity. Installation of seats/bins/planting of new shrubs and trees, minor improvements to childrens play areas and sports facilities	125	125	-	-	-	-	-
12	Park improvement projects	Adult & Communities	Smaller projects in numerous parks , to install bins, seats, plant trees and shrub beds , small sections of fencing and additional play equipment in existing play areas	125	125	-	-	-	-	-
13	Kidwells Park Play area extension	Adult & Communities	Extension to the Kidwells Park play area. A large re-provision of housing adjacent is being completed	50	-	-	-	-	-	50
14	Flower Towers & Barrier Planting - Maidenhead Library	Adult & Communities	Installation of 2 flower towers and barrier flower troughs for outside Maidenhead Library	5	-	-	-	-	-	5
15	Furze Platt Community Leisure Facility		Develop a leisure facility at Furze Platt Senior School for shared use by both the school and the local community. There is currently a shortage of community and leisure facilities in north Maidenhead.	800	250	50	-	-	100	400
16	Ockwells Park - Paths and trim trail	Adult & Communities	Improvements to Ockwells Park including new/ repaired pathways and installation of trim trail.	50	-	-	-	-	13	38
17	Maidenhead Library Community Room Improvements	Adult & Communities	In order to make the Walker Room more attractive for external hire, an improved ventilation system, a traditional whiteboard and an interactive whiteboard/ plasma screen will be introduced.	15	5	-	-	-	-	10
18	Ockwells Park, Car park extension	Adult & Communities	To create an additional 10 car parking spaces at Ockwells Park	20	-	-	-	-	-	20
19	Outdoor Table Tennis Tables for parks	Adult & Communities	Installation of 4 more outdoor table tennis tables in parks	8	-	-	-	-	-	8
20	Repair of riverbanks	Adult & Communities	Repair of riverbanks following flooding damage. Needs to be completed when river a lower level.	40	-	-	-	-	-	40
21	Alexandra Gardens entrances	Adult & Communities	Improvement of entrances from coach park to Alexandra Gardens by installation of ornamental arches	20	-	-	-	-	-	20

## Capital Bids Report for 2015/16 - Adult & Communities

O&SPs are being presented with a list of all potential schemes , some will inevitably be pushed into provisional 2016-17 plans by Cabinet when the overall amount of corporate funding is determined. At this stage Cabinet is keen to hear which schemes Scrutiny Panels are particularly keen to see progressed.

No.	Scheme Name	Directorate	Description	Total	Income(£k)				
				Proposed Costs(£k)	S106	Grant	Other	Contributions	NET
22	Heritage Garden Signage	Adult & Communities	Signage for Heritage Garden, Windsor	4	-	-	-	-	4

## REVENUE BUDGET 2015/16

<b>DIRECT COST SUMMARY</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
	£000	£000	£000
<b>Children's Services - School Budgets</b>			
Maintained Schools	56,418	54,801	53,539
Early Years Provision	5,850	6,945	7,351
De Delegated Schools Budget	424	622	548
Admissions and Services for Schools and Early years	765	1,731	1,464
High Needs and Alternative Provision	12,349	12,385	12,671
Dedicated Schools Grant	(76,215)	(76,893)	(75,982)
<b>Total Children's Services-School Budgets</b>	<b>(409)</b>	<b>(409)</b>	<b>(409)</b>
<b>Children's Services - Non Schools Budget</b>			
Education Central Costs	(1,760)	244	151
Education Standards	821	768	699
Sufficiency and Access	1,923	1,890	2,004
Strategy, Commissioning & Performance	729	651	1,501
Early Help and Safeguarding Central Costs	469	501	501
Early Help and First Response	2,073	1,867	1,709
Early Help-Youth Support	1,641	1,541	1,090
Safeguarding and Children in Care	1,679	1,718	2,110
Children and Young People Disabilities Service	2,471	2,658	2,153
Resources and Placements	5,568	5,650	5,589
Berkshire Adoption Services	9	8	71
Children's Services Management	1,013	667	522
<b>Total Children's Services-Non Schools Budget</b>	<b>16,636</b>	<b>18,163</b>	<b>18,100</b>
<b>Sub-total Children's Services</b>	<b>16,227</b>	<b>17,754</b>	<b>17,691</b>
<b>Children's Services - Elections</b>	<b>175</b>	<b>187</b>	<b>352</b>
<b>Total Children's Services</b>	<b>16,402</b>	<b>17,941</b>	<b>18,043</b>

## REVENUE BUDGET 2015/16

<b>DIRECT COST SUMMARY</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
	£000	£000	£000
<b>Adult &amp; Community Services</b>			
Better Care Fund	1,105	1,055	1,384
Adult Social Care	32,643	32,544	31,605
Public Health	0	0	101
Housing	2,381	2,440	2,021
Leisure Services	(15)	(773)	(844)
Library Information	2,225	2,225	2,196
Heritage & Arts	329	301	309
Adult Management	290	208	337
<b>Total Adult &amp; Community Services</b>	<b>38,958</b>	<b>38,000</b>	<b>37,109</b>
<b>Operations</b>			
Director of Operations	137	131	166
Operational transformation	0	0	161
Benefits & Business Services	166	571	804
Strategic Asset Management	927	529	(2,889)
Commissioning & Contract Services	11,703	11,712	13,547
Neighbourhood & Streetscene Delivery Services	1,099	999	878
Community, Protection & Enforcement Services	1,812	1,364	2,343
Customer, Resident & Relationship Services	991	898	885
<b>Total Operations</b>	<b>16,835</b>	<b>16,204</b>	<b>15,895</b>
<b>Corporate Services</b>			
Director of Corporate Services	290	294	256
Regeneration & Economic Development	(1,262)	(1,486)	(1,709)
Corporate Management	919	994	659
Communications	254	261	257
Policy and Performance	515	466	479
Democratic Services	1,640	1,635	1,703
HR Team	1,501	1,161	1,182
Legal	(49)	61	(3)
Finance	2,470	2,495	2,418
Technology & Change Delivery	2,794	2,601	2,837
Planning Services	1,207	861	1,087
Building Services	82	132	40
<b>Total Corporate Services</b>	<b>10,361</b>	<b>9,475</b>	<b>9,206</b>
<b>TOTAL EXPENDITURE</b>	<b>82,556</b>	<b>81,620</b>	<b>80,253</b>

## REVENUE BUDGET 2015/16

<b>DIRECT COST SUMMARY</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	1,084	(220)	(41)
Estimated Bellwin funding for flooding costs	(388)		
Increase / (decrease) in provision for redundancy costs	(264)		
Provision for MMI clawback	0		
Contribution from the capital fund	(309)		
Estimated cost of pay inflation		154	605
Pensions deficit recovery	1,218	1,420	1,830
Levies-			
Environment Agency	145	144	147
Capital Financing inc Interest Receipts	<u>6,688</u>	<u>6,217</u>	<u>6,471</u>
<b>NET REQUIREMENTS</b>	<b>90,730</b>	<b>89,335</b>	<b>89,265</b>
Less - Special Expenses	(951)	(944)	(956)
Variance on CT freeze grant			
Transfer (from)/ to balances	<u>(862)</u>		
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b><u>88,917</u></b>	<b><u>88,391</u></b>	<b><u>88,309</u></b>
New Homes Bonus	(1,494)	(2,152)	(2,974)
Council Tax Reward Grant	(2,262)	(590)	(601)
RSG and Business Rate Support	(26,456)	(25,975)	(24,166)
Empty shop business rate discount		150	150
Education services grant		(1,923)	(1,273)
CT support transition grant	(116)		0
Parish equalisation grant	66	68	64
Collection Fund (Surplus) / Deficit (Business Rates)		(66)	(361)
Collection Fund (Surplus) / Deficit (Council Tax)	<u>(173)</u>	<u>(123)</u>	<u>(1,006)</u>
	<u>(30,435)</u>	<u>(30,611)</u>	<u>(30,167)</u>
<b>NET COUNCIL TAX REQUIREMENT</b>	<b><u>58,482</u></b>	<b><u>57,780</u></b>	<b><u>58,142</u></b>
<hr/>			
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)			
Tax levy (on Band D property)			
<i>General Fund Balances:</i>			
Working Balance	6,184	5,213	4,751
Transfer to/ (from) General Fund	<u>(862)</u>	<u>0</u>	<u>0</u>
	<u><u>5,322</u></u>	<u><u>5,213</u></u>	<u><u>4,751</u></u>

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**BETTER CARE FUND**

<b>Better Care Fund</b>	£000	£000	£000
Expenditure	2,133	2,161	9,911
Income	(1,028)	(1,106)	(8,527)
Net	<u>1,105</u>	<u>1,055</u>	<u>1,384</u>

**Services provided:**

Intermediate care, including the Short Term Support and Re-ablement Team, community based health services, Integrated Health and Social Care Teams and projects designed to reduce non-elective hospital admissions.

**Staff (full time equivalent):**

55.34

**Service Risks:**

Increased demand for community services  
Lack of trained staff to fill vacant posts  
Increase in number of non-elective admission to acute hospitals

**Performance Indicators:**

Increase in number of non-elective admission to acute hospitals  
Number of non-elective admissions to acute hospitals

<b>Better Care Fund Contra</b>	£000	£000	£000
Expenditure	0	0	(2,745)
Income	0	0	2,745
Net	<u>0</u>	<u>0</u>	<u>0</u>

**Services provided:**

The Better Care Fund is shown in total above. Some of this expenditure contributes towards services shown elsewhere in this budget, such as homecare. To avoid double counting of income and expenditure a "contra" accounting entry is necessary.

**Staff (full time equivalent):**

0.00

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

<b>TOTAL BETTER CARE FUND</b>	<b>1,105</b>	<b>1,055</b>	<b>1,384</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**ADULT SOCIAL CARE**

<b>Adult Social Care Management</b>	£000	£000	£000
Expenditure	751	789	826
Income	(43)	(123)	(150)
Net	<u>708</u>	<u>666</u>	<u>676</u>

**Services provided:**

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

**Staff (full time equivalent):**

8.36

**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.

<b>Commissioning Team</b>	£000	£000	£000
Expenditure	1,366	1,696	1,047
Income	(215)	(516)	(207)
Net	<u>1,151</u>	<u>1,180</u>	<u>840</u>

**Services provided:**

The Team develops strategies and commission 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>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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<b>Older People &amp; Physically Disabled People</b>	£000	£000	£000
Expenditure	20,233	20,014	20,710
Income	(7,069)	(7,232)	(7,946)
Net	<u>13,164</u>	<u>12,782</u>	<u>12,764</u>

**Services provided:**

Care Management Team for the older people and physically disabled people; Day Services for the older people; Home Care; Private and voluntary sector residential and nursing home placements; Community equipment; Occupational Therapists; Direct Payments.

**Staff (full time equivalent):**

61.96

**Service Risks:**

Increasing numbers of older people requiring support who may 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 CCG.  
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>Learning Disability</b>	£000	£000	£000
Expenditure	15,561	15,324	14,971
Income	(1,915)	(1,503)	(1,646)
Net	<u>13,646</u>	<u>13,821</u>	<u>13,325</u>

**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):**

95.60

**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.  
Higher incidence of people with Autism  
People with learning disabilities aging and needs increasing, including early onset dementia  
Impact of new legislation, Care Act and Children and Families Act will require changes to practice.  
Winterbourne View - Lack of local resources to meet the needs of people with Learning Disabilities with high levels of challenging behaviour

**Performance Indicators:**

ASCOF 1C: Proportion of people using social care who receive self-directed support, and those receiving direct payments.  
ASCOF 1E: Proportion of adults with learning disabilities in paid employment.  
ASCOF 1G: Proportion of adults with learning disabilities who live in their own home or with their family.



<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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<b>Mental Health</b>	£000	£000	£000
Expenditure	2,750	2,934	3,021
Income	(173)	(154)	(314)
Net	<u>2,577</u>	<u>2,780</u>	<u>2,707</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):**

14.69

**Service Risks:**

Economic downturn.  
Primary Care Trust/Social Care interface  
Increased numbers of Sec 117 discharges.

**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 and Alcohol Team</b>	£000	£000	£000
Expenditure	1,099	1,129	1,110
Income	(978)	(1,120)	(1,090)
Net	<u>121</u>	<u>9</u>	<u>20</u>

**Services provided:**

This small team based in Maidenhead coordinates treatment and services for substance misusers across the borough, including both young people and adults. The team carries out prevention activities and campaigns within the community. The DAAT direct their work to meet the objectives of the National Drug and Alcohol Strategies 2008 to 2018.

**Staff (full time equivalent):**

5.72

**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>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**Concessionary Transport**

	£000	£000	£000
Expenditure	1,277	1,306	1,273
Income	(1)	0	0
Net	1,276	1,306	1,273

**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. 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 journeys 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>32,643</b>	<b>32,544</b>	<b>31,605</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**PUBLIC HEALTH****Public Health**

	£000	£000	£000
Expenditure	2,216	2,421	4,650
Income	(2,216)	(2,421)	(4,508)
Net	<u>0</u>	<u>0</u>	<u>142</u>

**Services provided:**

Sexual health services, smoking cessation, children's health for 5-19 year olds, NHS health check, healthcare advice, health protection 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. The Public Health Grant also provides funding towards a number of other services that meet Public Health outcomes. From October 2015 funding is included for services for those aged 0-5 such as health visitors.

**Staff (full time equivalent):**

6.06

**Service Risks:**

Budget restrictions impacting on health improvement through non-prescribed services

**Performance Indicators:**

Performance indicators are set out in the Public Health Outcomes Frameworks. These include:

Number of smoking quitters per year.

Number of Health Checks completed

Activity at Genito-Urinary-Medicine Clinics

**Public Health Contra**

	£000	£000	£000
Expenditure	0	0	(2,508)
Income	0	0	2,467
Net	<u>0</u>	<u>0</u>	<u>(41)</u>

**Services provided:**

The Public Health spend shown above is the total spend on Public Health services provided by the Council supported by Public Health ring fenced grant. Some of these services are also included elsewhere within the budget such as services assisting those with a disability to find paid employment. To avoid double counting of income and expenditure a "contra" accounting entry is necessary.

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

<b>TOTAL PUBLIC HEALTH</b>	<b>0</b>	<b>0</b>	<b>101</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**HOUSING****Housing General**

	£000	£000	£000
Expenditure	1,162	1,284	1,021
Income	(450)	(508)	(520)
Net	<u>712</u>	<u>776</u>	<u>501</u>

**Services provided:**

The Housing Options Team manage the demand for housing advice, homelessness demand, and access to affordable housing. It provides advice and interventions designed to prevent 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 investment.

**Staff (full time equivalent):**

10.28

**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 Services**

	£000	£000	£000
Expenditure	1,674	1,664	1,525
Income	(5)	0	(5)
Net	<u>1,669</u>	<u>1,664</u>	<u>1,520</u>

**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 accommodation. 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>2,381</b>	<b>2,440</b>	<b>2,021</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**LEISURE SERVICES****Community Services Unit**

	£000	£000	£000
Expenditure	581	527	471
Income	(62)	(20)	(55)
Net	<u>519</u>	<u>507</u>	<u>416</u>

**Services provided:**

Contract management, administration for Borough in Bloom, Braywick Nature Centre, landscape design and tree planting schemes, roundabout sponsorship schemes and Boroughwide partnership schemes, S.M.I.L.E. and sports development programmes.

**Staff (full time equivalent):**

12.84

**Service Risks:**

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

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

	£000	£000	£000
Expenditure	30	31	33
Income	(16)	(11)	(17)
Net	<u>14</u>	<u>20</u>	<u>16</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	253	243	247
Income	(330)	(319)	(327)
Net	<u>(77)</u>	<u>(76)</u>	<u>(80)</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>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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<b>Parks &amp; Opens Spaces</b>	£000	£000	£000
Expenditure	1,132	1,194	1,197
Income	(262)	(300)	(281)
Net	<u>870</u>	<u>894</u>	<u>916</u>

**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

<b>Community Leisure Services</b>	£000	£000	£000
Expenditure	200	127	126
Income	(172)	(58)	(58)
Net	<u>28</u>	<u>69</u>	<u>68</u>

**Services provided:**

Borough in Bloom, Braywick Nature Centre, landscape design and Parks tree planting schemes, roundabout sponsorship schemes, operational costs of contract management of Boroughwide partnership schemes and S.M.I.L.E. programmes.

**Staff (full time equivalent):**

2.34

**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>Leisure Centres</b>	£000	£000	£000
Expenditure	6,236	5,784	173
Income	(7,605)	(7,971)	(2,353)
Net	<u>(1,369)</u>	<u>(2,187)</u>	<u>(2,180)</u>

**Services provided:**

Contract management and implementation of T.V.A.C., Cox Green LC, Charters LC, Magnet and Furze Platt LC.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Contract failure

**Performance Indicators:**

Monthly performance management figures from contractors

<b>TOTAL LEISURE SERVICES</b>	<b>(15)</b>	<b>(773)</b>	<b>(844)</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**LIBRARY ARTS & HERITAGE SERVICES****Library & Information Services**

	£000	£000	£000
Expenditure	2,583	2,640	2,688
Income	(358)	(415)	(492)
Net	<u>2,225</u>	<u>2,225</u>	<u>2,196</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):**

57.44

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL LIBRARY &amp; INFORMATION SERVICES</b>	<b>2,225</b>	<b>2,225</b>	<b>2,196</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**HERITAGE & ARTS**

<b>Heritage</b>	£000	£000	£000
Expenditure	153	118	119
Income	(26)	(18)	(18)
Net	<u>127</u>	<u>100</u>	<u>101</u>

**Services provided:**

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

**Staff (full time equivalent):**

3.54

**Service Risks:**

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

**Performance Indicators:**

Visits to museum & store

<b>Arts</b>	£000	£000	£000
Expenditure	215	201	208
Income	(13)	0	0
Net	<u>202</u>	<u>201</u>	<u>208</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>329</b>	<b>301</b>	<b>309</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2013/14 Actual</b>	<b>2014/15 Budget</b>	<b>2015/16 Budget</b>
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**ADULT MANAGEMENT**

<b>Adult Management</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure	375	435	312
Income	(85)	(227)	25
Net	290	208	337

**Services provided:**

This budget funds the Director of Adult & Community Services and her support team.

**Staff (full time equivalent):**

3.00

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

<b>TOTAL ADULT MANAGEMENT</b>	<b>290</b>	<b>208</b>	<b>337</b>
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<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>38,958</b>	<b>38,000</b>	<b>37,109</b>
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**REVENUE BUDGET MOVEMENT 2014-15 TO 2015-16**

Item	2014-15 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Sub Total	Growth inc Demography	Directorate Savings	2015-16 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Children's Services	17,941	92	115	(19)	4	18,132	741	(830)	18,043
Adult & Community Services	38,000	312	(107)	582	119	38,906	495	(2,292)	37,109
Operations	16,204	115	0	(526)	76	15,869	1,094	(1,068)	15,895
Corporate Services	9,475	(139)	177	(37)	18	9,494	549	(837)	9,206
Estimated cost of service pay inflation	154					154	451		605
<b>Total Service budgets</b>	<b>81,774</b>	<b>380</b>	<b>185</b>	<b>0</b>	<b>217</b>	<b>82,556</b>	<b>3,330</b>	<b>(5,027)</b>	<b>80,859</b>
Environment agency	144	3				147			147
Capital financing and interest	6,218		254			6,471			6,471
Pensions deficit recovery	1,420	410				1,830			1,830
Contribution from the development fund	(220)		179			(41)			(41)
Contributions from balances	0					0			0
<b>Net Requirement</b>	<b>89,336</b>	<b>793</b>	<b>618</b>	<b>0</b>	<b>217</b>	<b>90,963</b>	<b>3,330</b>	<b>(5,027)</b>	<b>89,265</b>
Special expenses	(944)		(12)			(956)			(956)
<b>Gross Council Tax Requirement</b>	<b>88,392</b>	<b>793</b>	<b>606</b>	<b>0</b>	<b>217</b>	<b>90,007</b>	<b>3,330</b>	<b>(5,027)</b>	<b>88,309</b>
Collection Fund - Council Tax (surplus)/ deficit	(123)		(883)			(1,006)			(1,006)
Collection Fund - Business Rates (surplus)/ deficit	(66)		(295)			(361)			(361)
New Homes Bonus	(2,152)				(822)	(2,974)			(2,974)
Council Tax Reward Grant	(590)				(11)	(601)			(601)
RSG and Business Rate Support	(25,975)				1,809	(24,166)			(24,166)
CT support transition grant	0					0			0
Cost of empty shops business rate discount	150					150			150
Education Services Grant	(1,923)				650	(1,273)			(1,273)
Parish equalisation grant	68				(4)	64			64
<b>Net Requirement</b>	<b>57,781</b>	<b>793</b>	<b>(573)</b>	<b>0</b>	<b>1,839</b>	<b>59,840</b>	<b>3,330</b>	<b>(5,027)</b>	<b>58,142</b>
<b>TAX BASE</b>									
<b>Council Tax at band D</b>									

Line No.	Description of Saving	15/16 Savings approved by August Cabinet	15/16 Savings approved by October Cabinet	Further 15/16 savings not yet approved	Total 15/16 Savings
<b>Adult &amp; Community Services savings</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Cross Directorate</b>					
1	Reduction in print volumes	5			5
2	Shared Legal Services efficiencies	4			4
3	Business application removal (In house telephony)			28	28
<b>Adult Social Care</b>					
4	<b>High Cost Placements</b> - Continuing the discipline of the review of high cost placements to reduce the costs and managing the demand for increased costs from service providers.	200	100		300
5	<b>Shared Lives</b> - The expansion of the Shared Lives Scheme 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.	150	150		300
6	<b>Homecare</b> - A new transformational model of homecare known as Outcome Based Commissioning is in process. New Contract from June 2015.	150			150
7	<b>Nursing Care Prevention</b> - Continued focus on delivering this project to avoid unnecessary hospital admissions through effective provision for people in their own homes.	50			50
8	<b>Telecare / Telehealth</b> - Continued development of successful telecare programme alongside new assistive technology initiatives which promote independence .	50			50
9	Review of training budget in light of recent grant allocations.	50			50
10	Further Savings from Transformation Programme and Care Act delivery		-		-
10	New Target Operating Model (TOM) fit for Care Act		150		150
11	Better Care Fund		100		100
12	Care Act		182		182
13	Efficiency in mental health contract		20		20

Line No.	Description of Saving	15/16 Savings approved by August Cabinet	15/16 Savings approved by October Cabinet	Further 15/16 savings not yet approved	Total 15/16 Savings
<b>Adult &amp; Community Services savings</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Commissioning</b>					
14	<b>Housing Benefit subsidy</b> - Reduce loss by using private rented accommodation.	100			100
<b>Libraries</b>					
15	NNDR Saving		137	(137)	-
16	Convert Outreach team to trading activity/shared service (agreed FSR) - Full year effect of current agreed saving		12		12
<b>Local Welfare Provision</b>					
17	Continuation of delivery of this demand led service at current level of commitment, ensuring funds are available for those in crisis or in need of community care grants		23	50	73
<b>Leisure</b>					
18	Restructure in Leisure Centres		276		276
19	Savings from external management of Leisure Centres			252	252
<b>Supporting People</b>					
20	Savings from service reviews		100		100
<b>Housing Support</b>					
21	Reduce subsidy of "Repair with Care" scheme run by Housing Solutions		70		70
22	Efficiency in housing support contract		20		20
		<b>759</b>	<b>1,340</b>	<b>193</b>	<b>2,292</b>

<b>GROWTH</b>		
<b>Children's Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2015/16 Increase</b>
		£'000
1	Safeguarding reducing Social Worker caseload	384
2	Loss of trading income from schools following transfer to Academy status	40
3	Additional budget for May elections	130
4	Reset of School Improvement budget in line with expanded offer to schools	146
5	Increase to Insurance contribution rate to maintain reserve at appropriate level	16
6	Increase to Insurance contribution rate to cover increased public liability premium	25
	<b>Total CS Growth</b>	<b>741</b>

<b>Adult and Community Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2015/16 Increase</b>
		£'000
7	Transfer of Disabled Facilities Grant to Better Care Fund	302
8	Sunday opening of Libraries made permanent	57
9	Additional cost of nursing care placements in Maidenhead	75
10	Increase to Insurance contribution rate to maintain reserve at appropriate level	24
11	Increase to Insurance contribution rate to cover increased public liability premium	37
	<b>Total ACS Growth</b>	<b>495</b>

<b>Operations</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2015/16 Increase</b>
		£'000
12	Reduction of Housing Benefit Administration grant	71
13	Reset of Housing Benefit budget to reflect anticipated collection rate	300
14	Reset of Waste Management budget to reflect increased tonnages	309
15	Increased Landfill Tax	260
16	Reduced parking charges for advantage card holders	71
17	Additional technical surveys for roads	50
18	Increase to Insurance contribution rate to maintain reserve at appropriate level	13
19	Increase to Insurance contribution rate to cover increased public liability premium	20
	<b>Total Operations Growth</b>	<b>1094</b>

<b>GROWTH</b>		
<b>Corporate Services</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2015/16 Increase</b>
		£'000
20	Increase to Insurance contribution rate to maintain reserve at appropriate level	13
21	Increase to Insurance contribution rate to cover increased public liability premium	19
22	Loss of trading income from schools following transfer to Academy status	157
23	Addition to the grants to voluntary organisations budget	36
24	Transfer of cost from capital to revenue resulting from ICT strategy	324
	<b>Total Corporate Growth</b>	<b>549</b>
	<b>Total Service Growth</b>	<b>2879</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)								
<b>Royal Borough of Windsor &amp; Maidenhead</b>									
<b>Police and Crime Commissioner for Thames Valley</b>									
<b>Royal Berkshire Fire Authority</b>									
<b>Parishes</b>									
<b>Bisham</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								
<b>Bray</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								
<b>Cookham</b>	(a)	21.16	24.69	28.21	31.74	38.79	45.85	52.90	63.48
	(b)								
	(c)								
<b>Cox Green</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								
<b>Datchet</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								
<b>Eton</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								
<b>Horton</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								
<b>Hurley</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								
<b>Old Windsor</b>	(a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	(b)								
	(c)								

**PARISH COUNCIL TAX**

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
<b>Parish Only (a)</b>								
<b>Parish &amp; RBWM (b)</b>								
<b>Total (c)</b>								
<b>Shottesbrooke (a)</b>	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>(b)</b>								
<b>(c)</b>								
<b>Sunningdale (a)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(b)</b>								
<b>(c)</b>								
<b>Sunninghill &amp; Ascot (a)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(b)</b>								
<b>(c)</b>								
<b>Waltham St. Lawrence (a)</b>	14.50	16.92	19.33	21.75	26.58	31.42	36.25	43.50
<b>(b)</b>								
<b>(c)</b>								
<b>White Waltham (a)</b>	56.27	65.64	75.02	84.40	103.16	121.91	140.67	168.80
<b>(b)</b>								
<b>(c)</b>								
<b>Wraysbury (a)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(b)</b>								
<b>(c)</b>								
<b>Unparished Areas (a)</b>								
<b>(b)</b>								
<b>(c)</b>								



**PRECEPTS**

**Parish Precepts compared to last year.**

<i>Parish</i>	2014/15			2015/16			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
Bisham	704.45	24,000	34.07	709.92	0	0.00	-100.0%
Bray	4,067.85	132,600	32.60	4,132.47	0	0.00	-100.0%
Cookham	2,774.41	87,543	31.55	2,785.34	88,418	31.74	0.6%
Cox Green	2,950.57	108,843	36.89	3,007.84	0	0.00	-100.0%
Datchet	2,105.58	176,650	83.90	2,141.29	0	0.00	-100.0%
Eton	1,653.25	57,442	34.74	1,698.90	0	0.00	-100.0%
Horton	450.89	23,268	51.60	454.56	0	0.00	-100.0%
Hurley	939.08	30,750	32.74	964.99	0	0.00	-100.0%
Old Windsor	2,263.24	120,631	53.30	2,303.45	0	0.00	-100.0%
Shottesbrooke	72.07	Nil	0.00	72.38	0	0.00	
Sunningdale	3,065.23	84,835	27.68	3,157.69	0	0.00	-100.0%
Sunninghill & Ascot	5,951.17	151,041	25.38	6,131.70	0	0.00	-100.0%
Waltham St. Lawrence	634.81	14,000	22.05	643.59	14,000	21.75	-1.4%
White Waltham	1,106.38	93,958	84.92	1,126.51	95,078	84.40	-0.6%
Wraysbury	2,054.37	61,229	29.80	2,097.14	0	0.00	-100.0%
Unparished Areas							
<b>TOTAL / AVERAGE</b>							

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

	2013/14	2014/15	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
Royal Borough of Windsor & Maidenhead			
Police and Crime Commissioner for Thames Valley			
Royal Berkshire Fire Authority			
<b>SUB-TOTAL</b>			
Parish (average)			
<b>TOTAL</b>			

## The Medium Term Financial Plan and Future Challenges

The Budget and the Medium Term Plan have been developed in the light of the 3 important statements/documents:

The Chancellors Autumn Statement

The Provisional Local Government Finance Settlement 2015/16

Independent Commission on Local Government Finance

The Chancellors **Autumn Statement** delivered in Parliament on December 3 2014. For the Borough the key issues include:

- There were no further reductions in Local Government funding for 2015/16 beyond those previously announced;
- Public Sector Expenditure is set to fall at the same rate between 2010/11 and 2014/15 until 2018. It is then forecast to increase by inflation in 2018/19 and 2019/20;
- The government estimates that public sector pay is expected to save £12bn by 2014/15. It also expects that the continuation of this policy will lead to commensurate savings by 2017/18.

A briefing prepared by LGFutures is available at:

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

The **Provisional Local Government Finance Settlement for 2015/16** was announced by the Minister for Local Government in Parliament on the 18 December 2014

The detailed statement can be found at:

<https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2015-to-2016>

A briefing prepared by LGFutures for the Borough can be found at:

[http://www.rbwm.gov.uk/web/finance\\_budget\\_briefing\\_papers.htm](http://www.rbwm.gov.uk/web/finance_budget_briefing_papers.htm)

Key elements of the settlement include:

The settlement was in line with the indicative figures provided as part of the 2014/15 settlement;

Local authorities freezing or lowering Council Tax level in 2015/16 will receive a Council Tax Freeze Grant equivalent to a 1% increase in Council Tax.

Local authorities increasing Council Tax by 2% or above will be required to hold a local referendum;

Details of the Better Care Fund, which pools Borough and CCG funds were confirmed;

A further transfer of Public Health monies from October 2015 was announced; Funding to support the implementation of the Care Act.

The Minister announced that local authorities will face an overall reduction in spending power of 1.8%; and that no local authority would experience a decrease of more than 6.4%. In a similar manner to previous 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

In headlines, an increase in Borough spending power of 2.5% for 2015/16 is shown, but when the transfer of Better Care Funding is excluded a reduction of 2.17% is seen;

Of longer term interest is the interim report from the **Independent Commission on Local Government Finance** jointly sponsored by the LGA and CIPFA.

The detailed report can be found at:

<http://www.localfinancecommission.org/documents/interim-report>

The commission was set up because Local Government finance urgently needs reform and this interim report:

- identifies the strengths and weaknesses of the local government finance system;
- brings forward practical options for reform in the next Parliament and suggests a range of measures to make local government financially self-sufficient;
- seeks reform across all areas of Local government including growth, housing supply, effective welfare provision, affordable health and social care, and early support to families and children.

Of particular interest is the suggestion that revaluation of property will be a local responsibility with locally set council tax bandings. The conundrum that the Commission acknowledges is how to incentivise authorities to grow local economies and move away from reliance of central government funding whilst

accommodating the needs of areas of the country where need exceeds the level of revenue generated locally.

Within this context the Council publishes a **Medium Term Financial Plan** for its revenue budget, it includes:

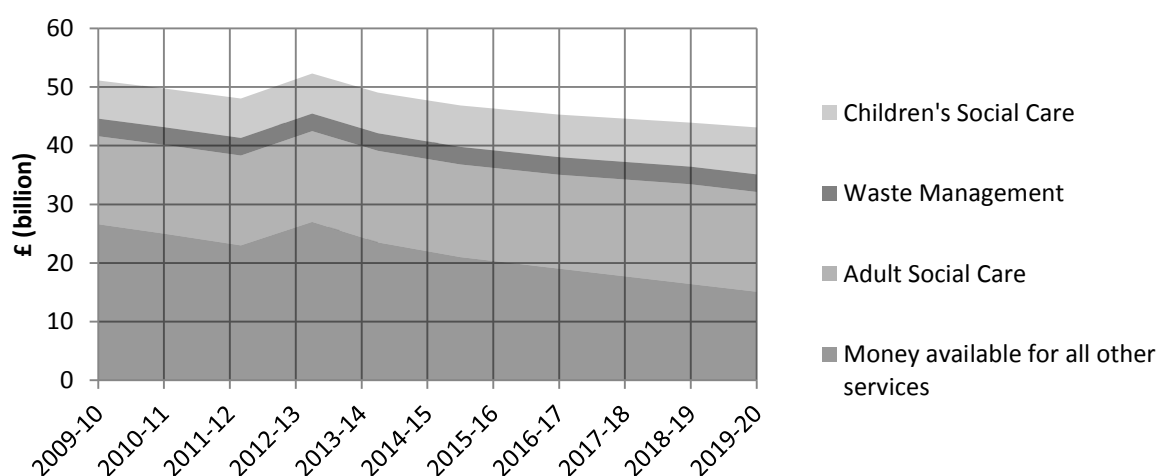
- Projections of the full year impact of Council spending decisions;
- Projections of the full year impact of external influences on the Council's budget;
- Revenue costs of financing the capital programme;
- Best estimates of future inflation, pay awards and pension increases
- Reductions in future Government Grant which are projected to continue until 2018 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;
- Continued pressure on waste management budgets as the number of households increases and levels of waste generated increases with increased economic activity;

The table below produced by the Independent Commission on LG Finance demonstrates the extent to which waste and care budgets restrict the funds available for other services when resources overall are reducing.



- The development 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. Whilst not quantified at this stage in the same way that the NHS is looking to preventative measures taken in an integrated health/ social care system to reduce cost pressures so Adult Social Care will look to the same set of measures to reduce the impact of an ageing population on its budgets;
- 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 scheme clearly incentivises 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. Given the uncertainty over when additional revenue will accrue no allowance is currently made in this plan;
- The Council also finances a share of outstanding business rate appeals. As discussed in paragraph 4.6 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 £1.3m Education Services Grant (should all schools transfer to Academy status) funding which will need to be matched by reductions in spend.

**MEDIUM TERM FINANCIAL PLAN  
SUMMARY MTFP 2014-15 TO 2018-19**

<b>Headline</b>					
RPI at Sept of year prior to budget year	2.40%		2.50%		2.50%
CPI	1.50%		1.50%		1.50%
Average contract inflation	1.56%		1.55%		1.55%
Council Tax %					
Council Tax (£)					

<b>Detail</b>					
Line	Description	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
<i>Children's Services</i>					
1	Base Budget	17,941	18,043	18,459	18,910
2	Inflation	92	296	301	306
3	Service Pressure	741	190	150	150
4	FYE/Rev Effects previous year decisions	115	-70	0	0
5	Effect of Grants adjustments	4	0	0	0
6	Directorate Savings	-830	0	0	0
7	Inter-directorate transfers	-19	0	0	0
<b>8</b>	<b>Children's Services Total</b>	<b>18,043</b>	<b>18,459</b>	<b>18,910</b>	<b>19,366</b>
<i>Adult and Community Services</i>					
9	Base Budget	38,000	37,109	38,139	39,301
10	Inflation	312	652	665	681
11	Service Pressure	495	750	750	750
12	FYE/Rev Effects previous year decisions	-107	0	0	0
13	Effect of Grants adjustments	119	0	0	0
14	Directorate Savings	-2,292	0	0	0
15	Future Parkwood savings	0	-372	-253	-67
16	Inter-directorate transfers	582	0	0	0
<b>17</b>	<b>Adult &amp; Community Services Total</b>	<b>37,109</b>	<b>38,139</b>	<b>39,301</b>	<b>40,665</b>
<i>Operations</i>					
18	Base Budget revised following restructure	16,204	15,895	16,457	17,026
19	Inflation	115	302	309	314
20	Service Pressure	1,094	260	260	260
21	FYE/Rev Effects previous year decisions	120	0	0	-10
22	Effect of Grants adjustments	76	0	0	0
23	Directorate Savings	-1,068	0	0	0
24	Additional income target for Nicholsons CP (marker)	-120	0	0	0
25	Inter-directorate transfers	-526	0	0	0
<b>26</b>	<b>Operations Total</b>	<b>15,895</b>	<b>16,457</b>	<b>17,026</b>	<b>17,590</b>
<i>Corporate Services</i>					
27	Base Budget revised following restructure	9,475	9,206	9,585	9,785
28	Inflation	-139	147	150	153
29	Service Pressure	549	224	67	0
30	FYE/Rev Effects previous year decisions	177	8	-17	0
31	Effect of Grants adjustments	18	0	0	0
32	Directorate Savings	-837	0	0	0
33	Inter-directorate transfers	-37	0	0	0
<b>34</b>	<b>Corporate Services Total</b>	<b>9,206</b>	<b>9,585</b>	<b>9,785</b>	<b>9,938</b>
<i>General</i>					
35	General pressures and savings b/f	154	605	-5,972	-10,118
36	Estimated cost of pay inflation 2014/15	-154			
37	Estimated cost of pay inflation 2015/16	605			
38	Other pressures	0	1,050	250	250
40	Assumed new burdens grant to offset loss of "contacting out" National Insurance rebate		-800		
39	Savings (to be Identified) / surplus to in-year requirement	0	-6,827	-4,396	-3,649
<b>40</b>	<b>Total Service Expenditure</b>	<b>80,859</b>	<b>76,668</b>	<b>74,904</b>	<b>74,043</b>

**MEDIUM TERM FINANCIAL PLAN  
SUMMARY MTFP 2014-15 TO 2018-19**

<b>Headline</b>					
	RPI at Sept of year prior to budget year	2.40%	2.50%	2.50%	2.50%
	CPI	1.50%	1.50%	1.50%	1.50%
	Average contract inflation	1.56%	1.55%	1.55%	1.56%
	Council Tax %				
<b>41</b>	<b>Non Service Costs</b>				
42	Debt Finance cost	5,385	5,471	5,514	5,514
43	Interest on Balances	-521	-464	-420	-376
44	Revenue Contributions to Capital	1,606	1,606	1,606	1,606
45	Environment Agency Levy	147	150	153	156
46	Pensions deficit recovery	1,830	2,142	2,442	2,742
47	From/ to reserves - Development Fund	-41	-150	-150	-150
<b>48</b>	<b>Total Non Service Costs</b>	<b>8,406</b>	<b>8,756</b>	<b>9,146</b>	<b>9,493</b>
<b>49</b>	<b>TOTAL BUDGET COST</b>	<b>89,265</b>	<b>85,424</b>	<b>84,050</b>	<b>83,535</b>
	<b>Support</b>				
50	RSG and Business Rate Support	-24,166	-21,620	-20,050	-19,201
51	Business Rates discount	150	150	150	150
52	Parish equalisation grant	64	64	64	64
53	Education Services Grant	-1,273	-951	-951	-951
54	New Homes Bonus - keep growth for 6 years	-2,974	-3,474	-3,356	-3,376
55	Council Tax Reward Grant 2014/15	0	0	0	0
56	Council Tax Reward Grant 2015/16	-601	0	0	0
57	Collection Fund - Council Tax (Surplus) / Deficit	-1,006	0	0	0
58	Collection Fund - Business Rates (Surplus) / Deficit	-361	0	0	0
59	Less Special expenses	-956	-956	-956	-956
<b>60</b>	<b>Sub Total Support</b>	<b>-31,123</b>	<b>-26,787</b>	<b>-25,099</b>	<b>-24,270</b>
<b>61</b>	<b>NET BUDGET REQUIREMENT</b>	<b>58,142</b>	<b>58,637</b>	<b>58,951</b>	<b>59,265</b>
62	Council Tax Base (Band D)	64,107	64,653	64,999	65,345
63	Council Tax Band D (£.p)				

**JUSTIFICATION OF THE LEVEL OF BALANCES 2015/16**

	<b>Potential Cost £000</b>	<b>Risk</b>	<b>Average Risk £000</b>
<b>Economic risks</b>			
Dip in the economy reduces income from all fees and charges by 5%	750	20%	150
Impact of inflation in excess of Medium Term Financial Plan	500	20%	100
Risk of NDR non collection	500	30%	150
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)	250	50%	125
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	400	60%	240
<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	0	0%	-
Impact of savings that are more difficult to implement	1,000	50%	500
Academy School transfer accelerates	500	20%	100
<b>Impact of Service Increases</b>			
Safeguarding	400	40%	160
Withdrawal of PCT funding for Continuing Health care	1,000	60%	600
Adult Services - contract costs	400	50%	200
Adult Services - Better Care Fund - hospital admissions target missed	600	50%	300
Adult Services - demography	500	50%	250
Salary pressure on key workers	500	50%	250
Waste Management - volume pressure	300	25%	75
<b>Total of potential risks (unlikely all to coincide)</b>	<b>8,850</b>		
<b>Total Average Risk in Single Year</b>			<b>3,620</b>
<b>Provide for 18 months to enable corrective action</b>			<b>5,430</b>



**Appendix L**  
**PRUDENTIAL INDICATORS 2013/14 TO 2016/17**

The actual figures for 2013/14 and the estimates for 3 further years are shown below. These prudential indicators are prepared in accordance with the CIPFA Prudential Code for Capital Financing in Local Authorities

The figures set out below include this council's share of the old Berkshire County Council debt that is now managed by the Royal Borough.

	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate
<b>Capital Expenditure (£m)</b>	£24.9m	£42.4m	£16.2m	£15.0m
<b>Ratio of financing costs to net revenue stream</b>				
- Non-loan financed	22.1%	41.2%	13.4%	13.5%
- Loan financed	7.3%	7.8%	8.0%	8.6%
<b>Capital Financing Requirement (£m)</b>	64.4	67.5	69.1	70.3

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.

	2013/14	2014/15	2015/16	2016/17
<b>Authorised limit for external debt (£m)</b>	£83m	£87m	£90m	£92m

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

	2013/14	2014/15	2015/16	2015/16
<b>Operational boundary for external debt (£m)</b>	£66m	£69m	£71m	£72m

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	2015/16	2015/16
<b>for the Band D Council Tax Payer</b>	£7.93	£11.32	£12.77	£13.13

**Interest Rate Exposure**

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2013/14 to 2016/17 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 2013/14 to 2016/17 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 @ 17/12/14**  
**(Approved by Cabinet on 27/03/14)**

<b><u>Fitch Ratings</u></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><u>UK</u></b>				
<b><u>Government</u></b>				
Debt Management Office	F1+	AA+	Stable	no limit
<b><u>Banks</u></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 (inc HSBC Private Bank)	F1+	AA-	Stable	15
Lloyds Banking Group	F1	A	Negative	15
National Australia Bank	F1+	AA-	Stable	5
Royal Bank of Canada	F1+	AA	Stable	5
Royal Bank of Scotland	F1	A	Negative	15
Santander UK	F1	A	Stable	15
Standard Chartered	F1+	AA-	Negative	15
Ulster Bank	F1	A-	Negative	5
<b><u>Building Societies (max £3m per loan)</u></b>				
All Building Societies with total group assets greater than £6 billion and FITCH Long term rating of BBB or better				
Coventry	F1	A	Stable	5
Nationwide	F1	A	Stable	5
Yorkshire	F1	A-	Stable	5
Leeds	F1	A-	Stable	5
Principality	F2	BBB+	Stable	5
<b><u>Local Authorities</u></b>				
All UK Local Authorities, with the exception of those with reported financial irregularities.				10
<b><u>Money Market Funds</u></b>				
All money market funds with a Fitch AAA long term credit rating, including:				
Federated Short Term Sterling Prime Fund		AAA		10
IGNIS Sterling Liquidity Fund		AAA		10
Insight GBP Liquidity Fund		AAA		10
<b><u>Financial Services Companies</u></b>				
Kames Capital				1
Legal & General				1.5

**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 2014-15 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 £755k 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 2014-15 the Borough has received £4.80m which compares with £7.83m received in 2013-14.
2. New schemes, that attract s106, totalling £2.17m, 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.

	2014-15 £m	2015-16 £m
Schools Devolved Formula Capital inc VA Schools	0.417	Awaiting ministerial approval
Universal infant free school meals	0.357	0
DFE Capital Grants inc VA Schools	7.008	Awaiting ministerial approval
Transport – LTP	2.777	3.029
Local Sustainable Transport Grant	0.122	0
Disabled Facility Grant	0.325	0.380
LASSL (Social Services)	0.261	0.265

5. Government grants, new and accumulated, fund £8.20m 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.