



# ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY PANEL

TUESDAY, 30TH JANUARY, 2018

At 7.00 pm

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD,

## SUPPLEMENTARY AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
5.	<u>BUDGET 2018-19</u> To consider the report.	1 - 62

This page is intentionally left blank

Report Title:	<b>Budget Report 2018/19</b>
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet - 8 February 2018
Responsible Officer(s):	Russell O'Keefe, Executive Director & Rob Stubbs, Deputy Director and Head of Finance
Wards affected:	All

## REPORT SUMMARY

1. This report sets out the Council budget for 2018/19. Through efficient and careful financial planning, the council continues to ensure delivery of the services most valued by residents, and is ready to transform the borough during the next ten years.
2. The budget is based on a 1.95% increase to council tax – meaning that residents in Windsor and Maidenhead still have the lowest council tax outside of London.
3. A three per cent precept for adult social care enables additional funding for older people and residents with special needs, an area where the council is also making additional investment within the budget as well as the £6.4M figure for ASC.
4. The Council will make savings of £5.4 million to enable council tax to remain affordable and to continue to provide the services and improvements that residents value.
5. The council will increase visitor parking charges in some locations for non-residents, to more closely align to other council areas – this will not affect Advantage card holders. Other fees and charges will be capped at the Retail Prices Index, unless charges have been increased to bring the council close to benchmarked rates.
6. The Royal Borough has the lowest council tax outside of London, whilst providing the range of services most valued by residents, including
  - Maintaining our 18 street wardens working on borough streets to provide a reassuring and responsive presence.
  - CCTV upgrades and expansion along with investment in road improvements.
  - Keeping all 14 libraries open, with extended hours for some and continued investment in stock and buildings.
  - Continue to offer a range of services for children and families at our 10 children's centres.
  - Resident parking permits remain free – this is in contrast to neighbouring areas such as Reading and Bracknell Forest.
7. There are increases to enable delivery of services and investment – for example:
  - £2.6 million in Windsor to improve the fabric and appearance of the town centre, £2.3 million of which is for highways and infrastructure investment, to take place this year and into 2018/19.
  - High quality and sustainable adult social care services
  - Continued expansion of schools
  - Home to school transport for pupils with special needs and families on low

incomes

- Temporary accommodation for homeless residents.
8. The government has given scope for local authorities to apply an additional charge to provide more funding for adult social care services. Last year the borough applied an additional precept of three per cent and are proposing to do so again, which equates to an additional £28.85 on Band D council tax. This is a careful and caring measure to ensure that we can fund care for elderly and vulnerable residents. The council has also prioritised this area with existing funding so that with these proposals, we will have provided an additional £6.4 million over and above this adult social care precept.

1. D

## **DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION:** That Council notes the report and approves the:

- i) Detailed recommendations contained in Appendix A which includes a Base Council Tax at band D of £933.42, including a 1.95% increase of £17.85.
- ii) Adult Social Care Precept of 3% (an increase of £28.85 on the £45.89 precept included in the 2017/18 budget) to be included in the Council's budget proposals, making this levy the equivalent of £74.74 at band D.
- iii) Fees and Charges contained in Appendix E.
- iv) Capital Programme, shown in appendices I and J, for the financial year commencing April 2018.
- v) Prudential borrowing limits set out in Appendix L.
- vi) Business rate tax base calculation, detailed in Appendix P, and its use in the calculation of the Council Tax Requirement in Appendix A.
- vii) Deputy Director and Head of Finance in consultation with the Lead Members for Finance and Children's Services is authorised to amend the total schools budget to reflect actual Dedicated School Grant levels.
- viii) Responsibility to include the precept from the Berkshire Fire and Rescue Authority in the overall Council Tax charges is delegated to the Lead Member for Finance and Deputy Director and Head of Finance once the precept is announced.

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

- 2.1 The Council is obliged to set a Council Tax for the forthcoming year in order to provide sufficient revenue to carry out its statutory duties. The budget set for 2018/19 confirms the administration's commitment to continue the delivery of quality services for residents that are value for money. Residents will see priority services maintained with additional investment in key areas such as education, vulnerable residents including those qualifying for free school meals and regeneration.
- 2.2 The Royal Borough spends in the region of £300 million through the General Fund. Day to day council expenditure is funded through government grants, council tax, business rates, third party contributions and income from fees and charges. Around £80 million of this is spent on, and is ring-fenced to, schools.

### **Provisional Local Government Finance Settlement 2018/19**

- 2.3 In the local government financial settlement for 2016/17 the Secretary of State for Communities and Local Government offered an opportunity for a four year financial settlement. The offer was accepted by the Royal Borough.
- 2.4 The 2018/19 local government finance settlement announced the core spending power figures for the period 2017/18 to 2019/20. Key items and the impact on the Boroughs finances include:
- Adult Social Care Precept: 3% +£1.9 million
  - New Homes bonus: +£2.7 million

### **Adult Social Care Precept**

- 2.5 For the 2016/17 financial year local authorities responsible for adult social care were given an additional 2% flexibility on their current council tax referendum threshold which was required to be used entirely for adult social care. This flexibility was offered in recognition of demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. In 2017/18 a further adult social care precept was then made available to local authorities to add, up to a maximum of 6% over the period between 2017/18 and 2019/20.
- 2.6 In 2016/17 the precept was set at 2%, equivalent to £18.14 on a band D property, for 2017/18 the precept was set at 3%, equivalent to £27.75 on a band D property and in 2018/19 will be a further 3%, equivalent to £28.85, to sustain the growing need for adult social care services.
- 2.7 Appendix D shows the total level of funding the Royal Borough will have invested to support our vulnerable adults across the Borough. This total is more than £9 million higher than the funding raised through the precept by the end of 2019/20.

### **New Homes Bonus**

- 2.8 The Government rewards housing growth. In 2017/18 the scheme was reduced from six years to five years and will be reduced in 2018/19 to four years. The Government also introduced a minimum level at which only growth in excess of the minimum will be rewarded. This was set at 0.4% in 2017/18 and will remain at this level for 2018/19 equating to 267 properties for the Borough.

### **Council tax thresholds**

- 2.9 Local authorities are now allowed to increase their core band D base council tax by an additional 1% in 2018/19. The previously announced threshold was 2%, and the new threshold will now be 3%. The Council, if approved, will only increase base council tax in 2018/19 by 1.95%.

### **Additional areas within the financial settlement**

#### **School budgets**

- 2.10 The Dedicated Schools Grants (DSG), has four blocks: schools, high needs, early years and a new central schools service block. The central schools services block has been created nationally for 2018 from within existing DSG budgets.
- 2.10 The Royal Borough's indicative DSG allocation for 2018/19 (including funding for academies) is £114.2 million, an increase of £3.6 million when compared with the

2017/18 final settlement. This is due, in the main, to increases in pupil numbers in schools and the early year's blocks.

- 2.11 The minimum funding guarantee continues at the same level as 2017/18, meaning that no school will see more than a 1.5% per pupil reduction in its formula budget when compared with 2017/18 allocations.

### **Apprenticeship Levy**

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

### **Financial matters annual budget**

#### **Fees and charges**

- 2.13 The proposed fees and charges for the period 2018/19 are shown in Appendix E. Generally charges are designed to increase by inflation or by being benchmarked against similar authorities.
- 2.14 Non-resident parking charges have been increased to reflect 50% of market alignment. Through investment in new machines, residents will be able to receive Advantage Card discounts across all RBWM car parks.

#### **Efficiencies and cost reductions**

- 2.15 The council has reduced expenditure significantly over the past six years. These reductions have been achieved by finding alternative and more cost effective ways to deliver the same or similar levels of service. This budget includes efficiencies and cost reductions totalling £5.4 million see Appendix F.

#### **Council Tax**

- 2.16 In 2017/18, the Band D combined base council tax and adult social care precept was £961.46 which was £396.54 below the national average for Unitary Authorities (£1,358).
- 2.17 This budget proposes an increase of 1.95% in council tax, well below the level of inflation announced in September 2017 (RPI of 3.9%). The Band D combined base council tax and adult social care precept will be £1008.16. Appendix G sets out the impact on different properties.

#### **Capital programme**

- 2.18 In recent years, the council has continued to avoid additional borrowing and related interest costs by funding some capital investments from available cash balances. This also anticipates the substantial capital receipts from the Maidenhead regeneration programme over the next five to ten years. It will become necessary during 2018/19 to increase borrowing in the short to medium term to fund investments which needs to precede the development of council land.
- 2.19 The council's capital expenditure is separate to revenue expenditure on services and is funded from a mix of government grants, third party contributions, capital receipts from the sales of assets and borrowing.

2.20 There are a variety of regeneration initiatives either taking place or in development which will provide significant opportunities and benefits for the Borough, a number of these require Council funding. Each initiative will have its own financing and governance structure which reports directly to the Council. The capital programme for 2018/19 provides for investment in:

- The continuance of the schools expansion programme
- Regeneration schemes, including Maidenhead Waterways
- Funding into the disabled facilities grant
- Maintaining the highways network
- Street lighting
- The new leisure centre at Braywick Park.

2.21 In addition to the investments in the capital programme in this budget, the borrowing expectations for 2018/19 need to consider other capital proposals likely to come forward for approval during the year. Appendix H shows additional investments likely to be proposed and estimated to require funding of £79 million. Appendix H also reflects how the anticipated forecast debt position has altered throughout 2017/18 against the original forecast put to Council in February 2017.

### **Capital finance**

2.22 The Deputy Director and Head of Finance has responsibility for financing the Capital Programme in the most cost effective way. The capital programme for 2018/19 relies on £16.2m of Council funding (see Appendices I and J), however, use of recycled Minimum Revenue Provision and any capital receipts generated will reduce the impact on the Council's capital financing requirement. The forecast programme, including other proposals likely to come forward during the year increases the capital financing requirement by £74.4m. The capital financing requirement is a measure of the Council's need to borrow to be able to finance its capital spend. The capital financing requirement for 2017/18 is £111.8m.

2.23 All resolutions required to comply with the Prudential System are in line with the Treasury Management Report approved by Cabinet on 11 February 2010.

### **Business Rates**

2.24 From 2013/14 local authorities have been able to share in any growth, as well as risk in expected collective rates and appeals against valuations, of business rates, as an incentive to encourage growth.

2.25 It was Government's intention to change the basis of determining the annual increase in the business rates multiplier in 2021. This would have seen CPI inflation figure used instead of RPI. The Government has announced that this change will be brought forward and will apply from 2018/19.

2.26 Berkshire were also successful in securing business rate pilot status for 2018/19. This is a pooling arrangement across Berkshire and comprises the six unitary councils. This means that any growth will be retained for the benefit of Berkshire with 70% of growth going to the TVLEP to help transport infrastructure with the remainder shared across the six councils.

2.27 Within the business rate retention system, the national non-domestic rate baseline and top up/tariff amounts have been revised to take into account the business rate revaluation of 2017.

2.28 The Council intends to continue, as in 2017/18, to maintain all locally controlled discretionary business rate reliefs for 2018/19 to businesses falling into various categories.

**General Fund reserves**

2.29 Taking account of the forecast year-end position for 2017/18 the General Fund Reserves are estimated to be £7.4 million.

**Collection Fund Balances**

2.30 The council collects approximately £83m from Council Tax and £88 million from applying business rates. The Council remains one of the highest performing councils for council tax collection rates.

2.31 The Council must declare the likely balance on the Council Tax Collection Fund at 31 March 2017 as estimated in November 2017 and any balance to be shared between the Council, the Police and Crime Commissioner for Thames Valley and the Berkshire Fire & Rescue Service. On the appointed day the Royal Borough’s share was declared at £1.6m (2%).

2.32 Under the Localisation of Business Rates legislation the Council is now required to prepare a similar statement for Business Rates. This statement shows a deficit payable by the Council of £2.9m (3%).

**Treasury Management**

2.33 The current Treasury Management policy was initially approved in February 2010 and varied by Cabinet in June 2010. In March 2014 Cabinet updated the list of approved counterparties when it added to it a group of the larger Building Societies. During 2017/18 the Council’s – Achieving for Children were added to the list. No further changes to the list are proposed, see Appendices K and L.

2.34 For the last three years the Borough has, with Actuary and External Audit approval, prepaid its Pension Fund contributions using a Net Present Value calculation to show a benefit, equivalent to a 2.70% return on that prepayment in its revenue account.

2.35 As a consequence the budget assumes that the Royal Borough will earn £123k on its investments in 2017.

2.36 In setting the budget options have been considered, see table 1.

**Table 1: Options**

<b>Option</b>	<b>Comments</b>
Approve the proposals in this report.	The Council is obliged to set a Council Tax for the forthcoming year in order to provide



<b>Option</b>	<b>Comments</b>
<b>Recommended option</b>	sufficient revenue to carry out its statutory duties.
Approve a modified budget with a higher level of revenue spend and Council Tax.  <b>Not recommended</b>	A net increase in revenue expenditure of £619k would require an increase in Council Tax of 1%. Increases representing an increase of 3% or more in core Council Tax would require a referendum.
Approve a modified budget with a lower level of net revenue spend and Council Tax.  <b>Not recommended</b>	Any proposals to reduce net expenditure would need to be accompanied by specific proposals so that Council could be assured that priority services are maintained.
Approve a modified Capital Programme  <b>Not recommended</b>	Any proposals to adjust the capital programme needs to consider available funding. Any proposal that is not supported by grant or developer contributions will need to be funded from Council resources and as such will also have a revenue implication in the shape of financing costs.

### 3. KEY IMPLICATIONS

#### 3.1 Table two

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

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Borough's external auditors KPMG confirmed in their work on the 2016/17 accounts that the Council had "proper arrangements to secure economy, efficiency and effectiveness in its use of resources".

### 5. LEGAL IMPLICATIONS

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

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

**6. RISK MANAGEMENT**

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

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

**7. POTENTIAL IMPACTS**

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

**8. CONSULTATION**

8.1 To Consultations have taken place with the local Chambers of Commerce in January 2018. The Leader of the Council and several Cabinet Members attended, together with Officers. The meetings served to consult on the proposals in this paper.

8.2 Comments of the Overview & Scrutiny Committees will be shared with Council.

**9. TIMETABLE FOR IMPLEMENTATION**

9.1 Residents will be notified of their Council Tax in March 2018. Budgets will be in place and managed by service managers from 1 April 2018.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
By 31 March 2018	Residents notified of their Council Tax
1 April 2018	Budgets will be in place and managed by service managers.

**10. APPENDICES**

10.1 Appendix A – Recommendations

- Appendix B – Budget summary
- Appendix C – Budget detail
- Appendix D – Social care investment strategy (Adult, Community Services and Health & Corporate Services O&SPs only).
- Appendix E – Fees and charges (Not Crime & Disorder O&SP)
- Appendix F – Savings
- Appendix G – Parish precepts
- Appendix H – Capital cashflow
- Appendix I - Capital programme summary
- Appendix J – Capital programme detail
- Appendix K – Treasury management
- Appendix L – Lending list
- Appendix M – Budget movement statement
- Appendix N – Medium term plan
- Appendix O – Reserves
- Appendix P – NNDR1 (to follow)
- Appendix Q – Comparison November/January MTFP

## 11. BACKGROUND DOCUMENTS

11.1 None.

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Councillor Saunders	Lead Member for Finance	12/01/18	15/01/18
Councillor Rankin	Deputy Lead Member for Finance		
Councillor Dudley	Leader of the Council		
Alison Alexander	Managing Director	12/01/18	14/01/18
Russell O'Keefe	Executive Director	12/01/18	
Andy Jeffs	Executive Director	12/01/18	15/01/18
Terry Baldwin	Head of HR		
Mary Kilner	Head of Law and Governance		
Louisa Dean	Communications and Marketing Manager		
	Other e.g. external		

## REPORT HISTORY

<b>Decision type:</b> Key decision	<b>Urgency item?</b> No
Report Author: Rob Stubbs, Deputy Director and Head of Finance, 01628 796222	

This page is intentionally left blank

**BUDGET 2018/19****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 2018/19, which show the direct costs of the following service areas as set out in Appendix B & C, together with the approved estimates for 2017/18 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Estimate 2017/18 £000	Estimate 2018/19 £000
Managing Director's Directorate	59,995	64,533
Communities Directorate	14,592	11,779
Place Directorate	4,168	1,467
Contribution to/(from) Earmarked Reserve	2,255	5
Apprentice Levy	280	0
Estimated cost of Pay Inflation	500	500
Environment Agency	153	156
Capital Financing inc Interest Receipts	5,069	5,523
Other adjustments	2,415	2,428
	<b>89,427</b>	<b>86,391</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 J 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 14 December 2017 Cabinet calculated the Council Tax Base 2018/19;

- i) for the whole Council area as 67,617.93 [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	735.65
Bray	4,195.32
Cookham	2,923.18
Cox Green	3,073.72
Datchet	2,212.50
Eton	1,800.59
Horton	463.67
Hurley	996.80
Old Windsor	2,402.83
Shottesbrooke	74.68
Sunningdale	3,419.99
Sunninghill & Ascot	6,455.77
Waltham St. Lawrence	661.04
White Waltham	1,266.92
Wraysbury	2,168.79
	32,851.45
<b>Unparished Areas</b>	
Maidenhead	21,234.15
Windsor	13,532.33
	67,617.93

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

d)

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

i)

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

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

- ii) 

being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.

*(Explanatory Note: This figure includes the Revenue Support Grant, other non-specific grants, and Business Rate income due to the Council from the Government Exchequer together with any surplus on the Council's Collection Fund.)*
- iii) 

being the amount by which the aggregate at (e) (i) above exceeds the aggregate at (e) (ii) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act).

*(Explanatory Note: This is the council tax requirement of the Council (including parish precepts, Adult Social Care precept and Special Expenses)*
- iv) 

being the amount at (e) (iii) above (Item R), all divided by Item T ((c) (i) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).

*(Explanatory Note: This figure is the average Band D Council Tax including Parish Precepts, Adult Social Care precept and Special Expenses.)*
- v) 

being the aggregate amount of all special items (Precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix G).

*(Explanatory Note: This figure is the aggregate of Parish Precepts, Adult Social Care precept and Special Expenses.)*
- vi) 

being the amount at (e) (iv) above less the result given by dividing the amount at (e) (v) above by Item T (c) (i) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special expense relates.

*(Explanatory Note: This figure is the Band D Council Tax excluding Parish Precepts, Adult Social Care precept and Special Expenses.)*
- f) To note that the Thames Valley Police and Crime Commissioner and the Berkshire Fire and Rescue Authority have issued or will shortly issue precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table in appendix G.
- 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 G as the amounts of Council Tax for 2018/19 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 2018/19 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

## REVENUE BUDGET 2018/19

<b>DIRECT COST SUMMARY</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
	£000	£000	£000
<b>Managing Director</b>			
Management	757	296	660
Communications	379	294	412
Human Resources	1,534	1,444	796
Law & Governance	2,310	2,365	2,889
Commissioning & Support	5,032	4,693	2,631
AfC Contract - LA Funded	0	0	21,356
AfC Contract - DSG Funded	0	0	12,196
Children's Services Retained	16,142	15,535	(2,118)
Dedicated Schools Grant Expenditure	61,466	63,408	50,385
Concessionary Fares	1,228	1,282	1,330
Adult Social Care - Optalis Contract	0	0	29,443
Adult Social Care - Spend	42,720	42,351	14,735
Adult Social Care - Income	(11,385)	(10,598)	(9,932)
Better Care Fund	10,137	10,010	12,033
Public Health	5,067	4,909	4,780
Housing	651	1,107	1,103
Grant Income	(75,408)	(77,101)	(78,166)
<b>Total Managing Directors Directorate</b>	<b>60,630</b>	<b>59,995</b>	<b>64,533</b>
<b>Communities Directorate</b>			
Executive Director	393	177	229
Revenues and Benefits	875	369	(109)
Commissioning - Communities	10,620	9,703	8,182
Communities, Enforcement & Partnerships	1,593	883	192
Library & Resident Services	3,939	3,460	3,285
<b>TOTAL COMMUNITIES DIRECTORATE</b>	<b>17,420</b>	<b>14,592</b>	<b>11,779</b>
<b>Place Directorate</b>			
Executive Director	138	150	298
Planning Service	1,299	1,473	1,344
Property Service	(1,849)	(1,803)	(2,577)
Finance	2,392	2,149	1,269
ICT	2,731	2,199	1,133
<b>TOTAL PLACE DIRECTORATE</b>	<b>4,711</b>	<b>4,168</b>	<b>1,467</b>
<b>TOTAL EXPENDITURE</b>	<b>82,761</b>	<b>78,755</b>	<b>77,779</b>



## REVENUE BUDGET 2018/19

<b>DIRECT COST SUMMARY</b>	<b>2016/17 Budget</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	355	2,255	5
Increase / (decrease) in provision for redundancy costs	(187)		
Transfer to/(from) Provision for the clearance of Shurlock Road	(180)		
Transfer to the provision for MMI	272		
Increase to provision for bad debt	27		
Contribution from the capital fund	(263)		
Corporate re-structure saving to be allocated			
Estimated net NNDR income			
Drawdown of provision for compulsory purchase payment			
Apprentice Levy		280	0
Estimated cost of pay inflation	0	500	500
Pensions deficit recovery	2,115	2,415	2,428
Levies-			
Environment Agency	150	153	156
Capital Financing inc Interest Receipts	5,260	5,069	5,523
	<hr/>	<hr/>	<hr/>
<b>NET REQUIREMENTS</b>	90,310	89,427	86,391
Less - Special Expenses	(981)	(1,009)	(1,047)
Transfer (from)/ to balances	447		
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<hr/>	<hr/>	<hr/>
	89,776	88,418	85,344
New Homes Bonus	(4,026)	(3,681)	(2,691)
Council Tax Reward Grant	0	0	0
RSG and Business Rate Support	(21,062)	(17,089)	(14,095)
Estimated income from business rate pilot			(1,272)
Empty shop business rate discount	0	0	0
Education services grant	(1,074)	(478)	(315)
Transition grant	(1,278)	(1,263)	0
Income from trading companies		(218)	(160)
Parish equalisation grant	64	64	63
Collection Fund (Surplus) / Deficit (Business Rates)	(231)	1,001	2,943
Collection Fund (Surplus) / Deficit (Council Tax)	(1,394)	(2,615)	(1,647)
	<hr/>	<hr/>	<hr/>
	(29,001)	(24,279)	(17,174)
<b>NET COUNCIL TAX REQUIREMENT</b>	<hr/>	<hr/>	<hr/>
	60,775	64,139	68,170
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	65,697	66,710	67,618
RBWM Tax levy (on Band D property)	£ 906.95	£ 915.57	£ 933.42
Adult Social Care precept (on Band D property)	£ 18.14	£ 45.89	£ 74.74
<i>General Fund Balances:</i>			
Working Balance	4,738	5,291	7,774
Transfer to/ (from) General Fund	477	0	0
	<hr/>	<hr/>	<hr/>
	5,215	5,291	7,774

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

<b>MANAGEMENT</b>	£000	£000	£000
Expenditure	802	334	698
Income	(45)	(38)	(38)
Net	<u>757</u>	<u>296</u>	<u>660</u>

**Services provided:**

Provision of strategic management and leadership functions carried out by the Managing Director and the directorate's management team for strategy, commissioning and performance

**Staff (full time equivalent):**

5.00

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

<b>TOTAL MANAGEMENT</b>	<u>757</u>	<u>296</u>	<u>660</u>
-------------------------	------------	------------	------------

**COMMUNICATIONS****Communications**

	£000	£000	£000
Expenditure	361	333	480
Income	(26)	0	(19)
Net	<u>335</u>	<u>333</u>	<u>461</u>

**Services provided:**

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

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

**Staff (full time equivalent):**

9.10

**Service Risks:**

-

**Performance Indicators:**

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Visitor Management</b>	£000	£000	£000
Expenditure	852	437	439
Income	(808)	(476)	(488)
Net	44	(39)	(49)
<b>Services provided:</b>			
This budget represents the Visitor Management and marketing functions of the Authority. The service provides for the delivery of the visitor management strategy in the Borough and the operation of the Royal Windsor Information Centre and the Windsor Guildhall lettings			
<b>Staff (full time equivalent):</b>			
10.32			
<b>Service Risks:</b>			
<b>Performance Indicators:</b>			
<b>TOTAL COMMUNICATIONS</b>	<b>379</b>	<b>294</b>	<b>412</b>

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**HUMAN RESOURCES****HR Strategic**

	£000	£000	£000
Expenditure	1,238	1,158	1,094
Income	<u>(601)</u>	<u>(721)</u>	<u>(1,031)</u>
Net	<u>637</u>	<u>437</u>	<u>63</u>

**Services provided:**

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

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

**Staff (full time equivalent):**

21.86

**Service Risks:**

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

**Performance Indicators:**

Captured within IPMR and SADC data.

**Payroll**

	£000	£000	£000
Expenditure	305	231	271
Income	<u>(13)</u>	<u>(4)</u>	<u>(66)</u>
Net	<u>292</u>	<u>227</u>	<u>205</u>

**Services provided:**

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

**Staff (full time equivalent):**

5.64

**Service Risks:**

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

**Performance Indicators:**

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

<b>Organisational Development</b>	£000	£000	£000
Expenditure	293	416	176
Income	(44)	(5)	(5)
Net	249	411	171

**Services provided:**

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

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

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>Performance Contracts</b>	£000	£000	£000
Expenditure	336	346	346
Income	0	0	0
Net	336	346	346

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Health &amp; Safety Contract</b>	£000	£000	£000
Expenditure	20	23	11
Income	0	0	0
Net	20	23	11
<b>Services provided:</b>			
Management of the Health and Safety contract ensures the council has a modern and robust health and safety policy and framework, and that the council is advised on any changes to regulations and legislation.			
<b>Staff (full time equivalent):</b>			
0.00			
<b>Service Risks:</b>			
Small team and therefore resilience if a member of staff is absent. Lack of professionally trained and qualified staff to provide advice and guidance to the council, resulting in non compliance with H&S regulations.			
<b>Performance Indicators:</b>			
<b>TOTAL HUMAN RESOURCES</b>	<b>1,534</b>	<b>1,444</b>	<b>796</b>

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

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

	£000	£000	£000
Expenditure	94	138	111
Income	(92)	(82)	(30)
Net	<u>2</u>	<u>56</u>	<u>81</u>

**Services provided:**

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

Monitoring Officer for the Council and maintenance of the constitution.

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

Management of Democratic Services and Information Governance

Management of Civic Mayoral Services and Facilities

**Staff (full time equivalent):**

1.00

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

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

**Democratic Representation**

	£000	£000	£000
Expenditure	122	100	100
Income	0	0	0
Net	<u>122</u>	<u>100</u>	<u>100</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

<b>Information Governance</b>	£000	£000	£000
Expenditure	162	189	610
Income	0	0	0
Net	162	189	610

**Services provided:**

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

**Staff (full time equivalent):**

5.00

**Service Risks:**

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

**Performance Indicators:**

<b>Coroners</b>	£000	£000	£000
Expenditure	184	248	248
Income	0	0	0
Net	184	248	248

**Services provided:**

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

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

<b>Land Charges</b>	£000	£000	£000
Expenditure	16	16	16
Income	(334)	(254)	(335)
Net	(318)	(238)	(319)

**Services provided:**

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

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

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

**Performance Indicators:**



<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

<b>Magistrates Courts</b>	£000	£000	£000
Expenditure	11	13	13
Income	0	0	0
Net	<u>11</u>	<u>13</u>	<u>13</u>

**Services provided:**

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

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

<b>Member Services</b>	£000	£000	£000
Expenditure	1,210	1,104	1,116
Income	0	0	0
Net	<u>1,210</u>	<u>1,104</u>	<u>1,116</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.81

**Service Risks:**

-

**Performance Indicators:**

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

<b>Corporate Modern Records</b>	£000	£000	£000
Expenditure	15	26	26
Income	0	0	0
Net	<u>15</u>	<u>26</u>	<u>26</u>

**Services provided:**

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

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

-

**Performance Indicators:**

-

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Electoral Services</b>	£000	£000	£000
Expenditure	655	267	320
Income	(383)	(4)	(4)
Net	<u>272</u>	<u>263</u>	<u>316</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.67

**Service Risks:**

-

**Performance Indicators:**

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

<b>Archives - Joint Arrangements</b>	£000	£000	£000
Expenditure	144	159	159
Income	0	0	0
Net	<u>144</u>	<u>159</u>	<u>159</u>

**Services provided:**

This budget covers the cost of the Borough's share of the countywide archive service

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

-

**Performance Indicators:**

<b>Facilities Management</b>	£000	£000	£000
Expenditure	570	496	506
Income	(19)	(21)	(22)
Net	<u>551</u>	<u>475</u>	<u>484</u>

**Services provided:**

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

**Staff (full time equivalent):**

11.60

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

<b>Civic Events &amp; Mayors Office</b>	£000	£000	£000
Expenditure	238	247	251
Income	0	0	0
Net	<u>238</u>	<u>247</u>	<u>251</u>

**Services provided:**

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

**Staff (full time equivalent):**

3.41

**Service Risks:**

-

**Performance Indicators:**

Successful delivery of all civic ceremonial and mayoral activities.

<b>Print Centre</b>	£000	£000	£000
Expenditure	348	529	610
Income	(631)	(806)	(806)
Net	<u>(283)</u>	<u>(277)</u>	<u>(196)</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>TOTAL LAW &amp; GOVERNANCE</b>	<u>2,310</u>	<u>2,365</u>	<u>2,889</u>
-----------------------------------	--------------	--------------	--------------

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**COMMISSIONING & SUPPORT****Procurement Strategic**

	£000	£000	£000
Expenditure	267	315	169
Income	<u>(3)</u>	<u>(11)</u>	<u>(3)</u>
Net	<u>264</u>	<u>304</u>	<u>166</u>

**Services provided:**

To oversee the Council's procurement activity, providing a quality change, commercial and compliance support function to the Council.

**Staff (full time equivalent):**

3.61

**Service Risks:**

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

**Performance Indicators:**

Key metrics include savings and spend under contract.

**Corporate Performance & Development**

	£000	£000	£000
Expenditure	438	494	192
Income	<u>(11)</u>	<u>(3)</u>	<u>(3)</u>
Net	<u>427</u>	<u>491</u>	<u>189</u>

**Services provided:**

Strategy and Performance supports council-wide continuous and sustained improvements in service delivery to ensure the Council's vision and objectives are aligned and achieved, developing the council's performance management culture.

**Staff (full time equivalent):**

3.01

**Service Risks:**

The implementation of an automated Performance Management software system.

**Performance Indicators:**

There service is responsible for reporting the council's corporate performance reports including the bi-annual Performance Management Framework.

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**Statutory Partnerships**

	£000	£000	£000
Expenditure	121	136	139
Income	(26)	(24)	(24)
Net	<u>95</u>	<u>112</u>	<u>115</u>

**Services provided:**

Business management support of the Local Safeguarding Children Board and Safeguarding Adults Board.  
Overall management of serious case and partnership reviews. Budget changes reflect a restructure across the directorate.

**Staff (full time equivalent):**

2.00

**Service Risks:**

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

**Performance Indicators:**

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

**Commissioning & Support**

	£000	£000	£000
Expenditure	5,198	4,779	3,152
Income	(998)	(1,044)	(1,080)
Net	<u>4,200</u>	<u>3,735</u>	<u>2,072</u>

**Services provided:**

Strategic commissioning of a comprehensive range of services across Adult, Children and Health Services that meets the health and wellbeing of the residents.

**Staff (full time equivalent):**

20.31

**Service Risks:**

Cost pressures due to provider fee increases. Demographic changes.  
Demographic changes.

**Performance Indicators:**

Commissioning plans delivered to timescale and in line with required outcomes for the residents.  
Delivery on budget.

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Complaints</b>	£000	£000	£000
Expenditure	46	51	89
Income	0	0	0
Net	46	51	89
<b>Services provided:</b>			
To manage all council complaints.			
<b>Staff (full time equivalent):</b>			
1.00			
<b>Service Risks:</b>			
The management of complaints is essential for a high quality council wide service. Failure to adequately respond would mean a failure to comply with best practice and a loss of reputation, as well as potentially dangerous or discriminatory practice going unchallenged.			
<b>Performance Indicators:</b>			
Number of complaints are reported on monthly scorecards. The percentage of response breaches is captured on the regular complaints report.			
<b>TOTAL COMMISSIONING &amp; SUPPORT</b>	<b>5,032</b>	<b>4,693</b>	<b>2,631</b>

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**AfC CONTRACT - LA Funded**

	£000	£000	£000
Expenditure	0	0	21,356
Income	0	0	0
Net	0	0	21,356

**Services provided:**

LA funded services provided through the Achieving for Children Contract including Children's Services Public Health, Social Care and Early Help, Operational Strategic Management, Education Services, SEN and children with disabilities.

**Staff (full time equivalent):**

279.00

**Service Risks:**

Children continuing to need safeguarding plans  
 Children allocated to a qualified social worker for children in care and children with a safeguarding plan.  
 Recruitment to permanent social worker positions and over reliance on agency staff.  
 Failure to meet statutory and regulatory requirements in relation to services for children in care.  
 Failure to deliver permanent fostering care plans in an effective manner resulting in delay for children achieving permanent placements.  
 Failure to recruit, assess and approve sufficient foster families would result in children being placed with Independent Fostering Providers, which are often not local, thereby causing disruption of relationships with family and friends, education and social activities. Referral and Assessment Team - Maintaining the primarily permanent workforce and the effective implementation of the Multi Agency Safeguarding Hub with Thames Valley Police involved.  
 Intensive Family Support – Managing the increasing demand prioritising those families most in need  
 Health and Family Support Centre – Effective implementation of action plan following Ofsted inspection  
 Youth Services - status of local economy could reduce locally raised income used by local management committees to support frontline delivery of local youth services and reduce opportunities for employment and training.  
 Youth Justice - Conflicting targets (with other agencies) can affect performance.  
 Poor achievement for disadvantaged pupils continues to limit life chances for children and young people.

Unmet needs may lead to an increase in placement costs for alternative provision.  
 Failure to respond to critical incidents in schools. Planning does not ensure that sufficient school places can be provided for the numbers of pupils needing a place.  
 The Home to School transport policy is not sufficiently robust and therefore costs escalate.  
 Volatility in demand for transport especially among additional needs pupils.  
 Contravention of legislation relating to home to school transport  
 Capital schemes are not delivered in a timely manner and value for money is not achieved; buildings and sites become unsafe; there are insufficient classrooms for the numbers of pupils in the borough.  
 Poor achievement across all key stages and poor outcomes and life chances for children and young people.  
 Unmet needs may lead to an increase in expensive placements and higher costs. More children and young people unwell and requiring specialist services within social care and CAMHS.  
 Failure to respond to critical incidents in schools. More children missing educating leading to a higher risk of CSE. Demands of the Children and Families Act still at an early stage. All statements of educational need must be transferred to EHC plans by April 2018.

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**Performance Indicators:**

Child Protection plans lasting two years or more  
 Percentage of children becoming subject to a child protection plan for a second time  
 Timeliness of placement following adoption  
 Care leavers NEET/ suitable accommodation  
 Delivery against 26 week PLO target  
 Emotional health of children in care  
 Stability of placements for children in care  
 Number and length of placements  
 Education attainment children in care  
 Sufficiency strategy  
 Intensive Family Support - Number of families worked and payment by result claims  
 Children's Health and Family Support Centres – Attendances and level of one to one targeted work  
 Young people's participation in youth activities, achievement of accredited outcomes, occupancy and use of youth centres  
 Number and length of time of young people who are NEET, participation of 17 year olds and care leavers in education and training.  
 Number of first time entrants to the Youth Justice System, number of young people sentenced to custody, young people engaged with YOT are in suitable employment training and education, all young people are in suitable accommodation, reduction in reoffending by young people. Proportion of schools judged to be Good or Outstanding by Ofsted.

Levels of attainment of disadvantaged pupils at each key stage.  
 Raising the level of attainment at post 16 for our young people.  
 Number of students accessing alternative provision. Forecasting processes predict the number of places required.  
 Statutory deadlines are met and processes followed for school admissions.  
 Pupils who request transport to school are fairly assessed for eligibility.  
 Schools are large enough to accommodate the appropriate number of pupils and capital budgets are spent effectively.  
 Licences are granted if compliant and appropriate, and locations are adequately vetted. Closing the gap between 'pupil premium' young people and their peers and pupils with additional needs and non additional needs pupils.  
 Statutory assessment timelines.  
 Timely response to critical incidents. Number of pupils persistently absent from school, permanent and fixed term exclusions.  
 Increased number of staff and pupils in schools with awareness of mental health issues. EHC plans and transfers must be completed within 20 weeks.

<b>TOTAL AfC CONTRACT - LA Funded</b>	<b>0</b>	<b>0</b>	<b>21,356</b>
---------------------------------------	----------	----------	---------------



<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>AfC Contract - DSG Funded</b>	£000	£000	£000
Expenditure	0	0	12,196
Income	0	0	0
Net	0	0	12,196
<b>Services provided:</b>			
<p>Dedicated Schools Grant funded services provided through the Achieving for Children Contract including Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools and FE Colleges, as well as top-up funding for RBWM pupils with high needs in other LAs.</p>			
<b>Staff (full time equivalent):</b>			
24.99			
<b>Service Risks:</b>			
<p>Fluctuations in the cost of SEN placements and demand for placements. Financial impact of decisions of the SEN and Disability Tribunal</p>			
<b>Performance Indicators:</b>			
<p>Attainment of SEN pupils compared with non-SEN pupils Numbers of pupils with high needs statements</p>			
<b>TOTAL AfC CONTRACT - DSG Funded</b>	<b>0</b>	<b>0</b>	<b>12,196</b>

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**CHILDREN'S SERVICES RETAINED****Children's Services Public Health**

	£000	£000	£000
Expenditure	1,817	1,714	0
Income	<u>(1,817)</u>	<u>(1,714)</u>	<u>(1,604)</u>
Net	<u>0</u>	<u>0</u>	<u>(1,604)</u>

**Services provided:**

Receipt of Public Health Grant; expenditure for 2018/19 within Achieving for Children Contract

**Staff (full time equivalent):**

0.00

**Service Risks:**

Risks within Achieving for Children Contract

**Performance Indicators:**

Performance Indicators Achieving for Children Contract

**Social Care and Early Help**

	£000	£000	£000
Expenditure	15,820	14,570	462
Income	<u>(3,325)</u>	<u>(2,647)</u>	<u>(925)</u>
Net	<u>12,495</u>	<u>11,923</u>	<u>(463)</u>

**Services provided:**

Regional Adoption Agency is the shared adoption service. It deals with the recruitment, training and assessment of adopters and family finding and matching of children who need adoption. The Berkshire Adoption Advisory Service is a Joint arrangement funded by 6 Berkshire Authorities offering advice and guidance to staff, management and servicing of joint adoption panels, management and support for post adoption direct and indirect contact, training, management and servicing of closed children in care records and adoption records and a Birth Relative Support Service. Youth Counselling Service offer counselling for all children and young people who may be experiencing any difficulties. The service also offers counselling services to all local middle and secondary schools in RBWM including academies. All services have some income generation

**Staff (full time equivalent):**

1.00

**Service Risks:**

Failure to provide this service could result in delay for children waiting for adoption, delay in approving adopters and failure to meet statutory and regulatory requirements. Failure to manage adoption panel effectively and increase number of panels in line with increasing business could result in delay for children waiting to be matched with adopters  
 Poor achievement across all key stages and poor outcomes and life chances for children and young people.  
 Unmet needs may lead to an increase in expensive placements and higher costs. More children and young people unwell and requiring specialist services within social care and CAMHS.  
 Failure to respond to critical incidents in schools. More children missing educating leading to a higher risk of CSE.

**Performance Indicators:**

Adoption Scorecard i.e. placement of children within 4 months of decision, approval of adopters within 4 months of application. National Minimum Standards i.e. At least one adoption panel monthly. Timeliness of adoptive placements and approval of adopters within timescales.  
 Reduced number referred to CAMHS. Increased number of staff and pupils in schools with awareness of mental health issues.

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Operational Strategic Management</b>	£000	£000	£000
Expenditure	279	240	0
Income	(134)	(79)	(79)
Net	<u>145</u>	<u>161</u>	<u>(79)</u>
<b>Services provided:</b>			
Income reflects unit recharges for DSG			
<b>Staff (full time equivalent):</b>			
0.00			
<b>Service Risks:</b>			
N/A			
<b>Performance Indicators:</b>			
N/A			
<b>Education Services</b>	£000	£000	£000
Expenditure	2,402	2,247	277
Income	(1,345)	(1,257)	(237)
Net	<u>1,057</u>	<u>990</u>	<u>40</u>
<b>Services provided:</b>			
Ongoing payments for historical redundancy and premature retirement costs, enhanced pensions and pensions to former staff, and other miscellaneous budgets.			
<b>Staff (full time equivalent):</b>			
0.00			
<b>Service Risks:</b>			
N/A			
<b>Performance Indicators:</b>			
N/A			
<b>SEN &amp; Children with disabilities</b>	£000	£000	£000
Expenditure	2,864	2,518	0
Income	(419)	(57)	(12)
Net	<u>2,445</u>	<u>2,461</u>	<u>(12)</u>
<b>Services provided:</b>			
Expenditure on the provision of Home to School Transport including setting the policy and assessing the eligibility of transport applications; expenditure for 2018/19 within Achieving for Children Contract			
<b>Staff (full time equivalent):</b>			
0.00			
<b>Service Risks:</b>			
N/A			
<b>Performance Indicators:</b>			
N/A			
<b>TOTAL CHILDREN'S SERVICES RETAINED</b>	<u>16,142</u>	<u>15,535</u>	<u>(2,118)</u>

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**DEDICATED SCHOOLS GRANT EXPENDITURE****Primary, Secondary & Special Schools**

	£000	£000	£000
Expenditure	50,457	38,929	37,527
Income	<u>(11,768)</u>	<u>(2,322)</u>	<u>(2,322)</u>
Net	<u>38,689</u>	<u>36,607</u>	<u>35,205</u>

**Services provided:**

Delegated budgets to RBWM's maintained schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for behaviour support, contingencies and other services which schools have chosen to 'de-delegate' and be managed centrally. Funding for nursery aged children (see below under Early Years Provision) and academies' budgets are not included.

**Staff (full time equivalent):**

School based staff employed direct by schools

**Service Risks:**

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

**Performance Indicators:**

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

**Nursery Schools and Classes**

	£000	£000	£000
Expenditure	1,594	2,539	2,579
Income	<u>(247)</u>	<u>0</u>	<u>0</u>
Net	<u>1,347</u>	<u>2,539</u>	<u>2,579</u>

**Services provided:**

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

**Staff (full time equivalent):**

Nursery school based staff employed direct by schools

**Service Risks:**

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

**Performance Indicators:**

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**High Needs, Specialist School Support and  
Alternative Provision**

	£000	£000	£000
Expenditure	17,794	17,679	5,800
Income	(2,453)	(2,040)	(1,822)
Net	<u>15,341</u>	<u>15,639</u>	<u>3,978</u>

**Services provided:**

Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools, and FE Colleges, as well as top-up funding for RBWM pupils with high needs in other LAs.

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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

**Private, voluntary & independent Nursery**

**Providers and central expenditure on the under**

	£000	£000	£000
Expenditure	4,975	6,836	7,338
Income	(289)	0	0
Net	<u>4,686</u>	<u>6,836</u>	<u>7,338</u>

**Services provided:**

Funding allocated through the Early Years National Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement of 15 hours per week per child in private, voluntary and independent nursery settings. From September 2017 the free entitlement for working parents increased from 15 to 30 per week, per child and a new funding rate has been introduced. Both these changes account for the increase in funding for 2018/19.

**Staff (full time equivalent):**

Employees employed direct through provider organisations

**Service Risks:**

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

**Performance Indicators:**

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**Admissions, Pupil Growth & Other Central****Provision**

	£000	£000	£000
Expenditure	2,250	2,183	1,695
Income	(847)	(396)	(410)
Net	<u>1,403</u>	<u>1,787</u>	<u>1,285</u>

**Services provided:**

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

**Staff (full time equivalent):**

5.01

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL DEDICATED SCHOOLS GRANT</b>			
<b>EXPENDITURE</b>	<b>61,466</b>	<b>63,408</b>	<b>50,385</b>

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**CONCESSIONARY FARES**

	£000	£000	£000
Expenditure	1,228	1,343	1,391
Income	<u>0</u>	<u>(61)</u>	<u>(61)</u>
Net	<u>1,228</u>	<u>1,282</u>	<u>1,330</u>

**Services provided:**

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

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

Increase in demand for concessionary travel.

**Performance Indicators:**

Contracts deliver to specification.

<b>TOTAL CONCESSIONARY FARES</b>	<b><u>1,228</u></b>	<b><u>1,282</u></b>	<b><u>1,330</u></b>
----------------------------------	---------------------	---------------------	---------------------

**ADULT SOCIAL CARE - OPTALIS CONTRACT**

	£000	£000	£000
Expenditure	0	0	33,416
Income	<u>0</u>	<u>0</u>	<u>(3,973)</u>
Net	<u>0</u>	<u>0</u>	<u>29,443</u>

**Services provided:**

Delivery of adult social care services to residents with a learning disabilities, physical disabilities, older people and community based mental health support.

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

Economic condition, demographic changes, changes in policy and practise of CCG, increase in demand for services.

**Performance Indicators:**

Adult social care outcomes framework

<b>TOTAL ADULT SOCIAL CARE - OPTALIS CONTRACT</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>29,443</u></b>
---	-----------------	-----------------	----------------------

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**ADULT SOCIAL CARE - SPEND**

	£000	£000	£000
Expenditure	42,720	42,351	15,461
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>42,720</u>	<u>42,351</u>	<u>15,461</u>

**Services provided:**

Adult social care strategic commissioned services including home care, community equipment, residential contracts for older people and people with learning disabilities.

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

Cost pressures due to provider fee increases. Demographic changes.

**Performance Indicators:**

Adults outcome social care framework

<b>TOTAL ADULT SOCIAL CARE - SPEND</b>	<u><b>42,720</b></u>	<u><b>42,351</b></u>	<u><b>15,461</b></u>
--	----------------------	----------------------	----------------------

**ADULT SOCIAL CARE - INCOME**

	£000	£000	£000
Expenditure	0	0	0
Income	<u>(11,385)</u>	<u>(10,598)</u>	<u>(10,658)</u>
Net	<u>(11,385)</u>	<u>(10,598)</u>	<u>(10,658)</u>

**Services provided:**

Client contributions to adult social care services.

**Staff (full time equivalent):**

21.04

**Service Risks:**

Commissioned services do not deliver outcomes.

**Performance Indicators:**

Adults social care outcomes framework.

<b>TOTAL ADULT SOCIAL CARE - INCOME</b>	<u><b>(11,385)</b></u>	<u><b>(10,598)</b></u>	<u><b>(10,658)</b></u>
---	------------------------	------------------------	------------------------



<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**BETTER CARE FUND**

	£000	£000	£000
Expenditure	10,137	10,010	12,033
Income	0	0	0
<b>Net</b>	<b>10,137</b>	<b>10,010</b>	<b>12,033</b>

**Services provided:**

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

**Staff (full time equivalent):**

52.34

**Service Risks:**

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

**Performance Indicators:**

Number of non-elective admissions to acute hospitals  
 Delayed transfers of Care  
 Permanent admissions to care homes pro rata the population  
 Return to hospital within 91 days of discharge following reablement services

<b>TOTAL BETTER CARE FUND</b>	<b>10,137</b>	<b>10,010</b>	<b>12,033</b>
-------------------------------	---------------	---------------	---------------

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**PUBLIC HEALTH**

	£000	£000	£000
Expenditure	6,147	5,862	5,641
Income	<u>(1,080)</u>	<u>(953)</u>	<u>(861)</u>
Net	<u>5,067</u>	<u>4,909</u>	<u>4,780</u>

**Services provided:**

Public Health Services are funded by the Public Health Grant from the Department of Health. The main services commissioned are sexual health services, drug and alcohol treatment, smoking cessation, NHS health checks, healthcare advice, health protection programmes, healthy lifestyle programmes, community based health projects and mental ill health prevention programmes.

**Staff (full time equivalent):**

8.02

**Service Risks:**

A public health emergency that affects RBWM residents.

**Performance Indicators:**

Number of smoking quitters per year.  
 Number of Health Checks completed.  
 Percentage successful drug completions - opiate & non opiate for drug users.  
 Percentage successful alcohol treatment completions. MMR uptake; Mental Health training in schools.

<b>TOTAL PUBLIC HEALTH</b>	<b>5,067</b>	<b>4,909</b>	<b>4,780</b>
----------------------------	--------------	--------------	--------------

**HOUSING**

	£000	£000	£000
Expenditure	1,454	1,442	2,421
Income	<u>(803)</u>	<u>(335)</u>	<u>(1,318)</u>
Net	<u>651</u>	<u>1,107</u>	<u>1,103</u>

**Services provided:**

Strategic housing advice to ensure the right types of affordable homes are delivered. Negotiation to secure the delivery of new affordable homes across the borough that provide a range of options for households. Improving health by enforcing housing standards and delivering homes suitable for vulnerable residents. Providing homes for emergency and temporary use for households which the council has a duty to house and delivering private rented opportunities through local landlords.

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL HOUSING</b>	<b>651</b>	<b>1,107</b>	<b>1,103</b>
----------------------	------------	--------------	--------------

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
---	---------------------------	---------------------------	---------------------------

**GRANT INCOME****Dedicated Schools Grant**

	£000	£000	£000
Expenditure	(778)	0	0
Income	<u>(60,687)</u>	<u>(63,412)</u>	<u>(62,583)</u>
Net	<u>(61,465)</u>	<u>(63,412)</u>	<u>(62,583)</u>

**Services provided:**

Expenditure summarised above is mainly funded by Dedicated Schools Grant (DSG), with separate unringfenced allocations for schools, early years and high needs. The Schools block allocation is determined by the October 2017 pupil census, Early Years block funding will be initially determined by the January 2017 Early Years census and updated by January 2018 early years pupils. High Needs funding is not based on pupil numbers but is linked to previous years' allocation. The DSG total reflects the RBWM estimated allocation after 'top slicing' of grant by the Education Funding Agency for academies, known as 'academy recoupment'. The amount which the EFA recoup increases in year as schools convert to academy.

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

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

**Performance Indicators:**

Ofsted inspection reports

**Public Health Grant**

	£000	£000	£000
Expenditure	0	0	0
Income	<u>(5,032)</u>	<u>(4,910)</u>	<u>(4,780)</u>
Net	<u>(5,032)</u>	<u>(4,910)</u>	<u>(4,780)</u>

**Services provided:**

The Public Health grant is used to fund the services provided by the Public Health Commissioning team. A condition of the grant funding is that it is used to provide the following mandated services; Sexual Health, Dental, Health Checks, Health Protection, National Child Measurement Programme, Public Health Advice to the CCG.

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

Failure to provide evidence of mandated services could lead to grant funding being withheld.

**Performance Indicators:**

The RO and RA returns are monitored annually by the DOH. RBWM has to evidence that the mandated and discretionary services it provides meet the needs in our borough.

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Better Care Fund</b>	£000	£000	£000
Expenditure	0	0	0
Income	(8,911)	(8,779)	(10,803)
Net	(8,911)	(8,779)	(10,803)
<b>Services provided:</b>			
<p>The BCF provides a mechanism for joint health and social care planning and Commissioning. Partners are required to pool the following income streams; minimum contribution funding from Bracknell and Ascot CCG; minimum contribution funding from Windsor Ascot and Maidenhead CCG; the Disabled Facilities Grant (DFG); and the Improved Better Care Fund (IBCF).</p>			
<b>Staff (full time equivalent):</b>			
N/A			
<b>Service Risks:</b>			
<p>National conditions must be met in order to secure approval from NHS England to spend the CCG minimum contribution to the BCF. If conditions are not complied with, or objectives not met, NHS England is able to withhold or recover funding.</p>			
<b>Performance Indicators:</b>			
<p>Number of non-elective admissions to acute hospitals            Delayed transfers of Care            Permanent admissions to care homes pro rata the population            Return to hospital within 91 days of discharge following reablement services</p>			
<b>TOTAL GRANT INCOME</b>	(75,408)	(77,101)	(78,166)
<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>60,630</b>	<b>59,995</b>	<b>64,533</b>

## Summary of Adult Social Care finance Strategy 2016-20.

Adult Social Care Finance Strategy 2016-20.

Note: figures are shown on a cumulative basis

Ref RESOURCE	2016/17		2017/18		2018/19		2019/20		2016/20
	Precept		Precept	iBCF Funds	Precept	iBCF Funds	Precept	iBCF Funds	Totals
	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
1a	Year 2016/17 precept : 2%	1,200	1,200		1,200		1,200		4,800
1b	Year 2017/18 precept : 3%		1,850		1,850		1,850		5,550
1c	Year 2018/19 precept : 3% (assumed)				1,900		1,900		3,800
2a	Additional iBCF from National 2 Billion			1,370		1,341		670	3,381
2b	Additional iBCF - Dec 2015 spending review					300		1,100	1,400
	Total new resource	<b>1,200</b>	<b>3,050</b>	<b>1,370</b>	<b>4,950</b>	<b>1,641</b>	<b>4,950</b>	<b>1,770</b>	<b>18,931</b>
<b>ALLOCATION</b>									
0	2016/17 Service growth	3,600	3,600		3,600		3,600		14,400
1a	2017/18 Demography - see note 1		194	556	750		750		2,250
1b	2018/19 Demography				750		750		1,500
1c	2019/20 Demography						599	151	750
2	National living wage - see note 2			200	53	347		600	1,200
3	Nursing Care Home places see note 3			260		790		390	1,440
4	Additional four social work staff - note 4			154		154		154	462
5	Public Health - see note 5					150		275	425
7	New Initiatives to reduce DTOCs - see note 6			200		200		200	600
8	Optalis - Management		533		533		533		1,599
9	Inflation, Insurance, Apprenticeship levy etc.		700		1,300		1,900		3,900
		<b>3,600</b>	<b>5,027</b>	<b>1,370</b>	<b>6,986</b>	<b>1,641</b>	<b>8,132</b>	<b>1,770</b>	<b>28,526</b>
	Excess of allocation over new resource	<b>2,400</b>	<b>1,977</b>	<b>0</b>	<b>2,036</b>	<b>0</b>	<b>3,182</b>	<b>0</b>	<b>9,595</b>
	Cumulative additional funding from Council	<b>2,400</b>	<b>4,377</b>		<b>6,413</b>		<b>9,595</b>		

## Notes

- 1 Estimate based on national population projection for older people and adults under 65, known as POPPI & PANSI data.
- 2 Estimate of increase in NLW from £7.20 to £9.00 by 2020 as required by national target to be 60% of median earnings by that year.
- 3 Increase nursing dementia beds to support reduction in Delayed transfers of care. Cost of transition from residential & nursing care to dementia nursing will increase costs in 2018/19.
- 4 Posts required to meet current demand
- 5 Loss of grant as notified by DH. Public Health grant funds Drugs & Alcohol services, sexual health services, and smoking cessation.
- 6 May be used for step down beds, Homecare services, or care staff. This would fund 214 additional homecare hours per week.

Managing Director

**ADULT SERVICES AND HEALTH SCRUTINY PANEL**

**% Increase**   **% Increase**   **2018/19**   **2018/19**   **2017/18**   **2017/18**  
 £   £   £   £

**GENERAL**

These charges are operative from 1st April 2018, except where they are based on Income Support rates, in which case they are operative from the date in April that 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 will be equal to the Income Support & premium received by the resident, less their statutory personal allowance. The maximum charge is the actual cost to the Council of purchasing or providing the residential care placement.

**Homes for Older People - residential care in RBWM commissioned homes**

Maximum charge					
Residential Home placements	week	3.0%	728		707
Nursing Home placements (FNC to be deducted where applicable)	week	3.3%	882		854

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

Homeside Close and Winston Court - Standard Charge to other local authorities	week	0.0%	1554		1,554
---	------	------	------	--	-------

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.

**COMMUNITY CARE & RESPITE CARE**

These charges apply to RBWM residents who are Personal Budget Holders, and to other local authorities who may purchase these services for their residents.

A Personal Budget Holder is a resident assessed as eligible to receive social care services. A

Should a Personal Budget Holder from another local authority purchase services provided by this authority, then this authority will charge that Personal Budget Holder for the full cost of providing the service, this will generally be 25% above the charges set for Personal Budget Holders of this authority.

OLA is an abbreviation for "Other Local Authority"  
 PBH is an abbreviation for "Personal Budget Holder"

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

				RBWM residents & PBH	OLA + Full Cost Payers	RBWM residents & PBH	OLA + Full Cost Payers
RBWM - PBH	night	3.3%		155		150	
OLA - Weekdays Mon-Thurs	night		3.9%		454		437
OLA - Weekends Fri-Sun	night		3.9%		528		508

**Homecare**

Standard Charge	hour	0.0%	17.95			17.95	
-----------------	------	------	-------	--	--	-------	--

Managing Director

			<u>% Increase</u>	<u>% Increase</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>
					£	£	£	£
					RBWM residents & PBH	OLA + Full Cost Payers	RBWM residents & PBH	OLA + Full Cost Payers
<b>Learning Disability: day activity charge</b>								
morning or afternoon session in daycentre for								
	ratio 1:1	session	3.8%	3.9%	86.60	108.30	83.40	104.20
	ratio 1:2	session	3.8%	3.9%	43.30	76.90	41.70	74.00
	ratio 1:3	session	3.6%	3.8%	28.80	54.70	27.80	52.70
	ratio 1:5	session	3.6%	3.8%	17.30	35.20	16.70	33.90
	ratio 1:10	session	3.6%	3.6%	8.60	20.30	8.30	19.60
<b>Learning Disability: OLA midday meal supervision</b>								
	ratio 1:1			3.8%		51.50		49.60
	ratio 1:2			3.8%		35.80		34.50
	ratio 1:3			3.6%		24.70		23.85
	ratio 1:5			3.8%		15.00		14.45
	ratio 1:10			2.7%		7.50		7.30
<b>Learning Disability: Transport</b>								
		per journey	0.0%			7.00		7.00
<b>Room Hire - Learning Disability Day Centres</b>								
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday								
	Ground Floor, Hall & Kitcl	Hour	3.9%		23.70		22.80	
	Dance Studio	Hour	3.6%		17.10		16.50	
	Music / Art Room	Hour	3.6%		14.40		13.90	
There is an additional charge for public liability insurance and staffing when required								
<b>Older Persons: Day Centres</b>								
	RBWM - PBH	per day	3.8%		60.20		58.00	
	transport single Journey to day centre/activity (max 2 charges per session)	per journey	0.0%		5.00		5.00	
<b>Blue Badge</b>								
	Blue badge	Per Badge	0.0%		10.00		10.00	
<b>Older Persons: Residential Respite</b>								
	In residential and nursing homes, arranged by the Council	per week	3.9%		705.50		679.00	
<b>ALLOWANCES</b>								
<b>Direct Payments - Rates payable to service user</b>								
	Standard Rate - care provided by homecare agency	per hour	0.0%		17.95		17.95	
	Sleeping Night Service	night	0.0%		60.00		60.00	
<u>Rates payable for employment of Personal Assistant</u>								
	Start up and emergency reserve	one-off	0.0%		500.00		500.00	
	Composite Rate for a Personal Assistant	hour	3.8%		14.80		14.25	
	Standard Rate including all oncosts	hour	3.9%		12.80		12.32	
	Enhanced Rate including all oncosts	hour	3.9%		23.60		22.72	

2018/19 SAVINGS SUMMARY					
Description / Budget	Lead / principal member	Lead officer	Savings to Nov 17	Savings to Jan 18	Revised Savings 2018/19
			£000	£000	£000
<b>Managing Director's Directorate</b>					
<b>Deprivation of Liberty Safeguarding</b>					
Improved commissioning of Best Interest Assessors			31	0	31
<b>Older People</b>					
Contracted proce of the outcome based homecare	Cllr S Carroll	H Hall	80	0	80
Reduction in cost of provision based on service being outcome based instead of time and task			220	0	220
<b>Homecare</b>					
Saving in Homecare achieved in 2017/18			200	0	200
<b>Management</b>					
Project costs	Cllr S Carroll	H Hall	35	0	35
<b>GPPP Management structure</b>					
Review of mgt structure and team structure in GPPP and implementation of a new performance management approach and system	Cllr S Carroll	H Hall	30	0	30
<b>Information Team</b>					
Review of information management team processes and use of new CRM for FOIS etc			30	0	30
<b>Total Income or saving - Managing Directors Directorate</b>			<b>626</b>	<b>0</b>	<b>626</b>



<b>GROWTH</b>		
<b>Managing Director's Directorate</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2018/19 Increase</b>
		£'000
1	Adult Social demographic pressures	750
2	Increase in Insurance reserve in line with actuarial recommendations	79
	<b>Total Managing Director Directorates Growth</b>	<b>829</b>

**PARISH COUNCIL TAX**

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

<i>Council Tax Schedule</i>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
<b>Royal Borough of Windsor &amp; Maidenhead</b>								
	622.28	725.99	829.71	933.42	1,140.85	1,348.27	1,555.70	1,866.84
Adult Social Care precept	49.83	58.13	66.44	74.74	91.35	107.96	124.57	149.48
Police and Crime Commissioner for Thames Valley								
Royal Berkshire Fire Authority								
<b>Parishes</b>								
<b>Bisham</b> (a)								
(b)	622.28	725.99	829.71	933.42	1,140.85	1,348.27	1,555.70	1,866.84
(c)	672.11	784.12	896.15	1,008.16	1,232.20	1,456.23	1,680.27	2,016.32
<b>Bray</b> (a)								
(b)	622.28	725.99	829.71	933.42	1,140.85	1,348.27	1,555.70	1,866.84
(c)	672.11	784.12	896.15	1,008.16	1,232.20	1,456.23	1,680.27	2,016.32
<b>Cookham</b> (a)								
(b)	643.35	750.58	857.81	965.03	1,179.48	1,393.93	1,608.38	1,930.06
(c)	693.18	808.71	924.25	1,039.77	1,270.83	1,501.89	1,732.95	2,079.54
<b>Cox Green</b> (a)								
(b)	652.60	761.36	870.14	978.90	1,196.44	1,413.96	1,631.50	1,957.80
(c)	702.43	819.49	936.58	1,053.64	1,287.79	1,521.92	1,756.07	2,107.28
<b>Datchet</b> (a)								
(b)	669.83	781.47	893.11	1,004.75	1,228.03	1,451.30	1,674.58	2,009.50
(c)	719.66	839.60	959.55	1,079.49	1,319.38	1,559.26	1,799.15	2,158.98
<b>Eton</b> (a)								
(b)	647.05	754.88	862.73	970.57	1,186.25	1,401.93	1,617.61	1,941.14
(c)	696.88	813.01	929.17	1,045.31	1,277.60	1,509.89	1,742.18	2,090.62
<b>Horton</b> (a)								
(b)	657.67	767.28	876.90	986.51	1,205.74	1,424.96	1,644.19	1,973.02
(c)	707.50	825.41	943.34	1,061.25	1,297.09	1,532.92	1,768.76	2,122.50
<b>Hurley</b> (a)								
(b)	647.35	755.24	863.13	971.02	1,186.81	1,402.58	1,618.37	1,942.04
(c)	697.18	813.37	929.57	1,045.76	1,278.16	1,510.54	1,742.94	2,091.52
<b>Old Windsor</b> (a)								
(b)	664.02	774.69	885.36	996.03	1,217.38	1,438.71	1,660.05	1,992.06
(c)	713.85	832.82	951.80	1,070.77	1,308.73	1,546.67	1,784.62	2,141.54

**PARISH COUNCIL TAX**

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
<b>Shottesbrooke</b>								
(a)								
(b)	622.28	725.99	829.71	933.42	1,140.85	1,348.27	1,555.70	1,866.84
(c)	672.11	784.12	896.15	1,008.16	1,232.20	1,456.23	1,680.27	2,016.32
<b>Sunningdale</b>								
(a)								
(b)	648.81	756.95	865.09	973.22	1,189.50	1,405.76	1,622.03	1,946.44
(c)	698.64	815.08	931.53	1,047.96	1,280.85	1,513.72	1,746.60	2,095.92
<b>Sunninghill &amp; Ascot</b>								
(a)								
(b)	639.79	746.42	853.06	959.69	1,172.96	1,386.22	1,599.48	1,919.38
(c)	689.62	804.55	919.50	1,034.43	1,264.31	1,494.18	1,724.05	2,068.86
<b>Waltham St. Lawrence</b>								
(a)								
(b)	644.97	752.47	859.97	967.46	1,182.45	1,397.44	1,612.43	1,934.92
(c)	694.80	810.60	926.41	1,042.20	1,273.80	1,505.40	1,737.00	2,084.40
<b>White Waltham</b>								
(a)								
(b)	686.05	800.38	914.73	1,029.07	1,257.75	1,486.43	1,715.12	2,058.14
(c)	735.88	858.51	981.17	1,103.81	1,349.10	1,594.39	1,839.69	2,207.62
<b>Wraysbury</b>								
(a)								
(b)	645.76	753.39	861.02	968.65	1,183.91	1,399.15	1,614.41	1,937.29
(c)	695.59	811.52	927.46	1,043.39	1,275.26	1,507.11	1,738.98	2,086.77
<b>Unparished Areas</b>								
(a)	20.08	23.43	26.77	30.12	36.81	43.51	50.20	60.24
(b)	642.36	749.42	856.48	963.54	1,177.66	1,391.78	1,605.90	1,927.08
(c)	692.19	807.55	922.92	1,038.28	1,269.01	1,499.74	1,730.47	2,076.56

## Parish Precepts compared to last year.

Parish	2017/18			2018/19			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
Bisham	731.07	22,808	31.20	735.65			
Bray	4,183.27	145,667	34.82	4,195.32			
Cookham	2,889.38	90,100	31.18	2,923.18			
Cox Green	3,070.64	121,582	39.60	3,073.72			
Datchet	2,193.73	167,818	76.50	2,212.50			
Eton	1,778.20	60,465	34.00	1,800.59			
Horton	461.71	24,358	52.76	463.67			
Hurley	997.75	50,343	50.46	996.80			
Old Windsor	2,361.98	138,069	58.45	2,402.83			
Shottesbrooke	70.66	Nil	0.00	74.68			
Sunningdale	3,423.44	121,361	35.45	3,419.99			
Sunninghill & Ascot	6,333.09	166,370	26.27	6,455.77			
Waltham St. Lawrence	665.93	17,500	26.28	661.04			
White Waltham	1,238.77	110,165	88.93	1,266.92			
Wraysbury	2,142.80	72,700	33.93	2,168.79			
Unparished Areas	34,167.22	1,009,129	29.54	34,766.48			
<b>TOTAL / AVERAGE</b>	<b>66,709.64</b>	<b>154,562</b>	<b>40.59</b>	<b>67,617.93</b>			

## RBWM and Major Preceptors compared to last year.

	2017/18	2018/19	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
Royal Borough of Windsor & Maidenhead	915.57	933.42	1.95%
Adult Social Care Precept	45.89	74.74	3.00%
Police and Crime Commissioner for Thames Valley			
Royal Berkshire Fire Authority			
<b>SUB-TOTAL</b>			
Parish (average)			
<b>TOTAL</b>			

## Capital Cashflow Reconciliation 2017/18

<b>Potential new borrowing as reported to Cabinet in February 2017</b>	<b>72,999</b>
<b>New Projects Approved in 2017-18</b>	
1 Original budget Feb 2017 Cabinet above £5m	642
2 Budget to facilitate delivery of the joint venture sites in the town centre.	395
3 Windsor Coach Park / Alexandra Gardens / Riverside area – Feasibility V	280
4 Windsor Arts - Seating	10
5 CSC/Council telephony system	273
6 Reduction in Basic Need grant funding for School expansion Schemes risl	681
7 Income adjustment to schools budgets	48
8 Borough parking provision	936
9 Old Court, Windsor	98
10 Reception - Town Hall Refurbishment Capital scheme	35
11 Hines Meadow dilapidations	600
12 AFC mobile phone costs	61
13 Reported Variances January Cabinet	(900)
14 Revised slippage from 2016/17	3,336
	<b>6,495</b>
<b>Reprofile projects approved in 2017/18 and prior years</b>	
15 Magnet LC Reprovision Design / Initial Site Costs	(500)
16 P&OS - Victory Field Pavilion Centre	(200)
17 New Power Points-Ascot High Street Events	(10)
18 Delivery of Debt Enforcement	(50)
19 M4 Smart Motorway	(20)
20 Footbridge, The Green, Bisham-Raise Level-Flood Pr	(96)
21 Traffic Management	(50)
22 Maidenhead Station Interchange & Car Park	(485)
23 Grenfell Road-Off-Street Parking	(200)
24 Traffic Management & Parking-Sunninghill Imprvmnts	(30)
25 Clyde House	(187)
26 Stafferton Way - Units 1&2	(10)
27 Community Infrastructure Levy CIL	(4)
28 Borough Local Plan - Examination	(80)
29 Traveller Local Plan	(60)
30 Gazetteer System	(3)
31 PSN-Security Work	(20)
32 Marlow Road Youth Centre Roofing and Maintenance Work	(100)
33 Community Engagement Programmes	(15)
34 Christmas Lights-Sunningdale High St	(1)
35 P&OS-Dedworth Manor All Weather Pitch	(27)
36 Energy Savings Initiative	(230)
37 Water Meters	(29)
38 Moorbridge Road Gateway 2014/15	(50)
39 St Leonards Rd/ Victoria Street - Pedestrian Cross	(50)
40 Roads Resurfacing-Transport Asset & Safety	(200)
41 Cycling Capital Programme	(50)
42 School Cycle / Scooter Parking	(20)
43 Thames Street Paving Improvements	(20)
44 Flood Prevention	(100)
45 Bus Stop Waiting Areas	(30)
46 A329 London Rd/B383 Roundabout-Scheme Development	(50)
47 Traffic Signal Review-Imperial/Clewer Hill Rds Junctions	(100)
48 Safer Routes-Oldfield School	(50)
49 Del Diff - Digitisation of Historic Registers	(50)
50 New Libraries	(100)
51 Windsor Riverside Esplanade Revival 2016-17	(20)
52 Paintings Collection Conservation 2016-17	(10)
53 RBWM Website	(10)
54 Maidenhead Library-Ventilation (2014/15)	(80)

55 Old Windsor Library-Improvements (2012/13)	(50)
56 Digitisation of Museum collection 2016-17	(20)
57 Feasibility for Joint Museum Store 2016-17	(20)
58 Borough Parking Provision 201720	(700)
59 Broadway Car Park & Central House Scheme	(1,700)
60 Maidenhead Golf Course	(500)
61 Windsor Office Accommodation	(2,000)
62 Ascot Primaries Feasibilities	(25)
63 Charters Expansion	(2,000)
64 Windsor Boys Expansion	(58)
65 Cox Green School Expansion Year 1 of 3	(2,500)
66 Furze Platt Senior expansion Year 1 of 3	(5,500)
67 Dedworth Middle School Expansion Year 1 of 3	(2,000)
68 All Saints Junior School Boiler Replacement	(70)
69 Windsor Girls Expansion	(40)
70 Secondary Expansions Risk Contingency	(2,699)
71 Newlands Girls School	(300)
72 Roofing Replacement at Various Schools	(110)
73 Eton Wick School Boiler and Heating Replacement	(85)
	<b>(23,774)</b>

**Reprofile projects forecast in 2017/18 and prior years**

74 Net reduction on Nicholsons car park	(9,375)
75 Removal of St Clouds Way Ten pin bowl - purchase of long leasehold int	(4,500)
76 Removal of King Edward Court	(2,000)
77 Cost of Maidenhead Golf Club Contract Legals reduced	(1,200)
78 York House, Windsor reprofiled	(2,800)
79 Removal of Lowbrook School	(740)
80 Long Term Parking provision reduced	(8,300)
81 Reprofiling of Braywick Leisure Centre	(12,000)
82 Operational estate improvements	(1,550)
83 Braywick Leisure Centre	(2,500)
84 Waterways	(1,000)
	<b>(45,965)</b>

**Increase (Decrease) projects approved in 2017/18 and prior years or forecast in in 2017/18**

85 Front of Maidenhead Station	585
86 Temporary parking provision	936
87 Operational estate improvements	650
88 Town Centre JV and Property Company professional fees	95
89 Waterways	1,000
90 Hostile vehicle mitigation	950
	<b>4,216</b>

**Remove deduction of capital funded from revenue**

91 Remove deduction of capital funded from revenue*	2,191
	<b>2,191</b>

**Potential new borrowing as at January 2018**

**16,162**

\* An amount charged to revenue each year to part fund capital expenditure ceased in 2017-18. However, the amount due to be charged in 2017-18 continued to be deducted from the forecast borrowing requirement and is being added back above.

## Major Capital Cashflows 2018/19 (£000)

	Responsible Officer	Lead Member	Approved	Date	2018/19 £'000
<b>Capital Inflows</b>					
1 Capital Receipt - Ray Mill Road East	Russell O'Keefe	Cllr Rankin			810
2 Capital Receipt - Town Centre JV	Russell O'Keefe	Cllr Rankin			844
3 Front of Maidenhead Station	Russell O'Keefe	Cllr Bicknell			5,000
4 Mencap site development	Alison Alexander	Cllr Coppinger			500
<b>Total Capital Inflows</b>					<b>7,154</b>
<b>Capital Outflows</b>					
<b>Redevelopment programmes</b>					
5 Braywick Leisure Centre	Andy Jeffs	Cllr S Rayner	Council	Sep-17	15,751
6 York House, Windsor	Russell O'Keefe	Cllr Rankin Cllr Bicknell / Rankin	Council	Jul-17	3,219
7 Front of Maidenhead Station Proposed Charters Leisure Centre (Oaks Leisure Centre)	Russell O'Keefe	Cllr S Rayner	Council	Feb-17	5,000
8 Town Centre JV and Property Company	Andy Jeffs	CRSC	CRSC	Dec-17	5,000
9 professional fees	Russell O'Keefe	Cllr Rankin	CRSC	Mar-17	500
Broadway Car Park	Russell O'Keefe	Cllr D Evans			2,000
<b>Other capital programmes</b>					
10 Capital Programme slippage in	n/a	n/a	n/a	n/a	23,774
11 Capital Programme slippage out	n/a	n/a	n/a	n/a	(20,000)
12 Net Capital Programme	n/a	n/a	n/a	n/a	6,796
13 Schools expansion projects July 2016 Cabinet	Alison Alexander	Cllr Airey	Council	Feb-17	13,740
14 Ascot primary school expansion	Alison Alexander	Cllr Airey	Council	Feb-16	800
15 River Thames Scheme	Andy Jeffs	Cllr Bicknell	Council	Apr-15	285
16 Temporary parking provision	Russell O'Keefe	Cllr Grey	Council	Sep-17	10,049
17 CCTV Replacement	Andy Jeffs	Cllr Grey			1,300
18 Waterways	Russell O'Keefe	Cllr Rankin	Council	Sep-17	575
19 Strategic acquisition of properties	Russell O'Keefe	Cllr Rankin	Council	Oct-17	10,000
Heritage Centre fitout	Russell O'Keefe	Cllr S Rayner			300
<b>Total Capital Outflows</b>					<b>79,089</b>
<b>Borrowing</b>					
Cumulative debt					78,795
New borrowing					71,935
Debt repayment					
Total forecast debt at year end					<b>150,730</b>

## CAPITAL PROGRAMME 2018/19 &amp; ONWARDS

	Approved Budget 2017/18			2018/19			2019/20			2020/21		
	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
<b>Portfolio Summary</b>												
<b>Communities Directorate</b>												
Revenues & Benefits	126	0	126	0	0	0	0	0	0	0	0	0
Commissioning - Communities	12,628	(6,199)	6,429	7,156	(4,613)	2,543	6,441	(3,646)	2,795	5,354	(2,545)	2,809
Communities, Enforcement & Partnerships	6,678	(1,830)	4,848	8,281	(728)	7,553	9,600	(600)	9,000	330	0	330
Library & Resident Services	2,075	(323)	1,752	435	0	435	15	0	15	0	0	0
<b>Total Communities Directorate</b>	<b>21,507</b>	<b>(8,352)</b>	<b>13,155</b>	<b>15,872</b>	<b>(5,341)</b>	<b>10,531</b>	<b>16,056</b>	<b>(4,246)</b>	<b>11,810</b>	<b>5,684</b>	<b>(2,545)</b>	<b>3,139</b>
<b>Managing Director</b>												
Adult Social Care	51	(51)	0	0	0	0	0	0	0	0	0	0
Human Resources	32	0	32	0	0	0	0	0	0	0	0	0
Law & Governance	189	0	189	0	0	0	0	0	0	0	0	0
Housing	2,570	(2,540)	30	0	0	0	0	0	0	0	0	0
Non Schools	725	(274)	451	246	(46)	200	200	0	200	200	0	200
Schools - Non Devolved	31,503	(17,538)	13,965	4,025	(875)	3,150	696	(696)	0	700	(700)	0
Schools - Devolved Capital	947	(947)	0	197	(197)	0	197	(197)	0	197	(197)	0
<b>Total Managing Director</b>	<b>36,017</b>	<b>(21,350)</b>	<b>14,667</b>	<b>4,468</b>	<b>(1,118)</b>	<b>3,350</b>	<b>1,093</b>	<b>(893)</b>	<b>200</b>	<b>1,097</b>	<b>(897)</b>	<b>200</b>
<b>Place Directorate</b>												
ICT	371	0	371	360	0	360	315	0	315	340	0	340
Planning	809	(185)	624	1,010	(50)	960	151	(20)	131	20	0	20
Property	20,657	(579)	20,078	1,045	0	1,045	1,600	0	1,600	400	0	400
<b>Total Place Directorate</b>	<b>21,837</b>	<b>(764)</b>	<b>21,073</b>	<b>2,415</b>	<b>(50)</b>	<b>2,365</b>	<b>2,066</b>	<b>(20)</b>	<b>2,046</b>	<b>760</b>	<b>0</b>	<b>760</b>
<b>Total Committed Schemes</b>	<b>79,361</b>	<b>(30,466)</b>	<b>48,895</b>	<b>22,755</b>	<b>(6,509)</b>	<b>16,246</b>	<b>19,215</b>	<b>(5,159)</b>	<b>14,056</b>	<b>7,541</b>	<b>(3,442)</b>	<b>4,099</b>

<b>External Funding</b>	£000	£000	£000	£000
Government Grants	17,590	5,060	4,909	2,045
Developers' Contributions	7,467	674	250	1,397
Other Contributions	5,405	775	0	0
<b>Total External Funding Sources</b>	<b>30,462</b>	<b>6,509</b>	<b>5,159</b>	<b>3,442</b>
<b>Total Corporate Funding</b>	<b>48,895</b>	<b>16,246</b>	<b>14,056</b>	<b>4,099</b>



## Capital Programme 2018/19 and onwards

Project	Description of Scheme	2018/19			2019/20			2020/21		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Communities, Enforcement &amp; Partnerships</b>										
CV33	The Oaks Leisure Centre, Sunningdale	5,000	0	5,000	9,000	0	9,000	250	0	250
CV35	WLC-Replacement of Flumes	540	0	540	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	350	0	350	0	0	0	0	0	0
CKVT	Marlow Road Youth Centre Roofing and Maintenance Work	20	0	20	0	0	0	0	0	0
CI22	Tree Planting	80	0	80	0	0	0	80	0	80
CLC9	Nicholas Winton Memorial	30	0	30	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	93	(93)	0	0	0	0	0	0	0
CV29	Shurlock Row - Communities Open Space	135	(35)	100	0	0	0	0	0	0
CV36	Ockwells Park-Thriftwood Scheme & Bridge	55	0	55	0	0	0	0	0	0
CV03	Parks Improvements	60	0	60	0	0	0	0	0	0
CC47	CCTV Replacement	1,300	0	1,300	0	0	0	0	0	0
CE07	Digitalisation-Environmental Health Documentation	18	0	18	0	0	0	0	0	0
CT52	Disabled Facilities Grant	600	(600)	0	600	(600)	0	0	0	0
<b>Total Communities, Enforcement &amp; Partnerships Capital</b>		<b>8,281</b>	<b>(728)</b>	<b>7,553</b>	<b>9,600</b>	<b>(600)</b>	<b>9,000</b>	<b>330</b>	<b>0</b>	<b>330</b>

**PRUDENTIAL INDICATORS 2016/17 TO 2019/20**

The actual figures for 2016/17 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.

	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
<b>Capital Expenditure (£m)</b>	£28.9m	£49.8m	£77.3m	£80.1m
<b>Ratio of financing costs to net revenue stream</b>				
- Non-loan financed	14.5%	31.7%	0.0%	0.0%
- Loan financed	5.9%	6.6%	6.1%	8.4%
<b>Capital Financing Requirement (£m)</b>	86.4	105.8	180.4	256.0

In respect of its external debt, the Council approves the following authorised limits for its external debt gross of investments for the next three financial years.

	2016/17	2017/18	2018/19	2019/20
<b>Authorised limit for external debt (£m)</b>	£102m	£189m	£172m	£212m

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

	2016/17	2017/18	2018/19	2019/20
<b>Operational boundary for external debt (£m)</b>	£82m	£169m	£151m	£190m

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.

**Interest Rate Exposure**

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2016/17 to 2019/20 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 2016/17 to 2019/20 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 Counterparty List**

<b>Fitch Ratings</b>	<b>FITCH Short Term Rating</b>	<b>FITCH Long Term Rating</b>	<b>FITCH Outlook</b>	<b>Max. Sum To Be Lent £m</b>
<b>UK</b>				
<b>Government</b>				
Debt Management Office	F1+	AA	Negative	no limit
<b>Banks</b>				
Abbey National Treasury	F1	A	Stable	15
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays Bank	F1	A	Stable	15
Clydesdale Bank	F2	BBB+	Stable	15
HSBC (inc HSBC Private Bank)	F1+	AA-	Stable	15
Lloyds Banking Group	F1	A+	Stable	15
National Australia Bank Ltd	F1+	AA-	Stable	5
Royal Bank of Canada	F1+	AA	Negative	5
Royal Bank of Scotland	F2	BBB+	Stable	15
Santander UK	F1	A	Stable	15
Standard Chartered	F1	A+	Stable	15
Ulster Bank	F2	BBB+	Stable	5
<b>Building Societies (max £3m per loan)</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
Skipton	F1	A-	Stable	5
<b>Local Authorities</b>				
All UK Local Authorities, with the exception of those with reported financial irregularities.				10
<b>Money Market Funds</b>				
All money market funds with a Fitch AAA long term credit rating, including:				
Federated Short Term Sterling Prime Fund		AAA		10
Invesco Sterling Liquidity Fund		AAA		10
STANDARD LIFE (IGNIS) Sterling Liquidity Fund		AAA		10
Insight GBP Liquidity Fund		AAA		10
LGIM Sterling Liquidity Fund		AAA		10
<b>Revolving Credit Facility</b>				
AFC				11.7
<b>Financial Services Companies</b>				
Kames Capital				1
Legal & General				1.5
<b>RBWM associated companies</b>				
Flexible Home Improvement Loans Ltd				0.5
RBWM Property Company Ltd				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

**REVENUE BUDGET MOVEMENT 2017-18 TO 2018-19**

Item	2017-18 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Sub Total	Growth inc Demography	Directorate Savings	2018-19 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Managing Director's Directorate	59,995	713	670	2,782	500	64,660	1,365	(1,492)	64,533
Communities Directorate	14,592	123	632	(581)	0	14,766	127	(3,114)	11,779
Place Directorate	4,168	(19)	275	(2,201)	0	2,223	24	(780)	1,467
Estimated cost of service pay inflation	500					500			500
Apprenticeship Levy	280		(280)			0			0
<b>Total Service budgets</b>	<b>79,535</b>	<b>817</b>	<b>1,297</b>	<b>0</b>	<b>500</b>	<b>82,149</b>	<b>1,516</b>	<b>(5,386)</b>	<b>78,279</b>
Environment agency	153	3				156			156
Capital financing and interest	5,069		454			5,523			5,523
Pensions deficit recovery	2,415	13				2,428			2,428
Contribution from the development fund	2,255		(2,255)			0			0
Contributions from balances	0		5			5			5
<b>Net Requirement</b>	<b>89,427</b>	<b>833</b>	<b>(499)</b>	<b>0</b>	<b>500</b>	<b>90,261</b>	<b>1,516</b>	<b>(5,386)</b>	<b>86,391</b>
Special expenses	(1,009)		(38)			(1,047)			(1,047)
<b>Gross Council Tax Requirement</b>	<b>88,418</b>	<b>833</b>	<b>(537)</b>	<b>0</b>	<b>500</b>	<b>89,214</b>	<b>1,516</b>	<b>(5,386)</b>	<b>85,344</b>
Collection Fund - Council Tax (surplus)/ deficit	(2,615)		968			(1,647)			(1,647)
Collection Fund - Business Rates (surplus)/ deficit	1,001		1,942			2,943			2,943
New Homes Bonus	(3,681)				990	(2,691)			(2,691)
RSG and Business Rate Support	(17,089)				2,994	(14,095)			(14,095)
Income from Business Rate pilot	0				(1,272)	(1,272)			(1,272)
CT support transition grant	(1,263)				1,263	0			0
Education Services Grant	(478)				163	(315)			(315)
Income from trading companies	(218)				58	(160)			(160)
Parish equalisation grant	64				(1)	63			63
<b>Net Requirement</b>	<b>64,139</b>	<b>833</b>	<b>2,373</b>	<b>0</b>	<b>4,695</b>	<b>72,040</b>	<b>1,516</b>	<b>(5,386)</b>	<b>68,170</b>

TAX BASE 66,710

67,618

**Council Tax at band D** £ 915.57

£ 933.42

**Adult Social Care precept** £ 45.89

£ 74.74

<b>SUMMARY MTFP 2018-19 TO 2021-22</b>					
<b>Headline</b>					
	RPI at Sept of year prior to budget year	3.90%	3.25%	3.25%	3.25%
	CPI	2.90%	2.25%	2.25%	2.25%
	Average contract inflation	1.60%	1.51%	1.52%	1.53%
	RBWM Council Tax %	1.95%	1.95%	1.95%	0.00%
	Adult Social Care Precept %	3.0%	0.0%	0.0%	0.0%
	Council Tax Band D (£.p)	933.42	951.62	970.18	970.18
	ASC Precept Band D (£.p)	74.74	74.74	74.74	74.74
<b>Detail</b>					
Line	Description	2018/19 Budget £'000	2019/20 Projection £'000	2020/21 Projection £'000	2021/22 Projection £'000
<i>Managing Director</i>					
1	Base Budget	59,995	64,533	65,049	66,525
2	Inflation	713	488	342	343
3	Service Pressure	1,365	925	900	900
4	FYE/Rev Effects previous year decisions	670	79	234	234
5	Effect of Grants adjustments	220	0	0	0
6	Use of Better Care Funding	280	0	0	0
7	Directorate Savings	-1,492	-976	0	0
8	Inter-directorate transfers	2,782	0	0	0
<b>9</b>	<b>Managing Director Total</b>	<b>64,533</b>	<b>65,049</b>	<b>66,525</b>	<b>68,002</b>
<i>Communities</i>					
10	Base Budget revised following restructure	14,592	11,779	12,156	11,105
11	Inflation	123	0	-17	-22
12	Service Pressure	127	480	0	0
13	FYE/Rev Effects previous year decisions	632	97	116	91
14	Effect of Grants adjustments	0	0	0	0
15	Directorate Savings	-3,114	-200	-1,150	0
16	Additional income target for Nicholsons CP (marker)	0	0	0	0
17	Inter-directorate transfers	-581	0	0	0
<b>18</b>	<b>Communities Total</b>	<b>11,779</b>	<b>12,156</b>	<b>11,105</b>	<b>11,174</b>
<i>Place</i>					
19	Base Budget revised following restructure	4,168	1,467	1,649	1,652
20	Inflation	-19	-126	-135	-140
21	Service Pressure	24	0	0	0
22	FYE/Rev Effects previous year decisions	275	498	138	138
23	Effect of Grants adjustments	0	0	0	0
24	Directorate Savings	-780	-190	0	0
25	Inter-directorate transfers	-2,201	0	0	0
<b>26</b>	<b>Place Total</b>	<b>1,467</b>	<b>1,649</b>	<b>1,652</b>	<b>1,650</b>
<i>General</i>					
27	General pressures and savings b/f	780	500	-1,333	-1,735
28	Pay reward / award	500	500	500	500
29	Reallocation of prior year's pay reward / award	-780	-500	-500	-500
30	Other pressures	0	0	250	250
31	Insurance budget to be allocated to services	0	0	0	-100
32	Savings proposals under development	0	0	-652	779
<b>33</b>	<b>Total Service Expenditure</b>	<b>78,279</b>	<b>77,521</b>	<b>77,547</b>	<b>80,020</b>
<b>34 Non Service Costs</b>					
35	Debt Finance cost	5,645	6,045	8,216	5,701
36	Interest on Balances	-123	-54	0	0
37	Revenue Contributions to Capital	0	0	0	0
38	Environment Agency Levy	156	159	162	165
39	Pensions deficit recovery	2,428	2,869	3,300	3,900
40	(From) / to reserves	5	0	0	0
<b>41</b>	<b>Total Non Service Costs</b>	<b>8,112</b>	<b>9,020</b>	<b>11,678</b>	<b>9,766</b>
<b>42</b>	<b>TOTAL BUDGET COST</b>	<b>86,390</b>	<b>86,540</b>	<b>89,225</b>	<b>89,786</b>
<b>Support</b>					
43	Business Rate Support	-14,095	-12,229	-13,260	-13,552
44	Income from NNDR Pilot	-1,272	0	0	0
45	*Revenue Support Grant	0	-2,083	0	0
46	Parish equalisation grant	63	63	63	63
47	Transition grant	0	0	0	0
48	Education Services Grant	-315	-315	-315	-315
49	New Homes Bonus	-2,691	-2,577	-2,025	-1,772
50	Income from trading companies	-160	-60	0	0
51	Collection Fund - Council Tax (Surplus) / Deficit	-1,647	0	0	0
52	Collection Fund - Business Rates (Surplus) / Deficit	2,943	0	0	0
53	Less Special expenses	-1,047	-1,047	-1,047	-1,047
<b>54</b>	<b>Sub Total Support</b>	<b>-18,220</b>	<b>-16,165</b>	<b>-16,584</b>	<b>-16,623</b>
<b>55</b>	<b>NET BUDGET REQUIREMENT</b>	<b>68,170</b>	<b>70,375</b>	<b>72,641</b>	<b>73,163</b>
56	Council Tax Base (Band D)	67,618	68,568	69,518	70,018
57	RBWM Council Tax Band D (£.p)	933.42	951.62	970.18	970.18
58	ASC Precept Band D (£.p)	74.74	74.74	74.74	74.74

\* In recognition of RSG Review announced in the 2017 Budget

**JUSTIFICATION OF THE LEVEL OF BALANCES 2018/19**

	Potential Cost £000	Risk	Average Risk £000
<b>Economic risks</b>			
Inflation increases in excess of Medium Term Financial Plan	500	20%	100
Lower than expected NDR collection	500	40%	200
Lower than expected Council Tax Support collection	400	10%	40
<b>Environmental risks</b>			
Emergency/Disaster Relief such as major flooding (up to the level above which government grant would be received under the Bellwin Formula)	250	50%	125
Winter Maintenance (Budget only covers "normal" winter) extra gritting	150	60%	90
<b>Regulatory risks</b>			
Major planning inquiry	400	60%	240
Borough Local Plan not delivered	500	50%	250
Major data breach	250	50%	125
<b>Capital Risk</b>			
Funding necessary to cover emergency capital project e.g. street lighting, highways, boilers etc	200	50%	100
<b>Savings risks</b>			
Inability to implement fully savings in the medium term	1,000	40%	400
<b>Impact of Service Increases</b>			
Adult services - unable to maintain contract costs	1,000	50%	500
Children services - unable to maintain contract costs	1,000	50%	500
Significant Safeguarding Issues	400	40%	160
Withdrawal of PCT funding for Continuing Health care	1,000	60%	600
Adult Services - Better Care Fund - hospital admissions target missed	600	50%	300
Waste Management - unable to maintain contract costs	300	25%	75
Homelessness - cost of temporary accommodation	500	20%	100
<b>Total of potential risks (unlikely all to coincide)</b>	<b>8,950</b>		
<b>Total Average Risk in Single Year</b>			<b>3,905</b>
<b>Provide for 18 months to enable corrective action</b>			<b>5,860</b>

<b>SUMMARY MTFP 2018-19 TO 2021-22</b>			
<b>Headline</b>		<b>As at November 2017</b>	<b>As at January 2018</b>
	RPI at Sept of year prior to budget year	3.90%	3.90%
	CPI	2.90%	2.90%
	Average contract inflation	1.60%	1.60%
	RBWM Council Tax %	1.95%	1.95%
	Adult Social Care Precept %	3.0%	3.0%
	Council Tax Band D (£.p)	933.42	933.42
	ASC Precept Band D (£.p)	74.74	74.74
<b>Detail</b>			
Line	Description	2018/19 Budget £'000	2018/19 Budget £'000
<i>Managing Director</i>			
1	Base Budget	59,550	59,995
2	Inflation	696	713
3	Service Pressure	1,286	1,365
4	FYE/Rev Effects previous year decisions	414	670
5	Effect of Grants adjustments	220	220
6	Use of Better Care Funding	280	280
7	Directorate Savings	-1,147	-1,492
8	Inter-directorate transfers	-43	2,782
<b>9</b>	<b>Managing Director Total</b>	<b>61,256</b>	<b>64,533</b>
<i>Communities</i>			
10	Base Budget revised following restructure	15,037	14,592
11	Inflation	117	123
12	Service Pressure	80	127
13	FYE/Rev Effects previous year decisions	580	632
14	Effect of Grants adjustments	0	0
15	Directorate Savings	-2,244	-3,114
16	Additional income target for Nicholsons CP (marker)	0	0
17	Inter-directorate transfers	-169	-581
<b>18</b>	<b>Communities Total</b>	<b>13,401</b>	<b>11,779</b>
<i>Place</i>			
19	Base Budget revised following restructure	4,168	4,168
20	Inflation	-79	-19
21	Service Pressure	0	24
22	FYE/Rev Effects previous year decisions	310	275
23	Effect of Grants adjustments	0	0
24	Directorate Savings	-720	-780
25	Inter-directorate transfers	212	-2,201
<b>26</b>	<b>Place Total</b>	<b>3,891</b>	<b>1,467</b>
<i>General</i>			
27	General pressures and savings b/f	780	780
28	Pay reward / award	500	500
29	Reallocation of prior year's pay reward / award	-780	-780
30	Other pressures	0	0
31	Insurance budget to be allocated to services	100	0
32	Savings proposals under development	0	0
<b>33</b>	<b>Total Service Expenditure</b>	<b>79,148</b>	<b>78,279</b>
<b>34 Non Service Costs</b>			
35	Debt Finance cost	5,645	5,645
36	Interest on Balances	-123	-123
37	Revenue Contributions to Capital	0	0
38	Environment Agency Levy	156	156
39	Pensions deficit recovery	2,428	2,428
40	(From) / to reserves	-687	5
<b>41</b>	<b>Total Non Service Costs</b>	<b>7,420</b>	<b>8,112</b>
<b>42</b>	<b>TOTAL BUDGET COST</b>	<b>86,568</b>	<b>86,390</b>
<b>Support</b>			
43	Business Rate Support	-14,420	-14,095
46	Income from NNDR Pilot	0	-1,272
47	Revenue Support Grant	-551	0
48	Parish equalisation grant	64	63
49	Transition grant	0	0
50	Education Services Grant	-315	-315
51	New Homes Bonus	-2,814	-2,691
52	Income from trading companies	-160	-160
53	Collection Fund - Council Tax (Surplus) / Deficit	-1,719	-1,647
54	Collection Fund - Business Rates (Surplus) / Deficit	2,568	2,943
55	Less Special expenses	-1,009	-1,047
<b>56</b>	<b>Sub Total Support</b>	<b>-18,356</b>	<b>-18,220</b>
<b>57</b>	<b>NET BUDGET REQUIREMENT</b>	<b>68,212</b>	<b>68,170</b>
58	Council Tax Base (Band D)	67,660	67,618
59	RBWM Council Tax Band D (£.p)	933.42	933.42
60	ASC Precept Band D (£.p)	74.74	74.74

This page is intentionally left blank