

NOTICE
OF
MEETING



CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

WEDNESDAY, 25TH JANUARY, 2017

at

6.30 pm

in the

COUNCIL CHAMBER - TOWN HALL,

TO: MEMBERS OF THE CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS EDWARD WILSON, DAVID EVANS, LYNNE JONES, ROSS MCWILLIAMS, MARION MILLS (VICE-CHAIRMAN), NICOLA PRYER AND EILEEN QUICK (CHAIRMAN)

VACANCY (OXFORD DIOCESE), VACANCY (PORTSMOUTH DIOCESE), TANYA WHITE (SECONDARY HEADTEACHER REPRESENTATIVE), VACANCY (PRIMARY HEADTEACHER REPRESENTATIVE), MR LOUDEN (SECONDARY GOVERNORS REPRESENTATIVE), MR COOK (SECONDARY GOVERNORS REPRESENTATIVE), MARTIN POST (REGIONAL SCHOOLS COMMISSIONER).

Karen Shepherd - Democratic Services Manager
Issued: Tuesday, 17 January 2017

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook**

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AGENDA

PART I

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2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 8 December 2016.	7 - 12
4.	<u>COMMUNITY LEARNING AND SKILLS SERVICE ANNUAL REPORT</u> To consider the report.	13 - 22
5.	<u>BUDGET 2017/18</u> To comment on the Cabinet / Council report.	23 - 166
6.	<u>FINANCIAL UPDATE</u> To comment on the Cabinet report.	167 - 180
7.	<u>OUTCOME OF LOCAL GOVERNMENT ASSOCIATION SAFEGUARDING PEER REVIEW - DECEMBER 2016</u> To consider the report.	181 - 208
8.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PRESS AND PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1- 7 of part I of Schedule 12A of the Act"	-

PART II

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9.	<u>MINUTES</u> To consider the Part II minutes of the meeting held on 8 th December 2016. <i>(Not for publication by virtue of Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	209 - 210

MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

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

PREJUDICIAL INTERESTS

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

DECLARING INTERESTS

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

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

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

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Agenda Item 3

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY PANEL

THURSDAY, 8 DECEMBER 2016

PRESENT: Councillors REPRESENTATIVE), Edward Wilson, Lynne Jones, Ross McWilliams, Marion Mills (Vice-Chairman) and Eileen Quick (Chairman)

Also In Attendance: Mr Parker and Mr Louden.

Officers: Alison Alexander, Hilary Hall, Kevin Mcdaniels and Davidf Cook.

APOLOGIES FOR ABSENCE

Apologies for absence were received by Cllr D Evans, Cllr Pryer and Mrs White. Cllr Hunt, Cllr Ilyas and Mr Parker (secondary Heat Teacher representative) attended as substitutes.

DECLARATIONS OF INTEREST

Councillor E Wilson declared an interest in the item 'Improving Choice in Education – Call In' as his wife works at St Edwards Catholic First School and his son works seasonally at Eton College. He remained in the room for the duration of the discussion and voting on the item.

Mr Louden declared an interest in the item 'Improving Choice in Education – Call In' as he was a school governor. He remained in the room for the duration of the discussion and voting on the item.

MINUTES

The Part I minutes of the meeting held on 16 November 2016 were approved as a true and correct record.

CALL IN - IMPROVING CHOICE IN EDUCATION

The Chairman informed the Panel that the Cabinet report 'Improving Choice in Education' had been brought back to the Panel as it had been 'Called In', as a signature to the Call In Cllr Jones was asked to give an overview of the reasons why it had been Called In.

Cllr Jones informed the Panel that the report had been Called In as there was not the required detail around the recommendations for an informed decision to take place. It was felt that the report did not show viable alternatives; the Call In was not about the merits of selective education but about Members duty to have the information to scrutinise Cabinet recommendations.

A briefing note was circulated to the Panel in response to the questions raised following the call-in of the Improving Choice in Education paper with a response being provided to the questions raised.

With regards to the extent of the proposed delegations Cllr Jones was content with the answers provided in the briefing note but the process had not been included in the original Cabinet report.

With regards to the questions about what is meant by a selective school Cllr Jones mentioned that the information given was not conclusive as it looks like selection would be about academic ability however this could also include selection around sporting or arts ability

With regards to increased Cllr Jones mentioned that the reply was that local selective schools was the option, however she would have liked to have seen some mention of Windsor who did not have a mixed school. She felt that the paper did not have sufficient information about selective education.

With regards to the consultation response element of the Cabinet report Cllr Jones mentioned that when the report was considered by this Panel before Cabinet this element of the report was not discussed.

Cllr Jones mentioned that she was happy with the answers provided following the Call In and would endorse that no further action was required as long as the Portfolio Holder adheres to what was said in the briefing note moving forward.

The Chairman thanked Cllr Jones for the issues raised and introduce Ms Cooke, public speaker on behalf of Excellent Education for Everyone, a group founded by borough residents.

Ms Cooke informed the Panel that she would not go over the reasons expressed in the Call In but there were also further concerns she wished to raise. It was felt that RBWM had already wasted tax payers money in its haste to establish a satellite grammar school. She mentioned that at Cabinet the Leader had said that that the free school meal figure at William Borlase school was a disgrace, but RBWM had sought a partnership with them. She also mentioned that there was no data provided to show that Grammar Schools would do better for the borough and questioned why tax payers money / resources was being wasted when there was no law to allow new selective schools. She also mentioned that the Prime Minister had said that potential new schools should focus on deprivation; RBWM was not a deprived area.

Mr Wilding, Claires Court Schools Ltd, said that at Cabinet the consultation element of the paper had a response regarding the Independent Schools, section (14 Q), the RBWM appears to make a statement about access to High Needs funding. He questioned if it was customary for RBWM to use such consultative exercises to make policy statements which clearly restrict parental choice in the choice of local solutions to their children's needs. He also questioned what recent objective research into local independent schools informed the comments submitted by the RBWM as independent schools accounted for a quarter of the schools in the borough. The Chairman mentioned that as the questions asked by Mr Wilding related to Cabinet she would ask Cabinet to send a response.

The Panel received a presentation from the Head of Schools and Education Services setting context to the report considered by Cabinet. The presentation covered the improving quality in education and current school standards, the national policy direction and the evidence base for the demand for selective education within RBWM. The presentation also highlighted the challenge to improve attainment for disadvantaged pupils in the borough showing the difference between those eligible for Free School Meals and those who were not. The Panel were also informed that in considering or responding to any proposals, the Royal Borough would want to consider particularly the impact on existing comprehensive schools and the Free School Meals attainment gap.

The Chairman said that with regards to comments made by Ms Cooke that there was no question of introducing selective education until it was legal, this was about exploring our options as our PM (who was also our MP) had expressed that this may be a way of lifting attainment levels of disadvantaged children.

Cllr McWilliams mentioned that Cllr Jones would be raising any outstanding issues from the Call In outside the meeting however he felt that as she had Called In the item all issues should be addressed at the meeting. He questioned if the answers provided in the briefing note were part of the consultation would it need to go back to Cabinet for approval. Cllr Jones mentioned that she had said that if the Portfolio Member gave reassurances that the

information in the briefing note be included in future reports then she would support the Cabinet reports recommendations.

Mr Parker approved the aim to improve attainment for disadvantaged pupils and thus the report would have benefited from looking at attainment of disadvantaged pupils as they progressed through secondary education. They could be more information on how selected testing was going to be done and if there would be positive discrimination for disadvantaged pupils; which would be against the principles of selective education. Other options should be looked at for improved attainment for disadvantaged pupils.

In response to questions from Cllr E Wilson the Panel were informed that part of the reports recommendations was to contact schools in the borough to see if they were interested in becoming a grammar school, it was noted that schools such as Charters were successful without being a grammar school. The Government had said that £240 million would be available to build grammar schools across the country. Cllr Wilson mentioned that it was important that responses are made public so they are aware which school do wish to become grammar schools and those that do not.

Cllr Airey, Lead Member for Children's Services, thanked the speaker for their views and informed the Panel that education was supported by the borough and millions have been invested into our schools. With regards to the allocation of funds for the proposed satellite grammar school only £5k had been spent and because of the change in direction by the Government this course of action had been stopped and the remaining funds returned. During the negotiations with William Borlase the small percentage of pupils eligible for free school meals was raised as a concern. She agreed that the information in the briefing note would be in future reports. She mentioned that the consultation response was required to be submitted by the 12 December 2016 and was based on borough policy and what our professionals wish to make the Government aware of, especially the consequences of aspects of new policy. The Cabinet report was not recommending setting up grammar schools but putting the question to establishments.

Cllr E Wilson commented on the university element of the consultation document and mentioned that there was the funding available to encourage children from all backgrounds, especially those eligible for free school meals, to go to university. It would be good to have a discussion with our schools on the funds that they could access. In response the Panel were informed that a number of borough schools had relationships with universities. A number of primary schools working with Reading University to get young children thinking about university.

Cllr E Wilson also mentioned that as the item was Called In by Cllr Jones he would like to know what questions she was going to ask outside the meeting regarding the consultation response. Cllr Jones replied that she was going to question what contribution did schools make to question 12 and along with question 13 did we have any evidence. She was also going to question what independent schools did to help those with SEN. The Panel were informed that data was available regarding the questions and that the questions were relating to government policy not our schools.

Mr Louden mentioned that there was reference to the results from Holyport College but they had not yet taken any GCSE's and thus questioned why it was given as an example of success. The Panel were informed that this was used as an example of collaboration with an independent school and thus talked about success rather than attainment.

Resolved Unanimously: that after considering the Call In no further action was required.

FINANCIAL UPDATE

The Panel considered the Cabinet report that set out the Council's financial performance to date in 2016-17.

The Panel noted that there was a projected £435,000 underspend on the General Fund which was an improvement of £5,000 from the November financial monitoring report. The Council had a combined General Fund Reserves of £6,495,000 this was above the recommended minimum level set at Council.

Adults, Children & Health Services were reporting a projected outturn figure of £57,397,000 against a controllable net budget of £57,200,000, an overspend of £197,000 (0.3% overspend).

With regards to Children's Services the main budget pressures were coming from home to school transport, MASH agency staff and legal support. There were also underspends in fostering placements, residential childcare placements and leaving care costs.

The Panel were also shown the pressures facing the dedicated schools due to high needs passenger assistance, alternative provision due to exclusion and placements of children with special education needs in non-maintained and independent special schools.

Cllr E Wilson asked what the change in legislation was that had resulted in a 65% increase in SEN spend. The Panel were informed that The Children & Families Act introduced a requirement for councils to continue to fund education provision from the ages 19 to 25 if relevant outcomes were identified. This was introduced in September 2014 however it is over recent months that the impact of this legislation was becoming apparent and it was expected that the pressure would continue.

Resolved unanimously: that the Children's Services O&S Panel considered the Cabinet report and fully endorsed the recommendations.

SCHOOLS CAPITAL PROGRAMME 2017-18

The Panel considered the Cabinet report in relation to the Schools Capital Programme.

The Panel were informed that the annual report set out the proposed capital spend ahead of the February budget setting so that officers had the opportunity to tender for projects in good time and get the most competitive prices. The report sought approval for £60,000 to start feasibility work on the higher priority schemes in the programme.

The schemes set out in Appendix A had been prioritised to ensure that the Royal Borough met its statutory duties: namely the provision of sufficient school places and ensuring those spaces, where the council was responsible for the buildings, keeping the pupils safe, dry and warm.

Schemes had been prioritised with safeguarding, health and safety, water resistance and heating considerations in mind, based on the individual site maintenance assessments. Managing health and safety risks was important and approval was requested to ensure that the highest priority fire-risk and asbestos-risk projects were dealt with.

Expansion projects were funded through a mixture of Basic Need Grant and council funding which included section 106 contributions, while maintenance projects were funded by Schools Condition Grant from the Department for Education.

(Mr Parker left the meeting)

Cllr E Wilson asked if funding from S106 would now come under CIL, if we knew how many academies had applied for funding from the conditional improvement grant and had Larchfield Nursery requested the funding that had previously not been available due to funds going to

Holyport College. In response the Panel were informed that CIL money was not ring-fenced as S106 used to be, that Larchfield had been added to the list following the principles mentioned previously to keep schools safe, dry and warm and that all academies had submitted bids.

Cllr E Wilson mentioned that it was important that schools were clear how they were funded so this could be communicated to our residents.

In response to a question from Cllr Mills the Panel were informed that when replacing old boilers sustainability issues were taken into consideration.

(Cllr McWilliams left the meeting)

Resolved unanimously that: The Children's Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. The Panel recommended that the LEA contact schools, especially the smaller schools, informing them of any funding opportunities such as the Academies Capital Maintenance Fund via Salix Finance for energy efficient projects.

DELIVERY OF ADULT SERVICES

The Panel considered the Cabinet report that summarised the business case, the progress on implementation and the identification of the level of support services functions that should transfer to Optalis by April 2018.

The Panel were informed that in October 2016 Cabinet approved the Royal Borough becoming an owner and shareholder in Optalis with an initial 45% ownership share at a cost of £771,302. Providing the partnership proved successful, the Shareholder Reference Group will broker a move towards an equal 50% shareholding within two years.

A full business case had been developed and was a Part II appendix to the report, the business case covered the following areas:

- Strategic rationale.
- The Optalis Partnership.
- Governance.
- Financial appraisal.
- Due diligence.
- Future business opportunities.
- Risks and risk management.
- Implementation.

The Panel were informed that the transfer of services would take place under teckal exemption rules which meant that the usual procurement rules did not apply. Each council would have three members on the holding company board as directors and the report recommended that for RBWM these be Cllr Saunders, Cllr Quick and Cllr Story.

Members noted that work was being undertaken in relation to support staff with staff being identified for transfer or for a cash equivalent being given. Optalis would purchase services from the borough, for example IT, for one year while the situation was reviewed.

Cllr Hunt asked how many Members were on the Executive Board and was informed that there would be three RBWM and three from Wokingham.

Cllr E Wilson asked if there would be any conflict of interest of Board Members being directors and RBWM councillors. The Panel were informed that they would be Board members

representing RBWM and at board meetings they will be making decisions about how the company can best serve local residents.

Cllr Wilson also asked a question regarding the transfer of support services and was informed that if a position allocated 75% of the role to Adult Services then they would be transferred if less volunteers would be sought, there could be restructures put in place or cash equivalent transferred.

Cllr Hunt mentioned that she was concerned about the number of staff being transferred out of the Council.

Resolved unanimously: that the Children’s Services O&S Panel considered the Cabinet report and fully endorsed the recommendations. There was some concern raised about the level of staff being transferred and the responsibilities being placed on those Councillors chosen to be the Council’s representatives on the Optalis Holding Limited Board.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PRESS AND PUBLIC

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

The meeting, which began at 6.30 pm, finished at 9.15 pm

CHAIRMAN.....

DATE.....

Subject:	Community Learning and Skills Service (CLASS) 2015/2016 review
Reason for briefing note:	To update the Children’s Services Overview and Scrutiny Panel on the performance of the Community Learning and Skills Service and the outcome of the recent Ofsted inspection.
Responsible officer(s):	Philip Wright: Head of Learning and Community Services (Slough Borough Council) Safia Mohamud, Community Learning and Skills Manager
Senior leader sponsor:	Hilary Hall, Head of Commissioning – Adults, Children and Health
Date:	25 January 2017

SUMMARY

This report provides an update on the performance of the Community Learning and Skills Service in 2015-2016, together with the outcomes of the Ofsted inspection of the Service undertaken in June 2016 and the resulting action plan.

1. BACKGROUND

- 1.1 In August 2012, a shared Community Learning and Skills Service was created between the Royal Borough of Windsor and Maidenhead and Slough, with Slough the accountable body to the Skills Funding Agency. The service reports to a shared management committee comprising two senior officers from each council, with Slough having 51% of the voting rights.
- 1.2 The service receives funding from the Skills Funding Agency to deliver adult education, and apprenticeship programmes for Slough only.
- 1.3 Ofsted inspected the service between 21 and 24 June 2016 and judged the service’s overall effectiveness as ”requires improvement” with all subsidiary grades also being graded as “requires improvement”. The previous inspection grades for Slough were “good”, November 2010, and for Windsor and Maidenhead “requires improvement”, May 2012.
- 1.4 The service also produces an annual Self-Assessment report through which performance data is used to inform overall judgements. The 2015/2016 performance data was not available at the June inspection.

2. DETAILS

- 2.1 In 2015/2016, RBWM identified key priority outcomes for the Community Learning and Skills Service which are aligned with the Adult, Children and Health Services directorate vision. These priority outcomes include:
 - Increase choice and diversity in education.
 - Deliver an integrated early help offer for children and vulnerable families.

- Promote independence

2.2 Appendix 1 gives details of how the service contributes to the above outcomes, with the majority of the performance targets having been met.

Engagement

2.3 The total number of engagements has decreased, see table 1, which is partly due to the reduction in referrals from Job Centre Plus, reflecting the decrease in the levels of unemployment.

Table 1: Service wide engagement

Delivery year	Unique learners	Enrolments	% male	% disability
2014/15	3,945	6,219	28	16
2015/16	3,684	5,935	25	16
% difference	- 7 %	- 5%	- 3%	-

Performance – qualification programmes

2.4 Table 2 gives key service wide performance data relating to the delivery of qualification programmes with a strong focus on English Speakers of Other Languages (ESOL), mathematics, English and ICT. These areas are core areas of the curriculum, supporting learners into employment. The service's main focus is on delivering qualifications to those of low level skills, with a decreasing emphasis on level 2 qualifications. 37% of the accredited delivery is in RBWM, reflecting the demand to up skill low skilled residents.

Table 2 Qualifications by level

		Actual 2013/14	Actual 2014/15	Actuals 2015/16	% change	National 2013/14
Entry	Leavers	662	618	613	-5	
	Retention rates	98.5%	94.5%	93.1%	-1.4%	
	Pass (Achievement)	86.3%	83.4%	92.5%	+9.1%	
	Achievement	85.0%	78.8%	86.1%	+7.3%	85%
Level 1	Leavers	265	293	172	-121	
	Retention rates	94.7%	96.9%	96.5%	-0.4 %	
	Pass (Achievement)	90.0%	88.4%	91.0%	+2.6%	
	Achievement	85.3%	85.7%	87.8%	+2.1%	85.0%
Level 2	Leavers	279	136	67	-69	
	Retention rates	100%	99.3%	95.5%	-3.8%	
	Pass (Achievement)	93.5%	88.9%	98.4%	+9.5%	
	Achievement	93.5%	88.2%	94.0%	+5.8%	82.7%

2.5 Achievement rates across all levels have increased, entry level by 7.3%, level one by 2.1%, and level 2 by 5.8%. This means that achievement rates at all levels are now above the 2013/14 national provider average.

Performance – Community Learning (RBWM)

2.6 Community Learning strands include:

- Family learning workshops delivered in Children’s Centres and libraries.
- Leisure programmes, e.g yoga and pilates.
- Pre-employability workshops, e.g. IT, CV writing and interview skills.
- Personal development courses e.g. cooking skills and flower arranging.

2.7 The programmes are directly delivered and also commissioned from other providers, including East Berkshire College, Workers Education Association and the community and voluntary sector. Programmes are delivered in 15 different venues including community centres, libraries, schools and children’s centres, across the borough. 72% of the learners come from Royal Borough of Windsor and Maidenhead, 20% from Slough and 8% from the neighbouring boroughs and counties.

Table 3 Performance data relating to community learning delivery in RBWM

	2013/14 Actual	2014/15 Actual	2015/16 Actual	Change % 14/15-15/16
Learners	1,494	1,886	1,727	-8%
Enrolments	2,577	2,660	2,637	-1%
Disability (%)	17.5%	15.4%	10.9%	-4.5%
Male (%)	25.6%	28.8%	23.9%	-4.9%
White British/Irish (%)	66.1%	62.9%	60.0%	-2.9%
Black & Minority Ethnic (%)	33.9%	37.1%	40.0%	+2.9%
Retention (%)	97.3%	96.8%	96.2%	-0.6%
Pass (Achievement)(%)	98.0%	99.6%	99.4%	-0.2%
Achievement (Success) (%)	95.3%	96.2%	95.6%	-0.6%

2.8 In Royal Borough of Windsor and Maidenhead, learner numbers have been increasing in the last three consecutive years. However, in 2015/16, the unique learner numbers have decreased, partly because fees have been increased by 20%. This is still competitive when compared with other providers.

2.9 Enrolment numbers, on the other hand, have been consistent. Learners are re-enrolling to programmes and achievement remained high. The black and minority ethnic percentage targets have increased steadily, reflecting the service’s priority of engaging with this group. Disability has decreased partly because one sub-contractor which delivers targeted courses for this section of the community, was not able to meet its targets.. As a result of this, the contract has been reviewed and reduced for this academic year. The decline in numbers also reflects the national trend for community learning.

June 2016 Ofsted report.

2.10 Ofsted inspected the service from 21 to 24 June 2016. Their main, but not sole, focus was inspecting the non- accredited community learning delivery as this is the majority of the provision, with a particular focus on the quality of teaching, learning and assessment.

2.11 Adult learning programmes were graded “requires improvement” as were all other contributory grades, leading to an overall effectiveness grade of “requires improvement”.

2.12 Ofsted identified three key strengths and four overarching areas that required improvement. A copy of the full report can be found on the Ofsted website www.gov.uk/find-ofsted-inspection-report. The report is under Slough Borough Council who is the accountable body. .

Strengths:

- Learners from disadvantaged groups receive good support to achieve their goals.
- Strong partnerships ensure that learning programmes meet local, community and labour market needs effectively and managers ensure that classes are well located and accessible for learners.
- All learners develop confidence and independent learning skills to make valuable contribution to their work places.

Areas requiring improvement:

- Improve the consistency of the quality of teaching, learning and assessment by a more thorough approach to analysing the outcome of observations, using them to identify areas for improvement across the service, and encouraging the sharing of good practice.
- Ensure that all staff have appropriate English and mathematics skills themselves, and are clear about how to develop these skills in their learners.
- Ensure that teachers make good use of initial assessment to set challenging targets, and are clear about how to develop these skills in their learners, particularly in internally assessed.
- Ensure that tutors understand the importance of increasing learners’ knowledge around British values, diversity and radicalisation.

2.13 The service is putting in place a series of actions that will support managers in raising the quality of teaching, learning and assessment including:

1. Strengthening the shared management committee, who have a role in monitoring the quality and service performance, through the appointment of an external “adult education adviser” to provide informed challenge and act as a “critical friend”.
2. Managers have participated in a focused workshop facilitated by an HMI resulting in a series of actions which are being fed into the post Ofsted action plan.
3. Exploring working with the local college (graded good) and commissioning external expertise to support managers in quality assurance and training.
4. Undertaking a quality “health check” in the summer 2017 term to measure progress and to identify further work that is required to bring the service back up to “good”.

2.14 A detailed post-Ofsted action plan has been devised which also incorporates further improvements identified within the 2015/16 annual review, see appendix 2 for a summary of the action plan. Progress is monitored by the shared service management committee.

APPENDIX 1: 2015/16 REVIEW REPORT – COMMUNITY LEARNING AND SKILLS SERVICE (CLASS)

Royal Borough of Windsor & Maidenhead

The objectives and outcomes for the Community Learning and Skills Service delivery in the Royal Borough of Windsor and Maidenhead is set within the context of the Council's strategic principles:

- Resident Focused
- Value for money
- Delivering Together
- Equipped for the future

The service is currently commissioned through the Adult, Children and Health Services directorate and its delivery aligns with the directorate's vision:

Resident's needs are met as early as possible by highly skilled professionals. The number of children, young people and their families with high levels of need is reduced and our residents, children and young people, are given every opportunity to be successful.

17

Children's and Adult Services Objectives	Specific action (from outcome plans)	Specific service action	Performance measure	Where will this measure be produced	Why this action – evidence used to assess how outcome will be achieved	Progress and impact
Increase choice and diversity in education	All residents will be economically independent	Deliver comprehensive provision that include accredited and non accredited courses across the borough	Number of unique learners engaged. 15/16 Target 1,886	Termly Performance report Shared mang. Meeting notes	To increase learners' engagement into learning	Achieved: 1,727 learners participated on various adult learning from short to long programme.
Increase choice and diversity in education	All residents will be economically independent	Deliver maths, English language to up-skill residents.	Number of units of qualification in ICT, Maths and English language gained. 15/16 Target 153	Termly performance report	To increase learners' participation to gain skills and improve their job prospect	Achieved 159 learners gained qualification.

Children's and Adult Services Objectives	Specific action (from outcome plans)	Specific service action	Performance measure	Where will this measure be produced	Why this action – evidence used to assess how outcome will be achieved	Progress and impact
		Commissioning activity (Grow) to support residents to gain employability skills	Number of unemployed clients engaged. 15/16 Target 300 Number of learners progressed to work report annually. 15/16 Target 20% progress to employment.	Contract monitoring report and termly performance report	To increase learners' participation to gain skills and improve their job prospect	Engaged 201 unemployed learners. Over-achieved progression targets 60% progressed into either employment, volunteering or further training.
		Commission voluntary sector to deliver to targeted communities to support learners' personal development and employability	Number of unique learners engaged. 15/16 Target 240	Contract monitoring report and Termly performance report	To increase hard to reach engagement on learning and employability skills.	Engaged 252 benefitted from targeted , specialist provision and developed employability skills.
Increase choice and diversity in education	All residents will be economically independent	Commission voluntary sector to deliver to targeted communities to support learners' personal development and employability	Learners report increased confidence and develop new skills	Learners destination feedback		75% of those who responded to client destination reported increased confidence and developed new skills.

Children's and Adult Services Objectives	Specific action (from outcome plans)	Specific service action	Performance measure	Where will this measure be produced	Why this action – evidence used to assess how outcome will be achieved	Progress and impact
Deliver an integrated early help offer for children and families.	Residents' needs are met early and do not escalate. Safer children	Deliver tailored family courses for targeted vulnerable families to ensure that their needs are met as early as possible.	Number of courses delivered in partnership with Innovation project /Children centres 15/16 Target 4 Number of targeted family engaged through programmes. 85% of participants report increased self confidence	Reported on termly partnership meeting between Children centre , Class and the Innovation teams Class termly survey and children's centre outcome star tracking Termly class performance report	To undertake early help and direct work with children and their families to reduce number of cases on CIN To reduce isolation, increase confidence and improve Health and wellbeing	Delivered 4 courses and engaged 50 learners. 80% reported increased confidence. 20% increased self esteem.
Deliver an integrated early help offer for children and families.	Increase children's language/speech development for school readiness	Deliver 12 sessions including stories and songs, book buzz and read with me in targeted Children centred, schools and libraries	Number attending activities & events for adult and children at Children centres , libraries and schools. 15/16Target 215	Reported on termly partnership meeting between Children centre , Class and the Innovation teams Class termly survey and children's centre outcome star tracking Termly class performance report	To improve children's vocabulary and confidence in speaking .	Over-achieved target - 425 learners benefitted from workshops on stories and songs delivered by the library service in targeted schools and children's centres. Over 85% reported that they gained more confidence.

Children's and Adult Services Objectives	Specific action (from outcome plans)	Specific service action	Performance measure	Where will this measure be produced	Why this action – evidence used to assess how outcome will be achieved	Progress and impact
Promote independence	Residents of LDD are enabled to remain independent longer	Commissioning activity through EBC to support learners with disabilities and learning difficulties to gain skills to live independently.	Number of unique LDD learners. 15/16 Target 50 80% of LDD learners Increase their ability to self manage Support evidence (2 case studies annually).	Termly contract monitoring Class performance report.	To increase confidence of LDD learners	Not achieved 29 due to low referrals from day centres. 100% reported increased confidence and improved health.
Promote independence	Residents of LDD are enabled to remain independent longer	Contribute to the development of the multi-agency partnership working with Adult social care “Every step together”	Develop and deliver 2 bespoke exercise courses	“Every step together” group report	Improve life chances for disadvantaged residents.	Not achieved – Innovation centres still at early stage to deliver.

APPENDIX 2: COMMUNITY LEARNING AND SKILLS SERVICE POST OFSTED ACTION PLAN (SUMMARY)

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Key areas of improvement	Key Actions	Time scale	progress
Improve the consistency of the quality of teaching, learning and assessment by a more thorough approach to analysing the outcome of observations, using them to identify areas for improvement across the service, and encouraging the sharing of good practice.	1. Introduce themed “walk throughs” to gain an understanding of current practice, identify areas of improvement and plan additional levels of support to tutors, and to inform training.	Commence September 2016 continue through to 31 st July 2017.	11 “walk throughs” undertaken with further planned for the spring term. – Area of development identified - inconsistent setting and measuring of SMART targets. Incomplete record of learners’ progress and achievement.
	2. External support to be commissioned to support and quality assure managers judgements through peer observe lessons in order to ensure consistency and level of indicative grading.	In place by 31 st January 2017	Tender document on south east commissioning portal, provider to be(s) to be appointed by the end of January.
	3. Plan and deliver formal lesson observations across all curriculum areas with peer support from external adviser.	Delivery spring and summer terms	Five lesson observations undertaken 6 joint observations planned for the spring term.
	4. Training and sharing of good practice workshops to be arranged and delivered.	Spring and summer terms	
	5. Service wide quality health check to be undertaken to monitor progress, identify strengths and areas of development.	By 31 st July 2017	Tender document includes a requirement to undertake a health check.
Ensure that all staff have appropriate English and mathematics skills themselves, and are clear about how to develop these skills in their learners	1. Undertake an audit of all staff English and maths qualifications.	By the end of February 2017.	Discussed at shared management committee, tutor forum, staff to be informed and offered support to upskill.
	2. Support tutors gain additional skills and or qualifications in order they are confident to embed these core skills into their teaching.	By 31 st July 2017.	
	3. Policy and tutor guidelines to be written regarding the embedding of English and maths throughout the curriculum.	By 1 st December 2016.	Policy written and to be shared with all staff .
	4. Training and sharing of good practice to support tutors in embedding maths across all curriculum areas.	By 31 st July 2016	Workshops to be planed for the spring term
Ensure that teachers make good use of initial assessment to set challenging targets, and are clear about how to develop these skills in their learners, particularly in internally	1. Autumn “walk throughs” to check if challenging and measureable targets are set.	31 st December 2016.	Audit of all classes to take place focusing on SMART and challenging targets set and attendance levels.
	2. Managers and tutors to review the ILP (individual learning plan), make simpler and ensure captures,	31 st January 2107	Draft to be shared and revised at the January staff meeting to be

Key areas of improvement	Key Actions	Time scale	progress
assessed classes.	starting points, progress and achievement.		implemented spring term.
	3. Lesson observations to capture how effective tutors capture assessment of learners progress and learning,	31 st July 2107	
Ensure that tutors understand the importance of increasing learners' knowledge around British values, diversity and radicalisation	1. Deliver training to all tutors.	31 st December 2016	Two workshops delivered in the autumn term. Further training to be planned for spring term. Action plan being written in liaison with S.B.C. PREVENT coordinator. Plan to be presented to CLASS leadership team to confirm allocation of responsibilities. Shared management committee to monitor progress. Contracts have been updated and agenda item at small providers forum autumn meeting.
	2. Lesson observations include a focus on diversity, prevent		
	3. Prevent duty risk assessment to be undertaken and action plan developed following assessment.	1 st February 2017.	
	4. Report to the spring meeting of the shared management committee relating to PREVENT duties.	31 st March 2017	
	5. Provider contracts to be updated to include duties relating to PREVENT to include training and fully aware of how to report concerns.	1 st April 2017	

Other areas of focus include:

- **Safeguarding:** Strengthening of safeguarding policies and procedures including sub contractor reporting and closing the loop on cases logged by the service.
- **Achievement:** Increasing the ICT qualification achievement levels to be above the provider average and maintaining the ESOL and functional skills achievement levels.
- **Performance data:** to continue to focus on producing timely and robust performance data to understand performance levels and to take immediate actions to identify and rectify poor performance.

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

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Royal Borough
of Windsor &
Maidenhead

REPORT SUMMARY

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

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

7. Consequently the report recommends council tax band D is increased in 2017/18 by 0.95%, representing an increase of £8.62 on the £906.25 in both 2015/16 and 2016/17. 0.95% is significantly below the 1.99% permitted without the requirement of a local referendum and the reference RPI of 2%.
8. Band D council tax and adult social care precept together will be £961.46, which is £153 lower than the next lowest in 2016/17 across all unitary authorities in England and £244 lower than the next lowest Berkshire unitary authority in 2016/17.
9. Capital receipts from the Maidenhead regeneration programme over the next five to ten years justify additional borrowing in the short to medium term, to fund the preparatory investment in schools expansion, parking capacity, a new leisure centre, investments to consolidate regeneration and other infrastructure.
10. The draft proposals in the budget will secure a balanced budget and provide for a firm and sustainable financial basis for continuing to deliver all of the council's services.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet recommend to Council that they note the report and approve the:

- i) **Detailed recommendations contained in Appendix A which includes a Council Tax at band D of £915.57, including a 0.95% increase of £8.55.**
- ii) **Adult Social Care Precept of 3% (an increase of £27.75 on the £18.14 precept included in the 2016/17 budget) to be included in the Council's budget proposals, making this levy the equivalent of £45.89 at band D.**
- iii) **Fees and Charges contained in Appendix D are approved.**
- iv) **Capital Programme, shown in appendices F and G, for the financial year commencing April 2017.**
- v) **Prudential borrowing limits set out in Appendix L.**
- vi) **Business rate tax base calculation, detailed in Appendix O, and its use in the calculation of the Council Tax Requirement in Appendix A.**
- vii) **Head of Finance in consultation with the Lead Members for Finance and Children's Services is authorised to amend the total schools budget to reflect actual Dedicated School Grant levels.**

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

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

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

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

Provisional Local Government Finance Settlement 2017/18

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

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

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

Adult Social Care Precept

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

New Homes Bonus

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

Adult Social Care Support Grant

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

Transition Grant

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

Additional areas within the financial settlement

School budgets

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

Apprenticeship Levy

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

Financial matters annual budget

Fees and charges

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

Efficiencies and cost reductions

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

Council Tax

2.15 In 2016/17, the Band D combined council tax and adult social care precept was £925 which was £369 below the national average for Unitary Authorities (£1,294). This reflects a saving of nearly £25 million for local council tax payers available to be spent in the local economy.

2.16 This budget proposes an increase of 0.95% in council tax, well below the level of inflation announced in September 2016 RPI of 2%. Appendix I sets out the impact on different properties. The Council will, as in previous years, continue to operate its "Donate your Council Tax Savings" scheme.

Capital programme

2.17 In recent years, the council has avoided additional borrowing and related interest costs by funding some capital investments from available cash balances. This also anticipates the substantial capital receipts from the Maidenhead regeneration programme over the next five to ten years. As reported to Cabinet in November, it will become necessary during 2017/18 to increase borrowing in the short to medium term to fund investment which needs to precede the development of council land.

2.18 The council's capital expenditure is separate to revenue expenditure on services and is funded from a mix of government grants, third party contributions, capital receipts from the sales of assets and borrowing. The capital programme requires corporate funding of £23.7m see Appendices F & G.

2.19 There are a variety of regeneration initiatives either taking place or in development which will provide significant opportunities and benefits for the Borough, a number of these require Council capital financial involvement. Each initiative will have its own financing and governance structure which reports directly to the Council. The capital programme for 2017/18 provides for investment in:

- The continuance of the schools expansion programme
- Regeneration schemes, including Maidenhead Waterways
- Funding into the disabled facilities grant
- Maintaining the highways network
- Street lighting
- The re-provision of the Magnet leisure centre

2.20 In addition to the investments in the capital programme in this budget, the borrowing expectations for 2017/18 need to consider other capital proposals likely to come forward for approval during the year. As shown in Appendix N, this includes additional investments likely to be proposed and estimated to require funding of £58 million.

Capital finance

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

Business Rates

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

General Fund reserves

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

Collection Fund Balances

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

Treasury Management

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

Table 1: Options

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

3. KEY IMPLICATIONS

3.1 Table 2

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

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

5. LEGAL IMPLICATIONS

- 5.1 The Local Government Act 2003 requires the Chief Financial Officer (Head of Finance) to report to Members as part of the budget setting process, on setting the level of council tax, the robustness of the budget presented and the adequacy of reserves. Appendix K sets out the main risks that may fall to be met from reserves and for which provision should be retained in the Council's account.
- 5.2 The budget has to be set in accordance with statutory requirements which include assurance from Strategic Directors that they have sufficient resource available to fulfil their various statutory obligations.

6. RISK MANAGEMENT

- 6.1 All measures proposed in the budget have been subject of a risk assessment in terms of deliverability and service impact. The assessment of General Fund Reserve includes an assessment of the financial impact of a range of economic and environmental factors, which may impact on the Councils budget. Some risks exist around Children's Safeguarding and Adult Social Care Budgets where demand is harder to predict.
- 6.2 The Business Rate Retention scheme has a risk/reward element built in. Whilst there are clear longer-term benefits for the Council from a growing local economy there are some risks associated with demolition of property prior to redevelopment and from local business failure (in terms of reduced Business rate revenue), which is now shared by the Local Authority.

Table 3: Risk

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

7. POTENTIAL IMPACTS

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

8. CONSULTATION

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

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

9. TIMETABLE FOR IMPLEMENTATION

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

Table 4:

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

10. APPENDICES

- 10.1 Appendix A – Recommendations
 Appendix B – Budget summary
 Appendix C – Budget detail
 Appendix D – Fees and charges
 Appendix E – Budget pressures and savings
 Appendix F – Capital programme summary
 Appendix G – Capital programme detail
 Appendix H – Budget movement statement
 Appendix I – Parish precepts

- Appendix J – Medium term plan
- Appendix K – Reserves
- Appendix L – Treasury Management
- Appendix M – Lending list
- Appendix N – Cashflow projection
- Appendix O – NNDR1 (to follow)

11. BACKGROUND DOCUMENTS

11.1 None

12. CONSULTATION (MANDATORY)

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

REPORT HISTORY

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

BUDGET 2017/18**RECOMMENDATIONS**

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

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

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

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

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

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

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

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

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

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

d)

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

i)

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

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

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

REVENUE BUDGET 2017/18

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

REVENUE BUDGET 2017/18

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

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

**ADULT, CHILDREN & HEALTH SERVICES
ADULT, CHILDREN & HEALTH COMMISSIONING**

Commissioning

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

Services provided:

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

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

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

Staff (full time equivalent):

20.31

Service Risks:

Ineffective commissioning and business planning processes result in ineffective services.

Drug and alcohol misusers fail to get treatment.

Increase in acquisitive crime.

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

Increase in demand for concessionary travel.

Demographic changes.

Performance Indicators:

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

Delivery on budget.

Contracts deliver to specification

User feedback

Percentage of planned exits from treatment for drug users

Percentage of planned exits from treatment for alcohol users.

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

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

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

Services provided:

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

Staff (full time equivalent):

5.54

Service Risks:

A public health emergency that affects RBWM residents.

Performance Indicators:

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

Housing

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

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

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

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

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

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

Services provided:

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

Staff (full time equivalent):

12.00

Service Risks:

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

Performance Indicators:

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

Business Support

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

Services provided:

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

Staff (full time equivalent):

40.64

Service Risks:

Business support services are not effective or efficient.

Performance Indicators:

Business support and planning processes timely and secure.
 User feedback

**TOTAL ADULT, CHILDREN & HEALTH
 COMMISSIONING**

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

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

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

Services provided:

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

Staff (full time equivalent):

6.20

Service Risks:

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

Performance Indicators:

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

School Places and Home to School Transport

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

Services provided:

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

Staff (full time equivalent):

4.40

Service Risks:

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

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

24.84

Service Risks:

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

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

19.10

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

6.50

Service Risks:

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

Performance Indicators:

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

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

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

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

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

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

Services provided:

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

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

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

Parenting courses for families.

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

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

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

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

Staff (full time equivalent):

100.00

Service Risks:

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

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

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

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

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

Performance Indicators:

Referral and Assessment Team - Safeguarding Single Assessments in timescales

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

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

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

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

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

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

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

Services provided:

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

Staff (full time equivalent):

53.50

Service Risks:

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

Performance Indicators:

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

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

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

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

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

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

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

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

Deprivation of liberty safeguarding (DOLS)

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

Services provided:

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

Staff (full time equivalent):

3.00

Service Risks:

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

Performance Indicators:

Completion of the DOLS assessments within the statutory timescales.

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

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

Services provided:

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

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

Staff (full time equivalent):

54.51

Service Risks:

Increasing numbers of older and physically disabled people requiring support.

Increasing prevalence of Dementia and people with complex needs.

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

Changes in level of hospital patient discharge.

Reduction in and reconfiguration of hospital in-patient facilities.

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

Performance Indicators:

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

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

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

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

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

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

Services provided:

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

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

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

Staff (full time equivalent):

104.32

Service Risks:

Increasing numbers of Adults with a Learning Disability requiring support.

Increased expectations of service users and their carers.

Refusal of Continuing Health Care funding for complex cases.

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

Higher incidence of people with Autism.

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

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

Performance Indicators:

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

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

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

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

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

Services provided:

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

Staff (full time equivalent):

21.04

Service Risks:

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

Performance Indicators:

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

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

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

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

Services provided:

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

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

Staff (full time equivalent):

18.32

Service Risks:

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

Performance Indicators:

Captured within IPMR and SADC data.

Payroll

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

Services provided:

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

Staff (full time equivalent):

5.64

Service Risks:

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

Performance Indicators:

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

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

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

Services provided:

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

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

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

Staff (full time equivalent):

4.60

Service Risks:

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

Performance Indicators:

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

Performance Contracts	£000	£000	£000
Expenditure	349	369	346
Income	0	0	0
Net	349	369	346

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

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

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

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

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

Services provided:

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

Staff (full time equivalent):

5.00

Service Risks:

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

Performance Indicators:

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

TOTAL A,C&H MANAGEMENT	<u>982</u>	<u>834</u>	<u>829</u>
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TOTAL ADULT, CHILDREN & HEALTH	54,983	55,376	55,145
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The budget for Adult, Children and Health Services will be amended in the new year, when details of transfers to Achieving for Children and Optalis are included. The total budget for the Council is not expected to change.

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

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

Services provided:

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

Staff (full time equivalent):

52.34

Service Risks:

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

Performance Indicators:

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

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

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

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

Services provided:

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

Staff (full time equivalent):

900.00

Service Risks:

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

Performance Indicators:

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

Secondary and Middle Schools

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

Services provided:

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

Staff (full time equivalent):

110.00

Service Risks:

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

Performance Indicators:

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

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

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

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

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

Nursery Schools and Classes

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

Services provided:

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

Staff (full time equivalent):

30.00

Service Risks:

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

Performance Indicators:

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

Private, Voluntary & Independent Provision

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

Services provided:

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

Staff (full time equivalent):

n/a - not RBWM employees

Service Risks:

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

Performance Indicators:

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

**TOTAL EARLY YEARS EDUCATION &
CHILDCARE PROVISION**

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

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

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

Services provided:

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

Staff (full time equivalent):

5.00

Service Risks:

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

Performance Indicators:

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

Pupil Growth Fund

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

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

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

Services provided:

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

Staff (full time equivalent):

5.66

Service Risks:

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

Performance Indicators:

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

Other Central Provision

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

Services provided:

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

Staff (full time equivalent):

1.12

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

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

Staff (full time equivalent):

1.00

Service Risks:

Low uptake of free entitlement.

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

Development of sufficient capacity across a range of good quality settings

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

Alternative Provision and Virtual School

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

Services provided:

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

Staff (full time equivalent):

4.90

Service Risks:

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

Performance Indicators:

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

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

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

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

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

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

Performance Indicators:

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

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

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

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

Services provided:

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

Staff (full time equivalent):

2.00

Service Risks:

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

Failure to achieve improvement plans and strategies to deliver services.

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

Performance Indicators:

All PI's shown in the Directorate

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

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

Services provided:

Covers the management costs for the Revenues and Benefits team.

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

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

OPERATIONS & CUSTOMER SERVICES DIRECTLY MANAGED COSTS	2015/16 Actual	2016/17 Budget	2017/18 Budget
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Business Services Team	£000	£000	£000
Expenditure	38,335	38,945	38,444
Income	<u>(37,992)</u>	<u>(38,468)</u>	<u>(37,921)</u>
Net	<u>343</u>	<u>477</u>	<u>523</u>

Services provided:

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

Staff (full time equivalent):

30.29

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

6.64

Service Risks:

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

Performance Indicators:

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

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

Services provided:

Budget change reflects the transfer of this service to Finance

Staff (full time equivalent):

7.70

Service Risks:**Performance Indicators:**

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

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

Services provided:

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

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

Staff (full time equivalent):

47.19

Service Risks:

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

Performance Indicators:

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

Flood Risk Management/Drainage

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Impact of flooding and flood recovery

Performance Indicators:

Delivery of flood related projects and activities

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

Highway Assets

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

- * Road condition indicators
- * Delivery of highway projects

Transport Policy/Planning

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Levels of walking and cycling activity

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

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

Services provided:

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

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

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

Staff (full time equivalent):

0.00

Service Risks:

Levels of financial investment; achievement of customer requests

Performance Indicators:

* Reduction in road accident casualties

Rights of Way

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

Highways Street Inspections

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

Services provided:

Highway Licensing.

Staff (full time equivalent):

12.00

Service Risks:

Income dependent on activity levels

Performance Indicators:

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Income based on compliance levels from public utilities

Performance Indicators:

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

Services provided:

School Crossing Patrol Service.

Staff (full time equivalent):

1.23

Service Risks:**Performance Indicators:**

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Number of allotment plots rented.

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Number of burials undertaken.

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Services are weather dependent and sites are exposed to vandalism.

Performance Indicators:

Monthly performance management score

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

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

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

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

Services provided:

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

Staff (full time equivalent):

3.50

Service Risks:

Failure to comply with statutory duties

Performance Indicators:**Parking Operations**

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

Services provided:

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

Staff (full time equivalent):

22.00

Service Risks:

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

Performance Indicators:

No. Penalty Charge Notices issued that are appealed

Parking Service

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Reduced income due to economic factors and area action plan development

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

12.00

Service Risks:

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

Performance Indicators:

arrests / incidents generated

Emergency Planning

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

Community Safety/Anti Social Behaviour

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

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

3.50

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

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

Services provided:

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

Staff (full time equivalent):

18.00

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

Resident satisfaction with services and warden scheme performance measures.

Community Service Contracts

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

Services provided:

Stray Dog Warden Services

Staff (full time equivalent):

0.00

Service Risks:

Contractor Compliance

Performance Indicators:

Contractual Compliance

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

Services provided:

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

Staff (full time equivalent):

5.62

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

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

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

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

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

4.65

Service Risks:

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

Performance Indicators:

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

Trading Standards & Licensing Lead

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

Services provided:

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

Staff (full time equivalent):

1.00

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

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

Services provided:

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

Staff (full time equivalent):

4.10

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

9.21

Service Risks:

Failure to comply with statutory duties

Performance Indicators:

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

Services provided:

Operation of the household refuse collection service.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Residual household waste per head.

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

Services provided:

The management of the Waste team

Staff (full time equivalent):

4.00

Service Risks:

captured in the specific waste service budgets

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

32.72

Service Risks:

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

Performance Indicators:

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

Customer Services Unit

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

Services provided:

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

Staff (full time equivalent):

11.00

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

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

Services provided:

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

Staff (full time equivalent):

5.31

Service Risks:

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

Performance Indicators:

Processing permit and season tickets in a timely manner.

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

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

Services provided:

To manage adult and children's social care complaints.

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

10.11

Service Risks:**Performance Indicators:**

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

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

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

Services provided:

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

Staff (full time equivalent):

57.44

Service Risks:

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

Performance Indicators:

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

TOTAL LIBRARY & INFORMATION SERVICES	2,245	2,248	2,293
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HERITAGE & ARTS**Heritage**

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

Services provided:

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

Staff (full time equivalent):

3.54

Service Risks:

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

Performance Indicators:

Visits to museum & store

Arts

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

5.59

Service Risks:

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

Performance Indicators:

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

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

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

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

Services provided:

Provision of strategic management and leadership across the Directorate

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

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

Services provided:

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

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

Staff (full time equivalent):

6.09

Service Risks:

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Performance Indicators:

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

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

BUILDING SERVICES**Building Services**

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Asset Management Occupation

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

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

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

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:

Volume of new applications

Performance Indicators:**Industrial & Commercial Estates**

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Vacant properties due to economic downturn

Performance Indicators:**Property Management**

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

Services provided:

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

Staff (full time equivalent):

7.00

Service Risks:

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

Performance Indicators:

Asset Management Occupation

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

Services provided:

Management of the Borough's administrative buildings.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

Services provided:

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

Staff (full time equivalent):

3.00

Service Risks:

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

Performance Indicators:

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Building control income affected by economic downturn and external competition.

Performance Indicators:

% plans checked within 10 days

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

PLANNING SERVICES**Head of Planning**

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

Services provided:

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

Staff (full time equivalent):

1.00

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

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

Services provided:

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

Staff (full time equivalent):

7.54

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

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

Services provided:

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

Staff (full time equivalent):

8.00

Service Risks:

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

Performance Indicators:

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

Services provided:

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

Staff (full time equivalent):

12.99

Service Risks:

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

Performance Indicators:

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

Services provided:

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

Staff (full time equivalent):

20.09

Service Risks:**Performance Indicators:**

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

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

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

Services provided:

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

Staff (full time equivalent):

5.00

Service Risks:

Adequate staffing levels to meet the work load

Performance Indicators:

-

Strategy & Performance

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

Services provided:

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

Staff (full time equivalent):

10.41

Service Risks:

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

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

2.58

Service Risks:

Loss of grants for specialist programme.

Performance Indicators:

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

Partnerships	£000	£000	£000
Expenditure	600	504	373
Income	(106)	0	0
Net	<u>494</u>	<u>504</u>	<u>373</u>

Services provided:

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

Staff (full time equivalent):

11.00

Service Risks:

Adequate staffing levels to meet the work load

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Contract failure

Performance Indicators:

Monthly performance management figures from contractors

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

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

Services provided:

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

Staff (full time equivalent):

13.32

Service Risks:

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

Performance Indicators:

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

Services provided:

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

Staff (full time equivalent):

3.41

Service Risks:

-

Performance Indicators:

Successful delivery of all civic ceremonial and mayoral activities.

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

5.54

Service Risks:

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

Performance Indicators:

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

Services provided:

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

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

Staff (full time equivalent):

2.00

Service Risks:

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

Performance Indicators:

Ofsted inspection outcome.

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

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

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

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

Services provided:

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

Monitoring Officer for the Council and maintenance of the constitution.

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

Management of Democratic Services and Information Governance

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

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

Information Governance

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

Services provided:

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

Staff (full time equivalent):

3.81

Service Risks:

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

Performance Indicators:**Coroners**

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:**Magistrates Courts**

	£000	£000	£000
Expenditure	11	15	13
Income	0	0	0
Net	11	15	13

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

Member Services	£000	£000	£000
Expenditure	1,062	1,128	1,104
Income	0	0	0
Net	<u>1,062</u>	<u>1,128</u>	<u>1,104</u>

Services provided:

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

Staff (full time equivalent):

4.81

Service Risks:

-

Performance Indicators:

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

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

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

Services provided:

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

Staff (full time equivalent):

3.77

Service Risks:

-

Performance Indicators:

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

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

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

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

Services provided:

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

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

Staff (full time equivalent):

4.00

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

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

Services provided:

4 teams make up Accountancy Services:

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

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

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

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

Staff (full time equivalent):

31.48

Service Risks:**Performance Indicators:**

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

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

Services provided:

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

Staff (full time equivalent):

2.00

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

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

Services provided:

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

Staff (full time equivalent):

25.11

Service Risks:**Performance Indicators:**

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

Services provided:

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

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

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

Staff (full time equivalent):

3.00

Service Risks:

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

Performance Indicators:

All key risks to be reviewed quarterly.

100% of liability claims dealt with in protocol timescales.

All portal claims to be acknowledged within 24 hours.

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

Services provided:

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

Staff (full time equivalent):

4.61

Service Risks:

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

Performance Indicators:

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

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

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

Services provided:

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

Staff (full time equivalent):

4.00

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

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

Services provided:

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

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

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

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

Services provided:

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

Staff (full time equivalent):

33.81

Service Risks:

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

Performance Indicators:

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

Business Improvement

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

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

**TOTAL TECHNOLOGY & CHANGE
DELIVERY**

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

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

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

Services provided:

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

Staff (full time equivalent):

1.54

Service Risks:**Performance Indicators:**

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

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

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

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

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

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

ADULT, CHILDREN & HEALTH SERVICES
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				<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>% Increase</u>	<u>% Increase</u>	
				£	£	£	£	2017/18-2016/17	2017/18-2016/17	
COMMUNITY CARE & RESPITE CARE										
These charges apply to RBWM residents who are Personal Budget Holders, and to other local authorities who may										
A Personal Budget Holder is a resident assessed as eligible to receive social care services. A budget sufficient to										
Should a Personal Budget Holder from another local authority purchase services provided by this authority, then this authority will charge that Personal Budget Holder for the full cost of providing the service, this will generally be 25% above the charges set for Personal Budget Holders of this authority.										
OLA is an abbreviation for "Other Local Authority"										
PBH is an abbreviation for "Personal Budget Holder"										
				RBWM residents & PBH	OLA + Full Cost Payers	RBWM residents & PBH	OLA + Full Cost Payers			
Homes for People with Learning Disability - Respite care										
	RBWM - PBH	night		150		150		0.0%		
	OLA - Weekdays Mon-Thurs	night			437		428		2.1%	
	OLA - Weekends Fri-Sun	night			508		498		2.0%	
Homecare										
	Standard Charge	BRIEFING PAPER REQUESTED	hour		17		16		6.3%	
Learning Disability: day activity charge										
		morning or afternoon session in daycentre for								
	ratio 1:1	session		83.40	104.20	81.90	102.40	1.8%	1.8%	
	ratio 1:2	session		41.70	74	41	73	1.7%	1.8%	
	ratio 1:3	session		27.80	52.70	27.30	51.80	1.8%	1.7%	
	ratio 1:5	session		16.70	33.90	16.40	33.30	1.8%	1.8%	
	ratio 1:10	session		8.30	19.60	8.20	19.30	1.2%	1.6%	

ADULT, CHILDREN & HEALTH SERVICES
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			<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	% Increase 2017/18-2016/17	% Increase 2017/18-2016/17
			£	£	£	£		
Room Hire - Learning Disability Day Centres								
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday								
	Ground Floor, Hall & Kitchen	Hour	22.80		22.40		1.8%	
	Dance Studio	Hour	16.50		16.20		1.9%	
	Music / Art Room	Hour	13.90		13.70		1.5%	
There is an additional charge for public liability insurance and staffing when required								
Older Persons: Day Centres								
	RBWM - PBH	per day	58		58		0.0%	
	RBWM - PBH - Lady Elizabeth House	per day	to be agreed					
	transport single Journey to day centre/activity (max 2 charges per session)	per journey	5		5		0.0%	
Blue Badge								
	Blue badge	Per Badge	10		10		0.0%	
Older Persons: Residential Respite								
	In residential and nursing homes, arranged by the Council	per week	679		to be agreed			
ALLOWANCES								
Direct Payments - Rates payable to service user								
	Standard Rate - care provided by homecare agency	BRIEFING PAPER REQUESTED	per hour	17		17		0.0%
	Sleeping Night Service		night	60		60		0.0%
<u>Rates payable for employment of Personal Assistant</u>								
	Start up and emergency reserve		one-off	500		500		0.0%
	Composite Rate for a Personal Assistant		hour	14.25		14		1.8%
	Standard Rate including all oncosts		hour	12.32		12.10		1.8%
	Enhanced Rate including all oncosts		hour	22.72		22.32		1.8%

ADULT, CHILDREN & HEALTH SERVICES
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		<u>2017/18</u>	<u>2017/18</u>	2016/17	2016/17	% Increase	% Increase
		£	£	£	£	2017/18-2016/17	2017/18-2016/17
Assisted Transfers - Housing	per move						
from 1 bed to a bedsit		750		750		0.0%	
from 2 bed with garden to a bedsit		3,750		3,750		0.0%	
from 2 bed with garden to 1 bed property		2,500		2,500		0.0%	
from 2 bed without garden to bedsit		2,500		2,500		0.0%	
from 2 bed without garden to 1 bed property		1,750		1,750		0.0%	
from 3 bed to bedsit		6,250		6,250		0.0%	
from 3 bed to 1 bed property		5,000		5,000		0.0%	
from 3 bed to 2 bed with Garden		2,500		2,500		0.0%	
from 3 bed to 2 bed without Garden		3,750		3,750		0.0%	
from 4 bed to bedsit		7,500		7,500		0.0%	
from 4 bed to 1 bed property		6,250		6,250		0.0%	
from 4 bed to 2 bed with Garden		3,250		3,250		0.0%	
from 4 bed to 2 bed with without Garden		5,000		5,000		0.0%	
from 4 bed to 3 bed		2,500		2,500		0.0%	

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OPERATIONS & CUSTOMER SERVICES

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

FEES AND CHARGES 2017/18

OPERATIONS & CUSTOMER SERVICES

<u>CUSTOMER SERVICES</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>
	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
FRONT OF HOUSE												
The main charges for facilities from 1st April 2015 (excluding VAT) are as follows:-												
MAIDENHEAD												
	Morning 8am- 1pm	Afternoon 1pm- 6.30pm	Evening 6.30pm- 11.30pm	All Day 8am- 11.30pm	Morning 8am- 1pm	Afternoon 1pm- 6.30pm	Evening 6.30pm- 11.30pm	All Day 8am- 11.30pm				
COMMERCIAL RATES:												
Desborough Suite	1,085	1,085	1,450	2,635	1,060	1,060	1,420	2,580	2.4%	2.4%	2.1%	2.1%
Auditorium	785	785	1,020	1,785	770	770	1,000	1,750	2.0%	2.0%	2.0%	2.0%
Receptions / Dinner Dance	435	435	1,085	1,635	425	425	1,060	1,600	2.4%	2.4%	2.4%	2.2%
Meeting Rooms (Per hour / per room)	100	100	125	100	95	95	120	95	5.3%	5.3%	4.2%	5.3%
Additional time per hour, or part of, after 11.30pm				410				400				2.5%
NON-COMMERCIAL RATES - WHOLE SUITE:												
DANCE SCHOOLS / THEATRE GROUPS / BOROUGH BASED REGISTERED CHARITIES												
Rehearsal / Set up (Monday-Friday)	75	75	130	215	70	70	125	210	7.1%	7.1%	4.0%	2.4%
Rehearsal / Set up (Saturday)	105	105	165	300	100	100	160	290	5.0%	5.0%	3.1%	3.4%
Rehearsal / Set up (Sunday)	105	105	180	310	100	100	175	300	5.0%	5.0%	2.9%	3.3%
Performance / Function	165	165	225	510	160	160	220	500	3.1%	3.1%	2.3%	2.0%
Additional time per hour, or part of, after 11.30pm				120				115				4.3%
Kitchen Hire-Price on application												
Kitchen (Unavailable Mon-Fri 8am-4pm)												

OPERATIONS & CUSTOMER SERVICES

	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>	<u>Increase</u>
CUSTOMER SERVICES												
REGISTRARS	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
	Super-intendent Registrar	Super-intendent Registrar	Registrar	Super-intendent Registrar	Super-intendent Registrar	Super-intendent Registrar	Registrar	Super-intendent Registrar				
General Searches												
General Search in indexes in Office not exceeding 6 successive hours		18	n/a			18	n/a			0.0%		
Certificates												
Issue of Standard Certificate of Birth, Death or Marriage		10	4			10	4			0.0%	0.0%	
Issuing a short certificate of birth		10	n/a			10	n/a			0.0%		
Issuing a certificate of birth, marriage or death (other than at first registration)		n/a	7			n/a	7				0.0%	
Express service for certificates		10	n/a			10	n/a			0.0%		
Marriages												
Attending outside office to be given notice of marriage of house-bound or detained person		40	n/a			40	n/a			0.0%		
Entering a notice of marriage in a marriage notice book		35	n/a			35	n/a			0.0%		
Attending a Marriage at a registered building		n/a	84			n/a	84				0.0%	
Attending a Marriage at the Register Office		n/a	45			n/a	45				0.0%	
Certification Of Worship And Registration For Marriage												
Certification of a place of meeting for religious worship		28	n/a			28	n/a			0.0%		
Registration of a building for the solemnisation of marriages		120	n/a			120	n/a			0.0%		
Licensing an outside venue for weddings and civil partnerships		1,700				1,680				1.2%		
Additional rooms		515				510				1.0%		
Marriage and Civil Partnership Ceremonies:												
Mondays to Thursdays	495	490	480	490	490	485	475	485	1.0%	1.0%	1.1%	1.0%
Fridays and Saturdays	550	545	535	545	545	540	530	540	0.9%	0.9%	0.9%	0.9%
Sunday and Bank Holiday	610	605	605	605	605	600	600	600	0.8%	0.8%	0.8%	0.8%
Maidenhead Ceremony Room												
Monday to Thursday	230	220	190	220	220	200	180	200	4.5%	10.0%	5.6%	10.0%
Friday to Saturday	275	275	265	275	275	270	260	270	0.0%	1.9%	1.9%	1.9%
The ceremony room is not available for Sunday Bookings												
Citizenship Ceremonies												
Per Ceremony		80				80				0.0%		
Private Citizenship Ceremonies - Register Office												
Mondays to Thursdays		135				120				12.5%		
Fridays and Saturdays		270				260				3.8%		
The ceremony room is not available for Sunday Bookings												
Baby Naming And Reaffirmation (inclusive of VAT)												
Register Office - Monday to Friday		230				210				9.5%		
Register Office - Saturday		270				240				12.5%		
Outside Venues - Monday to Friday		335				280				19.6%		
Outside Venues - Saturday		410				380				7.9%		
Outside Venues - Sunday		490				400				22.5%		
Nationality Checks (inclusive of VAT)												
Single Application:												
Adult		85				80				6.3%		
Child under 18		60				55				9.1%		
Changing the name on a venue license		35				30				16.7%		

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		£	£	%
<u>HIGHWAYS & TRANSPORT</u>				
Other Highway Services				
Provision Of Accident Information (For 3 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	133	130	2.3%
Provision Of Accident Information (For 5 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	221	217	1.8%
Provision Of Existing Traffic Signal Data	Flat Fee:	166	163	1.8%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	221	217	1.8%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	221	217	1.8%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	112	110	1.8%
Provision Of Junction Traffic Model Data	dependant on complexity of model:	100 - 1,000		
Access To/Use Of Borough Traffic Computer Model		5,280	5,175	2.0%
Research Into Archives (Where Not Part Of Statutory Function)	Minimum Charge Applies:	211	207	1.9%
- charge after 3 hrs	Per Hour:	53	52	1.9%
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		53	52	1.9%
Provision Of Supplementary Information		105	103	1.9%
Site Inspection:				
- up to 3 hours	Per Inspection:	138	135	2.2%
- over 3 hours	Per Inspection:	221	217	1.8%
Dropped Crossing Vehicle Application Fee	Flat Fee Plus Vat:	148	145	2.1%
Highway Licences				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		475	465	2.2%
Fee for 'straight forward' renewals -		110	105	4.8%
-street cafes- area fee	Per m2:	110	105	4.8%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	475	465	2.2%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	110	105	4.8%
Display of goods Area fee (For 3 years)	Per m2:	110	105	4.8%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	110	105	4.8%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	23	22	4.3%
- removal and storage of 'A' boards	Per Item:	110	105	4.8%
S116 Extinguishment Of Adopted Highways And Rights Of Way (NB- Advertising costs above will include Vat.)	Actual cost + advertising cost, min of:	5,280	5,175	2.0%
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	58	57	1.8%
- weekly charge (Week1)	Plus:	18	18	1.4%
- weekly charge (Weeks 2 - 4)	Plus:	21	21	1.2%
- weekly charge (Thereafter)	Plus:	33	32	3.1%
- removal of builders skips	Actual Costs, At A Minimum Of:	215	210	2.4%
S169 Scaffolding Licences				
- residential		143	140	2.1%
-commercial (additional charges apply after 2nd week)		434	425	2.1%
-commercial - additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	36	35	2.9%
-commercial - additional charge (per m2)	Plus Charge Per m2:	11	11	3.8%
S172 Hoarding Licences				
- additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	36	35	2.9%
- additional charge (per m2)	Plus Charge Per m2:	11	11	3.8%

OPERATIONS & CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		£	£	%
Other Structures - inc cranes	Flat fee plus area fee	490	480	2.1%
- additional charge (per m2)	Plus Charge Per m2:	11	11	3.8%
Mobile Access Platforms	Flat fee Plus area fee below Per Week Or Part:	245	240	2.1%
- additional charge (per m2)	Plus Charge Per m2:	5	5	-5.7%
Filming - inc internal consultation	Actual Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic		143	140	2.1%
- admin fee commercial		615	600	2.5%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- minimum charge (discretion to reduce fees) for non-commercial	Minimum:	530	520	1.9%
- minimum charge (discretion to reduce fees) for commercial	Maximum:	1,060	1,040	1.9%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Actual Costs, To A Minimum Of:	330	325	1.5%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		210	207	1.4%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below):		163	160	1.9%
-licence fee	Plus:	112	110	1.8%
S179 Control Of Construction Of Cellars Under Streets	Actual			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Actual			
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee	632	620	1.9%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%
Temporary Traffic Regulation Orders				
S14. Road Traffic Regulations	Flat Fee including Advertising Costs:	1,690	830	103.6%
S16A Road Traffic Act 1984/ Major Event	Flat Fee including Advertising Costs:	2,450	830	195.2%
Access Protection Markings		107	105	1.9%
Suspension of Parking Controls	Flat Fee	847	830	2.0%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,690	830	103.6%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	87	85	2.4%
N.B. Charges for Charitable and Community Interest events will be reduced or waived at the discretion of the Director of Operations, with the agreement of the Lead Member for Highways. The organisers will however remain responsible for all costs associated with advertising.				
			Actual Cost	
			130	-100.0%
Other Traffic Management Charges				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		168	165	1.8%
Switching On/Off Permanent Traffic Signals				
- working hours:	Minimum Charge:	325	320	1.6%
- evenings, and saturdays:	Minimum Charge:	490	480	2.1%
- sundays and bank holidays:	Minimum Charge:	650	640	1.6%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	170	165	3.0%
- other streets	Per Hour	56	55	1.8%
- surcharge for peak hour operation	Per Hour	140	135	3.7%
Special Signing				
-application of tourist/ visitor information signs		115	110	4.5%
-installation of tourist/ visitor information signs	Actual Cost Plus 20% Admin Fee			
-application of shopping/ business signs		225	220	2.3%
-installation of shopping/ business signs	Actual Cost Plus 20% Admin Fee			
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		115	110	4.5%
Unauthorised Survey Equipment On The Highway		225	220	2.3%
Bike-ability Training	Per Pupil:	5	5	0.0%

OPERATIONS & CUSTOMER SERVICES

		<u>2017/18</u>	<u>2016/17</u>	<u>Increase</u>
		£	£	%
HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS				
S38/278 Fees (based on costs of infrastructure construction - index linked)				
-up to £1.0m construction costs (Minimum Charge £2,500)	13% but minimum charge of	3,165	3,105	1.9%
-over £1.0m construction costs	13% but minimum charge of	3,165	3,105	1.9%
-For structures/roads not being adopted- Technical Approval		3,605	3,535	2.0%
-renegotiation of S278/38 Contract Period		1,055	1,035	1.9%
-4.8m wide block paved road + two 2m verges		1,100	1,080	1.9%
-5.0m wide road, two 2m footways and two 1m verges		1,370	1,345	1.9%
-5.5m wide road, two 2m footways and two 1m verges		1,660	1,625	2.2%
-6.7m wide road, two 2.5m footways and two 1m verges		2,200	2,160	1.9%
-individual 2.0m footpath including lighting		495	485	2.1%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		875	545	60.6%
-Checking and approving interim and final travel plans standard developments (one off fee)		1,750	810	116.0%
-Checking and approving interim and final travel plans large/complex developments (one off fee)		3,500	1,080	224.1%
Auditing Of Road Safety Audits		475	465	2.2%
Design Of Street Lighting Schemes		370	360	2.8%
Relocation Of Street Light Equipment				
-Residential	Single Item:	165	160	3.1%
-Commercial	Actual Cost + Admin Fee			
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		630	620	1.6%
-Complex Installation		1,055	1,035	1.9%
Highway Commuted Sums:				
-soakaways over 20 years		17,750	16,000	10.9%
-high friction surfacing over 5 years	Per m2:	10	9	11.1%
-pumping stations over 10 years	Minimum:	16,320	16,000	2.0%
-standard street lighting over 20 years		1,100	1,080	1.9%
-ornamental lighting over 20 years	Per Item:	1,815	1,780	2.0%
-traffic signals over 20 years per single pole	Per Item:	12,625	12,375	2.0%
-extra height pole	Per Item:	13,700	13,435	2.0%
-cantilever pole	Per Item:	14,940	14,650	2.0%
-illuminated traffic signs and bollards over 10 years	£540/m2 & £1,100 over 1m2		39 over 1m2	
-illuminated traffic signs and bollards over 10 years	Minimum:	825	810	1.9%
-road markings 50% of initial cost	Per Item:	14,320	14,040	2.0%
-CCTV cameras over 10 years				
-structures (Cost to be agreed between local authority and contractor)	50% of initial cost		of initial cost	
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)	50% of initial cost		of initial cost	
Trees on adopted highway (standard tree up to 12cm girth) each		550	540	1.9%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		665	650	2.3%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,010	990	2.0%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	£1,245 min to £5,400 max		£5,400 max	
Grass cutting on adopted highway	Per m2:	10	9	11.1%
Shrubs and planting areas maintenance	Per m2:	95	92	3.3%
Other Commuted Sums	Full cost or by agreement		/ agreement	
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		110	105	4.8%
-Inspection Fee		65	63	3.2%
-Removal Of Illegal Signs		210	207	1.4%
Rights Of Way				
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	1,265	1,240	2.0%
S119 Diversion of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	1,265	1,240	2.0%
S257 Town & Country Planning Act 1980 Diversion Orders	Actual Costs Plus Advertising Minimum Of:	1,265	1,240	2.0%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders	Actual Costs Plus Advertising costs		rtising costs	
(NB- Advertising costs above include Vat.)				
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)		53	52	1.9%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)		362	355	2.0%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration		53	52	1.9%

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICES

		2017/18	2016/17	Increase
		£	£	%
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
Alexandra, Windsor *	198			
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		1	1	0.0%
2 To 3 Hours		3	3	0.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		4.50	4	12.5%
4 To 5 Hours		6	6	0.0%
Over 5 Hours		9	8	12.5%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Season Tickets (Per Annum)		1,050	1,050	0.0%
Season Tickets (1 Month)		95	95	0.0%
Season Tickets (3 Months)		275	275	0.0%
Season Tickets (6 Months)		575	575	0.0%
Motorcycle Bays		Free	Free	
Alma Road, Windsor* (See Separate Tariff For Windsor Dials)	130			
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		1	1	0.0%
2 To 3 Hours		3	3	0.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		4.50	4	12.5%
4 To 5 Hours		6	6	0.0%
Over 5 Hours		9	8	12.5%
Evenings (7pm - Midnight)		1.50	1.50	0.0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Season Tickets (Per Annum)		1,050	1,050	0.0%
Season Tickets (1 Month)		95	95	0.0%
Season Tickets (3 Months)		275	275	0.0%
Season Tickets (6 Months)		575	575	0.0%
Ascot High Street	98	Free	Free	
The Avenue, Datchet*	113			
Up To 1 Hour		0.50	0.50	0.0%
Up To 1 Hour Discounted		Free	Free	
1 To 2 Hours		1	1	0.0%
1 To 2 Hours Discounted		Free	Free	
2 To 3 Hours		2.50	2.50	0.0%
3 To 4 Hours		3.50	3.50	0.0%
Over 4 Hours		5	5	0.0%
Evenings (6pm - 9am)		Free	Free	
Sundays & Bank Holidays		Free	Free	
Season Tickets (Per Annum)		750	750	0.0%
Season Tickets (1 Month)		67.50	68	0.0%
Season Tickets (3 Months)		200	200	0.0%
Season Tickets (6 Months)		400	400	0.0%

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICES

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

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

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICES

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

OPERATIONS & CUSTOMER SERVICE

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

OPERATIONS & CUSTOMER SERVICE

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

FEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES

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

FEES AND CHARGES 2017/18

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OPERATIONS & CUSTOMER SERVICES

		2017/18		2017/18		2016/17		2016/17	Increase	Increase
		Non Advantage Card Holder £		Advantage Card Holder £		Non Advantage Card Holder £		Advantage Card Holder £		
FAX:										
Sending in UK	1st sheet	1.60		1.35		1.60		1.35	0.0%	0.0%
	Each subsequent sheet	0.75		0.70		0.75		0.70	0.0%	0.0%
Sending to European Countries	1st sheet	3		2.60		3		2.60	0.0%	0.0%
	Each subsequent sheet	1.65		1.55		1.65		1.55	0.0%	0.0%
Sending to rest of world	1st sheet	5		4.50		5		4.50	0.0%	0.0%
	Each subsequent sheet	2.80		2.50		2.80		2.50	0.0%	0.0%
Receiving - per message		1.75		1.45		1.75		1.45	0.0%	0.0%
Printing from Microform & Microfiche	Per A4 copy	0.50		0.50		0.50		0.50	0.0%	0.0%
	Handling P&P (minimum)	1.10		1.10		1.10		1.10	0.0%	0.0%
	Printing from customer's microform	0.50		0.40		0.50		0.40	0.0%	0.0%
LOST AND DAMAGED ITEMS:										
Out of print adult books		15		15		15		15	0.0%	0.0%
Out of print children's books		7.50		7.50		7.50		7.50	0.0%	0.0%
Damaged Books & Magazines -per volume / issue										
Damage to new items										
One or more pages damaged to affect issue										
Water damage / Chewed books										
Scribbling all over book, underlining etc.										
Damage to plastic jacket		1.60		1.50		1.60		1.50	0.0%	0.0%
LOST AND DAMAGED ITEMS:										
Audio Visual Items	Lost or damaged tapes	25		25		25		25	0.0%	0.0%
Audio Visual Items	Lost or damaged CDs	25		25		25		25	0.0%	0.0%
Replacement membership card		2		2		2		2	0.0%	0.0%
ROOM & EXHIBITION HIRE (All Libraries):										
		£		£		£		£		
Commercial Organisations-per hour		35				35			0.0%	
Commercial Organisations-per 1/2 day		85				85			0.0%	
Commercial Organisations-per day		135				135			0.0%	
Non-Commercial Organisations (charged services) per hour		26.25				26.25			0.0%	
Non-Commercial Organisations (charged services) per 1/2day		52.50				52.50			0.0%	
Non-Commercial Organisations (charged services) per day		81				81			0.0%	
Other Borough Based Community Groups-per hour		12				12			0.0%	
Other Borough Based Community Groups-per 1/2day		30.30				30.30			0.0%	
Other Borough Based Community Groups-per day		40.40				40.40			0.0%	
(Kitchen facilities included in all rates per hire, refreshments price ph on app.)										
Cancellation fee for bookings cancelled within one month		20% of fee				20% of fee				
Weekly or 'subsequent day' rates negotiable										

FEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES

	2017/18	2017/18	2016/17	2016/17	Increase	Increase
INTERVIEW ROOM						
Commercial Organisations-per hour	20				New	
Commercial Organisations-per 1/2 day	45				New	
Commercial Organisations-per day	72				New	
Non-Commercial Organisations (charged services) per hour	15				New	
Non-Commercial Organisations (charged services) per 1/2day	29				New	
Non-Commercial Organisations (charged services) per day	45				New	
Other Borough Based Community Groups-per hour	5				New	
Other Borough Based Community Groups-per 1/2day	15				New	
Other Borough Based Community Groups-per day	23				New	
STUDY CARRELL per hour	7				New	
USE OF LIBRARY COMPUTER:						
Per half hour, to 'Guest' (non-members)	1		1		0.0%	
Per half hour, to Library Members	0.50		0.50		0.0%	
(Advantage Card Holders to have 45 minutes use per day free of charge)						
Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	
Library Members aged 12-17	Free		Free			
MUSEUM						
ENTRY FEE						
Museum only	Free		Free			
Museum & Conducted/Audio Tour of Guildhall	Free		Free			
Museum and Local Studies Collection	Free		Free			
IMAGE USE CHARGES:						
	£	£				
	EU Rights	World Rights	EU Rights	World Rights		
Commercial Use						
Book	64	75	63	74	1.6%	1.4%
Exhibition	64	75	63	74	1.6%	1.4%
Journal / Magazine	64	75	63	74	1.6%	1.4%
Book Jacket	82	92	81	90	1.2%	2.2%
TV/Film per image screened	82	92	81	90	1.2%	2.2%
DVD or CD-Rom	82	92	81	90	1.2%	2.2%
Postcard, Calendar, Publicity Brochure etc	82	92	81	90	1.2%	2.2%
Website	n/a	92	n/a	90		2.2%
Other Use	POA	POA	POA	POA		
Invoice Admin Fee	57.50	57.00	56.50	56	1.8%	1.8%

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OPERATIONS & CUSTOMER SERVICES

	<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>Increase</u>	<u>% Increase</u>
	£	£	£	£	%	
ALLOTMENTS						
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot -	A+	280		275		1.8%
	A	75		70		7.1%
	B	65		60		8.3%
 CEMETERIES AND CHURCHYARDS						
STANDARD BURIAL:						
Grant of exclusive right of burial for 50 years, including right to erect memorial	2,480	1,240	2,430	1,215	2.1%	2.1%
Burial Fees						
For three - Braywick Cemetery only	2,440	1,220	2,400	1,200	1.7%	1.7%
For two - Braywick Cemetery only	2,080	1,040	2,040	1,020	2.0%	2.0%
For two - Oakley Green Cemetery only	2,080	1,040	2,040	1,020	2.0%	2.0%
For one - Oakley Green Cemetery only	1,880	940	1,850	925	1.6%	1.6%
Child 7 to 17 years	900	450	880	440	2.3%	2.3%
Child up to 6 years	430	215	420	210	2.4%	2.4%
Additional charge for a casket	800	400	780	390		
INFANT BURIAL:						
Grant of exclusive right of burial for 50 years, including right to erect memorial	590	295	575	290	2.6%	1.7%
Burial Fee	230	115	220	110	4.5%	4.5%
CREMATION PLOT:						
Grant of exclusive right of burial for 50 years, including right to erect memorial	1,220	610	1,190	595	2.5%	2.5%
Burial Fee	660	330	635	320	3.9%	3.1%
CREMATION CHAMBER:						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,300	650	1,280	640	1.6%	1.6%
Renew grant of exclusive right of burial for a further 10 years	640	320	625	315	2.4%	1.6%
Re-open for a second interment of ashes	450	225	440	220	2.3%	2.3%
MEMORIALS:						
Additional inscription / replacement stone	45	45	43	43	4.7%	4.7%
Wall plaque	55	55	54	54	1.9%	1.9%
Cremation tablet	55	55	54	54	1.9%	1.9%
Vase or book on cremation plot or grave	55	55	54	54	1.9%	1.9%
Reservation of wall plaque for 7 years	110	55	107	54	2.8%	1.9%
Stake in Ground Plaque - prices from:-	160	160	155	155	3.2%	3.2%
MISCELLANEOUS:						
Record research fee	55	55	54	54	1.9%	1.9%
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,220	610	1,200	600	1.7%	1.7%
Inter cremated remains in Garden of Remembrance	190	190	185	185	2.7%	2.7%
Interment outside prescribed hours (minimum charge)	220	220	215	215	2.3%	2.3%
Minimum cost for specific needs	220	220	215	215	2.3%	2.3%
Private grave registration transfer	55	55	54	54	1.9%	1.9%
Hire of chapel	165	165	160	160	3.1%	3.1%
Copy of Deed	55	55	54	54	1.9%	1.9%
 PARKS AND OPEN SPACES						
			Per Season			

FEES AND CHARGES 2017/18

Appendix D

OPERATIONS & CUSTOMER SERVICES			
FOOTBALL:			
Grade A Pitch	1,650	1,625	1.5%
Grade B Pitch	1,250	1,230	1.6%
Mini Football Pitch - Marked 2hr session	Free	Free	
 RUGBY:			
Braywick / Home Park	2,090	2,055	1.7%
Mini Rugby Pitch - Marked 2hr session	Free	Free	
 CRICKET:			
Home Park	2,830	2,780	1.8%
 LAWN TENNIS:			
Home Park	1,300	1,275	2.0%
 MISCELLANEOUS:			
Royal Windsor Dog Show	7,700	7,000	10.0%
Triathlon	6,600	6,000	10.0%
Horse Show	7,700	7,000	10.0%
Ockwells Dog Show	650	600	8.3%

CORPORATE & COMMUNITY SERVICES

PLANNING, DEVELOPMENT & REGENERATION	2017/18	2016/17	% Increase from 2016/17
	£	£	£
BUILDING CONTROL			
Fees set by Shared Service			
PLANNING			
Pre-Application Advice excluding VAT			
The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement. Charges for using the transport model are in addition to those set out below and will be agreed prior to instruction. Charges for review of viability studies also sit outside of this and will be agreed on a case by case basis.			
Householder	140	138	1.4%
Local community groups	71	70	1.4%
Advertisements	140	138	1.4%
Telecommunications	323	317	1.9%
Listed buildings - internal alterations to single houses or local community groups	140	138	1.4%
Listed buildings - extensions where planning permission not required	140	138	
Residential			
1 unit	283	278	1.8%
2-6 units	495	486	1.9%
6-9 units	795		
10-24 units	1,050	909	15.5%
25 -49 units	2,500	1,899	31.6%
50+ units	5,235	2,399	118.2%
100 + units	7,216		
150+ units	9,277		
Non-residential			
Less than 200 sq.m. floorspace	495	278	78.1%
200-999 sq.m. floorspace	925	486	90.3%
1000-2000 sq.m. floorspace	1,933	909	112.7%
2000-5000 sq.m.	3,044	1,899	60.3%
5000 - 10000 sq.m. floorspace	5,235	2,399	118.2%
10,000 + sq.m. floorspace	7,216		
All forms of development where service available: case officer up to principal planner	216.50	Hourly Rates	
Minerals / waste proposals	Hourly Rates	Hourly Rates	
Listed Buildings - other internal alterations	£257.50 per hour	Hourly Rates	
Specialist advice (Trees, highways, ecology)	£257.50 per hour		
Attendance of Head of Service/Director at a meeting	£324.50 per hour		
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	202	198	2.0%
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	202	198	2.0%
		2016/17	
Planning History Search excl. VAT			
- Householder	per application	29	28
- All other Cases	per application	95	93
Planning Decisions and related Documents		12	11
Retrieval and copying from Archive of Planning Documents	£1.50 for A4 first page) 40p per sheet thereafter}	Variable	Variable
Administration fee for checking validity of a planning application		25% of the application fee	
Trees and High Hedges			
Pre application fees for Tree works	min fee	140	70
High Hedges Complaints		696	684
TPO Copy of	per TPO	29	28

CORPORATE & COMMUNITY SERVICES

S106 Management, Maintenance, Compliance & Monitoring

Major applications - non-refundable charge	757	744	1.7%
Minor and Other applications - non-refundable charge	387	380	1.8%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)	103	101	2.0%
Monitoring of non-financial S106 Obligations	202	198	2.0%
Monitoring & Management of Viability appraisals for development	Hourly Rates	Hourly Rate	
(Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)			

Legal fees S106 Bilateral - hourly rates	per hour	99	97	2.1%
Legal fees S106 unilateral undertakings (including proforma):				
Legal checking fees - Dependent on complexity		£1,103 min thereafter £99 per	£1,084 min thereafter £97 p h	
Legal fees S106 Deed of Variation		£365 min thereafter £99 per hour	£359 min thereafter £97 p h	
Legal Fees S111 Agreement (SANG mitigation)		£509 min thereafter £99 per hour		
Confirmation that the obligations of a S106 legal agreement have been discharged	per obligation	144	141	2.1%

Strategic Access Management Monitoring

Bedsit/1 bed dwelling	435
2 bed dwelling	575
3 bed dwelling	776
4 bed dwelling	883
5+ bed dwelling	1,150

Suitable Alternative Natural Greenspace - Provision/Maintenance

Bedsit/1 bed dwelling	7,368
2 bed dwelling	8,039
3 bed dwelling	8,944
4 bed dwelling	9,417
5+ bed dwelling	10,613

CORPORATE & COMMUNITY SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>% Increase from</u> <u>2016/17</u>
	<u>£</u>	<u>£</u>	<u>£</u>
LOCAL LAND CHARGES			
Table Of Search Fees			
Standard Official Search (LLC1 and CON29R)	115	110	4.5%
Official Certificate of Search (Form LLC1 only)	38	36	5.6%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	77	76	1.3%
Additional Parcels of Land (each)	60	58	3.4%
CON 290 Optional Enquiries of Local Authorities questions (dealing with all questions)*	140	137	2.2%
CON 290 Enquiries-with the original search (dealing with individual questions)	40	38	5.3%
*Standalone CON29R and CON290 searches attract an additional fee (one per search)	3	3	0.0%
Repeat Searches (LLC1 and CON29R) within 3 months of original search	50	49	2.0%
Component Data for CON29R Questions	On request	On request	
LEGAL FEES			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	2,950	2,900	1.7%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	2,950	2,900	1.7%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£585 Min-£1,170 Max	£575 Min-£1,150 Max	1.7%
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£585 Min-£1,170 Max	£575 Min-£1,150 Max	1.7%
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£585 Min-£1,170 Max	£575 Min-£1,150 Max	1.7%
Legal Fees - Foreign pension attestation	62	61	1.6%
Legal Fees - Rectification of Community Register	1,035	1,015	2.0%

CORPORATE & COMMUNITY SERVICES

		<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>% Increase</u>	<u>% Increase</u>	<u>% Increase</u>	<u>% Increase</u>																																																																										
		<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>from 2016/17</u>	<u>from 2016/17</u>	<u>from 2016/17</u>	<u>from 2016/17</u>																																																																										
									<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>																																																																										
PUBLIC HALLS																																																																																						
The main charges for facilities from 1st April 2016 (excluding VAT) are as follows:-																																																																																						
GUILDHALL, WINDSOR																																																																																						
COMMERCIAL RATES:																																																																																						
			Guildhall Chamber	Ascot Room	Whole Building		Guildhall Chamber	Ascot Room	Whole Building																																																																													
Morning	8am-1pm	680	680	325	-	670	320	-		1.5%	1.6%																																																																											
Afternoon	1pm-5.30pm	680	680	325	-	670	320	-		1.5%	1.6%																																																																											
Evening	6pm-11pm	1,570	1,570	428	-	1,540	420	-		1.9%	1.9%																																																																											
All Day	8am-11pm	2,580	2,580	695	-	2,535	685	-		1.8%	1.5%																																																																											
NON-COMMERCIAL RATES - WHOLE SUITE:																																																																																						
Borough Based Registered Charities	(Per hour / per room)	114	114	72	165	112	71	162		1.8%	1.4%	1.9%																																																																										
WEDDINGS AND CIVIL PARTNERSHIPS CEREMONIES ROOM HIRE																																																																																						
<table border="0"> <thead> <tr> <th></th> <th></th> <th colspan="2"><u>2018/19</u></th> <th colspan="2"><u>2017/18</u></th> <th colspan="4"><u>2016/17</u></th> <th></th> <th></th> <th></th> <th></th> </tr> <tr> <th></th> <th></th> <th>Bride/Groom or Parent Living in RBWM</th> <th>All Others from Outside RBWM</th> <th>Bride/Groom or Parent Living in RBWM</th> <th>All Others from Outside RBWM</th> <th>All Others from Outside RBWM</th> <th>Bride/Groom or Parent Living in RBWM</th> <th>All Others from Outside RBWM</th> <th>Bride/Groom or Parent Living in RBWM</th> <th>All Others from Outside RBWM</th> <th></th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Monday-Friday</td> <td>(Per hour)</td> <td>390</td> <td>555</td> <td>385</td> <td>545</td> <td>385</td> <td>545</td> <td>380</td> <td>535</td> <td></td> <td>1.3%</td> <td>1.8%</td> <td>1.3%</td> <td>1.9%</td> </tr> <tr> <td>Saturday</td> <td>(Per hour)</td> <td>555</td> <td>780</td> <td>545</td> <td>770</td> <td>545</td> <td>770</td> <td>535</td> <td>760</td> <td></td> <td>1.8%</td> <td>1.3%</td> <td>1.9%</td> <td>1.3%</td> </tr> <tr> <td>Sunday / Bank Holiday</td> <td>(Per hour)</td> <td>605</td> <td>835</td> <td>595</td> <td>820</td> <td>595</td> <td>820</td> <td>585</td> <td>810</td> <td></td> <td>1.7%</td> <td>1.8%</td> <td>1.7%</td> <td>1.2%</td> </tr> </tbody> </table>															<u>2018/19</u>		<u>2017/18</u>		<u>2016/17</u>										Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM					Monday-Friday	(Per hour)	390	555	385	545	385	545	380	535		1.3%	1.8%	1.3%	1.9%	Saturday	(Per hour)	555	780	545	770	545	770	535	760		1.8%	1.3%	1.9%	1.3%	Sunday / Bank Holiday	(Per hour)	605	835	595	820	595	820	585	810		1.7%	1.8%	1.7%	1.2%
		<u>2018/19</u>		<u>2017/18</u>		<u>2016/17</u>																																																																																
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CORPORATE & COMMUNITY SERVICES

	<u>2017/18</u>	<u>2016/17</u>	<u>% Increase from</u> <u>2016/17</u>
	£	£	£
CONTRACTS & BUSINESS DEVELOPMENT			
Film Unit Tariff			
Primary Rate			
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.	1,230	1,230	0.0%
-Large Production Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance.	360	360	0.0%
-Medium Production Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+	255	255	0.0%
-Small Production Presenter to camera pieces, interviews. Includes little equipment and minimal disruption/presence	No Charge	No Charge	
-Student & Charity Productions Student films or charitable/community purpose, little disruption.	No Charge	No Charge	
Facility Fee			
-Standard Application Processing Application provided with over 1 weeks notice of filming date	80	68	17.6%
-Late Application Processing Application provided within 1 weeks notice of filming date	100	98	2.0%
-Additional Roads Processing - per every 5 additional roads Application lists 10 or more roads under locations to be processed on street works systems	40	30	33.3%
-Application Amendment	100	New Charge	
-Location Advice Any advice or research required that exceeds 1 hour of officer time	30	30	0.0%
-Site Visit Any requests for a film officer to visit the filming site on the day	50	50	0.0%
-Cancellation Application has been processed but requires cancellation 100% of agreed facility fees already incurred			
Notes			
Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application			
Primary rates 'per day' can be negotiated at the officer's discretion			
When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included			

Line No.	Description of Saving	17/18 Savings agreed by Dec Council	17/18 Changes not yet agreed	Total 17/18 Savings
ADULT CHILDREN & HEALTH DIRECTORATE		£'000	£'000	£'000
COMMISSIONING				
Commissioning				
1	Cessation of Family Nurse Partnership contract	110		110
Public Health Commissioning				
2	Re-allocation of Better Care Fund support budget to deliver "Direct Payment" efficiencies.	46		46
3	DAAT - implementation of Task and Finish Group recommendations as agreed by cabinet in November 2016	150		150
4	Savings to the pan-Berkshire Chlamydia screening contract - full year effect of 2015/16 saving	31		31
5	Integration of HV service & Children's Centres	100		100
Housing				
6	Targeted sheltered housing offer with the Clinical Commissioning Group and housing associations.	155		155
Other Commissioning Services				
7	Commissioning efficiencies	75		75
8	Reduction of posts in Operational Commissioning Team	28		28
9	Self financing of homeshare service	50		50
ADULT SOCIAL CARE				
Management & all ASC				-
10	Additional income to support placements in registered nursing homes.	277		277
11	Additional income from financial assessment following Care Act guidance	335		335
Older People				-
12	Homecare outcome based contract set at fixed price	80		80
13	Homecare/Direct Payment reduction in demand	297		297
14	Homecare outcome based contract re-ablement of care recipients	50		50
SCHOOLS AND EDUCATIONAL SERVICES				
School Improvement & Leadership				
15	Review of price and scope of buy-back Governor Services	30		30
Early Years Education				
16	Efficiencies in payment process. Focus service on quality as measured by Ofsted Judgement.	60		60
HEALTH, EARLY HELP & SAFEGUARDING				
Safeguarding and Children in Care				
17	Productivity and efficiency in Pods	104		104
18	Review in 'universal' Youth Service offer.	25		25
19	Reduction in number of children in care requiring support	108		108
20	Integration of YOT & Youth Services	50		50
Children & Young People Disability				
21	Placement cost savings	100		100
HUMAN RESOURCES				
Adult Social Care				-
22	Supplementary pension - reduction in requirement	23		23
23	HR efficiency saving from delivering differently	15		15
24	Training, move to e-learning	25		25
		2,324	0	2,324

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

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

GROWTH		
Adults, Children's and Health Services		
Line ref	Description of Growth	2017/18 Increase
		£'000
1	Adult Social demographic pressures	750
2	Safeguarding demographic pressure	150
3	Temporary Accomodation	400
4	Home to School Transport – increase in high needs pupils	330
5	Additional Social Workers	180
6	Increase to Insurance contribution rate to maintain reserve at appropriate level	40
	Total CS Growth	1850

Operations and Customer Services		
Line ref	Description of Growth	2017/18 Increase
		£'000
7	Adjustment to corporate transport budget	100
8	Additional tree inspections budget	100
9	Increase to Insurance contribution rate to maintain reserve at appropriate level	13
	Total Operations Growth	213

Corporate and Community Services		
Line ref	Description of Growth	2017/18 Increase
		£'000
10	Planning Costs	196
11	Removal of Maidenhead Golf Club rent income budget	118
12	Senior Planning Enforcement Officer	45
13	Additional twinning budget	10
14	Additional budget for the Citizens Advice Bureau	10
15	Increase to Insurance contribution rate to maintain reserve at appropriate level	14
	Total Corporate Growth	393

	Total Service Growth	2456
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CAPITAL PROGRAMME 2017/18 & ONWARDS

	Total Budget 2016/17			2017/18 First			2018/19 First			2019/20 First		
	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
Portfolio Summary												
Adult, Children & Health Services												
Housing	2,407	(2,027)	380	500	(500)	0	0	0	0	0	0	0
Adult Care Services	265	(185)	80	0	0	0	0	0	0	0	0	0
Non Schools	439	(322)	117	475	0	475	0	0	0	0	0	0
Schools - Non Devolved	7,834	(5,869)	1,965	28,030	(16,640)	11,390	4,000	(850)	3,150	770	(770)	0
Schools - Devolved Capital	2,052	(2,049)	3	223	(223)	0	223	(223)	0	223	(223)	0
Total Adult, Children & Health Services	12,997	(10,452)	2,545	29,228	(17,363)	11,865	4,223	(1,073)	3,150	993	(993)	0
Operations												
Green Spaces & Parks	705	(458)	247	281	(231)	50	0	0	0	0	0	0
Revenue & Benefits	210	0	210	0	0	0	0	0	0	0	0	0
Highways & Transport	12,637	(4,447)	8,190	5,438	(2,977)	2,461	10,100	(8,250)	1,850	5,335	(3,055)	2,280
Community, Protection & Enforcement Services	1,953	(1,102)	851	668	(608)	60	875	(600)	275	720	(600)	120
Customer Services	476	0	476	0	0	0	0	0	0	0	0	0
Libraries, Arts and Heritage	835	(442)	393	470	(12)	458	0	0	0	0	0	0
Total Operations	16,816	(6,449)	10,367	6,857	(3,828)	3,029	10,975	(8,850)	2,125	6,055	(3,655)	2,400
Community & Corporate Services												
Community Facilities	347	(200)	147	0	0	0	0	0	0	0	0	0
Property & Development	543	0	543	4,800	0	4,800	0	0	0	0	0	0
Sports and Leisure	1,424	(134)	1,290	2,050	0	2,050	0	0	0	0	0	0
Technology & Change Delivery	334	(6)	328	275	0	275	450	0	450	0	0	0
Strategy, Communities & Partnerships	746	0	746	398	(70)	328	100	0	100	100	0	100
Planning	0	0	0	420	0	420	20	0	20	20	0	20
Outdoor Spaces	1,356	(640)	716	310	(120)	190	0	0	0	0	0	0
Regeneration	13,098	(1,569)	11,529	760	0	760	0	0	0	0	0	0
Total Community & Corporate Services	17,848	(2,549)	15,299	9,013	(190)	8,823	570	0	570	120	0	120
Total Committed Schemes	47,661	(19,450)	28,211	45,098	(21,381)	23,717	15,768	(9,923)	5,845	7,168	(4,648)	2,520

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

ADULT, CHILDREN & HEALTH SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Care													
CLC6	Boyne Grove Personal Care Area 2016-17	41	0	41	0	0	0	0	0	0	0	0	0
CLD2	Windsor Day Centre Boiler Replacement	7	0	7	0	0	0	0	0	0	0	0	0
CT43	Courthouse Road Conversion of Garage	62	(30)	32	0	0	0	0	0	0	0	0	0
CT48	Dementia friendly Imp to Care Home Environments	51	(51)	0	0	0	0	0	0	0	0	0	0
CT50	Community Capacity Grant 2015-16	104	(104)	0	0	0	0	0	0	0	0	0	0
Total Adult Social Care		265	(185)	80	0	0	0	0	0	0	0	0	0
Housing													
CT29	Low Cost Housing (S106 Funding)	667	(667)	0	0	0	0	0	0	0	0	0	0
CT41	Land Acquisition	5	0	5	0	0	0	0	0	0	0	0	0
CT49	Provision of Additional Travellers Pitches 2014-15	700	(350)	350	0	0	0	0	0	0	0	0	0
CT51	Affordable Home Ownership Capital Investment	1,000	(1,000)	0	0	0	0	0	0	0	0	0	0
CT54	Key Worker Shared Ownership Scheme (HSL)	10	(10)	0	0	0	0	0	0	0	0	0	0
CT55	Brill House Capital Funding	0	0	0	500	(500)	0	0	0	0	0	0	0
DG50	Assisted Transfer Scheme	25	0	25	0	0	0	0	0	0	0	0	0
Total Housing		2,407	(2,027)	380	500	(500)	0	0	0	0	0	0	0
Non Schools													
CKUA	Aiming High for Disabled Children (AHDC)	52	(52)	0	0	0	0	0	0	0	0	0	0
CKUB	Youth Centre & Equipment Modernisation Programme	4	(4)	0	0	0	0	0	0	0	0	0	0
CKVH	2Yr old capital entitlement	8	(8)	0	0	0	0	0	0	0	0	0	0
CKVL	Hurley Canoe Centre Storage Facility	74	(74)	0	0	0	0	0	0	0	0	0	0
CKVM	Youth Centre upgrades-2015-16	65	(65)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVP	Children's Centres buildings-2015-16	72	0	72	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme 2016/17	89	(89)	0	0	0	0	0	0	0	0	0	0
CKVS	Office Furniture	45	0	45	0	0	0	0	0	0	0	0	0
CKVT	Marlow Road Youth Centre Roofing and Maintenance Work	0	0	0	400	0	400	0	0	0	0	0	0
CKVU	Pinkneys Green Youth Centre Roofing Repairs	0	0	0	30	0	30	0	0	0	0	0	0
CKVV	Windsor Youth Centre Roofing Repairs	0	0	0	30	0	30	0	0	0	0	0	0
CKVW	Datchet Youth Centre Roofing Repairs	0	0	0	15	0	15	0	0	0	0	0	0
Total Non Schools		439	(322)	117	475	0	475	0	0	0	0	0	0
Schools - Non Devolved													
CK01	Oldfield New School Fees & Miscellaneous Costs	99	(99)	0	0	0	0	0	0	0	0	0	0
CK02	Oldfield School Contract	22	(22)	0	0	0	0	0	0	0	0	0	0
CK03	Commissioning new school incl loose furniture & IT	50	(50)	0	0	0	0	0	0	0	0	0	0
CKRL	Accessibility	28	(28)	0	0	0	0	0	0	0	0	0	0
CSBF	St Edward's First and Middle School Expansions	2	(2)	0	0	0	0	0	0	0	0	0	0
CSDQ	Urgent Safety Works Various Schools	48	(48)	0	60	(60)	0	50	(50)	0	20	(20)	0
CSD5	Maint Prog. Roofing, Guttering & Windows	26	(26)	0	0	0	0	0	0	0	0	0	0
CSDZ	Manor Green Res-chqe of use Respite to Sch2013-14	116	(116)	0	0	0	0	0	0	0	0	0	0
CSEU	Riverside (Ellington) Primary expansion 2014-15	60	(60)	0	0	0	0	0	0	0	0	0	0
CSEV	All Saints Primary Expansion	50	(50)	0	0	0	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	294	(294)	0	120	(120)	0	180	(180)	0	180	(180)	0
CSEZ	Kitchen enlargements - Free Sch. Meals KS1 2014-15	4	(4)	0	0	0	0	0	0	0	0	0	0
CSFB	Secondary & middle sch. Expans. Feasibil. 2015-16	276	(276)	0	0	0	0	0	0	0	0	0	0
CSFC	Ascot Primaries Feasibilities-2015-16	300	(300)	0	1,200	(1,200)	0	800	0	800	0	0	0
CSFD	Trevelyan class sizes Phase 2 - 2015-16	274	(274)	0	0	0	0	0	0	0	0	0	0
CSFF	School Kitchens	10	(10)	0	25	(25)	0	20	(20)	0	20	(20)	0
CSFG	Education Capital Emergency Fund	44	(44)	0	50	(50)	0	0	0	0	0	0	0
CSFJ	Various Schools fire alarm upgrades - 2015-16	24	(24)	0	0	0	0	0	0	0	0	0	0
CSFL	Bisham School House repairs	7	(7)	0	75	(75)	0	0	0	0	0	0	0
CSFN	Waltham St Lawrence School Kitchen -2015-16	7	(7)	0	0	0	0	0	0	0	0	0	0

ADULT, CHILDREN & HEALTH SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CSFQ	Eton Wick kitchen 2015-16	8	(8)	0	0	0	0	0	0	0	0	0	0
CSFR	Dedworth Middle School water supply 2015-16	11	(11)	0	0	0	0	0	0	0	0	0	0
CSFZ	Newlands School rewire-2015-16	23	(23)	0	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	0	0	0	4,100	(1,068)	3,032	0	0	0	0	0	0
CSHX	Newlands Girls School	0	0	0	770	(770)	0	0	0	0	0	0	0
CSHY	Furze Platt Infant School Boiler Replacement	0	0	0	85	(85)	0	0	0	0	0	0	0
CSHZ	Wessex Primary Gutters and Soffits	0	0	0	35	(35)	0	0	0	0	0	0	0
CSJA	Larchfield Nursery Refurbishment	0	0	0	35	(35)	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	0	0	0	300	(300)	0	200	(200)	0	200	(200)	0
CSJC	King's Court School Heating System	0	0	0	35	(35)	0	0	0	0	0	0	0
CSJD	Wessex Primary School Heating	0	0	0	68	(68)	0	0	0	0	0	0	0
CSJE	Eton Wick School Boiler and Heating Replacement	0	0	0	97	(97)	0	0	0	0	0	0	0
CSGB	Wessex primary school fire escape-2015-16	5	(5)	0	0	0	0	0	0	0	0	0	0
CSGC	Oakfield First school windows-2015-16	14	(14)	0	0	0	0	0	0	0	0	0	0
CSGD	Waltham St Lawrence School Windows	50	(50)	0	50	(50)	0	0	0	0	0	0	0
CSGE	Eton Porny School Windows-2015-16	6	(6)	0	0	0	0	0	0	0	0	0	0
CSGH	Holy Trinity Cookham Roof-2015-16	40	(40)	0	0	0	0	0	0	0	0	0	0
CSGK	Alexander First school Roof-2015-16	438	(438)	0	0	0	0	0	0	0	0	0	0
CSGL	South Ascot Village Primary-2015-16	39	(39)	0	0	0	0	0	0	0	0	0	0
CSGM	Dedworth Green Drainage Improvements-2015-16	1	(1)	0	0	0	0	0	0	0	0	0	0
CSGR	Charters Expansion	550	(550)	0	3,420	(2,952)	468	380	0	380	0	0	0
CSGT	Windsor Boys Expansion	513	(513)	0	1,120	(1,120)	0	180	0	180	0	0	0
CSGU	Holy Trinity Sunningdale Bulge Classroom	51	(51)	0	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	500	(500)	0	3,780	(2,127)	1,653	420	0	420	0	0	0
CSGW	Furze Platt Senior expansion Year 1 of 3	500	(500)	0	6,750	(2,212)	4,538	750	0	750	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	500	(500)	0	3,780	(2,081)	1,699	420	0	420	0	0	0
CSGZ	Trevelyan School Roof Replacement	90	(90)	0	0	0	0	0	0	0	0	0	0
CSHA	Woodlands Park School Internal Remodelling	420	(420)	0	0	0	0	0	0	0	0	0	0
CSHB	Furze Platt Junior School - Hall Extension	0	0	0	150	(150)	0	0	0	0	0	0	0
CSHC	Alwyn School Access Ramp	5	(5)	0	0	0	0	0	0	0	0	0	0
CSHD	Bisham House Refurbishment	3	(3)	0	0	0	0	0	0	0	0	0	0
CSHE	Furze Platt Junior Boiler Replacement	211	(211)	0	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	30	(30)	0	0	0	0	0	0	0	0	0	0
CSHH	Maidenhead Nursery School Structural Improvements	0	0	0	40	(40)	0	0	0	0	0	0	0
CSHM	All Saints Junior School Boiler Replacement	0	0	0	85	(85)	0	0	0	0	0	0	0
CSHP	Wraysbury school - Staffroom Extension	380	(70)	310	0	0	0	0	0	0	0	0	0
CSHQ	Schools Participatory Budgeting	100	(50)	50	0	0	0	0	0	0	0	0	0
CSHT	Feasibility for Satellite Grammar	5	0	5	0	0	0	0	0	0	0	0	0
CSHU	Windsor Girls Expansion	0	0	0	1,800	(1,800)	0	200	0	200	0	0	0
CSHV	Lowbrook Expansion	1,600	0	1,600	0	0	0	0	0	0	0	0	0
	Total Schools - Non Devolved	7,834	(5,869)	1,965	28,030	(16,640)	11,390	4,000	(850)	3,150	770	(770)	0

ADULT, CHILDREN & HEALTH SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	10	(1,006)	(996)	223	(223)	0	223	(223)	0	223	(223)	0
CJP1	Larchfield Primary -Formula Capital	22	0	22	0	0	0	0	0	0	0	0	0
CJP3	Oakfield First -Formula Capital	14	0	14	0	0	0	0	0	0	0	0	0
CJP4	Oldfield Primary -Formula Capital	34	0	34	0	0	0	0	0	0	0	0	0
CJP5	Queen Anne First -Formula Capital	18	0	18	0	0	0	0	0	0	0	0	0
CJP6	St Edmund Campion Primary-Formula Capital	4	0	4	0	0	0	0	0	0	0	0	0
CJPA	Alexander First-Formula Capital	17	0	17	0	0	0	0	0	0	0	0	0
CJPB	All Saints Junior-Formula Capital	28	0	28	0	0	0	0	0	0	0	0	0
CJPC	Alwyn Infant-Formula Capital	10	0	10	0	0	0	0	0	0	0	0	0
CJPD	Bisham Primary-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJPE	Boyne Hill Infants-Formula Capital	19	0	19	0	0	0	0	0	0	0	0	0
CJPF	Braywood First-Formula Capital	80	0	80	0	0	0	0	0	0	0	0	0
CJPI	Cookham Dean Primary-Formula Capital	(6)	0	(6)	0	0	0	0	0	0	0	0	0
CJPK	Cookham Rise Primary-Formula Capital	110	0	110	0	0	0	0	0	0	0	0	0
CJPL	Courthouse Junior-Formula Capital	26	0	26	0	0	0	0	0	0	0	0	0
CJPN	Dedworth Green First -Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJPO	Riverside Primary & Nursery-Formula capital	7	0	7	0	0	0	0	0	0	0	0	0
CJPQ	Eton Wick First-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJPR	Furze Platt Infant-Formula Capital	(8)	0	(8)	0	0	0	0	0	0	0	0	0
CJPS	Furze Platt Junior -Formula Capital	14	0	14	0	0	0	0	0	0	0	0	0
CJPT	Hilltop First School-Formula Capital	20	0	20	0	0	0	0	0	0	0	0	0
CJPU	Holy Trinity Primary(Cookham)-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJPX	Homer First-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJPY	Kings Court First-Formula Capital	237	0	237	0	0	0	0	0	0	0	0	0
CJQB	St Michaels Primary-Formula Capital	117	0	117	0	0	0	0	0	0	0	0	0
CJQC	South Ascot Village Primary-Formula Capital	20	0	20	0	0	0	0	0	0	0	0	0
CJQF	Waltham St Lawrence Primary -Formula Capital	13	0	13	0	0	0	0	0	0	0	0	0
CJQH	Wessex Primary-Formula Capital	17	0	17	0	0	0	0	0	0	0	0	0
CJQJ	Woodlands Park Primary-Formula Capital	8	0	8	0	0	0	0	0	0	0	0	0
CJQK	Wraysbury -Formula Capital	42	0	42	0	0	0	0	0	0	0	0	0
CJQP	Dedworth Middle-Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJQT	Trevelyan Middle-Formula Capital	18	0	18	0	0	0	0	0	0	0	0	0
CJQZ	Manor Green-Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJTW	Cookham Nursery-Formula Capital	13	0	13	0	0	0	0	0	0	0	0	0
CJTX	Maidenhead Nursery-Formula Capital	16	0	16	0	0	0	0	0	0	0	0	0
CJTZ	Lawns Nursery-Formula Capital	(1)	0	(1)	0	0	0	0	0	0	0	0	0
CJVC	RBWM Alternative Learning Provision	25	0	25	0	0	0	0	0	0	0	0	0
CSGQ	Holyport College Expansion	480	(480)	0	0	0	0	0	0	0	0	0	0
CSDK	S106 Academies and other LEA's	563	(563)	0	0	0	0	0	0	0	0	0	0
Total Schools - Devolved Capital		2,052	(2,049)	3	223	(223)	0	223	(223)	0	223	(223)	0
TOTAL ADULT, CHILDREN & HEALTH SERVICES CAPITAL PROGRAMME		12,997	(10,452)	2,545	29,228	(17,363)	11,865	4,223	(1,073)	3,150	993	(993)	0

OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Revenue & Benefits													
CN51	Academy Self-Service Modules	12	0	12	0	0	0	0	0	0	0	0	0
CN82	Serengeti Upgrade 2014-15	28	0	28	0	0	0	0	0	0	0	0	0
CN91	Fusion / Vision System-Council Debt	20	0	20	0	0	0	0	0	0	0	0	0
CN97	Transition of Print Services to Capita	36	0	36	0	0	0	0	0	0	0	0	0
CN98	Delivery of Debt Enforcement	114	0	114	0	0	0	0	0	0	0	0	0
Total Revenue & Benefits		210	0	210	0	0	0	0	0	0	0	0	0
Highways & Transport													
CB89	Charles Street Env. Improvements 2014/15	321	(34)	287	0	0	0	0	0	0	0	0	0
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	43	0	43	0	0	0	0	0	0	0	0	0
CB99	Moorbridge Road Gateway 2014/15	92	(38)	54	0	0	0	0	0	0	0	0	0
CC25	M4 Smart Motorway	0	0	0	50	0	50	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	0	0	0	62	0	62	0	0	0	0	0	0
CC29	Footbridge, The Green, Bisham-Raise Level-Flood Pr	0	0	0	96	0	96	0	0	0	0	0	0
CC30	St Leonards Rd/ Victoria Street - Pedestrian Cross	0	0	0	80	0	80	0	0	0	0	0	0
CD01	LTP Feasibility Studies/Investigation/Develop	30	(30)	0	30	(30)	0	30	0	30	30	(30)	0
CD02	LTP Traffic Management Schemes	112	(32)	80	0	0	0	30	(30)	0	100	(100)	0
CD03	A308 (Bray) Road Widening scheme	104	(17)	87	0	0	0	0	0	0	0	0	0
CD04	A330 Devenish Rd / B3020 Bagshot Rd R'bout	206	(163)	43	0	0	0	0	0	0	0	0	0
CD06	Highway Contract-Preliminaries	39	(39)	0	0	0	0	90	(90)	0	90	(90)	0
CD07	Road Marking-Safety Programme	94	(93)	1	85	(42)	43	85	(85)	0	85	(85)	0
CD09	Speed Limit Reviews	36	(30)	6	0	0	0	25	(25)	0	25	(25)	0
CD10	Traffic Management	23	(15)	8	180	(40)	140	150	(150)	0	100	(50)	50
CD11	Roads Resurfacing	50	(50)	0	0	0	0	50	(50)	0	50	(50)	0
CD12	Roads Resurfacing-Transport Asset & Safety	1,632	(1,622)	10	1,650	(1,650)	0	1,600	(1,600)	0	1,600	(1,200)	400
CD13	Bridge Assessments	50	(50)	0	50	(50)	0	50	(50)	0	50	(50)	0
CD14	Bridge Parapet Improvement Works	150	(150)	0	150	(150)	0	150	(150)	0	150	(50)	100
CD15	Bridge Strengthening Scheme	250	(250)	0	250	(250)	0	250	(250)	0	250	(150)	100
CD16	Traffic Signal Removal	263	(175)	88	0	0	0	300	(150)	150	300	(200)	100
CD17	Replacement Street Lighting	180	(180)	0	180	(180)	0	180	(180)	0	180	(90)	90
CD18	Highway Drainage Schemes	186	(186)	0	150	(150)	0	150	(150)	0	150	(90)	60
CD19	Highway Drainage Schemes-Capitalised Revenue	7	(7)	0	0	0	0	0	0	0	0	0	0
CD20	Footways-Reconditioning	133	(33)	100	0	0	0	110	(110)	0	110	(110)	0
CD21	Footways-Construction of New Footways	124	(46)	78	0	0	0	100	0	100	100	(75)	25
CD22	Safer Routes to School	125	(50)	75	0	0	0	100	0	100	100	(50)	50
CD23	Local Safety Schemes	244	(233)	11	125	(125)	0	125	0	125	125	(100)	25
CD24	Rights of Way	48	(8)	40	0	0	0	40	0	40	40	(30)	10
CD25	Public Rights of Ways-Bridge Repairs	32	(12)	20	0	0	0	20	0	20	20	(20)	0
CD27	Cycling Capital Programme	200	(155)	45	75	(50)	25	0	0	0	75	(75)	0
CD28	School Cycle / Scooter Parking	50	(50)	0	30	(10)	20	50	0	50	50	(25)	25
CD31	Thames Street Paving Improvements	78	(1)	77	0	0	0	0	0	0	100	0	100
CD32	Verge Parking Measures	30	(6)	24	0	0	0	50	0	50	50	(20)	30
CD33	Verge Protection Measures	92	(34)	58	0	0	0	50	0	50	50	(40)	10
CD34	Winter Service Community Facilities	147	0	147	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	50	(50)	0	50	(50)	0	50	0	50	50	(25)	25
CD36	Reducing Street Clutter	34	(5)	29	0	0	0	0	0	0	40	(25)	15
CD42	Maidenhead Station Interchange & Car Park	600	(100)	500	0	0	0	5,000	(5,000)	0	0	0	0
CD43	Flood Prevention	193	0	193	150	(150)	0	150	0	150	150	0	150
CD45	Public Conveniences-Refurbishment 2015-16	25	0	25	0	0	0	0	0	0	0	0	0
CD53	Footway Lighting-Ascot High St to Station	88	0	88	0	0	0	0	0	0	0	0	0

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OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD54	River Thames Scheme Infrastructure Project	545	0	545	285	0	285	285	0	285	285	0	285
CD55	Virtual Message Signs - Windsor 2015-16	92	0	92	0	0	0	0	0	0	0	0	0
CD60	P.B. Highway & Pavement Repairs	40	0	40	0	0	0	0	0	0	0	0	0
CD61	P.B. Maidenhead Road & Pavement Repairs	50	0	50	0	0	0	0	0	0	0	0	0
CD62	P.B. Windsor Road & Pavement Repairs	41	0	41	0	0	0	0	0	0	0	0	0
CD63	P.B. Ascot/Sunnings Rd & Road & Pavement Repairs	31	0	31	0	0	0	0	0	0	0	0	0
CD65	P.B. Windsor Improved Cycling Facilities	3	0	3	0	0	0	0	0	0	0	0	0
CD71	Flood Risk Management -Asset Register	50	(50)	0	0	0	0	0	0	0	0	0	0
CD72	Preliminary Flood Risk-Assessments	20	(20)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	100	(100)	0	0	0	0	0	0	0	0	0	0
CD74	Footways-Assessments	15	0	15	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	75	(75)	0	30	(30)	0	30	(30)	0	30	0	30
CD76	Bus Stop Waiting Areas	50	(15)	35	50	(10)	40	50	(50)	0	50	0	50
CD77	Real-Time Bus Information Improvements	189	(15)	174	30	(10)	20	0	0	0	0	0	0
CD78	Dedworth Rd-Environmental & St Scene Enhance(PAVE)	100	0	100	0	0	0	0	0	0	0	0	0
CD79	A329 London Rd/B383 Roundabout-Scheme Development	125	0	125	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	300	0	300	0	0	0	0	0	0	0	0	0
CD81	Traffic Management & Parking-Sunninghill Imprvmnts	100	0	100	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	50	0	50	0	0	0	50	0	50	50	0	50
CD83	Traffic Signal Review-Imperial/Clewer Hill Rds Junctions	300	0	300	0	0	0	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	3,500	0	3,500	1,600	0	1,600	0	0	0	0	0	0
CD87	Pothole Action Fund-DfT Grant	145	(145)	0	0	0	0	0	0	0	0	0	0
CD88	Eton Walkway Scheme	30	0	30	0	0	0	0	0	0	0	0	0
CD89	Footpath-Wraysbury Railway Bridge	135	0	135	0	0	0	0	0	0	0	0	0
CD95	Safer Routes-Holyport College	140	(83)	57	0	0	0	0	0	0	0	0	0
CD96	Safer Routes-Oldfield School	250	0	250	0	0	0	0	0	0	0	0	0
Total Highways & Transport		12,637	(4,447)	8,190	5,438	(2,977)	2,461	10,100	(8,250)	1,850	5,335	(3,055)	2,280
Green Spaces/Parks													
CC11	Bachelors Acre Playground Improvements	0	0	0	25	(25)	0	0	0	0	0	0	0
CC12	Osborne Road Playground Improvements	0	0	0	16	(16)	0	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	0	0	0	50	0	50	0	0	0	0	0	0
CV03	Parks Improvements	306	(267)	39	120	(120)	0	0	0	0	0	0	0
CV05	Kidwells Park Play Area Extension 2015-16	34	0	34	0	0	0	0	0	0	0	0	0
CV08	Ockwells Park - Paths and Trim Trail 2015-16	19	(5)	14	0	0	0	0	0	0	0	0	0
CV09	Ockwells Park, Car Park Extension 2015-16	15	0	15	0	0	0	0	0	0	0	0	0
CV19	Coach Park Visitor Reception-Planting Enhancement	10	0	10	0	0	0	0	0	0	0	0	0
CV25	P&OS-Grenfell Park Exercise Machines	14	(14)	0	0	0	0	0	0	0	0	0	0
CZ43	P&OS-Broom Farm Park Improvements	25	0	25	0	0	0	0	0	0	0	0	0
CZ46	P&OS-Vansittart Road Skate Park-Extension /Imps	48	(48)	0	0	0	0	0	0	0	0	0	0
CZ47	P&OS-Ornamental Flower Beds	25	0	25	0	0	0	0	0	0	0	0	0
CZ58	P&OS-Evenlode-Play Area & Landscaping	9	0	9	0	0	0	0	0	0	0	0	0
CZ72	P&OS-Biodiversity Projects (2013/14)	10	(10)	0	0	0	0	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Ph 2 (2014/15)	14	(11)	3	70	(70)	0	0	0	0	0	0	0
CZ87	P&OS-Grenfell Park Café Kiosk (2014/15)	17	0	17	0	0	0	0	0	0	0	0	0
CZ91	P&OS-Ascot Roundabout War Memorial Fount 2014/15	67	(67)	0	0	0	0	0	0	0	0	0	0
CZ99	Datchet Riverside Park	92	(36)	56	0	0	0	0	0	0	0	0	0
Total Green Spaces/Parks		705	(458)	247	281	(231)	50	0	0	0	0	0	0

OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community, Protection & Enforcement													
CC13	North Town Moor Open Space-Car Park Improvements	0	0	0	8	(8)	0	0	0	0	0	0	0
CD46	Alley Gating	10	0	10	0	0	0	0	0	0	0	0	0
CD47	Replace DPPO's with Public Space PO Signage	5	0	5	0	0	0	0	0	0	0	0	0
CD48	Refuse and Recycling Bins-Replacement	60	0	60	0	0	0	0	0	0	0	0	0
CD51	Lalpac Licensing Software Package-Update	31	0	31	0	0	0	0	0	0	0	0	0
CD52	Remote Working Equipment Laptops-Upgrade	95	0	95	0	0	0	0	0	0	0	0	0
CD56	Night Time Economy Enforcement Equipment	2	0	2	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	7	0	7	0	0	0	0	0	0	0	0	0
CD86	Stafferton Way - Site Repairs	60	0	60	60	0	60	0	0	0	0	0	0
CT52	Disabled Facilities Grant	561	(561)	0	600	(600)	0	600	(600)	0	600	(600)	0
CE08	Air Quality Monitoring Station-Purchase	30	(30)	0	0	0	0	0	0	0	0	0	0
CB67	New MSCP Feasibility- Stafferton Way 2014/15	44	(44)	0	0	0	0	0	0	0	0	0	0
CD37	Car Park Improvements	65	0	65	0	0	0	0	0	0	45	0	45
CD38	Changes to On-Street Parking Signage	14	0	14	0	0	0	0	0	0	0	0	0
CD39	Decriminalised Parking Enforcement Review	42	0	42	0	0	0	75	0	75	75	0	75
CD40	Car Park Signage-Improvements	14	0	14	0	0	0	0	0	0	0	0	0
CD57	Nicholson's Car Pak-Upgrade Parking System	19	0	19	0	0	0	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	467	(467)	0	0	0	0	0	0	0	0	0	0
CY03	Energy Savings Initiative	398	0	398	0	0	0	200	0	200	0	0	0
CY04	Water Meters	29	0	29	0	0	0	0	0	0	0	0	0
Total Community, Protection & Enforcement		1,953	(1,102)	851	668	(608)	60	875	(600)	275	720	(600)	120
Customer Services													
CN59	RBWM Website	27	0	27	0	0	0	0	0	0	0	0	0
CN80	CRM Upgrade / Jadu Contract	246	0	246	0	0	0	0	0	0	0	0	0
CN83	CC Centre Telephone Headset Replacement 2015-16	3	0	3	0	0	0	0	0	0	0	0	0
CN99	York House Refurbishment	200	0	200	0	0	0	0	0	0	0	0	0
Total Customer Services		476	0	476	0	0	0	0	0	0	0	0	0

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OPERATIONS & CUSTOMER SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries, Arts & Heritage													
CC14	Del Diff - Service Hubs	0	0	0	50	0	50	0	0	0	0	0	0
CC15	Del Diff - Imp and Intro of SS at Datchet Library	0	0	0	45	0	45	0	0	0	0	0	0
CC16	Del Diff - Imp & Prov of SS at Eton Library	0	0	0	45	0	45	0	0	0	0	0	0
CC22	Del Diff - Digitisation of Historic Registers	0	0	0	50	0	50	0	0	0	0	0	0
CC23	New Libraries	0	0	0	200	0	200	0	0	0	0	0	0
CR78	Ascot Hall and Library-Improvements	5	(5)	0	0	0	0	0	0	0	0	0	0
CZ14	Cox Green Library-Improvements (2014/15)	5	(5)	0	0	0	0	0	0	0	0	0	0
CL72	Libraries-PC Booking Software (2012/13)	13	(6)	7	0	0	0	0	0	0	0	0	0
CL70	Library Management System Replacement (2012/13)	4	0	4	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Improvements (2012/13)	4	(4)	0	50	(12)	38	0	0	0	0	0	0
CZ16	Maidenhead Library-Ventilation (2014/15)	33	0	33	0	0	0	0	0	0	0	0	0
CZ98	Heritage Garden Signage 2015-16	4	0	4	0	0	0	0	0	0	0	0	0
CZ04	Maidenhead Library-Safety Barriers (2013/14)	2	0	2	0	0	0	0	0	0	0	0	0
CL04	New Dedworth Library (2012/13)	6	(1)	5	0	0	0	0	0	0	0	0	0
CZ76	P&OS-Alexandra Gardens Improvements (2014/15)	16	0	16	0	0	0	0	0	0	0	0	0
CZ77	P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	12	0	12	0	0	0	0	0	0	0	0	0
CZ94	Heritage Trails 2015-16	3	(3)	0	0	0	0	0	0	0	0	0	0
CZ95	Museum Improvements Programme 2015-16	55	(49)	6	0	0	0	0	0	0	0	0	0
CV13	Mhead Community Room Improvements 2015-16	15	(5)	10	0	0	0	0	0	0	0	0	0
CZ93	Old Court Lift & Maintenance Works 2015-16	6	(6)	0	0	0	0	0	0	0	0	0	0
CZ96	Berkshire Records Office 2015-16	15	(15)	0	0	0	0	0	0	0	0	0	0
CZ97	Arts in the Parks 2015-16	6	(6)	0	0	0	0	0	0	0	0	0	0
CLB1	Additional Wifi and Broadband 2015/16	6	(6)	0	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library 15/16 Lease Repairs	46	(29)	17	0	0	0	0	0	0	0	0	0
CLB3	Maidenhead Library Improvements 2016-17	37	(35)	2	0	0	0	0	0	0	0	0	0
CLB4	Maidenhead Library - New Kiosks - 2016-17	35	(35)	0	30	0	30	0	0	0	0	0	0
CLB5	Tablets for Libraries -2016-17	7	(3)	4	0	0	0	0	0	0	0	0	0
CLB6	Digitisation of Museum collection 2016-17	30	(30)	0	0	0	0	0	0	0	0	0	0
CLB7	Improvements at Eton Wick Library 2016-17	9	(9)	0	0	0	0	0	0	0	0	0	0
CLB8	Improvements at Cookham Library 2016-17	15	(15)	0	0	0	0	0	0	0	0	0	0
CLB9	Windsor Riverside Esplanade Revival 2016-17	25	(15)	10	0	0	0	0	0	0	0	0	0
CLC1	WW1 Commemorations & Re-enactment 2016-17	60	(60)	0	0	0	0	0	0	0	0	0	0
CLC2	Feasibility for Joint Museum Store 2016-17	25	(25)	0	0	0	0	0	0	0	0	0	0
CLC3	Sculpture Project - Danny Lane 2016-17	25	(25)	0	0	0	0	0	0	0	0	0	0
CLC4	Musical Backtrack Project 2016-17	30	(30)	0	0	0	0	0	0	0	0	0	0
CLC5	Heritage Education Space Old Windsor 2016-17	20	(20)	0	0	0	0	0	0	0	0	0	0
CLC7	Windsor Lib Lighting Replacement - 2nd Phase 2016-17	16	0	16	0	0	0	0	0	0	0	0	0
CLC8	Paintings Collection Conservation 2016-17	13	0	13	0	0	0	0	0	0	0	0	0
CLD1	Libraries Feasibility 2016-17	34	0	34	0	0	0	0	0	0	0	0	0
CP82	Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	198	0	198	0	0	0	0	0	0	0	0	0
Total Libraries, Arts & Heritage		835	(442)	393	470	(12)	458	0	0	0	0	0	0
TOTAL OPERATIONS & CUSTOMER SERVICES CAPITAL PROGRAMME		16,816	(6,449)	10,367	6,857	(3,828)	3,029	10,975	(8,850)	2,125	6,055	(3,655)	2,400

COMMUNITY & CORPORATE SERVICES

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Facilities													
CI19	PB Encourage New Businesses-Maidenhead	10	0	10	0	0	0	0	0	0	0	0	0
CN93	Guildhall Refurb-Carpets / Storage / Redecoration	7	0	7	0	0	0	0	0	0	0	0	0
CN96	Windsor Visitor Information Centre Improvements	20	0	20	0	0	0	0	0	0	0	0	0
CV18	Improvement-Internet Connectivity Guildhall	10	0	10	0	0	0	0	0	0	0	0	0
CV20	Windsor Taxi Marshalling-Booking Office	5	0	5	0	0	0	0	0	0	0	0	0
CV21	New Power Points-High Street Events	10	0	10	0	0	0	0	0	0	0	0	0
CV22	New Power Points-Ascot High Street Events	10	0	10	0	0	0	0	0	0	0	0	0
CV23	Digital Advertising Boards	75	0	75	0	0	0	0	0	0	0	0	0
CV27	Properties for Homeless Residents	200	-200	0	0	0	0	0	0	0	0	0	0
	Total Community Facilities	347	(200)	147	0	0	0	0	0	0	0	0	0
Property & Development													
CM10	Fire, H&S and Glazing Compliance	6	0	6	0	0	0	0	0	0	0	0	0
CM23	54-56 Queen Street, Maidenhead	18	0	18	0	0	0	0	0	0	0	0	0
CM24	St. Marys House-Internal Redecoration 15-16	30	0	30	0	0	0	0	0	0	0	0	0
CM89	Tinkers La.-rewire of smll power & lightg circuits	49	0	49	0	0	0	0	0	0	0	0	0
CX22	St Mary's Hse-External replace/decor roof 2014-15	70	0	70	0	0	0	0	0	0	0	0	0
CX25	Wessex Way, Shopping Parade, MHead 2014-15	64	0	64	0	0	0	0	0	0	0	0	0
CX28	Ray Mill Road Residential Development	233	0	233	0	0	0	0	0	0	0	0	0
CX32	MASH Building Works-Town Hall, Maidenhead	9	0	9	0	0	0	0	0	0	0	0	0
CX33	Project Meeting Room Maidenhead	34	0	34	0	0	0	0	0	0	0	0	0
CX37	Stafferton Way - Units 1&2 (ND30)	30	0	30	0	0	0	0	0	0	0	0	0
CX38	St Clouds Way Ten Pin Bowl-Purchase Leasehold Int	0	0	0	4,500	0	4,500	0	0	0	0	0	0
CX39	Central House Scheme	0	0	0	300	0	300	0	0	0	0	0	0
	Total Property & Development	543	0	543	4,800	0	4,800	0	0	0	0	0	0
Sports & Leisure													
CZ18	Magnet LC Reprovision Design / Initial Site Costs	350	0	350	1,650	0	1,650	0	0	0	0	0	0
CZ32	SMILE Club-Gym Equipment (2013/14)	8	0	8	0	0	0	0	0	0	0	0	0
CZ40	Parkwood Set Up Costs	71	(14)	57	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	745	(120)	625	400	0	400	0	0	0	0	0	0
CZ44	Charters L.C. Expansion	250	0	250	0	0	0	0	0	0	0	0	0
	Total Sports & Leisure	1,424	(134)	1,290	2,050	0	2,050	0	0	0	0	0	0
IT/Technology Services													
CC17	Del Diff - Prov of Tablets or Test/Dev/Pilots(10K)	0	0	0	10	0	10	0	0	0	0	0	0
CC18	Del Diff - Develop Intranet/Collaborative Software	0	0	0	50	0	50	0	0	0	0	0	0
CC20	Del Diff - Application Packaging	0	0	0	15	0	15	0	0	0	0	0	0
CC21	Del Diff - Collaborative Document Storage	0	0	0	70	0	70	0	0	0	0	0	0
CC24	Del Diff - Win Server Upgrades Inc Cloud & Hosting	0	0	0	20	0	20	0	0	0	0	0	0
CC26	Secure File and Info Exchange Solution 2017-2018	0	0	0	15	0	15	0	0	0	0	0	0
CC31	Delivering Differently - Generic bid	0	0	0	0	0	0	350	0	350	0	0	0
CN54	Delivering Differently - Generic IT Bid	6	0	6	45	0	45	100	0	100	0	0	0
CA05	Document Management System 2013/14	1	0	1	0	0	0	0	0	0	0	0	0
CN26	Gazetteer System	14	(6)	8	0	0	0	0	0	0	0	0	0
CN65	Migration to Cloud Hosting (2013/14)	4	0	4	0	0	0	0	0	0	0	0	0
CP03	Purchase of PCs	5	0	5	0	0	0	0	0	0	0	0	0
CN85	Windows Server 2003 Upgrade 2015-16	61	0	61	0	0	0	0	0	0	0	0	0
CN86	Monitoring Software-Server Failure Alert 2015-16	49	0	49	0	0	0	0	0	0	0	0	0
CN87	ICT Enterprise Architecture Mapping 2015-16	10	0	10	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CN88	PSN-Security Work 2015-16	0	0	0	50	0	50	0	0	0	0	0	0
CN89	Tablet Computers-Secure Enablement BYOD/CYOD 15-16	17	0	17	0	0	0	0	0	0	0	0	0
CN90	Network Consolidation 2015-16	81	0	81	0	0	0	0	0	0	0	0	0
CN92	EDRMS Pilot & iPads	5	0	5	0	0	0	0	0	0	0	0	0
CN72	Town Centre WiFi across the Borough (2013/14)	1	0	1	0	0	0	0	0	0	0	0	0
CN95	Replacement-WiFi Solution for Council Offices	80	0	80	0	0	0	0	0	0	0	0	0
Total IT/Technology Services		334	(6)	328	275	0	275	450	0	450	0	0	0
Outdoor Spaces													
CI06	Windsor Christmas Lights	21	(21)	0	0	0	0	0	0	0	0	0	0
CI09	Windsor Wayfinding System-Phase 2 (2014/16)	27	0	27	0	0	0	0	0	0	0	0	0
CI22	Tree Planting	162	0	162	80	0	80	0	0	0	0	0	0
CI25	Christmas Lights-Ascot High Street 2015-16	3	0	3	0	0	0	0	0	0	0	0	0
CI26	Christmas Lights-Sunningdale High St 2015-16	2	0	2	0	0	0	0	0	0	0	0	0
CI30	W'sor Bridge-Cross Lighting & Xmas Tree Pits 15-16	1	0	1	0	0	0	0	0	0	0	0	0
CI35	Christmas Lights-Cookham	15	0	15	0	0	0	0	0	0	0	0	0
CI39	Christmas Lights - Datchet	10	(3)	7	0	0	0	0	0	0	0	0	0
CLC9	Nicholas Winton Memorial	100	0	100	0	0	0	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	230	(230)	0	0	0	0	0	0	0	0	0	0
CV12	Alexandra Gardens Entrances 2015-16	100	0	100	0	0	0	0	0	0	0	0	0
CV16	Love Your Neighbourhood Scheme	100	0	100	50	0	50	0	0	0	0	0	0
CV17	Mobile Devices & Software-Confirm Connect Tree Dat	25	0	25	0	0	0	0	0	0	0	0	0
CV24	P&OS- Chariots Place Enhancements	20	0	20	0	0	0	0	0	0	0	0	0
CV26	P&OS - Deerswood Wildlife Area	16	(1)	15	30	0	30	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	0	0	0	120	(120)	0	0	0	0	0	0	0
CV36	Ockwells Park Integration - Thriftwood Sch	50	0	50	0	0	0	0	0	0	0	0	0
CZ00	Bath Island-Electrical works	0	0	0	30	0	30	0	0	0	0	0	0
CZ48	P&OS-Outdoor Gym-Haywards Mead, Eton Wick	25	0	25	0	0	0	0	0	0	0	0	0
CZ49	P&OS - Victory Field Pavilion Centre	335	(335)	0	0	0	0	0	0	0	0	0	0
CZ78	P&OS-Clarence Road Fountain (2014/15)	78	(50)	28	0	0	0	0	0	0	0	0	0
CZ88	P&OS-Guards Club Is/Riverside Sculpture Trail 14/5	36	0	36	0	0	0	0	0	0	0	0	0
Total Outdoor Spaces		1,356	(640)	716	310	(120)	190	0	0	0	0	0	0
Strategy, Communities & Partnerships													
CM60	Grants - Outside Organisations	105	0	105	180	0	180	100	0	100	100	0	100
CN75	Performance Management System (2014/15)	30	0	30	0	0	0	0	0	0	0	0	0
CY07	Challenge Prize Scheme	43	0	43	0	0	0	0	0	0	0	0	0
CY08	Incentivisation Framework 2014-15	6	0	6	0	0	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire (2014/17)	178	0	178	20	0	20	0	0	0	0	0	0
CY10	Green Redeem Scheme	31	0	31	0	0	0	0	0	0	0	0	0
CY12	Social Enterprise Grant	100	0	100	0	0	0	0	0	0	0	0	0
CY13	Economic Development	0	0	0	70	(70)	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	0	0	0	20	0	20	0	0	0	0	0	0
CY15	Bright Ideas Competition	0	0	0	20	0	20	0	0	0	0	0	0
CY16	Participatory Budgeting	249	0	249	88	0	88	0	0	0	0	0	0
CY18	Mayors Parlour, Guildhall-Toilet Refurbishment	4	0	4	0	0	0	0	0	0	0	0	0
Total Strategy, Communities & Partnerships		746	0	746	398	(70)	328	100	0	100	100	0	100
Planning													
CI56	Borough Local Plan-Examination	0	0	0	300	0	300	0	0	0	0	0	0
CI57	New Minerals and Waste Plan	0	0	0	20	0	20	20	0	20	20	0	20
CI59	Traveller Local Plan	0	0	0	100	0	100	0	0	0	0	0	0
Total Planning		0	0	0	420	0	420	20	0	20	20	0	20

Project	Description of Scheme	2016/17 Approved Incl Slippage			2017/18 First Estimate			2018/19 First Estimate			2019/20 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
Regeneration													
CB39	A4 Mhd Bridge-Ray Pk Av Gateway Feature 2013/2014	337	(5)	332	0	0	0	0	0	0	0	0	0
CE76	Maidenhead Waterways Restoration Contribution	95	(95)	0	0	0	0	0	0	0	0	0	0
CG09	Maidenhead Station - Transport Hub	14	(10)	4	0	0	0	0	0	0	0	0	0
CG37	Maidenhead Environmental Improvements	26	0	26	0	0	0	0	0	0	0	0	0
CI00	St Cloud Way-Development Site	0	0	0	30	0	30	0	0	0	0	0	0
CI10	Maidenhead Regeneration Paving 2014-15	10	0	10	0	0	0	0	0	0	0	0	0
CI14	Maidenhead Waterways Construction phase 1	3,612	(260)	3,352	0	0	0	0	0	0	0	0	0
CI16	Maidenhead Opportunity Areas-Feasibility Work	42	0	42	0	0	0	0	0	0	0	0	0
CI18	PB Maidenhead Waterways Restoration	15	0	15	0	0	0	0	0	0	0	0	0
CI21	Windsor Office Accommodation	293	(262)	31	150	0	150	0	0	0	0	0	0
CI23	Mhd Paving Strategy-High St to Chapel Arches 15-16	173	0	173	0	0	0	0	0	0	0	0	0
CI24	259 Ltd Opportunities for Private Rental 2015-16q	114	(114)	0	0	0	0	0	0	0	0	0	0
CI27	W'sor High / Thames St-Replace St Lamp Heads 15-16	25	0	25	0	0	0	0	0	0	0	0	0
CI28	Public Realm-Moorbridge Road 2015-16	15	0	15	0	0	0	0	0	0	0	0	0
CI29	Broadway Opportunity Area-Nicholsons CP 2015-16	3,260	(360)	2,900	0	0	0	0	0	0	0	0	0
CI31	Community Infrastructure Levy CIL	96	0	96	0	0	0	0	0	0	0	0	0
CI32	Planning Policy Supplementary Planning Document	191	0	191	50	0	50	0	0	0	0	0	0
CI33	Clyde House	252	0	252	0	0	0	0	0	0	0	0	0
CI34	Meadow Lane Car Park (Eton College)	71	(13)	58	0	0	0	0	0	0	0	0	0
CI38	Installation of Hoardings, The Landing, MH	5	0	5	0	0	0	0	0	0	0	0	0
CI40	IDOX Project	70	0	70	0	0	0	0	0	0	0	0	0
CI44	Maidenhead Waterways - Match Funding	250	0	250	0	0	0	0	0	0	0	0	0
CI45	Development Sites M'headFeasibility/Outline Work	484	0	484	0	0	0	0	0	0	0	0	0
CI47	Neighbourhood Plan	204	(185)	19	0	0	0	0	0	0	0	0	0
CI48	Development Manager, Maidenhead Regeneration	250	0	250	0	0	0	0	0	0	0	0	0
CI49	Maidenhead Golf Course	705	0	705	500	0	500	0	0	0	0	0	0
CI55	Building ControlMB55	146	0	146	0	0	0	0	0	0	0	0	0
CI58	Maidenhead Station-Development Site Negotiations	0	0	0	30	0	30	0	0	0	0	0	0
CM43	Commercial Estates-Planned Maintenance	1	0	1	0	0	0	0	0	0	0	0	0
CM49	York Road Opportunity Area	250	0	250	0	0	0	0	0	0	0	0	0
CM51	14-15 York Road Opportunity Area Continuation (1)	103	0	103	0	0	0	0	0	0	0	0	0
CM52	Guildhall-Essential Maintenance Works 15-16	33	0	33	0	0	0	0	0	0	0	0	0
CM53	Theatre Royal-Soffit/Roof Light Ventilation 15-16	57	0	57	0	0	0	0	0	0	0	0	0
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	35	0	35	0	0	0	0	0	0	0	0	0
CN63	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	131	0	131	0	0	0	0	0	0	0	0	0
CN64	Purchase of Land Allens Field	0	0	0	0	0	0	0	0	0	0	0	0
CX20	Ross Road - repairs & redecoration 2014-15	22	0	22	0	0	0	0	0	0	0	0	0
CX26	Declutter Town Moor Subway 2014-15	27	0	27	0	0	0	0	0	0	0	0	0
CX29	Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	210	0	210	0	0	0	0	0	0	0	0	0
CX31	Coach Park Windsor-Lift Improvements 2015-16	45	0	45	0	0	0	0	0	0	0	0	0
CX35	Braywick Driving Range	665	0	665	0	0	0	0	0	0	0	0	0
CX36	Purchase of LandThriftwood	764	(265)	499	0	0	0	0	0	0	0	0	0
Total Regeneration		13,098	(1,569)	11,529	760	0	760	0	0	0	0	0	0
TOTAL COMMUNITY & CORPORATE SERVICES		17,848	(2,549)	15,299	9,013	(190)	8,823	570	0	570	120	0	120

REVENUE BUDGET MOVEMENT 2016-17 TO 2017-18

Item	2016-17 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Sub Total	Growth inc Demography	Directorate Savings	2017-18 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Adults, Children & Health	56,807	567	6	251	(781)	56,850	1,850	(2,324)	56,376
Operations & Customer Services	17,886	(99)	477	234	0	18,498	213	(2,481)	16,230
Corporate & Community Services	6,959	(64)	486	(485)	0	6,896	393	(1,140)	6,149
Estimated cost of service pay inflation	500					500			500
Apprenticeship Levy							280		280
Total Service budgets	82,152	404	969	0	(781)	82,744	2,736	(5,945)	79,535
Environment agency	150	3				153			153
Capital financing and interest	5,128		(59)			5,069			5,069
Pensions deficit recovery	2,115	300				2,415			2,415
Contribution from the development fund	1,133		1,122			2,255			2,255
Contributions from balances	0					0			0
Net Requirement	90,678	707	2,032	0	(781)	92,636	2,736	(5,945)	89,427
Special expenses	(981)		(28)			(1,009)			(1,009)
Gross Council Tax Requirement	89,697	707	2,004	0	(781)	91,626	2,736	(5,945)	88,417
Collection Fund - Council Tax (surplus)/ deficit	(1,394)		(1,221)			(2,615)			(2,615)
Collection Fund - Business Rates (surplus)/ deficit	(231)		1,232			1,001			1,001
New Homes Bonus	(4,026)				345	(3,681)			(3,681)
RSG and Business Rate Support	(21,026)				3,937	(17,089)			(17,089)
CT support transition grant	(1,278)				15	(1,263)			(1,263)
Education Services Grant	(1,031)				553	(478)			(478)
Income from trading companies	0				(218)	(218)			(218)
Parish equalisation grant	64					64			64
Net Requirement	60,776	707	2,015	0	3,851	67,348	2,736	(5,945)	64,139

TAX BASE	65,697	66,710
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Council Tax at band D	£ 906.95	£ 915.57
Adult Social Care precept	£ 18.14	£ 45.89

PARISH COUNCIL TAX

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

<i>Council Tax Schedule</i>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
Royal Borough of Windsor & Maidenhead	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
Adult Social Care precept	30.59	35.69	40.79	45.89	56.09	66.29	76.48	91.78
Police and Crime Commissioner for Thames Valley								
Royal Berkshire Fire Authority								
<i>Parishes</i>								
Bisham (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Bray (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Cookham (a)	20.79	24.25	27.72	31.18	38.11	45.04	51.97	62.36
(b)	631.17	736.36	841.56	946.75	1,157.14	1,367.53	1,577.92	1,893.50
(c)	661.76	772.05	882.35	992.64	1,213.23	1,433.82	1,654.40	1,985.28
Cox Green (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Datchet (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Eton (a)	22.67	26.44	30.22	34.00	41.56	49.11	56.67	68.00
(b)	633.05	738.55	844.06	949.57	1,160.59	1,371.60	1,582.62	1,899.14
(c)	663.64	774.24	884.85	995.46	1,216.68	1,437.89	1,659.10	1,990.92
Horton (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Hurley (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92
Old Windsor (a)								
(b)	610.38	712.11	813.84	915.57	1,119.03	1,322.49	1,525.95	1,831.14
(c)	640.97	747.80	854.63	961.46	1,175.12	1,388.78	1,602.43	1,922.92

PARISH COUNCIL TAX

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

Parish Precepts compared to last year.

Parish	2016/17			2017/18			C. Tax Increase / (Decrease)
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	
Bisham	709.92	25,000	35.22	731.07			
Bray	4,132.47	136,313	32.99	4,183.27			
Cookham	2,785.34	88,418	31.74	2,889.38			
Cox Green	3,007.84	110,957	36.89	3,070.64			
Datchet	2,141.29	176,650	82.50	2,193.73			
Eton	1,698.90	57,988	34.13	1,778.20			
Horton	454.56	24,164	53.16	461.71			
Hurley	964.99	31,750	32.90	997.75			
Old Windsor	2,303.45	127,935	55.54	2,361.98			
Shottesbrooke	72.38	Nil	0.00	70.66			
Sunningdale	3,157.69	87,460	27.70	3,423.44			
Sunninghill & Ascot	6,131.70	161,080	26.27	6,333.09			
Waltham St. Lawrence	643.59	14,000	21.75	665.93			
White Waltham	1,126.51	95,078	84.40	1,238.77			
Wraysbury	2,097.14	63,066	30.07	2,142.80			
Unparished Areas	32,679.49	956,119	29.26	34,167.22			
TOTAL / AVERAGE	64,107.26	143,732	38.41	66,709.64			

RBWM and Major Preceptors compared to last year.

	2016/17	2017/18	C. Tax Increase / (Decrease)
	Council Tax Band D (£)	Council Tax Band D (£)	
Royal Borough of Windsor & Maidenhead	906.95	915.57	0.95%
Adult Social Care Precept	18.14	45.89	3.00%
Police and Crime Commissioner for Thames Valley			
Royal Berkshire Fire Authority			
SUB-TOTAL			
Parish (average)			
TOTAL			

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

Headline				
RPI at Sept of year prior to budget year	2.00%	2.50%	2.50%	2.20%
CPI	1.00%	1.50%	1.50%	2.00%
Average contract inflation	1.09%	0.95%	0.96%	0.97%
RBWM Council Tax %	0.95%	0.95%	1.95%	1.95%
Adult Social Care Precept %	3.0%	3.0%	0.0%	2.0%
Council Tax Band D (£.p)	915.57	924.26	942.29	960.66
ASC Precept Band D (£.p)	45.89	74.74	74.74	95.08

Detail					
Line	Description	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
<i><u>Adult, Children and Health Service</u></i>					
1	Base Budget	56,807	56,376	57,184	57,758
2	Inflation	567	355	350	301
3	Service Pressure	1,850	900	900	900
4	FYE/Rev Effects previous year decisions	6	0	0	0
5	Effect of Grants adjustments	-781	200	-800	0
6	Use of Better Care Funding	0	300	800	0
7	Directorate Savings	-2,324	-947	-676	0
8	Inter-directorate transfers	251	0	0	0
9	Adult, Children and Health Services Total	56,376	57,184	57,758	58,959
<i><u>Operations and Customer Services</u></i>					
10	Base Budget revised following restructure	17,962	16,230	14,007	12,780
11	Inflation	-99	-248	-257	-236
12	Service Pressure	213	0	0	0
13	FYE/Rev Effects previous year decisions	477	-13	0	0
14	Effect of Grants adjustments	0	0	0	0
15	Directorate Savings	-2,481	-1,962	-970	0
16	Additional income target for Nicholsons CP (marker)	0	0	0	0
17	Inter-directorate transfers	158	0	0	0
18	Operations and Customer Services Total	16,230	14,007	12,780	12,544
<i><u>Corporate and Community Services</u></i>					
19	Base Budget revised following restructure	6,883	6,149	5,075	3,655
20	Inflation	-64	-135	-145	-128
21	Service Pressure	393	0	0	0
22	FYE/Rev Effects previous year decisions	486	271	350	0
23	Effect of Grants adjustments	0	0	0	0
24	Directorate Savings	-1,140	-1,210	-1,625	0
25	Inter-directorate transfers	-409	0	0	0
26	Corporate and Community Services Total	6,149	5,075	3,655	3,527
<i><u>General</u></i>					
27	General pressures and savings b/f	500	780	1,791	2,123
28	Adjustment to pay reward budget	0	-200	0	0
29	Other pressures	0	250	250	250
30	Apprenticeship levy	280	0	0	0
32	Savings pending BSG agreement	0	0	0	0
33	Savings (to be identified) / surplus to in-year requirement	0	961	82	1,794
34	Total Service Expenditure	79,535	78,057	76,316	79,198

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

Headline					
RPI at Sept of year prior to budget year	2.00%		2.50%		2.20%
CPI	1.00%		1.50%		2.00%
Average contract inflation	1.09%		0.95%		0.97%
RBWM Council Tax %	0.95%		0.95%		1.95%
Adult Social Care Precept %	3.0%		3.0%		2.0%
Council Tax Band D (£.p)	915.57		924.26		960.66
ASC Precept Band D (£.p)	45.89		74.74		95.08

Detail					
Line	Description	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
35	Non Service Costs				
36	Debt Finance cost	4,820	5,783	6,383	6,383
37	Interest on Balances	-192	-123	-54	0
38	Revenue Contributions to Capital	440	0	0	0
39	Environment Agency Levy	153	156	159	162
40	Pensions deficit recovery	2,415	2,715	3,015	3,315
41	From/ to reserves - Development Fund	2,255	1,048	1,048	1,048
42	Total Non Service Costs	9,892	9,580	10,552	10,908
43	TOTAL BUDGET COST	89,427	87,637	86,868	90,106
	Support				
44	Business Rate Support	-13,873	-14,420	-12,779	-13,260
45	Revenue Support Grant	-3,216	-551	0	0
46	Parish equalisation grant	64	64	64	64
47	Transition grant	-1,263	0	0	0
48	Education Services Grant	-478	-315	-315	-315
49	New Homes Bonus	-3,681	-2,814	-2,700	-2,148
50	Income from trading companies	-218	-250	-350	
51	Collection Fund - Council Tax (Surplus) / Deficit	-2,615	-750	0	0
52	Collection Fund - Business Rates (Surplus) / Deficit	1,001	0	0	0
53	Less Special expenses	-1,009	-1,009	-1,009	-1,009
54	Sub Total Support	-25,288	-20,045	-17,089	-16,668
55	NET BUDGET REQUIREMENT	64,139	67,592	69,779	73,437
56	Council Tax Base (Band D)	66,710	67,660	68,610	69,560
57	RBWM Council Tax Band D (£.p)	915.57	924.26	942.29	960.66
58	ASC Precept Band D (£.p)	45.89	74.74	74.74	95.08

JUSTIFICATION OF THE LEVEL OF BALANCES 2017/18

	Potential Cost £000	Risk	Average Risk £000
Economic risks			
Dip in the economy as a result of Brexit, reduces income from all fees and charges by 5%	630	20%	126
Inflation increases in excess of Medium Term Financial Plan	500	20%	100
Lower than expected NDR collection	500	30%	150
Lower than expected Council Tax Support collection	400	10%	40
Environmental risks			
Emergency/Disaster Relief such as major flooding (up to the level above which government grant would be received under the Bellwin Formula)	250	50%	125
Risk of a significant national medical epidemic	200	20%	40
Winter Maintenance (Budget only covers "normal" winter) extra gritting	150	60%	90
Regulatory risks			
Major planning inquiry	400	60%	240
Capital Risk			
Funding necessary to cover emergency capital project e.g. street lighting, highways, boilers etc	200	50%	100
Savings risks			
Protected Salaries	100	50%	50
Inability to implement fully savings in the medium term	1,000	50%	500
Academy School transfer accelerates	300	40%	120
Impact of Service Increases			
Optalis - unable to maintain contract costs	1,000	50%	500
Achieving for Children - unable to maintain contract costs	1,000	50%	500
Significant Safeguarding Issues	400	40%	160
Excessive demands for intervention in care homes	200	20%	40
Withdrawal of PCT funding for Continuing Health care	1,000	60%	600
Adult Services - Better Care Fund - hospital admissions target missed	600	50%	300
Waste Management - volume pressure	300	25%	75
Total of potential risks (unlikely all to coincide)	9,130		
Total Average Risk in Single Year			3,856
Provide for 18 months to enable corrective action			5,780

PRUDENTIAL INDICATORS 2015/16 TO 2018/19

The actual figures for 2015/16 and the estimates for 3 further years are shown below. These prudential indicators are prepared in accordance with the CIPFA Prudential Code for Capital Financing in Local Authorities

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

	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Gross Capital Expenditure (£m)	£27.4m	£16.4m	£90.7m	£68.3m
Ratio of financing costs to net revenue stream				
- Non-loan financed	22.6%	10.7%	25.3%	11.3%
- Loan financed	7.0%	5.9%	6.4%	7.1%
Capital Financing Requirement (£m)	72.5	77.4	143.6	198.4

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

	2015/16	2016/17	2017/18	2018/19
Authorised limit for external debt (£m)	£95m	£102m	£180m	£210m

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

	2015/16	2016/17	2017/18	2018/19
Operational boundary for external debt (£m)	£76m	£82m	£160m	£189m

The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects the Head of Finance's estimate of the most likely, prudent but not worse case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. It include both long and short term (i.e. less than 365 day) borrowing.

The estimate of the **incremental** impact of capital investment decisions proposed in this report, over and above capital investment decisions previously taken by the Council is:

	2015/16	2016/17	2017/18	2018/19
for the Band D Council Tax Payer	£26.30	£31.73	£59.65	£124.65

Some debt costs will be capitalised in 2017/18 & 2018/19 at a ratio of of 86% capital and 14% revenue. The impact on council tax will therefore be significantly lower than the above prudential indicator would suggest.

Interest Rate Exposure

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2015/16 to 2018/19 of 90% of its outstanding principal sums (net of investments)
It is further recommended that the Council sets an upper limit of its variable rate exposures for 2015/16 to 2018/19 of 30% of its outstanding principal sums (net of investments)
This means that the Head of Finance will manage fixed rate interest rate exposures within the range 70% to 90% and variable interest rate exposures within the range 10% to 30%. This is a continuation of current practice

Royal Borough of Windsor & Maidenhead Approved Lending List @ 15/12/16
(Approved by Cabinet on 29/10/15 in Treasury Management Report)

<u>Fitch Ratings</u>	FITCH ShortTerm Rating	FITCH Long Term Rating	FITCH Outlook	Max. Sum To Be Lent £m
UK				
<u>Government</u>				
Debt Management Office	F1+	AA	Negative	no limit
<u>Banks</u>				
Abbey National Treasury	F1	A	Positive	15
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays Bank	F1	A	Stable	15
Clydesdale Bank	F2	BBB+	Stable	15
HSBC (inc HSBC Private Bank)	F1+	AA-	Stable	15
Lloyds Banking Group	F1	A+	Stable	15
National Australia Bank Ltd	F1+	AA-	Stable	5
Royal Bank of Canada	F1+	AA	Negative	5
Royal Bank of Scotland	F2	BBB+	Stable	15
Santander UK	F1	A	Positive	15
Standard Chartered	F1	A+	Stable	15
Ulster Bank	F2	BBB+	Stable	5
<u>Building Societies (max £3m per loan)</u>				
All Building Societies with total group assets greater than £6 billion and FITCH Long term rating of BBB or better				
Coventry	F1	A	Stable	5
Nationwide	F1	A	Positive	5
Yorkshire	F1	A-	Stable	5
Leeds	F1	A-	Stable	5
Principality	F2	BBB+	Stable	5
Skipton	F1	A-	Stable	5
<u>Local Authorities</u>				
All UK Local Authorities, with the exception of those with reported financial irregularities.				10
<u>Money Market Funds</u>				
All money market funds with a Fitch AAA long term credit rating, including:				
Federated Short Term Sterling Prime Fund		AAA		10
Invesco Sterling Liquidity Fund		AAA		10
STANDARD LIFE (IGNIS) Sterling Liquidity Fund		AAA		10
Insight GBP Liquidity Fund		AAA		10
LGIM Sterling Liquidity Fund		AAA		10
<u>Financial Services Companies</u>				
Kames Capital				1
Legal & General				1.5
<u>RBWM associated companies</u>				
Flexible Home Improvement Loans Ltd				0.5
Two5Nine Ltd				1.3

SHORT TERM RATING

Expectation of timely repayment of financial commitments.

F1+ is most likely to repay on time, **F1** Highest Credit, **F2** Good, **F3** Fair, **B** Speculative, **C** High Default Risk

LONG TERM RATING

Expectation of credit risk. **AAA** is the least risky, ie little credit risk. **AA** Very High Credit, **A** High, **BBB** Good.

Below BBB indicates non-investment grade

Major Capital Cashflows

2017/18

Line No.	Responsible Officer	Lead Member		£'000	
Capital Inflows					
1			Minimum Revenue Provision	2,191	
2	Chris Hilton	CLlr D Evans	Third party contribution - Nicholsons Car Park incl. Central House	9,375	
Total Capital Inflows				11,566	
Capital Outflows					
*	3		Capital Programme slippage from 2016/17	10,000	
*	4		Capital Programme slippage to 2018/19	(5,000)	
*	5		Net Capital Programme	5,000	
***	6	Kevin McDaniel	CLlr Airey	Schools expansion projects July 2016 Cabinet	11,390
**	7	Chris Hilton	CLlr Rankin	St Edmund's House	400
***	8	Ben Smith	CLlr Bicknell	River Thames Scheme	285
***	9	Ben Smith	CLlr Bicknell	Street lighting LED lantern replacement	1,600
***	10	Chris Hilton	CLlr Rankin	St Clouds Way Ten pin bowl - purchase of long leasehold interest	4,500
**	11	Chris Hilton	CLlr D Evans	Nicholsons Car Park Expansion - incl. Central House	18,750
**	12	Kevin Mist	CLlr S Rayner	Magnet Leisure centre reprovion	14,500
**	13	Chris Hilton	CLlr Rankin	York House, Windsor	9,200
**	14	Chris Hilton	CLlr Rankin	King Edward Court Windsor	2,000
**	15	Chris Hilton	CLlr Rankin	Maidenhead Golf Club Contract Legals / Land Assembly / Infrastructure	2,000
**	16	Kevin McDaniel	CLlr Airey	New sports hall for Lowbrook School	740
**	17	Craig Miller	CLlr D Evans	Parking Infrastructure for the Royal Borough	8,300
**	18	Chris Hilton	CLlr Rankin	Operational estate improvements	900
Total Capital Outflows				84,565	

* Schemes to be approved in the 2017/18 capital programme

** Schemes to be approved in future

*** Schemes already approved

Potential New borrowing	72,999
Current Borrowing	57,000
Potential Total Borrowing	129,999

Notes to outflows

Ref line 3 Corporately funded slippage from 2016/17 that will impact on borrowing in 2017/18.

Ref line 4 Corporately funded slippage to 2018/19 that will impact on borrowing in 2018/19.

Ref line 5 The core capital programme which excludes the itemised schemes that appear in this appendix.

Ref line 6 Some of the corporately funded element of secondary schools expansion will impact on borrowing in 2017/18 (£11.39m). The amount approved by Cabinet in July 2016 was £29.6m funded by £15.3m of external funding (S106 and Basic Need grant).

Ref line 7 Approved at regeneration sub committee in December 2016.

Ref line 8 Agreed by Council April 2015.

Ref line 9 The original £7.4m budget for this project was approved by Council in July 2015. The budget was later reduced by £2.3m in July 2016. The £1.6m shown here is the final balance for the scheme.

Ref line 10 The £4.5m budget for the leasehold was approved by Council in February 2015.

Ref line 11 Investment case for Nicholsons CP will be available in June 2017.

Ref line 12 Further details available for June 2017 Council.

Ref line 13 Approved at December 2016 Cabinet Regeneration Sub Committee.

Ref line 14 Report planned for Council in September 2017

Ref line 15 Report planned for Council in April 2017

Ref line 16 A request has been received from Lowbrook school to fund a new sports hall. A report will be presented to Council later in this financial year.

Ref line 17 Indicative costs of parking infrastructure taken from the January Cabinet report. A full business case will be provided to Council in April 2017.

Ref line 18 This cost is to fund a review of the condition of the Council's operational buildings and some of the costs that may arise.

Agenda Item 6

Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	26 January 2017
Responsible Officer(s):	Russell O'Keefe, Strategic Director of Corporate and Community Services, Rob Stubbs Head of Finance.
Wards affected:	All

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REPORT SUMMARY

1. This report sets out the Council's financial performance to date in 2016-17. In summary there is a projected £473,000 underspend on the General Fund (see Appendix A) which is an improvement of £38,000 from the December financial monitoring report. This is due to a net increase in the underspend forecast in a number of service budgets, see section 4 for details.
2. The Council remains in a strong financial position, with the Council's combined General Fund Reserves of £6,333,000 (7.06% of budget) in excess of the £5,270,000 (5.88% of budget) recommended minimum level set at Council in February 2016.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) Notes the Council's projected outturn position

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

- 2.1 As this is a monitoring report decisions are not normally necessary. No options have been listed in table 1.

Table 1: n/a

3. KEY IMPLICATIONS

- 3.1 The General Fund Reserve is £5,329,000 and the Development Fund balance is £1,004,000, see appendix B for a breakdown of the Development Fund. The combined reserves are £6,333,000. The 2016-17 budget report recommended a minimal reserve level of £5,270,000 to cover known risks for 18 months.

Table 2: performance of general fund reserves

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	Below £5,000,000	£5,000,000 to £5,490,000	£5,490,000 to £6,000,000	Above £6,000,000	31 May 2017

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1. The **Strategic Director of Adults, Children & Health Services** reports a projected outturn figure for 2016-17 of £57,573,000 against a controllable net budget of £57,381,000, an overspend of £192,000 (0.33%). This is a decrease of £5,000 on the overspend reported in December 2016. The significant changes from the previous month's report are:
- £157k increase in the cost of home to school transport. Bringing the total annual pressure against base budget to £500,000 (see point 4.2).
 - £107k increase in the placement costs of children in care (see point 4.3).
 - £70k increase in the placement cost of children with disabilities (see point 4.3).
 - £75k increase in the staffing cost of the MASH (see point 4.4).
 - £153k decrease in the placement costs for adults with a learning disability (see point 4.3).
 - £96k decrease in the placement costs for adults with mental health problems (see point 4.3).
 - £100k decrease in the cost of providing homecare and direct payments to adults (see point 4.3).
 - £50k reduction the cost of meeting deprivation of liberty safeguards (see point 4.5).
- 4.2. In the December 2016 the home to school transport budget was reported as overspent by £343k. It was noted that applications for transport were still being received. Applications processed over the past month have added significantly to the pressure on this budget, these applications include changes that follow from the new school year, when contract costs can move significantly both up and down. We continue to get school changes in the remainder of the year – often mainstream to special or change of special placement. Last year 51 pupils changed school between November and March at an incremental transport cost of £45k. Based on previous years in-year applicants, a further £50k has been estimated in respect of the final three months of the financial year. In total, the overspend this financial year is currently projected to be £500k. The eligibility for support for home to school transport was reviewed this year and policy changes agreed by cabinet in August that will take effect from September 2017. These changes, along with an anticipated change in next year's budget, will assist in the delivery of this service within budget in 2017-18.
- 4.3. Demand led budgets, for instance residential placement and homecare, vary throughout the year as numbers requiring care change and or the care

requirements or duration of existing placements change. Changes in the last month have resulted in a significant impact on the budget, favourable and adverse. The decrease in the cost of providing homecare arises from a reallocation of better care fund resources including slippage of funds from the previous financial year.

- 4.4. The additional cost of staffing in the MASH and Duty and Assessment Teams is due to:
- £55k due to an increase in 'contacts' to the MASH, resulting in an increase in the number of 'contacts' converting to a 'referral' requiring single assessments to be completed. The increase in numbers has not allowed for the reduction on agency staff – as initially anticipated.
 - £20k fees for the recruitment of agency staff to permanent posts.
- 4.5. The £50k reduction in the forecast cost of assessing for Deprivation of Liberty Safeguarding (DOLS) is due to a lower number of assessments forecast in the current year as a result of the difficulty in securing best interest assessors.
- 4.6. There are no projected variances to report within the HR budget.
- 4.7. The **Strategic Director of Corporate and Community Services** projects an improved underspend position of £64,000 on his 2016-17 controllable directorate budget of £4,291,000.

Key changes are an improved budget position on Visitor management, service improvements in Development and Regeneration, and a small fall in projected income from Planning applications, reflecting low receipts in November.

- 4.8. The **Interim Strategic Director of Operations and Customer Services** maintains the directorates 2016-17 budget underspend projection of £596,000 on his net budget of £21,637,000 moving only marginally against that reported in December.

Changes include stronger Highways development control income, further staffing pressures in Facilities management, and a slight hardening in the housing benefits subsidy year end projection.

REVENUE BUDGET MOVEMENT

- 4.9. Revenue budget movements this month are shown in table 3. An expanded full year Movement Statement has been included in the report in Appendix C.

Table 3: Revenue Budget Movement

Service expenditure budget reported to December Cabinet	£83,109,000
Delivering Adults Services (funded by Development Fund)	£200,000
Service expenditure budget this month	£83,309,000

Cash Balances Projection

4.10. Appendix D provides details of the Borough's cash balance which is based on very similar assumptions to the previous two months. There is still an expectation of requiring a short term loan or overdraft with further borrowing being necessary later in the new financial year. The budget report that will come to Cabinet in February will provide more details on our capital programme, cash balances and borrowing in 2017-18. This will allow the assumptions for future cash projections to be revised.

Capital Programme

4.11. The approved 2016-17 capital estimate is £47,490,000, see table 4. The projected outturn for the financial year is £41,989,000. This is an increase on the capital outturn in 2015-16 of £27,421,000.

4.12. Variances identified in the capital programme have resulted in £1,347,000 of budget no longer required in 2016-17. The majority of these savings relate to the revision of the Housing capital programme. The affordable home ownership capital programme will now, subject to approval in the 2017/18 capital programme, be used to fund the Brill House project in 2017-18 at a cost of £500,000. The £700,000 budget for provision of additional traveller pitches will no longer commence due to s106 funding not being received to part fund the project. In addition, schools schemes have been completed or revised resulting in a saving of £150,000.

4.13. Slippage to 2017-18 at a total of £4,154,000 has been identified to date. This includes regeneration schemes of which £2,700,000 is for the Nicholsons car park project which is currently at feasibility stage. Other schemes that will progress next year include the £500,000 Maidenhead station interchange and car park which is also at feasibility stage. The Victory Pavilion Centre project is currently under review, the £300,000 project will be carried out by the parish during 2017-18. Charters Leisure centre expansion is currently at design stage and £240,000 will be used in 2017-18.

4.14. See appendices E and F for further details. Table 5 shows the status of schemes in the capital programme.

Table 4: capital estimates

	Exp	Inc	Net
Approved estimate	£47,490,000	(£19,381,000)	£28,109,000
Variances identified	(£1,347,000)	£999,000	(£348,000)
Slippage to 2017-18	(£4,154,000)	£300,000	(£3,854,000)
Projected Outturn 2016-17	£41,989,000	(£18,082,000)	£23,907,000

Table 5: Capital programme status

	Report Cabinet Jan 2017
Number of schemes in programme	532
Yet to Start	17%
In Progress	56%
Completed	22%
Ongoing Programmes e.g. Disabled Facilities Grant	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

5. LEGAL IMPLICATIONS

- 5.1 In producing and reviewing this report the Council is meeting its legal obligations to monitor its financial position.

6. RISK MANAGEMENT**Table 4: risks resulting from this report**

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7. POTENTIAL IMPACTS

- 7.1 None

8. CONSULTATION

- 8.1 Overview & Scrutiny meetings are scheduled prior to this Cabinet. Any comments from those meetings will be reported verbally to Cabinet.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately.

Table 5: N/A

Date	Details

10. APPENDICES

- 10.1** Appendix A Revenue budget summary
Appendix B Development fund analysis
Appendix C Revenue movement statement
Appendix D Cash flow projection
Appendix E Capital budget summary
Appendix F Capital variances

11. BACKGROUND DOCUMENTS

11.1 Budget Report to Council February 2016.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr. Saunders	Lead Member for Finance.	3/1/2017	3/1/2017
Alison Alexander	Managing Director.	3/1/2017	3/1/2017
Russell O'Keefe	Strategic Director of Corporate and Community Services.	3/1/2017	3/1/2017
Andy Jeffs	Interim Strategic Director of Operations and Customer Services.	3/1/2017	3/1/2017
Rob Stubbs	Section 151 Officer.	3/1/2017	3/1/2017

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Richard Bunn, Chief Accountant 01628 796510	

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Adult, Children's & Health Commissioning	7,636	7,113	559
Schools and Educational Services	2,914	2,923	339
Health, Early Help & Safeguarding	10,411	10,438	76
Health and Adult Social Care	32,408	33,012	(754)
Human Resources	1,167	1,537	0
A,C&H Management	834	1,132	(28)
Total Adult, Children & Health	55,370	56,155	192
Better Care Fund-Expenditure	9,915	10,956	0
Better Care Fund-Income	(8,485)	(9,730)	0
Total Better Care Fund	1,430	1,226	0
Maintained Schools	42,127	39,553	0
Early Years Education and Childcare Provision	7,154	6,407	(27)
Admissions and Pupil Growth	545	381	(10)
Support Services for Schools and Early Years	1,714	1,602	(251)
High Needs and Alternative Provision	13,430	13,637	1,097
Dedicated Schools Grant	(64,970)	(61,580)	(809)
Total Schools Budget (DSG)	0	0	0
Total Adult, Children and Health Services	56,800	57,381	192
Director of Operations & Customer Services	(27)	377	0
Revenues & Benefits	816	719	71
Highways & Transport	6,125	6,378	10
Community, Protection & Enforcement Services	6,957	7,223	(563)
Customer Services	1,704	1,813	101
Technology & Change Delivery	2,915	2,687	(200)
Library, Arts & Heritage Services	2,316	2,440	(15)
Total Operations & Customer Services	20,806	21,637	(596)
Director of Corporate & Community Services	85	146	0
Planning, Development and Regeneration Service	(813)	(726)	(13)
Corporate Management	433	654	(25)
Performance	429	454	(20)
Democratic Services	1,955	1,895	14
Elections	261	263	0
Legal	104	98	(35)
Finance	2,353	2,365	(10)
Building Services	40	26	0
Communities and Economic Development	(801)	(884)	25
Total Corporate & Community Services	4,046	4,291	(64)
TOTAL EXPENDITURE	81,652	83,309	(468)

SUMMARY	2016/17		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	81,652	83,309	(468)
Contribution to / (from) Development Fund	1,133	355	0
Pensions deficit recovery	2,115	2,115	0
Pay reward	500	5	(5)
Transfer to/(from) Provision for the clearance of Shurlock Road		(180)	0
Transfer to/(from) Provision for Redundancy		(422)	0
Environment Agency levy	150	150	0
Capital Financing inc Interest Receipts	5,128	5,258	0
NET REQUIREMENTS	90,678	90,590	(473)
Less - Special Expenses	(981)	(981)	0
Transfer to / (from) balances	0	88	473
GROSS COUNCIL TAX REQUIREMENT	89,697	89,697	0
General Fund			
Opening Balance	4,681	4,768	4,856
Transfers to / (from) balances	0	88	473
	<u>4,681</u>	<u>4,856</u>	<u>5,329</u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			

Memorandum Item	
Current balance on the Development Fund	
	£000
Opening Balance	649
Transfer (to) / from other reserves	
Transfer from General Fund - sweep	
Transfer (to) / from General Fund - other initiatives	355
	<u>1,004</u>

Corporate Development Fund (AE35) £000		
Balance B/F from 2015/16		649
Transacted amounts in 2016/17		
To/From Capital Fund		0
To/From General Fund		
Transition Grant (2016/17 budget - February Council)	1,278	
Restructure of the Development and Regeneration service (2016/17 budget - February Council)	-56	
Minerals and Waste Strategy (2016/17 budget - February Council)	-61	
Adjustment to contribution due to revised New Homes Bonus (2016/17 budget - February Council)	-28	
Delivering Children's Services (March Cabinet)	-200	
Additional Transport Model costs (April CMT)	-43	
Heathrow Expansion (March Cabinet)	-30	
Delivering Operations Services (March Cabinet)	-100	
Road & Streetworks Permit scheme (March Cabinet)	-120	
Review of Sunday Parking charges (April Council)	-81	
Forest Bridge Contingency (CMT June 2016)	-100	
Dynamic Purchasing System (March Cabinet)	-4	
Forest Bridge Contingency no longer required - revenue budget removed	100	
Delivering Adults Services (Oct Cabinet)	-200	
		355
		<u><u>1,004</u></u>

Appendix C

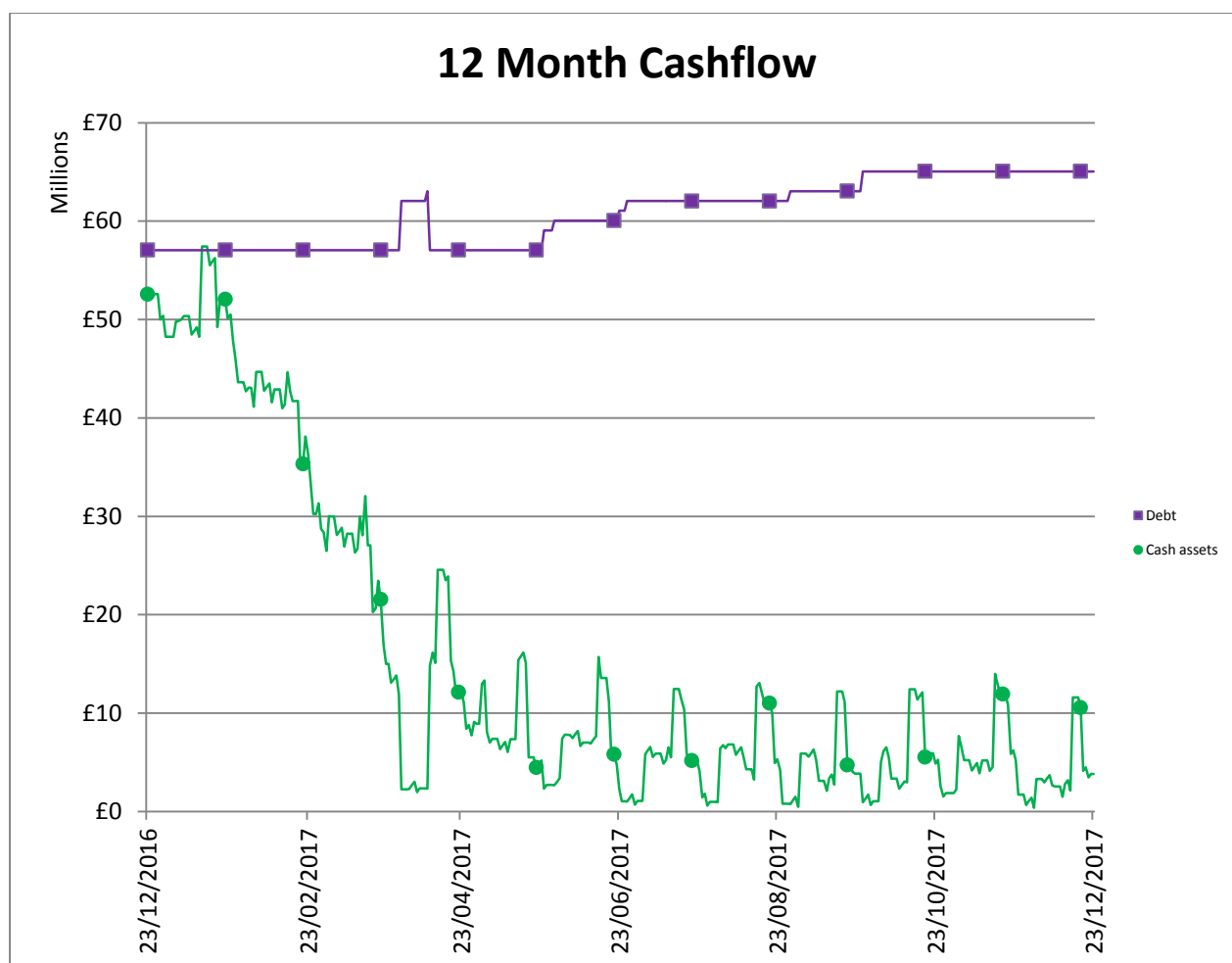
Budget Movement Statement 2016-17

	Funded by Development Fund (1)	Funded by the General Fund (2)	Funded by Provision (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					81,652	
1 Transforming Services	200				200	Cabinet March
2 Disabled Facilities Grant				(302)	(302)	Council Feb.
3 Transport model	43				43	CMT April
4 Heathrow Expansion	30				30	Cabinet March
5 Redundancy cost			73		73	Cabinet May
6 Redundancy cost			92		92	Cabinet May
7 Desborough improvements		50			50	Cabinet March
8 Transforming Services	100				100	Cabinet March
9 NRSWA parking scheme	120				120	Cabinet March
10 Sunday parking	81				81	Cabinet April
11 Cleaning & maintenance costs at Cox Green Youth Centre		20			20	Council Feb.
12 Redundancy cost			96		96	Cabinet May
13 Forest Bridge Contingency	100				100	CMT June
14 Pay reward				191	191	Council Feb.
15 Pay reward				173	173	Council Feb.
16 Pay reward				131	131	Council Feb.
17 Dynamic purchasing system	4				4	Cabinet March
18 Redundancy cost			25		25	Cabinet May
19 Bus contract		44			44	Cabinet May
20 Loss of rental income		50			50	Cabinet June
21 Transforming Services		100			100	Cabinet June
22 Redundancy cost			18		18	Cabinet May
23 Redundancy cost			101		101	Cabinet May
24 Removal of Forest Bridge Contingency	(100)				(100)	Cabinet November
25 Redundancy cost			17		17	Cabinet May
26 Transforming Services	200				200	Cabinet October
Changes Approved	778	264	422	193	1,657	
Approved Estimate December Cabinet					83,309	

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NOTES

- When additional budget is approved, a funding source is agreed with the Lead Member of Finance. Transactions in column 1 have been funded from a usable reserve (Development Fund).
- If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 2 are funded by the General Fund.
- A provision for future redundancy costs is created every year and this is used to fund additional budget in services for the costs of redundancy they incur during the year. Transactions in column 3 are redundancy costs funded by the provision for redundancy.
- Transactions in column 4 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



Note 1 – Reduced Council Tax and Business Rates collections in February and March coupled with the commitment to pay out £16m of LEP funding in March 2017 is forecast to cause the decrease in cash balances towards the end of the financial year 2016/17.

Note 2 – An increase in borrowing by £5m is forecast in March 2017 to fund the cash shortfall created by the commitment to pay out LEP funding during the month. This is a short term requirement with the intention to repay the loan when the 2017/18 instalment of LEP funding is received in early April 2017. Further borrowing will be required later in the year with the first instalment of borrowing forecast towards the end of April 2017, coinciding with the April payroll date.

Note 3 – Assumptions may be revised when the capital programme for 2017/18 is approved by Council in February 2017.

	2016/17 Original Budget			New Schemes – 2016/17 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	2016/17 Projected (£'000)	2016/17 SLIPPAGE Projected (£'000)	TOTAL Projected (£'000)	VARIANCE Projected (£'000)	VARIANCE Projected (%)
Portfolio Summary														
Community & Corporate Services														
SMILE Leisure	428	(120)	308	1,378	(120)	1,258	46	(14)	32	1,184	240	1,424	0	0%
Community Facilities	155	0	155	330	(200)	130	17	0	17	347	0	347	0	0%
Outdoor Facilities	370	(100)	270	597	(154)	443	760	(486)	274	1057	300	1,357	0	0%
Property & Development	0	0	0	30	0	30	512	0	512	435	107	542	0	0%
Governance, Policy, Performance_Partnerships	588	0	588	340	0	340	406	0	406	746	0	746	0	0%
Regeneration & Economic Development	6,377	(185)	6,192	8,288	(495)	7,793	4,812	(1,075)	3,737	10,264	2,834	13,098	(2)	0%
Total Community & Corporate Services	7,918	(405)	7,513	10,963	(969)	9,994	6,553	(1,575)	4,978	14,033	3,481	17,514	(2)	(0)
Operations & Customer Services														
Technology & Change Delivery	0	0	0	0	0	0	335	(6)	329	335	0	335	0	0%
Revenues & Benefits	0	0	0	162	0	162	48	0	48	210	0	210	0	0%
Customer Services	0	0	0	100	0	100	276	0	276	376	0	376	0	0%
Green Spaces & Parks	343	(308)	35	436	(322)	114	269	(136)	133	705	0	705	0	0%
Highways & Transport	9,609	(3,155)	6,454	10,519	(3,555)	6,964	2,117	(892)	1,225	11,963	673	12,636	0	0%
Community, Protection & Enforcement Services	890	(380)	510	960	(380)	580	992	(721)	271	1,952	0	1,952	0	0%
Libraries, Arts & Heritage	367	(295)	72	367	(295)	72	468	(147)	321	835	0	835	0	0%
Total Operations & Customer Services	11,209	(4,138)	7,071	12,544	(4,552)	7,992	4,505	(1,902)	2,603	16,376	673	17,049	0	0
Adult, Children & Health														
HR	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Adult Social Care	41	0	41	48	0	48	217	(185)	32	267	0	267	2	5%
Housing	0	0	0	0	0	0	2,397	(2,017)	380	1,197	0	1,197	(1,200)	0%
Non Schools	0	0	0	134	(89)	45	305	(233)	72	439	0	439	0	0%
Schools – Non Devolved	4,550	(4,190)	360	5,732	(3,767)	1,965	2,043	(2,043)	0	7,625	0	7,625	(150)	-3%
Schools – Devolved Capital	250	(250)	0	964	(964)	0	1,085	(1,085)	0	2,052	0	2,052	3	1%
Total Adult, Children & Health	4,841	(4,440)	401	6,878	(4,820)	2,058	6,047	(5,563)	484	11,580	0	11,580	(1,345)	0
Total Committed Schemes	23,968	(8,983)	14,985	30,385	(10,341)	20,044	17,105	(9,040)	8,065	41,989	4,154	46,143	(1,347)	0

Portfolio Total	(£'000)	23,968	(£'000)	47,490	(£'000)	41,989
External Funding						
Government Grants	(7,890)		(12,468)		(12,319)	
Developers' Contributions	(933)		(5,845)		(4,695)	
Other Contributions	(160)		(1,068)		(1,068)	
Total External Funding Sources	(8,983)		(19,381)		(18,082)	
Total Corporate Funding		14,985		28,109		23,907

Capital Monitoring Report - December 2016-17

At 31 December 2016, the approved estimate stood at £47.490m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	47,490	(19,381)	28,109
Variances identified	(1,347)	999	(348)
Slippage to 2017/18	(4,154)	300	(3,854)
Projected Outturn 2016/17	41,989	(18,082)	23,907

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £41.989m

Variances are reported as follows.

Governance, Policy, Performance & Partnership

CY07	Challenge Prize Scheme	(10)	0	(10)	Revised Estimate
CY09	Superfast Broadband in Berkshire (2014/16)	10	0	10	Unforeseen Costs

Schools - Non Devolved

CSDW	Prep work for future expansion schemes - 2013-14	(28)	28	0	Budget no longer required
CSEU	Riverside (Ellington) Primary expansion 2014-15	(37)	37	0	Final account now agreed
CSGM	Dedworth Green Drainage Improvements-2015-16	(14)	14	0	Budget no longer required
CSGU	Holy Trinity Sunningdale Bulge Classroom	(70)	70	0	Final account agreed.
CSFF	School Kitchens	(150)	150	0	Revised Business Case
CSGF	Woodlands Park School Roof-2015-16	(20)	20	0	Revised Business Case
CSHA	Woodlands Park School Internal Remodelling	170	(170)	0	Revised Business Case

Adult Social Care

CT43	Courthouse Road Conversion of Garage	2	0	2	Final cost of Gas Main
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Housing

CT51	Affordable Home Ownership Capital Investment	(500)	500	0	Budget no longer required. S106 funding will be used to fund the Brill House project in 2017/18
CT49	Provision of Additional Travellers Pitches 2014-15	(700)	350	(350)	Planning Permission refused/delayed
		<u>(1,347)</u>	<u>999</u>	<u>(348)</u>	

Slippage is reported as follows

SMILE Leisure

CZ44	Charters L.C. Expansion	(240)	0	(240)	Scheme at design stage
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Outdoor Spaces

CZ49	P&OS - Victory Field Pavilion Centre	(300)	300	0	Project review to be undertaken by Parish
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Highways & Transport

CD15	Bridge Strengthening Scheme	(65)	0	(65)	Victoria Bridge waterproofing scheme - slipped to next financial year due to other works in area.
CD72	Preliminary Flood Risk-Assessments	(18)	0	(18)	PFRA due 2017. Awaiting government guidance.
CD42	Maidenhead Station Interchange & Car Park	(500)	0	(500)	Scheme still in feasibility stage.
CD79	A329 London Rd/B383 Roundabout-Scheme Development	(90)	0	(90)	Slippage to supplement 'scheme delivery' budget in 2017-18 (if approved)

Property & Development

CX22	St Mary's Hse-External replace/decor roof 2014-15	(64)	0	(64)	Scheme to progress in 2017/18.
CX28	Ray Mill Road Residential Development	(43)	0	(43)	Project has commenced. The remaining budget will be required next year.

Regeneration

CI29	Broadway Opportunity Area-Nicholsons CP 2015-16	(2,700)	0	(2,700)	The construction of the extended car park is currently on hold and being reviewed. The project will not commence this financial year.
CI31	Community Infrastructure Levy CIL	(12)	0	(12)	Expenditure due to occur in April 2017
CI48	Development Manager, Maidenhead Regeneration	(100)	0	(100)	Reform Road feasibility work has been paused while the JV procurement progresses.
CX20	Ross Road - repairs & redecoration	(22)	0	(22)	Project to commence during 2017/18.
		<u>(4,154)</u>	<u>300</u>	<u>(3,854)</u>	

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	92	17%
In Progress	296	56%
Completed	115	22%
Ongoing Programmes e.g.. Disabled Facilities Grant	28	5%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	532	100%

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Subject:	Outcome of Local Government Association safeguarding peer review – December 2016
Reason for briefing note:	To update Children’s Services Overview and Scrutiny Panel on the outcome of the Local Government Association safeguarding peer review which took place in December 2016
Responsible officer(s):	Hilary Hall, Head of Commissioning – Adults, Children and Health
Senior leader sponsor:	Alison Alexander, Managing Director/Strategic Director Adult, Children and Health Services
Date:	3 January 2017

SUMMARY

The Local Government Association safeguarding peer review of children’s services took place between 5 and 9 December 2016. Feedback from the review overall was positive. The outcomes reflected the service’s own self-assessment and the areas for consideration identified by the team are being consolidated into the existing service improvement plan. This plan will form the basis of the business plan for Achieving for Children, effective 1 April 2017, which will be presented to Cabinet in March 2017.

1 BACKGROUND

- 1.1 The Royal Borough had its inspection of children in need of help and protection, children in care and care leavers under Ofsted’s single inspection framework in March 2015 and received an overall judgement of Requires Improvement. It is unlikely that there will be a further inspection under this framework for at least three years.
- 1.2 As a result, the Royal Borough signed up to a safeguarding peer review by the Local Government Association to take place in December 2016. This commitment was made in order to assess progress following the inspection.
- 1.3 Whilst it is not an inspection, the peer review is undertaken against a standard set of key lines of enquiry and the local authority can specify additional lines of enquiry. The Royal Borough requested a focus on the Multi-Agency Safeguarding Hub, the Duty and Assessment team and the SMARTness and quality of child protection plans including development and delivery. The standard themes are:
 - Effective practice, service delivery and the voice of the child.
 - Outcomes, impact and performance management.
 - Working together, including the Health and Wellbeing Board.
 - Capacity and managing resources.
 - Vision, strategy and leadership.
- 1.4 The team itself included a serving Director of Children’s Services, an elected Member, operational peers and partners from health and the police. In total, the team comprised:
 - Lead Peer: Charlotte Ramsden, Strategic Director, Salford City Council.

- Member Peer: Councillor David Simmonds, Lead Member for Education and Children's Services, London Borough of Hillingdon.
- Officer Peer: Jane Wilton, Head of LAC & Adoption Services, Solihull MBC.
- Officer Peer: Karen Graham, Assistant Director Social Care, Health & Wellbeing, Kent County Council.
- Officer Peer: Pat Elliott, Independent Consultant.
- Police Peer: DCI David Newsome, Safeguarding Lead for Hertfordshire Police.
- Health Peer: Lynne Tyblewski, Health Visitor Broxbourne Women's Refuge, Hertfordshire Partnership NHS Foundation Trust.
- Shadow Peer: Louise Smith, Adviser Children & Young People, Local Government Association.
- Review Manager: Jill Emery, Local Government Association.

1.5 In addition to the site visit and interviews with staff, partners and service users during the period 5 to 9 December 2016, the Royal Borough undertook three pieces of work in advance of the visit. These were:

- **Case mapping exercise** – the authority with its partners undertook a peer audit of four cases selected at random by the peer review team, one where domestic abuse was evident, one which had not quite met the threshold for child protection, one where the child/ren had been harmed while being subject to a child protection plan and one where children were on a plan for a second time. A report was produced which was submitted to the peer review team in advance.
- **Audit validation** – one of the officer peers visited the authority for three days in November to review a random selection of five audits undertaken by the authority in the last three months. This was to assess how effective the authority's audit process is, how well audit reports are used by managers and what action is taken in response to audits.
- **Case records review** – during those three days, the officer peer also reviewed six to eight randomly selected open safeguarding cases, in a similar way to the way in which Ofsted scrutinised a selection of cases.

2 KEY IMPLICATIONS

- 2.1 Overall, the feedback from the review was very positive, see section 3 for a summary of the strengths and areas for consideration under each of the standard themes. The self assessment completed by the Royal Borough in advance of the site visit was reflected in the outcomes of the peer review and there were no surprises in terms of the peer review team's findings. The team concluded from the cases that they had reviewed that there was no evidence of unsafe practice. Many of the areas of strengths identified by Ofsted, particularly around focus on children and practice within the Pods, have been confirmed by the peer review.
- 2.2 The areas for consideration identified have been consolidated within the existing improvement plan that had been developed following completion of the initial Ofsted action plan.
- 2.3 The key headlines from the review were:
- Ambitious and innovative political and senior managerial leadership.

- Political and managerial commitment to continue to enhance stability and consistency to children’s services in the Borough.
- Excellent examples of collaborative and transparent working with all partners.
- Children are at the heart of everything that is done.
- Required performance and standards need to be fully embedded across services.
- Processes need to be streamlined to support effective co-ordination and planning that meets the needs of children.
- Continue to enhance stability and support staff during this time of change.
- Staff and partners are passionate about the contribution they make for children and young people.

2.4 A copy of the feedback presentation that was delivered on the Friday afternoon is at appendix 1 to this briefing note. A more detailed report, incorporating the findings of the audit validation and case records review, will be received in January.

3 DETAILS

Effective practice, service delivery and the voice of the child

3.1 This theme explores how systems, processes and practice deliver effective safeguarding and children, young people and their families have access to the right services at the right time appropriate to their level of need. It also looks at the extent to which the child’s voice is heard throughout practice. Table 1 provides a summary of strengths and areas for consideration in relation to this theme.

Table 1: Strengths and areas for consideration – theme 1

Strengths	Areas for consideration
<ul style="list-style-type: none"> • Evidence of innovative practice resulting in very good outcomes in Youth Service. • Evidence that child protection plans are increasingly SMART and timely. • Strong safeguarding practices across all areas of health. • Pod working is improving consistency for children and young people and their families, and is experienced positively by staff with some evidence of good social work practice 	<ul style="list-style-type: none"> • Clarity needed about the totality of the Early Help offer and the system to access it needs further development. • Improve the quality, frequency and recording of supervision. • Better understanding of children’s needs at point of entry to Front Door in light of potential over-intervention (as a consequence of the introduction of the MASH). • Improve quality of referral information to MASH and early help hub (Front Door) through multi-agency training.

Outcomes, impact and performance management

3.2 This theme looks at how all interventions, from early help to specialist services are effective in improving outcomes and the range of services in place to meet children and young people’s needs at all levels. It seeks to gauge the extent to which performance against local and national priorities is improving and that this is having an impact on outcomes for children and young people. Table 2 provides a summary of strengths and areas for consideration.

Table 2: Strengths and areas for consideration – theme 2

Strengths	Areas for consideration
<ul style="list-style-type: none"> • Commitment to ensuring stability in management roles. • Evidence of routine performance data being available and increasing member focus on performance. • Senior management commitment to improve performance. • Evidence of child protection plans being increasingly SMART and child outcome focussed. 	<ul style="list-style-type: none"> • Stronger focus on outcomes for children • Compliance with performance and practice expectations is inconsistent and lacks supervisory enforcement. • Need to ensure consistent application of quality assurance framework and escalation policy. • Need to develop a robust learning loop from performance, audits, reflective supervision and appraisal.

Working together, including the Health and Wellbeing Board

3.3 This theme looks at how all partners are actively engaged in safeguarding and child protection issues and are working together effectively. It also assesses the extent to which the Local Safeguarding Children Board is effective, has a business and training plan that clearly identifies outcomes, and holds its partner agencies to account. Table 3 provides a summary of strengths and areas for consideration.

Table 3: Strengths and areas for consideration – theme 3

Strengths	Areas for consideration
<ul style="list-style-type: none"> • Excellent examples of collaborative and transparent working with Health and Police. • Evidence of shared report and planning activity across Local Safeguarding Children Board, Safeguarding Adults Board, Health and Wellbeing Board and Community Safety Partnership. • Strong relationship across the school family with the local authority. • Training from SCRs valued by partners. 	<ul style="list-style-type: none"> • Anxiety from partners around transfer to Achieving for Children will need continued attention. • Progress shared ownership and contribution from partner organisations into the Front Door. • Local Safeguarding Children Board multi-agency training needs to be refreshed. • Child Sexual Exploitation and Missing operational group needs to be developed in the context of wider partnership governance and the complexity of geographical and organisational arrangements.

Capacity and managing resources

3.4 Capacity and managing resources is focused on how the council and partners demonstrate that there is an effective commissioning framework in place, financial and physical resources are managed effectively to meet current and future requirements and there is a sufficiently skilled, trained and supported workforce across children’s services. Table 4 sets out a summary of the strengths and areas for consideration.

Table 4: Strengths and areas for consideration – theme 4

Strengths	Areas for consideration
<ul style="list-style-type: none"> • Long term sustainability and resilience for children’s services actively addressed by plans for Achieving for Children • Commissioning framework for the Authority (2016-2020) sets out clear principles, and confirms intention to jointly commission with partners • Continued investment in universal and early help resources • Commitment to invest in social work capacity to support manageable caseloads 	<ul style="list-style-type: none"> • Funding arrangements and capacity for the voluntary sector needs to be considered alongside the intention to commission future services. • Clarity in operating model as you move towards Achieving for Children of the roles, responsibilities and delegations. • Assurance around managing finances within new financial and contract management arrangements e.g. demand-led services.

Vision, strategy and leadership

- 3.5 The final theme focused on how the council and partners demonstrate that there is an ambitious and clear vision with explicit priorities which reflects the statutory responsibilities of partners and the scale of the challenges faced in terms of safeguarding children. It also looks at the effectiveness of political, managerial and professional leadership for children services and co-ordination with other key partners. Table 5 provides a summary of strengths and areas for consideration.

Table 5: Strengths and areas for consideration – theme 5

Strengths	Areas for consideration
<ul style="list-style-type: none"> • Ambitious and innovative senior political leadership, together with confidence in senior managerial leadership in the council. • Leaders are visible and accessible • Corporate openness to explore new ways of working as part of a longer term plan. • Corporate Parenting agenda is developing. 	<ul style="list-style-type: none"> • Voice of the child needs to have a high profile and exert more influence, eg consultation on transfer to Achieving for Children. • Continue development of the role and function of the integrated front door. • Continued promotion of stability across people and processes during this time of change.

4 NEXT STEPS

- 4.1 The findings from the peer review in terms of the areas for consideration have been consolidated within the existing service improvement plan. This plan will form the basis of the new business plan with Achieving for Children, effective 1 April 2017, and which will be presented to Cabinet in March 2017.
- 4.2 The key areas of the improvement plan are:
- Delivery of an integrated early help offer and alignment with MASH.
 - Missing/child sexual exploitation.

- Recruitment and retention of staff including caseloads, supervision and management development.
- Corporate parenting.
- Educational improvements for those eligible for free schools meals.
- Alternative provision offer for vulnerable children and young people.
- Quality assurance and performance management, including audit.

RB Windsor & Maidenhead Safeguarding Children Peer Review

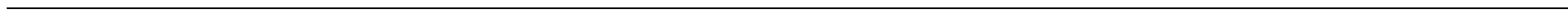
5 – 9 December 2016

Children's Safeguarding Peer Review programme for today

- Presentation of findings
 - Strengths
 - Areas for further consideration
- Prioritisation discussion

The peer team

- Lead peer – Charlotte Ramsden, Strategic Director for Children & Adult Services, Salford City Council
- Member peer – Councillor David Simmonds, Deputy Leader & Cabinet Member for Education & Children’s Services, LB of Hillingdon
- Operational peer (Review Analyst/Case Records Review/Audit Validation) – Karen Graham, Assistant Director of Social Care, Health & Wellbeing, Kent County Council
- Operational Peer – Jane Wilton, Head of Service, Looked After Children & Adoption, Solihull MBC
- Operational Peer – Pat Elliott, Independent Consultant
- Health Peer – Lynne Tyblewski, Health Visitor, Hertfordshire Community NHS Trust
- Police Peer – DCI David Newsome, Lead for Safeguarding Children, Hertfordshire Police
- Shadow Peer – Louise Smith, Adviser, Children & Young People, LGA
- Review Manager – Jill Emery , LGA



Peer Review

- Peer review is based on agreed themes
- Not an inspection – invited in as “critical friends”
- Everyone has been open and honest
- Made to feel very welcome

The Process

- Self-evaluation
 - Case file mapping group
 - Case records review
 - Audit Validation
 - Document and data review
 - Initial thoughts presentation
 - Interviews and visits
 - Prioritisation discussion
-

Safeguarding Children Themes:

- Effective practice, service delivery and the voice of the child
- Outcomes, impact and performance management
- Working together (including health and wellbeing board)
- Capacity and managing resources
- Vision, strategy and leadership

Agreed areas for the peer team to review:

- The effectiveness of the Multi-Agency Safeguarding Hub (MASH).
- The effectiveness of the Duty and Assessment Team.
- The SMARTness of child protection plans and their delivery.

Effective practice, service delivery and the voice of the child

Strengths:

- Evidence of innovative practice resulting in very good outcomes in Youth Service
 - Voice of the child evident in a number of examples of practice
 - Evidence that CP plans are increasingly SMART and timely
 - Strong safeguarding practices across health visiting, school nursing, midwifery and Accident & Emergency
 - Strong Assessed & Supported Year in Employment programme & staff feel supported
 - Pod working is improving consistency for CYP & families, and experienced positively by staff with some evidence of good social work practice
 - Strong and well-respected Local Authority Designated Officer
 - Within the limited scope of the review there has been no evidence of unsafe practice
-

Effective practice, service delivery and the voice of the child

Areas for further consideration

- Clarity about the totality of the Early Help offer and the system to access it needs further development
- Some drift identified in assessments, planning and intervention with lack of clarity for families and professionals
- Feedback to partners needs strengthening
- Agreed and consistent use of PARIS
- Improve the quality, frequency and recording of supervision
- Better understanding of children's needs at point of entry to Front Door in light of potential over-intervention (as a consequence of the introduction of the MASH)
- Streamline decision making to ensure more effective triage
- Simplify processes and pathways through Children's Services system
- Increase integrated planning at Early Help and Child in Need levels of support to reduce duplication
- Improve quality of referral information to MASH and early help hub (Front Door) through multi-agency training

Outcomes, Impact & Performance Management

Strengths

- Open to external scrutiny & challenge e.g. peer reviews
- Commitment to ensuring stability in management roles
- Evidence of routine performance data being available
- Increasing member focus on performance through the Leader & Lead Member
- Senior management commitment to improve performance
- Evidence of CP plans being increasingly SMART and child outcome focussed

Outcomes, Impact & Performance Management

Areas for further consideration:

- Stronger focus on outcomes for children
- Compliance with performance and practice expectations is inconsistent and lacks supervisory enforcement
- Need to ensure consistent application of quality assurance framework and escalation policy
- Lack of evidence that learning from audits generates change
- Further work needed to record the effectiveness of IRO and CP Chair challenge which should result in improvements for children
- LSCB needs to demonstrate increased grip on quality and outcomes
- Need to develop a robust learning loop from performance, audits, reflective supervision and appraisal

Working together (including health and wellbeing board)

Strengths:

- Excellent examples of collaborative and transparent working with Health
- Evidence of shared report and planning activity across LSCB, Safeguarding Adult Board, H & WB Board, Community Safety, CYPP
- Positive engagement with Police across a range of activity
- Schools value the training and support around safeguarding and there is a strong relationship across the school family with the local authority
- Improved contribution from partners to the LSCB
- Health & Wellbeing Board increasing its focus on children with local health priorities being planned with the CCGs and Public Health
- Training from SCR's was valued by partners

Working together (including health and wellbeing board)

Areas for further consideration

- Anxiety from partners around transfer to Achieving for Children will need continued attention
- Completion and rollout of the revised Early Help Strategy including clarity of integrated offer and access arrangements
- Progress shared ownership and contribution from partner organisations into the Front Door
- LSCB multi-agency training needs to be refreshed
- CSE & Missing operational group needs to be developed in the context of CSE partnership governance and the complexity of geographical and organisational arrangements
- Opportunity to further develop the JSNA analysis to inform strategic commissioning on a partnership basis



Capacity and managing resources

Strengths:

- Clear partner and stakeholder engagement built into the proposal to deliver services through Achieving For Children and a transition plan is in place
- Long term sustainability and resilience for children's services actively addressed by plans for Achieving for Children
- Commissioning framework for the Authority (2016-2020) sets out clear principles, and confirms intention to jointly commission with partners
- Positive workforce planning for new social workers through the use of the 'Frontline' scheme
- Continued investment in universal and early help resources
- Commitment to invest in social work capacity to support manageable caseloads
- Creative and responsive plans and services for addressing emotional health and wellbeing for children & young people

Capacity and managing resources

Areas for further consideration

- Funding arrangements and capacity for the voluntary sector needs to be considered alongside the intention to commission future services
- Consideration of the role and influence of the Principal Social Worker to maximise impact
- Transfer to Achieving for Children needs to ensure robust learning & development arrangements
- Clarity in operating model as you move towards Achieving for Children of the roles, responsibilities and delegations
- Assurance around managing finances within new financial and contract management arrangements e.g. demand-led services



Vision, strategy and leadership

Strengths

- Ambitious and innovative senior political leadership
- Confidence in senior managerial leadership in the council
- Leaders are visible and accessible
- Evidence of political succession planning
- Key worker housing programme to support recruitment
- Corporate openness to explore new ways of working as part of a longer term plan
- Strong management grip on safeguarding standards across Health
- Corporate Parenting agenda is developing



Vision, strategy and leadership

Areas for further consideration

- Explore how the views of children who are not looked after are systematically involved in shaping priorities and services
- Voice of the child needs to have a high profile and exert more influence, eg consultation on transfer to Achieving for Children.
- Consider the council's approach towards Early Help and how it commissions services including with partners
- Continue development of the role and function of the integrated front door
- Parallel processes with use of spreadsheets challenges information governance, performance management and resilience
- Ensure a distinctive Royal Borough identity for residents and staff in increasingly complex local commissioning and delivery arrangements
- Continued promotion of stability across people and processes during this time of change

Key Messages

- Political & managerial commitment to Achieving for Children in order to enhance stability & consistency to children's services in the Royal Borough
 - Keep your partners close
 - Keep children at the heart of everything you do
 - Ensure required performance and standards are fully embedded across services
 - Streamline processes to support effective co-ordination and planning that meets the needs of children
 - Enhance stability and support staff during this time of change
 - Staff and partners are passionate about the contribution they make for children and young people
-

Reflections & Questions

What next ?

- There is now a chance to reflect on our conclusions
- We will produce a draft report for the authority to comment on within 3 weeks
- The final version will be agreed and issued
- The council needs to provide feedback to people who contributed to the challenge

Thank you

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Agenda Item 9

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

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