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NOTICE OF MEETING

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CRIME & DISORDER OVERVIEW & SCRUTINY PANEL

will meet on

WEDNESDAY, 7TH FEBRUARY, 2018

At 7.00 pm

in the

COUNCIL CHAMBER-TOWN HALL, MAIDENHEAD,

TO: MEMBERS OF THE CRIME & DISORDER OVERVIEW & SCRUTINY PANEL

COUNCILLORS DEREK SHARP (CHAIRMAN), HASHIM BHATTI, HARI SHARMA (VICE-CHAIRMAN), JOHN STORY, SIMON WERNER, EILEEN QUICK AND MARION MILLS

SUBSTITUTE MEMBERS

COUNCILLORS CLIVE BULLOCK, MOHAMMED ILYAS, GARY MUIR, JULIAN SHARPE, SHAMSUL SHELIM, MALCOLM BEER AND NICOLA PRYER

Karen Shepherd – Service Lead Democratic Services - Issued: Tuesday, 30 January 2018

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 **Nabihah Hassan-Farooq** 01628 796345

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive declarations of interests from Members of the Panel in respect of any item to be considered at the meeting.	5 - 6
3.	<u>MINUTES</u> To note the Part I minutes of the Crime & Disorder Overview & Scrutiny Panels held on the 21 st November 2017.	7 - 10
4.	<u>BUDGET REPORT 2018-2019</u> To comment on the report being considered by Cabinet on the 8 February 2018.	11 - 68
5.	<u>STREET DWELLING & ANTI-SOCIAL BEHAVIOUR STRATEGY</u> To comment on the report being considered by Cabinet on 22 February 2018.	To Follow
6.	<u>COMMUNITY WARDENS ROLE AND OPTIONS</u> Item withdrawn.	withdrawn
7.	<u>FUTURE MEETING DATES</u> <ul style="list-style-type: none">Monday 16 April 2018.	-

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they 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 the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) 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 licence 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.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: 'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: 'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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Agenda Item 3

CRIME & DISORDER OVERVIEW & SCRUTINY PANEL

TUESDAY, 21 NOVEMBER 2017

PRESENT: Councillors Derek Sharp (Chairman), Hashim Bhatti, Clive Bullock, Hari Sharma, John Story and Simon Werner

Also in attendance: Councillor David Hilton

Officers: Andy Jeffs, David Scott and Andy Carswell

APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs Grey and Quick, and from Parish Cllr Margaret Lenton. Cllr Bullock was attending as a substitute.

DECLARATIONS OF INTEREST

None.

MINUTES

The minutes of the meeting held on October 5th 2017 were unanimously agreed as an accurate record, save for the minute on Cllr Da Costa's question at the Annual Presentation by the Chief Constable and Police and Crime Commissioner being amended to:

Councillor Da Costa thanked Thames Valley Police on behalf of residents of Windsor and especially Dedworth for the great work in the last few months. He asked, given the increased level of anxiety amongst Windsorians about the recent spate of serious crimes in Windsor including two dreadful rapes and a murder, what steps are being taken by TVP to reduce the chance of such crime occurring again? Cllr Da Costa also asked whether TVP had any suggestions for RBWM to help reduce crime and to help solve crime more quickly, and whether there were any plans to update TVP's "Thames Valley Alert App" or supplement it to allow citizens to report crime?

The wording had been circulated to Members via email prior to the meeting.

APPOINTMENT OF VICE CHAIRMAN

The Chairman proposed Cllr Sharma as Vice Chairman. The motion was seconded by Cllr Story and unanimously agreed by Members.

MODERN SLAVERY

Superintendent Bhupinder Rai introduced the item and reminded Members that she had given a presentation on trafficking and slavery to the Panel a year ago. She explained that her latest presentation included a case study example of an operation that had been carried out within the Royal Borough. Supt Rai explained that modern slavery can take many forms, including human trafficking, forced labour, domestic servitude and sexual and criminal exploitation. Victims could become enslaved due to blackmail, debt bondage and cultural and belief differences, in addition to not being allowed to leave a property.

Supt Rai informed the Panel that since November 1 it had been a legal obligation for all public authorities – which included the police and councils – to inform the Home Office when they had encountered a potential victim of modern slavery. It was Thames Valley Police policy to

inform partner agencies when a referral had been made. Supt Rai informed the Panel that great steps had been taken in combatting modern slavery over the last year, and that problem solving was now seen as the policing golden thread as crime investigations had become more complicated over time.

Supt Rai explained one of the major issues affecting the Thames Valley Police area was that of 'county lines', where organised crime gangs would set up their criminal businesses in places where they were not known and where organised gangs did not previously exist. Many of these gangs came from the London area. Supt Rai explained that the county lines gangs were usually large scale drug dealers, and once they had set up their businesses associated crimes such as theft and burglary would usually follow. She explained that the county lines gangs would then look to exploit people during the running of their businesses, such as using children to carry drugs as they were less likely to be stopped by the police.

Supt Rai stated that drug gangs had not traditionally been a major problem in the Thames Valley, and new ways to combat drug problems had been needed. She explained, for example, that while a traditional Section 23 search warrant of a property would often lead to an arrest of an individual, it did little to combat the organised crime element associated with drugs. Supt Rai explained that Partial Closure Orders, which prevented anybody other than the occupier from entering the property, were being used to great effect. She explained county lines gangs would often take over a property as part of a drug operation, and use of Partial Closure Orders had led to the arrests of many gang members for being in breach of the Order. A Full Closure Order would not be sought unless the occupier was criminally involved, as the properties involved usually belonged to local authorities and/or housing associations and closing them for would place an additional burden on the demand for such housing. Supt Rai stated that HMIC had said Thames Valley Police used Closure Orders to great effect. Over the past year nine Partial Closure Orders and one Full Closure Order had been implemented.

In terms of partnerships, police had established links with the DAAT team at the Council and the Rehab charity. Victims would also be referred to the National Referral Mechanism; however Supt Rai explained that this would only be successful if the victim chose to engage. She also stated that the NRM did not apply to child victims, who would be referred instead to their local authority. In the past year three victims had been referred to the NRM and three organised crime gangs had been disrupted. Supt Rai stated that the Royal Borough was the only policing borough in the Thames Valley Police area that had seen a reduction in burglary, which she attributed to the work that had gone in to tackling organised crime gangs. Supt Rai stated that Councillors and members of the press had been invited to attend the servings of warrants in order to raise publicity and help residents to understand what was happening in terms of policing in the Royal Borough.

The Chairman asked if there were particular signs members of the public should look for if they were suspicious that somebody was the victim of modern slavery, or anything that would alert police to the possibility it was occurring. Supt Rai said unusual crime patterns – such as an increase in offences of violence – would be something that police officers would notice. She said that anything out of the ordinary, such as a sudden unexplained increase in the number of people visiting a certain property, should be reported to the police. The Chairman asked if there was a national hotline that instances of modern slavery could be reported to. Supt Rai said there was not, but that suspicions could be reported to Crimestoppers.

Responding to a question from Cllr Werner, Supt Rai stated that it was a difficult balancing act dealing with low level drug users who had possibly been exploited while investigating an organised gang, as they had committed criminal offences in using and/or possessing drugs whilst being victims of the gangs. Supt Rai said that disrupting the organised gangs was the police's priority.

Parish Cllr MacDonald asked if there were any examples of modern slavery and exploitation through cults and/or travellers. Supt Rai said there were no examples of this within the Royal

Borough, but there had been in parts of Berkshire and Buckinghamshire. She added that modern slavery was not restricted to certain groups.

The Vice Chairman asked if there were any examples of how police would engage with different local communities. Supt Rai stated that one to one engagement with residents was seen as the most effective way of ensuring engagements with communities.

The Chairman and the Panel Members thanked Supt Rai for her presentation, which the Panel had found very helpful and informative on the issue of modern slavery in our Borough.

PREVENT

The Head of Communities, Enforcement and Partnerships informed Members that he would be attending a meeting of the national Channel Panel Chairs the following day and would be in a position to provide a fuller update after this briefing. It was therefore agreed to defer the item to the next Panel.

BUDGET PREPARATION 2018/19

The Head of Communities, Enforcement and Partnerships introduced the item and explained that the Budget Preparation paper was being brought to Overview and Scrutiny two months earlier than usual in order to set a budget in challenging financial circumstances; however, more details on the budget would be available in the new year. He explained that this was the first time that a Budget Preparation paper had been brought to the Crime and Disorder Overview and Scrutiny Panel.

The Head of Communities, Enforcement and Partnerships explained that an overall efficiency saving of £4.1million had been identified; of most relevance to the Panel was the saving of £202,000 which had come from the optimisation of the expected upgrade of CCTV. The Head of Communities, Enforcement and Partnerships informed Members that £1.3million had been brought forward from the Capital Programme in order to fund the CCTV network upgrade, and that this figure had already been through the Cabinet cycle and agreed. Members were informed that a basic Council Tax increase had been proposed, as had a three per cent increase on the Adult Social Care levy.

The Vice Chairman asked about funding of the permanent Hostile Mitigation Factors in Windsor, noting that the current mitigation was temporary. He also noted that a budget of £1.8million had been agreed in principle for this project, of which half would be paid for by Thames Valley Police. The Head of Communities, Enforcement and Partnerships reminded Members that the National Barrier Asset had been deployed as a temporary measure in response to the Westminster terrorist attack in March. Since then the Council had, along with Thames Valley Police, looked into what integrated mitigation factors were needed, especially when the historic setting and conservation issues were taken into consideration. The Head of Communities, Enforcement and Partnerships said the permanent structures were being developed with the specialists who had installed the temporary Hostile Mitigation Factors, and this was being managed by a project group. A proposed scheme had recently been submitted; however Members were reminded that before it could be fully implemented it would need to be considered for possible planning consent and conservation approvals. Members were informed that other factors, such as when they would be implemented and where, and the impact on the flow of traffic through Windsor when they were deployed, were also being taken into consideration. It was hoped that identifying strategic locations for the mitigation factors would minimise disruption to traffic and residents.

The Chairman asked if the specification for the upgraded CCTV system had been agreed in writing with Thames Valley Police, in order for funding to be obtained. The Head of Communities, Enforcement and Partnerships informed Members that Craig Miller had previously written to TVP to confirm that the Council was developing specifications that would allow TVP to use the system in line with their own arrangements. These would be discussed

again at a meeting on December 7th. The Chairman asked to be kept updated on any developments regarding the specifications as he intended to raise it at the next PCC Panel in the New Year if no progress had been made.

Parish Cllr MacDonald queried the £1.8million being set aside for spending on the mitigation factors in Windsor, noting that it was higher than the proposed budget for the installation of the new CCTV system for the whole of the Royal Borough. The Head of Communities, Enforcement and Partnerships reminded Members that the Council would have to pay half of the net cost, with contributions being made by other bodies. Initial assessments had identified the proposed budget was the right amount to spend on the required security mitigation factors with funding from partners.

FUTURE MEETING DATES

The Chairman informed Members that the dates of the next meetings were as follows:

- Wednesday 7th February 2018
- Monday 16th April 2018

The Chairman invited Members to raise any other issues that had not already been covered in the meeting. Cllr Werner stated that he was concerned that there was no evidence of the doubling of the number of Community Wardens by April 2019, and asked for a report on the progress on this matter at the next Panel. The Chairman stated he would look into having an agenda item on this issue at the next meeting.

Cllr Hilton suggested that the minutes of the Community Safety Partnership, which he was Chairman of, could be considered at a future Panel meeting. He also suggested that the latest CSP Action Plan could be considered by the Panel. Cllr Hilton informed Members that the Police and Crime Commissioner's Office, Fire Service and Health team all attended the meetings. Cllr Hilton informed Members that the previous grant funding system for the CSP had recently changed, with ten per cent of the figure being taken by the Police and Crime Commissioner and groups wishing to apply for a share of the funding needed to submit full proposals that included costings and outcomes. There was £22,000 remaining for groups to apply for in the remaining year.

The Chairman agreed for the CSP Action Plan to be circulated amongst Members via email.

The meeting, which began at 7.00 pm, finished at 8.23 pm

CHAIRMAN.....

DATE.....

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

REPORT SUMMARY

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

incomes

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

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and approves the:

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

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

- 2.1 The Council is obliged to set a Council Tax for the forthcoming year in order to provide sufficient revenue to carry out its statutory duties. The budget set for 2018/19 confirms the administration's commitment to continue the delivery of quality services for residents that are value for money. Residents will see priority services maintained with additional investment in key areas such as education, vulnerable residents including those qualifying for free school meals and regeneration.

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

Provisional Local Government Finance Settlement 2018/19

2.3 In the local government financial settlement for 2016/17 the Secretary of State for Communities and Local Government offered an opportunity for a four year financial settlement. The offer was accepted by the Royal Borough.

2.4 The 2018/19 local government finance settlement announced the core spending power figures for the period 2017/18 to 2019/20. Key items and the impact on the Boroughs finances include:

- Adult Social Care Precept: 3% +£1.9 million
- New Homes bonus: +£2.7 million

Adult Social Care Precept

2.5 For the 2016/17 financial year local authorities responsible for adult social care were given an additional 2% flexibility on their current council tax referendum threshold which was required to be used entirely for adult social care. This flexibility was offered in recognition of demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. In 2017/18 a further adult social care precept was then made available to local authorities to add, up to a maximum of 6% over the period between 2017/18 and 2019/20.

2.6 In 2016/17 the precept was set at 2%, equivalent to £18.14 on a band D property, for 2017/18 the precept was set at 3%, equivalent to £27.75 on a band D property and in 2018/19 will be a further 3%, equivalent to £28.85, to sustain the growing need for adult social care services.

2.7 Appendix D shows the total level of funding the Royal Borough will have invested to support our vulnerable adults across the Borough. This total is more than £9 million higher than the funding raised through the precept by the end of 2019/20.

New Homes Bonus

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

Council tax thresholds

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

Additional areas within the financial settlement

School budgets

- 2.10 The Dedicated Schools Grants (DSG), has four blocks: schools, high needs, early years and a new central schools service block. The central schools services block has been created nationally for 2018 from within existing DSG budgets.
- 2.10 The Royal Borough's indicative DSG allocation for 2018/19 (including funding for academies) is £114.2 million, an increase of £3.6 million when compared with the 2017/18 final settlement. This is due, in the main, to increases in pupil numbers in schools and the early year's blocks.
- 2.11 The minimum funding guarantee continues at the same level as 2017/18, meaning that no school will see more than a 1.5% per pupil reduction in its formula budget when compared with 2017/18 allocations.

Apprenticeship Levy

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

Financial matters annual budget

Fees and charges

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

Efficiencies and cost reductions

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

Council Tax

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

Capital programme

- 2.18 In recent years, the council has continued to avoid additional borrowing and related interest costs by funding some capital investments from available cash balances. This also anticipates the substantial capital receipts from the

Maidenhead regeneration programme over the next five to ten years. It will become necessary during 2018/19 to increase borrowing in the short to medium term to fund investments which needs to precede the development of council land.

- 2.19 The council's capital expenditure is separate to revenue expenditure on services and is funded from a mix of government grants, third party contributions, capital receipts from the sales of assets and borrowing.
- 2.20 There are a variety of regeneration initiatives either taking place or in development which will provide significant opportunities and benefits for the Borough, a number of these require Council funding. Each initiative will have its own financing and governance structure which reports directly to the Council. The capital programme for 2018/19 provides for investment in:
- The continuance of the schools expansion programme
 - Regeneration schemes, including Maidenhead Waterways
 - Funding into the disabled facilities grant
 - Maintaining the highways network
 - Street lighting
 - The new leisure centre at Braywick Park.
- 2.21 In addition to the investments in the capital programme in this budget, the borrowing expectations for 2018/19 need to consider other capital proposals likely to come forward for approval during the year. Appendix H shows additional investments likely to be proposed and estimated to require funding of £79 million. Appendix H also reflects how the anticipated forecast debt position has altered throughout 2017/18 against the original forecast put to Council in February 2017.

Capital finance

- 2.22 The Deputy Director and Head of Finance has responsibility for financing the Capital Programme in the most cost effective way. The capital programme for 2018/19 relies on £16.2m of Council funding (see Appendices I and J), however, use of recycled Minimum Revenue Provision and any capital receipts generated will reduce the impact on the Council's capital financing requirement. The forecast programme, including other proposals likely to come forward during the year increases the capital financing requirement by £74.4m The capital financing requirement is a measure of the Council's need to borrow to be able to finance its capital spend. The capital financing requirement for 2017/18 is £111.8m.
- 2.23 All resolutions required to comply with the Prudential System are in line with the Treasury Management Report approved by Cabinet on 11 February 2010.

Business Rates

- 2.24 From 2013/14 local authorities have been able to share in any growth, as well as risk in expected collective rates and appeals against valuations, of business rates, as an incentive to encourage growth.
- 2.25 It was Government's intention to change the basis of determining the annual increase in the business rates multiplier in 2021. This would have seen CPI

inflation figure used instead of RPI. The Government has announced that this change will be brought forward and will apply from 2018/19.

- 2.26 Berkshire were also successful in securing business rate pilot status for 2018/19. This is a pooling arrangement across Berkshire and comprises the six unitary councils. This means that any growth will be retained for the benefit of Berkshire with 70% of growth going to the TVLEP to help transport infrastructure with the remainder shared across the six councils.
- 2.27 Within the business rate retention system, the national non-domestic rate baseline and top up/tariff amounts have been revised to take into account the business rate revaluation of 2017.
- 2.28 The Council intends to continue, as in 2017/18, to maintain all locally controlled discretionary business rate reliefs for 2018/19 to businesses falling into various categories.

General Fund reserves

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

Collection Fund Balances

- 2.30 The council collects approximately £83m from Council Tax and £88 million from applying business rates. The Council remains one of the highest performing councils for council tax collection rates.
- 2.31 The Council must declare the likely balance on the Council Tax Collection Fund at 31 March 2017 as estimated in November 2017 and any balance to be shared between the Council, the Police and Crime Commissioner for Thames Valley and the Berkshire Fire & Rescue Service. On the appointed day the Royal Borough's share was declared at £1.6m (2%).
- 2.32 Under the Localisation of Business Rates legislation the Council is now required to prepare a similar statement for Business Rates. This statement shows a deficit payable by the Council of £2.9m (3%).

Treasury Management

- 2.33 The current Treasury Management policy was initially approved in February 2010 and varied by Cabinet in June 2010. In March 2014 Cabinet updated the list of approved counterparties when it added to it a group of the larger Building Societies. During 2017/18 the Council's – Achieving for Children were added to the list. No further changes to the list are proposed, see Appendices K and L.
- 2.34 For the last three years the Borough has, with Actuary and External Audit approval, prepaid its Pension Fund contributions using a Net Present Value calculation to show a benefit, equivalent to a 2.70% return on that prepayment in its revenue account.

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

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

Table 1: Options

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 £619k would require an increase in Council Tax of 1%. Increases representing an increase of 3% or more in core Council Tax would require a referendum.
Approve a modified budget with a lower level of net revenue spend and Council Tax. 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 two

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 2016/17 accounts that the Council had "proper arrangements to secure economy, efficiency and effectiveness in its use of resources".

5. LEGAL IMPLICATIONS

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

6. RISK MANAGEMENT

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

7. POTENTIAL IMPACTS

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

8. CONSULTATION

- 8.1 To Consultations have taken place with the local Chambers of Commerce in January 2018. The Leader of the Council and several Cabinet Members attended, together with Officers. The meetings served to consult on the proposals in this paper.
- 8.2 Comments of the Overview & Scrutiny Committees will be shared with Council.

9. TIMETABLE FOR IMPLEMENTATION

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

Table 5: Implementation timetable

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

10. APPENDICES

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

11. BACKGROUND DOCUMENTS

- 11.1 None.

12. CONSULTATION (MANDATORY)

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

REPORT HISTORY

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

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BUDGET 2018/19**RECOMMENDATIONS**

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

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

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

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

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

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

- c) It be noted that on 14 December 2017 Cabinet calculated the Council Tax Base 2018/19;

- i) for the whole Council area as 67,617.93 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the Act)]; and
- ii) for dwellings in those parts of its area to which a Parish precept relates as in the list below.

	Band D Equivalents
Bisham	735.65
Bray	4,195.32
Cookham	2,923.18
Cox Green	3,073.72
Datchet	2,212.50
Eton	1,800.59
Horton	463.67
Hurley	996.80
Old Windsor	2,402.83
Shottesbrooke	74.68
Sunningdale	3,419.99
Sunninghill & Ascot	6,455.77
Waltham St. Lawrence	661.04
White Waltham	1,266.92
Wraysbury	2,168.79
	32,851.45
Unparished Areas	
Maidenhead	21,234.15
Windsor	13,532.33
	67,617.93

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

d)

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

i)

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

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

- ii)
- being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (Explanatory Note: This figure includes the Revenue Support Grant, other non-specific grants, and Business Rate income due to the Council from the Government Exchequer together with any surplus on the Council's Collection Fund.)*
- iii)
- being the amount by which the aggregate at (e) (i) above exceeds the aggregate at (e) (ii) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act).
- (Explanatory Note: This is the council tax requirement of the Council (including parish precepts, Adult Social Care precept and Special Expenses)*
- iv)
- being the amount at (e) (iii) above (Item R), all divided by Item T ((c) (i) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- (Explanatory Note: This figure is the average Band D Council Tax including Parish Precepts, Adult Social Care precept and Special Expenses.)*
- v)
- being the aggregate amount of all special items (Precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix G).
- (Explanatory Note: This figure is the aggregate of Parish Precepts, Adult Social Care precept and Special Expenses.)*
- vi)
- being the amount at (e) (iv) above less the result given by dividing the amount at (e) (v) above by Item T (c) (i) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special expense relates.
- (Explanatory Note: This figure is the Band D Council Tax excluding Parish Precepts, Adult Social Care precept and Special Expenses.)*
- f) To note that the Thames Valley Police and Crime Commissioner and the Berkshire Fire and Rescue Authority have issued or will shortly issue precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table in appendix G.
- g) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix G as the amounts of Council Tax for 2018/19 for each part of its area and for each of the categories of dwellings.
- h) Determine whether the Council's basic amount of Council Tax for 2018/19 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

REVENUE BUDGET 2018/19

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

REVENUE BUDGET 2018/19

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

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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EXECUTIVE DIRECTOR**Executive Director**

	£000	£000	£000
Expenditure	393	177	230
Income	0	0	0
Net	<u>393</u>	<u>177</u>	<u>230</u>

Services provided:

Provision of a senior management and leadership role for the borough and Communities Directorate.
Budget change reflects Apprenticeship levy

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 EXECUTIVE DIRECTOR	<u>393</u>	<u>177</u>	<u>230</u>
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REVENUES & BENEFITS**Revenues & Benefits Unit**

	£000	£000	£000
Expenditure	77	108	122
Income	0	0	0
Net	<u>77</u>	<u>108</u>	<u>122</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

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
Business Services Team	£000	£000	£000
Expenditure	37,894	38,453	39,633
Income	<u>(37,113)</u>	<u>(37,921)</u>	<u>(39,289)</u>
Net	<u>781</u>	<u>532</u>	<u>344</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. Budget changes relate to inflation, savings and grants adjustments			
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	377	297	8
Income	<u>(360)</u>	<u>(568)</u>	<u>(583)</u>
Net	<u>17</u>	<u>(271)</u>	<u>(575)</u>
Services provided:			
The collection and recovery of Council Tax, Business Rates, and Sundry Debtors. Budget changes relate to a restructure of the current team plus savings planned from 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.			
TOTAL REVENUES & BENEFITS	<u>875</u>	<u>369</u>	<u>(109)</u>

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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COMMISSIONING - COMMUNITIES**Highways & Transport Unit**

	£000	£000	£000
Expenditure	2,780	2,225	448
Income	(759)	(723)	(58)
Net	<u>2,021</u>	<u>1,502</u>	<u>390</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. Budget changes reflect the outsource of much of the service to Volker Highways and Project Centre.

Staff (full time equivalent):

25.40

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	145	176	0
Income	(1)	0	0
Net	<u>144</u>	<u>176</u>	<u>0</u>

Services provided:

This service was responsible for flood risk management , ensuring that the Authority meets the requirements of the Flood and Water Management Act 2010. Following restructure, this is now incorporated into the Project Centre contract, shown under Highways project and professional services.

Staff (full time equivalent):

0.00

Service Risks:

Impact of flooding and flood recovery

Performance Indicators:

Delivery of flood related projects and activities

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Transport & Access	£000	£000	£000
Expenditure	706	706	711
Income	<u>(76)</u>	<u>(96)</u>	<u>(76)</u>
Net	<u>630</u>	<u>610</u>	<u>635</u>

Services provided:

This service is responsible for the provision of an integrated transport service (including local bus services and community transport) and offering a focal point for accessibility.

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	1,067	1,360	735
Income	<u>(26)</u>	<u>(130)</u>	<u>(19)</u>
Net	<u>1,041</u>	<u>1,230</u>	<u>716</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, Street Lighting and roadside verges. Following restructure part of these services are delivered under the highways maintenance (Volker) contract.

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	7	8	8
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>7</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

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Traffic & Road Safety	£000	£000	£000
Expenditure	191	196	170
Income	<u>(16)</u>	<u>(27)</u>	<u>0</u>
Net	<u>175</u>	<u>169</u>	<u>170</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. Especially around traffic signals.

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	0	0	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>0</u>	<u>0</u>

Services provided:

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

Following restructure, this service was transferred to Parks and Open Spaces

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

% of public rights of way that are easy to use

Highways Street Inspections

	£000	£000	£000
Expenditure	282	670	0
Income	<u>(9)</u>	<u>0</u>	<u>0</u>
Net	<u>273</u>	<u>670</u>	<u>0</u>

Services provided:

Highway Licensing.

Staff (full time equivalent):

0.00

Service Risks:

This service is now incorporated with in the highways works & maintenance (Volker) contract.

Please see section further below

Performance Indicators:

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Highways Streetworks	£000	£000	£000
Expenditure	130	12	306
Income	<u>(378)</u>	<u>(271)</u>	<u>(701)</u>
Net	<u>(248)</u>	<u>(259)</u>	<u>(395)</u>

Services provided:

New Roads and Street Works Act i.e. coordination of public utility works. Change in budget reflects addition of new Permit scheme

Staff (full time equivalent):

0.00

Service Risks:

Income based on compliance levels from public utilities

Performance Indicators:

Pool Vehicle Recharges	£000	£000	£000
Expenditure	0	0	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>0</u>	<u>0</u>

Services provided:

Following restructure this service has been created to enable cost effective management of the council's fleet of pool car vehicles costs. Since costs are recharged to pool car users, there is no requirement for a specific budget.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Highways Works & Maintenance (Volker)	£000	£000	£000
Expenditure	0	0	3,867
Income	<u>0</u>	<u>0</u>	<u>(888)</u>
Net	<u>0</u>	<u>0</u>	<u>2,979</u>

Services provided:

The provision of maintenance and improvement works on highways across the borough. This includes winter service, highways inspection works, reactive works and street cleansing.

Staff (full time equivalent):

0.00

Service Risks:

Poor weather, incidents on the highways, financial risks of cost effective works

Performance Indicators:

Quality assurance monitoring

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Highways Project & Professional Service	£000	£000	£000
Expenditure	0	0	519
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>0</u>	<u>519</u>

Services provided:

New service covering work delivered by new contractor, Project Centre. Focus on supporting flood & drainage management as well as supporting transport and safety initiatives across the borough.

Staff (full time equivalent):

0.00

Service Risks:

Quality of work and financial implications

Performance Indicators:

Quality assurance monitoring

Parks & Countryside	£000	£000	£000
Expenditure	1,561	1,573	1,957
Income	<u>(597)</u>	<u>(634)</u>	<u>(663)</u>
Net	<u>964</u>	<u>939</u>	<u>1,294</u>

Services provided:

The provision of managing parks, allotments, cemeteries, Braywick nature centre, rights of way and other open spaces. Budget change reflects contract inflation and transfer of staff from one Highways & Transport cost centre.

Staff (full time equivalent):

0.00

Service Risks:

Poor weather, quality standards and financial implications.

Performance Indicators:

Quality assurance and financial monitoring.

Highways Income Generation	£000	£000	£000
Expenditure	133	32	50
Income	<u>(712)</u>	<u>(601)</u>	<u>(684)</u>
Net	<u>(579)</u>	<u>(569)</u>	<u>(634)</u>

Services provided:

The service involves management of highways income streams. Income streams include highways licence fees, highways development control, dropped pavements and bus shelter advertising.

Staff (full time equivalent):

0.00

Service Risks:

Financial implications for recovering our costs.

Performance Indicators:

Budget and quality standard monitoring.

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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School Crossing Patrols	£000	£000	£000
Expenditure	15	24	22
Income	<u>0</u>	<u>(4)</u>	<u>0</u>
Net	<u>15</u>	<u>20</u>	<u>22</u>

Services provided:

School Crossing Patrol Service.

Staff (full time equivalent):

1.23

Service Risks:**Performance Indicators:**

Street Cleansing	£000	£000	£000
Expenditure	1,851	1,443	73
Income	<u>(14)</u>	<u>(27)</u>	<u>(7)</u>
Net	<u>1,837</u>	<u>1,416</u>	<u>66</u>

Services provided:

The service was the provision of street and borough carpark cleansing, and maintenance and cleaning of public conveniences. Following restructure, the bulk of this has now been moved into the highways works & maintenance (Volker) contract. Remaining budget in 18/19 covers cleaning of public conveniences.

Staff (full time equivalent):

0.00

Service Risks:

Potential poor standard of highways cleansing

Performance Indicators:

Quality assurance monitoring initiatives

Parking Operations	£000	£000	£000
Expenditure	983	826	839
Income	<u>(838)</u>	<u>(1,110)</u>	<u>(1,478)</u>
Net	<u>145</u>	<u>(284)</u>	<u>(639)</u>

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 new enforcement contract.

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:

Number of Penalty Charge Notices issued that are appealed

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Parking Service	£000	£000	£000
Expenditure	1,923	1,880	2,035
Income	<u>(7,223)</u>	<u>(7,244)</u>	<u>(8,745)</u>
Net	<u>(5,300)</u>	<u>(5,364)</u>	<u>(6,710)</u>

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 and tariff increases.

Staff (full time equivalent):

0.00

Service Risks:

Reduced income due to economic factors and area action plan development

Performance Indicators:

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

Refuse Collection	£000	£000	£000
Expenditure	1,875	1,888	1,944
Income	<u>(166)</u>	<u>(152)</u>	<u>(157)</u>
Net	<u>1,709</u>	<u>1,736</u>	<u>1,787</u>

Services provided:

Operation of the household refuse collection service. Budget change reflects contract inflation

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	195	191	197
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>195</u>	<u>191</u>	<u>197</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:

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
Recycling	£000	£000	£000
Expenditure	2,990	2,986	3,020
Income	<u>(499)</u>	<u>(507)</u>	<u>(527)</u>
Net	<u>2,491</u>	<u>2,479</u>	<u>2,493</u>
Services provided:			
Operation of recycling collection service. Budget change reflects contract inflation.			
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	4,107	4,040	4,262
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>4,107</u>	<u>4,040</u>	<u>4,262</u>
Services provided:			
Organising and delivery of the statutory waste disposal services. Budget change reflects contract inflation.			
Staff (full time equivalent):			
0.00			
Service Risks:			
Access to treatment sites, contractor compliance.			
Performance Indicators:			
Waste Site Management & Operation	£000	£000	£000
Expenditure	993	993	1,022
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>993</u>	<u>993</u>	<u>1,022</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 COMMISSIONING - COMMUNITIES	<u>10,620</u>	<u>9,703</u>	<u>8,182</u>

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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COMMUNITIES, ENFORCEMENT & PARTNERSHIPS

Town Centre Management	£000	£000	£000
Expenditure	387	247	252
Income	(189)	(87)	(87)
Net	<u>198</u>	<u>160</u>	<u>165</u>

Services provided:

This budget represents the two Town Partnerships of Maidenhead and Windsor & Eton with Ascot and are jointly funded by the Council and Partnership Board members. The Council administers the budget and provides resources to support the Town Managers.

Staff (full time equivalent):

4.00

Service Risks:

The Town Centre Management function can be affected by economic uncertainty. Income levels from Partnership Members can be affected during economic downturns as businesses tighten their budgets and place restrictions on marketing activity.

Performance Indicators:

Community Services Unit	£000	£000	£000
Expenditure	455	399	352
Income	(39)	(99)	(74)
Net	<u>416</u>	<u>300</u>	<u>278</u>

Services provided:**Staff (full time equivalent):**

2.00

Service Risks:

Failure to comply with Statutory duties.

Performance Indicators:

Community Leisure Services	£000	£000	£000
Expenditure	247	189	199
Income	(134)	0	0
Net	<u>113</u>	<u>189</u>	<u>199</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.

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Partnerships	£000	£000	£000
Expenditure	553	373	291
Income	(156)	0	0
Net	<u>397</u>	<u>373</u>	<u>291</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:**Grants to Voluntary Bodies**

	£000	£000	£000
Expenditure	195	202	285
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>195</u>	<u>202</u>	<u>285</u>

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. Budget change is £50,000 SLA for SportAble and £33,000 for Citizens Advice Bureau.

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.

Economic Development

	£000	£000	£000
Expenditure	61	71	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>61</u>	<u>71</u>	<u>0</u>

Services provided:

Develop strategic plan for economic development partnerships, work closely with local major

employers to facilitate economic development in the borough. Budget change reflects savings in 18/19

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Thames Valley Athletic Centre	£000	£000	£000
Expenditure	58	53	53
Income	0	0	0
Net	<u>58</u>	<u>53</u>	<u>53</u>

Services provided:

Contract management and implementation of the T.V.A.C. tripartite agreement between RBWM, Sough BC and Eton College.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Leisure Centre Concessions Contract	£000	£000	£000
Expenditure	200	98	63
Income	<u>(2,666)</u>	<u>(2,896)</u>	<u>(2,911)</u>
Net	<u>(2,466)</u>	<u>(2,798)</u>	<u>(2,848)</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 retained buildings.

Staff (full time equivalent):

0.00

Service Risks:

Contract failure

Performance Indicators:

Monthly performance management figures from contractors

Head of Communities, Enforcement & Partnerships

	£000	£000	£000
Expenditure	279	297	175
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>279</u>	<u>297</u>	<u>175</u>

Services provided:

Budget change reflects team restructure

Staff (full time equivalent):

2.00

Service Risks:**Performance Indicators:**

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Community, Protection & Enforcement Services

	£000	£000	£000
Expenditure	369	230	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>369</u>	<u>230</u>	<u>0</u>

Services provided:

Delivery of the council's Community Protection & Enforcement functions. Budget changes reflect transfer of this service to the Community Services Unit.

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

CCTV	£000	£000	£000
Expenditure	570	398	206
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>570</u>	<u>398</u>	<u>206</u>

Services provided:

CCTV, Control Room, Crime reduction / public protection. Budget change reflects review of service in 18/19

Staff (full time equivalent):

7.00

Service Risks:

CCTV, Control Room, Crime reduction / public protection.

Performance Indicators:

arrests / incidents generated

Emergency Planning	£000	£000	£000
Expenditure	22	64	64
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>22</u>	<u>64</u>	<u>64</u>

Services provided:

Contingency arrangements in place for dealing with major incidents e.g. flooding. From 18/19 onwards the service will be provided via a joint arrangement with West Berkshire BC and Bracknell Forest BC

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

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Community Safety/Anti Social Behaviour	£000	£000	£000
Expenditure	58	62	61
Income	<u>(88)</u>	<u>(62)</u>	<u>(62)</u>
Net	<u>(30)</u>	<u>0</u>	<u>(1)</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.

Customer Support Services	£000	£000	£000
Expenditure	68	90	93
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>68</u>	<u>90</u>	<u>93</u>

Services provided:

The customer support staff in Community Protection Enforcement Services have now been integrated into a pool and technical arrangement. Service delivers technical support to services across the communities, enforcement and protection service area.

Staff (full time equivalent):

3.50

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

Satisfaction of businesses/ residents with Communities Enforcement & Partnerships.

Community Wardens	£000	£000	£000
Expenditure	657	665	680
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>657</u>	<u>665</u>	<u>680</u>

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.

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Community Service Contracts	£000	£000	£000
Expenditure	35	35	35
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>35</u>	<u>35</u>	<u>35</u>

Services provided:

Stray Dog Warden Services

Staff (full time equivalent):

0.00

Service Risks:

Contractor Compliance

Performance Indicators:

Contractual Compliance

Licensing/Enforcement	£000	£000	£000
Expenditure	339	320	324
Income	<u>(830)</u>	<u>(854)</u>	<u>(888)</u>
Net	<u>(491)</u>	<u>(534)</u>	<u>(564)</u>

Services provided:

Hackney Carriages and Private Hire Vehicles, Premises Licensed For Alcohol Or Regulated Entertainment, Gambling Premises, Sex Establishments, Street Trading, Sports Grounds, Charity Licensing. Budget change in income reflects inflation

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	46	34	30
Income	<u>(36)</u>	<u>(14)</u>	<u>(15)</u>
Net	<u>10</u>	<u>20</u>	<u>15</u>

Services provided:

Enforcement and licencing costs and income relating to riding establishments, animal boarding, health & safety and food hygiene. Also, includes safety, skin piercing and control of housing standards.

Staff (full time equivalent):

0.00

Service Risks:

Failure to comply with statutory duties, adequate staffing cover available, economic climate affecting level of income.

Performance Indicators:

Satisfaction of businesses with local authority regulation services.

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Environmental Protection	£000	£000	£000
Expenditure	329	273	268
Income	(16)	(10)	(10)
Net	<u>313</u>	<u>263</u>	<u>258</u>

Services provided:

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

Staff (full time equivalent):

4.00

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	54	52	54
Income	0	0	0
Net	<u>54</u>	<u>52</u>	<u>54</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:

Staff Turnover

Performance Indicators:

Fulfilment of appraisal objectives

Trading Standards Service	£000	£000	£000
Expenditure	279	260	248
Income	(5)	(6)	(6)
Net	<u>274</u>	<u>254</u>	<u>242</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):

4.23

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

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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Commercial & Residential Services Unit	£000	£000	£000
Expenditure	500	499	511
Income	(9)	0	0
Net	<u>491</u>	<u>499</u>	<u>511</u>

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.

Staff (full time equivalent):

9.21

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

TOTAL COMMUNITIES, ENFORCEMENT & PARTNERSHIPS	<u>1,593</u>	<u>883</u>	<u>191</u>
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COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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L&RS Operational Support	£000	£000	£000
Expenditure	137	135	219
Income	<u>(135)</u>	<u>(153)</u>	<u>(159)</u>
Net	<u>2</u>	<u>(18)</u>	<u>60</u>

Services provided:

Provide administrative support for various tasks across Library & Resident Services. Lead on parking administration linked to the issue of residents parking permits, visitor permits and season tickets. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in libraries. Some teams have more staff, with increased budgets, some have less staff, with reduced budgets.

Staff (full time equivalent):

7.08

Service Risks:

Failing tasks such as delivering 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:

Various admin indicators such as processing permit and season tickets in a timely manner.

Library & Information Services	£000	£000	£000
Expenditure	2,438	2,320	593
Income	<u>(349)</u>	<u>(348)</u>	<u>(354)</u>
Net	<u>2,089</u>	<u>1,972</u>	<u>239</u>

Services provided:

Management and delivery of statutory public library service via twelve static libraries, one container library, one mobile library providing advice and information on traditional library services as well as all face to face interactions for council services, internet access, free and charged PC use, exhibition space, events and lending services. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in libraries. Some teams have more staff, with increased budgets, some have less staff, with reduced budgets.

Staff (full time equivalent):

0.00

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).

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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LIBRARY & RESIDENT SERVICES (L&RS)

L&RS Telephony & Digital

	£000	£000	£000
Expenditure	1,135	1,041	716
Income	<u>(87)</u>	<u>(83)</u>	<u>(81)</u>
Net	<u>1,048</u>	<u>958</u>	<u>635</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. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in the libraries. Some team have more with increased budgets, some have less staff, with reduced budgets.

Staff (full time equivalent):

24.00

Service Risks:

Failure to meet service targets affects the reputation of the borough as well as impacting residents needs. 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%; minimum of 80% of calls answered within 1 minute, Right first time resolution over 85%.

L&RS Senior Management

	£000	£000	£000
Expenditure	552	334	506
Income	<u>(1)</u>	<u>0</u>	<u>0</u>
Net	<u>551</u>	<u>334</u>	<u>506</u>

Services provided:

This includes the Head and Deputy Head of Service as well as Housing Options who deliver statutory housing advice and homelessness prevention from access points across a range of channels. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in libraries. Some teams have more staff, with increased budgets, some have less staff, with reduced budgets.

Staff (full time equivalent):

11.47

Service Risks:

Delivery against statutory requirements, housing policy and co-ordinated library & resident services functions.

Performance Indicators:

Reducing numbers in Temporary Accommodation and various quality assurance measures and customer feedback.

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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L&RS Face to Face Libraries	£000	£000	£000
Expenditure	0	0	1,375
Income	0	0	0
Net	0	0	1,375

Services provided:

The provision of front facing staff based in the various libraries across the borough. Service budgets are mainly to meet staff costs. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in libraries. Some teams have more staff, with increased budgets, some have less staff, with reduced budgets.

Staff (full time equivalent):

39.66

Service Risks:

High staff turnover leading to longer waiting times and poor service.

Performance Indicators:

Vacancy and quality assurance monitoring

L&RS Libraries & Museums: Outreach & Stock

	£000	£000	£000
Expenditure	283	263	476
Income	(102)	(101)	(101)
Net	181	162	375

Services provided:

Maintain and develop outreach initiatives for adults and children in libraries, museums and to subscribing schools. Provision of book stock to meet changes in demographic demand. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in libraries. Some teams have more staff, with increased budgets, some have less staff, with reduced budgets.

Staff (full time equivalent):

6.25

Service Risks:

Resident not satisfied with service, not keeping up with changing demand

Performance Indicators:

Customer satisfaction surveys, demographic analysis

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2016/17 Actual	2017/18 Budget	2018/19 Budget
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L&RS Museum & Arts	£000	£000	£000
Expenditure	495	378	432
Income	<u>(93)</u>	<u>(42)</u>	<u>(43)</u>
Net	<u>402</u>	<u>336</u>	<u>389</u>

Services provided:

Provision for services provided at Windsor museum and heritage initiatives across the borough. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in libraries. Some teams have more staff, with increased budgets, some have less staff, with reduced budgets.

Staff (full time equivalent):

4.85

Service Risks:

IT system failure preventing service delivery within existing staffing levels.
Fire and flood damage.
Theft of collection items.
Withdrawal of partnership funding.

Performance Indicators:

At least 55,000 p.a. visits to the museum and the webpages. At least 71-75% of visitors indicate satisfaction with the service.

Registrars	£000	£000	£000
Expenditure	254	240	251
Income	<u>(588)</u>	<u>(524)</u>	<u>(545)</u>
Net	<u>(334)</u>	<u>(284)</u>	<u>(294)</u>

Services provided:

This is a statutory service to provide the registration of Births Marriages and Deaths; taking of notices and issuing copies when requested of Marriages and Civil Partnership. Conducting Marriages and Civil Partnership. Carrying out Nationality Checking Service, the Joint Passport and Nationality Checking Service and conferring citizenship. Conducting Ceremonies these key life events including reaffirmation of Vows and Baby Naming Ceremonies.

Staff (full time equivalent):

4.61

Service Risks:

This is a statutory service 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 through the volume of required death registrations. Snow/ice and other adverse weather conditions can affect the ability to reach wedding venues. Disclaimer 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 LIBRARY & RESIDENT SERVICES	3,939	3,460	3,285
TOTAL DIRECTLY MANAGED COSTS	17,420	14,592	11,779

2018/19 SAVINGS SUMMARY					
Description / Budget	Lead / principal member	Lead officer	Savings to Nov 17	Savings to Jan 18	Revised Savings 2018/19
			£000	£000	£000

Communities Directorate

Communities, Enforcement and Partnerships					
Operational review of Environmental Health, Licencing and Trading Standards Services.	Cllr J Grey	D Scott	150	0	150
Leisure service contract savings.	Cllr S Rayner		67	0	67
Review of Communities Team structure and operational delivery			100	0	100
Operational review of 'Grow our Own' Team			50	0	50
Efficiencies in the operation of the Community Partnership Team.			0	20	20
Efficiencies from upgrading of CCTV equipment and network.			Cllr J Grey	202	0
Library and resident services					
Further efficiencies after creation of Library and Resident Services.	Cllr S Rayner	J Hurd	100	0	100
Commissioning - Communities					
Additional Parking Income	Cllr J Grey	B Smith	325	0	325
CPES Head of Service Post No longer required following Re-structure			80	0	80
Waste service - reduced tonnages going for disposal			50	0	50
Non-Advantage Card Tariff Increase in Parking Fees & Charges following benchmark exercise(Fees & Charges remain 50% less than benchmarked councils).			750	750	1,500
			1,874	770	2,644

GROWTH		
Communities Directorate		
Line ref	Description of Growth	2018/19 Increase
		£'000
1	Increase in Insurance reserve in line with actuarial recommendations	47

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

PARISH COUNCIL TAX

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

Parish Precepts compared to last year.

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

RBWM and Major Preceptors compared to last year.

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

Capital Cashflow Reconciliation 2017/18

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

55 Old Windsor Library-Improvements (2012/13)	(50)
56 Digitisation of Museum collection 2016-17	(20)
57 Feasibility for Joint Museum Store 2016-17	(20)
58 Borough Parking Provision 2017/20	(700)
59 Broadway Car Park & Central House Scheme	(1,700)
60 Maidenhead Golf Course	(500)
61 Windsor Office Accommodation	(2,000)
62 Ascot Primaries Feasibilities	(25)
63 Charters Expansion	(2,000)
64 Windsor Boys Expansion	(58)
65 Cox Green School Expansion Year 1 of 3	(2,500)
66 Furze Platt Senior expansion Year 1 of 3	(5,500)
67 Dedworth Middle School Expansion Year 1 of 3	(2,000)
68 All Saints Junior School Boiler Replacement	(70)
69 Windsor Girls Expansion	(40)
70 Secondary Expansions Risk Contingency	(2,699)
71 Newlands Girls School	(300)
72 Roofing Replacement at Various Schools	(110)
73 Eton Wick School Boiler and Heating Replacement	(85)
	(23,774)

Reprofile projects forecast in 2017/18 and prior years

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

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

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

Remove deduction of capital funded from revenue

91 Remove deduction of capital funded from revenue*	2,191
	2,191

Potential new borrowing as at January 2018

16,162

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

Major Capital Cashflows 2018/19 (£000)

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

CAPITAL PROGRAMME 2018/19 & ONWARDS

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

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

Capital programme 2018/19 and onwards

Project	Description of Scheme	2018/19 First Estimate			2019/20 First Estimate			2020/21 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000
Commissioning - Communities										
CC25	M4 Smart Motorway	50	0	50	0	0	0	50	0	50
CC42	Replacement Entry / Exit Systems at Boulters Lock	10	0	10	0	0	0	0	0	0
CC43	Additional CCTV at 3 MS Car Parks	120	0	120	0	0	0	95	0	95
CC44	Allotments Windsor & Maidenhead	50	(50)	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	240	0	240	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	150	0	150	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	35	0	35	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	70	0	70	0	0	0	0	0	0
CC52	Dedworth Environmental & St Scene Enhance(PAVE)	350	0	350	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	100	(75)	25	0	0	0	0	0	0
CC56	Eton Town Culvert Clearing Thames Route	50	0	50	0	0	0	0	0	0
CC58	Grenfell Park Northern Access	20	(20)	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	180	(180)	0	0	0	0	150	0	150
CC61	Local Flood Risk Management Strategy Review	10	(10)	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (LEP Match Funded)	759	(659)	100	776	(576)	200	2,905	(2,500)	405
CC64	Prevention of Unauthorised Encampments	80	0	80	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	775	(775)	0	0	0	0	775	0	775
CC69	St Leonards Road Shared Surface (Road & Pavement)	8	0	8	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	10	0	10	0	0	0	0	0	0
CC71	Traffic Management Control System	9	(9)	0	0	0	0	9	0	9
CC72	Victoria Street CP, Windsor - Upper Floor Barriers	15	0	15	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	25	0	25	0	0	0	0	0	0
CC75	Windsor High Street/Thames Street Streetscene Impr	0	0	0	0	0	0	275	0	275
CD01	LTP Feasibility Studies/Investigation/Devlop	60	(45)	15	30	(30)	0	65	0	65
CD02	LTP Traffic Management Schemes	0	0	0	100	(100)	0	40	0	40
CD03	A308 (Bray) Road Widening scheme	0	0	0	0	0	0	0	0	0
CD06	Highway Contract-Preliminaries	0	0	0	90	(90)	0	0	0	0
CD07	Road Marking-Safety Programme	50	0	50	135	(125)	10	50	(45)	5
CD09	Speed Limit Reviews	0	0	0	25	(25)	0	25	0	25
CD10	Traffic Management	100	(40)	60	100	(50)	50	200	0	200
CD11	Roads Resurfacing	0	0	0	50	(50)	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	1,700	(1,700)	0	1,600	(1,200)	400	0	0	0
CD13	Bridge Assessments	255	(100)	155	300	(200)	100	0	0	0
CD14	Bridge Parapet Improvement Works	150	(150)	0	150	(50)	100	0	0	0
CD16	Traffic Signal Removal	0	0	0	300	(200)	100	0	0	0

Project	Description of Scheme	2018/19 First Estimate			2019/20 First Estimate			2020/21 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000
CD17	Replacement Street Lighting	350	(350)	0	180	(90)	90	0	0	0
CD18	Highway Drainage Schemes	0	0	0	150	(90)	60	0	0	0
CD20	Footways-Reconditioning	0	0	0	110	(110)	0	0	0	0
CD21	Footways-Construction of New Footways	0	0	0	100	(75)	25	0	0	0
CD22	Safer Routes to School	65	0	65	100	(50)	50	100	0	100
CD23	Local Safety Schemes	120	(15)	105	125	(100)	25	175	0	175
CD24	Rights of Way	0	0	0	40	(30)	10	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	0	0	0	20	(20)	0	0	0	0
CD27	Cycling Capital Programme	75	(75)	0	75	(75)	0	125	0	125
CD28	School Cycle / Scooter Parking	50	(10)	40	50	(25)	25	0	0	0
CD31	Thames Street Paving Improvements	0	0	0	100	0	100	0	0	0
CD32	Verge Parking Measures	100	0	100	50	(20)	30	0	0	0
CD33	Verge Protection Measures	0	0	0	50	(40)	10	0	0	0
CD34	Winter Service Community Facilities	100	(100)	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	50	(50)	0	50	(25)	25	50	0	50
CD37	Car Park Improvements	25	0	25	45	0	45	50	0	50
CD39	Decriminalised Parking Enforcement Review	50	0	50	75	0	75	0	0	0
CD43	Flood Prevention	0	0	0	150	0	150	0	0	0
CD48	Refuse and Recycling Bins-Replacement	20	0	20	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	0	0	0	285	0	285	0	0	0
CD72	Preliminary Flood Risk-Assessments	60	(60)	0	0	0	0	0	0	0
CD74	Footways-Assessments	120	(100)	20	0	0	0	0	0	0
CD75	Bus Stop Accessibility	30	(30)	0	30	0	30	40	0	40
CD76	Bus Stop Waiting Areas	0	0	0	50	0	50	75	0	75
CD77	Real-Time Bus Information Improvements	100	(10)	90	0	0	0	100	0	100
CD78	Dedworth Rd-Environmental & St Scene Enhance(PAVE)	100	0	100	0	0	0	0	0	0
CD79	A329 London Rd/B383 Roundabout-Scheme Development	250	0	250	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	0	0	0	50	0	50	0	0	0
CD86	Stafferton Way - Site Repairs	60	0	60	0	0	0	0	0	0
CC00	Energy Saving Initiatives for Royal Borough Premises	0	0	0	200	0	200	0	0	0
Total Commissioning - Communities		7,156	(4,613)	2,543	6,441	(3,646)	2,795	5,354	(2,545)	2,809

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

PRUDENTIAL INDICATORS 2016/17 TO 2019/20

The actual figures for 2016/17 and the estimates for 3 further years are shown below. These prudential indicators are prepared in accordance with the CIPFA Prudential Code for Capital Financing in Local Authorities

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

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

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

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

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

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

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

Interest Rate Exposure

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2016/17 to 2019/20 of 90% of its outstanding principal sums (net of investments)

It is further recommended that the Council sets an upper limit of its variable rate exposures for 2016/17 to 2019/20 of 30% of its outstanding principal sums (net of investments)

This means that the Head of Finance will manage fixed rate interest rate exposures within the range 70% to 90% and variable interest rate exposures within the range 10% to 30%. This is a continuation of current practice

Royal Borough of Windsor & Maidenhead Approved Counterparty List

Fitch Ratings	FITCH ShortTerm Rating	FITCH Long Term Rating	FITCH Outlook	Max. Sum To Be Lent £m
UK				
Government				
Debt Management Office	F1+	AA	Negative	no limit
Banks				
Abbey National Treasury	F1	A	Stable	15
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays Bank	F1	A	Stable	15
Clydesdale Bank	F2	BBB+	Stable	15
HSBC (inc HSBC Private Bank)	F1+	AA-	Stable	15
Lloyds Banking Group	F1	A+	Stable	15
National Australia Bank Ltd	F1+	AA-	Stable	5
Royal Bank of Canada	F1+	AA	Negative	5
Royal Bank of Scotland	F2	BBB+	Stable	15
Santander UK	F1	A	Stable	15
Standard Chartered	F1	A+	Stable	15
Ulster Bank	F2	BBB+	Stable	5
Building Societies (max £3m per loan)				
All Building Societies with total group assets greater than £6 billion and FITCH Long term rating of BBB or better				
Coventry	F1	A	Stable	5
Nationwide	F1	A+	Stable	5
Yorkshire	F1	A-	Stable	5
Leeds	F1	A-	Stable	5
Principality	F2	BBB+	Stable	5
Skipton	F1	A-	Stable	5
Local Authorities				
All UK Local Authorities, with the exception of those with reported financial irregularities.				
10				
Money Market Funds				
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
Revolving Credit Facility				
AFC				11.7
Financial Services Companies				
Kames Capital				1
Legal & General				1.5
RBWM associated companies				
Flexible Home Improvement Loans Ltd				0.5
RBWM Property Company Ltd				1.5

SHORT TERM RATING

Expectation of timely repayment of financial commitments.

F1+ is most likely to repay on time, **F1** Highest Credit, **F2** Good, **F3** Fair, **B** Speculative, **C** High Default Risk**LONG TERM RATING**Expectation of credit risk. **AAA** is the least risky, ie little credit risk. **AA** Very High Credit, **A** High, **BBB** Good.**Below BBB** indicates non-investment grade

REVENUE BUDGET MOVEMENT 2017-18 TO 2018-19

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

TAX BASE 66,710

67,618

Council Tax at band D £ 915.57

£ 933.42

Adult Social Care precept £ 45.89

£ 74.74

SUMMARY MTFP 2018-19 TO 2021-22

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

* In recognition of RSG Review announced in the 2017 Budget

JUSTIFICATION OF THE LEVEL OF BALANCES 2018/19

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

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

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