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NOTICE OF MEETING

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CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

will meet on

TUESDAY, 12TH FEBRUARY, 2019

at

6.30 PM

in the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS DAVID BURBAGE (CHAIRMAN), DR LILLY EVANS, MOHAMMED ILYAS, EILEEN QUICK, GERRY CLARK (VICE-CHAIRMAN), PAUL BRIMACOMBE AND HARI SHARMA

SUBSTITUTE MEMBERS

COUNCILLORS LYNNE JONES, JOHN STORY, JOHN LENTON, JUDITH DIMENT, RICHARD KELLAWAY AND CARWYN COX

Karen Shepherd - Service Lead – Governance

Issued: 22/01/2019

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

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AGENDA

PART I

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2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.		5 - 6
3.	<u>MINUTES</u> To approve the Part I minutes of the meeting held on 23 October 2018 and 20 November 2018.		7 - 16
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6.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 9 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"		

CONFIDENTIAL MEETING - PART II

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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

CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

TUESDAY, 23 OCTOBER 2018

PRESENT: Councillors David Burbage (Chairman), Mohammed Ilyas, Richard Kellaway, Eileen Quick, Gerry Clark (Vice-Chairman) and Paul Brimacombe

Also in attendance: Cllr Saunders.

Officers: Rob Stubbs, Nikki Craig and David Cook.

APOLOGIES

Apologies for absence were received by Cllr L Evans and Cllr Sharma. Cllr Kellaway attended as a substitute.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

Resolved unanimously: that the Part I minutes of the meeting held on 26 September 2018 were approved as a true and correct record.

ANNUAL COMPLAINTS REPORT

The Head of HR and Corporate Projects introduced the annual complaints report that covered the period from 1 April 2017 to 31 March 2018. The report detailed all the compliments and complaints made by or on behalf of customers that were investigated under the formal complaints policy or statutory adults and children's complaints procedures.

In 2017/18 the Council recorded 644 complaints, a slight reduction on 665 received in 2016/17. There were also 463 compliments, a significant increase on 192 received in 2016/17.

The Panel were informed that the formal corporate complaints were covered from pages 24 to 31 of the report. Corporate Complaints was a two stage process with up to 10 days with a potential 10 day extension for stage one complaints and up to 20 days for stage two complaints.

Corporate complaints totalled 574 and corporate compliments totalled 310. This represents 89% of the total complaints received and progressed and 67% of the total compliments received for the council during 2017/18 as detailed in section 5.1 of the report.

Table 7 within the report detailed the corporate complaints received by service area. The 574 complaints received were spread out amongst 25 service areas with the highest numbers received by Highways, Waste and Customer Services.

The nature of the complaints were shown by theme in table 8 of the report. The top five themes similar to those across the council were lack of action, failed to follow timescales, attitude or behaviour of staff, services delivered below standard and not being happy with a decision.

The Panel were informed that at stage 1, the number of complaints responded to within timescale was 53%, however at stage 2 this increases to 79%.

The LGO made decisions on 32 complaints and enquiries, nine of these were within corporate services of which six were upheld. These covered Housing, Planning, Benefits and Council Tax and Highways. The Panel were informed that there was a public interest report published in 2017/18 for a complaint against the council's housing service. The LGO published a total of 42 reports nationally during 2017/18; an increase of 40% on the previous year.

The Panel were informed that it was important to learn from complaints with some examples being included in table 11 of the report.

The report also showed compliments received by 22 services in table 12. This was a significantly increased from 101 in 16/17 to 310 in 17/18. Examples of some compliments received were shown in table 13.

The Chairman commented that an increase in the number of complaints may be a result of better reporting and capturing complaints. He also asked that with regards to the LGO complaints were they included within the report and was compensation paid. The Panel were informed that the complaint details were available from the LGO website and that in some cases compensation was paid.

Cllr Brimacombe mentioned that there were four channels of communication with the Council; in person, telephone, letter and social media. He asked if all were used to capture and record complaints. It was confirmed that all the mentioned channels of communication were used and that there was an increased use of the RBWM website.

Cllr Kellaway mentioned that he was currently undertaking a task and finish group on planning and requested that details of the planning complaints be made available to the task and finish group.

Cllr Quick referred to learning from complaints and asked if this was being actioned upon especially staff attitude which should always be 100%. The Panel were informed that learning action was undertaken, for example within customer services there were weekly training. The complaints team also reported to senior management team meetings.

Cllr Brimacombe reiterated that the increased number of complaints could also be seen as better public engagement.

The Panel noted the report and thanked the teams with increased compliments.

FINANCIAL UPDATE

The Lead Member for Finance introduced the council's latest financial update report for 2018-19 that confirmed a projected overspend on service budgets of £1,426,000 with a General Fund Reserves of £8,663,000. The Panel were informed that as well as noting the current projected outturn position there were an additional three recommendations in the report.

The Lead Member for Finance informed that as per the two previous Financial Update reports to Cabinet he was confident that the NET financial outturn would remain at a £1.4 million overspend. The outturn was not expected to significantly improve or decline. The budget continued to be subject to national pressures such as high cost child placements for our vulnerable children and the ability to fully recover business rates.

The Chairman asked for confirmation that the overspend was a NET figure. The Lead Member for Finance confirmed that this was a NET figure and after continued pressures and savings he did not expect it to dramatically improve or decline.

The Chairman asked if the pressures relating to children's high cost placements was due to increased cases or increased costs from providers. The Panel were informed that it was a mixture of both.

Cllr Brimacombe mentioned that at a recent Employment Panel meeting mitigating actions were discussed and he asked if they will reduce the £1.4 million pressure. The Panel were informed that action was being taken to create a buffer against ongoing pressures but he was not expecting the NET position to grow significantly. The actions proposed at Employment Panel were to stop the NET position from growing.

The Chairman asked if the buffer in our balances would be used to mitigate pressures and was informed that mitigating actions were being taken to relieve the situation and that our reserves remained in a healthy position.

Cllr Brimacombe asked if the £2.5 million of budgeted subsidy that had not been recovered was for long term debt and not expected to be recovered. The Panel were informed that this related to housing subsidies that were paid if overpayments were due to claimants error then 100% could be recovered but if they were due to administrative errors than only 40% could be recovered.

Cllr Brimacombe also asked if the pressure on the dedicated schools grant would be recoverable or if it will fall onto the council. The Panel were informed that if schools failed to take action it could fall onto the council. The Schools Forum were responsible and were taking mitigating action.

Resolved Unanimously: that the Corporate Services O&S Panel considered the Cabinet report and unanimously endorsed the recommendations.

MEMBERS' ALLOWANCES - LATE CLAIM BY COUNCILLOR DA COSTA

The Democratic Team Manager introduced the report relating to a late claim for payment of £61.65 for travel allowances from Councillor Da Costa. As the claim had been submitted in excess of six months after the date of the qualifying meetings it required a cabinet decision.

Resolved Unanimously: that the Corporate Services O&S Panel considered the Cabinet report and unanimously endorsed the recommendations.

COUNCIL TRUSTS

The Democratic Team Manager introduced the trust report and informed that this was an annual report regarding charities where the Royal Borough were trustees. There were four categories:

- A charitable trust where Cabinet acted as trustees on behalf of the Council.
- Where the council were involved with the charity and provided the lead and administrative support.
- Where the council were involved but provided no administrative support.
- Where the council were involved but the charity was not registered and did not have to provide an annual return to the charity commission.

The Panel noted the report.

WORK PROGRAMME

The Chairman informed the Panel that Cllr L Evans had asked why the Annual Report on Commissioning 2017-18 Cabinet report was not being considered by this Panel.

The Clerk had informed that the report was being scrutinised by the relevant O&S Panels who covered the commissioned services. The Panel requested that the report be considered at their next meeting, it was noted that this would be after Cabinet had considered the report.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

Resolved unanimously: that the Part II minutes of the meeting held on 26 September 2018 were approved as a true and correct record.

The meeting, which began at 6.30 pm, finished at 7.20 pm

CHAIRMAN.....

DATE.....

CORPORATE SERVICES OVERVIEW AND SCRUTINY PANEL

TUESDAY, 20 NOVEMBER 2018

PRESENT: Councillors David Burbage (Chairman), Mohammed Ilyas, Eileen Quick, Gerry Clark (Vice-Chairman) and Paul Brimacombe

Also in attendance: Cllr Hill, Cllr Saunders, Cllr Beer and Cllr Jones.

Officers: Hilary Hall, Lynne Lidster, Ben Smith, Russell O'Keefe, Rob Stubbs, Andy Jeffs, Kevin McDaniel and David Cook.

APOLOGIES

Apologies for absence were received by Cllr Sharma and Cllr L Evans, Cllr Kellaway attended as a substitute.

DECLARATIONS OF INTEREST

Councillor Burbage declared a Disclosable Pecuniary Interest in item 7 he left the room for the duration of the discussion and voting on the item.

FINANCIAL UPDATE

The Lead Member for Finance and Economic Development introduced the latest Financial Update report. The Panel were informed that as he had already briefed Members regarding the latest financial position he would provide an overview and answer any questions.

The Panel were informed that the financial update reports had shown that since July 2018 there had been early pressures on the budget mainly due to the increased demand and cost of children in care, pressure on parking income and recovery of . debt from revenues and benefits. It was reported that there would be a NET pressure of around £1.5 million.

The budget position was being driven by national pressures. The current pressures were being partially mitigated resulting in a net service pressure of £3,044,000 along with an additional £1,500,000 from the Business Rates Pilot, leaving a financial pressure across the Council of £1,544,000 as detailed in appendix A.

The report provided additional appendices explaining the pressures and actions taken to get to the current financial outturn position.

With regards to children in Care the Lead Member for Finance and Economic Development informed that an additional child entering the system could cost between £50,000 to over £150,000 per year. In forecasting the year end position it had been assumed that the national and local increase in demand and cost would continue.

The Lead Member also informed that the other major area of pressure was the projected income from parking. When setting the budget the Lead Member had informed that there had been a policy decision not to increase parking provision for local residents but ,after benchmarking, to increase parking charges proportionally for visitor parking. What had not been expected was that there would be a shift in an increase of resident parking and thus a corresponding drop in projected income due to increased use of the vantage card.

Officers were asked to provide a range of realistic mitigating actions which had also been appended with a matrix of delivery risk. There were also additional funding opportunities such as higher than expected revenue from Business Rates Pooling.

The Chairman asked that with regards to the AFC pressures were they due to demographic pressures or poor management. The Director of Children's Services responded that there was an appendix to the report that provided additional information on these pressures. Over the last year there had been significant variances in demand on the AFC and Optalis services. The contract for AFC had been set less than previous years as it was expected that the contract would deliver savings. AFC had provided a downward trend in the number of children in care but recently the national trend of more children going into care had hit the Royal Borough resulting in the highest rate since the 18 month of the AFC contract. It had not been possible to achieve the planned savings and there were additional pressures due to children entering the system.

The chairman said that this was a volume issue that would have an impact on any local authority. The Panel were informed that this was the case and even though we were below the south east and England average the increased demand and shortage of places had created a pressure.

Cllr Brimacombe thanked the Lead Member and officers for the briefing that had been provided. He mentioned that there was a net pressure of around £1.5 million but there was a lot going on under the surface. Joining AFC was to raise our standards but there had been a flat line budget for the last few years whilst costs were increasing. Cllr Brimacombe asked was the budget not prudent. The Panel were informed that in 2015 additional resources had been provided to improve standards as well as the additional capacity from AFC. It was felt that there was sufficient budget.

Cllr Brimacombe said that there had been previous pressures within children's services, costs were increasing and there was the national trend of more children going into care. Given these circumstances he said he was surprised that the budget had been at the level it was.

The Lead Member informed that it was clear that there had been changes to volume and price variance. Council's budgeted differently to the corporate world and were susceptible to volume and price variances.

The Interim Managing Director informed that the management team had worked hard on the budget so that next year's one would take into account the recent trends.

The Lead Member informed that the reported pressures included the projected trend continuing and that these trends would be included in setting next year's budget.

Cllr Brimacombe mentioned that appendix A1 showed two large variances to the budget in July and November and asked what had happened in the organisation that required this additional funding. The Panel were informed that they were not adverse variances but additional funding being made available. As the pressures within the organisation arose it was felt that they could be mitigated but over time this became unrealistic. It was acknowledged that the senior management team needed to be more realistic with savings and projected income and to bring forward pressures earlier.

Cllr Brimacombe said that the budget must have either been unrealistic or over optimistic. It was clear that the budget was set too low and that he wished to see next year's budget fully funded.

The Chairman said that the trend in Children's Services would be built into next year's budget. This year's budget had a lot of funds going into reserves which was prudent.

Cllr Brimacombe said that the number of un-achievable savings within the report indicated staff not being removed at the right time and adjustments not being made straight away, therefore he was not confident about the budget process. He was looking forward to seeing this being corrected.

Cllr Brimacombe questioned the budget methodology and was informed that last year the budget preparations went through O&S Panels, this process did not adequately predict the variances and pressures that arose. For this year's build he was happy to show the methodology behind the key numbers. This will show that the story behind the assumptions.

Cllr Brimacombe questioned the impact on the quality of the organisation and service provision due to the mitigating actions. If there was no impact then why were they not done sooner, for example additional parking enforcement income why was this not done earlier. He was sceptical that the mitigating actions were achievable and there were a number that were areas being capitalised and thus not savings.

The Chairman mentioned that capitalising revenue would not impact service delivery.

Cllr Quick mentioned that it was right to be scrutinising the budget and it was good that the Lead Member and officers were taking into account the current trend when setting next year's budget. Looking at the national picture it was good that we had a healthy reserve above the recommended level.

The Lead Member informed that when prudent it was the policy to add to our reserves and this would continue as we did not know what may happen in the future.

Cllr Brimacombe mentioned that there had been £8.7 million in pressures this year and asked if a similar amount would be added to next year's budget. The Lead Member said that it was too early to say but it was clear that the adverse variances would continue and thus it would be diligent to have the mitigation flow into next year's budget.

Cllr Brimacombe recommended that the other scrutiny panels should look at their areas within the budget and guide officers.

Resolved Unanimously: that the Corporate Services O&S Panel considered the Cabinet report and unanimously endorsed the recommendations.

ANNUAL REPORT ON COMMISSIONING 2017-2018

The Chairman informed that the report had been brought to Panel at the request of Cllr L Evans, it had been considered by relevant O&S Panels and Cabinet in October 2018.

The Deputy Director – Strategy and Commissioning introduced the item and explained that the report looked at Council services that were commissioned by external providers. The Council had undertaken a significant shift by introducing a commissioning model and this was the first annual report against performance targets within the contracts. The report showed the range of partners that the council commissioned and following feedback next year's report would contain more financial information and be written in plain English.

The Chairman asked if the new commissioning model was working and was informed that the council had learnt a lot during the first year especially around commissioning providing transparency and support as well as challenge. The council had gain a wider expertise base from the partner organisations. The commissioning service had undertaken a review to ensure an appropriate level of challenge was provided to the commissioned services.

Cllr Kellaway mentioned that accessibility to officers was an issue as most of the commissioned services were no longer based at the town hall and it was sometime difficult to

find the responsible officer if you have a issue to discuss. Communicating roles and responsibilities was important especially for new councillors after the May 2019 elections.

Cllr Quick agreed that it was important that Members were responded to quickly and that contact details should be available to Members and kept up to date.

Cllr Brimacombe asked if the Council had retained sufficient expertise in house and have there been lessons learnt from the contracts. The Panel were informed that capacity and knowledge had been retained. Although there had been no major issues lessons had been learnt for example better specification on certain roles such as staff supporting the council during elections.

Cllr Hill mentioned that when highways officers were in house it was easy to contact them regarding any issues, it was no longer as easy now that they are based in Slough.

Cllr Brimacombe asked if internal audit look at our commissioned services and was informed that they were audited and some of the organisations such as Optalis and AFC have their own audits.

The Panel noted the October 2018 Cabinet report.

Q2 2018/19 PERFORMANCE REPORT

The Deputy Director – Strategy and Commissioning introduced the report that report summarised the performance in the first two quarters' of the council's 25 strategic measures in the performance management framework.

The Panel were informed that the 25 key measures aligned to the refreshed Council Plan with the six strategic priorities detailed in section 2.1 of the report. The new performance management framework would also feed into the Residents Survey report that is due to come to Cabinet in January 2019.

Out of the 25 strategic measures 18 (72%) reported in Q2 had met or exceeded the target (Green), 4 measures (16%) (Amber) were just short of the target and three measures (12%) (Red) were below target.

The Chairman mentioned that there were fewer indicators than previously reported and gave the example that the attainment gap in education was no longer shown and asked if this was still recorded. The Panel were informed that attainment was still recorded and education attainment would be reported in March 2019. It was expected that the attainment gap would remain the same and that funding was focused on improving the situation. It was also noted that a wider set of indicators was reported to individual O&S Panels on a quarterly basis.

Cllr Kellaway asked why there was such a delay in releasing attainment data when school children had already received their results. The Panel were informed that this was because schools request that only ratified numbers are released.

With regards to vacancy rates Cllr Brimacombe asked if further data such as the number of posts and hours not recruited to and why was held. The Panel were informed that that type of information was held by HR and was reviewed and challenged by the senior management team. Cllr Brimacombe mentioned that there was a concern of holding managed vacancies for too long as financial mitigation purposes if they impacted on service delivery.

Resolved unanimously: that the Corporate Services O&S Panel considered the Cabinet report and unanimously endorsed the recommendations.

THAMES HOSPICE - RELEASE OF COVENANT

The Interim Managing Director introduced the report regarding the release of restrictive title covenants, at nil consideration, to assist the sale of the Thames Hospice site at Pine Lodge, Hatch Lane, Windsor.

The Panel were informed that the land, approximately 1.53 acres, was sold to Thames Hospice in two land sales in 2001 and 2012. Thames Hospice did an important role in supporting end of life care and that the proposals were an important part of the Trust's relocation strategy to enable the completion of the Trust's proposed new hospice site at Bray Lake to take place.

Restrictive covenants would be attached to the land on which the new facility will sit, to ensure that if the facility is sold at any time in the future, or redeveloped for use other than hospice care, that there is a similar covenant in place in favour of the Council.

The Chairman mentioned that the Council were proposing to invest £2.25 million of public money into the new site. The Panel were informed that this was correct as it was proposed to move the value from the current site to the new site.

Cllr Quick reported that the hospice did an excellent job and that the new site would provide more beds and a larger training centre.

Resolved unanimously: that the Corporate Services O&S Panel considered the Cabinet report and unanimously endorsed the recommendations. The Panel recommended that, as in paragraph 5.2 in the report, that the recommendation to have a similar covenant in place at the current value of £2,250,000 be amended to have this value indexed linked.

APPROPRIATION OF LAND

Cllr Burbage left the meeting and the Vice-Chairman, Cllr Clark, took the chair.

Cllr Hill reported that he owned property near the site so he would address the Panel but not take part in any discussion.

The Interim Managing Director introduced the report that sought approval for the appropriation of a selection of key council owned sites which had already been approved for redevelopment. It was best practice to undertake this action.

Cllr Hill raised concern about the report as he felt the action proposed was not appropriate. It would be seen that the Royal Borough were trying to override residents rights by taking away their rights to object to future developments. It was taking away the right to object prior to any planning applications. Cllr Hill also questioned why they were all in one report when the proposals should be brought forward on a site by site basis when required. He mentioned that he had opened a petition to protect the trees and animals on the site as this was an important green open space in Maidenhead. Cllr Hill reiterated that the recommendations would raise concern with our residents.

Cllr Brimacombe asked why all the sites were being appropriated together in one report and why now when we were six months before the local elections and a new administration may have different plans. The Panel were informed that all the sites had already been approved for development by the council. The sites would still go via the usual planning process where people could raise objections if they wished. As the land owner it was logical to undertake this action now and it was being done in one report rather than bringing nine separate reports to Cabinet.

Cllr Brimacombe mentioned that this was a technical process overriding future development, some not until 2023, there could be unknowns in the future.

Cllr Ilyas mentioned that at the St Clouds Way public exhibition it showed Ivy Leaf on the development plans. The Panel were informed that Ivy Leaf was not part of the development as they did not wish to surrender the lease. It had been included within the site plan in case they changed their minds in the future.

Resolved: that the Corporate Services O&S Panel considered the Cabinet report and endorsed the recommendations. Cllr Brimacombe abstained from voting.

WORK PROGRAMME

The Panel noted the work programme.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

Resolved Unanimously: That the Panel noted the Part II Financial Update appendix,

The meeting, which began at 6.40 pm, finished at 8.30 pm

CHAIRMAN.....

DATE.....

Report Title:	Treasury Management
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders Lead Member for Finance
Meeting and Date:	Cabinet - 7 February 2019
Responsible Officer(s):	Rob Stubbs, Deputy Director and Head of Finance
Wards affected:	All

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REPORT SUMMARY

1. The Chartered Institute of Public Finance and Accountancy (CIPFA) has updated its Treasury Management Code of Practice. The code requires the Council to demonstrate “Management of the organisation’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with these activities; and the pursuit of optimum performance consistent with those risks”.
2. The Treasury Management Strategy 2019/20 has been written in line with the details of the CIPFA code of practice and complies with it in all material ways.
3. This report also provides Cabinet with a summary of treasury activity in 2017/18.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) Approves and adopts the Council’s Treasury Management Strategy.

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

- 2.1 In line with the CIPFA Code of Practice the Treasury Management Strategy has been submitted to Cabinet for approval and adoption in 2019/20. The associated Prudential Performance Indicators will be monitored during the year. **This is the recommended option.**

3. KEY IMPLICATIONS

Table 1: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Ratio of financing cost to net revenue stream	>6.0%	5.8%-6.0%	5.6% - 5.79%	<5.6%	May 2020

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
No. of days that counterpart limits are exceeded	>0	<=0	N/A	N/A	May 2020
No of days that the operational boundary for long term debt is exceeded	>0	<=0	N/A	N/A	May 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Borrowing is only undertaken when necessary and not on the date of approval of a scheme by the Council or Cabinet, but as the funding is required. Borrowing is generally taken over the economic useful life of the asset, for instance borrowing for buildings would be applied over 50 years. The council will use available balances and capital receipts before undertaking borrowing to reduce any unnecessary revenue costs.

2017/18 Annual report

- 4.2 This section of the report reviews the period from the 1st April 2017 to the 31st March 2018.
- 4.3 The Council receives payments in the form of government grants, council tax and business rates. These funds are invested in either fixed rate loans, cash deposits or money market funds with Council approved counterparties. The list of approved counterparties is known as the "Lending List". Achieving for Children were added to the Lending List following approval at Cabinet on the 28 September 2017.
- 4.4 The investment return benchmark is 0.25% above Bank of England base rate. The Monetary Policy Committee of the Bank of England increased the Bank of England base rate from 0.25% to 0.50% on the 2nd November 2017. There was a further increase in base rate to 0.75% on the 2nd August 2018 but this does not impact on the benchmark calculation for 2017/18.
- 4.5 The benchmark for 2017/18 has been calculated as an average rate as the base rate reduction occurred part way through the year.
- 4.6 The investment return for 2017/18 was 0.61% compared to the benchmark of 0.60%.
- 4.7 The return on the prepayment of Pension Fund contributions for 2017/18 was £221,107. This amount is not included in the investment return reported above but it contributes towards budget targets, which were achieved in 2017/18.

4.8 The Council has not increased its level of long term external debt during the period. As at 31st March 2018 the Authority’s total long term external borrowing was £57,049,000 with an average interest rate of 4.97% for the Public Works Loan Board (PWLB) loans and 4.19% for the Lender Option Borrower Option (LOBO) loans borrowed from Barclays and Dexia. Barclays have declared that they will not be exercising their option to increase the rate during the lifetime of the loan and this effectively makes it a fixed rate loan.

4.9 At the end of the financial year 2017/18 the Council borrowed £20,000,000 in the short term. The loans were repaid in full by the 1st May 2018.

5. LEGAL IMPLICATIONS

5.1 In producing and reviewing this report the Council is meeting its legal obligations to produce a strategy for treasury management.

6. RISK MANAGEMENT

Table 2: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
That the Council will have insufficient cash to meet its objectives.	HIGH	Daily management of treasury activities ensures that cash is invested to maximise returns at the same time as maintaining funds for service and capital expenditure.	LOW

7. POTENTIAL IMPACTS

7.1 None.

8. CONSULTATION

8.1 Overview & Scrutiny will review the report prior to Cabinet. Comments will be reported to Cabinet

9. TIMETABLE FOR IMPLEMENTATION

9.1 The strategy will be used from 1 April 2019 in line with the commencement of the 2019/20 budget.

10. APPENDICES

10.1 This report is supported by 8 appendices:

- Appendix A Treasury strategy principles
- Appendix B Treasury management strategy

- Appendix C Treasury management objectives
- Appendix D Glossary of terms
- Appendix E Loan resources
- Appendix F debt repayment profile
- Appendix G Investment criteria
- Appendix H Prudential Indicators

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Saunders	Lead Member for Finance		
Russell O'Keefe	Acting Managing Director		
Rob Stubbs	Section 151 Officer		
Elaine Browne	Interim Head of Law and Governance		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
Andy Jeffs	Executive Director		
Kevin McDaniel	Director of Children's Services		
Angela Morris	Director of Adult Social Services		
Hilary Hall	Deputy Director of Commissioning and Strategy		

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item?
Report Author: Rob Stubbs, Deputy Director and Head of Finance, 01628 796222		

TREASURY MANAGEMENT STRATEGY GENERAL PRINCIPLES

In the preparation of this treasury management strategy a number of key areas are considered to be fundamental to our treasury management activity. They are listed below and covered in more detail in the body of this strategy.

- Risk Management
- Performance Measurement
- Decision-making and analysis
- Approved instruments, methods and techniques
- Organisation, clarity and segregation of responsibilities, and dealing arrangements
- Reporting requirements and management information arrangements
- Budgeting, accounting and audit arrangements
- Cash and cash flow management
- Money laundering
- Training and qualifications
- Use of external service providers
- Corporate governance

SECTION 1 RISK MANAGEMENT

General statement

The Head of Finance will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report annually to Cabinet on their adequacy and suitability. Any actual or likely difficulty in achieving the organisation's objectives will be reported to Cabinet in accordance with the procedures set out in *Reporting requirements and management information arrangements*.

Credit and counter party risk management

The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counter party lists and limits reflect a prudent attitude towards organisations with whom it trades. It also recognises the need to have and maintain, a formal counter party policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

Liquidity risk management

The Council will ensure it has adequate cash resources, borrowing arrangements, overdraft or standby facilities to enable it to have the level of funds available necessary for the achievement of its business / service objectives.

The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities

Interest rate risk management

The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, in line with the amounts provided in its budget.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues. At the same time retaining a degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.

Any decision will be subject to the consideration of this strategy and, if required, approval of Cabinet or Council.

Exchange rate risk management

The Council will manage any exposure to fluctuations in exchange rates, in order to minimise any detrimental impact on its budgeted income/ expenditure levels.

Refinancing risk management

The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented. The maturity profile of the monies raised will be managed with a view to obtaining terms for refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

Legal and regulatory risk management

The Council will ensure that all of its treasury management activities comply with its statutory powers. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities.

The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

Fraud, error and corruption, and contingency management

The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

Market risk management

The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

SECTION 2 PERFORMANCE MEASUREMENT

The Council is committed to the pursuit of value in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in Appendix B.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements.

SECTION 3 DECISION-MAKING AND ANALYSIS

The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

SECTION 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the appendices to this document, and within the limits and parameters defined in *Section 1 Risk Management*.

SECTION 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the Head of Finance will ensure that the reasons are properly reported in accordance with *Section 6 Reporting requirements and management information arrangements*, and the implications properly considered and evaluated.

The Head of Finance will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The Head of Finance will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out.

The Head of Finance will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

The delegations to the Head of Finance in respect of treasury management are set out in the

schedule to this document. The Head of Finance will fulfil all such responsibilities in accordance with the policy statement.

SECTION 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum:

Cabinet will receive:

- An annual report on the strategy and plan to be pursued in the coming year
- An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's treasury management policy statement.

SECTION 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

The Head of Finance will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with *Sections 1 Risk management, 2 Performance measurement, and 4 Approved instruments, methods and techniques*. The Head of Finance will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with *Section 6 Reporting requirements and management information arrangements*.

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

SECTION 8 CASH AND CASH FLOW MANAGEMENT

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Head of Finance, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Head of Finance will ensure that these are adequate for the purposes of monitoring compliance with *Section 1 liquidity risk management*.

SECTION 9 MONEY LAUNDERING

The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained.

SECTION 10 TRAINING AND QUALIFICATIONS

The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Head of Finance will recommend and implement the necessary arrangements.

The Head of Finance will ensure that members of the Audit and Performance review and Corporate Overview and Scrutiny panels have access to training relevant to their needs and responsibilities

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively

SECTION 11 USE OF EXTERNAL SERVICE PROVIDERS

The Council recognises that the responsibility for treasury management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure that it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid overreliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed.

SECTION 12 CORPORATE GOVERNANCE

The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

The Council has adopted and has implemented the key principles of the Code. This, together with the other arrangements detailed in the schedule to this document, are considered vital to the achievement of proper corporate governance in treasury management, and the Head of Finance will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

TREASURY MANAGEMENT STRATEGY 2019/20

1. Introduction

1.1 The Council's Treasury Management Strategy for 2019/20 considers the impact of anticipated capital and revenue cash flows, the maintenance of existing loan debt, the availability and use of internal sources of finance such as reserves, capital funds and capital receipts unapplied. Where surplus cash is available the strategy considers the extent to which these should be invested. The strategy considers the need for the Council to consider alternative financing options such as borrowing and reviews the potential trends in interest rates. Integral to the strategy is the setting of the various Indicators required by the Prudential Code that Cabinet will monitor.

1.2 The Council has cash balances which are used to fund day to day service operations and support capital funding through the use of internal resources. Any surplus funds are invested within constraints set out by the Secretary of State. The Council also has debt which has built up over time to fund its fixed assets. The Head of Finance manages both the day to day cash requirements (including the investment of surplus funds) and the borrowing requirements of the Council through an in-house treasury management team. Cash investment earnings are included in the Council's revenue budget which also reflects the financial implications of the proposed capital programme.

1.3 The Council's investment and borrowing policies are governed by the Local Government Act 2003 and the Secretary of State's Investment Code. These contain regulations backed up by various Codes of Practice. The CIPFA Treasury Management Code of Practice, which the Council has formally adopted and the Secretary of State's Investment Code, both require the Head of Finance, before the beginning of each financial year, to present an Annual Treasury Management Strategy for the forthcoming year for approval by the full Council. The Council also implemented the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 requiring Council to approve an Annual Statement of Minimum Revenue Provision which is the amount set aside from revenue for the repayment of debt principal relating to the General Fund only.

1.4 The CIPFA Prudential Code for Capital Finance in Local Authorities sets out indicators that are used to support capital expenditure plans and treasury management decisions. The Prudential Indicators are set by the Council at budget time and are to be monitored during the year.

1.5 Section 3 of the Local Government Act 2003 requires the Council to approve an "affordable borrowing limit". This is the maximum level of loan debt that may be outstanding at any point in time. This is set having regard for the overall treasury management strategy.

1.6 Finally, it is a statutory requirement under S33 of the Local Government and Finance Act 1992 for the Council to produce a balanced budget, and in particular this includes the impact of revenue costs flowing from capital expenditure financing decisions. The Head of Finance confirms that the capital expenditure plans comply with the statutory requirement to set a balanced budget.

2. Interest Rate Assumptions

2.1 The assumptions on interest rates and their projected movement during the three year planning period represent a key element of the treasury management strategy. These assumptions are based on information gained from a wide range of sources in the investment market compared to Bank of England projections over the period. These are summarised in the following table derived from the Bank of England Inflation report August 2018.

Table 1: Bank Rate Forecasts

	Bank Rate 2019	Bank Rate 2020	Bank Rate 2021
Q1 Forecast	0.7%	1.0%	1.1%
Q2 Forecast	0.8%	1.0%	1.1%
Q3 Forecast	0.9%	1.0%	1.1%
Q4 Forecast	0.9%	1.1%	1.1%
Average	0.8%	1.0%	1.1%
Sector Forecast	1.0%	1.4%	1.7%

(Source: Bank of England Inflation report 08/18)

2.2 Historic bank rates are detailed in table 2 below. The Monetary Policy Committee of the Bank of England increased the bank rate to 0.75% in August 2018. The rate is expected to continue to rise in the medium term.

Table 2: Comparison of Bank Rate over Time

Date	Previous Rate (%)	New Rate (%)	Change (%)
March 2009	1.0	0.50	-0.5
Aug 2016	0.50	0.25	-0.25
Nov 2017	0.25	0.50	+0.25
Aug 2018	0.50	0.75	+0.25

2.3 2019/20, the Head of Finance, based on the advice he has received, expects the Bank of England Rate to start the year at 0.75% and increase to around 1.0% during the course of 2019/20. Rates are expected to continue to 1.1% or higher by the end of 2021/22. This trend is likely to impact PWLB rates as well. Table 3 below shows expected averages for 2019/20.

2.4 Table 3: Interest Rate Forecast 2019/20

	Average assumed for the year 2019/20
Bank of England Bank Rate	0.8%
PWLB 5 years	1.55%
PWLB 10 years	1.85%
PWLB 15 years	2.26%
PWLB 25 years	2.73%
PWLB 50 years	2.59%

2.4 In the current economic environment interest rate projections over the short term are volatile, so the above forecasts cannot be relied upon to hold true for the whole of the coming year. The Head of Finance will monitor interest rate projections carefully and adjust financing and investment strategies accordingly.

3. Capital Financing Strategy

3.1 The current (“Prudential”) System of capital controls, allows the Council to determine its own level of capital investment. However, the Council must demonstrate that its capital programme is affordable, prudent and sustainable. In the short term the proposed capital programme will be financed from external borrowing. Any delays in receiving cash from anticipated receipts will be covered through the temporary use of unsupported short term borrowing.

3.2 Although the capital programme is planned with reference to the total level of resources available to finance capital expenditure, the method of financing individual capital schemes will be determined by the Head of Finance at the end of the financial year. The order of use of sources of finance for the capital programme is:

1. Capital Grants
2. Capital Contributions from outside bodies e.g. Section 106 / CIL
3. Capital Receipts
4. Direct Revenue Contributions – mainly for short life assets
5. Draw down from accumulated investments (set aside to repay debt)
6. Prudential Borrowing (unsupported) to finance ‘invest to save’ schemes and pending the arrival of future known capital receipts

In addition,

7. Leasing will also be considered if more cost effective.

3.3 Capital Grants and external contributions are likely to have been received for specific schemes and therefore cannot be used for any other purpose. For other schemes, capital receipts are to be used in preference to revenue contributions or borrowing.

3.4 Capital Receipts will be fully applied in the year in which they are received if possible to reduce the level of Minimum Revenue Provision (MRP) i.e. the monies that the Council sets aside for debt repayment.

Minimum Revenue Provision (MRP) Policy Statement

3.5 The Head of Finance is required to produce a Minimum Revenue Provision Statement setting out what provision is to be made in the General Fund for the repayment of debt, and how the provision is to be calculated. The purpose of the Statement is to ensure the provision is prudent, allowing the debt to be repaid over a period reasonably commensurate with that over which the capital expenditure benefits.

3.6 The Head of Finance recommends continuing the policy adopted by the Council i.e.

This Council's Minimum Revenue Provision policy is to calculate its Minimum Revenue Provision for 2019/20 at a percentage of the adjusted capital financing requirement which is based on the estimated life of the asset(s) concerned.

Where the Council approves an "invest to save" scheme, it will fund the cost from prudential borrowing and make a charge to the appropriate revenue account equivalent to a depreciation charge, in accordance with standard depreciation accounting procedures.

Borrowing Strategy

3.7 The Council has prepared and published a three-year capital expenditure plan to 2021/22 and will undertake short term borrowing to ensure the affordability and delivery of the capital programme.

3.8 There are no maturing loans requiring replacement over the next three years. Low interest rates offer the opportunity to restructure the Council's more expensive debt. However, a large element of the Council's debt was taken out for 50 years and penalties arising from early repayment are, at present, prohibitive. The Head of Finance will however, keep the situation under regular review and report any changes in circumstance that change this situation. The various loan resources available to local authorities are detailed in Appendix E.

3.9 In the current economic climate of low interest rates, entering into new external debt would have the effect of reducing the average rate of interest on the debt portfolio and may offer good value for money in terms of lower debt servicing costs. However, this Council will not enter into further long term borrowing without a business case to support that option.

3.10 The Council inherited much of its borrowing maturity following the transfer of ex-Berkshire debt from Reading. The Head of Finance will ensure that future borrowings to limit

the proportion of borrowing maturing in any one financial year and in doing so safeguarding against the possibility of borrowing at a time of unfavourable interest rates. The maturity analysis of all borrowing and loans held by the Council is shown in Appendix F.

3.11 The debt portfolio also consists of two Lenders Option Borrowers Options (LOBOs) totalling £13 million. The first option is not due for several years. The lenders for the LOBOs are Barclays and Dexia. Barclays have withdrawn their option to change the rate, so the Barclays loan is now effectively a fixed rate/fixed term loan. Dexia have retained their option which can be taken every 5 years on the 25 Jan, with the next option date being 25 Jan 2023. However, if the current low bank rates continue it is unlikely that Dexia would exercise their options for repayment and the reasonable assumption is that LOBOs will run to full term.

3.12 With regard to PWLB debt, the Head of Finance will ensure the prudent planning of any new loans taken out. The Head of Finance will continue to review the potential to restructure the older and more costly debt and, where it is economic to do so, will recommend implementing debt restructuring strategies where feasible to reduce refinancing risk and increase value for money.

3.13 The authorised limit for external borrowing is the highest level of borrowing expected during the year to cover any exceptional adverse cash flow movements when payments run ahead of receipts and/ or any changes in borrowing which could arise to cover capital schemes funded through prudential borrowing. Once agreed it is a ceiling which should not be exceeded without further Council approval. The authorised limit is shown in Appendix H.

3.14 The operational boundary is the maximum borrowing that should be required if there are no exceptional cash flow movements. This is to ensure that in normal circumstances borrowing is only used to finance capital expenditure. The operational boundary is shown in Appendix H.

Investment Strategy

3.15 S12 of the Local Government Act 2003 gives a local authority power to invest for “any purpose relevant to its functions under any enactment or for the prudent management of its financial affairs”. S15(1) of the 2003 Act requires an authority to “have regard to such guidance as the Secretary of State may issue”, and the Secretary of State issued an Investments Code in 2004. The Head of Finance confirms that the strategy set out below complies with these requirements.

3.16 Since the collapse of the Icelandic banks and the problems experienced by the banking sector the Head of Finance has kept the counter party lending list under constant review having good regard to the balance between risk and return. The Head of Finance has consulted key Cabinet members in establishing a revised counter party listing which reflects the level of exposure to investment risk the Council is prepared to support and establish a list of banks, building societies and banking institutions which minimise the Council’s risk and the limit of exposure using the Fitch credit rating methodology. The investment limit of each counter party and the current exposure is shown in Appendix G.

Managing Treasury Management Performance

3.17 The Treasury Management function is provided by a small in-house team and Regular meetings take place with the Chief Accountant and Head of Finance at which the current situation for investments and borrowing are reviewed.

Prudential Indicators

3.18 The objectives of the CIPFA Prudential Code for Capital Finance in Local Authorities are to ensure that local authorities' capital investment plans are affordable, prudent and sustainable. In addition, treasury management decisions must reflect good professional practice and support prudence, affordability and sustainability. The Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and proper option appraisal. To demonstrate that the objectives are being fulfilled, and to support and record local decision-making Councils are required to set specific Prudential Indicators. These are not designed to be inter-authority comparative performance indicators and each authority sets its own limits or ratios.

3.19 The proposed indicators over the three year planning period are detailed in Appendix H.

Statutory Determinations

3.20 The Council must "determine and keep under review" how much money it can afford to borrow – the Affordable Borrowing Limit. This is the maximum amount of loan debt that may be outstanding at any point in time, and includes both borrowing for capital purposes and an allowance for temporary revenue borrowing.

3.21 It is proposed that the Affordable Borrowing Limit should be set at the maximum estimated borrowing level for each year. These limits are included as Prudential Indicators D and E in Appendix H.

Monitoring and Reporting

3.22 The treasury management activities during the year will be included in Finance Update reports to the Cabinet and Corporate Overview and Scrutiny panel.

Financial Implications

3.23 It is a statutory requirement under S33 of the Local Government and Finance Act 1992 for the Council to produce a balanced budget and, in particular, this includes the impact of revenue costs flowing from capital expenditure financing decisions. The Head of Finance confirms that the capital expenditure plans comply with the statutory requirement to set a balanced budget.

3.24 The strategy for treasury management is to maximise, in a prudent fashion, investment income and to minimise interest payments on debt.

TREASURY MANAGEMENT OBJECTIVES FOR 2019/20

1. Borrowing

- To minimise the revenue costs of borrowing.
- To manage the Council's debt maturity profile to ensure a spread of maturities over future years.
- To consider all borrowing instruments when considering funding 'invest to save' projects as they arise
- Borrow from the lowest interest rate when new loans are required which should be less than the equivalent PWLB average rate for the year.
- To repay/reschedule debt at the optimum time to yield the lowest premium (or highest discount) and maximum overall savings.

2. Investment

- To maintain capital security.
- To maximise return on investments whilst minimising the risk on the capital sum.

3. Capital Financing

- To maximise the use of capital grants and consider leasing when appropriate.
- To use unsupported borrowing to finance revenue-saving schemes – in particular invest to save schemes and also for temporary financing pending the arrival of known future capital receipts.
- To appraise various sources of financing, including leasing and private sector finance and any new financial instruments, and apply to finance new capital expenditure, as they are identified, if financially advantageous.
- In 2019/20 to make an annual Minimum Revenue Provision (MRP) for the repayment of debt. This will depend on the estimated life of the asset being purchased / created, e.g. a property with an estimated life of 25 years will use 4% of the capital financing requirement in the MRP calculation.

**GLOSSARY OF TERMS USED
IN THE TREASURY MANAGEMENT STRATEGY REPORT**

Affordable Borrowing Limit and Authorised limit for external debt	The maximum amount the Council can borrow for capital and revenue purposes, allowing for unusual events. It reflects a level of borrowing which, while not desired, could be afforded but may not be sustainable in the longer term.
Capital Financing requirement	The authority's underlying need to borrow
Capital receipts - reserved and usable parts	Monies received by a local authority when it sells an asset. The balance may be used to finance new capital expenditure, to meet any liability for a credit arrangement, or to repay the principal of loan debt.
CIPFA Treasury Management Code of Practice	The professional code governing treasury management, which the Council has formally adopted.
Credit arrangements	Forms of credit which do not involve borrowing of money, e.g. leases of land and buildings.
Lenders Option / Borrowers Option Loans (LOBO's)	A form of long-term borrowing where loans run at a fixed rate of interest for a fixed period of time, after which the Lender has the option to ask for repayment or change the interest rate on each interest payment date. If the Lender decides to exercise the option to increase the rate the borrower can then decide whether to accept the new terms or repay the loan.
Money Market fund	A cash management vehicle for short-term liquidity presented in the form of a fund. The fund actively invests its assets in a diversified portfolio of high-grade short-term, money-market instruments following the underlying principles of security, liquidity, and yield. The overriding guiding principle is the preservation of capital.
Minimum revenue provision (MRP)	The amount which must be set aside from revenue each year to cover future repayment of loan debt.

Operational boundary for external debt	The maximum amount of external debt according to probable events and consistent with the level of external debt projected in the estimates.
Public Works Loan Board (PWLB)	Part of the Government's Debt Management Office, making long-term funds available to local authorities on prescribed terms and conditions. The PWLB is normally the cheapest source of fixed rate long-term borrowing for a local authority, and the Board will also act as a lender of last resort.
Short Term	Short term plans and forecasts describe treasury management activities of a day to day nature, up to 6 months of any calendar year. These strategies are concerned with the management of working capital and liquidity.
Medium Term	Medium term treasury management plans cover periods up to the end of next financial year whilst the Medium Term Financial Plan covers the current year plus three years.
Long Term	Long term plans and forecasts describe treasury management and business planning strategies that look at periods in excess of the next three financial years.

LOAN RESOURCES AVAILABLE TO LOCAL AUTHORITIES

Long-term Borrowing

Public Works Loan Board (PWLB)

PWLB loans are available for periods ranging from one to 50 years at fixed or variable rates of interest. It is possible to make premature repayments (subject to payment of a premium or discount), or convert from fixed to variable terms and vice versa. Local authorities can borrow amounts from the Board up to their authorised lending limit as agreed by Members.

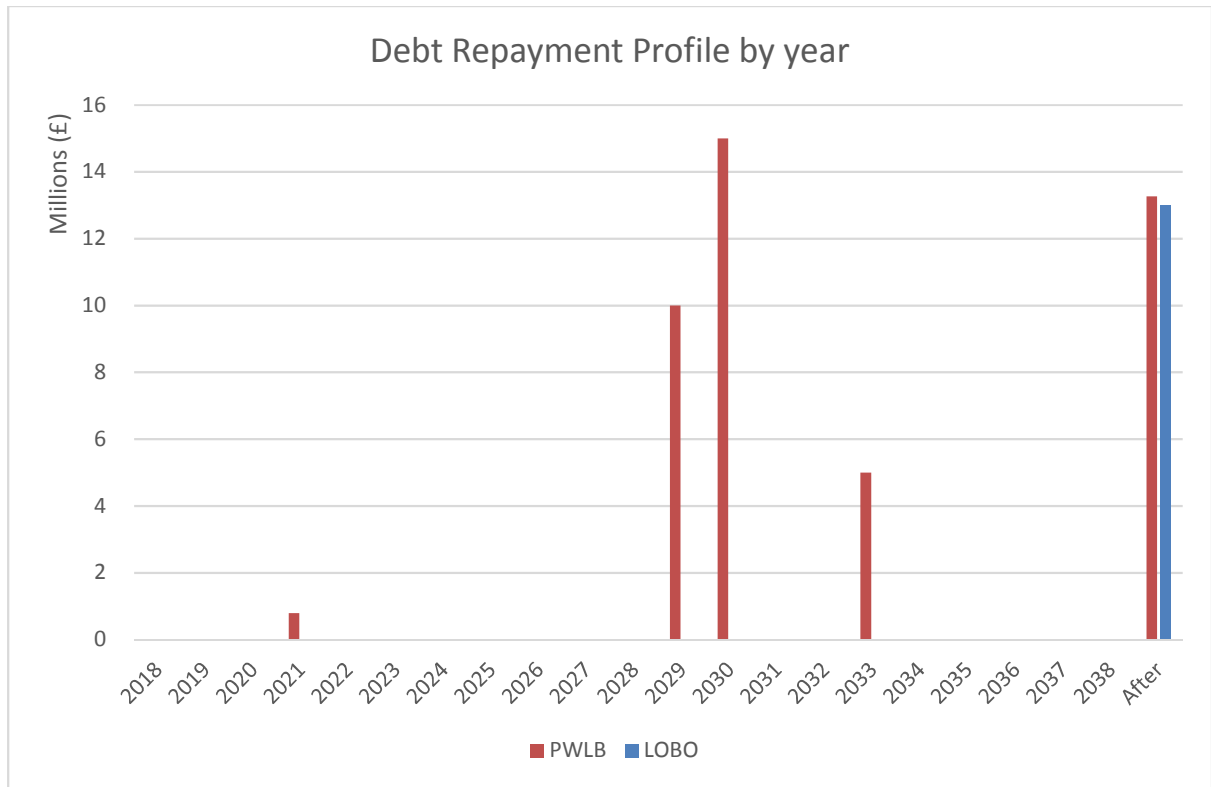
Short-term borrowing

The Council will generally have sufficient cash investments to cover short-term day to day bank balance shortfalls. However, if these are insufficient any short term cash shortfall will be met from the lower cost of using the Council overdraft facility with Lloyds TSB (the Council's banker) or by raising a loan from a local authority. All local authority loans will be arranged through the money brokers with whom the Council is in daily contact.

Debt – Rescheduling and Premature Repayments

The Council actively reviews its debt portfolio and where possible will refinance at more beneficial rates as long as the one off redemption costs are not unaffordable.

DEBT REPAYMENT GRAPH



INVESTMENT CRITERIA

Counterparty	FITCH Short Term 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	F1	A	Stable	15
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays	F1	A	Positive (watch)	15
Clydesdale	F2	BBB+	Stable	15
HSBC	F1+	AA-	Stable	15
Lloyds	F1	A+	Stable	15
National Australia Bank	F1+	AA-	Stable	5
Royal Bank of Canada	F1+	AA	Stable	5
Royal Bank of Scotland	F2	BBB+	Positive	15
Santander UK	F1	A	Positive (watch)	15
Standard Chartered	F1	A	Stable	15
Ulster Bank	F2	A-	Positive	5

Counterparty	FITCH Short Term Rating	FITCH Long Term Rating	FITCH Outlook	Max Sum To Be Lent £m
Building Societies with total group assets greater than £6 billion and FITCH Long term rating of BBB or better. (Max £3m per loan)				
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
All UK Local Authorities , with the exception of those with reported financial irregularities.				10
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
Aberdeen Sterling Liquidity Fund		AAA		10
Insight GBP Liquidity Fund		AAA		10
LGIM Sterling Liquidity Fund		AAA		10

Counterparty	FITCH Short Term Rating	FITCH Long Term Rating	FITCH Outlook	Max Sum To Be Lent £m
Revolving Credit Facility				
Achieving for Children				11.7
Financil Services Companies				
Kames Capital				1
Legal and General				1.5
RBWM Associated Companies				
Flexible Home Improvement Loans Ltd				0.5
RBWM Property Co. Ltd				1.5

FITCH Ratings Terminology

Short Term Rating - Expectation of timely repayment. 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 least likely, i.e. little credit risk; AA Very high credit; A High credit; BBB Good; Below BBB indicates non investment grade.

PROPOSED PRUDENTIAL INDICATORS

The objectives of the CIPFA Prudential Code for Capital Finance in Local Authorities are to ensure that local authorities' capital investment plans are affordable, prudent and sustainable. In addition, treasury management decisions must reflect good professional practice and support prudence, affordability and sustainability. The Code also has the objectives of being consistent with and supporting local strategic planning, local asset management planning and proper option appraisal. To demonstrate that the objectives are being fulfilled, and to support and record local decision-making Councils are required to set specific Prudential Indicators. These are not designed to be inter-authority comparative performance indicators and each authority sets its own limits or ratios. It should be noted that where indicators for three years are required, these are rolling scenarios, not fixed for three years. Any indicator can be reviewed at any time, following due process, and must be reviewed when the prudential indicators are set in subsequent years.

A. Capital expenditure

The actual capital expenditure that was incurred in 2017/18 and the estimates of capital expenditure to be incurred for the current year and future years are:

	2017/18 actual	2018/19 probable	2019/20 estimate	2020/21 estimate
General Fund	£40.6m	£64.9m	£54.9m	£33.2m

B. Ratio of financing costs to revenue stream

The actual ratio of financing costs for 2017/18 and estimates of financing cost to net revenue stream for the current and future years are:

	2017/18 actual	2018/19 probable	2019/20 estimate	2020/21 estimate
Non-loan financed	20.9%	22.6%	0.0%	0.0%
Loan financed	6.5%	5.8%	7.0%	8.5%

C. Capital Financing Requirement

Estimates of the end of year capital financing requirement for current and future years and the actual capital financing requirement as at 31 March 2018.

	2017/18 actual	2018/19 probable	2019/20 estimate	2020/21 estimate
General Fund	£106.3m	£149.3m	£200.4m	£225.7m

D. Authorised limit for external debt

This is the limit above which external debt must not go without Council approval. The limit reflects the maximum level of borrowing which, whilst not desirable, could be afforded but may not be sustainable. It allows for variations in cash flow and the potential use of borrowing to finance schemes funded through prudential borrowing.

Borrowing	2017/18 actual	2018/19 probable	2019/20 estimate	2020/21 estimate
	£189m	£173m	£181m	£260m

E. Operational boundary for external debt

This is the limit against which external debt will be constantly monitored. It includes both borrowing and long-term liabilities (leases) and encompasses all borrowing whether revenue or capital.

Borrowing	2017/18 actual	2018/19 probable	2019/20 estimate	2020/21 estimate
	£169m	£152m	£159m	£214m

F. Upper limit on fixed interest rate exposures and variable rate exposures

(Note: These are the highest anticipated levels of borrowing and investments, and allow for flexibility between fixed and variable rate exposures). Past borrowing and investment decisions and the current economic climate result in no variable rate investments and borrowing.

	2017/18 actual	2018/19 probable	2019/20 estimate	2020/21 estimate
Fixed interest rate exposures	70%-90%	70%-90%	70%-90%	70%-90%
Variable interest rate exposures	10%-30%	10%-30%	10%-30%	10%-30%

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Report Title:	Budget Report 2019/20
Contains Confidential or Exempt Information?	NO - Part I YES - Part II Appendix T not for publication by virtue of Paragraphs 1,2,3 and 4 of Part I of Schedule 12A of the Local Government Act 1972.
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet - 7 February 2019
Responsible Officer(s):	Russell O'Keefe, Acting Managing Director & Rob Stubbs, Deputy Director and Head of Finance
Wards affected:	All

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REPORT SUMMARY

1. The budget for 2019/20 has been set against a national backdrop of continuing political uncertainty, including the impact of Brexit, Increasing demand and costs of social care in both adults and children's services. This is a resilient budget and increasing reserves to counter this uncertainty is prudent.
2. Councils nationally are having to continue to bridge the budget gap through cuts to libraries, parks maintenance, refuse collection and many other important services. National demand for new homes continues, especially for affordable and social housing
3. For the Royal Borough, widespread regeneration is underway, primarily in Maidenhead to rejuvenate the town centre as THE place to live, work, play and shop. Further opportunity to retain more Business Rates and the burden of Negative Revenue Support Grant compensated for by Government.
4. The Royal Borough will see refreshed Officer Leadership and upcoming Local Elections to continue and reinforce efficiency, innovation and Putting Residents First.

Key financial, service and investment messages:

- Base Council Tax increasing by 2.99% to £961.33 Band D still remaining the lowest outside London;
- Adult Social Care Levy to remain unchanged at £74.74 Band D; additional funds from this levy and other grants have totalled £20.7m since 2015/16 with additional spend on Adult Social Care £21.4m during the same period.

Revenue budget review 2018/19:

- Current year forecast 2018/19 : Service spend net £79.1m, £3.2m above budget including :
 - Children's services gross spend above budget £3.9m, predominantly for children-in-care;
 - Resident Advantage Card parking charge discounts £0.7m;
 - RBWM staff pay rewards £0.6m, £0.1m above budget;
 - pension deficit payment £3.2m, £0.7m above budget;
 - redundancy costs £0.7m;

- net spend on the Royal Weddings £0.1m;
- financing the cost of borrowing £5.5m;
- business rates retention £4.4m;
- general reserves £8.2m, a reduction during 2018/19 of £0.7m and £2.3m above the recommended minimum level.

Proposed budget 2019/20:

- Increased service spend net £81.5m, including increases of £11.2m on the 2018/19 revenue budgets (including inflation and pay reward) along with reductions of £6.8m. Other targeted efficiencies and investments include;
 - children's and adult services needs £4.3m, primarily for children-in-care;
 - reduced parking income £1.3m, mainly for Resident Advantage Card discounts;
 - weekly bin collections and recycling contracts £1.0m;
 - environmental health, enforcement, CCTV, Community Wardens and tree inspections £0.8m;
 - libraries, leisure centres, Norden Farm, the Guildhall and York House Windsor Resident access £0.5m;
 - bus route subsidies £0.2m;
 - other investments £1.9m.

Reductions of £6.8m in the revenue budgets including:

- additional grant income and targeted efficiencies in children's services £3m;
- targeted efficiencies in the delivery of adult, home care and public health services £1.1m;
- additional parking contract, enforcement and other charges without a Resident Advantage Card £0.8m;
- new property related income £0.5m
- reduced number of Councillors and related costs £0.2m;
- targeted efficiencies in community services £0.3m;
- additional planning fee income £0.1m
- staffing changes £0.8m

Other targeted efficiencies and investments

- maintaining the £0.3m budget for grants to community organisations;
- pension deficit payment £4.0m;
- redundancy costs £0.7m;
- interest costs £5.9m;
- business rates retention £2.2m;
- general reserves £11.7m, an increase during 2019/20 of £3.5m and £5.9m above the recommended minimum level.

New gross capital investment of £25.7 million (£14.9m net) including:

- £12.7m in highways funded partly by government grants of £2.8m and including :
 - £850,000 Elizabeth Bridge Windsor refurbishment;
 - £300,000 Vicus Way & Tinkers Lane improvements;
 - £240,000 Boulters Lock Car Park extension;

- £180,000 Dedworth road improvements;
- £100,000 Cookham Bridge refurbishment;
- £11m other road, bridge and pavement improvements; including £1.4m on Maidenhead missing links, £1.9m on resurfacing, £3m on Maidenhead interchange and car park and £2.1m on Maidenhead local plan site works.
- £2.9m in other community infrastructure, council property and planning including :
 - £500,000 Borough’s income generating commercial properties;
 - £300,000 infrastructure delivery plans;
 - £150,000 Guildhall enhancements;
 - £100,000 Windsor place-making improvements;
 - £1.8m other capital investments
- £10.1m in Resident facilities including :
 - £600,000 Clewer Memorial Pavilion and Dedworth Village Café;
 - £430,000 existing leisure centre improvements;
 - £350,000 Ockwells Park enhancements;
 - £300,000 Borough’s public trees;
 - £150,000 Battlemead Common enabling works;
 - £63,000 The Old Court Windsor improvements;
 - £84,000 Maidenhead Library enhancements;
 - £3.6m other capital investments.
 - £4.5m of new investment in various schools partly funded by government grants.

5. Together with brought forward capital spend on previously approved investments, plus estimated capital investments likely to come forward for approval during 2019/20, it is projected that total Council borrowing could increase from the £57 million forecast at the end of 2018/19 up to £80.4 million at the end of 2019/20.

6. Projected capital receipts from the Council’s property regeneration projects, predominantly in Maidenhead, and from government grants and developer contributions exceed current and all projected capital investment borrowing, leaving the Council debt free in the medium term future, should it wish to be so.

7. The table below shows the projected forecast for 2018/19 as reported to January 2019 cabinet in the finance update compared with the changes proposed in the budget for 2019/20.

	Reported Forecast in 1819	Total Change Budgeted in 1920
Additional: £0.0m	£0.0m	£0.0m
Costs due to Growth by Service Areas:		
Communications & Marketing	0.2	0.0

Human Resources	0.3	0.4
Law & Governance	0.1	0.2
Commissioning & Support	0.0	0.3
Commissioning - Communities	0.1	0.0
Parking	1.2	1.3
Waste	0.2	1.0
AfC Contract - Children's Services	3.4	3.6
AfC Contract - Dedicated Schools Grant	0.2	0.0
Children's Services - Retained	0.6	0.1
Dedicated Schools Grant - Retained	0.3	0.0
Adult Social Care - Spend	0.0	0.1
Public Health	0.0	0.1
Revenues & Benefits	0.5	1.0
Communities, Enforcement & Partnerships	0.4	1.0
Library & Resident Services	0.2	0.3
Executive Director of Place	0.0	0.2
Property Services	0.0	0.9
ICT	0.0	0.1
Costs due to Growth all Service Areas	7.7	10.6
Costs due to Inflation all Service Areas	0.0	0.8
Grant Income all Service Areas	(0.5)	(1.3)
Cost Reductions by Service Areas:		
Management	0.0	(0.2)
Communications & Marketing	0.0	(0.1)
Human Resources	(0.1)	0.0
Law & Governance	(0.1)	(0.3)
Commissioning & Support	(1.3)	(0.6)
Commissioning - Communities	(0.2)	(0.2)
Parking	(0.1)	(0.7)
AfC Contract - Children's Services	(0.9)	(1.7)
Adult Social Care	(0.3)	(1.1)
Revenues & Benefits	(0.1)	(0.1)
Communities, Enforcement & Partnerships	(0.2)	(0.3)
Library & Resident Services	(0.2)	(0.3)
Housing	(0.2)	(0.3)
Planning Service	(0.1)	(0.1)
Property Service	(0.1)	(0.6)
Finance	(0.1)	(0.1)
ICT	0.0	(0.1)
Cost Reductions all Service Areas	(4.0)	(6.8)
Service Net Expenditure	3.2	3.3
Pay Award	0.1	(0.2)
Non Service Costs		
Capital Financing	0.0	0.4
Revenue contributions to/(from) Capital	0.0	(1.1)
Pensions Deficit Recovery	0.8	1.6
Business rate income	(4.4)	(0.9)
New Homes Bonus	0.0	0.6

RBWM Property Company Limited	0.0	(0.1)
Collection fund	0.0	(4.4)
Royal Wedding Costs	0.1	0.0
Fire Inspections	0.1	0.0
Heathrow Judicial review	0.1	0.0
Redundancy Costs	0.7	0.7
From/to reserves	0.0	(3.4)
Decrease(Increase) in General Fund	0.7	(3.5)
Reserve balance	8.2	11.7

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and approves the:

- i) **Detailed recommendations contained in Appendix A which includes a base council tax at Band D of £961.33, including a 2.99% increase of £27.91.**
- ii) **Adult social care precept to remain unchanged at £74.74.**
- iii) **Fees and charges contained in Appendix D.**
- iv) **Capital strategy in Appendix G.**
- v) **Capital programme, shown in Appendices H & I, for the financial year 2019/20.**
- vi) **Prudential borrowing limits set out in Appendix L.**
- vii) **Business rate tax base calculation, detailed in Appendix P, and its use in the council tax requirement in Appendix A.**
- viii) **Deputy Director and Head of Finance in consultation with the Lead Members for Finance and Children's Services to amend the total schools budget to reflect actual Dedicated Schools Grant levels once received.**
- ix) **Delegation to the Deputy Director and Head of Finance and Lead Member for Finance to include the precept from the Berkshire Fire and Rescue Authority 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 financial year in order to provide sufficient revenue to carry out its statutory duties. The budget set for 2019/2020 confirms the administration's commitment to continue to deliver quality services for residents whilst demonstrating value for money.
- 2.2 The Royal Borough spends around £275 million through the general fund annually. Day to day council expenditure is funded through council tax, business rate, government grants, income from fees and charges and third party contributions. Around £86 million of this is spent on, and is ring-fenced to, schools.

Provisional Local Government Finance Settlement 2019/20

2.3 The 2019/2020 local government financial settlement announced the core spending power figures for the period 2019/2020 in line with the four year settlement agreed to in 2016/17. Key items and the impact on the Borough's finances include:

- Business rate retention pilot
- New home bonus
- Negative revenue support grant
- Council tax threshold

Business rate retention pilot

2.4 Berkshire local authorities were successful in securing business rates retention pilot status for a second year. Subject to final confirmation this will increase income by between £2 million to £3 million for 2019/20.

2.5 As in the previous year an element of the income will go to the Thames Valley Berkshire Local Enterprise Partnership for the delivery of infrastructure across the County.

New Homes Bonus

2.6 The Council receives an incentive for producing housing growth; which is based on housing growth above a minimal level of 0.4%. This will again be set at 0.4% for 2019/20 equating to 273 properties for the Borough. The council is expected to receive £2.1 million as part of the financial settlement.

Negative Revenue Support Grant

2.7 Negative Revenue Support Grant (a general grant given from central government to contribute towards services costs) arose as part of the four year settlement from 2016/17 to 2019/20. It is defined as a 'downward adjustment of an authority's business rates top-up and tariff'. For the Royal Borough it happens when central government funding reductions exceeds the available amount of RSG that it would receive meaning that the reduction has to be sought from our retained business rates share. This impact could have been an additional pressure of around £2 million across the council.

2.8 Lobbying of central government has taken place and this risk has now been allayed as part of the local government finance settlement. The national total of negative RSG that those local authorities affected have been compensated for is £153 million.

Council tax thresholds

2.9 Local authorities are allowed to increase their core Band D council tax by up to 3% without the requirement to undertake a referendum of its residents. The Council, if approved, will increase base council tax by 2.99%.

Adult social care precept

2.10 In 2017/18 an additional adult social care precept was made available to local authorities to add, up to a maximum of 6% over the period between 2017/18 and 2019/20. The Royal Borough applied the full amount of the precept over the past two years. Regulations surrounding the application of the adult social care precept remain unchanged. Therefore no further increase in the precept will be applied in 2019/20.

Schools budgets

2.11 The Dedicated Schools Grant (DSG) is made up of four blocks of funding: Schools, High Needs, Early years and the Central school services block.

- 2.12 The planned deficit to be carried forward to 2019/20 is £1.3 million. Significant pressure remains in the high needs block and following funding announcements from the Department for Education, based on current cohort of provision and early indications of future demand the deficit to be carried forward to 2020/21 could increase by £0.5 million to £1.8 million.
- 2.13 In order to contain and eradicate this pressure a recovery plan including the following themes is being implemented:
- Reducing the number of out of borough placements and assessing effectiveness of performance
 - Expanding the current transitional programme for delivering alternative provision within schools
 - Continuing with cost control measures such as rejecting top up increment requests from non-maintained special schools, and reviewing the impact of high cost provision
 - Promoting independence and use of the local education offer, managing increasing demand for services through early intervention
- 2.14 The Indicative settlement for the Royal Borough for 2019-20 (including Academy schools) is £116.5 million, an increase of £2.4 million when compared to the 2018-19 final settlement. This is due, in the main, to increases in the schools block of £2 million reflecting rising pupil numbers in the secondary sector and the introduction of the new formula for the pupil growth fund.
- 2.15 Included in the settlement each local authority has been allocated additional high needs funding above the formula block allocation to assist in managing the pressures relating to special education provision for those with the most complex needs. The Royal Borough has been awarded a grant of £368,000, in both 2018/19 and 2019/20. The funding has been allocated on the basis of the ONS projections for the 2 to 18 year old population in each local authority.
- 2.16 In 2019/20 RBWM schools are to receive additional grant funding to contribute towards the cost of teachers pay. The Teachers Pay Grant is to be allocated on a per pupil basis; primary and nursery school rate is set at £29.14, secondary at £46.94 and special at £116.89.
- 2.17 The school formula minimum funding guarantee continues at the same level as 2018-19, meaning that no school will see more than a 1.5% per pupil reduction in its formula budget when compared to the 2018-19 allocations.

Other financial matters

Fees and charges

- 2.18 The proposed fees and charges for the year 2019/2020 are shown in Appendix D. Generally charges are designed to increase by the rate of inflation (RPI) announced by the Bank of England for September or benchmarked against similar authorities. The rate of inflation for September 2018 was 3.3%.

Savings and efficiencies

- 2.19 The council has identified £6.8 million of service and non-service savings listed in appendix E. These reductions will be achieved by finding alternative and more cost effective ways of delivering services and the realignment of budgets to confirm a robust base budget.

Council Tax

- 2.20 In 2018/19, the Band D combined base council tax and adult social care precept was £1,008 which was £419 below the national average for Unitary Authorities (£1,427). The Council continues to have the lowest level of council tax outside London.
- 2.21 This budget proposes an increase of 2.99% in council tax, below the level of inflation announced in September 2018. For 2019/20 no adult social care precept can be applied and therefore no further increase is proposed.

Capital programme

- 2.22 The council's capital expenditure is separate to revenue expenditure on day to day services and is funded from a mix of government grants, capital receipts from the sale of assets and contributions from third parties.
- 2.23 A number of regeneration initiatives will require council funding. Each scheme will have its own financing and governance structure which will report directly to the Council.
- 2.24 The council has, as in recent years, continued to avoid additional borrowing and related interest costs by funding some capital investments from available cash balances. In doing so there is an anticipation that substantial capital receipts will be forthcoming from the Maidenhead regeneration programme over the short to medium term (five to ten years).
- 2.25 In considering the borrowing expectations to support the capital programme for 2019/20 it is necessary to take into account other capital schemes that are likely to come forward for approval during the year. Schemes likely to come forward for approval during the year that do not form part of the capital programme are anticipated to require funding of around £35 million and are shown in appendix J. The anticipated forecast debt position for 2018/19 has altered throughout the year and this is also shown within appendix J.

Capital financing

- 2.26 The Head of Finance has responsibility for financing the capital programme in the most cost effective way. The proposed capital programme for 2019/20 requires £14.9 million of Council funding (see Appendices H and I). The use of recycled Minimum Revenue Provision and any capital receipts generated will reduce the impact on the capital financing requirement.
- 2.27 The forecast programme, including other proposals likely to come forward during the year increases the capital financing requirement by £51.1 million. 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 2019/20 is £200.4 million.
- 2.28 All resolutions required to comply with the Prudential Code are in line with the Treasury Management policy approved by Cabinet in February 2010.

Treasury management

- 2.29 The current Treasury Management policy was approved by Cabinet in February 2010 and varied in June 2010. The Treasury Management Strategy now forms part of a standalone report to be approved by Cabinet annually. The list of counterparties (those we can enter into financial transactions with for treasury management purposes) the council is able to use is shown in Appendix K.

Capital strategy

- 2.30 From 1 April 2019 there is a new Prudential Code requirement for full council to approve an annual capital strategy. The prudential code is published by CIPFA (Chartered Institute of Public Finance and Accountancy) and underpins the system of capital financing. The strategy sets out the long term context in which capital expenditure and investment decisions are made. Appendix G details the capital strategy.
- 2.31 The Royal Borough has, with Actuary and External Audit approval, prepaid its pension fund contributions using a net present value calculation, this results in benefit equivalent to 2.7% on the prepayment in its revenue account.
- 2.32 The budget assumes that the Council will earn £165,000 on its investments in 2018/19.

Business rates reliefs

- 2.33 During 2018/19 it is expected that the council will have supported 897 businesses and awarded over £880,000 through its discretionary business rate reliefs. The Council intends to continue, as in previous years, to maintain all locally controlled discretionary business rate reliefs for 2019/20 to business falling into various categories.

Collection fund balances

- 2.34 The Council collects approximately £87 million from Council Tax and £94 million from business rates. The Council must declare the likely balance on the council tax collection fund at 31 March 2019 as estimated in November 2018 and any balance to be shared between the Council, the Police and Crime Commissioner for Thames Valley and the Berkshire Fire and Rescue service. On the appointed day the Council's share was declared at a deficit of £0.454 million.
- 2.35 Under the Localisation of Business Rates legislation the Council is now required to prepare a similar statement of the business rates. This statement shows a surplus of £3.545 million.

General fund reserves

- 2.36 The forecast outturn position for the council in 2018/19 shows an overspend compared to the budget of £1,721,000, based on the January finance update presented to Cabinet. It is clear that there are significant underlying cost pressures within the budget for 2018/19 including children's placement costs (see Appendix Q) and pressure on car parking income (see Appendix R). These have all been duly considered as part of this budget submission.
- 2.37 The Royal Borough has also been awarded several one-off funding streams for 2019/20 which, because of their one-off nature, will be included in the reserves figure.
- 2.38 Taking account of the forecast end of year position for 2018/19 and including one-off items declared in the budget announcement the Council's General Fund Reserves are estimated to be £11.7 million.
- 2.39 The general fund reserves are held as a contingency to meet unforeseen events and the minimum level is informed by a budget risk analysis. This analysis is detailed in appendix O and shows the minimum level of reserves that need to be maintained to deal with potential risks over a period of 18 months.

2.40 The minimum level has been calculated to be £5,810,000 which is significantly lower than the expected forecast end of year position of £8,238,000 for 2018/19. This means the council is in a strong position to deal with the risks it faces for the forthcoming year.

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

Table 1: Options

Option	Comment
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 net revenue spend and council tax. Not recommended	A net increase in revenue expenditure of £638,000 would require an increase in council tax of 1%. Increases representing an increase of 3% or more in 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 have a revenue implication in the shape of financing costs.

3. KEY IMPLICATIONS

Table 2: Key Implications

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 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The Borough's external auditors KMPG confirmed in their work on the 2017/18 accounts that the Council had "proper arrangements to secure economy,

efficiency and effectiveness in its use of resources for the year ended 31 March 2018”.

LEGAL IMPLICATIONS

- 4.2 The Local Government Act 2003 requires the Chief Financial Officer (Deputy Director and 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 O 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.
- 4.3 The budget has to be set in accordance with statutory requirements which include assurance from Executive Directors that they have sufficient resource available to fulfil their various statutory obligations.

5. RISK MANAGEMENT

- 5.1 In producing any budget there is an element of risk that the estimates will be insufficient due to the demand led services that the council provides. In setting the budget every effort has been made to ensure these demand led budgets have some recognition of the potential for an increase in the number of vulnerable residents that the council supports.
- 5.2 A number of areas proved problematical in terms of forecasting potential demand in 2018/19. These areas, primarily children’s placements and car parking income, have undergone some significant analysis. More detail behind these calculations and forecasts can be found in appendices Q and R.

6. POTENTIAL IMPACTS

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

7. CONSULTATION

- 7.1 Consultations have taken place with the local chambers of commerce in February 2019. The Leader of the Council and several Cabinet Members attended, together with officers. The meetings served to consult on the proposals within this paper.
- 7.2 Consultation has also taken place with the Leader of the Opposition, the Lead Member for Finance and officers, this meeting served to consult on the proposals within this paper.
- 7.3 Overview and Scrutiny Panels have received the report. Comments from each will be detailed below.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1 Residents will be notified of their council tax in March 2019. Budgets will be in place and managed by service managers from 1 April 2019.

Table 3: Implementation timetable

Date	Details
By 31 March 2019	Residents notified of their council tax.
1 April 2019	Budgets will be in place and managed by service managers.

9. APPENDICES

9.1 This report is supported by 18 appendices:

- Appendix A - Recommendations
- Appendix B - Budget summary
- Appendix C - Budget detail
- Appendix D - Fees and charges
- Appendix E - Growth/Savings
- Appendix F - Parish precepts
- Appendix G - Capital strategy
- Appendix H - Capital programme summary
- Appendix I - Capital programme detail
- Appendix J - Major capital schemes to come forward - Capital cashflow
- Appendix K - Lending list
- Appendix L – Prudential indicators
- Appendix M - Budget movement statement
- Appendix N - Medium term financial plan
- Appendix O – Minimum level of reserves
- Appendix P - National non-domestic return 1
- Appendix Q - Children’s placement forecast
- Appendix R - Car parking income forecast
- Appendix S - Optalis savings forecast and investment strategy
- Appendix T – Part II Appendix

10. BACKGROUND DOCUMENTS

10.1 None

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Saunders	Lead Member for finance and economic development	11/01/19	14/01/19
Cllr Dudley	Leader of the Council	11/01/19	14/01/19
Russell O’Keefe	Acting Managing Director	11/01/19	14/01/19
Elaine Browne	Interim Head of Law and Governance	11/01/19	
Nikki Craig	Head of HR and Corporate Projects	11/01/19	14/01/19
Louisa Dean	Communications	11/01/19	
Andy Jeffs	Executive Director	11/01/19	14/01/19
Kevin McDaniel	Director of Children’s Services	11/01/19	14/01/19

Name of consultee	Post held	Date sent	Date returned
Angela Morris	Director of Adult Social Services	11/01/19	
Hilary Hall	Deputy Director of Commissioning and Strategy	11/01/19	11/01/19
	Other e.g. external		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	Not applicable
Report Author: Rob Stubbs, Deputy Director and Head of Finance, 01628 796222		

BUDGET 2019/20**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 2019/20, which show the direct costs of the following service areas as set out in Appendix B & C, together with the approved estimates for 2018/19 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Estimate 2018/19 £000	Estimate 2019/20 £000
Managing Director's Directorate	64,533	73,006
Communities Directorate	11,779	5,448
Place Directorate	1,467	2,701
Contribution to/(from) Earmarked Reserve	5	3,458
Apprentice Levy	0	
Estimated cost of Pay Inflation	500	300
Environment Agency	156	159
Capital Financing inc Interest Receipts	5,523	4,778
Other adjustments	2,428	4,017
	86,391	93,867

(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 Appendices H and I 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 31 January 2019 Cabinet calculated the Council Tax Base 2019/20;

- i) for the whole Council area as 68,352.82 [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	743.03
Bray	4,215.39
Cookham	2,949.74
Cox Green	3,091.23
Datchet	2,233.96
Eton	1,815.81
Horton	465.87
Hurley	1,011.06
Old Windsor	2,412.96
Shottesbrooke	73.73
Sunningdale	3,451.10
Sunninghill & Ascot	6,528.63
Waltham St. Lawrence	668.39
White Waltham	1,264.64
Wraysbury	2,147.06
	<hr/>
	33,072.60
Unparished Areas	
Maidenhead	21,633.37
Windsor	13,646.85
	<hr/>
	68,352.82

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

- d) Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £65,709,706.
- e) That the following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Act:

- i) £95,313,947

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) £21,954,000
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) £73,359,947
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) £1,073.25
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) £7,650,241
being the aggregate amount of all special items (Precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix F).
(Explanatory Note: This figure is the aggregate of Parish Precepts, Adult Social Care precept and Special Expenses.)
- vi) £961.33
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 F.
- 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 F as the amounts of Council Tax for 2019/20 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 2019/20 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

REVENUE BUDGET 2019/20

DIRECT COST SUMMARY	2017/18	2018/19	2019/20
	Actual	Budget	Budget
	£000	£000	£000
Managing Director			
Management	486	657	398
Communications	560	412	466
Human Resources	1,345	886	1,293
Law & Governance	1,460	1,917	1,898
Commissioning & Support	3,238	4,304	2,101
Commissioning - Communities	10,016	8,184	9,826
AfC Contract - Children's Services	15,832	21,356	24,526
AfC Contract - Dedicated Schools Grant	7,497	12,196	11,140
Children's Services - Retained	4,154	(2,118)	(2,546)
Dedicated Schools Grant - Retained	54,820	50,385	53,293
Adult Social Care - Optalis Contract	29,029	29,443	29,199
Adult Social Care - Spend	12,629	15,410	16,335
Adult Social Care - Income	(8,833)	(10,658)	(11,725)
Better Care Fund	11,615	12,033	12,728
Public Health	4,910	4,779	4,659
Grant Income	(77,591)	(78,166)	(80,585)
Total Managing Directors Directorate	71,167	71,020	73,006
Communities			
Executive Director of Communities	162	229	141
Revenues & Benefits	1,295	(48)	829
Communities, Enforcement and Partnerships	1,285	669	1,330
Library & Resident Services	3,159	3,019	3,148
Total Communities Directorate	5,901	3,869	5,448
Place			
Executive Director of Place	243	298	365
Housing	1,382	1,422	1,086
Planning Service	1,389	1,344	1,302
Property Service	(1,891)	(2,576)	(2,545)
Finance	1,449	1,269	1,142
ICT	1,803	1,133	1,351
Total Place Directorate	4,375	2,890	2,701
TOTAL EXPENDITURE	81,443	77,779	81,155

REVENUE BUDGET 2019/20

DIRECT COST SUMMARY	2017/18 Actual	2018/19 Budget	2019/20 Budget
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	(1,004)	5	3,458
Increase / (decrease) in provision for redundancy costs	(560)		
Transfer to provision for redundancy	664		
Variance on business rate income	(2,232)		
Variance on general grants	(34)		
Increase to provision for bad debt	18		
Contribution from the capital fund	1,568		
Apprentice Levy			
Estimated cost of pay inflation		500	300
Pensions deficit recovery	2,389	2,428	4,017
Variance on trading companies	143		
Variance on education services grant	(109)		
Levies-			
Environment Agency	153	156	159
Capital Financing inc Interest Receipts	5,170	5,523	4,778
NET REQUIREMENTS	87,609	86,391	93,867
Less - Special Expenses	(1,009)	(1,047)	(1,094)
Transfer (from)/ to balances	1,818		
GROSS COUNCIL TAX REQUIREMENT	88,418	85,344	92,773
New Homes Bonus	(3,681)	(2,691)	(2,089)
RSG and Business Rate Support	(17,089)	(14,095)	(16,312)
Estimated income from business rate pilot		(1,272)	
Education services grant	(478)	(315)	(315)
Transition grant	(1,263)		
Income from trading companies	(218)	(160)	(210)
Parish equalisation grant	64	63	63
Collection Fund (Surplus) / Deficit (Business Rates)	1,001	2,943	454
Collection Fund (Surplus) / Deficit (Council Tax)	(2,615)	(1,647)	(3,545)
NET COUNCIL TAX REQUIREMENT	64,139	68,170	70,818
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	66,710	67,618	68,353
RBWM Tax levy (on Band D property)	£915.57	£933.42	£961.33
Adult Social Care precept (on Band D property)	£45.89	£74.74	£74.74
<i>General Fund Balances:</i>			
Working Balance	5,215	7,033	7,033
Transfer to/ (from) General Fund	1,818	0	3,458
	7,033	7,033	10,491

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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MANAGEMENT	£000	£000	£000
Expenditure	546	695	436
Income	(60)	(38)	(38)
Net	<u>486</u>	<u>657</u>	<u>398</u>

Services provided:

Provision of strategic management and leadership functions carried out by the Managing Director and the Deputy Director for strategy, commissioning and performance

Staff (full time equivalent):

2.00

Service Risks:**Performance Indicators:**

TOTAL MANAGEMENT	<u>486</u>	<u>657</u>	<u>398</u>
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COMMUNICATIONS**Communications**

	£000	£000	£000
Expenditure	547	480	522
Income	(40)	(19)	(50)
Net	<u>507</u>	<u>461</u>	<u>472</u>

Services provided:

The Corporate Communications and Marketing Team deliver communications activity in line with the Council Plan which promotes our six priorities. The team produce press releases for service areas as well as producing press statements in response to media enquiries. They also arrange and attend photo-calls as well as organising radio and TV interviews. The team are responsible for writing, producing and editing Around the Royal Borough, the council's residents newsletter which is produced three times a year. This is filled with news, information and events that residents will find useful about council services as well as a residents' email newsletter. The team source the photographs for the publication and raise revenue for the council newsletter through advertising. They are responsible for the two corporate social media feeds which involves responding to enquiries as well as posting content. The team also design content, both print and digital as well as videos.

The monthly communication activity is focused on the six objectives in the Council Plan and the team produce and organise campaigns to promote the council services in line with the priority by using a variety of communication tools including press releases, website updates, social media interaction and leaflets/flyers and posters. They are responsible for the content on the website and provide training to various officers who input content onto the website as well as being responsible for updating certain areas on the intranet and ensuring the screensavers are produced in style. The team provide media training to those officers and councillors who require it for dealing with press issues.

Staff (full time equivalent):

9.10

Service Risks:

-

Performance Indicators:

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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Visitor Management	£000	£000	£000
Expenditure	708	439	282
Income	(655)	(488)	(288)
Net	53	(49)	(6)

Services provided:

This budget represents the visitor management and marketing functions of the authority. The service provides for the delivery of the visitor management strategy in the borough and the operation of the Royal Windsor Information Centre and the Windsor Guildhall sales and marketing function. The Visitor Information Centre is open 353 days a year and provides an accommodation booking service, box office for a variety of attractions and events, public transport ticketing and advice as well as general visitor information and a small amount of retail. The marketing team promote the borough through a website, social media, brochures, travel trade campaign and events. They also provide marketing support for the two town centre managers as well as manage and deploy the ambassadors. A Visitor Guide, venues directory and map is produced via advertising sales from partners. A variety of newsletters are sent out to promote the tourism functions including the Box Office, Conceive and Advantage Card. The Advantage Card is a residents loyalty card which supports local businesses with over 200 offers on the scheme and approximately 80,000 card holders.

Staff (full time equivalent):

10.32

Service Risks:**Performance Indicators:**

TOTAL COMMUNICATIONS	560	412	466
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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HUMAN RESOURCES**HR Service**

	£000	£000	£000
Expenditure	1,583	1,377	1,593
Income	(953)	(1,097)	(879)
Net	<u>630</u>	<u>280</u>	<u>714</u>

Services provided:

The Human Resources team offer a high quality and comprehensive service across the employee lifecycle.

HR Operations – supporting recruitment and contractual changes during employment, advising on current pay and conditions of employment and leaver arrangements.

HR Business Partners – supporting all challenging employee relations issues from sickness absence management, ill health retirements, capability and conduct through to change management involving redundancies and TUPE transfers.

iTrent team – ensuring the HR system is configured to deliver the best service to the council and schools, providing data and online access to managers/administrators and as well as supporting access to employee self-service for staff.

Payroll team - fully-inclusive, timely, resilient payroll, capable of dealing with high volumes and yet responsive to local needs. The Payroll team has significant experience of dealing with H.M. Revenue & Customs, and with the Teachers' and Local Government Pension schemes.

Strategic HR – in addition to providing policies and advice on pay and benefits, the provision of advice and information relating to national developments in pay and terms and conditions, as well as legislative changes and case law that impact on the council and schools.

Health and Safety - Support the council and schools to discharge their duties under the requirements of the Health and Safety at Work etc. Act 1974 and associated Regulations. Individual Advisors have extensive experience, knowledge and expertise in all aspects of health and safety including H&S Management, Fire, Asbestos, Legionella, Radiation Protection and H&S awareness training.

Staff (full time equivalent):

29.83

Service Risks:

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

Performance Indicators:

InPhase reporting and service plan.

Organisational Development

	£000	£000	£000
Expenditure	284	176	140
Income	(9)	(5)	(5)
Net	<u>275</u>	<u>171</u>	<u>135</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Small team to deliver a large agenda for the council.

Performance Indicators:

Captured within InPhase reporting and service plan.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Performance Contracts	£000	£000	£000
Expenditure	361	346	352
Income	0	0	0
Net	<u>361</u>	<u>346</u>	<u>352</u>

Services provided:

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

Staff (full time equivalent):

0.00

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

Expenditure	79	89	92
Income	0	0	0
Net	<u>79</u>	<u>89</u>	<u>92</u>

Services provided:

To manage all council complaints including those relating to Adult and Children's services.

Staff (full time equivalent):

2.41

Service Risks:

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

Performance Indicators:

Number of complaints are reported on InPhase monthly. The percentage of response breaches is captured on the regular complaints report.

TOTAL HUMAN RESOURCES	<u>1,345</u>	<u>886</u>	<u>1,293</u>
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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LAW & GOVERNANCE**Legal Services**

	£000	£000	£000
Expenditure	131	532	645
Income	(19)	(30)	(31)
Net	<u>112</u>	<u>502</u>	<u>614</u>

Services provided:

Covers the legal support function for RBWM. Budget provision for legal services delivered by the Shared Legal Solutions SLS (hosted by Wokingham).
Monitoring Officer for the Council and maintenance of the constitution.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

Democratic Representation

	£000	£000	£000
Expenditure	95	100	100
Income	0	0	0
Net	<u>95</u>	<u>100</u>	<u>100</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Information Governance	£000	£000	£000
Expenditure	188	189	167
Income	<u>(30)</u>	<u>0</u>	<u>0</u>
Net	<u>158</u>	<u>189</u>	<u>167</u>

Services provided:

The Information Management team ensures compliance with various government guidance and legislation, including Environmental Regulations information, the Freedom of Information and Data Protection Acts. The team processes all Land Charges requests submitted to the Council. It acts as the link to the Information Commissioner's Office (ICO). It also maintains and ensures reviews of records related to vexatious complaints.

Staff (full time equivalent):

5.00

Service Risks:

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

Performance Indicators:

Land Charges	£000	£000	£000
Expenditure	16	16	16
Income	<u>(319)</u>	<u>(335)</u>	<u>(296)</u>
Net	<u>(303)</u>	<u>(319)</u>	<u>(280)</u>

Services provided:

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

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

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

Performance Indicators:

Magistrates Courts	£000	£000	£000
Expenditure	10	13	13
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>10</u>	<u>13</u>	<u>13</u>

Services provided:

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

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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Member Services	£000	£000	£000
Expenditure	1,105	1,116	965
Income	0	0	0
Net	1,105	1,116	965

Services provided:

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

Staff (full time equivalent):

5.81

Service Risks:

-

Performance Indicators:

Democratic Services:
 Effective and efficient running of Council's Democratic processes, including 100% Agenda and Minutes published on time.

Electoral Services	£000	£000	£000
Expenditure	644	320	323
Income	(361)	(4)	(4)
Net	283	316	319

Services provided:

This budget provides for Electoral Services, primarily the monthly maintenance of the Register of Electors and the annual canvass in October / November and the administration of national and local elections and referendums and all related grants, which fund elections. It also covers expenses incurred for the administration of polling district reviews and community governance reviews.

Staff (full time equivalent):

4.00

Service Risks:

-

Performance Indicators:

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

TOTAL LAW & GOVERNANCE	1,460	1,917	1,898
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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COMMISSIONING & SUPPORT**Procurement Strategic**

	£000	£000	£000
Expenditure	173	169	153
Income	<u>(3)</u>	<u>(3)</u>	<u>(3)</u>
Net	<u>170</u>	<u>166</u>	<u>150</u>

Services provided:

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

Staff (full time equivalent):

3.61

Service Risks:

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

Performance Indicators:

Key metrics include savings and spend under contract.

Corporate Performance & Development

	£000	£000	£000
Expenditure	216	192	182
Income	<u>0</u>	<u>(3)</u>	<u>0</u>
Net	<u>216</u>	<u>189</u>	<u>182</u>

Services provided:

Strategy and Performance supports the council to achieve its strategic priorities through the delivery of an integrated performance management system and approach as well as policy advice.

Staff (full time equivalent):

3.01

Service Risks:

The performance management system is not used to its fullest potential in order to drive performance improvement across the council.

Performance Indicators:

There service is responsible for reporting the council's corporate performance reports including twice yearly reports to Cabinet and quarterly reports to Overview and Scrutiny Panels.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Statutory Partnerships	£000	£000	£000
Expenditure	125	139	141
Income	(39)	(24)	(24)
Net	86	115	117

Services provided:

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

Staff (full time equivalent):

2.00

Service Risks:

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

Performance Indicators:

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

Commissioning & Support

	£000	£000	£000
Expenditure	3,561	3,584	2,246
Income	(2,134)	(1,080)	(1,909)
Net	1,427	2,504	337

Services provided:

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

Staff (full time equivalent):

13.19

Service Risks:

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

Performance Indicators:

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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Concessionary Fares	£000	£000	£000
Expenditure	1,375	1,391	1,376
Income	(36)	(61)	(61)
Net	<u>1,339</u>	<u>1,330</u>	<u>1,315</u>
Services provided:			
<p>The concessionary fare scheme entitles residents in the Borough who are of eligible age and those with disabilities to free bus travel at certain times of day. This budget funds payments to the bus companies who provide this service. The Travel Assisted Payments Scheme offers those people with a disability a number of free transport journeys within the year.</p>			
Staff (full time equivalent):			
Service Risks:			
<p>Increase in demand for concessionary travel.</p>			
Performance Indicators:			
<p>Contracts deliver to specification.</p>			
TOTAL COMMISSIONING & SUPPORT	<u><u>3,238</u></u>	<u><u>4,304</u></u>	<u><u>2,101</u></u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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COMMISSIONING - COMMUNITIES**Highways & Transport Unit**

	£000	£000	£000
Expenditure	2,013	1,311	1,470
Income	<u>(110)</u>	<u>(86)</u>	<u>(86)</u>
Net	<u>1,903</u>	<u>1,225</u>	<u>1,384</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

Transport & Access

	£000	£000	£000
Expenditure	878	711	868
Income	<u>(76)</u>	<u>(76)</u>	<u>(76)</u>
Net	<u>802</u>	<u>635</u>	<u>792</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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Highway Assets	£000	£000	£000
Expenditure	170	449	502
Income	(1)	0	0
Net	<u>169</u>	<u>449</u>	<u>502</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	3	8	28
Income	(1)	0	0
Net	<u>2</u>	<u>8</u>	<u>28</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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Traffic & Road Safety	£000	£000	£000
Expenditure	54	170	172
Income	(22)	0	0
Net	<u>32</u>	<u>170</u>	<u>172</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

Highways Street Inspections	£000	£000	£000
Expenditure	13	0	0
Income	0	0	0
Net	<u>13</u>	<u>0</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:

Highways Streetworks	£000	£000	£000
Expenditure	9	10	10
Income	(665)	(701)	(724)
Net	<u>(656)</u>	<u>(691)</u>	<u>(714)</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:

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Pool Vehicle Recharges	£000	£000	£000
Expenditure	9	0	0
Income	(9)	0	0
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	3,622	3,867	3,942
Income	(911)	(888)	(1,038)
Net	<u>2,711</u>	<u>2,979</u>	<u>2,904</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

Highways Project & Professional Service	£000	£000	£000
Expenditure	489	519	519
Income	0	0	0
Net	<u>489</u>	<u>519</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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Parks & Countryside	£000	£000	£000
Expenditure	1,740	1,875	1,925
Income	<u>(683)</u>	<u>(654)</u>	<u>(674)</u>
Net	<u>1,057</u>	<u>1,221</u>	<u>1,251</u>

Services provided:

The provision of managing parks, allotments, cemeteries, Braywick nature centre, rights of way and other open spaces.

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	49	50	50
Income	<u>(742)</u>	<u>(684)</u>	<u>(672)</u>
Net	<u>(693)</u>	<u>(634)</u>	<u>(622)</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.

School Crossing Patrols	£000	£000	£000
Expenditure	13	22	12
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>13</u>	<u>22</u>	<u>12</u>

Services provided:

School Crossing Patrol Service.

Staff (full time equivalent):

1.23

Service Risks:**Performance Indicators:**

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Street Cleansing	£000	£000	£000
Expenditure	85	73	80
Income	(11)	(7)	(7)
Net	<u>74</u>	<u>66</u>	<u>73</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 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	778	839	893
Income	(690)	(1,478)	(857)
Net	<u>88</u>	<u>(639)</u>	<u>36</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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Parking Service	£000	£000	£000
Expenditure	1,905	2,035	2,100
Income	<u>(7,321)</u>	<u>(8,745)</u>	<u>(9,142)</u>
Net	<u>(5,416)</u>	<u>(6,710)</u>	<u>(7,042)</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	1,879	1,944	2,081
Income	<u>(191)</u>	<u>(157)</u>	<u>(212)</u>
Net	<u>1,688</u>	<u>1,787</u>	<u>1,869</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.

Recycling	£000	£000	£000
Expenditure	2,967	3,020	3,771
Income	<u>(494)</u>	<u>(527)</u>	<u>(609)</u>
Net	<u>2,473</u>	<u>2,493</u>	<u>3,162</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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Waste Disposal	£000	£000	£000
Expenditure	4,284	4,262	4,453
Income	(10)	0	0
Net	<u>4,274</u>	<u>4,262</u>	<u>4,453</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	1,022	1,047
Income	0	0	0
Net	<u>993</u>	<u>1,022</u>	<u>1,047</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>10,016</u>	<u>8,184</u>	<u>9,826</u>
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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AfC CONTRACT - LA Funded

	£000	£000	£000
Expenditure	15,832	21,356	24,526
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>15,832</u>	<u>21,356</u>	<u>24,526</u>

Services provided:

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

Staff (full time equivalent):

279.00

Service Risks:

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

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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Performance Indicators:

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

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

TOTAL AfC CONTRACT - LA Funded	15,832	21,356	24,526
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
AfC Contract - DSG Funded	£000	£000	£000
Expenditure	7,497	12,196	11,140
Income	0	0	0
Net	<u>7,497</u>	<u>12,196</u>	<u>11,140</u>
Services provided:			
<p>Dedicated Schools Grant funded services provided through the Achieving for Children Contract including Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools and FE Colleges, as well as top-up funding for RBWM pupils with high needs in other LAs.</p>			
Staff (full time equivalent):			
24.99			
Service Risks:			
<p>Fluctuations in the cost of SEN placements and demand for placements. Financial impact of decisions of the SEN and Disability Tribunal</p>			
Performance Indicators:			
<p>Attainment of SEN pupils compared with non-SEN pupils Numbers of pupils with high needs statements</p>			
TOTAL AfC CONTRACT - DSG Funded	<u>7,497</u>	<u>12,196</u>	<u>11,140</u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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CHILDREN'S SERVICES RETAINED**Children's Services Public Health**

	£000	£000	£000
Expenditure	640	0	0
Income	<u>(1,708)</u>	<u>(1,604)</u>	<u>(1,581)</u>
Net	<u>(1,068)</u>	<u>(1,604)</u>	<u>(1,581)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Risks within Achieving for Children Contract

Performance Indicators:

Performance Indicators Achieving for Children Contract

Social Care and Early Help

	£000	£000	£000
Expenditure	8,179	462	309
Income	<u>(3,590)</u>	<u>(925)</u>	<u>(1,215)</u>
Net	<u>4,589</u>	<u>(463)</u>	<u>(906)</u>

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Strategic Management	£000	£000	£000
Expenditure	143	0	0
Income	(164)	(79)	0
Net	<u>(21)</u>	<u>(79)</u>	<u>0</u>
Services provided:			
Strategic Management of Children's Services.			
Staff (full time equivalent):			
0.00			
Service Risks:			
N/A			
Performance Indicators:			
N/A			
Education Services	£000	£000	£000
Expenditure	1,140	277	359
Income	(1,380)	(237)	(421)
Net	<u>(240)</u>	<u>40</u>	<u>(62)</u>
Services provided:			
Ongoing payments for historical redundancy and premature retirement costs, enhanced pensions and pensions to former staff, and other miscellaneous budgets.			
Staff (full time equivalent):			
0.00			
Service Risks:			
N/A			
Performance Indicators:			
N/A			
SEN & Children with disabilities	£000	£000	£000
Expenditure	931	0	0
Income	(37)	(12)	3
Net	<u>894</u>	<u>(12)</u>	<u>3</u>
Services provided:			
Expenditure on the provision of Home to School Transport including setting the policy and assessing the eligibility of transport applications; expenditure for 2018/19 within Achieving for Children Contract			
Staff (full time equivalent):			
0.00			
Service Risks:			
N/A			
Performance Indicators:			
N/A			
TOTAL CHILDREN'S SERVICES RETAINED	<u>4,154</u>	<u>(2,118)</u>	<u>(2,546)</u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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DEDICATED SCHOOLS GRANT EXPENDITURE**Primary, Secondary & Special Schools**

	£000	£000	£000
Expenditure	49,442	37,527	38,605
Income	<u>(12,690)</u>	<u>(2,322)</u>	<u>(1,520)</u>
Net	<u>36,752</u>	<u>35,205</u>	<u>37,085</u>

Services provided:

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

Staff (full time equivalent):

School based staff employed direct by schools

Service Risks:

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

Performance Indicators:

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

Nursery Schools and Classes

	£000	£000	£000
Expenditure	1,880	2,579	2,551
Income	<u>(399)</u>	<u>0</u>	<u>0</u>
Net	<u>1,481</u>	<u>2,579</u>	<u>2,551</u>

Services provided:

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

Staff (full time equivalent):

Nursery school based staff employed direct by schools

Service Risks:

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

Performance Indicators:

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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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High Needs, Specialist School Support and Alternative Provision

	£000	£000	£000
Expenditure	11,190	5,800	6,905
Income	(2,440)	(1,822)	(1,880)
Net	<u>8,750</u>	<u>3,978</u>	<u>5,025</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

Private, voluntary & independent Nursery Providers and central expenditure on the under 5's

	£000	£000	£000
Expenditure	6,506	7,338	6,883
Income	(14)	0	0
Net	<u>6,492</u>	<u>7,338</u>	<u>6,883</u>

Services provided:

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

Staff (full time equivalent):

Employees employed direct through provider organisations

Service Risks:

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

Performance Indicators:

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

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Pupil Growth & Other Central Provision	£000	£000	£000
Expenditure	1,566	1,695	2,154
Income	<u>(221)</u>	<u>(410)</u>	<u>(405)</u>
Net	<u>1,345</u>	<u>1,285</u>	<u>1,749</u>

Services provided:

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

Staff (full time equivalent):

5.01

Service Risks:

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

Performance Indicators:

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

TOTAL DEDICATED SCHOOLS GRANT EXPENDITURE	54,820	50,385	53,293
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ADULT SOCIAL CARE - OPTALIS CONTRACT

	£000	£000	£000
Expenditure	32,694	33,416	33,409
Income	<u>(3,665)</u>	<u>(3,973)</u>	<u>(4,210)</u>
Net	<u>29,029</u>	<u>29,443</u>	<u>29,199</u>

Services provided:

Delivery of adult social care services to older people, and residents with learning disabilities and physical disabilities. Delivery of adult safeguarding services and community based mental health support. The services are partially funded from the Better Care Fund Grant.

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

Economic conditions, demographic changes leading to increase in demand for services, changes in policy and practice of Clinical Commissioning Group (CCG).

Performance Indicators:

Adult social care outcomes framework

TOTAL ADULT SOCIAL CARE - OPTALIS CONTRACT	29,029	29,443	29,199
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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ADULT SOCIAL CARE - SPEND

	£000	£000	£000
Expenditure	14,935	15,410	16,335
Income	<u>(2,306)</u>	<u>0</u>	<u>0</u>
Net	<u>12,629</u>	<u>15,410</u>	<u>16,335</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Cost pressures due to provider fee increases. Demographic changes.

Performance Indicators:

Adults outcome social care framework

TOTAL ADULT SOCIAL CARE - SPEND	<u>12,629</u>	<u>15,410</u>	<u>16,335</u>
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ADULT SOCIAL CARE - INCOME

	£000	£000	£000
Expenditure	425	0	1
Income	<u>(9,258)</u>	<u>(10,658)</u>	<u>(11,726)</u>
Net	<u>(8,833)</u>	<u>(10,658)</u>	<u>(11,725)</u>

Services provided:

Client contributions to adult social care services.

Staff (full time equivalent):

0.00

Service Risks:

Commissioned services do not deliver outcomes.

Performance Indicators:

Adults social care outcomes framework.

TOTAL ADULT SOCIAL CARE - INCOME	<u>(8,833)</u>	<u>(10,658)</u>	<u>(11,725)</u>
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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BETTER CARE FUND

	£000	£000	£000
Expenditure	11,615	12,033	12,728
Income	0	0	0
Net	11,615	12,033	12,728

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

TOTAL BETTER CARE FUND	11,615	12,033	12,728
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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PUBLIC HEALTH

	£000	£000	£000
Expenditure	5,874	5,640	5,417
Income	(964)	(861)	(758)
Net	<u>4,910</u>	<u>4,779</u>	<u>4,659</u>

Services provided:

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

Staff (full time equivalent):

6.00

Service Risks:

A public health emergency that affects RBWM residents.

Performance Indicators:

Number of smoking quitters per year.

Number of Health Checks completed.

Percentage successful drug completions - opiate & non opiate for drug users.

Percentage successful alcohol treatment completions. MMR uptake; Mental Health training in schools.

TOTAL PUBLIC HEALTH	<u>4,910</u>	<u>4,779</u>	<u>4,659</u>
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MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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GRANT INCOME**Dedicated Schools Grant**

	£000	£000	£000
Expenditure	(460)	0	0
Income	<u>(61,860)</u>	<u>(62,583)</u>	<u>(64,432)</u>
Net	<u>(62,320)</u>	<u>(62,583)</u>	<u>(64,432)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

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

Performance Indicators:

Ofsted inspection reports

Public Health Grant

	£000	£000	£000
Expenditure	0	0	0
Income	<u>(4,908)</u>	<u>(4,780)</u>	<u>(4,656)</u>
Net	<u>(4,908)</u>	<u>(4,780)</u>	<u>(4,656)</u>

Services provided:

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

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

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

Performance Indicators:

The revenue outturn and revenue actual returns are monitored annually by the Department of Health. RBWM has to evidence that the mandated and discretionary services it provides meet the needs in our borough.

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
Better Care Fund Grant	£000	£000	£000
Expenditure	0	0	0
Income	<u>(10,363)</u>	<u>(10,803)</u>	<u>(11,497)</u>
Net	<u>(10,363)</u>	<u>(10,803)</u>	<u>(11,497)</u>
Services provided:			
<p>The BCF provides a mechanism for joint health and social care planning and Commissioning. Partners are required to pool the following income streams; minimum contribution funding from Bracknell and Ascot CCG; minimum contribution funding from Windsor Ascot and Maidenhead CCG; the Disabled Facilities Grant (DFG); and the Improved Better Care Fund (IBCF).</p>			
Staff (full time equivalent):			
N/A			
Service Risks:			
<p>National conditions must be met in order to secure approval from NHS England to spend the CCG minimum contribution to the BCF. If conditions are not complied with, or objectives not met, NHS England is able to withhold or recover funding.</p>			
Performance Indicators:			
<p>Number of non-elective admissions to acute hospitals Delayed transfers of Care Permanent admissions to care homes pro rata the population Return to hospital within 91 days of discharge following reablement services</p>			
TOTAL GRANT INCOME	<u>(77,591)</u>	<u>(78,166)</u>	<u>(80,585)</u>
TOTAL DIRECTLY MANAGED COSTS	71,167	71,020	73,006

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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EXECUTIVE DIRECTOR**Executive Director**

	£000	£000	£000
Expenditure	162	229	141
Income	0	0	0
Net	162	229	141

Services provided:

Provision of strategic management and leadership across the Directorate

Staff (full time equivalent):

1.00

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	162	229	141
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REVENUES & BENEFITS**Revenues & Benefits Unit**

	£000	£000	£000
Expenditure	37	122	113
Income	0	0	0
Net	37	122	113

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	2017/18 Actual	2018/19 Budget	2019/20 Budget
Business Services Team & Debt Recovery	£000	£000	£000
Expenditure	37,687	39,703	40,295
Income	(36,429)	(39,873)	(39,579)
Net	<u>1,258</u>	<u>(170)</u>	<u>716</u>
Services provided:			
Council Tax and Business Rates Administration; Collection and Debt Recovery of Council Tax, Business Rates and Sundry Debtors; Housing Benefit and Council Tax Reduction Claims processing; Collection of Housing Benefit overpayments; Financial Assessments and Benefits for Adult Social Care; Deputy and Appointeeship and Social Care Finance			
Staff (full time equivalent):			
38.36			
Service Risks:			
Not processing Council Tax and Business Rates correspondence in a timely and accurate manner, not collecting the required Council Tax, Business Rates, Sundry Debtors and Housing Benefit Overpayments in a timely and accurate manner, not processing Housing Benefit and Council Tax Reduction 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			
TOTAL REVENUES & BENEFITS	<u>1,295</u>	<u>(48)</u>	<u>829</u>

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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COMMUNITIES, ENFORCEMENT & PARTNERSHIPS**Town Centre Management**

	£000	£000	£000
Expenditure	399	252	255
Income	<u>(202)</u>	<u>(87)</u>	<u>(88)</u>
Net	<u>197</u>	<u>165</u>	<u>167</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	429	353	434
Income	<u>(101)</u>	<u>(74)</u>	<u>(74)</u>
Net	<u>328</u>	<u>279</u>	<u>360</u>

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

2.00

Service Risks:

Failure to comply with Statutory duties.

Performance Indicators:

Town Centre Football

Community Leisure Services

	£000	£000	£000
Expenditure	342	199	221
Income	<u>(161)</u>	<u>0</u>	<u>0</u>
Net	<u>181</u>	<u>199</u>	<u>221</u>

Services provided:

Operational costs of contract management of Borough wide leisure partnership schemes, including 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.
Attendance at Leisure Centre

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Community Partnerships	£000	£000	£000
Expenditure	328	229	49
Income	0	0	0
Net	<u>328</u>	<u>229</u>	<u>49</u>

Services provided:

Partnerships include RBWM link with Thames Valley LEP and the coordination of the Superfast Broadband in Berkshire within RBWM.

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

Adequate staffing levels to meet the work load

Performance Indicators:

Grants to Voluntary Bodies	£000	£000	£000
Expenditure	222	285	219
Income	0	0	0
Net	<u>222</u>	<u>285</u>	<u>219</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.

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Thames Valley Athletic Centre	£000	£000	£000
Expenditure	53	53	53
Income	0	0	0
Net	<u>53</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	130	63	115
Income	<u>(2,826)</u>	<u>(2,911)</u>	<u>(2,885)</u>
Net	<u>(2,696)</u>	<u>(2,848)</u>	<u>(2,770)</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	159	175	137
Income	<u>(33)</u>	<u>0</u>	<u>0</u>
Net	<u>126</u>	<u>175</u>	<u>137</u>

Services provided:

Budget change reflects team restructure for the overall service oversight and management.

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Community, Protection & Enforcement Services

	£000	£000	£000
Expenditure	207	0	0
Income	0	0	0
Net	<u>207</u>	<u>0</u>	<u>0</u>

Services provided:

Budget changes from previous year reflect earlier reporting and the change to the Head of Service within the Communities Directorate.

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

	£000	£000	£000
Expenditure	421	206	316
Income	0	0	0
Net	<u>421</u>	<u>206</u>	<u>316</u>

Services provided:

CCTV, Control Room, Crime reduction / public protection. Budget change reflects review of service in 18/19 and the implementation of the capital replacement of the borough wide CCTV system.

Staff (full time equivalent):

8.00

Service Risks:

CCTV, Control Room, Crime reduction / public protection.

Performance Indicators:

arrests / incidents generated

Emergency Planning

	£000	£000	£000
Expenditure	73	64	80
Income	0	0	0
Net	<u>73</u>	<u>64</u>	<u>80</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	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Community Safety/Anti Social Behaviour	£000	£000	£000
Expenditure	159	132	312
Income	<u>(122)</u>	<u>(62)</u>	<u>(51)</u>
Net	<u>37</u>	<u>70</u>	<u>261</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):

8.00

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.

Community Wardens	£000	£000	£000
Expenditure	691	680	744
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>691</u>	<u>680</u>	<u>744</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):

20.00

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

Resident satisfaction with services and warden scheme performance measures.

Licensing/Enforcement	£000	£000	£000
Expenditure	228	324	338
Income	<u>(782)</u>	<u>(888)</u>	<u>(853)</u>
Net	<u>(554)</u>	<u>(564)</u>	<u>(515)</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):

6.62

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

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Environmental Protection	£000	£000	£000
Expenditure	282	268	281
Income	<u>(10)</u>	<u>(10)</u>	<u>(23)</u>
Net	<u>272</u>	<u>258</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 Service	£000	£000	£000
Expenditure	290	330	303
Income	<u>(7)</u>	<u>(6)</u>	<u>(6)</u>
Net	<u>283</u>	<u>324</u>	<u>297</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):

5.23

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	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Commercial & Residential Services Unit	£000	£000	£000
Expenditure	651	570	969
Income	<u>(69)</u>	<u>(15)</u>	<u>(18)</u>
Net	<u>582</u>	<u>555</u>	<u>951</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):

15.21

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

Facilities Management	£000	£000	£000
Expenditure	544	506	458
Income	<u>(19)</u>	<u>(22)</u>	<u>0</u>
Net	<u>525</u>	<u>484</u>	<u>458</u>

Services provided:

Covers facilities management, post room and printing (internal) unit.

Staff (full time equivalent):

11.60

Service Risks:**Performance Indicators:**

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Civic Events & Mayors Office

	£000	£000	£000
Expenditure	228	251	244
Income	(2)	0	0
Net	<u>226</u>	<u>251</u>	<u>244</u>

Services provided:

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

Staff (full time equivalent):

3.41

Service Risks:

-

Performance Indicators:

Successful delivery of all civic ceremonial and mayoral activities.

Digital Printing & Copying

	£000	£000	£000
Expenditure	422	610	444
Income	(639)	(806)	(644)
Net	<u>(217)</u>	<u>(196)</u>	<u>(200)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL COMMUNITIES, ENFORCEMENT & PARTNERSHIPS			
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1,285

669

1,330

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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LIBRARY & RESIDENT SERVICES (L&RS)**L&RS Telephony & Digital**

	£000	£000	£000
Expenditure	939	716	590
Income	<u>(101)</u>	<u>(81)</u>	<u>(99)</u>
Net	<u>838</u>	<u>635</u>	<u>491</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. The operation is now delivered via service hubs in the libraries and from the Maidenhead Library basement.

Staff (full time equivalent):

24.00

Service Risks:

Directly impacts residents and their overall view and experience of the Council on a day to day basis. Service targets are an important measure to Members and residents and directly impact the reputation of the Council. The service can deliver key communication services during emergencies 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	82	240	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>82</u>	<u>240</u>	<u>0</u>

Services provided:

This budget has been reduced as a result of a restructure.

Staff (full time equivalent):

0.00

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	2017/18 Actual	2018/19 Budget	2019/20 Budget
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L&RS Operational Support	£000	£000	£000
Expenditure	179	219	239
Income	<u>(115)</u>	<u>(159)</u>	<u>(117)</u>
Net	<u>64</u>	<u>60</u>	<u>122</u>

Services provided:

Provides administrative support for all services across Library & Resident Services. Delivers parking administration functions such as residents parking permits, visitor permits, season tickets, Blue Badges, PCNs, appeals, etc.

Staff (full time equivalent):

7.08

Service Risks:

Failing to administer parking-related services will result in statutory timeframes not being met, reduced income for the council, disorderly parking on the streets and an increase in Parking Penalty Notices challenges and complaints. There will be reputational damage to the council, poor resident satisfaction and statutory breaches.

Performance Indicators:

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

Library & Information Services	£000	£000	£000
Expenditure	643	591	700
Income	<u>(352)</u>	<u>(354)</u>	<u>(258)</u>
Net	<u>291</u>	<u>237</u>	<u>442</u>

Services provided:

Management and delivery of statutory public library service via twelve static libraries, two container libraries and one mobile library providing the universal offers of reading development, learning support, digital support, information and sign-posting, culture and health and wellbeing support as well as the Children's Promise. Also Lending Services, both digital and traditional, Local Studies collections, digital reference services and all face to face interactions for council services. Internet access, Public PC use, exhibition space, events and safe spaces also comprise the library offer.

Staff (full time equivalent):

0.00

Service Risks:

IT system failure preventing service delivery within existing staffing levels.

Fire and flood damage.

Withdrawal of partnership funding.

Very tight staffing levels, primarily single staffing at most locations most of the time making cover difficult for any planned or unplanned absences leading to potential unplanned closures

Performance Indicators:

Use of public libraries (visits & issues of materials, digital support, health and wellbeing activities, information and reference enquiries, customer satisfaction).

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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L&RS Face to Face Libraries	£000	£000	£000
Expenditure	1,366	1,375	1,472
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>1,366</u>	<u>1,375</u>	<u>1,472</u>

Services provided:

Management and delivery of statutory public library service via twelve static libraries, two container libraries and one mobile library providing the universal offers of reading development, learning support, digital support, information and sign-posting, culture and health and wellbeing support as well as the Children's Promise. Also Lending Services, both digital and traditional, Local Studies collections, digital reference services and all face to face interactions for council services. Internet

Staff (full time equivalent):

39.66

Service Risks:

IT system failure preventing service delivery within existing staffing levels.

Fire and flood damage.

Withdrawal of partnership funding.

Very tight staffing levels, primarily single staffing at most locations most of the time making cover difficult for any planned or unplanned absences leading to potential unplanned closures

Performance Indicators:

Use of public libraries (visits & issues of materials, digital support, health and wellbeing activities, information and reference enquiries, customer satisfaction).

L&RS Libraries & Museums: Outreach & Stock

	£000	£000	£000
Expenditure	465	478	581
Income	<u>(120)</u>	<u>(101)</u>	<u>(101)</u>
Net	<u>345</u>	<u>377</u>	<u>480</u>

Services provided:

Procurement, management and effective promotion of library stock resources supported by reading development and library promotion initiatives for adults and children in libraries to support the universal offers and Children's Promise

Staff (full time equivalent):

6.25

Service Risks:

Poor stock management and ineffective library and stock promotion leads to reduced take-up of the library offer, poorer reading development outcomes and resident dissatisfaction. This is a statutory service and any reduction in the statutory service must meet the statutory test to prevent potential judicial review.

Performance Indicators:

Use of public libraries (visits & issues of materials, digital support, health and wellbeing activities, information and reference enquiries, customer satisfaction).

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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L&RS Museum & Arts	£000	£000	£000
Expenditure	530	432	499
Income	<u>(88)</u>	<u>(43)</u>	<u>(43)</u>
Net	<u>442</u>	<u>389</u>	<u>456</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	283	251	214
Income	<u>(552)</u>	<u>(545)</u>	<u>(529)</u>
Net	<u>(269)</u>	<u>(294)</u>	<u>(315)</u>

Services provided:

This is a statutory service to provide the registration of Births, Still Births, Marriages, Civil Partnerships, Civil Partnership Conversions, and Deaths. The taking of notices of marriage and civil partnership, Issuing copies of Birth, Death, Marriage and Civil Partnership certificates. Conducting Marriage and Civil Partnership Ceremonies. Conducting British Citizenship ceremonies. . Conducting Reaffirmation of Vows and Baby Naming ceremonies. Licensing all premises for legal ceremonies to be held there. Taking bookings for all ceremonies. Conferring British Citizenship on new citizens.

Staff (full time equivalent):

4.23

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	3,159	3,019	3,148
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TOTAL DIRECTLY MANAGED COSTS	5,901	3,869	5,448
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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EXECUTIVE DIRECTOR

Executive Director	£000	£000	£000
Expenditure	296	298	365
Income	-53	0	0
Net	243	298	365

Services provided:

Provision of strategic management and leadership across the Directorate

Staff (full time equivalent):

5.00

Service Risks:**Performance Indicators:**

TOTAL EXECUTIVE DIRECTOR	243	298	365
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HOUSING

	£000	£000	£000
Expenditure	4,044	2,740	3,834
Income	(2,662)	(1,318)	(2,748)
Net	1,382	1,422	1,086

Services provided:

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

Staff (full time equivalent):

12.00

Service Risks:

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

Performance Indicators:

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

TOTAL HOUSING	1,382	1,422	1,086
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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PLANNING SERVICE

Head of Planning Unit	£000	£000	£000
Expenditure	105	104	108
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>105</u>	<u>104</u>	<u>108</u>

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

Planning Policy Team	£000	£000	£000
Expenditure	422	392	402
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>422</u>	<u>392</u>	<u>402</u>

Services provided:

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

Staff (full time equivalent):

7.54

Service Risks:**Performance Indicators:**

Planning Policy Service	£000	£000	£000
Expenditure	165	158	153
Income	<u>(40)</u>	<u>(26)</u>	<u>(25)</u>
Net	<u>125</u>	<u>132</u>	<u>128</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Planning Enforcement Team	£000	£000	£000
Expenditure	295	339	346
Income	0	0	0
Net	<u>295</u>	<u>339</u>	<u>346</u>

Services provided:

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

Staff (full time equivalent):

8.60

Service Risks:

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

Performance Indicators:

Planning Support	£000	£000	£000
Expenditure	386	379	390
Income	0	0	0
Net	<u>386</u>	<u>379</u>	<u>390</u>

Services provided:

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

Staff (full time equivalent):

12.99

Service Risks:

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

Performance Indicators:

Development Control Team	£000	£000	£000
Expenditure	1,095	1,094	1,115
Income	(5)	(7)	(7)
Net	<u>1,090</u>	<u>1,087</u>	<u>1,108</u>

Services provided:

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

Staff (full time equivalent):

20.09

Service Risks:**Performance Indicators:**

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Development Control Service	£000	£000	£000
Expenditure	542	129	129
Income	<u>(1,576)</u>	<u>(1,218)</u>	<u>(1,309)</u>
Net	<u>(1,034)</u>	<u>(1,089)</u>	<u>(1,180)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

TOTAL PLANNING SERVICE	<u>1,389</u>	<u>1,344</u>	<u>1,302</u>
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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PROPERTY SERVICE**Development & Regeneration**

	£000	£000	£000
Expenditure	421	83	135
Income	(263)	0	0
Net	158	83	135

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:

Volume of new applications

Performance Indicators:**Industrial & Commercial Estates**

	£000	£000	£000
Expenditure	713	603	540
Income	(4,033)	(4,192)	(3,918)
Net	(3,320)	(3,589)	(3,378)

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Vacant properties due to economic downturn

Performance Indicators:**Property Management**

	£000	£000	£000
Expenditure	564	331	263
Income	(196)	(44)	(43)
Net	368	287	220

Services provided:

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

Staff (full time equivalent):

7.00

Service Risks:

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

Performance Indicators:

Asset Management Occupation

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Admin Buildings & Depots	£000	£000	£000
Expenditure	940	1,062	1,096
Income	(274)	(366)	(571)
Net	<u>666</u>	<u>696</u>	<u>525</u>

Services provided:

Management of the Borough's administrative buildings.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Building Control Shared Services	£000	£000	£000
Expenditure	33	105	0
Income	117	(158)	(52)
Net	<u>150</u>	<u>(53)</u>	<u>(52)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Building control income affected by economic downturn and external competition.

Performance Indicators:

% plans checked within 10 days

Building Services	£000	£000	£000
Expenditure	724	752	752
Income	(637)	(752)	(747)
Net	<u>87</u>	<u>0</u>	<u>5</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Asset Management Occupation

TOTAL PROPERTY SERVICE	<u>(1,891)</u>	<u>(2,576)</u>	<u>(2,545)</u>
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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FINANCE

Head of Finance & Deputy Director	£000	£000	£000
Expenditure	803	898	682
Income	<u>(126)</u>	<u>(109)</u>	<u>(109)</u>
Net	<u>677</u>	<u>789</u>	<u>573</u>

Services provided:

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

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

Staff (full time equivalent):

1.40

Service Risks:**Performance Indicators:**

Corporate Management	£000	£000	£000
Expenditure	352	185	163
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>352</u>	<u>185</u>	<u>163</u>

Services provided:

Provision for corporate expenses including audit fees

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Accountancy Services	£000	£000	£000
Expenditure	1,116	969	1,001
Income	(507)	(495)	(455)
Net	609	474	546

Services provided:

3 teams make up Accountancy Services:

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

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

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

Staff (full time equivalent):

20.00

Service Risks:**Performance Indicators:**

Systems Accountancy	£000	£000	£000
Expenditure	127	132	147
Income	(31)	(31)	(31)
Net	96	101	116

Services provided:

The Systems Accountancy team provide support, maintenance, training and development for the borough's Finance system (Agresso) and corporate Epayments system. The team perform routine tasks and updates to ensure the systems are accurate and timely, including interfaces from various other rbwm systems such as Payroll and our income management system.

Monthly finance reporting, PI data collection and transparency data are all routine outputs generated from the finance system. The team also provide relevant end user training and our continuing to utilise the RBWM e-learning facility to deliver routine training. The team and Agresso play a key role in the compilation and generation of annual budget papers.

Staff (full time equivalent):

2.00

Service Risks:**Performance Indicators:**

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Pensions	£000	£000	£000
Expenditure	1,571	1,229	1,241
Income	<u>(1,763)</u>	<u>(1,414)</u>	<u>(1,404)</u>
Net	<u>(192)</u>	<u>(185)</u>	<u>(163)</u>

Services provided:

The Pension Fund team is responsible for the administration and payroll of the Royal County of Berkshire Pension Fund. As Administering Authority to the Pension Fund RBWM is responsible for the investment strategy of the Fund, 100% of assets are managed by the Local Pensions Partnership Investments Ltd.

Staff (full time equivalent):

22.60

Service Risks:**Performance Indicators:**

Insurance & Risk	£000	£000	£000
Expenditure	158	161	166
Income	<u>(188)</u>	<u>(188)</u>	<u>(193)</u>
Net	<u>(30)</u>	<u>(27)</u>	<u>(27)</u>

Services provided:

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

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

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

Staff (full time equivalent):

3.00

Service Risks:

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

Performance Indicators:

All key risks to be reviewed quarterly.

100% of liability claims dealt with in protocol timescales.

All portal claims to be acknowledged within 24 hours.

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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Business Development

	£000	£000	£000
Expenditure	44	0	0
Income	(104)	(68)	(66)
Net	(60)	(68)	(66)

Services provided:

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

Staff (full time equivalent):

0.00

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

	£000	£000	£000
Expenditure	389	0	0
Income	(392)	0	0
Net	(3)	0	0

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL FINANCE	<u>1,449</u>	<u>1,269</u>	<u>1,142</u>
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
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ICT**ICT Support**

	£000	£000	£000
Expenditure	2,529	2,027	2,039
Income	(726)	(894)	(688)
Net	<u>1,803</u>	<u>1,133</u>	<u>1,351</u>

Services provided:

Responsible for Information and Communication Technology (ICT) services for the council.

Provision of services includes:

Maintenance of the council's ICT, including servers, desktop devices and tablets, mobile telephones, data and telephony infrastructure, and incident / change management. Provision of support for and development of the council's corporate applications, and interactive services to residents.

Staff (full time equivalent):

20.81

Service Risks:

Risk to service delivery timescale due to resource, funding and demand challenges

Threats to council's data, ICT security

Performance Indicators:

% of availability of whole and or part network

% and number of incidents resolved.

TOTAL ICT	<u>1,803</u>	<u>1,133</u>	<u>1,351</u>
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TOTAL DIRECTLY MANAGED COSTS	<u>4,375</u>	<u>2,890</u>	<u>2,701</u>
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	Unit Cost	2019/20 £	2018/19 £	% Increase
COMMUNICATIONS & MARKETING				
Film Unit Tariff				
Primary Rate				
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.		1,200	1,200	0.0%
-Large Production Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance		350	350	0.0%
- Medium Production Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+		250	250	0.0%
- Small Production Presenter to camera pieces, interviews. Includes little equipment and minimal disruption/presence		No Charge	No Charge	
-Student & Charity Productions Student films or charitable/community purpose, little disruption.		No Charge	No Charge	
Facility Fee				
-Standard Application Processing Application provided with over 1 weeks notice of filming date		80	80	0.0%
-Late Application Processing Application provided within 1 weeks notice of filming date		150	100	50.0%
-Additional Roads Processing - per every 5 additional roads Application lists 10 or more roads under locations to be processed on street works systems		40	40	0.0%
-Application Amendment		100	100	0.0%
-Location Advice Any advice or research required that exceeds 1 hour of officer time	per hour	30	30	0.0%
-Site Visit Any requests for a film officer to visit the filming site on the day	per hour	50	50	0.0%
-Cancellation Application has been processed but requires cancellation 100% of agreed facility fees already incurred				

Unit Cost	2019/20 £	2018/19 £	% Increase
<p>Notes Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application Primary rates 'per day' can be negotiated at the officer's discretion When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included Primary rates may vary depending on the size of the crew</p>			

	2019/20 £			2018/19 £			% Increase	% Increase	% Increase
PUBLIC HALLS									
GUILDHALL, WINDSOR									
	Guildhall Chamber	Ascot Room	Whole Building	Guildhall Chamber	Ascot Room	Whole Building	Guildhall Chamber	Ascot Room	Whole Building
COMMERCIAL RATES:									
Morning 8am - 1pm	700	330		700	330	-	0.0%	0.0%	-
Afternoon 1pm - 5.30pm	700	330		700	330	-	0.0%	0.0%	-
Evening 6pm - 11pm	1,630	444		1,630	444	-	0.0%	0.0%	-
All Day 8am - 11pm	2,680	720		2,680	720	-	0.0%	0.0%	-
NON-COMMERCIAL RATES - WHOLE SUITE:									
Borough Based Registered Charities Per hour/Per Room	118	74	170	118	74	170	0.0%	0.0%	0.0%
WEDDINGS AND CIVIL PARTNERSHIPS CEREMONIES									
ROOM HIRE									
	2020/21		2019/20		Increase from 2019/20	Increase from 2018/19			
	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM					
Monday-Friday Per Hour	410	580	410	580	0.0%	0.0%			
Saturday Per hour	575	815	575	815	0.0%	0.0%			
Sunday / Bank Holiday Per Hour	630	870	630	870	0.0%	0.0%			

	2019/20 £	2018/19 £	% Increase
HOME TO SCHOOL TRANSPORT - CONCESSIONARY FARES (To AfC 1/8/2017)			
Charges take effect from the beginning of each academic year in September.			
Pupils not entitled to free transport			
Residents not entitled to free transport (mainstream and SEN)	620	600	3.3%
Eton Wick residents not entitled to free transport	320	305	5.0%
Non-resident fare payers	850	810	5.0%
Commercial bus routes - contact the relevant operator to purchase passes			
Post 16 Reduced Fare Railcard	£80 + £15 admin charge	£80 + £10 admin charge	
Replacement travel pass	21.69	21	3.3%

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Unit Cost		2019/20		2018/19		% Increase	% Increase
		£	£	£	£		
CARE FOR ADULTS							
RESIDENTIAL CARE							
Homes for Older People - residential care in RBWM commissioned homes		RBWM residents & PBH	OLA				
Maximum charge							
Residential Home placements	week	Full cost recovery		728			NEW
Nursing Home placements (FNC to be deducted where applicable)	week	Full cost recovery		882			NEW
Homes for People with Learning Disability - residential care							
Homeside Close and Winston Court - Standard Charge to other local authorities	week		1,554		1,554		
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.							
COMMUNITY CARE & RESPITE CARE							
OLA is an abbreviation for "Other Local Authority"							
PBH is an abbreviation for "Personal Budget Holder"							
Homes for People with Learning Disability - Respite care		RBWM residents & PBH	OLA & Full Cost Payers	RBWM residents & PBH	OLA & Full Cost Payers	% Increase	% Increase
	RBWM - PBH	night	160	155		3.2%	
	OLA - Weekdays Mon-Thurs	night			454		3.1%
	OLA - Weekends Fri-Sun	night			528		3.2%
Administration fee for self-funders							
Administration fee for setting up care arrangements	one-off		300				
Annual fee for ongoing management of care arrangements	annual		250				
Homecare							
Standard Charge	hour		17.95	17.95		0.0%	
Learning Disability: day activity charge							
morning or afternoon session in daycentre for							
	ratio 1:1	session	89.40	86.60	108.30	3.2%	3.2%
	ratio 1:2	session	44.70	43.30	76.90	3.2%	3.3%

		Unit Cost	2019/20		2018/19		% Increase	% Increase
			£	£	£	£		
ratio 1:3	session		29.70	56.50	28.80	54.70	3.1%	3.3%
ratio 1:5	session		17.80	36.30	17.30	35.20	2.9%	3.1%
ratio 1:10	session		8.80	20.90	8.60	20.30	2.3%	3.0%

Unit Cost	2019/20		2018/19		% Increase	% Increase
	£	£	£	£		
LEARNING DISABILITY: OLA midday meal supervision						
ratio 1:1		53.10		51.50		3.1%
ratio 1:2		36.90		35.80		3.1%
ratio 1:3		25.50		24.70		3.2%
ratio 1:5		15.50		15		3.3%
ratio 1:10		7.70		7.50		2.7%
Learning Disability: Transport	per journey	7.20		7.00		2.9%
Room Hire - Learning Disability Day Centres						
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday						
Ground Floor, Hall & Dance Studio	Hour	24.40		23.70		3.0%
Dance Studio	Hour	17.60		17.10		2.9%
Music / Art Room	Hour	14.80		14.40		2.8%
There is an additional charge for public liability insurance and staffing when required						
Older Persons: Day Centres	RBWM - PBH	per day	62.10	60.20		3.2%
transport single Journey to day centre/activity (max 2 charges per session)		per journey	5	5		0.0%
Blue Badge		Per Badge	10	10		0.0%
Older Persons: Residential Respite		per week	728	705.50		3.2%
In residential and nursing homes, arranged by the Council						

	Unit Cost	2019/20		2018/19		% Increase	% Increase
		£	£	£	£		
ALLOWANCES							
Direct Payments - Rates payable to service user							
Standard Rate - care provided by homecare agency	per hour	17.95		17.95		0.0%	
Sleeping Night Service	night	61.90		60		3.2%	
<u>Rates payable for employment of Personal Assistant</u>							
Start up and emergency reserve	one-off	500		500		0.0%	
Composite Rate for a Personal Assistant	hour	15.20		14.80		2.7%	
Standard Rate including all oncosts	hour	13.20		12.80		3.1%	
Enhanced Rate including all oncosts	hour	24.30		23.60		3.0%	

	Unit Cost	2019/20 £	2018/19 £	% Increase
EARLY HELP AND SAFEGUARDING - TRANSFERRED TO AFC				
Early Help and Safeguarding charges have historically been linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set in line with the DfE guidelines. AFC is moving to a new shared Fostering Service from April 2019 - fostering allowances will then be standardised across the organisation.				
Parental contribution towards cost of children in care	Per week	Up to the full amount of the fostering allowance	Up to the full amount of the fostering allowance	
Foster care placements - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children	Per week	Cost of the placement	Cost of the placement	
Administration charge to other local authorities for foster care placements and short term breaks.	Per week	100	100	0.0%
Charges to other local authorities and voluntary adoption authorities for placing non RBWM children for adoption with families within the Adopt Berkshire partnership		N/A	N/A	
Flying High Play Scheme	Per day	25	25	0.0%

	2019/20 £	2018/19 £	% Increase
LOCAL LAND CHARGES			
Table Of Search Fees (Excluding VAT)			
Standard Official Search (LLC1 and CON29R)	123	119	3.4%
Official Certificate of Search (Form LLC1 only)	40	39	2.6%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	83	80	3.8%
Additional Parcels of Land (each)	64	62	3.2%
CON 29O Optional Enquiries of Local Authorities questions (dealing with all questions)*	150	145	3.4%
CON 29O Enquiries-with the original search (dealing with individual questions)	42	41	2.4%
*Standalone CON29R and CON29O searches attract an additional fee (one per search)	3	3	0.0%
Repeat Searches (LLC1 and CON29R) within 3 months of original search	53	51	3.9%
Component Data for CON29R Questions	On request	On request	
LEGAL FEES (Excluding VAT)			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3,166	3,065	3.3%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	3,166	3,065	3.3%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£628 Min-£1,255 Max	£608 Min-£1,215 Max	3.3%
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£628 Min-£1,255 Max	£608 Min-£1,215 Max	3.3%
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£628 Min-£1,255 Max	£608 Min-£1,215 Max	3.3%
Legal Fees - Rectification of Community Register	1,110	1,075	3.3%

		2019/20 £	2018/19 £	% Increase
PARKING SERVICE				
CAR PARKS				
Alexandra, Windsor *				
		198		
Charges apply Monday - Sunday between 9am-Midnight (including Bank Holidays)				
Up To 1 Hour		1.60	1.40	14.3%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		3.20	2.80	14.3%
1 To 2 Hours Discounted		1.00	1.00	0.0%
2 To 3 Hours		5.00	4.20	19.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		7.00	6.00	16.7%
3 To 4 Hours Discounted		6.00	6.00	0.0%
4 To 5 Hours		10.50	9.00	16.7%
4 To 5 Hours Discounted		9.00	9.00	0.0%
Over 5 Hours		13.00	12.00	8.3%
Over 5 Hours Discounted		12.00	12.00	0.0%
Evening Charge (6pm - Midnight)		2.00	2.00	0.0%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Season Tickets (3 Months)		360.00	310.00	16.1%
Season Tickets (6 Months)		710.00	600.00	18.3%
Season Tickets (Per Annum)		1400.00	1,250.00	12.0%
Alma Road, Windsor * (See separate tariff For Windsor Dials)				
		130		
Charges apply Monday - Sunday between 9am-Midnight (including Bank Holidays)				
Up To 1 Hour		1.60	1.40	14.3%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		3.20	2.80	14.3%
1 To 2 Hours Discounted		1.00	1.00	0.0%
2 To 3 Hours		5.00	4.20	19.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		7.00	6.00	16.7%
3 To 4 Hours Discounted		6.00	6.00	0.0%
4 To 5 Hours		10.50	9.00	16.7%
4 To 5 Hours Discounted		9.00	9.00	0.0%
Over 5 Hours		13.00	12.00	8.3%
Over 5 Hours Discounted		12.00	12.00	0.0%
Evening Charge (6pm - Midnight)		2.00	2.00	0.0%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Season Tickets (3 Months)		360.00	310.00	16.1%
Season Tickets (6 Months)		710.00	600.00	18.3%
Season Tickets (Per Annum)		1400.00	1,250.00	12.0%

			2019/20 £	2018/19 £	% Increase
Ascot High Street The Avenue, Datchet *	113	98	Free	Free	
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)					
Up To 1 Hour			1.00	0.70	42.9%
Up To 1 Hour Discounted			Free	Free	
1 To 2 Hours			1.50	1.30	15.4%
1 To 2 Hours Discounted			0.50	Free	
2 To 3 Hours			3.10	2.70	14.8%
2 To 3 Hours Discounted			2.70	2.70	0.0%
3 To 4 Hours			4.00	3.40	17.6%
3 To 4 Hours Discounted			3.40	3.40	0.0%
Over 4 Hours			7.00	6.00	16.7%
Over 4 Hours Discounted			6.00	6.00	0.0%
6pm- 9am			Free	Free	
Sundays & Bank Holidays			Free	Free	
Season Tickets (3 Months)			220.00	200.00	10.0%
Season Tickets (6 Months)			410.00	400.00	2.5%
Season Tickets (Per Annum)			800.00	750.00	6.7%
* Discounted rates shown are available to Advantage card holders					
Boulton Lock, Maidenhead *	87				
Charges apply Mon - Sun between 9am-7pm (Incl Bank holidays)					
Up To 3 Hours			1.00	0.50	100.0%
Up To 3 Hours Discounted			Free	Free	
Over 3 Hours			1.50	1.00	50.0%
Over 3 Hours Discounted			1.00	1.00	0.0%
Evenings (6pm - Midnight)			1.00	0.50	100.0%
Evenings (6pm - Midnight) Discounted			Free	Free	
Bowden Rd, Sunninghill		15	Free	Free	
Braywick Nature Park, Maidenhead (8am - 9pm)		12	Free	Free	
Braywick Park, Maidenhead (Mon - Fri 9am - 5pm) >	48				
Less than 3 Hours			1.00	Free	
Less than 3 Hours Discounted			Free	Free	
Over 3 Hours			5.50	5.00	10.0%
Over 3 Hours Discounted			5.00	5.00	0.0%
Season Tickets (3 Months)			145.00	140.00	3.6%
Season Tickets (6 Months)			280.00	270.00	3.7%
Season Tickets (Per Annum)			550.00	500.00	10.0%
Brockenhurst Road, S. Ascot Centrica, Windsor *		134	Free	Free	
(Saturdays, Sundays & Bank Holidays In Peak Periods Only- Locked at 7pm)					

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			2019/20 £	2018/19 £	% Increase
Clewer Memorial, Windsor (Dawn To Dusk)	50		Free	Free	
Coronation Road, Littlewick Green	24		Free	Free	
Desborough Park, Maidenhead	18		Free	Free	
East Berks College, Windsor *	112				
This car park is only open to public at Weekends, Bank Holidays, and College Holidays					
Charges apply Mon-Sun (Including Bank Holidays) between 9am-Midnight					
<i>Please note: change on the Sunday/ Bank Holiday tariff is subject to approval from East Berkshire College</i>					
Up To 1 Hour			1.40	1.30	7.7%
Up To 1 Hour Discounted			1.00	1.00	0.0%
1 To 2 Hours			2.00	1.80	11.1%
1 To 2 Hours Discounted			1.50	1.50	0.0%
2 To 3 Hours			2.80	2.50	12.0%
2 To 3 Hours Discounted			2.00	2.00	0.0%
3 To 4 Hours			4.40	4.00	10.0%
3 To 4 Hours Discounted			4.00	4.00	0.0%
Over 4 Hours			8.80	8.00	10.0%
Over 4 Hours Discounted			8.00	8.00	0.0%
Evenings (6pm - Midnight)			2.00	2.00	0.0%
Evenings (6pm - Midnight) - Residents			Free	Free	
Midnight To 9am			Free	Free	
Eton Court, Eton *	57				
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)					
Up To 1 Hour			1.60	1.40	14.3%
Up To 1 Hour Discounted			0.50	0.50	0.0%
1 To 2 Hours			3.10	2.70	14.8%
1 To 2 Hours Discounted			1.00	1.00	0.0%
2 To 3 Hours			4.50	4.00	12.5%
2 To 3 Hours Discounted			1.50	1.50	0.0%
3 To 4 Hours			8.00	7.00	14.3%
3 To 4 Hours Discounted			7.00	7.00	0.0%
4 To 5 Hours			9.00	8.00	12.5%
4 To 5 Hours Discounted			8.00	8.00	0.0%
Over 5 Hours			11.00	10.00	10.0%
Over 5 Hours Discounted			10.00	10.00	0.0%
7pm to 9am			Free	Free	
Season Tickets (3 Months)	1,200	25.5%	300.00	240.00	25.0%
Season Tickets (6 Months)	1,180	50.2%	590.00	480.00	22.9%
Season Tickets (Per Annum)			1175.00	1,075.00	9.3%
Eton Wick (Haywards Mead)	25		Free	Free	
Grenfell Park, Maidenhead (Dawn - Dusk)	18		Free	Free	

* Discounted rates shown are available to Advantage card holders

		2019/20 £	2018/19 £	% Increase
Grove Road, Maidenhead (2 Hours max. stay except after 7pm)*	82			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 30 Mins		0.80	0.60	33.3%
Up To 30 Mins Discounted		0.30	0.30	0.0%
Up To 1 Hour		1.40	1.20	16.7%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2.80	2.50	12.0%
1 To 2 Hours Discounted		0.90	0.90	0.0%
Evenings (6pm - Midnight)		1.80	1.50	20.0%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Guards Club, Maidenhead (Dawn - Dusk)	20	Free	Free	
Hines Meadow Multi Storey Maidenhead *	1,280			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 1 Hour		1.10	1.00	10.0%
Up To 1 Hour Discounted		0.60	0.60	0.0%
1 To 2 Hours		2.20	2.00	10.0%
1 To 2 Hours Discounted		1.20	1.20	0.0%
2 To 3 Hours		3.40	3.00	13.3%
2 To 3 Hours Discounted		1.90	1.90	0.0%
3 To 4 Hours		5.20	4.50	15.6%
3 To 4 Hours Discounted		3.50	3.50	0.0%
4 To 5 Hours		5.90	5.00	18.0%
4 To 5 Hours Discounted		4.00	4.00	0.0%
Over 5 Hours		9.50	8.00	18.8%
Over 5 Hours Discounted		7.00	7.00	0.0%
Evenings (6pm - Midnight)		2.00	1.80	11.1%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Season Tickets (3 Months)		260.00	225.00	15.6%
Season Tickets (6 Months)		510.00	450.00	13.3%
Season Tickets (Per Annum)		1000.00	900.00	11.1%

		2019/20 £	2018/19 £	% Increase
Home Park, Windsor >	181			
Charges apply Mon - Fri between 9am-4pm (Weekends and bank holiday free) Signs will indicate when the car park is not in use due to events or functions				
Up To 1 Hour		1.00	0.90	11.1%
Up To 1 Hour Discounted		0.90	0.90	0.0%
1 To 2 Hours		2.00	1.80	11.1%
1 To 2 Hours Discounted		1.80	1.80	0.0%
2 To 4 Hours		4.00	3.60	11.1%
2 To 4 Hours Discounted		3.60	3.60	0.0%
Over 4 Hours		7.00	6.00	16.7%
Over 4 Hours Discounted		6.00	6.00	0.0%
4pm To 9am		Free	Free	
Season Tickets (3 Months)		220.00	170.00	29.4%
Season Tickets (6 Months)		430.00	330.00	30.3%
Season Tickets (Per Annum)		850.00	750.00	13.3%
Horton Road, Datchet *	60			
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)				
Up To 1 Hour		0.20	0.10	100.0%
Up To 1 Hours Discounted		Free	Free	
1 To 2 Hours		0.50	0.20	150.0%
Up To 2 Hours Discounted		Free	Free	
2 To 3 Hours		1.00	0.50	100.0%
2 To 3 Hours Discounted		0.50	0.50	0.0%
3 To 4 Hours		1.50	1.00	50.0%
3 To 4 Hours Discounted		1.00	1.00	0.0%
Over 4 Hours		5.00	5.00	0.0%
Over 4 Hours Discounted		5.00	5.00	0.0%
6pm To 9am		Free	Free	
High Street, Hurley	60	Free	Free	
* Discounted rates shown are available to Advantage card holders				
King Edward VII Ave, Windsor	192			
Charges apply Mon-Sun between 9am-Midnight (Including Bank Holidays)				
Up To 1 Hour		1.60	1.40	14.3%
Up To 1 Hour Discounted		1.00	1.00	0.0%
1 To 2 Hours		2.90	2.50	16.0%
1 To 2 Hours Discounted		2.00	2.00	0.0%
2 To 3 Hours		4.70	4.00	17.5%
2 To 3 Hours Discounted		3.00	3.00	0.0%
3 To 4 Hours		6.50	5.50	18.2%
3 To 4 Hours Discounted		5.50	5.50	0.0%
4 To 5 Hours		8.00	6.80	17.6%
4 To 5 Hours Discounted		6.80	6.80	0.0%
Over 5 Hours		9.30	8.00	16.3%
Over 5 Hours Discounted		8.00	8.00	0.0%
Evenings (6pm - Midnight)		2.00	2.00	0.0%
Evenings (6pm - Midnight) - Residents		Free	Free	
Season Tickets (3 Months)		315.00	240.00	31.3%
Season Tickets (6 Months)		620.00	480.00	29.2%
Season Tickets (Per Annum)		1225.00	1,075.00	14.0%

		2019/20 £	2018/19 £	% Increase
King Edward VII Hospital, Windsor	150			
Charges apply Saturdays, Sundays and Bank Holidays between 9am-6pm				
Up To 2 Hours		1.00	1.00	0.0%
2 To 4 Hours		2.00	2.00	0.0%
Over 4 Hours		5.00	5.00	0.0%
6pm To 9am		Free	Free	
Meadow Lane, Eton *	102			
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)				
Up To 1 Hour		1.60	1.40	14.3%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		3.10	2.70	14.8%
1 To 2 Hours Discounted		1.00	1.00	0.0%
2 To 3 Hours		4.50	4.00	12.5%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		8.00	7.00	14.3%
3 To 4 Hours Discounted		7.00	7.00	0.0%
4 To 5 Hours		9.00	8.00	12.5%
4 To 5 Hours Discounted		8.00	8.00	0.0%
Over 5 Hours		11.00	10.00	10.0%
Over 5 Hours Discounted		10.00	10.00	0.0%
7pm To 9am		Free	Free	
Season Tickets (3 Months)		300.00	240.00	25.0%
Season Tickets (6 Months)		590.00	480.00	22.9%
Season Tickets (Per Annum)		1175.00	1,250.00	-6.0%
Nicholsons MultiStorey, Maidenhead *	734			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 30 Mins		0.70	0.60	16.7%
Up To 30 Mins Discounted		0.30	0.30	0.0%
30 Mins To 1 Hour		1.30	1.10	18.2%
30 Mins To 1 Hour Discounted		0.60	0.60	0.0%
1 To 2 Hours		2.30	2.10	9.5%
1 To 2 Hours Discounted		1.20	1.20	0.0%
2 To 3 Hours		3.60	3.10	16.1%
2 To 3 Hours Discounted		1.60	1.60	0.0%
3 To 4 Hours		4.70	4.10	14.6%
3 To 4 Hours Discounted		2.00	2.00	0.0%
4 To 5 Hours		9.50	8.00	18.8%
4 To 5 Hours Discounted		8.00	8.00	0.0%
Over 5 Hours		13.50	12.00	12.5%
Over 5 Hours Discounted		12.00	12.00	0.0%

		2019/20 £	2018/19 £	% Increase
Evenings (6pm - Midnight)		2.00	1.80	11.1%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Season Tickets (1 Month)		150.00	140.00	7.1%
Season Tickets (3 Months)		435.00	400.00	8.8%
Season Tickets (6 Months)		865.00	775.00	11.6%
Season Tickets (Per Annum)		1700.00	1,550.00	9.7%
Oakengrove, Maidenhead (Dawn - Dusk)	50	Free	Free	
Oak Lane (Annual Contract Spaces For Residents Only)		60.00	60.00	0.0%
* Discounted rates shown are available to Advantage card holders				
Queens Road, Sunninghill	52	Free	Free	
River St, Windsor *	145			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		5.00	4.50	11.1%
Up To 1 Hour Discounted		1.50	1.50	0.0%
1 To 2 Hours		7.70	7.00	10.0%
1 To 2 Hours Discounted		3.00	3.00	0.0%
2 To 3 Hours		9.90	9.00	10.0%
2 To 3 Hours Discounted		4.50	4.50	0.0%
3 To 4 Hours		13.20	12.00	10.0%
3 To 4 Hours Discounted		8.00	8.00	0.0%
4 To 5 Hours		15.40	14.00	10.0%
4 To 5 Hours Discounted		10.00	10.00	0.0%
Over 5 Hours		18.70	17.00	10.0%
Over 5 Hours Discounted		12.00	12.00	0.0%
9pm To 9am		Free	Free	
Romney Lock, Windsor *	94			
Charges apply Mon-Sun between 9am-Midnight (Incl Bank Holidays)				
Up To 1 Hour		1.60	1.40	14.3%
Up To 1 Hour Discounted		1.00	1.00	0.0%
1 To 2 Hours		2.90	2.50	16.0%
1 To 2 Hours Discounted		2.00	2.00	0.0%
2 To 3 Hours		4.70	4.00	17.5%
2 To 3 Hours Discounted		3.00	3.00	0.0%
3 To 4 Hours		6.50	5.50	18.2%
3 To 4 Hours Discounted		5.50	5.50	0.0%
4 To 5 Hours		8.00	6.80	17.6%
4 To 5 Hours Discounted		6.80	6.80	0.0%
Over 5 Hours		9.30	8.00	16.3%
Over 5 Hours Discounted		8.00	8.00	0.0%

		2019/20 £	2018/19 £	% Increase
Evenings (6pm - Midnight)		2.00	2.00	0.0%
Evenings (6pm - Midnight) - Residents/ Discounted		Free	Free	
Midnight To 9am		Free	Free	
Season Tickets (3 Months)		315.00	240.00	31.3%
Season Tickets (6 Months)		620.00	480.00	29.2%
Season Tickets (Per Annum)		1225.00	1,075.00	14.0%
Stafferton Way Multi Storey, Maidenhead *	576			
Charges apply Mon - Sat between 9am-7pm				
Daily charge		7.50	7.00	7.1%
Daily charge - Residents/ Discounted		7.00	7.00	0.0%
Evenings (6pm - Midnight)		1.80	1.50	20.0%
Evenings (6pm - Midnight) - Residents/ Discounted		Free	Free	
Midnight To 9am		Free	Free	
Season Tickets (3 Months)		260.00	215.00	20.9%
Season Tickets (6 Months)		510.00	430.00	18.6%
Season Tickets (Per Annum)		1000.00	875.00	14.3%
Sunningdale (London Road) (Closed between 6.45pm - 8.45am)	210	Free	Free	
Sutton Road, Cookham	18	Free	Free	
* Discounted rates shown are available to Advantage card holders				

		2019/20 £	2018/19 £	% Increase
Town Hall, Maidenhead *	111			
Car Park only available Saturdays, Sundays (Free Parking), Evenings and Bank Holidays				
Charges between 9am and Midnight on eligible days				
Up To 1 Hour		1.10	1.10	0.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		1.60	1.60	0.0%
1 To 2 Hours Discounted		0.90	0.90	0.0%
2 To 3 Hours		2.60	2.60	0.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		4.50	4.50	0.0%
3 To 4 Hours Discounted		4.50	4.50	0.0%
4 To 5 Hours		7.00	7.00	0.0%
4 To 5 Hours Discounted		7.00	7.00	0.0%
Evenings (5pm - Midnight)		1.50	1.50	0.0%
Evenings (5pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Town Moor, Maidenhead (Blackamoor Lane)	28	Free	Free	
Charges apply Mon - Sun between 9am-7pm (Incl Bank holidays)				
Up To 3 Hours		1.00	Free	
Up To 3 Hours Discounted		Free	Free	
Over 3 Hours		1.50	Free	
Over 3 Hours Discounted		1.00	Free	
Evenings (6pm - Midnight)		1.00	Free	
Evenings (6pm - Midnight) Discounted		Free	Free	
Upper Village Road, Sunninghill	28	Free	Free	
Victoria Street Multi Storey, Windsor *	206			
Charges apply Mon - Sun between 9am-Midnight (Incl Bank Holidays)				
Up To 1 Hour		2.20	2.00	10.0%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		3.60	3.20	12.5%
1 To 2 Hours Discounted		1.00	1.00	0.0%
2 To 3 Hours		5.60	5.00	12.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		10.00	9.00	11.1%
3 To 4 Hours Discounted		8.00	8.00	0.0%
4 To 5 Hours		11.00	10.00	10.0%
4 To 5 Hours Discounted		10.00	10.00	0.0%
Over 5 Hours		15.50	14.00	10.7%
Over 5 Hours Discounted		14.00	14.00	0.0%
Evenings (6pm - Midnight)		2.20	2.00	10.0%
Evenings (6pm - Midnight) - Residents/ Discounted		Free	Free	
Midnight To 9am		Free	Free	

		2019/20 £	2018/19 £	% Increase
West Street, Maidenhead *	59			
Charges apply Mon - Sat between 9am-Midnight				
Up To 30 Mins		0.80	0.60	33.3%
Up To 30 Mins Discounted		0.30	0.30	0.0%
Up To 1 Hour		1.40	1.20	16.7%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		2.80	2.40	16.7%
1 To 2 Hours Discounted		0.90	0.90	0.0%
2 To 3 Hours		4.00	3.50	14.3%
2 To 3 Hours Discounted		2.00	2.00	0.0%
Evenings (6pm - Midnight)		1.80	1.50	20.0%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
* Discounted rates shown are available to Advantage card holders				
Windsor Dials (via Alma Road), Windsor *	250			
Car Park only available on Saturdays, Sundays, Bank Holidays				
Up To 1 Hour		1.60	1.40	14.3%
Up To 1 Hour Discounted		0.50	0.50	0.0%
1 To 2 Hours		3.20	2.80	14.3%
1 To 2 Hours Discounted		1.00	1.00	0.0%
2 To 3 Hours		5.00	4.20	19.0%
2 To 3 Hours Discounted		1.50	1.50	0.0%
3 To 4 Hours		7.00	6.00	16.7%
3 To 4 Hours Discounted		6.00	6.00	0.0%
4 To 5 Hours		10.50	9.00	16.7%
4 To 5 Hours Discounted		9.00	9.00	0.0%
Over 5 Hours		13.00	12.00	8.3%
Over 5 Hours Discounted		12.00	12.00	0.0%
Evenings (6pm - Midnight)		2.00	2.00	0.0%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	

		2019/20 £	2018/19 £	% Increase
Windsor Library	15			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 30 Mins		0.30	0.20	50.0%
Up To 1 Hour		2.50	2.50	0.0%
1 To 2 Hours		5.00	4.50	11.1%
Evenings (6pm - Midnight)		1.80	1.50	20.0%
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
York House, Windsor * CLOSED FOR SITE DEVELOPMENT	92			
Weekends & Bank Holidays (Up To 4 Hours Charge)		3.50	3.00	0.0%
Weekends & Bank Holidays (Up To 4 Hours Charge) - Discounted		3.00	3.00	0.0%
Weekends & Bank Holidays (Over 4 Hours Charge)		7.00	6.00	0.0%
Weekends & Bank Holidays (Over 4 Hours Charge) - Discounted		6.00	6.00	0.0%
Evenings (Any Day) (6pm - Midnight)		1.80	1.50	0.0%
Evenings (Any Day) (6pm - Midnight) - Residents		Free	Free	0.0%
Midnight To 9am (7.30am on a working day)		Free	Free	0.0%
Coach Park (Alma Road), Windsor	74			
Charges apply Mon-Sun between 9am-6pm (Incl Bank Holidays)				
Up To 1 Hour - Entry		11.00	10.00	10.0%
Prepaid Tickets (1 Hour)		11.00	10.00	
Up To 4 Hours		22.00	20.00	10.0%
Prepaid Tickets (4 Hours)		18.50	17.50	5.7%
Up To 10 Hours (equivalent to all day as evenings free)		33.00	30.00	10.0%
Prepaid Tickets (10 Hours) (equivalent to all day as evenings free)		26.00	25.00	4.0%
Christmas Period (cars only)		2.50	2.00	25.0%
Magnet Leisure Centre - Maidenhead >	248			
Charges apply Mon - Sun (Incl Bank Holidays) between 9.30am-Midnight				
Up to 30 mins		0.70	0.50	40.0%
Up to 30 mins - Discounted		0.40	0.40	0.0%
Up to 60 mins		1.10	1.00	10.0%
Up to 60 mins - Discounted		0.80	0.80	0.0%
Up to 90 mins		1.50	1.30	15.4%
Up to 90 mins - Discounted		1.20	1.20	0.0%
Up to 2 Hours		2.20	2.00	10.0%
Up to 2 Hours - Discounted		1.60	1.60	0.0%
Up to 3 Hours		3.00	2.50	20.0%
Up to 3 Hours - Discounted		2.00	2.00	0.0%
Up to 4 Hours		7.20	6.00	20.0%
Up to 4 Hours - Discounted		6.00	6.00	0.0%
Over 4 Hours		9.50	8.00	18.8%
Over 4 Hours - Discounted		8.00	8.00	0.0%
Windsor Leisure Centre >	249			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Up to 30 mins		0.70	0.50	40.0%
Up to 30 mins - Discounted		0.40	0.40	0.0%
Up to 60 mins		1.20	1.00	20.0%
Up to 60 mins - Discounted		0.80	0.80	0.0%
Up to 2 Hours		1.80	1.60	12.5%

	2019/20 £	2018/19 £	% Increase
Up to 2 Hours - Discounted	1.20	1.20	0.0%
Up to 3 Hours	3.70	3.30	12.1%
Up to 3 Hours - Discounted	2.40	2.40	0.0%
Up to 4 Hours	11.00	10.00	10.0%
Up to 4 Hours - Discounted	10.00	10.00	0.0%
Up to 5 Hours	13.00	12.00	8.3%
Up to 5 Hours - Discounted	12.00	12.00	0.0%
Over 5 Hours	17.50	16.00	9.4%
Over 5 Hours - Discounted	16.00	16.00	0.0%

* Discounted rates shown are available to Advantage card holders

	2019/20 £	2018/19 £	% Increase
On-Street Parking			
Barry Avenue *			
Up To 1 Hour	2.10	1.60	31.3%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	4.20	3.20	31.3%
1 To 2 Hours Discounted	1.50	1.50	0.0%
St. Leonards Road (Shops) *			
Up To 1 Hour	0.60	0.50	20.0%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	1.80	1.50	20.0%
1 To 2 Hours Discounted	0.90	0.90	0.0%
Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard & Thameside (1 Hour Maximum Stay) *			
Up To 1 Hour	1.20	0.90	33.3%
Up To 1 Hour Discounted	Free	Free	
Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. * (Where Charges Apply Mon-Fri 8.30am - 5.30pm)			
Up To 1 Hour	0.50	0.40	25.0%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	1.20	1.00	20.0%
1 To 2 Hours Discounted	0.40	0.40	0.0%
Alma Rd, Clarence Rd, St Leonards Rd. * (Where Charges Apply Mon-Sun 8am - 8pm)			
Up To 1 Hour	0.50	0.40	25.0%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	1.20	1.00	20.0%
1 To 2 Hours Discounted	0.40	0.40	0.0%
Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd *			
Up To 1 Hour	0.80	0.60	33.3%
Up To 1 Hour Discounted	Free	Free	
The Avenue & Windsor Road (Datchet) *			
Up To 1 Hour	0.80	0.70	14.3%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	1.50	1.30	15.4%
2 To 3 Hours	3.00	2.70	11.1%
3 To 4 Hours	3.60	3.40	5.9%
Over 4 Hours	6.00	6.00	0.0%

	2019/20 £	2018/19 £	% Increase
Eton (2 Hour Maximum Stay) *			
Up To 30 Mins	0.40	0.30	33.3%
Up To 30 Mins Discounted	0.10	0.10	0.0%
Up To 1 Hour	2.00	1.50	33.3%
Up To 1 Hour Discounted	0.90	0.90	0.0%
* Discounted rates are available to Advantage card holders			
<u>Other Parking Fees And Charges</u>			
Penalty Charge Notices			
Higher Level Contraventions	70.00	70.00	0.0%
-Discounted If Paid Within 14 Days	35.00	35.00	0.0%
Lower Level Contraventions	50.00	50.00	0.0%
-Discounted If Paid Within 14 Days	25.00	25.00	0.0%
Business Permits			
Business Parking Permits			
Windsor: Outer Areas			
First Permit	650.00	550.00	18.2%
Second Permit	750.00	650.00	15.4%
Third Permit	850.00	750.00	13.3%
Windsor: Inner Areas	325.00	280.00	16.1%
Eton and Datchet:			
First Permit	175.00	150.00	16.7%
Second Permit	375.00	325.00	15.4%
Third Permit	525.00	475.00	10.5%
Fourth Permit	725.00	650.00	11.5%
Resident Parking Permits			
	Free	Free	
Visitor Vouchers (Per Voucher)			
Standard Vouchers (24 Hours)	2.00	2.00	0.0%
- Discounted For Over 60's	0.50	0.50	0.0%
6 Hour Vouchers	1.00	1.00	0.0%
- Discounted For Over 60's	0.50	0.50	0.0%
2 Hours Vouchers	Free	Free	
Dependant Permits	Free	Free	

	2019/20 £	2018/19 £	% Increase
Parking Suspensions and Dispensations			
Suspension Of Parking Bay (Per Bay)	20.00	20.00	0.0%
Parking Dispensations - Late Charge	50.00	50.00	0.0%
Parking Dispensations - 1st Day	20.00	20.00	0.0%
Parking Dispensations - Additional Days	5.00	5.00	0.0%
Parking Dispensations - 1 Week	40.00	40.00	0.0%
Parking Dispensations - 2 Weeks	70.00	70.00	0.0%
Parking Dispensations - 3 Weeks	100.00	100.00	0.0%
Parking Dispensations - 4 Weeks	125.00	125.00	0.0%
Special Parking/ Access Permit	50.00	50.00	0.0%

	Unit Cost	2019/20 £	2018/19 £	% Increase
HIGHWAYS & TRANSPORT				
Consultation with Highways	Price on application			
Other Highway Services				
Provision Of Accident Information (For 3 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	143	138	3.6%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Accident Information (For 5 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	237	229.50	3.3%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Existing Traffic Signal Data	Flat Fee:	178	172.50	3.2%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	237	229.50	3.3%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	237	229.50	3.3%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	120	116	3.4%
Provision Of Junction Traffic Model Data	Price on application - dependant on complexity of model:			
Access To/Use Of Borough Traffic Computer Model		5,667	5,486	3.3%
Research Into Archives (Where Not Part Of Statutory Function) - charge after 3 hrs	Min' Charge Applies: Per Hour:	226 57	219 55	3.2%
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		57	55	3.6%
Provision Of Supplementary Information		113	109	3.7%
Site Inspection:				
- up to 3 hours	Per Inspection:	148	143	3.5%
- over 3 hours	Per Inspection:	237	229.50	3.3%
Dropped Crossing Vehicle Application Fee	Flat Fee Plus Vat:	159	153.50	3.6%

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	Unit Cost	2019/20 £	2018/19 £	% Increase
HIGHWAY LICENCES				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		510	493.50	3.3%
Fee for 'straight forward' renewals -		118	114	3.5%
-street cafes- area fee	Per m2:	118	114	3.5%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	510	493.50	3.3%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	118	114	3.5%
Display of goods Area fee (For 3 years)	Per m2:	118	114	3.5%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	118	114	3.5%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	24	23	4.3%
S116 Extinguishment Of Adopted Highways And Rights Of Way	Act' cost + advertising cost, min of:	5,667	5,486	3.3%
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	62	60	3.3%
- weekly charge (Week1)	Plus:	19	18.50	2.7%
- weekly charge (Weeks 2 - 4)	Plus:	22	21.50	2.3%
- weekly charge (Thereafter)	Plus:	35	34	2.9%
- removal of builders skips	Act' Costs, At A Min' Of:	230	223	3.1%
S169 Scaffolding Licences				
- residential		153	148.50	3.0%
-commercial (additional charges apply after 2nd week)		466	451	3.3%
-commercial - additional charge. Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:		38	37	2.7%
-commercial - additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%
S172 Hoarding Licences		466	451	3.3%
- additional charge. Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:		38	37	2.7%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%
Other Structures - inc cranes	Flat fee plus area fee	526	509	3.3%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%

MANAGING DIRECTOR FEES AND CHARGES 2019/20

Appendix D - Fees and Charges

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	Unit Cost	2019/20 £	2018/19 £	% Increase
Mobile Access Platforms. Flat fee Plus area fee below Per Week Or Part: - additional charge (per m2)		263	254.50	3.3%
	Plus Charge Per m2:	5	5	
Filming - inc internal consultation	Act' Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings - admin fee domestic		153	148.50	3.0%
- admin fee commercial		660	639	3.3%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc. - Min' charge (discretion to reduce fees) for non-commercial	Min':	569	550.50	3.4%
- Min' charge (discretion to reduce fees) for commercial	Max':	1,137	1,101	3.3%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Act' Costs, To A Min' Of:	354	343	3.2%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		225	218	3.2%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway -charge per act (plus licence fee below): -licence fee		175	169	3.6%
	Plus:	120	116	3.4%
S179 Control Of Construction Of Cellars Under Streets	Act' Cost Plus 20% Admin Fee			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Act' Cost Plus 20% Admin Fee			
S176/177 Construction Over Highway/Canopies - additional charge (per m2)	Flat Fee Plus Area Fee Plus Charge Per m2:	678 11	656.50 11	3.3% 0.0%

	Unit Cost	2019/20 £	2018/19 £	% Increase
TEMPORARY TRAFFIC REGULATION ORDERS				
S14. Road Traffic Regulations (if advertising covered by applicant discount of £800 applies)	Flat Fee including Advertising Costs:	1,814	1,756	3.3%
S16A Road Traffic Act 1984/ Major Event if closure of 1 road or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	2,630	2,546	3.3%
S16A Road Traffic Act 1984/ Major Event if closure of 2 - 5 roads/PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	5,000		
S16A Road Traffic Act 1984/ Major Event if closure of 6 - 9 roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	6,000		
S16A Road Traffic Act 1984/ Major Event if closure of 10 and over roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	7,500		
Unauthorised Road Closure	Flat Fee	2,650		
Access Protection Markings		115	111	3.6%
Suspension of Parking Controls	Flat fee for 4 weeks period	909	880	3.3%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,814	1,756	3.3%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	93	90	3.3%
N.B. Charges for Charitable and Community Interest events will be reduced at the discretion of the Director of Communities , with the agreement of the Lead Member for Highways. The organisers will however remain responsible for all costs associated with advertising.		134	130	3.1%
Lane closure request on dual carriageway (Not NRSWA)	Flat fee	250		
Road space booking for works (Not NRSWA)	Flat fee max 2 weeks	200		
Road space booking for events	Flat fee	500		
Road space bookings for Charitable and Local Community Interest events	Flat fee	135		
Unauthorised placement of Traffic Management measures on the Highway (Not NRSWA)	Flat fee	1,000		

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	Unit Cost	2019/20 £	2018/19 £	% Increase
OTHER TRAFFIC MANAGEMENT CHARGES				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		180	174.50	3.2%
Switching On/Off Permanent Traffic Signals				
- working hours:	Min. Charge:	349	337.50	3.4%
- evenings, and saturdays:	Min. Charge:	526	509	3.3%
- sundays and bank holidays:	Min. Charge:	698	675.50	3.3%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	182	176.50	3.1%
- other streets	Per Hour	60	58	3.4%
- surcharge for peak hour operation	Per Hour	150	145.50	3.1%
Special Signing				
-application of tourist/ visitor information signs		123	119.50	2.9%
-installation of tourist/ visitor information signs	Act' Cost Plus 20% Admin Fee	-		
-application of shopping/ business signs		241	233.50	3.2%
-installation of shopping/ business signs	Act' Cost Plus 20% Admin Fee	280		
Removal of illegal signage relating to Local Event	Fee per sign	100	-	
Removal of illegal signage relating to Developer	Fee per sign	350		
Repeat offender removal of illegal signage relating to Developer	Fee per sign	500		
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		123	119.50	2.9%
Unauthorised Survey Equipment On The Highway		241	233.50	3.2%
Bike-ability Training	Per Pupil	5	5	0.0%

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	Unit Cost	2019/20 £	2018/19 £	% Increase
HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS				
S38/278 Fees (based on costs of infrastructure construction - index linked)				
-up to £1.0m construction costs (Min' Charge £2,500)	13% but Min' charge of	3,397	3,288	3.3%
-over £1.0m construction costs	13% but Min' charge of	3,397	3,288	3.3%
-For structures/roads not being adopted- Technical Approval		3,870	3,746	3.3%
-renegotiation of S278/38 Contract Period		1,132	1,096	3.3%
-4.8m wide block paved road + two 2m verges		1,181	1,143	3.3%
-5.0m wide road, two 2m footways and two 1m verges		1,470	1,423	3.3%
-5.5m wide road, two 2m footways and two 1m verges		1,782	1,725	3.3%
-6.7m wide road, two 2.5m footways and two 1m verges		2,361	2,286	3.3%
-individual 2.0m footpath including lighting		531	514	3.3%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		939	909	3.3%
-Checking and approving interim and final travel plans standard developments (one off fee)		1,878	1,818	3.3%
-Checking and approving interim and final travel plans large/complex developments (one off fee)		3,757	3,637	3.3%
Auditing Of Road Safety Audits		510	493.50	3.3%
Design Of Street Lighting Schemes		397	384.50	3.3%
Relocation Of Street Light Equipment				
-Residential with Advantage Card	Single Item:	177	171.50	3.2%
-Commercial	Act' Cost Plus 20% Admin Fee	350		
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		676	654.50	3.3%
-Complex Installation		1,132	1,096	3.3%

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	Unit Cost	2019/20 £	2018/19 £	% Increase
HIGHWAY COMMUTED SUMS:				
-soakaways over 20 years		19,051	18,442	3.3%
-high friction surfacing over 5 years	Per m2:	10	10	0.0%
-pumping stations over 10 years	Min:	17,517	16,957	3.3%
-standard street lighting over 20 years		1,181	1,143	3.3%
-ornamental lighting over 20 years	Per Item:	1,948	1,886	3.3%
-traffic signals over 20 years per single pole	Per Item:	13,550	13,117	3.3%
-extra height pole	Per Item:	14,704	14,234	3.3%
-cantilever pole	Per Item:	16,035	15,523	3.3%
-illuminated traffic signs and bollards over 10 years	m2 & £1,100 over 1m2			
-illuminated traffic signs and bollards over 10 years				
-road markings 50% of initial cost	Min:	885	857	3.3%
-CCTV cameras over 10 years	Per Item:	15,369	14,878	3.3%
-structures (Cost to be agreed between local authority and contractor)	50% of initial cost			
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)	50% of initial cost			
Trees on adopted highway (standard tree up to 12cm girth) each		590	571	3.3%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		714	691	3.3%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,084	1,049	3.3%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	245 min to £5,400 max			
Grass cutting on adopted highway	Per m2	10	10	0.0%
Shrubs and planting areas maintenance	Per m2	102	98.50	3.6%
Other Commuted Sums	Il cost or by agreement			
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		118	114	3.5%
-Inspection Fee		70	68	3.7%
-Removal Of Illegal Directional Signs	Per sign	225	218	3.2%
Removal of illegal signs for repeat offenders	Flat fee	500		

Unit Cost	2019/20 £	2018/19 £	% Increase
RIGHTS OF WAY			
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways. Act' Costs Plus Advertising Min' Of:	1,357	1,314	3.3%
S119 Diversion of Footpaths, Bridleways and Restricted Byways. Act' Costs Plus Advertising Min' Of:	1,357	1,314	3.3%
S257 Town & Country Planning Act 1980 Diversion Orders. Act' Costs Plus Advertising Min' Of:	1,357	1,314	3.3%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders. Act' Costs Plus Advertising costs (NB- Advertising costs above include Vat.)			
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)	57	55	3.6%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)	284	275	3.3%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration	57	55	3.6%
New Roads & Street Works Act Inspections/ Permits			
S74 NRSWA Charges For Late Completions. Fees range depending on circumstances and are set by statute	-	-	
S76 NRSWA Inspection Fees. Fees range depending on circumstances and are set by statute	-	-	
S50 NRSWA private road repairing licences. First application flat fee	500	-	
S50 NRSWA private road repairing licences. Second and subsequent application flat fee.	250	-	

	2019/20 £	2018/19 £	% Increase
WASTE			
Special Collection Service, Trade Waste & Other			
-special collection service -one item	34	33	3.0%
-special collection service -two items	39	38	2.6%
-special collection service -three items	46	45	3.4%
-special collection service -four items	51	50	3.0%
-special collection service -five items (maximum)	57	55	3.6%
-special collection service -fridges/freezers per unit	34	33	3.0%
Green Waste Subscribed Collection Service			
-annual subscription	37	36	2.8%

	2019/20				2018/19				% Increase			
	£				£							
DESBOROUGH SUITE	Morning 8am- 1pm	Afternoon 1pm- 6.30pm	Evening 6.30pm- 11.30pm	All Day 8am- 11.30pm	Morning 8am- 1pm	Afternoon 1pm- 6.30pm	Evening 6.30pm- 11.30pm	All Day 8am- 11.30pm				
COMMERCIAL RATES												
Desborough Suite	1,166	1,166	1,559	2,834	1,127	1,127	1,506	2,738	3.5%	3.5%	3.5%	3.5%
Auditorium	845	845	1,097	1,920	816	816	1,060	1,855	3.6%	3.6%	3.5%	3.5%
Receptions / Dinner Dance	468	468	1,166	1,757	452	452	1,127	1,698	3.5%	3.5%	3.5%	3.5%
Meeting Rooms (per hour/per room)	107	107	134	107	103.50	103.50	129.50	103.50	3.3%	3.3%	3.3%	3.3%
Additional time per hour, or part of, after 11.30pm				440				426				3.3%
NON-COMMERCIAL RATES - WHOLE SUITE												
DANCE SCHOOLS / THEATRE GROUPS / BOROUGH BASED REGISTERED CHARITIES												
Rehearsal / Set up (Mon-Fri)	80	80	140	231	77.50	77.50	135	223	3.3%	3.3%	3.7%	3.6%
Rehearsal / Set up (Saturday)	113	113	177	247	109	109	172	239	3.3%	3.3%	3.3%	3.3%
Rehearsal / Set up (Sunday)	113	113	193	333	109	109	187	322	3.3%	3.3%	3.3%	3.3%
Performance / Function	178	178	242	549	171.50	171.50	233.50	530	3.8%	3.8%	3.6%	3.6%
Additional time per hour, or part of, after 11.30pm				129				124.50				3.3%

	2020/21 £	2019/20 £	2019/20 £	2019/20 £	2018/19 £	2018/19 £	% Increase	
	Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar		
LIBRARY & RESIDENT SERVICES								
General Searches								
General Search in indexes in Office not exceeding 6 successive hours		18			18			0.0%
Certificates								
		Statutory		Statutory				
Issue of Certificate (Standard 5-day despatch) NEW		11						
Issue of Certificate (Express Next-day despatch) NEW		35						
Postage, packing and administration - 1st Class NEW		3.50						
Postage, packing and administration - 2nd Class NEW		3						
Multilingual Standard Form (MSF) NEW		11						
Marriages								
Attending outside office to be given notice of marriage of house-bound or detained person		46			46			0.0%
Entering a notice of marriage in a marriage notice book		35			35			0.0%
Attending a Marriage at a registered building			84			84		0.0%
Attending a Marriage at the Register Office		46			46			0.0%
Certification Of Worship And Registration For Marriage								
Certification of a place of meeting for religious worship		28			28			0.0%
Registration of a building for the solemnisation of marriages		120			120			0.0%
Licensing an outside venue for weddings and civil partnerships		1,823			1,766			3.2%
Additional rooms		552			535			3.2%
Marriage and Civil Partnership Ceremonies:								
Mondays to Thursdays	531	514		514	495		3.3%	3.8%
Fridays and Saturdays until 5pm	589	571		571	550		3.2%	3.8%
Friday and Saturday after 5pm	653	633		633	610		3.2%	3.8%
Sundays and Bank Holidays until 5pm	653	633		633	610		3.2%	3.8%
Sundays and Bank Holidays after 5pm	690	670		670	655		3.0%	2.3%
Maidenhead Ceremony Room								
Monday to Thursday	250	240		240	230		4.2%	4.3%
Friday to Saturday	300	290		290	280		3.4%	3.6%
Saturday after 12	400	390		390	380		2.6%	2.6%
Sunday	480	460		460	445		4.3%	3.4%
Bank Holiday	590	580		580	555		1.7%	4.5%

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	2020/21 £	2019/20 £	2019/20 £	2019/20 £	2018/19 £	2018/19 £	% Increase
LIBRARY & RESIDENT SERVICES	Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar	
CITIZENSHIP CEREMONIES							
Per Ceremony		80	Statute		80		0.0%
Private Citizenship Ceremonies - Register Office							
Mondays to Thursdays		160			140		14.3%
Fridays and Saturdays		300			280.50		7.0%
The ceremony room is not available for Sunday Bookings							
Baby Naming And Reaffirmation (inclusive of VAT)							
Register Office - Monday to Friday		260			239		8.8%
Register Office - Saturday		300			280.50		7.0%
Outside Venues - Monday to Friday		365			348		4.9%
Outside Venues - Saturday		480			426		12.7%
Outside Venues - Sunday		550			509		8.1%
Changing the name on a venue license		35			35		0.0%

			2019/20		2018/19		%	%
			£	£	£	£	Increase	Increase
LIBRARIES								
OVERDUE RETURNS (PER LOAN PERIOD):								
			<u>Per Day</u>	<u>Max. per Item</u>	<u>Per Day</u>	<u>Max. per Item</u>		
Adult Books & Magazines			0.25	10.50	0.20	10	25.0%	5.0%
Children's/Teenage Books & Magazines			0.05	10.50	0.05	10	0.0%	5.0%
CDs/Tapes/Playaway Audio Books			0.25	10.50	0.20	10	25.0%	5.0%
DVDs / CD-ROMs/Video Games			0.25	10.50	0.80	10	-68.8%	5.0%
AUDIO / VISUAL LOAN CHARGES:								
			<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>	<u>Non Adv Card Holder</u>	<u>Adv Card Holder</u>		
Adult - CDs	per item for 3 weeks							
	1 to 2 discs		2.60	2.45	2.50	2.40	4.0%	2.1%
	3 to 6 discs		3.30	3.10	3.20	3	3.1%	3.3%
	7 or more discs		3.30	3.10	3.20	3	3.1%	3.3%
Adult - Tapes	per item for 3 weeks							
	1 to 2 tapes		2	1.85	1.90	1.80	5.3%	2.8%
	3 or more tapes		2.05	1.95	2	1.90	2.5%	2.6%
Playaway Audio Books			2.65	2.40	2.55	2.30	3.9%	4.3%
DVDs	per item for 1 week							
	New released titles-first 8 weeks in stock		3.50	2.95	3	2.85	16.7%	3.5%
	Single Disc in stock for longer than 8 weeks		2.50	2.50	2.70	2.50	-7.4%	0.0%
RESERVATIONS:								
Adult books & Magazines	Books from SELMS partnership libraries		3					
Inter-Library Loans	Standard Rate		7.50	7	7	6.50	7.1%	7.7%
Inter-Library Loans	Student Discount Rate (with ID)		2	2	2	2	0.0%	0.0%
Urgent and Specialists	Current full British Library charges will apply		Plus 7.50					
			Admin Cost					
			Plus 7.50					
			Admin Cost					
Music scores and play sets	Current full courier charges will apply							
LIBRARY EVENTS:								
	Children (minimum)		3.70	3.20	3.50	3	5.7%	6.7%
	Adults (minimum)		5.70	5.20	5.50	5	3.6%	4.0%

		2019/20		2018/19		%	%
		£	£	£	£	Increase	Increase
REFERENCE LIBRARY SERVICES:							
Printing from Electronic Information sources - per A4 sheet							
	Black and White	0.25	0.20	0.25	0.20	0.0%	0.0%
	Colour	0.40	0.40	0.40	0.40	0.0%	0.0%
3D Printing	Set up per job	Removed	Removed	4	4		
3D Printing	Per 15 minutes (or part)	Removed	Removed	1	1		
Copying of photographs - per print	Scan and laser print	7.50	6.50	7.50	6.50	0.0%	0.0%
	Photographic print	32	30	32	30	0.0%	0.0%
Research	Per 15 minutes (or part) (first 30 mins free)	10	8	9.50	7.50	5.3%	6.7%
PHOTOCOPYING:							
Per A4 copy	Black and White	0.25	0.20	0.15	0.15	66.7%	33.3%
Per A3 copy	" " "	0.40	0.40	0.30	0.30	33.3%	33.3%
Per A4 copy	Colour	0.40	0.40	0.35	0.35	14.3%	14.3%
Per A3 copy	Colour	0.80	0.80	0.65	0.65	23.1%	23.1%
FAX:							
Sending in UK	1st sheet	1.60	1.35	1.60	1.35	0.0%	0.0%
	Each subsequent sheet	0.75	0.70	0.75	0.70	0.0%	0.0%
Sending to European Countries	1st sheet	3	2.60	3	2.60	0.0%	0.0%
	Each subsequent sheet	1.65	1.55	1.65	1.55	0.0%	0.0%
Sending to rest of world	1st sheet	5	4.50	5	4.50	0.0%	0.0%
	Each subsequent sheet	2.80	2.50	2.80	2.50	0.0%	0.0%
Receiving - per message		1.75	1.45	1.75	1.45	0.0%	0.0%
Printing from Microform & Microfiche	Per A4 copy	0.50	0.50	0.50	0.50	0.0%	0.0%
	Handling P&P (minimum)	2	2	1.10	1.10	81.8%	81.8%
	Printing from customer's microform	0.50	0.50	0.50	0.40	0.0%	25.0%

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	2019/20		2018/19		% Increase	% Increase
	£	£	£	£		
INTERVIEW ROOM						
Commercial Organisations-per hour	20		20		0.0%	
Commercial Organisations-per 1/2 day	45		45		0.0%	
Commercial Organisations-per day	72		72		0.0%	
Non-Commercial Organisations (charged services) per hour	15		15		0.0%	
Non-Commercial Organisations (charged services) per 1/2day	29		29		0.0%	
Non-Commercial Organisations (charged services) per day	45		45		0.0%	
Other Borough Based Community Groups-per hour	5		5		0.0%	
Other Borough Based Community Groups-per 1/2day	15		15		0.0%	
Other Borough Based Community Groups-per day	23		23		0.0%	
STUDY CARRELL per hour	7		7		0.0%	
USE OF LIBRARY COMPUTER:						
Per half hour, to 'Guest' (non-members)	1		1		0.0%	
Per half hour, to Library Members (Advantage Card Holders to have 45 minutes use per day free of charge)	0.50		0.50		0.0%	
Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	
Library Members aged 12-17	Free		Free			
MUSEUM						
ENTRY FEE						
Museum only	2	Free	Free			
Museum & Conducted/Audio Tour of Guildhall		Free	Free			
Museum and Local Studies Collection		Free	Free			
IMAGE USE CHARGES:						
	<u>EU Rights</u>	<u>World Rights</u>	<u>EU Rights</u>	<u>World Rights</u>		
Commercial Use						
Book	66	77	64	75	3.1%	2.7%
Exhibition	66	77	64	75	3.1%	2.7%
Journal / Magazine	66	77	64	75	3.1%	2.7%
Book Jacket	84	95	82	92	2.4%	3.3%
TV/Film per image screened	84	95	82	92	2.4%	3.3%
DVD or CD-Rom	84	95	82	92	2.4%	3.3%
Postcard, Calendar, Publicity Brochure etc	84	95	82	92	2.4%	3.3%
Website	N/A	95	n/a	92		3.3%
Other Use	POA	POA	POA	POA		
Invoice Admin Fee	60	59	57.50	57	4.3%	3.5%

	2019/20		2018/19		% Increase	% Increase
	£	£	£	£		
OUTDOOR FACILITIES						
ALLOTMENTS	Non-Res.	Res.	Non-Res	Res.	Non-Res	Res.
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot - `	601	301	582	291	3.3%	3.4%
A	160	80	155	77.50	3.2%	3.2%
B	139	70	135	67.50	3.0%	3.7%
CEMETERIES AND CHURCHYARDS	Non-Res.	Res.	Non-Res	Res.	Non-Res	Res.
STANDARD BURIAL:						
Grant of exclusive right of burial for 50 yrs including right to erect memorial Burial Fees	2,665	1,331	2,577	1,288	3.4%	3.3%
For three - Braywick Cemetery only	2,615	1,310	2,535	1,268	3.2%	3.3%
For two	2,230	1,117	2,161	1,081	3.2%	3.3%
For two - Oakley Green Cemetery only	2,230	1,117	2,161	1,081	3.2%	3.3%
For one	2,015	1,009	1,953	977	3.2%	3.3%
Child 7 to 17 years	960		930	-	3.2%	
Child up to 6 years	460		444.50	-	3.5%	
Additional charge for a casket	860	429	831	415.50	3.5%	3.2%
INFANT BURIAL:						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial Burial Fee	651	-	630	-	3.3%	
	258	-	250	-	3.2%	
CREMATION PLOT:						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial New Cremation Plot (2 caskets per plot)	1,298	649	1,257	628.50	3.3%	3.3%
	699	350	677	338.50	3.2%	3.4%
CREMATION CHAMBER:						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,395	697	1,350.50	675	3.3%	3.3%
Renew grant of exclusive right of burial for a further 10 years	687	343	665	332.50	3.3%	3.2%
Re-open for a second interment of ashes	480	240	465	232.50	3.2%	3.2%

	2019/20		2018/19		% Increase	% Increase
	£	£	£	£		
MEMORIALS:						
Additional inscription / replacement stone	94	47	91	45.50	3.3%	3.3%
Wall plaque	118	59	114	57	3.5%	3.5%
Cremation tablet	118	59	114	57	3.5%	3.5%
Vase or book on cremation plot or grave	118	59	114	57	3.5%	3.5%
Reservation of wall plaque for 7 years	117	59	113	57	3.5%	3.5%
Stake in Ground Plaque - prices from:-	186	169	180	164	3.3%	3.0%
MISCELLANEOUS:						
Record research fee	62	59	60	57	3.3%	3.5%
Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate)	1,310	654	1,268	633.50	3.3%	3.2%
Inter cremated remains in Garden of Remembrance	403	201	390	195	3.3%	3.1%
Interment outside prescribed hours (minimum charge)	470	235	455	227.50	3.3%	3.3%
Minimum cost for specific needs	470	235	455	227.50	3.3%	3.3%
Private grave registration transfer	118	59	114	57	3.5%	3.5%
Use of chapel at Oakley Green only	343	171	332	166	3.3%	3.0%
Copy of Deed	118	59	114	57	3.5%	3.5%
PARKS AND OPEN SPACES						
	<u>Per Season</u>		<u>Per Season</u>			
FOOTBALL:						
Grade A Pitch	1,771		1,714		3.3%	
Grade B Pitch	1,341		1,298.50		3.3%	
Mini Football Pitch - Marked 2hr session						
RUGBY:						
Braywick / Home Park	2,244		2,172		3.3%	
Mini Rugby Pitch - Marked 2hr session						
CRICKET:						
Home Park	3,037		2,940		3.3%	
LAWN TENNIS:						
Home Park	1,396		1,351		3.3%	
MISCELLANEOUS:						
Royal Windsor Dog Show	8,264		8,000		3.3%	
Triathlon	7,083		6,857		3.3%	
Horse Show	8,264		8,000		3.3%	
Ockwells Dog Show	697		675		3.3%	

	Unit Cost	2019/20 £	2018/19 £	% Increase
COMMUNITY, PROTECTION & ENFORCEMENT SERVICES				
ENVIRONMENTAL PROTECTION				
Dog Faeces Fixed Penalty Notice*		52	52	0.0%
*Converted to a PSPO		100	-	
Fixed Penalty Notice for Breach of Public Space Protection Officer (PSPO)		100	-	
Fixed Penalty Notice for Breach of Community Protection Notice (CPN)		100	-	
Fixed Penalty Notice for Littering		100	75	33.3%
Fixed Penalty Notice for Graffiti (New Fee)		100	-	N/A
Civil Penalty of Littering for Vehicle (New Fee)		100	-	N/A
Standard FPN for Environmental Protection Property		91	88	3.4%
Environmental Protection Act - LA Pollution Prevention Control. (Dependant on type of process tested)		N/A	N/A	N/A
Scrap Metal Licensing				
- Collector Licence		214.35	207.50	3.3%
- Site Licence		321.26	311	3.3%
Dog Warden Service				
- Reclaim Fee		25	25	0.0%
- Admin Fee		18	18	0.0%
- Kennel Stay (per day or part of)		15	15	0.0%
- Vet Fees (Dependant on treatment needed)		N/A	N/A	N/A
Fixed Penalty Notice for Fly Tipping (New Fee)		400	-	N/A
Fixed Penalty Notice for Failing to Produce Documentation for the Transfer of Waste		300	-	N/A
ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES				
Freezer Failure Certificate		148.24	143.50	3.3%
Water Sampling-Laboratory costs plus officer hourly rate		-	-	
Private Water Supplies-Laboratory costs plus officer hourly rate, subject to statutory maximums		-	-	
Food Hygiene Rescore Visit		200	200	0.0%
Health & Safety Work Act S28-Cost Of Officer Time + 15% Admin, Minimum Charge Of:		80.57	78	3.3%

	Unit Cost	2019/20 £	2018/19 £	% Increase
Riding Establishments:				
- first application (plus vet's fees)			405	0.0%
- renewal (plus vet's fees if appropriate)			233.50	0.0%
Animal Boarding, Breeding Of Dogs, Pet Animals & Shops:				
- first application			327	0.0%
- renewal (plus vet's fees if appropriate)			197.50	0.0%
Dangerous Animals:				
- first application			259.50	0.0%
- renewal (plus vet's fees if appropriate)			166	0.0%
Performing Animals:				
Zoo Licence First Application.			114	0.0%
Zoo Licence Renewal.				
Ear Piercing/Acupuncture/Electrolysis and Tattooing				
- registration of premises and one practitioner		225	207.50	8.4%
- each additional practitioner		75	62	21.0%
- replacement of operator certificate		30		
TRADING STANDARDS				
Weights & Measures Fees	Weights & Measures Inspector Hourly Rate Of:	62.52	57	9.7%
Petroleum Licences	Set Externally - See Website			
Explosives Licences	Set Externally - See Website			
Poisons Licences	Set Externally - See Website			
RESIDENTIAL SERVICES				
Domestic Pest Control Service	Set by SDK Environmental Ltd- See website			
Housing Act Notice	Officer time + 15% admin			
Enforcement - Works in default	Officer time + 15% admin			
Houses In Multiple Occupation (HMO Licences)				
-basic compliance with 5 bedrooms		800	743	7.7%
-additional rooms	Per Additional Room:	26.34	25.50	3.3%
-renewal of licence and second and subsequent properties		736	690.50	6.6%
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges				
First offence	£2,000 reduced to £1000 if paid within 14 days			
Second offence		3,000	3,000	0.0%
Third and subsequent offences		5,000	5,000	0.0%

	Unit Cost	2019/20 £	2018/19 £	% Increase
COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR				
Fixed Penalty Litter Fine (First Offence)		80	77.50	3.3%
Fixed Penalty Litter Fine (First Offence)- Paid within 10 Days		53	51.50	3.3%
LICENSING/ ENFORCEMENT TEAM				
Licensing Of Hackney Carriages And Private Hire Vehicles				
For 1-5 Vehicles		265	265	0.0%
For 6-10 Vehicles		440	440	0.0%
For 11-15 Vehicles		615	615	0.0%
For 16-20 Vehicles		790	790	0.0%
For 21 Vehicles And Over		1,035	1,035	0.0%
For 30 Vehicles And Over		1,420	1,420	0.0%
Drivers Annual Licence		100	100	0.0%
Drivers Dual Licence		160	160	0.0%
Transfer Of Driver Or Vehicle Licence		37	37	0.0%
Badge Replacement		10	10	0.0%
Knowledge Test		16	16	0.0%
Meter Test		27	27	0.0%
Carriage Licence		255	255	0.0%
Replacement Plate		10	10	0.0%
Licensing Act 2003				
Personal Licences	Prices set by statute - See Website			
Annual Fee for Premises Licences:-	Prices set by statute - See Website			
Sexual Venue Licensing (Per Premises)		5,000	5,000	0.0%
Sex Shop Licences (Per Premises)		5,000	5,000	0.0%
Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)				
Betting Premises (excluding Tracks)				
New Application		3,000	3,000	0.0%
Annual Fee		600	600	0.0%
Application To Vary		1,500	1,500	0.0%
Application To Transfer		1,200	1,200	0.0%
Application For Re-Instatement		1,200	1,200	0.0%
Application For Provisional Statement		3,000	3,000	0.0%
Licence Application (Provisional Statement Holders)		1,200	1,200	0.0%
Copy Licence		25	25	0.0%
Notification Of Change		50	50	0.0%

	Unit Cost	2019/20 £	2018/19 £	% Increase
TRACKS				
New Application		2,500	2,500	0.0%
Annual Fee		1,000	1,000	0.0%
Application To Vary		1,250	1,250	0.0%
Application To Transfer		950	950	0.0%
Application For Re-Instatement		950	950	0.0%
Application For Provisional Statement		2,500	2,500	0.0%
Licence Application (Provisional Statement Holders)		950	950	0.0%
Copy Licence		25	25	0.0%
Notification Of Change		50	50	0.0%
Safety of Sports Ground Act 1975				
Issuing of a safety certificate		1,073	1039	3.3%
Amendment of a safety certificate		537	519.50	3.3%
Replacement of a safety certificate		537	519.50	3.3%
Transfer of a safety certificate		537	519.50	3.3%
Cancellation of a safety certificate		537	519.50	3.3%
Adult Gaming Centre				
New Application		2,184	2,114.50	3.3%
Annual Fee		1,095	1,060	3.3%
Application To Vary		1,095	1,060	3.3%
Application To Transfer		1,315	1,273	3.3%
Application For Re-Instatement		1,315	1,273	3.3%
Application For Provisional Statement		2,184	2,114	3.3%
Licence Application (Provisional Statement Holders)		1,314	1,272.50	3.3%
Copy Licence		32	31	3.3%
Notification Of Change		32	31	3.3%
Other Statutory Licences				
Street Trading		3,278	3,173	3.3%

	2019/20 £	2018/19 £	% Increase
STREET NAMING & NUMBERING			
Fees are inclusive of VAT			
- Research into Archives (where not part of statutory function) set as a minimum of	221	214	3.3%
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	56	54	3.7%
- Provision of Hard Copy of Plans (A4)	56	54	3.7%
- Provision of Supplementary Information	117	113	3.5%
Street Naming and Numbering of Existing Properties (Fees are inclusive of VAT)			
-Change of address for existing properties	131	127	3.1%
-Street Name Change	398	385	3.4%
-Rename street where requested by residents - base charge	39	38	2.6%
-Rename street where requested by residents - advertising	1,562	1,512	3.3%
-Rename street where requested by residents - street name plate charges (charge is variable)	-	-	
Street Naming and Numbering of New Properties (Fees are exempt of VAT)			
Includes the registration of replacement dwelling of same name and property conversions			
-New Developments 1	131	127	3.1%
-New Developments 2	262	255	2.7%
-New Developments 3	393	384	2.3%
-New Developments 4	524	512	2.3%
-New Developments 5	655	640	2.3%
-New Developments 6-25	932	902	3.3%
-New Developments 26+	1,296	1,255	3.3%
Additional charge for naming of building	193	187	3.2%

	2019/20 £	2018/19 £	% Increase
DEPUTYSHIP			
Estates Winding Up Fee - Level 1			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:			
Notify DWP			
Notify Court of Protection / Office of the Public Guardian			
Notify other financial institutions			
Complete BD8			
Settle funeral and other final bills			
Distribute estate to executors			
	236	228.50	3.3%
Estates Winding Up Fee - Level 2			
Work undertaken would include some or all the basic requirements above, plus any of the additional work required:			
Completion of final account report for Court of Protection			
Advising or assisting on the completion of Probate applications			
Referring the estate to Treasury Solicitors			
Liaising with Treasury Solicitors			
	290	280.50	3.3%
Estates Winding Up Fee - Level 3			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:			
Collecting Death Certificate			
Registering the death			
Arranging the funeral			
	408	395	3.3%

	2019/20 £	2018/19 £	% Increase
OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION	<u>Statutory</u>	<u>Statutory</u>	
Remuneration of Local Authority deputies - Fees are exempt of VAT			
Fees set by the Court of Protection			
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy:			
Category I - Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	745	745	0.0%
Category II - Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order:			
a) For the first year	775	775	0.0%
b) For the second and subsequent years	650	650	0.0%
Where the net assets of 'P' are below £16,000, the local authority Deputy for property and affairs may take an annual management fee not exceeding 3% of P's net assets on the anniversary of the court order appointing the local authority as deputy			
Category III - Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc. or the ongoing maintenance of property including management and letting of a rental property.	300	300	0.0%
Category IV - Preparation and lodgement of an annual report or account to the Public Guardian	216	216	0.0%

Unit Cost	2019/20 £	2018/19 £	% Increase
BUILDING CONTROL			
Fees set by Shared Service			
PLANNING & DEVELOPMENT			
Pre-Application Advice (Including VAT)			
The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement. Charges for using the transport model are in addition to those set out below and will be agreed prior to instruction. Charges for review of viability studies also sit outside of this and will be agreed on a case by case basis.			
Householder-Extensions, Alterations and Outbuildings	148	143	3.3%
Local community groups	75	73	3.3%
Advertisements	148	143	3.3%
Telecommunications	341	330	3.3%
Listed buildings - internal alterations to single houses or local community groups - bespoke fee to be agreed as part of pre-application discussions	tba	143	
Listed buildings - extensions where planning permission not required	148	143	3.3%
Residential			
1 unit	300	290	3.3%
2-5 units	523	506	3.3%
6-9 units	840	813	3.3%
10-24 units	1,110	1,074	3.4%
25-49 units	2,640	2,558	3.2%
50-99 units	5,530	5,355	3.3%
100-149 units	7,626	7,382	3.3%
150+ units	9,800	9,490	3.3%
Non-residential			
Less than 200 sq. m. floorspace	523	506	3.3%
200-999 sq. m. floorspace	977	946	3.3%
1,000-1,999 sq. m. floorspace	2,042	1,977	3.3%
2,000-4,999 sq. m. floorspace	3,217	3,114	3.3%
5,000-9,999 sq. m. floorspace	5,532	5,355	3.3%
10,000+ sq. m. floorspace	7,626	7,382	3.3%

	Unit Cost	2019/20 £	2018/19 £	% Increase
All forms of development where service available: case officer up to principal planner Minerals / waste proposals		228	221	3.3%
Listed Buildings - other internal alterations	Hourly Rates	272	263.50	3.3%
Specialist Advice - trees, highways and ecology	Hourly Rates	272	263.50	3.3%
Attendance of Head of Service / Director at meeting	Hourly Rates	343	332	3.3%
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts		214	207	3.3%
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts		214	207	3.3%
Planning History Search excl. VAT				
- Householder	per application	31	30	3.3%
- All other cases	per application	100	97	3.3%
Planning decisions and related documents		12	12	3.3%
Retrieval and copying from Archive of Planning Documents		£1.50 for A4 1st page / 40p per sheet thereafter	£1.50 for A4 1st page / 40p per sheet thereafter	0.0%
Administration fee for checking validity of a planning application		25% of application fee	25% of application fee	
Use of RBWM Transport Model data by Developers.		On Request-bespoke charge dependent on application requirement	On Request-bespoke charge dependent on application requirement	
Trees and High Hedges				
Pre application fees for Tree TPO works	min fee	148	143	3.3%
High Hedges Complaints		735	712	3.3%
TPO-Copy	Per TPO	31	30	3.3%
S106 Management, Maintenance, Compliance & Monitoring				
Major applications - non-refundable charge		800	774	3.3%
Minor and Other applications - non-refundable charge		409	396	3.3%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)		108	105	3.3%
Monitoring of non-financial S106 Obligations		214	207	3.3%
Monitoring & Management of Viability appraisals for development	Hourly Rate		Hourly Rate	
Confirmation that the obligations of a S106 legal agreement have been discharged (Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)		152	147	3.3%

Unit Cost	2019/20 £	2018/19 £	% Increase
Legal fees S106 Bilateral - hourly rates	104	101	3.3%
Legal fees S106 unilateral undertakings (including proforma):- Legal checking fees - Dependent on complexity	£1,165 min, thereafter £105 per hr	£1,128 min, thereafter £101 per hr	3.3%
Legal fees S106 Deed of Variation	£385 min, thereafter £105 per hr	£373 min, thereafter £101 per hr	3.3%
Legal Fees S111 Agreement (SANG mitigation)	£537 min, thereafter £105 per hr	£520 min, thereafter £101 per hr	3.3%
STRATEGIC ACCESS MANAGEMENT MONITORING			
Bedsit/1 bed dwelling	450	435	3.5%
2 bed dwelling	594	575	3.3%
3 bed dwelling	800	776	3.0%
4 bed dwelling	910	883	3.1%
5+ bed	1,188	1,150	3.3%
Allens Field, Ascot Suitable Alternative Natural Greenspace - Provision/Maintenance			
Bedsit/1 bed dwelling	7,782	7,537	3.2%
2 bed dwelling	8,491	8,224	3.3%
3 bed dwelling	9,447	9,150	3.3%
4 bed dwelling	9,947	9,634	3.3%
5+ bed dwelling	11,210	10,857	3.2%
Sunningdale Park, Sunningdale Suitable Alternative Natural Greenspace			
– provision/maintenance per dwellings:	8,740		

2019-20 SAVINGS SUMMARY					
No.	Description/budget	Lead Officer	Lead member	2019/20 £000's	RAG Status
1	Remodel mobile library service	Andy Jeffs	Clr S Rayner	33	
2	Project to transfer from analogue to digital phone lines	Andy Jeffs	Clr Targowska	70	
3	Closing and demolition of Clyde House early	Barbara Richardson	Clr Dudley	94	
4	Charge for support to Royal Ascot week	David Scott	Clr M Airey	15	
5	Reduce contribution from the twinning committee	David Scott	Clr S Rayner	10	
6	Council governance	Elaine Browne	Clr Targowska	170	
7	Delete vacant post in procurement team	Hilary Hall	Clr Dudley	30	
8	Efficiencies from integration of Health visitor service and Children's centres	Hilary Hall	Clr Carroll	35	
9	Deprivation Of Liberty Safeguards - improved commissioning of Best Interest Assessors	Hilary Hall	Clr Carroll	8	
10	Closure of Lady Elizabeth Day Centre, Boyn Hill - Adults	Hilary Hall	Clr Carroll	100	
11	Non renewal of corporate subscriptions/licences	Hilary Hall	Clr Dudley	24	
12	Implement cost recovery for self funders	Hilary Hall	Clr Carroll	30	
13	Maximise use of spare capacity at Queens Court	Hilary Hall	Clr Carroll	100	
14	Capitalise professional costs being incurred in delivering the waste programmes	Hilary Hall	Clr M Airey	25	
15	Capitalisation of professional fees incurred in the contracts of our partners	Hilary Hall	Clr M Airey	75	
16	Additional parking enforcement income	Hilary Hall	Clr M Airey	50	
17	Increase parking charges and implement associated parking initiatives	Hilary Hall	Clr M Airey	600	
18	Release further season tickets at Hines Meadow and Stafferton Way car parks	Hilary Hall	Clr M Airey	50	
19	Lease negotiation at Hines Meadow car park	Hilary Hall	Clr M Airey	50	
20	Increase planning and pre-application fee income	Jenifer Jackson	Clr Coppinger	50	
21	Achieving for children's services efficiency developments	Kevin McDaniel	Clr N Airey	1,450	
22	Increase Council Tax & Business Rates summons costs	Louise Freeth	Clr S Rayner	65	
23	New contracts including, print contract, refunds by BACS renegotiation of contract	Louise Freeth	Clr S Rayner	40	
24	Reduction of pay award and reward	Nikki Craig	Clr Targowska	200	
25	Savings as a result of staffing changes	Nikki Craig	Clr Targowska	848	
26	Reduction in external audit fee	Rob Stubbs	Clr Saunders	23	
27	Review of non strategic finance	Rob Stubbs	Clr Saunders	55	
28	Housing subsidy loss savings	Andy Jeffs	Clr S Rayner	100	
29	Savings from reduced use of high cost temporary accommodation	Russell O Keefe	Clr M Airey	200	
31	Increased RBWM Property Company Ltd dividend	Russell O Keefe	Clr Dudley	150	
32	York House rental	Russell O Keefe	Clr Dudley	296	
	Part II savings			1,738	
	TOTAL SAVINGS			6,784	

GROWTH SUMMARY 2019-20					
No.	Description/budget	Lead Officer	Lead Member	2019/20 £000's	RAG Status
1	Operational review (Environmental Health, Licensing and Trading Standards). A shared service proposal which was not progressed a number of years ago.	Andy Jeffs	Cllr M Airey	50	
2	Environmental Health and Residential services	Andy Jeffs	Cllr M Airey	386	
3	Tree team - additional work based on highway and park inspections	Andy Jeffs	Cllr S Rayner	53	
4	Heathrow Air Quality monitoring	Andy Jeffs	Cllr M Airey	10	
5	Emergency Planning - shared pan Berkshire service	Andy Jeffs	Cllr M Airey	16	
6	Print Centre	Andy Jeffs	Cllr S Rayner	90	
7	Leisure contract inflation	Andy Jeffs	Cllr S Rayner	67	
8	Housing Benefit subsidy	Andy Jeffs	Cllr S Rayner	394	
9	Annual billing of Council Tax and Business Rates	Andy Jeffs	Cllr S Rayner	18	
10	Parking permits and vouchers	Andy Jeffs	Cllr S Rayner	43	
11	Library services down turn in fees and loss of café income.	Andy Jeffs	Cllr S Rayner	104	
12	Customer services move to York House	Andy Jeffs	Cllr S Rayner	79	
13	Registrars	Andy Jeffs	Cllr S Rayner	33	
14	Library and resident services staffing	Andy Jeffs	Cllr S Rayner	100	
15	CCTV	Andy Jeffs	Cllr S Rayner	102	
16	Enforcement income target unachievable	Andy Jeffs	Cllr S Rayner	176	
17	Housing Benefit subsidy	Andy Jeffs	Cllr S Rayner	200	
18	Enforcement vehicle/overpayments	Andy Jeffs	Cllr S Rayner	100	
19	Norden Farm increased SLA	Andy Jeffs	Cllr S Rayner	58	
20	Reversal of one off write ons in Housing benefit	Andy Jeffs	Cllr S Rayner	100	
21	Fix subsidy issues through overpayment review	Andy Jeffs	Cllr S Rayner	30	
22	Law - legal services	Elaine Browne	Cllr Targowska	185	
23	Bus subsidy - for routes around Maidenhead, Wraysbury and links between Maidenhead and Windsor	Hilary Hall	Cllr Bicknell	153	
24	Waste - increased tonnages due to demographics and contaminated waste	Hilary Hall	Cllr M Airey	200	
25	Estimated waste costs arising from new contract	Hilary Hall	Cllr M Airey	800	
26	Parking	Hilary Hall	Cllr M Airey	1,310	
27	Demographic's- children and adult services	Hilary Hall	Cllr Carroll & Cllr N Airey	900	
28	Land Charges income reduction	Elaine Browne	Cllr Targowska	50	
29	Childrens services including placements	Kevin McDaniel	Cllr N Airey	3,452	
30	The Guildhall	Louisa Dean	Cllr S Rayner	60	
31	Production of the annual plan	Louisa Dean	Cllr S Rayner	18	
32	Website maintenance costs	Louisa Dean	Cllr S Rayner	113	
33	Removal of communications unit budget	Louisa Dean	Cllr S Rayner	-160	
34	Blue badge income target	Andy Jeffs	Cllr S Rayner	16	
35	Revenue implication of IT hardware replacement	Andy Jeffs	Cllr Targowska	10	
36	Human Resources	Nikki Craig	Cllr Targowska	390	
37	Full year effects of prior year decisions	Rob Stubbs	Cllr Saunders	975	
	TOTAL GROWTH			10,681	

PARISH COUNCIL TAX

The following table shows the 2019/20 Council Tax for each Parish:-

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
Royal Borough of Windsor & Maidenhead	640.89	747.70	854.52	961.33	1,174.96	1,388.59	1,602.22	1,922.66
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	137.52	160.44	183.36	206.28	252.12	297.96	343.80	412.56
Royal Berkshire Fire Authority								
<i>Parishes</i>								
Bisham (a)								
(b)								
(c)								
Bray (a)								
(b)								
(c)								
Cookham (a)								
(b)								
(c)								
Cox Green (a)								
(b)								
(c)								
Datchet (a)								
(b)								
(c)								
Eton (a)								
(b)								
(c)								
Horton (a)								
(b)								
(c)								
Hurley (a)								
(b)								
(c)								
Old Windsor (a)								
(b)								
(c)								

PARISH COUNCIL TAX

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish and RBWM (b)								
Total (c)								
<hr/>								
Shottesbrooke (a)								
(b)								
(c)								
Sunningdale (a)								
(b)								
(c)								
Sunninghill & Ascot (a)								
(b)								
(c)								
Waltham St. Lawrence (a)								
(b)								
(c)								
White Waltham (a)								
(b)								
(c)								
Wraysbury (a)								
(b)								
(c)								
Unparished Areas (a)								
(b)								
(c)								

Parish Precepts compared to last year.

Parish	2018/19			2019/20			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
Bisham	735.65	24,362	33.12	743.03	25,702	34.59	4.4%
Bray	4,195.32	151,130	36.02	4,215.39	156,796	37.20	3.3%
Cookham	2,923.18	92,400	31.18	2,949.74	91,975	31.18	0.0%
Cox Green	3,073.72	139,792	45.48	3,091.23	146,909	47.52	4.5%
Datchet	2,212.50	157,818	71.33	2,233.96	142,818	63.93	-10.4%
Eton	1,800.59	66,889	37.15	1,815.81	78,168	43.05	15.9%
Horton	463.67	24,617	53.09	465.87	25,430	54.59	2.8%
Hurley	996.80	37,482	37.60	1,011.06	35,124	34.74	-7.6%
Old Windsor	2,402.83	150,445	62.61	2,412.96	153,500	63.61	1.6%
Shottesbrooke	74.68	Nil	0.00	73.73	0	0.00	0.0%
Sunningdale	3,419.99	136,118	39.80	3,451.10	184,214	53.38	34.1%
Sunninghill & Ascot	6,455.77	169,593	26.27	6,528.63	171,507	26.27	0.0%
Waltham St. Lawrence	661.04	22,500	34.04	668.39	24,500	36.66	7.7%
White Waltham	1,266.92	121,180	95.65	1,264.64	128,605	101.69	6.3%
Wraysbury	2,168.79	76,400	35.23	2,147.06	81,700	38.05	8.0%
Unparished Areas	34,766.48	1,046,993	30.12	35,280.22	1,094,294	31.02	2.99%
TOTAL / AVERAGE	67,617.93	97,909	41.79	68,352.82	96,463	43.59	4.3%

RBWM and Major Preceptors compared to last year.

	2018/19	2019/20	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
Royal Borough of Windsor & Maidenhead	933.42	961.33	2.99%
Adult Social Care Precept	74.74	74.74	0.00%
Police and Crime Commissioner for Thames Valley	182.28	206.28	13.17%
Royal Berkshire Fire Authority	64.36		
SUB-TOTAL	1,254.80		
Parish (average)	41.79		
TOTAL	1,296.59		

Capital Strategy 2019/20 to 2021/22

Capital Strategy – General Principles

From 1 April 2019 there is a new Prudential Code requirement for full Council to approve an annual Capital Strategy. The Prudential Code is published by CIPFA and underpins the system of Capital Finance.

The Capital Strategy forms part of the authority's integrated revenue, capital and balance sheet planning. In addition, the strategy sets out the long term context in which capital expenditure and investment decisions are made.

Due consideration is given to risk, reward and impact on the achievement of priority outcomes and links in, where appropriate, to the Treasury Management Strategy

RBWM will report on the deliverability, affordability and risk associated with the Capital Strategy. Service objectives, stewardship, value for money, prudence, sustainability and affordability will all be taken into account. The strategy will form part of the authority's integrated revenue, capital and balance sheet planning.

Capital Planning

The capital strategy aims to integrate capital planning with the Council's strategic planning. The Council has a long term financial plan as set out in the capital cashflow forecast. The forecast sets out all known long term projects and the associated income streams to fund these major projects. External funding includes grants, income from developers and local partnerships.

The capital programme ties in with the Borough Local Plan which promotes a sustainable pattern of development for the Borough until 2033.

The plan aims to provide new housing and affordable housing to fulfil the needs of residents whilst protecting the natural and built historic environment and assets.

GOVERNANCE PROCESS FOR APPROVAL & MONITORING

The capital bids process begins in July of each year where officers, with relevant lead member agreement, submit capital bids for the following three financial years. Members are kept informed and have the opportunity to submit a capital bid in liaison with the appropriate lead officer.

The revenue implications of each capital bid are taken into account which include.

- the cost of borrowing (including MRP), the running costs associated with the asset including salaries of employees or the appropriate management fee, overheads, administrative support costs and future maintenance. The positive

impact of investment and economic growth on the authority's council tax base and business rates income are also considered.

- Capital schemes that generate revenue savings, such as investment in technology that reduce administrative costs or energy saving plant and equipment.
- The relevance of each capital bid to various council strategies is linked e.g. to the Infrastructure Delivery plan.

All submitted capital bids are reviewed by directorates and prioritised prior to examination by Budget Steering Group (BSG).

Overview and scrutiny panels are presented with all proposed capital bids prior to formal approval by cabinet and council in February of each year.

CAPITAL PROGRAMME PERFORMANCE MEASUREMENT

Capital expenditure is regularly monitored by officers. Projections are reported to cabinet each month as part of the financial update. This includes projected outturn, projected variances, projected slippage and scheme status.

Additional capital schemes may be added to the capital programme during the course of the financial year, subject to compliance with the approval process, as set out in the Council constitution finance procedure rules.

Financial Policies

The authority's rules on capitalisation are in line with CIPFA's Local Authority Accounting Code of Practice. Each capital bid is assessed to ensure that it meets this requirement.

The authority complies with the CIPFA Prudential code which aims to ensure that the Council's plans are affordable, prudent and sustainable. In addition, the code seeks to ensure that any treasury management decisions are taken in accordance with professional good practice including risk management.

Minimum Revenue Provision

Local Authorities are required by law to make prudent provision in relation to capital debt repayment (known as "Minimum Revenue Provision" or MRP). This represents the minimum amount that must be charged to an authority's revenue account each year for the financing of capital expenditure, which will have initially been funded by borrowing. The Royal Borough has opted to calculate MRP using the asset life method. The estimated life of the asset will be determined in the year that MRP commences and will not be subsequently revised. However, additional repayments can be made in any year which will reduce the level of payments in subsequent years.

Proposed Capital Programme: Debt Limit and Prudential Indicators

In determining the capital budget, the CIPFA Prudential Code expects local authorities to consider and approve a number of 'prudential indicators'. These relate to the capital programme generally as well as borrowing. The Prudential Indicators in Appendix L take account of the proposed capital budget for 2018/19 to 2020/21.

The Council's proposed Prudential Limit retains scope for new prudential borrowing over and above what is included in the proposed capital programme.

The Prudential Limit for Debt represents the statutory Authorised Limit for the Council, which must not be exceeded. Authorities should therefore allow for risks, uncertainties, and potential changes during the year which will need to be accommodated within this overall limit. In particular, the proposed limit for 2019/20 allows for:

- Borrowing to finance capital expenditure
- Other forecast cashflow movements during the year and potential day to-day fluctuations in debt levels
- Revenue provisions to repay debt.

Taking these factors into account, the Prudential Limit for Debt has been set at £173m for 2018/19, £181m in 2019/20 and £257m in 2020/21.

Asset sales and capital receipts

Land and buildings that are surplus to existing use are reviewed on an annual basis. A decision is then made to re-use or dispose of in support of the Council's objectives. Asset disposals are approved at Cabinet or Council.

Capital receipts are used to finance capital expenditure. Where appropriate, capital receipts can also be used flexibly as set out in the guidance on flexible use of capital receipts issued under section 15(1)(a) of the Local Government Act 2003.

Further information is available on the Council's website.

Council Constitution

https://www3.rbwm.gov.uk/downloads/file/2871/council_constitution

Borough Local Plan

https://www3.rbwm.gov.uk/info/201026/borough_local_plan/1351/submission/1

Long term Capital projects

<https://www.rbdevelopmentpartnership.co.uk/>

https://www3.rbwm.gov.uk/info/200133/strategies_plans_and_policies/229/strategic_economic_plan

<https://www3.rbwm.gov.uk/blp>

Flexible use of Housing receipts

<https://www.gov.uk/government/publications/final-guidance-on-flexible-use-of-capital-receipts>

CAPITAL PROGRAMME 2019/20 & ONWARDS

Portfolio Summary	Approved Budget 2018/19			2019/20			2020/21			2021/22		
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Communities Directorate												
Revenues & Benefits	69	0	69	170	0	170	0	0	0	0	0	0
Communities, Enforcement & Partnerships	12,915	(2,317)	10,598	3,534	(1,255)	2,279	2,090	(680)	1,410	750	(600)	150
Library & Resident Services	1,650	(172)	1,478	393	0	393	266	0	266	0	0	0
Total Communities Directorate	14,634	(2,489)	12,145	4,097	(1,255)	2,842	2,356	(680)	1,676	750	(600)	150
Place Directorate												
ICT	467	0	467	506	0	506	340	0	340	70	0	70
Property	29,294	(526)	28,768	1,405	0	1,405	400	0	400	0	0	0
Housing	881	(856)	25	0	0	0	0	0	0	0	0	0
Planning	2,025	(782)	1,243	947	0	947	410	0	410	275	0	275
Total Place Directorate	32,667	(2,164)	30,503	2,858	0	2,858	1,150	0	1,150	345	0	345
Managing Director												
Human Resources	64	0	64	0	0	0	0	0	0	0	0	0
Adult Social Care	91	(91)	0	220	(200)	20	560	0	560	0	0	0
Commissioning - Communities	12,917	(6,328)	6,589	12,724	(8,109)	4,615	6,495	(1,890)	4,605	5,345	(1,890)	3,455
Law and Governance	89	0	89	46	0	46	0	0	0	0	0	0
Green Spaces & Parks	556	(253)	303	425	(85)	340	50	(50)	0	50	(50)	0
Non Schools	550	(215)	335	787	0	787	20	0	20	20	0	20
Schools - Non Devolved	24,569	(8,959)	15,610	4,334	(973)	3,361	650	(650)	0	650	(650)	0
Schools - Devolved Capital	640	(640)	0	195	(195)	0	195	(195)	0	195	(195)	0
Total Managing Director	39,476	(16,486)	22,990	18,731	(9,562)	9,169	7,970	(2,785)	5,185	6,260	(2,785)	3,475
Total Committed Schemes	86,777	(21,139)	65,638	25,686	(10,817)	14,869	11,476	(3,465)	8,011	7,355	(3,385)	3,970

External Funding	£000	£000	£000	£000
Government Grants	14,032	9,686	2,865	3,385
Developers' Contributions	3,968	846	600	0
Other Contributions	3,139	285	0	0
Total External Funding Sources	21,139	10,817	3,465	3,385
Total Corporate Funding	65,638	14,869	8,011	3,970

**CAPITAL BUDGET REPORT
COMMUNITIES DIRECTORATE**

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Revenues & Benefits													
CM00	Revenues & Benefits-Document Management System	0	0	0	170	0	170	0	0	0	0	0	0
CN98	Delivery of Debt Enforcement	69	0	69	0	0	0	0	0	0	0	0	0
Total Revenues & Benefits		69	0	69	170	0	170	0	0	0	0	0	0
Communities, Enforcement & Partnerships													
CC47	CCTV Replacement	1,302	0	1,302	0	0	0	0	0	0	0	0	0
CC60	Hostile Vehicle Mitigation Measures for Windsor	1,850	(908)	942	0	0	0	0	0	0	0	0	0
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	0
CD46	Alley Gating	10	0	10	0	0	0	0	0	0	0	0	0
CD47	Replace Designated Public Place Orders with Public Space Place Order Signage	5	0	5	0	0	0	0	0	0	0	0	0
CD51	Local Authority Licensing Software Package-Update	10	0	10	0	0	0	0	0	0	0	0	0
CD56	Night Time Economy Enforcement Equipment	2	0	2	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	7	0	7	0	0	0	0	0	0	0	0	0
CE07	Digitalisation-Environmental Health Documentation	18	0	18	0	0	0	0	0	0	0	0	0
CE08	Air Quality Monitoring	101	(101)	0	60	0	60	0	0	0	0	0	0
CI22	Tree Planting and Maintenance	188	0	188	300	0	300	100	0	100	0	0	0
CKV09	Marlow Road Youth Centre Roofing & Maintenance Work	280	0	280	0	0	0	0	0	0	0	0	0
CL09	Paintings Collection Conservation	13	0	13	25	0	25	25	0	25	0	0	0
CN99	York House Refurbishment	17	0	17	0	0	0	0	0	0	0	0	0
CT52	Disabled Facilities Grant	600	(600)	0	600	(600)	0	600	(600)	0	600	(600)	0
CV12	Alexandra Gardens Entrances 2015-16	45	0	45	0	0	0	0	0	0	0	0	0
CV16	Love Your Neighbourhood Scheme	8	0	8	0	0	0	0	0	0	0	0	0
CV20	Windsor Taxi Marshalling-Booking Office	0	0	0	0	0	0	0	0	0	0	0	0
CV21	New Power Points-High Street Events	6	0	6	0	0	0	0	0	0	0	0	0
CV22	New Power Points-Ascot High Street Events	10	0	10	0	0	0	0	0	0	0	0	0
CV23	Digital Advertising Boards	0	0	0	0	0	0	0	0	0	0	0	0
CV24	Parks & Open Spaces- Chariots Place Enhancements	20	0	20	0	0	0	0	0	0	0	0	0
CV26	Parks & Open Spaces - Deerswood Wildlife Area	0	0	0	0	0	0	0	0	0	0	0	0
CV27	Properties for Homeless Residents	0	0	0	0	0	0	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	273	(273)	0	0	0	0	0	0	0	0	0	0
CV29	Shurlock Row - Communities Open Space	135	(35)	100	0	0	0	0	0	0	0	0	0
CV35	Windsor Leisure Centre - Replacement of Flumes	540	0	540	0	0	0	0	0	0	0	0	0
CV36	Ockwells Park-Thriftwood Scheme & Bridge	56	0	56	0	0	0	350	(80)	270	0	0	0
CV37	4, Marlow Road-Essential Annual Maintenance	0	0	0	20	0	20	20	0	20	0	0	0
CV38	Advantage Card System-Replacement	0	0	0	40	0	40	0	0	0	0	0	0
CV39	Ockwells Park-Phase 3 Improvements	0	0	0	350	(80)	270	0	0	0	0	0	0
CV40	Battlemead Common – Phase 1 Infrastructure Enabling	0	0	0	150	0	150	250	0	250	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	0	0	0	350	0	350	0	0	0	0	0	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CV42	Braywick Park-New 3G Pitch to Compliment Leisure Centre	0	0	0	375	(375)	0	0	0	0	0	0	0
CV43	Braywick Park-Sports Pitch Improvements	0	0	0	200	(200)	0	0	0	0	0	0	0
CX29	Windsor Coach Park Bridge-Canopy, Resurfacing	56	0	56	0	0	0	0	0	0	0	0	0
CX35	Braywick Driving Range	14	0	14	0	0	0	0	0	0	0	0	0
CY03	Energy Savings Initiative	121	0	121	0	0	0	0	0	0	0	0	0
CY04	Water Meters	29	0	29	0	0	0	0	0	0	0	0	0
CY07	Challenge Prize Scheme	4	0	4	0	0	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	0	0	0	20	0	20	0	0	0	0	0	0
CY12	Social Enterprise Grant	46	0	46	20	0	20	20	0	20	0	0	0
CY13	Economic Development	44	(44)	0	0	0	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	20	0	20	10	0	10	10	0	10	0	0	0
CY15	Bright Ideas Competition	0	0	0	5	0	5	0	0	0	0	0	0
CY17	Adopt a Highway Scheme / Street Scheme	0	0	0	10	0	10	50	0	50	0	0	0
CY20	Community Warden Vehicles	0	0	0	49	0	49	45	0	45	0	0	0
CY21	Pop-up Market Stalls Programme	0	0	0	12	0	12	0	0	0	0	0	0
CY22	Highway Barriers & Floral Towers	0	0	0	40	0	40	20	0	20	0	0	0
CY23	Maidenhead Wayfinding	0	0	0	20	0	20	20	0	20	0	0	0
CY24	CCTV Cameras-Old Windsor	0	0	0	30	0	30	0	0	0	0	0	0
CY25	CCTV Cameras-River Street, Windsor	0	0	0	20	0	20	0	0	0	0	0	0
CY26	Christmas Lights-Old Windsor	0	0	0	33	0	33	0	0	0	0	0	0
CY00	Christmas Lights- High Street & Queen Street to Broadway	0	0	0	50	0	50	0	0	0	0	0	0
CY27	Dedworth Manor-Community Cafe	0	0	0	250	0	250	0	0	0	0	0	0
CY00	Cox Green Community Centre parking scheme consultation and design	0	0	0	20	0	20	0	0	0	0	0	0
CY28	Audio Visual Systems	0	0	0	45	0	45	0	0	0	0	0	0
CZ00	Bath Island-Electrical works	25	0	25	0	0	0	150	0	150	150	0	150
CZ18	Braywick Leisure Centre	5,837	0	5,837	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	392	0	392	430	0	430	430	0	430	0	0	0
CZ44	Charters & Oaks Leisure Centre Project	461	0	461	0	0	0	0	0	0	0	0	0
CZ49	Playing Pitch Improvements, Ascot United Football	309	(309)	0	0	0	0	0	0	0	0	0	0
CZ91	Ascot War Horse memorial	46	(46)	0	0	0	0	0	0	0	0	0	0
	Total Communities, Enforcement & Partnerships	12,907	(2,316)	10,591	3,534	(1,255)	2,279	2,090	(680)	1,410	750	(600)	150

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Library & Resident Services													
CC15	Delivering Differently - Improvements and Introduction of Self Service at Datchet Library	25	0	25	0	0	0	0	0	0	0	0	0
CC16	Delivering Differently - Improvements & Provision of Self Service at Eton Library	45	0	45	0	0	0	0	0	0	0	0	0
CC22	Delivering Differently - Digitisation of Historic Registers	50	0	50	0	0	0	0	0	0	0	0	0
CC23	New Container Library	200	0	200	0	0	0	0	0	0	0	0	0
CC36	Customer Service Centre Telephony Upgrade	128	0	128	0	0	0	0	0	0	0	0	0
CC37	Town Hall Reception Refurbishment	8	0	8	0	0	0	0	0	0	0	0	0
CC38	Maidenhead Library Basement Ventilation 17-18	5	0	5	0	0	0	0	0	0	0	0	0
CC39	Old Court, Windsor Repairs	204	0	204	63	0	63	0	0	0	0	0	0
CC45	Annual IT Replacement Budget for Library & Resident Services	20	0	20	0	0	0	0	0	0	0	0	0
CC53	Contact Centre - Ventilation & Back-up Generator	255	0	255	0	0	0	0	0	0	0	0	0
CC65	Refurbishment Maidenhead, Windsor, Ascot, Eton Libraries	160	0	160	0	0	0	25	0	25	0	0	0
CC66	Refurbishment Windsor, Ascot, Eton Libraries	70	0	70	0	0	0	0	0	0	0	0	0
CC68	Royal Borough Ambassador Equipment	8	0	8	0	0	0	0	0	0	0	0	0
CC76	Replace boilers - Windsor Library & Desborough Suite	36	0	36	0	0	0	0	0	0	0	0	0
CC91	Eton Wick Library - General Repairs	0	0	0	9	0	9	0	0	0	0	0	0
CC93	Datchet Library - External Signage and Internal Decor	0	0	0	11	0	11	0	0	0	0	0	0
CC99	Eton Library – Open Access and Shop Front Repair	0	0	0	40	0	40	0	0	0	0	0	0
CL70	Library Management System Replacement (2012/13)	4	0	4	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Extension	147	(12)	135	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library 15/16 Lease Repairs	14	0	14	0	0	0	12	0	12	0	0	0
CLB3	Maidenhead Library Improvements 2016-17	7	(6)	1	0	0	0	173	0	173	0	0	0
CLB4	Maidenhead Library - New Kiosks - 2016-17	23	0	23	0	0	0	0	0	0	0	0	0
CLB5	Tablets for Libraries -2016-17	1	0	1	0	0	0	0	0	0	0	0	0
CLB6	Digitisation of Museum collection 2016-17	29	(29)	0	0	0	0	0	0	0	0	0	0
CLB8	Improvements at Cookham Library 2016-17	26	(16)	10	0	0	0	0	0	0	0	0	0
CLB9	Windsor Riverside Esplanade Revival 2016-17	10	0	10	0	0	0	0	0	0	0	0	0
CLC2	Feasibility for Joint Museum Store 2016-17	25	(25)	0	0	0	0	0	0	0	0	0	0
CLC3	Sculpture Project - Danny Lane 2016-17	15	(15)	0	0	0	0	0	0	0	0	0	0
CLC4	Musical Backtrack Project 2016-17	30	(30)	0	0	0	0	0	0	0	0	0	0
CLC5	Heritage Education Space Old Windsor 2016-17	20	(20)	0	0	0	0	0	0	0	0	0	0
CLE1	Cox Green Library - Building Repairs	0	0	0	15	0	15	6	0	6	0	0	0
CLE2	Dedworth Library - Payment Kiosk, Replace Public PCs	0	0	0	23	0	23	0	0	0	0	0	0
CLE4	Cookham Library - Entrance Canopy & Repairs	0	0	0	4	0	4	0	0	0	0	0	0
CLE5	Maidenhead Library - Redesign Reception & Repairs	0	0	0	84	0	84	0	0	0	0	0	0
CLE6	Upgrade Public PCs	0	0	0	25	0	25	50	0	50	0	0	0
CLE7	Ascot Library - Installation of Security System	0	0	0	5	0	5	0	0	0	0	0	0
CLE8	Container Library 1 – Power Post Move at Shifford	0	0	0	5	0	5	0	0	0	0	0	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CLE9	Windsor Library - Replacement Public PC and Laptops	0	0	0	6	0	6	0	0	0	0	0	0
CLF1	Desborough Theatre Improvements	0	0	0	8	0	8	0	0	0	0	0	0
CLF2	Agents to Work From Home	0	0	0	12	0	12	0	0	0	0	0	0
CLF4	Windsor and Royal Borough Museum Audio Exhibit	0	0	0	20	0	20	0	0	0	0	0	0
CLF5	Registrars Office - Redecoration	0	0	0	50	0	50	0	0	0	0	0	0
CLG1	Sunninghill Library - General Repairs	0	0	0	13	0	13	0	0	0	0	0	0
CN80	Customer Relationship Management software Upgrade / Jadu Contract	50	0	50	0	0	0	0	0	0	0	0	0
CP82	Maidenhead Library-Small Pwr Rewire Gnd/1st Floors	0	0	0	0	0	0	0	0	0	0	0	0
CZ77	Parks & Open Spaces -World War 1 & Magna Carta 800 Commemoration Projects	8	0	8	0	0	0	0	0	0	0	0	0
CZ95	Museum Improvements Programme 2015-16	8	(4)	4	0	0	0	0	0	0	0	0	0
CZ96	Berkshire Records Office 2015-16	13	(13)	0	0	0	0	0	0	0	0	0	0
CZ97	Arts in the Parks 2015-16	2	(2)	0	0	0	0	0	0	0	0	0	0
CZ98	Heritage Garden Signage 2015-16	4	0	4	0	0	0	0	0	0	0	0	0
Total Library & Resident Services		1,650	(172)	1,478	393	0	393	266	0	266	0	0	0
Total Communities Directorate Capital Programme		14,626	(2,488)	12,138	4,097	(1,255)	2,842	2,356	(680)	1,676	750	(600)	150

**CAPITAL BUDGET REPORT
PLACE DIRECTORATE**

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Property													
CC40	Borough Parking Provision 201720	494	0	494	0	0	0	0	0	0	0	0	0
CC78	Vicus Way Car Park	5,000	0	5,000	0	0	0	0	0	0	0	0	0
CC80	Temp Parking Provision-Maidenhead Regeneration	2,500	0	2,500	0	0	0	0	0	0	0	0	0
CI01	Acquisition of Land off Lower Cookham Rd, Maidenhead	1,160	0	1,160	0	0	0	0	0	0	0	0	0
CI14	Maidenhead Waterways Construction phase 1	1,560	(244)	1,316	0	0	0	0	0	0	0	0	0
CI21	Windsor Office Accommodation	7,117	(142)	6,975	0	0	0	0	0	0	0	0	0
CI29	Broadway Car Park & Central House Scheme	2,230	(140)	2,090	0	0	0	0	0	0	0	0	0
CI33	Clyde House	187	0	187	0	0	0	0	0	0	0	0	0
CI42	Windsor Coach Park, Alexandra Gardens, Riverside-Feasibility study	108	0	108	0	0	0	0	0	0	0	0	0
CI49	Maidenhead Golf Course	379	0	379	0	0	0	0	0	0	0	0	0
CI58	Maidenhead Station-Development Site Negotiations	30	0	30	0	0	0	0	0	0	0	0	0
CI62	Hines Meadow CP - Dilapidations	523	0	523	0	0	0	0	0	0	0	0	0
CM23	54-56 Queen Street, Maidenhead	18	0	18	0	0	0	0	0	0	0	0	0
CM52	Guildhall-Essential Maintenance Works 15-16	4	0	4	0	0	0	0	0	0	0	0	0
CM53	Theatre Royal-Soffit/Roof Light Ventilation 15-16	35	0	35	0	0	0	0	0	0	0	0	0
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	35	0	35	0	0	0	0	0	0	0	0	0
CN6	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	129	0	129	0	0	0	0	0	0	0	0	0
CX2	Ross Road - repairs & redecoration 2014-15	27	0	27	0	0	0	0	0	0	0	0	0
CX22	St Mary's House-External replace/decor roof 2014-15	35	0	35	0	0	0	0	0	0	0	0	0
CX25	Wessex Way Shopping Parade Repairs	0	0	0	60	0	60	0	0	0	0	0	0
CX40	Operational Estate Improvements	600	0	600	500	0	500	0	0	0	0	0	0
CX41	Commercial Investment Property Portfolio-Repairs	445	0	445	400	0	400	400	0	400	0	0	0
CX42	Strategic Acquisition of Properties	139	0	139	0	0	0	0	0	0	0	0	0
CX43	Affordable Housing-St Edmunds Hse Ray Mill Rd West	4,640	0	4,640	0	0	0	0	0	0	0	0	0
CX44	Affordable Housing-The Brocket, Boyn Hill Ave	1,765	0	1,765	0	0	0	0	0	0	0	0	0
CX45	Affordable Housing - 16 Ray Mill Ave East, MHead	135	0	135	0	0	0	0	0	0	0	0	0
CX49	Bell Farm, Eton Wick-Demolition Unsafe Structures	0	0	0	80	0	80	0	0	0	0	0	0
CX50	Guildhall-Render Repair & Redecoration	0	0	0	150	0	150	0	0	0	0	0	0
CX51	Theatre Royal-Sub Stage / Orchestra Pit Refurbishment	0	0	0	50	0	50	0	0	0	0	0	0
CX52	12, Church St, Windsor-External Repairs	0	0	0	80	0	80	0	0	0	0	0	0
CX53	Legionella Compliance Work	0	0	0	85	0	85	0	0	0	0	0	0
	Total Property	29,295	(526)	28,769	1,405	0	1,405	400	0	400	0	0	0
Housing													
CT29	Low Cost Housing (S106 Funding)	161	(161)	0	0	0	0	0	0	0	0	0	0
CT51	Key Worker DIYSO	195	(195)	0	0	0	0	0	0	0	0	0	0
CT55	Brill House Capital Funding	500	(500)	0	0	0	0	0	0	0	0	0	0
DG50	Assisted Transfer Scheme	25	0	25	0	0	0	0	0	0	0	0	0
	Total Housing	881	(856)	25	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross £000	Income £000	Estimate £000	Gross £000	Income £000	Estimate £000	Gross £000	Income £000	Estimate £000	Gross £000	Income £000	Estimate £000
Planning													
CI31	Community Infrastructure Levy (CIL)	4	0	4	0	0	0	0	0	0	0	0	
CI32	Borough Local Plan-Examinations / Submissions	519	0	519	150	0	150	95	0	95	80	0	80
CI47	Neighbourhood Plan-Consultation/Exams/Referendums	335	(235)	100	60	0	60	0	0	0	0	0	0
CI56	Design Quality – Planning Service	335	(285)	50	0	0	0	0	0	0	0	0	0
CI57	Joint Minerals and Waste Plan	20	0	20	92	0	92	120	0	120	0	0	0
CI59	Traveller Local Plan	89	0	89	150	0	150	0	0	0	0	0	0
CI63	Planning Service - Transformation Programme	120	0	120	0	0	0	0	0	0	0	0	0
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	20	0	20	0	0	0	0	0	0	0	0	0
CI65	Conservation Area Appraisals	20	0	20	20	0	20	20	0	20	20	0	20
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	390	(90)	300	300	0	300	0	0	0	0	0	0
CI67	Wider Area Growth Study	172	(172)	0	0	0	0	0	0	0	0	0	0
CI68	Windsor Placemaking-Public Realm Improvements	0	0	0	100	0	100	100	0	100	100	0	100
CI69	Supplementary Planning Documents	0	0	0	75	0	75	75	0	75	75	0	75
	Total Planning	2,024	(782)	1,242	947	0	947	410	0	410	275	0	275
ICT													
CC185	Delivering Differently - Develop Intranet/Collaborative Software	7	0	7	0	0	0	0	0	0	0	0	0
CC20	Delivering Differently - Application Packaging	7	0	7	0	0	0	0	0	0	0	0	0
CC26	Secure File and Information Exchange Solution	15	0	15	0	0	0	0	0	0	0	0	0
CN00	Key Systems Infrastructure & Hardware Upgrades	429	0	429	506	0	506	340	0	340	70	0	70
CN26	Gazetteer System	3	0	3	0	0	0	0	0	0	0	0	0
CN95	Replacement-WiFi Solution for Council Offices	1	0	1	0	0	0	0	0	0	0	0	0
CP03	Purchase of PCs	4	0	4	0	0	0	0	0	0	0	0	0
	Total ICT	466	0	466	506	0	506	340	0	340	70	0	70
	Total Place Capital Programme	32,666	(2,164)	30,502	2,858	0	2,858	1,150	0	1,150	345	0	345

**CAPITAL BUDGET REPORT
MANAGING DIRECTOR**

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Human Resources													
CK90	AfC Phones & Signage	32	0	32	0	0	0	0	0	0	0	0	0
CN76	iTrent Development	32	0	32	0	0	0	0	0	0	0	0	0
Total Human Resources		64	0	64	0	0	0	0	0	0	0	0	0
Adult Social Care													
CT36	Boyn Grove - Air Conditioning	0	0	0	20	0	20	0	0	0	0	0	0
CT48	Dementia friendly Imp to Care Home Environments	6	(6)	0	0	0	0	0	0	0	0	0	0
CT57	Care Homes Reconfiguration	60	(60)	0	0	0	0	0	0	0	0	0	0
CT59	Paris Module	25	(25)	0	0	0	0	0	0	0	0	0	0
CT62	Adult Services Case Management System	0	0	0	200	(200)	0	560	0	560	0	0	0
Total Adult Social Care		91	(91)	0	220	(200)	20	560	0	560	0	0	0
Commissioning - Communities													
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	1	0	1	0	0	0	0	0	0	0	0	0
CB99	Moorbridge Road Gateway 2014/15	50	0	50	0	0	0	0	0	0	0	0	0
CC25	M4 Smart Motorway	90	0	90	0	0	0	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	7	0	7	11	(11)	0	0	0	0	0	0	0
CC29	Footbridge, The Green, Bisham-Raise Level-Flood Prevention	80	0	80	0	0	0	0	0	0	0	0	0
CC35	St Leonards Rd/ Victoria Street - Pedestrian Crossing	65	0	65	0	0	0	0	0	0	0	0	0
CC41	Replacement Entry /Exit systems - Alexandra Gardens	15	0	15	0	0	0	0	0	0	0	0	0
CC42	Replacement Entry / Exit Systems at Boulters Lock	10	0	10	0	0	0	0	0	0	0	0	0
CC43	Additional CCTV at 3 Multi Storey Car Parks	120	0	120	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Improvement	240	0	240	0	0	0	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	150	0	150	0	0	0	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	35	0	35	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	70	0	70	0	0	0	0	0	0	0	0	0
CC52	Clewer & Dedworth Neighbourhood Improvements	350	0	350	0	0	0	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	100	(75)	25	0	0	0	0	0	0	0	0	0
CC55	Eton High Street Improvements	40	0	40	0	0	0	0	0	0	0	0	0
CC56	Eton Town Culvert Clearing Thames Route	50	0	50	0	0	0	0	0	0	0	0	0
CC57	Goswell Hill Refurbishment Programme	25	0	25	0	0	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	180	(180)	0	180	(180)	0	200	0	200	0	0	0
CC61	Local Flood Risk Management Strategy Review	10	(10)	0	0	0	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (Local Enterprise Partnership Match Funded)	733	(633)	100	1,418	(891)	527	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	775	(775)	0	0	0	0	0	0	0	0	0	0
CC69	St Leonards Road Shared Surface (Road & Pavement)	8	0	8	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	10	0	10	10	(10)	0	0	0	0	0	0	0
CC71	Traffic Management Control System	9	(9)	0	0	0	0	0	0	0	0	0	0
CC72	Victoria Street Car Park, Windsor - Upper Floor Barriers	15	0	15	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CC73	Wessex Way Highway Drainage - Feasibility	25	0	25	0	0	0	0	0	0	0	0	0
CC74	Windsor Gateway Improvements	50	0	50	0	0	0	0	0	0	0	0	0
CC75	Windsor High Street/Thames Street Streetscene Improvements	50	0	50	0	0	0	0	0	0	0	0	0
CC81	Eton End School Road Safety	20	0	20	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	0	0	0	35	(28)	7	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance	0	0	0	300	(150)	150	250	(100)	150	250	(100)	150
CC86	Virtual Message Signs Support and Maintenance	0	0	0	35	(35)	0	0	0	0	0	0	0
CC00	Dedworth Road/Hatch Lane/Parsonage Lane improvements	0	0	0	180	(6)	174						
CC89	Elizabeth Bridge	0	0	0	850	(50)	800	0	0	0	0	0	0
CC90	Boulton Lock Car Park Extension	0	0	0	240	0	240	0	0	0	0	0	0
CC91	Fly Tipping Reduction Measures	0	0	0	20	0	20	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	0	0	0	10	(5)	5	0	0	0	0	0	0
CC93	Bridge Scour Risk Assessments	0	0	0	10	0	10	0	0	0	0	0	0
CC94	Clarence Road Roundabout Safety Battery Back-up	0	0	0	15	0	15	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	0	0	0	100	0	100	800	0	800	0	0	0
CD01	Local Transport Plan Feasibility Studies/Investigation/Develop	62	(47)	15	85	(85)	0	85	(15)	70	85	(15)	70
CD02	Local Transport Plan Traffic Management Schemes	11	(3)	8	0	0	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	110	(17)	93	50	(25)	25	50	0	50	50	0	50
CD10	Traffic Management	262	(52)	210	0	0	0	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	3,559	(1,858)	1,701	1,900	(1,750)	150	1,900	(1,750)	150	1,900	(1,750)	150
CD13	Bridge Assessments	273	(118)	155	275	(100)	175	0	0	0	0	0	0
CD14	Bridge Parapet Improvement Works	261	(261)	0	0	0	0	0	0	0	0	0	0
CD15	Bridge Strengthening Scheme	189	(189)	0	0	0	0	0	0	0	0	0	0
CD17	Replacement Street Lighting	350	(350)	0	360	(360)	0	0	0	0	0	0	0
CD18	Highway Drainage Schemes	101	(101)	0	60	0	60	60	0	60	60	0	60
CD19	Highway Drainage Schemes-Capitalised Revenue	0	(1)	(1)	0	0	0	0	0	0	0	0	0
CD22	Safer Routes to School	89	0	89	0	0	0	0	0	0	0	0	0
CD23	Local Safety Schemes	328	(219)	109	150	(22)	128	150	0	150	150	0	150
CD27	Cycling Capital Programme	133	(97)	36	0	0	0	0	0	0	0	0	0
CD28	School Cycle / Scooter Parking	80	(20)	60	0	0	0	0	0	0	0	0	0
CD31	Thames Street Paving Improvements	29	0	29	0	0	0	0	0	0	0	0	0
CD32	Verge Parking Measures	100	0	100	0	0	0	0	0	0	0	0	0
CD34	Winter Service Community Facilities	100	(100)	0	100	(100)	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	62	(62)	0	50	(28)	22	50	(25)	25	50	(25)	25
CD36	Reducing Street Clutter	5	0	5	0	0	0	0	0	0	0	0	0
CD37	Car Park Improvements	25	0	25	75	(25)	50	75	0	75	75	0	75
CD39	Decriminalised Parking Enforcement Review	50	0	50	50	0	50	50	0	50	50	0	50
CD42	Maidenhead Station Interchange & Car Park	515	(100)	415	3,050	(2,442)	608	0	0	0	0	0	0
CD43	Flood Prevention	182	(130)	52	175	0	175	175	0	175	175	0	175
CD45	Public Conveniences-Refurbishment 2015-16	7	0	7	25	0	25	0	0	0	0	0	0
CD48	Refuse and Recycling Bins-Replacement	20	0	20	0	0	0	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	0	0	0	285	0	285	2,500	0	2,500	2,500	0	2,500
CD55	Virtual Message Signs - Windsor 2015-16	97	0	97	0	0	0	0	0	0	0	0	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD66	Highways Productivity Investment Fund	70	(70)	0	0	0	0	0	0	0	0	0	0
CD72	Preliminary Flood Risk-Assessments	60	(60)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Waltham	60	(60)	0	0	0	0	0	0	0	0	0	0
CD74	Footways-Assessments	228	(194)	34	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	30	(30)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	31	0	31	0	0	0	0	0	0	0	0	0
CD77	Real-Time Bus Information Improvements	137	(10)	127	0	0	0	0	0	0	0	0	0
CD78	PAVE Dedworth	100	0	100	0	0	0	0	0	0	0	0	0
CD79	A329 London Rd/B383 Roundabout-Scheme Development	335	0	335	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	157	0	157	0	0	0	0	0	0	0	0	0
CD81	Traffic Management & Parking-Sunninghill Imprvmnts	84	0	84	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	29	0	29	40	(20)	20	0	0	0	0	0	0
CD83	Traffic Signal Review	11	0	11	0	0	0	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	600	0	600	100	(21)	79	0	0	0	0	0	0
CD86	Vicus Way & Tinkers Lane - Site Works	60	0	60	250	0	250	0	0	0	0	0	0
CD87	Pothole Action Fund-Department for Transport Grant	335	(335)	0	0	0	0	0	0	0	0	0	0
CD96	Safer Routes-Oldfield School	4	0	4	0	0	0	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	163	(163)	0	0	0	0	0	0	0	0	0	0
CF08	Ray Mill Island Access Works	40	0	40	0	0	0	0	0	0	0	0	0
CF00	Braywick Road Crossing	0	0	0	0	0	0	150	0	150	0	0	0
CF08	Eton Wick Pelican Crossing	0	0	0	65	0	65	0	0	0	0	0	0
CF08	Maidenhead Local Plan Site Works	0	0	0	2,165	(1,765)	400	0	0	0	0	0	0
	Total Commissioning - Communities	12,917	(6,329)	6,588	12,724	(8,109)	4,615	6,495	(1,890)	4,605	5,345	(1,890)	3,455

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Green Spaces & Parks													
CC13	North Town Moor Open Space-Car Park Improvements	8	(8)	0	0	0	0	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	40	0	40	0	0	0	0	0	0	0	0	0
CC44	Allotments Windsor & Maidenhead	50	(50)	0	0	0	0	0	0	0	0	0	0
CC46	Baths Island Pleasure Ground	30	(30)	0	0	0	0	0	0	0	0	0	0
CC58	Grenfell Park Northern Access	20	(20)	0	0	0	0	0	0	0	0	0	0
CC64	Prevention of Unauthorised Encampments	80	0	80	80	0	80	0	0	0	0	0	0
CC77	Purchase of Land-Cooley's Meadow, Eton Wick	40	0	40	0	0	0	0	0	0	0	0	0
CC82	Braywick Compound Works	0	0	0	85	(85)	0	0	0	0	0	0	0
CC87	Public Rights of way - General	0	0	0	40	0	40	0	0	0	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	0	0	0	40	0	40	0	0	0	0	0	0
CLC9	Nicholas Winton Memorial	30	0	30	0	0	0	0	0	0	0	0	0
CP94	Parks & Open Spaces-Dedworth Manor All Weather Pitch	92	(92)	0	0	0	0	0	0	0	0	0	0
CV03	Parks Improvements	107	(23)	84	120	0	120	0	0	0	0	0	0
CV30	Play Areas - Replacement Equipment	24	0	24	60	0	60	50	(50)	0	50	(50)	0
CZ47	P&OS-Ornamental Flower Beds	4	0	4	0	0	0	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Phase 2 (2014/15)	30	(30)	0	0	0	0	0	0	0	0	0	0
Total Green Spaces & Parks		555	(253)	302	425	(85)	340	50	(50)	0	50	(50)	0
Non Schools													
CKVH	2Yr old capital entitlement	16	(16)	0	0	0	0	0	0	0	0	0	0
CKVL	Hurley Canoe Centre Storage Facility	36	(36)	0	0	0	0	0	0	0	0	0	0
CKVM	Youth Centre upgrades-2015-16	16	(16)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVP	Children's Centres buildings-2015-16	23	0	23	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme	102	(103)	(1)	0	0	0	0	0	0	0	0	0
CKVX	Pinkneys Green Storage Facility	15	(15)	0	0	0	0	0	0	0	0	0	0
CKVY	Youth Voice Youth Choice	20	0	20	20	0	20	20	0	20	20	0	20
CKVZ	Rebuild of Windsor Youth Workshop Garage	0	0	0	50	0	50	0	0	0	0	0	0
CKWA	The Manor Youth Centre Refurbishment	0	0	0	20	0	20	0	0	0	0	0	0
CM60	Grants - Outside Organisations	293	0	293	200	0	200	0	0	0	0	0	0
CT60	New JADU software Form Builder	0	0	0	37	0	37	0	0	0	0	0	0
CT61	AfC Case Management System	0	0	0	460	0	460	0	0	0	0	0	0
Total Non Schools		551	(216)	335	787	0	787	20	0	20	20	0	20

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools - Non Devolved													
CSDQ	Urgent Safety Works Various Schools	158	(158)	0	50	(50)	0	150	(150)	0	150	(150)	0
CSEV	All Saints Primary Expansion	1	(1)	0	0	0	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	270	(250)	20	180	(180)	0	180	(180)	0	180	(180)	0
CSFB	Secondary & middle school Expansion Feasibility 2015-16	44	(44)	0	0	0	0	0	0	0	0	0	0
CSFC	Ascot Primaries Feasibilities-2015-16	394	(394)	0	0	0	0	0	0	0	0	0	0
CSFD	Trevelyan class sizes Phase 2 - 2015-16	253	(253)	0	0	0	0	0	0	0	0	0	0
CSFF	School Kitchens	45	(45)	0	15	(15)	0	20	(20)	0	20	(20)	0
CSFQ	Eton Wick kitchen 2015-16	7	(7)	0	0	0	0	0	0	0	0	0	0
CSGK	Alexander First school Roof-2015-16	3	(3)	0	0	0	0	0	0	0	0	0	0
CSGR	Charters Expansion	2,936	(1,878)	1,058	0	0	0	0	0	0	0	0	0
CSGT	Windsor Boys Expansion	182	(2)	180	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	3,241	(455)	2,786	0	0	0	0	0	0	0	0	0
CSGW	Furze Platt Senior expansion Year 1 of 3	7,321	(2,033)	5,288	0	0	0	0	0	0	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	3,910	(1,791)	2,119	0	0	0	0	0	0	0	0	0
CSHB	Furze Platt Junior School - Hall Extension	63	(63)	0	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	21	(21)	0	200	0	200	0	0	0	0	0	0
CSHM	All Saints Junior School Boiler Replacement	95	(95)	0	0	0	0	0	0	0	0	0	0
CSHP	Wraysbury school - Staffroom Extension	67	0	67	0	0	0	0	0	0	0	0	0
CSHI	Windsor Girls Expansion	328	(128)	200	0	0	0	0	0	0	0	0	0
CSHY	Lowbrook Expansion	159	0	159	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	2,699	0	2,699	0	0	0	0	0	0	0	0	0
CSHX	Newlands Girls School	710	(571)	139	0	0	0	0	0	0	0	0	0
CSHY	Furze Platt Infant School Boiler Replacement	6	(6)	0	0	0	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	232	(202)	30	220	(220)	0	200	(200)	0	200	(200)	0
CSJC	King's Court School Heating System	1	(1)	0	0	0	0	0	0	0	0	0	0
CSJD	Wessex Primary School Heating	45	0	45	0	0	0	0	0	0	0	0	0
CSJE	Eton Wick School Boiler and Heating Replacement	95	(95)	0	0	0	0	0	0	0	0	0	0
CSJF	Structural Works at Various Schools	50	(50)	0	30	(30)	0	0	0	0	0	0	0
CSJJ	Replacement and Repair of Windows Various Schools	200	(200)	0	150	(150)	0	100	(100)	0	100	(100)	0
CSJL	Courthouse Junior School Drainage Renovation Work	20	(20)	0	0	0	0	0	0	0	0	0	0
CSJM	Primary School Paths and Access Routes	40	(40)	0	95	(95)	0	0	0	0	0	0	0
CSJN	Homer School - Electrical Re-Wire	50	(50)	0	0	0	0	0	0	0	0	0	0
CSJR	Works to explore expansions for all Schools	800	0	800	500	0	500	0	0	0	0	0	0
CSJT	Hilltop Water Supply Pipework	25	(25)	0	0	0	0	0	0	0	0	0	0
CSJU	Wessex Primary Boiler Replacement	100	(80)	20	0	0	0	0	0	0	0	0	0
CSJV	Homer First School Boilers Replacement	0	0	0	99	(99)	0	0	0	0	0	0	0
CSJW	School Gutters, Soffit Replacements	0	0	0	30	(30)	0	0	0	0	0	0	0
CSJX	St Peters Middle	0	0	0	2,700	(39)	2,661	0	0	0	0	0	0
CSJY	Hilltop School Water Main Replacement	0	0	0	20	(20)	0	0	0	0	0	0	0
CSJZ	Wessex Primary Replacement of Underground Pipework	0	0	0	45	(45)	0	0	0	0	0	0	0
Total Schools - Non Devolved		24,571	(8,961)	15,610	4,334	(973)	3,361	650	(650)	0	650	(650)	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools - Devolved Capital													
CJ77	Budget Only New Deal for Schools Devolved Capital	28	(608)	(580)	195	(195)	0	195	(195)	0	195	(195)	0
CJP1	Larchfield Primary -Formula Capital	12	0	12	0	0	0	0	0	0	0	0	0
CJP3	Oakfield First -Formula Capital	10	0	10	0	0	0	0	0	0	0	0	0
CJP4	Oldfield Primary -Formula Capital	28	0	28	0	0	0	0	0	0	0	0	0
CJP5	Queen Anne First -Formula Capital	23	0	23	0	0	0	0	0	0	0	0	0
CJPA	Alexander First-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJPB	All Saints Junior-Formula Capital	43	0	43	0	0	0	0	0	0	0	0	0
CJPC	Alwyn Infant-Formula Capital	25	0	25	0	0	0	0	0	0	0	0	0
CJPD	Bisham Primary-Formula Capital	4	0	4	0	0	0	0	0	0	0	0	0
CJPE	Boyne Hill Infants-Formula Capital	11	0	11	0	0	0	0	0	0	0	0	0
CJPF	Braywood First-Formula Capital	90	0	90	0	0	0	0	0	0	0	0	0
CJPK	Cookham Rise Primary-Formula Capital	24	0	24	0	0	0	0	0	0	0	0	0
CJPL	Courthouse Junior-Formula Capital	32	0	32	0	0	0	0	0	0	0	0	0
CJPO	Riverside Primary & Nursery-Formula capital	19	0	19	0	0	0	0	0	0	0	0	0
CJPN	Eton Wick First-Formula Capital	24	0	24	0	0	0	0	0	0	0	0	0
CJPR	Furze Platt Infant-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJPS	Furze Platt Junior -Formula Capital	8	0	8	0	0	0	0	0	0	0	0	0
CJPT	Hilltop First School-Formula Capital	17	0	17	0	0	0	0	0	0	0	0	0
CJPU	Holy Trinity Primary(Cookham)-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJPX	Homer First-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJPY	Kings Court First-Formula Capital	29	0	29	0	0	0	0	0	0	0	0	0
CJQB	St Michaels Primary-Formula Capital	(24)	0	(24)	0	0	0	0	0	0	0	0	0
CJQC	South Ascot Village Primary-Formula Capital	33	0	33	0	0	0	0	0	0	0	0	0
CJQD	The Royal First-Formula Capital	2	0	2	0	0	0	0	0	0	0	0	0
CJQF	Waltham St Lawrence Primary -Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJQH	Wessex Primary-Formula Capital	33	0	33	0	0	0	0	0	0	0	0	0
CJQJ	Woodlands Park Primary-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJQK	Wraysbury -Formula Capital	8	0	8	0	0	0	0	0	0	0	0	0
CJQZ	Manor Green-Formula Capital	30	0	30	0	0	0	0	0	0	0	0	0
CJTW	Cookham Nursery-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJTX	Maidenhead Nursery-Formula Capital	9	0	9	0	0	0	0	0	0	0	0	0
CJTZ	Lawns Nursery-Formula Capital	7	0	7	0	0	0	0	0	0	0	0	0
CJVC	RBWM Alternative Learning Provision	33	0	33	0	0	0	0	0	0	0	0	0
CSDK	S106 Academies and other LEA's	27	(27)	0	0	0	0	0	0	0	0	0	0
CSGQ	Holyport College Expansion	7	(7)	0	0	0	0	0	0	0	0	0	0
Total Schools - Devolved Capital		642	(642)	0	195	(195)	0	195	(195)	0	195	(195)	0

Project	Description of Scheme	2018/19 Approved Incl Slippage			2019/20 First Estimate			2020/21 First Estimate			2021/22 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Law and Governance													
CC96	ICT hardware	0	0	0	20	0	20	0	0	0	0	0	0
CY10	Green Redeem Scheme	26	0	26	26	0	26	0	0	0	0	0	0
CY16	Participatory Budgeting	63	0	63	0	0	0	0	0	0	0	0	0
Total Law and Governance		89	0	89	46	0	46	0	0	0	0	0	0
Total Managing Director Capital Programme		39,480	(16,492)	22,988	18,731	(9,562)	9,169	7,970	(2,785)	5,185	6,260	(2,785)	3,475

Major Capital Cashflows 2019/20 (£000)

	Responsible Officer	Lead Member	Approved	Date	2017/18 £'000	2018/19 £'000	2019/20 £'000
Capital Inflows							
1					125	-	625
2					-	8,119	12,579
3	Russell O'Keefe	Clr Dudley			-	50	8,050
4	Russell O'Keefe	Clr Dudley			-	844	2,707
5	Russell O'Keefe	Clr Bicknell			5	1,270	2,475
6	Hilary Hall	Clr Bicknell			-	155	255
7	Hilary Hall	Clr Bicknell			-	-	1,170
8	Hilary Hall	Clr Bicknell			-	-	145
9	Hilary Hall	Clr Bicknell			-	-	465
10	Hilary Hall	Clr Bicknell			-	438	-
11	Russell O'Keefe	Clr Dudley			-	535	2,165
Total Capital Inflows					130	11,661	31,636
Capital Outflows							
12	Rob Stubbs	Clr Saunders	n/a	n/a	13,336	28,060	20,000
13	Rob Stubbs	Clr Saunders	n/a	n/a	(28,060)	(20,000)	(20,000)
14	Russell O'Keefe	Clr M Airey	Council	Sep-18	700	1,400	3,900
15	Andy Jeffs	Clr S Rayner	Council	Sep-17	-	10,905	22,140
16	Hilary Hall	Clr Bicknell	Council	Feb-17	-	1,400	3,100
17	Rob Stubbs	Clr Saunders	n/a	n/a	30,993	4,946	10,307
18	Russell O'Keefe	Clr Dudley	Council	Jul-18	-	1,592	2,098
19	Hilary Hall	Clr Bicknell	Council	Feb-19	-	653	1,462
20	Hilary Hall	Clr Bicknell	TBA		-	535	2,165
21	Russell O'Keefe	Clr M Airey	Council	Sep-17	198	2,846	-
22	Russell O'Keefe	Clr M Airey	Council	Jul-18	-	6,604	6,604
23	Hilary Hall	Clr M Airey	Council	Sep-17	-	-	1,248
24	Andy Jeffs	Clr M Airey	Council	Feb-18	-	1,300	-
25	Kevin McDaniel	Clr N Airey	n/a	n/a	-	500	500
26	Kevin McDaniel	Clr Airey	Council	Feb-17	-	10,324	-
27						1,850	
28					6,631	4,560	1,500
Total Capital Outflows					23,798	57,475	55,024
Borrowing							
					57,049	57,049	57,049
					0	0	23,388
					57,049	57,049	80,437

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	Positive (watch)	15
Clydesdale Bank	F2	BBB+	Stable	15
HSBC	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	Stable	5
Royal Bank of Scotland	F2	BBB+	Positive	15
Santander UK	F1	A	Positive (watch)	15
Standard Chartered	F1	A	Stable	15
Ulster Bank	F2	A-	Positive	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.				
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
Aberdeen 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

PRUDENTIAL INDICATORS 2017/18 TO 2020/21

The actual figures for 2017/18 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.

	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital Expenditure (£m)	£40.6m	£64.9m	£54.9m	£33.2m
Ratio of financing costs to net revenue stream				
- Non-loan financed	20.9%	22.6%	0.0%	0.0%
- Loan financed	6.5%	5.8%	7.0%	8.5%
Capital Financing Requirement (£m)	106.3	149.3	200.4	228.6

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.

	2017/18	2018/19	2019/20	2020/21
Authorised limit for external debt (£m)	£189m	£173m	£181m	£260m

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

	2017/18	2018/19	2019/20	2020/21
Operational boundary for external debt (£m)	£169m	£152m	£159m	£214m

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 2017/18 to 2020/21 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 2017/18 to 2020/21 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

REVENUE BUDGET MOVEMENT 2018-19 TO 2019-20

Item	2018-19 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Sub Total	Growth inc Demography	Directorate Savings	2019-20 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Managing Director's Directorate	71,019	829	131	(369)	(1,290)	70,320	7,471	(4,784)	73,007
Communities Directorate	3,871	(73)	154	0	0	3,952	2,225	(729)	5,448
Place Directorate	2,889	14	690	369	0	3,962	10	(1,271)	2,701
Estimated cost of service pay inflation	500		(500)			0	300		300
Total Service budgets	78,279	770	474	0	(1,290)	78,233	10,006	(6,784)	81,455
Environment agency	156	3				159			159
Capital financing and interest	5,523		(745)			4,778			4,778
Pensions deficit recovery	2,428	1,589				4,017			4,017
Contributions from balances	5		3,453			3,458			3,458
Net Requirement	86,391	2,362	3,182	0	(1,290)	90,645	10,006	(6,784)	93,867
Special expenses	(1,047)		(47)			(1,094)			(1,094)
Gross Council Tax Requirement	85,344	2,362	3,135	0	(1,290)	89,551	10,006	(6,784)	92,773
Collection Fund - Council Tax (surplus)/ deficit	(1,647)		2,101			454			454
Collection Fund - Business Rates (surplus)/ deficit	2,943		(6,488)			(3,545)			(3,545)
New Homes Bonus	(2,691)				602	(2,089)			(2,089)
RSG and Business Rate Support	(14,095)				(2,217)	(16,312)			(16,312)
Income from Business Rate pilot	(1,272)				1,272	0			0
ST support transition grant	0					0			0
Education Services Grant	(315)					(315)			(315)
Income from trading companies	(160)				(50)	(210)			(210)
Parish equalisation grant	63					63			63
Net Requirement	68,170	2,362	(1,252)	0	(1,683)	67,597	10,006	(6,784)	70,819

TAX BASE 67,618

68,353

Council Tax at band D £933.42**£961.33****Adult Social Care precept** £74.74**£74.74**

SUMMARY MTFP 2019-20 TO 2022-23

Headline					
RPI at Sept of year prior to budget year	3.30%	3.25%	3.25%	3.25%	
CPI	2.40%	2.25%	2.25%	2.25%	
Average contract inflation	1.79%	1.48%	1.49%	1.50%	
RBWM Council Tax %	2.99%	2.99%	2.99%	2.99%	
Adult Social Care Precept %	0.0%	0.0%	0.0%	0.0%	
Council Tax Band D (£.p)	961.33	990.07	1,019.67	1,050.16	
ASC Precept Band D (£.p)	74.74	74.74	74.74	74.74	

Detail					
Line	Description	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000
<i>Managing Director</i>					
1	Base Budget	71,019	73,007	75,451	76,847
2	Inflation	829	560	560	560
3	Service Pressure	7,471	900	900	900
4	FYE/Rev Effects previous year decisions	131	(306)	(64)	64
5	Effect of Grants adjustments	-	-	-	-
6	Use of Better Care Funding(Winter Pressures 19/20)	(476)	476	-	-
7	Social care 19/20 grant	(814)	814	-	-
8	Directorate Savings	(4,784)	-	-	-
9	Inter-directorate transfers	(369)	-	-	-
10	Managing Director Total	73,007	75,451	76,847	78,371
<i>Communities</i>					
11	Base Budget revised following restructure	3,871	5,448	5,015	4,828
12	Inflation	(73)	(74)	(79)	(83)
13	Service Pressure	2,225	-	-	-
14	FYE/Rev Effects previous year decisions	154	41	(108)	30
15	Effect of Grants adjustments	-	-	-	-
16	Directorate Savings	(729)	(400)	-	-
17	Inter-directorate transfers	-	-	-	-
18	Communities Total	5,448	5,015	4,828	4,775
<i>Place</i>					
19	Base Budget revised following restructure	2,889	2,701	2,624	2,370
20	Inflation	14	(171)	(188)	(194)
21	Service Pressure	10	-	-	-
22	FYE/Rev Effects previous year decisions	690	94	(66)	66
23	Effect of Grants adjustments	-	-	-	-
24	Directorate Savings	(1,271)	-	-	-
25	Inter-directorate transfers	369	-	-	-
26	Place Total	2,701	2,624	2,370	2,242
<i>General</i>					
27	General pressures and savings b/f	500	299	(3,505)	(4,138)
28	Pay reward / award	300	400	400	400
29	Reallocation of prior year's pay reward / award	(500)	(300)	(400)	(400)
30	Other pressures	-	250	250	250
31	Insurance budget to be allocated to services	-	-	(100)	-
32	Surplus or (savings) required	(0)	(4,155)	(783)	2,238
33	Total Service Expenditure	81,455	79,584	79,907	83,737

SUMMARY MTFP 2019-20 TO 2022-23

Headline				
RPI at Sept of year prior to budget year	3.30%	3.25%	3.25%	3.25%
CPI	2.40%	2.25%	2.25%	2.25%
Average contract inflation	1.79%	1.48%	1.49%	1.50%
RBWM Council Tax %	2.99%	2.99%	2.99%	2.99%
Adult Social Care Precept %	0.0%	0.0%	0.0%	0.0%
Council Tax Band D (£.p)	961.33	990.07	1,019.67	1,050.16
ASC Precept Band D (£.p)	74.74	74.74	74.74	74.74

Detail					
Line	Description	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000
34	Non Service Costs				
35	Debt Finance cost	5,979	6,638	8,137	6,908
36	Interest on Balances	(54)	-	-	-
37	Revenue Contributions to / (from) Capital	(1,148)	0	0	0
38	Environment Agency Levy	159	162	165	168
39	Pensions deficit recovery	4,017	4,817	5,617	6,417
40	(From) / to reserves	3,458	-	-	-
41	Total Non Service Costs	12,412	11,617	13,919	13,493
42	TOTAL BUDGET COST	93,867	91,202	93,826	97,230
	Support				
43	Business Rate Support	(16,312)	(14,793)	(15,085)	(15,377)
44	Income from NNDR Pilot	-	-	-	-
45	Revenue Support Grant	-	-	-	-
46	Parish equalisation grant	63	63	63	63
47	Transition grant	-	-	-	-
48	Education Services Grant	(315)	(315)	(315)	(315)
49	New Homes Bonus	(2,089)	(1,537)	(1,284)	(1,720)
50	Income from trading companies	(210)	(210)	(210)	(210)
51	Collection Fund - Council Tax (Surplus) / Deficit	454	-	-	-
52	Collection Fund - Business Rates (Surplus) / Deficit	(3,545)	-	-	-
53	Less Special expenses	(1,094)	(1,094)	(1,094)	(1,094)
54	Sub Total Support	(23,048)	(17,886)	(17,925)	(18,653)
55	NET BUDGET REQUIREMENT	70,819	73,315	75,900	78,578
56	Council Tax Base (Band D)	68,353	68,853	69,353	69,853
57	RBWM Council Tax Band D (£.p)	961.33	990.07	1,019.67	1,050.16
58	ASC Precept Band D (£.p)	74.74	74.74	74.74	74.74

JUSTIFICATION OF THE LEVEL OF BALANCES 2019/20

	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	500	10%	50
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
Regulatory risks			
Major planning inquiry	500	60%	300
Borough Local Plan not delivered	500	50%	250
Major data breach	500	50%	250
Capital Risk			
Funding necessary to cover emergency capital project e.g. street lighting, highways, boilers etc	250	50%	125
Savings risks			
Inability to implement fully savings in the medium term	1,000	40%	400
Impact of Service Increases			
Council owned companies or major contractors fail to deliver as per contract	2,000	50%	1,000
Significant Safeguarding Issues	600	40%	240
Withdrawal of PCT funding for Continuing Health care	800	60%	480
Adult Services - Better Care Fund - hospital admissions target missed	500	50%	250
Homelessness - cost of temporary accommodation	500	20%	100
Total of potential risks (unlikely all to coincide)	8,900		
Total Average Risk in Single Year			3,870
Provide for 18 months to enable corrective action			5,810

Subject:	Children's Social Care Budget 2019/20: Sufficiency Analysis
Reason for briefing note:	There are well documented national pressures and trends in Children's Social Care. This note assesses the viability of the proposed budget for placements of children in the care of the local authority.
Responsible officer(s):	James Norris Head of Finance AfC (RBWM)
Senior leader sponsor:	Kevin McDaniel Director of Children's Services
Date:	4th January 2019

www.rbwm.gov.uk

Royal Borough
of Windsor &
Maidenhead**SUMMARY**

1. In 2019/20, it is expected that the net cost of Children's Services will be circa £22.2m. This allows for a net demand-led growth of one additional child in care per month (10% growth over the year) and a range of planned mitigations and savings across the services.
2. The budget has been increased with an investment of £2.6m into the statutory services on a like-for-like basis compared to the budget for 2018/19. This level of investment is prudent in light of local growth trends in 2018, without being over-cautious.
3. The placement cost forecast consists of two elements: the cost of the known, existing cohort and the potential growth in demand. Without mitigating actions, the existing cohort forecast is £7.5m and the growth demand is estimated at £0.7m, leading to a total forecast cost of circa £8.2m. This represents 37% of the total budget and contains a level of volatility and is thus a significant risk to the overall Children's Services budget.
4. The revised assumptions which underpin the placement budget, including volume trends and unit costs are set out in table 2. For both volume and cost drivers, the paper identifies the mitigating strategies that the council is using to maintain this budget position and drive in year savings of £0.36m (4.4%) against the forecast. These include:
 - continuing to seek more local provision for children;
 - developing short-term interventions that reduce the level of need more quickly;
 - continuing to seek increased buying power across AfC; and
 - increased use of framework arrangements for cost stability.
5. This analysis indicates the net planned placement budget is sufficient to meet the current demand and a prudent growth equivalent to one child per month year into care during 2019/20. In addition to the AFC controlled budget, the RBWM Commissioning team hold a further £0.9m, part of which is expected to be spent across Children's services in response to the actual growth in demand.

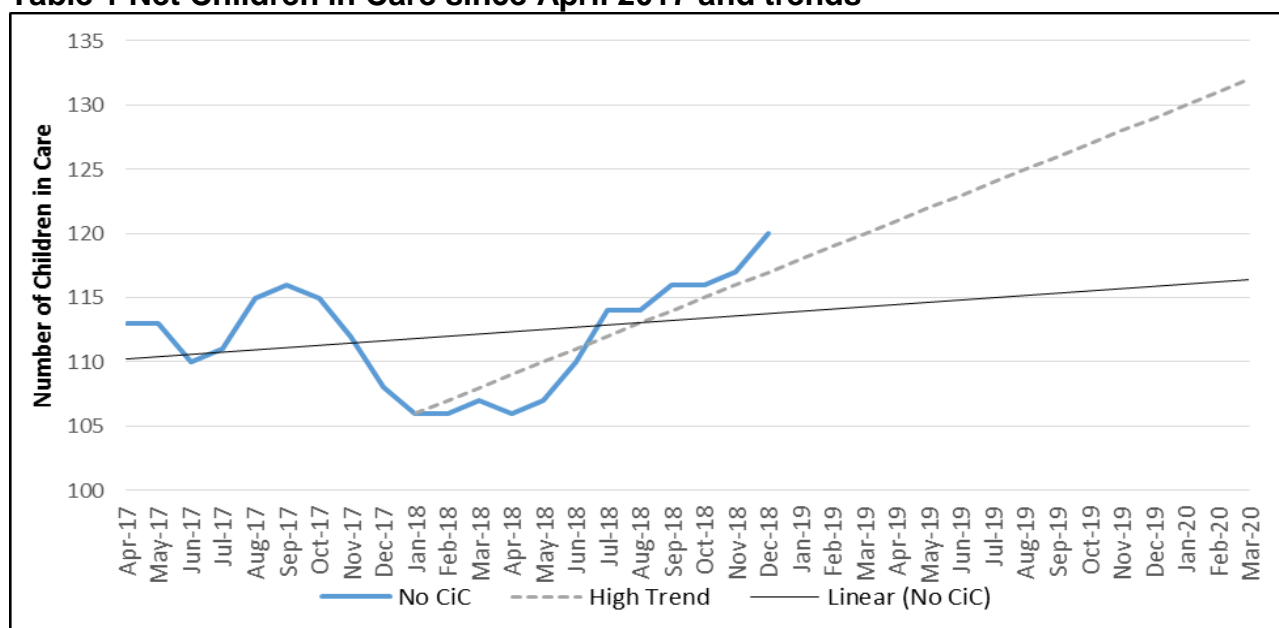
1 BACKGROUND

- 1.1 In addition to the overall national upward trends in the total number of children in care, there is a further trend for young people to have more complex needs which has led to higher value packages of support. This appears to be a reflection of improved assessment work which identifies more of the underlying components of a young person's needs. This adds to the variability in placement costs. In RBWM during 2018/19, the highest weekly fee was £7,250 for a 20 week placement, with a total cost of £145,000. The estimates for 2019/20 indicate five young people (4% of the cohort) for whom the annual cost is likely to be above £250,000 each. Taking the overall cohort and the wide range of provision, the calculated average annual cost per child in care was £67,000 and this figure will be used in later calculations.
- 1.2 The mixture of placement types impacts the overall cost, with local foster carers representing the best value for money. At the end of November 2017, 35% (39/112) of young people were placed locally and that has remained the same at 35% (43/117) to November 2018. Achieving for Children have been required by Ofsted to establish Independent Fostering Agency (IFA) arrangements which are now in place and renewed recruitment activity is expected to contribute towards a shift in this percentage in due course, with a financial gain from 2020/21.

2 DEMAND ANALYSIS

- 2.1 Any analysis of the net Children in Care numbers and associated trends cannot be exact as it is impacted by a range of factors from the national demand trends to the implications of new ways of working within local services. Table 1 shows the variability within the Royal Borough's numbers since April 2017 (solid thick blue line). The number of Children in care as at 17th December 2018 was 120, excluding four Unaccompanied Asylum Seekers (UASC) over the age of 16 who arrived directly in the borough and receive financial support.
- 2.2 Table 1 shows two trend lines. The thin grey line is a simple linear trend based on the whole dataset. This clearly underestimates the trend in 2018. The dotted grey line shows the linear trend for 2018. This indicates a recent net growth of the children in care number of one each month. This is in line with the second half of 2018 actual data.

Table 1 Net Children in Care since April 2017 and trends



2.3 In 2018 there has been a net growth of 14 young people coming into our care during the year. It is reasonable therefore to plan for that trend to continue as a budget planning assumption given the continuing national increase in numbers of young people coming in to the care system.

3 BUDGET ASSUMPTIONS AND SUFFICIENCY

- 3.1 During 2018/19, the unmitigated pressure on the Children's Services budget was been estimated at £3,256,000 including further demand to March 2019. Through a series of management actions within Children's Services, that pressure is expected to reduce by £856,000 to £2,400,000 which leaves a forecast outturn position of £22.2m for the year 2018/19.
- 3.2 Within the Children's services budget, the external cost of placements have been modelled on the current cohort who it is assumed will follow the care plans, remaining in their current provision unless noted otherwise. The current cohort is set out by type and volume in table 2. The placement budget has been forecast using the following assumptions on top of the current dataset:
- *Current placements will run to their planned duration.* With increased focus on end-goal planning with young people, there is increased certainty in these placements and the timescales attributed within the forecast. Placement durations vary from 52 weeks with foster carers to 38 weeks for some residential provision.
 - *Placements with Education provision have been budgeted at a 60:40 ratio Education:Social care.* This has been an arbitrary allocation historically, however it will be reviewed for 18-25 year old young people with special needs as this may not be realistic in this emerging sector.
 - *An inflationary increase has been set at 2% on all Residential & Independent Fostering placements,* compared to the September 2018 CPI of 2.4%. There are very few current arrangements with contractual inflation commitment and we have been reasonably successful in holding prices for continuing placements and therefore consider this a prudent assumption. Some local authorities apply the inflation figure to all placement costs including foster carers and special guardianship arrangements: RBWM prefers to review and renegotiate fees and has done that in 2018 with the IFA arrangements.
- 3.3 Overall the estimated cost of payments for the *current* cohort for 2019/20 is £7,512,000 as set out in table 2. This includes provision for Children in Care to the age of 18, care leavers to the age of 25 and young people with disabilities to the age of 25. The council also makes payments to support special guardianship orders which prevents a child coming into care but being looked after by someone other than their birth parents.
- 3.4 Table 2 models the average weekly cost and the estimated annual budget based on the individual cases.

Table 2: Placement cost model at December 2018

Provision Type	Children	Ave weekly cost (£)	Est annual budget (£,000)
Care Leavers	17	585	500
UASC Over 18	6	550	172
UASC Under 18	9	864	225
Residential	12	3,939	2,465
Residential CYPDS	7	1,782	743
Independent Fostering Agencies	30	852	1,594
Inhouse Fostering	63	374	1,221
Residence Order	13	129	87
Special Guardianship Order	52	187	505
Estimated base cost			7,512

- 3.5 When estimating potential growth, we have excluded post 16 UASC young people as they attract a degree of additional, direct funding from Government. This includes the four who arrived together in December 2018.
- 3.6 As set out in 2.3 if we assume a net increase of 14 young people in the year and take the existing ratio of needs, we can split this as 12 young people with average needs and two with high needs. However it is not realistic to assume all of these young people arrive at the same time and are supported for the entire year. A simple linear arrival of the young people allows a simple calculation of cost.
- 3.7 The growth in the cost to support the expected growth in children in our care is thus calculated as six young people at the average annual cost of £67,000 and one at a typical high cost of £250,000. This leads to a provision of £652,000 for the reasonably expected growth.
- 3.8 The expected expenditure on placements in 2019/20 is thus estimated at £8,164,000 without any mitigating actions. The service budget for 2019/20 includes further efficiencies in the delivery of social care services for children. This includes £360,000 (4.4%) from driving down the cost of placements for the existing cohort of children in care which leads to a net budget requirement of £7,804,000.
- 3.9 The placement budget has been increased by £2.1m to £7.5m, compared to 2018/19. As a result the expected demand can be met by the placement budget and £0.3m (33%) from the commissioning growth fund held by the RBWM Commissioner.

- 4.1 The known risk is the delivery of the in-year savings relating to placements. The service strategy is to drive down long-term financial cost by:
- Seeking family reconciliation as a lasting outcome.
 - Separating the cost of placement care from the costs of therapy. Therapy to be commissioned on as required so we only pay for interventions that have a planned outcome when the young person is likely to be ready, rather than paying to "just have them available" at a setting.
 - Maintain a focus on reducing the time it takes for a young person to secure a long-term outcome. This is the key focus for good outcomes for children.
 - Seek to limit the use of voluntary arrangements (called Section 20) which arise when parents say that they can no longer care for their children through increased family support. The council has the discretion to charge families in this circumstance, and have re-confirmed the policy in our fees and charges arrangements.
 - Driving recruitment to the new IFA arrangements developed by AfC.
 - Further commissioning capacity has been built into the budget to seek out and negotiate better long term prices.
 - Develop local residential provision which is focused on short-term intervention and movement to local carers or back home (not included in budget and subject to consultation).
 - Consider consortium arrangements with other local authorities to secure increased supply of places (not included in proposed budget) on a risk/reward basis.
- 4.2 We are in the second year of transferring 18-25 year olds who are still capable of learning from Adults to Children's services. There is a risk that this cohort grows more quickly than expected. While the Dedicated Schools Grant covers education costs, there is social care costs which transfer from Adult to Children's services.
- 4.3 The forecast methodology does not attempt to estimate the arrival of a large group of under 16 year old UASC children as this has not occurred in the last three years.
- 4.4 The forecast methodology assumes that the government's current position on taking UASC young people from other LA areas remains voluntary in 2019/20 and therefore does not include any growth. To meet the 0.07% of population threshold currently used, we would need to accept 4-5 more young people and incur more costs.

Subject:	Car parking fees and charges - 2019/20
Reason for briefing note:	To set out the proposals for car parking fees and charges for 2019-2020
Responsible officer(s):	Ben Smith, Head of Commissioning - Communities
Senior leader sponsor:	Hilary Hall, Deputy Director Strategy and Commissioning
Date:	11 January 2019

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Royal Borough
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SUMMARY

The Royal Borough operates 46 car parks, of which 28 generate income. The 2018-2019 income budget for car park daily tariffs, pay by phone and season tickets is £8,647,000 and the draft base budget for 2019-2020 increases the target for parking income by 3.3% in line with inflation. In addition, in 2018-2019, there is an in-year projected shortfall in parking income of £800,000. A set of tariffs across the council's income generating car parks has, therefore, been developed that would meet the base budget requirements for 2019-2020 and offset the shortfall in 2018-2019.

1 BACKGROUND

- 1.1. The Royal Borough operates 46 car parks, of which 28 generate income, including the Coach Park, Windsor. The 2018/19 income budget for car park daily tariffs, pay by phone and season tickets is £8,647,000 and the draft base budget for 2019-2020 increases the target for parking income by 3.3% in line with inflation.
- 1.2. In 2016, the Royal Borough carried out a benchmarking exercise of parking tariffs. Like for like car parks were matched in Bracknell, Reading, Slough and Wokingham, along with tourist areas such as Bath and York. This exercise showed that in the majority of cases, the Royal Borough's tariffs were significantly lower than its competitors. Therefore, as part of the 2017/18 budget setting process, an increase was agreed which took charges 25% closer to the benchmarked amounts. As part of the 2018/19 budget setting process, a further increase was agreed which took charges a further 50% closer to the benchmarked amounts.

2 DETAILS

Current position

- 2.1 Despite the increase in parking charges effective April 2018, an in-year pressure of £800,000 has been projected, comprising a range of one-off items (£231,000) and underachievement of parking revenue (£569,000). Analysis of the projected unachieved income is attributable to the following factors:
 - There has been a significant **increase in the take up of the Advantage Card rates** since 1 April 2018 of around 5%. Based on the corresponding period last year, there has been a 2% shift in Maidenhead (28% of overall usage compared to 26%) and in Windsor a 6% shift (22% of overall usage compared to 16%). The differential between discounted Advantage Card tariffs and the standard tariffs range from an average discount in Victoria Street, Windsor of 67% to an average at the Magnet Leisure

Centre of 18%. The uplift in usage of Advantage Card tariffs between 2017/18 and 2018/19 has contributed towards reduced income of between £150,000 and £200,000.

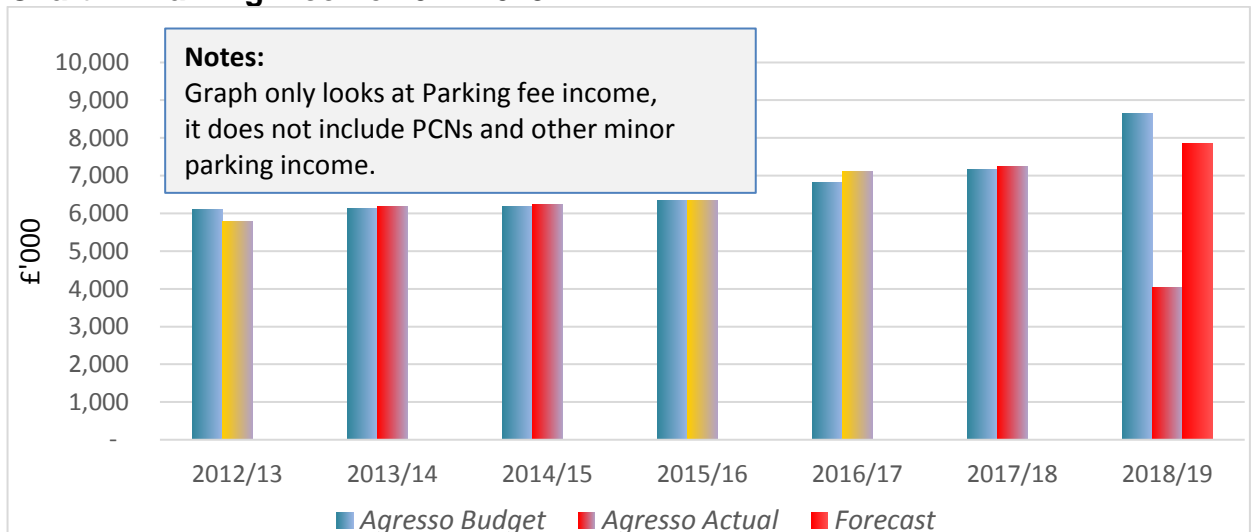
- Overall **usage in car parks in Maidenhead is down** by 17% on the same period last year. There is also a far more modest decline in the footfall figure of 2.6%. Examples include Nicholsons where usage is down by 22% and income reduced by 10%, and Hines Meadow where usage is down by 13% and income reduced by 3.5%. In addition, Windsor is experiencing an average reduction in usage of 15% with an increase in income of 2%.
- **Increased season ticket sales on certain car parks** which negatively impact on daily charge income. The financial benefits of purchasing a season ticket against paying the daily charge are now significant, for example: a season ticket at Romney Lock, Windsor is £1,075 per annum which equates to £4.80 per day based on 225 days usage per year, against the daily charge of £8.00. There has been an overall shift from daily charges to season ticket sales, primarily in Windsor, of 6%.

2.2 The proposals for 2019-2020 car parking tariffs, therefore, need to address the current shortfall being experienced and meet the budgeted target for 2019/20.

Target and income projections

2.3 Analysis of the period 2012-2019 indicates that parking income has broadly met target each year, see chart 1 (actuals for 2018-2019 to end of Q2). It was, therefore, realistic to assume that a reasonable increase in car park charges, outlined in point 1.2, would not have a detrimental impact on usage. However, this is not the projected position for 2018-2019 and a shortfall of £800,000 is anticipated, see point 2.1.

Chart 1: Parking income 2012-2019



2.4 A revised income budget for parking income has been worked up and included in the base budget build for 2019-2020 with a target of £8,941,000 which includes inflation of 3.3%. Together with the estimated shortfall of £800,000, this requires an increase in charges to generate an additional £1,000,000, see table 1 for breakdown.

Table 1: Summary of income requirements

	£000
Income budget 2018-2019	8,647,000
Plus savings proposals 2019-2020	600,000
Plus inflation @ 3.3%	334,000
Less additional parking funding	640,000
Revised budget 2019-2020	8,941,000
Projected income based on 2018-2019	8,054,000
Additional income required to meet target	887,000
Income expected from 2019-2020 tariffs	1,042,000

Car park tariffs for 2019-2020

- 2.5. The proposed parking tariffs for 2019-2020 are set out in the fees and charges schedules. The proposed tariffs, assuming usage figures based on 2018-2019, will secure £1,042,000 in income. A minimum first tariff of £1 has been applied and the evening charging period will commence at 6pm rather than 7pm.
- 2.6. The increases do not increase existing Advantage Card tariffs and Advantage Card discounts have also been applied to all tariffs over three hours, excluding season tickets.
- 2.7. In projecting the likely income increase, reduced usage figures have been applied to individual car parks based on the volumes in 2018-2019. It is recognised that additional tariff charges may impact negatively on the number and usage patterns of paying car park users. Where an increase in usage is shown, for example Nicholsons, Magnet and West Street, the corresponding impact on income is negated by a decrease in the number of full paying users, balanced against an increase in Advantage Card users.
- 2.8 There is significant regeneration activity planned for Maidenhead which will impact on parking provision in the town. The likely impacts in 2019-2020 include:
- Town Hall car park is due to close in Q1 2019-2020 with an annual income loss of £25,000.
 - Magnet car park is due to be extended by 105 spaces in Q4 2018-2019. If this is used for staff parking, with public parking at evenings and weekends, this could generate an annual income gain of £25,000 and if used for public parking at all times, this could generate an annual income of £90,000.
 - Braywick car park is due to be extended by 240 spaces in Q4 2018-2019 and this could generate an annual income gain of £10,000.
 - York House car park is due to reopen in Q4 2018-2019 with around 61 spaces available for public parking at evenings and weekends. This could generate an annual income of £10,000.
- 2.9 All of these reductions/increases have been included in the projections and factored into the proposed tariffs.

Season tickets

- 2.10 The most advantageous financial position is for car parks to be full and predominantly used by motorists paying the daily charge. If this is not the case, it is preferable to encourage use by any users, for example season ticket holders, rather than retain empty spaces. Additional season tickets have been sold at Stafferton Way and Hines Meadow following the increase of the ceiling for season ticket sales. A revised arrangement with a local business for dedicated parking is being pursued which will generate additional income and this is factored into the 2019-2020 mitigations.

2.11 Additional season ticket sales will be detrimental to income if spaces are used by season ticket holders rather than daily rate parkers, see table 2.

Table 2: Comparison of income for season tickets and daily rates

Car park	Indicative annual season ticket income *	Comparable daily charge for a season ticket holder	Indicative annual daily rate income *	Daily rate
Hines Meadow	£90,000	£3.46	£208,000	£8.00
Nicholsons	£155,000	£5.96	£312,000	£12.00
Stafferton Way	£87,500	£3.36	£182,000	£7.00

* based on 100 season tickets

2.12 Further sales of season tickets would, therefore, require the release of short stay spaces which reduces income. The only opportunity to generate income in this manner is to identify unused space/spare capacity which could be sold. This is likely to be negligible in terms of volume but will be considered as part of the overall parking programme for the town centre, linked to regeneration activity.

Other impacts

2.13 Other impacts for 2019-2020 include:

- Maidenhead Station Approach car park is due to close Q2 2019-2020 with the loss of 80 spaces. 50 spaces must be re-provided elsewhere by the Royal Borough as part of the agreement for the station forecourt project. If provided in Stafferton Way, this would create an annual income loss of £60,000. It should be noted that £60,000 is the gross value of 50 spaces in Stafferton Way car park and no allowance has been made for parking being displaced and paying to park elsewhere or spare capacity being available. This change has not yet been agreed and negotiations are in progress.
- Nicholsons (Broadway) MSCP is due to close late in Q4 2019-2020 with an annual income loss of £1,000,000. The impact of this will need to be factored into fees and charges / budget setting for 2020-2021.
- There is the potential for temporary parking of 80 spaces from Q2 2019-2020 on the Landings – this could generate income of approximately £50,000.

2.14 The financial impact in 2019-2020 of these impacts, if any, has not been included in the proposed tariffs as there remains uncertainty as to the timing of their delivery.

3 RISKS

3.1 A prudent approach has been taken to setting the tariffs for 2019-2020 taking account of the usage figures in 2018-2019. However, the risk remains that usage continues to reduce and there are further increases in Advantage Card use. This will continue to be robustly monitored on a monthly basis.

3.2 In addition, an independent review of the current parking operation has been commissioned through NCP. Detailed data analysis is underway and a report/proposal is expected in January 2019. This is likely to identify opportunities for increased marketing activity, greater use of technology and advertising in car parks.

Subject:	Optalis savings forecast and investment strategy
Reason for briefing note:	To provide an update on the adult social care finance strategy 2016-2020 and the details of the operational adult social care savings for 2019-2020
Senior leader sponsor:	Hilary Hall, Deputy Director Strategy and Commissioning and Angela Morris, Joint Director of Adult Social Care

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Royal Borough
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Maidenhead

SUMMARY

This paper provides an update on the adult social care finance strategy since 2016 which sets out the additional resource allocated to adult social care over the last three years and its allocation, together with details of savings agreed with Optalis for 2019-2020.

1 BACKGROUND

- 1.1 Since 2016-2017, additional resource for adult social care has been made available through various means, including the option to apply a precept through the council tax, Improved Better Care Fund funding and adult social care grants, including winter pressures funding. The Royal Borough has used the new resource to invest in services, see table 1, which also shows that the council has maintained investment in those services, in excess of the new resource.
- 1.2 All adult social care services were transferred to Optalis Limited on 3 April 2017, together with the workforce of around 280FTE. Optalis Ltd is a local authority trading company wholly owned by the Royal Borough and Wokingham Borough Council. The contract for the Royal Borough for the delivery of adult social care services is £33,000,000. Savings on this contract of £250,000 for 2019-2020 have been agreed with Optalis.

2 DETAILS

- 2.1 The total amount of new funding for adult social care since 2016 totals £20,716,000. This includes three years of precept through council tax, and three years of Improved Better Care Fund funding. In addition, the Royal Borough has received one off grants from Government, particularly for winter pressures, totalling £1,739,000. In the same time period, the Royal Borough allocated a net £21,391,000 to adult social care activities – which is £675,000 in excess of the new resource.
- 2.2 Table 1 shows that in each of the three years, adult social care has also secured savings and in 2019-2020, savings on the contract with Optalis in the sum of £250,000 have been agreed, see table 2 for the detail.

Table 1: Summary of Adult Social Care Finance Strategy 2016-20

Note: figures are shown on a cumulative basis

Ref		2016/17	2017/18	2018/19	2019/20	2016/20			
		Precept / Grant	Precept / Grant	iBCF Funding	Precept / Grant	iBCF Funding	Precept / Grant	iBCF Funding	Totals
RESOURCE		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Year 2016/17 precept: 2% - see note 1	1,200	1,200		1,200		1,200		4,800
2	Year 2017/18 precept: 3% - see note 2		1,850		1,850		1,850		5,550
3	Year 2018/19 precept: 3% - see note 2				1,900		1,900		3,800
4	Improved Better Care Fund			1,370		1,654		1,803	4,827
5	Adult Social Care Grant		489		298				787
6	Winter Pressures Funding (non-recurring)				476		476		952
7	Additional Social Care Funding (one-off) – see note 3						0		0
	Total new resource	1,200	3,539	1,370	5,724	1,654	5,426	1,803	20,716
ALLOCATION									
8	2016/17 Service Growth	3,600	3,600		3,600		3,600		14,400
9	2017/18 Demography – see note 4		194	556	750		750		2,250
10	2018/19 Demography				750		750		1,500
11	2019/20 Demography						543	207	750
12	National living wage – see note 5			200	18	382		600	1,200
13	Nursing care home places – see note 6			260	476	790	476	390	2,392
14	Additional four social work staff – see note 7			154		154		154	462
15	Public Health – see note 8					128		252	380
16	New initiatives to reduce DTOCs – see note 9			200		200		200	600
17	Optalis – Management		533		533		533		1,599
18	Inflation, Insurance, Apprenticeship levy etc.		700		1,400		2,100		4,200
19	2017/18 In Year Mitigations – see note 10		-178		-396		-526		-1,100
20	2016/17 Savings	-561	-561		-561		-561		-2,244
21	2017/18 Savings		-1,089		-1,089		-1,089		-3,267
22	2018/19 Savings				-331		-331		-662
23	2019/20 Savings – see note 11						-1,069		-1,069
	Total allocation	3,039	3,199	1,370	5,150	1,654	5,176	1,803	21,391
	Excess of allocation over new resource	1,839	-340	0	-574	0	-250	0	675
	Cumulative additional funding from Council	1,839	1,499		925		675		
NOTES									
1	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. The Royal Borough chose to add the full increase of 2%.								
2	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. The Royal Borough have chosen to do this by adding 3% in 2017/18; 3% in 2018/19 and 0% in 2019/20.								
3	Additional social care funding of £813k not yet allocated as it can be used for either Adults or Children's Services.								
4	Estimate based on national population projection for older people and adults under 65, known as POPPI & PANSI data.								
5	Estimate of increase in NLW from £7.20 to £9.00 by 2020 as required by national target to be 60% of median earnings by that year.								
6	Increase nursing dementia beds to support reduction in Delayed transfers of care. Cost of transition from residential & nursing care to dementia nursing will increase costs in 2018/19.								
7	Posts required to meet current demand levels.								
8	Reductions in grant as notified by Department of Health. Public Health grant funds services such as Drugs & Alcohol services, sexual health services, and smoking cessation.								
9	Being used to fund additional staff to assist with delayed transfers.								
10	Reduction in allocation due to identification of in year mitigation savings.								
11	Savings currently included in the medium term plan to be agreed at Council in February 2019.								

Table 2: Optalis savings proposals

	Item	Amount
1.	Physical Disabilities and Older People team – vacancy factor	£80,000
2.	Provider services – vacancy factor	£50,000
3.	Delete vacant post	£30,000
4.	Remove serious case review budget	£40,000
5.	Review agency spend	£50,000
	TOTALS:	£250,000

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Agenda Item 7

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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