

This agenda may contain sensitive personal data and therefore the contents should not be shared with anyone. If you have any questions, please contact the clerk or Monitoring Officer.

NOTICE
OF
MEETING

www.rbwm.gov.uk



**CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY
PANEL**

will meet on

THURSDAY, 31ST JANUARY, 2019

at

6.30 PM

in the

DESBOROUGH 4 - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE CULTURE AND COMMUNITIES OVERVIEW AND
SCRUTINY PANEL

COUNCILLORS GERRY CLARK (CHAIRMAN), CARWYN COX (VICE-
CHAIRMAN), JUDITH DIMENT, SAYONARA LUXTON, JULIAN SHARPE,
SHAMSUL SHELM AND CLAIRE STRETTON

SUBSTITUTE MEMBERS

COUNCILLORS HASHIM BHATTI, MOHAMMED ILYAS, JOHN LENTON,
ASGHAR MAJEED, MARION MILLS, GARY MUIR AND JOHN STORY

Karen Shepherd – Service Lead - Governance

Issued: Wednesday, 23 January 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 **Shilpa Manek** 01628 796310

Accessibility - Members of the public wishing to attend this meeting are requested to notify the clerk in advance of any accessibility issues

Fire Alarm - In the event of the fire alarm sounding or other emergency, please leave the building quickly and calmly by the nearest exit. Do not stop to collect personal belongings and do not use the lifts. Do not re-enter the building until told to do so by a member of staff.

Recording of Meetings –In line with the council's commitment to transparency the public part of the meeting will be audio recorded, and may also be filmed and broadcast through the online application Periscope. If filmed, the footage will be available through the council's main Twitter feed @RBWM or via the Periscope website. The audio recording will also be made available on the RBWM website, after the meeting.

Filming, recording and photography of public Council meetings may be undertaken by any person attending the meeting. By entering the meeting room you are acknowledging that you may be audio or video recorded and that this recording will be in the public domain. If you have any questions regarding the council's policy, please speak to the Democratic Services or Legal representative at the meeting

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
1.	<u>WELCOME</u>		
2.	<u>APOLOGIES OF ABSENCE</u>		
3.	<u>DECLARATIONS OF INTEREST</u>		5 - 6
4.	<u>MINUTES</u> To Consider and Approve the minutes from 13 November 2018.		7 - 12
5.	<u>BRAYWICK LEISURE CENTRE</u> Julian Bullen to provide an update on the Braywick Leisure Centre.		Verbal Report
6.	<u>OAKS LEISURE CENTRE</u> Kevin Mist to provide an update on the Oaks Leisure Centre.		Verbal Report
7.	<u>BUDGET 2019/20</u> To comment and agree recommendations as set out in the Cabinet report.		13 - 108
8.	<u>WORK PROGRAMME</u> Panel to discuss and amend the work programme if necessary.		109 - 110
9.	<u>DATES OF FUTURE MEETINGS</u> Panel Members to note the dates of future meetings: Tuesday 19 February 2019 Monday 15 April 2019		
10.	<u>LOCAL GOVERNMENT ACT - 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 the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act".		

PART II - PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>WARD</u>	<u>PAGE NO</u>
11.	<u>BUDGET REPORT - APPENDIX T</u> To consider the report and make recommendations to Cabinet. <i>(Not for publication by virtue of Paragraph 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>		111 - 112

This page is intentionally left blank

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.***

This page is intentionally left blank

Agenda Item 4

CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

TUESDAY, 13 NOVEMBER 2018

PRESENT: Councillors Gerry Clark (Chairman), Sayonara Luxton and Julian Sharpe

Also in attendance: Councillor Samantha Rayner and Julian Bullen

Officers: Andy Jeffs, Angela Gallacher, Shilpa Manek, Kevin Mist, Paul Noakes, David Scott and Christopher Wheeler

WELCOME

The Chairman welcomed all to the meeting.

APOLOGIES OF ABSENCE

Apologies for absence were received from Councillors Cox, Diment, Shelim, Stretton and Beer.

DECLARATIONS OF INTEREST

Councillor Clark declared an interest in item 6 as he was a Non-Executive Director of Optalis.

MINUTES

The Panel Unanimously Agreed that the Minutes of the meeting on 24 September were a true and accurate record.

RESOLVED UNANIMOUSLY: That the order of business as detailed in the agenda, be amended.

BRAYWICK LEISURE CENTRE

The Panel were shown drone footage from the end of October, of the Braywick Leisure Centre site and progress being made on the build and some even more recent photographs.

Julian Bullen and Kevin Mist updated the Panel, informing them that the site had been further progressed in the last few months. Other points highlighted included:

- The tree being retained to the front of the centre in the car park had been protected and looked after
- The top soil and sub soil material removed from the whole site to enable the archaeological surveys to be completed, was being reused in other areas of the site.
- The top soil was also being reused with some will be provided to the school.
- The first 240 parking bays were being handed over in February 2019.
- The path to the cemetery was being established.
- The new car parking could be used for the cemetery.
- Excavation of the former land fill area under the new building, and the decontamination completed with everything that could be recycled having been, all hazardous material had been removed.
- The energy consumption was going to be 75% less than the current Magnet due to greatly improved insulation and use of much more modern technology.

- Progress on site had benefited from the dry weather, so good progress was being made.
- The budget was on target.

ANNUAL REPORT ON COMMISSIONED SERVICES

The Chairman informed the Panel that the Annual Report on Commissioned Services had been circulated before it was presented to Cabinet. No comments had been received from the Panel.

Chris Wheeler, Strategic Asset Management Principal, was present at Panel to answer any specific members that the Panel had. Points raised by the Panel included the following:

- All contracts were set up differently with meaningful indicators and measures against them. These were monitored against on a monthly basis.
- Whilst all the indicators were not benchmarked against other local authorities, RBWM did take part in a benchmarking exercise with 113 other local authorities. The comparison through this benchmarking indicated that RBWM did perform very well against other unitaries and other local authorities.

Two specific points were highlighted by the Panel Members, they were as follows:

- Councillor Luxton asked if there was more budget for street lighting in school areas, especially referring to Broomhall Road in Ascot/Sunningdale area as she felt the route to school was not lit well enough in this area. Chris Wheeler asked for further details to enable him to look into the possible options.
- Councillor Clark asked about a tactile surface on a crossing in Cookham and a local resident suggesting that it had been installed in an incorrect way. Chris Wheeler would ask an engineer to contact Councillor Clark to advise and review.

The Panel commented that a lot of good work was being carried out.

LIBRARY & RESIDENT SERVICES UPDATE

Angela Gallagher, Library and Resident Contact Lead, updated the Panel on the Phone Performance (100 Day Action Plan). Angela Gallagher had been in charge of this area since April 2018. When she took over the starting point was 50-60% and the target was 80%. To reach the target point, Angela Gallagher developed the 100 day telephony action plan. In order to follow the action plan, Angela Gallagher followed the following steps:

- Set the target and let everyone know the target.
- Get buy-in from senior management.
- Recruit new staff and train existing staff.
- Changed rota to work around peak times.
- Working with services assisting in achieving their goals.
- Get staff feedback.
- Close project.
- On 25 October, the 80% target was reached.

Angela Gallagher informed the Panel that a customer satisfaction survey was currently being carried out and one was carried out every quarter.

Paul Noakes, Digital Support Improvement and Performance Team Leader, updated the Panel on current projects. These included the following:

- Cookham Library
 - Self Service option available

- New shelving for adult fiction books
- New wow panels to display stock.
- New smaller staff pod.
- New wall feature to display new stock.
- Eton Library
 - Installation of new heating.
 - Library has been decorated.
 - Self Service option available.
 - New smaller staff pod.
 - Replacing carpet after Christmas.
- Datchet Library
 - Self Service option available.
 - New smaller staff pod.

The new container library was in its final stages of build. The builders were visiting to finalise the internal layout and shelving on 22 November. The vehicle would be delivered in the first week of December and it would visit all the sites before Christmas. The container library could also be used to pay council tax and renew blue badges.

Other projects included cleaning and removing of limescale from the Maidenhead Library main entrance and then the balcony. The internal flooring for the children's area was being replaced, matching and coordinating with the surroundings. At the Old Windsor library, the extension was going ahead and installation of toilets and a kitchen area. Two new public computers for children were being added.

Andy Jeffs, Executive Director, informed the Panel that discussions were taking place with Sunningdale Parish Council to offer the old container library permanently and open for longer hours. The new container library if provided as now would only be open on Friday, Saturday and Sunday. If the old container library was parked there it would not take up any car parking spaces under current proposals.

Q1 PERFORMANCE MANAGEMENT REPORT

Andy Jeffs, Executive Director, updated the Panel on Q1 of the Performance Management Report. The Panel were informed that nine of the ten measures had been met or exceeded, The data for one of the targets had not been available for the report due to a change in ownership of the grounds maintenance company. The Panel were asked to note that some of the 2018/2019 targets remained the same as in 2017/2018 and these still remained challenging.

Councillor Sharpe pointed out that in the south of the borough, the parish councils looked after the grounds maintenance.

The Chairman pointed out that there was no indication of how well the grant funding was looked after and managed. David Scott explained that having increased the funding available for Community Grants the Borough with effect last fiscal year, the Borough was keen to ensure more organisations were being successful in being awarded grants, hence the PI to look at the numbers of organisations awarded grants during the year, and the PI confirmed this was being achieved. It could be looked into further on how to report performance on the impact of the grants awarded if this was considered a preferred measure.

OAKS LEISURE CENTRE

Kevin Mist, Directorates Project Lead, updated the Panel on the Oaks Leisure Centre. A presentation had been presented to both parish councils. The Oaks Leisure Centre would operate at the same time as school and an additional one hundred parking spaces would be available on site. A pre-planning meeting had taken place and comments on the design and bulk of the proposed building had been made. Both parish councils had liked the design and

had wanted the application to go ahead. Three local exhibitions had been done and very positive feedback had been received, the full report would be included in the planning application. A letter had been sent to all residents and it would feature in the next ATRB.

It had also been presented to the Lead Member of Finance and Culture and Communities and had got budget to go to RIBA Stage 3, to be ready to submit a planning application. No approval had yet been agreed for further capital.

The Chairman suggested larger panels on the frontage as this may make the building look smaller.

WORK PROGRAMME

The following changes were requested on the Work Programme:

24/31 JANUARY 2019

REPORT	AUTHOR
Braywick Leisure Centre	Julian Bullen
Oaks Leisure Centre	Kevin Mist
SportsAble - End of Year One SLA (if 31 st Jan only option 2)	David Scott
Work Programme	Panel clerk
TASK AND FINISH	
None	

19 FEBRUARY 2019

REPORT	AUTHOR
Braywick Leisure Centre	Julian Bullen
Oaks Leisure Centre	Kevin Mist
SportsAble Annual Report – end of year one of new SLA option 1	David Scott
Work Programme	Panel clerk
TASK AND FINISH	
None	

15 APRIL 2019

REPORT	AUTHOR
Braywick Leisure Centre	Julian Bullen
Oaks Leisure Centre	Kevin Mist
Site Visit to a Windsor Leisure Centre Facility	Kevin Mist
Work Programme	Panel clerk
TASK AND FINISH	
None	

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

REPORT	AUTHOR
Site Visit to a Braywick Leisure Centre Facility	Kevin Mist
Site Visit to a Oaks Leisure Centre Facility	Kevin Mist

Cultural & Community opportunities and aspects linked with the Redevelopment of Ascot High Street and the South of the borough (Suggested by Cllr Sharpe)	David Scott

DATES OF FUTURE MEETINGS

The Panel noted the future meeting dates.

The meeting, which began at 6.50 pm, finished at 8.00 pm

CHAIRMAN.....

DATE.....

This page is intentionally left blank

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

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.

Additional: £0.0m	Reported Forecast in 1819	Total Change Budgeted in 1920
	£'000	£'000
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 - (Communities and Managing directorates detail only)
- Appendix D - Fees and charges – (Communities and Managing directorates fees and charges only)
- Appendix E - Growth/Savings – (Culture and Communities only)
- Appendix F - Parish precepts – (Corporate O&S only)
- Appendix G - Capital strategy – (Corporate O&S only)
- Appendix H - Capital programme summary – (Corporate O&S only)
- Appendix I - Capital programme detail – (Communities and Managing directorates only)
- Appendix J - Major capital schemes to come forward - Capital cashflow - (Corporate O&S only)
- Appendix K - Lending list – (Corporate O&S only)
- Appendix L – Prudential indicators – (Corporate O&S only)
- Appendix M - Budget movement statement – (Corporate O&S only)
- Appendix N - Medium term financial plan – (Corporate O&S only)
- Appendix O – Minimum level of reserves – (Corporate O&S only)
- Appendix P - National non-domestic return 1 – (Corporate O&S only)
- Appendix Q - Children’s placement forecast – (Corporate services & Children’s services O&S only)
- Appendix R - Car parking income forecast – (Corporate O&S and Env’t, Highways & Transport O&S)
- Appendix S - Optalis savings forecast and investment strategy – (Corporate O&S and Adults&Health O&S only)
- Appendix T – Part II Appendix – (Corporate, Children’s, Env’t, Highways&Transport, Adults&Health, Culture & Communities O&S only)

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

Name of consultee	Post held	Date sent	Date returned
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
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
	33,072.60
Unparished Areas	
Maidenhead	21,633.37
Windsor	13,646.85
	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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

MANAGEMENT	£000	£000	£000
Expenditure	546	695	436
Income	(60)	(38)	(38)
Net	486	657	398

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	486	657	398
-------------------------	------------	------------	------------

COMMUNICATIONS**Communications**

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

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
-----------------------------	------------	------------	------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

HUMAN RESOURCES**HR Service**

	£000	£000	£000
Expenditure	1,583	1,377	1,593
Income	<u>(953)</u>	<u>(1,097)</u>	<u>(879)</u>
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	<u>(9)</u>	<u>(5)</u>	<u>(5)</u>
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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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>
------------------------------	---------------------	-------------------	---------------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------	--------------	--------------	--------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

Statutory Partnerships	£000	£000	£000
Expenditure	125	139	141
Income	(39)	(24)	(24)
Net	<u>86</u>	<u>115</u>	<u>117</u>

Services provided:

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

Staff (full time equivalent):

2.00

Service Risks:

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

Performance Indicators:

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

Commissioning & Support

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

Services provided:

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

Staff (full time equivalent):

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

Traffic & Road Safety	£000	£000	£000
Expenditure	54	170	172
Income	(22)	0	0
Net	32	170	172

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	13	0	0

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	(656)	(691)	(714)

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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><u>10,016</u></u>	<u><u>8,184</u></u>	<u><u>9,826</u></u>
------------------------------------------	----------------------	---------------------	---------------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

AfC CONTRACT - LA Funded

	£000	£000	£000
Expenditure	15,832	21,356	24,526
Income	0	0	0
Net	15,832	21,356	24,526

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
---------------------------------------	---------------	---------------	---------------

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:			
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.			
Staff (full time equivalent):			
24.99			
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			
TOTAL AfC CONTRACT - DSG Funded	<u><u>7,497</u></u>	<u><u>12,196</u></u>	<u><u>11,140</u></u>

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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
------------------------------------------------------	---------------	---------------	---------------

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
-------------------------------------------------------	---------------	---------------	---------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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>
----------------------------------------	----------------------	----------------------	----------------------

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>
-----------------------------------------	-----------------------	------------------------	------------------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

BETTER CARE FUND

	£000	£000	£000
Expenditure	11,615	12,033	12,728
Income	0	0	0
Net	<u>11,615</u>	<u>12,033</u>	<u>12,728</u>

Services provided:

The Better Care Fund (BCF) is a pooled budget under Section 75 of the 2006 National Health Service Act. The BCF is a pooling of resources from 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	<u>11,615</u>	<u>12,033</u>	<u>12,728</u>
-------------------------------	----------------------	----------------------	----------------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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>
----------------------------	---------------------	---------------------	---------------------

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------	---------------------------	---------------------------	---------------------------

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	(10,363)	(10,803)	(11,497)
Net	(10,363)	(10,803)	(11,497)
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	(77,591)	(78,166)	(80,585)
TOTAL DIRECTLY MANAGED COSTS	71,167	71,020	73,006

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

EXECUTIVE DIRECTOR**Executive Director**

	£000	£000	£000
Expenditure	162	229	141
Income	0	0	0
Net	<u>162</u>	<u>229</u>	<u>141</u>

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	<u>162</u>	<u>229</u>	<u>141</u>
---------------------------------	-------------------	-------------------	-------------------

REVENUES & BENEFITS**Revenues & Benefits Unit**

	£000	£000	£000
Expenditure	37	122	113
Income	0	0	0
Net	<u>37</u>	<u>122</u>	<u>113</u>

Services provided:

Covers the management costs for the Revenues and Benefits team.

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

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

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

Thames Valley Athletic Centre	£000	£000	£000
Expenditure	53	53	53
Income	0	0	0
Net	53	53	53

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	(2,826)	(2,911)	(2,885)
Net	(2,696)	(2,848)	(2,770)

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	(33)	0	0
Net	126	175	137

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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			
--------------------------------------------------------------	--	--	--

1,285

669

1,330

COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS	2017/18 Actual	2018/19 Budget	2019/20 Budget
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

L&RS Face to Face Libraries	£000	£000	£000
Expenditure	1,366	1,375	1,472
Income	0	0	0
Net	1,366	1,375	1,472

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	(120)	(101)	(101)
Net	345	377	480

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
-----------------------------------------------------------	---------------------------	---------------------------	---------------------------

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
----------------------------------------------	--------------	--------------	--------------

TOTAL DIRECTLY MANAGED COSTS	5,901	3,869	5,448
-------------------------------------	--------------	--------------	--------------

	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%

Unit Cost	2019/20		2018/19		% Increase	% Increase			
	£	£	£	£					
CARE FOR ADULTS									
RESIDENTIAL CARE									
Homes for Older People - residential care in RBWM commissioned homes									
Maximum charge									
Residential Home placements	week		728			NEW			
Nursing Home placements (FNC to be deducted where applicable)	week		882			NEW			
Homes for People with Learning Disability - residential care									
Homeside Close and Winston Court - Standard Charge to other local authorities	week								
Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance.		1,554		1,554					
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 - PBH	night	160		3.2%			
		OLA - Weekdays Mon-Thurs	night		468	454	3.1%		
		OLA - Weekends Fri-Sun	night		545	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	111.80	86.60	108.30	3.2%	3.2%
		ratio 1:2	session	44.70	79.40	43.30	76.90	3.2%	3.3%

08

		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				
<p>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.</p>				
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			
	£				£							
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%

	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%

	2019/20		2018/19		% Increase	% Increase
	£	£	£	£		
LOST AND DAMAGED ITEMS:						
Out of print adult books	15	15	15	15	0.0%	0.0%
Out of print children's books	7.50	7.50	7.50	7.50	0.0%	0.0%
Damaged Books & Magazines -per volume / issue			-	-		
Damage to new items						
One or more pages damaged to affect i						
Water damage / Chewed books						
Scribbling all over book, underlining etc.						
Damage to plastic jacket	0	0	1.60	1.50	-100.0%	-100.0%
LOST AND DAMAGED ITEMS:						
Audio Visual Items						
Replacement membership card	2.50	2.50	2	2	25.0%	25.0%
ROOM & EXHIBITION HIRE (All Libraries):						
Commercial Organisations-per hour	40		35		14.3%	
Commercial Organisations-per 1/2 day	90		85		5.9%	
Commercial Organisations-per day	150		135		11.1%	
Non-Commercial Organisations (charged services) per hour	27		26.25		2.9%	
Non-Commercial Organisations (charged services) per 1/2day	54		52.50		2.9%	
Non-Commercial Organisations (charged services) per day	83		81		2.5%	
Other Borough Based Community Groups-per hour	12		12		0.0%	
Other Borough Based Community Groups-per 1/2day	31		30.30		2.3%	
Other Borough Based Community Groups-per day	41		40.40		1.5%	
(Kitchen facilities included in all rates per hire, refreshments price ph on app.)						
Cancellation fee for bookings cancelled within one month			20% of fee	20% of fee		
Weekly or 'subsequent day' rates negotiable						

	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%	

GROWTH SUMMARY 2019-20

Description/budget	Lead Officer	Lead Member	2019/20 £000's	RAG Status
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	
Environmental Health and Residential services	Andy Jeffs	Cllr M Airey	386	
Tree team - additional work based on highway and park inspections	Andy Jeffs	Cllr S Rayner	53	
Heathrow Air Quality monitoring	Andy Jeffs	Cllr M Airey	10	
Emergency Planning - shared pan Berkshire service	Andy Jeffs	Cllr M Airey	16	
Print Centre	Andy Jeffs	Cllr S Rayner	90	
Leisure contract inflation	Andy Jeffs	Cllr S Rayner	67	
Housing Benefit subsidy	Andy Jeffs	Cllr S Rayner	394	
Annual billing of Council Tax and Business Rates	Andy Jeffs	Cllr S Rayner	18	
Parking permits and vouchers	Andy Jeffs	Cllr S Rayner	43	
Library services down turn in fees and loss of café income.	Andy Jeffs	Cllr S Rayner	104	
Customer services move to York House	Andy Jeffs	Cllr S Rayner	79	
Registrars	Andy Jeffs	Cllr S Rayner	33	
Library and resident services staffing	Andy Jeffs	Cllr S Rayner	100	
CCTV	Andy Jeffs	Cllr S Rayner	102	
Enforcement income target unachievable	Andy Jeffs	Cllr S Rayner	176	
Housing Benefit subsidy	Andy Jeffs	Cllr S Rayner	200	
Enforcement vehicle/overpayments	Andy Jeffs	Cllr S Rayner	100	
Norden Farm increased SLA	Andy Jeffs	Cllr S Rayner	58	
Reversal of one off write ons in Housing benefit	Andy Jeffs	Cllr S Rayner	100	
Fix subsidy issues through overpayment review	Andy Jeffs	Cllr S Rayner	30	
The Guildhall	Louisa Dean	Cllr S Rayner	60	
TOTAL GROWTH			2,269	

2019-20 SAVINGS SUMMARY				
Description/budget	Lead Officer	Lead member	2019/20 £000's	RAG Status
Remodel mobile library service	Andy Jeffs	Cllr S Rayner	33	
Project to transfer from analogue to digital phone lines	Andy Jeffs	Cllr Targowska	70	
Charge for support to Royal Ascot week	David Scott	Cllr M Airey	15	
Reduce contribution from the twinning committee	David Scott	Cllr S Rayner	10	
Increase Council Tax & Business Rates summons costs	Louise Freeth	Cllr S Rayner	65	
New contracts including, print contract, refunds by BACS renegotiation of contract	Louise Freeth	Cllr S Rayner	40	
TOTAL SAVINGS			233	

**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
CB98	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
CC30	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	0	0	0	0	0	0
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
CF00	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
CF00	Eton Wick Pelican Crossing	0	0	0	65	0	65	0	0	0	0	0	0
CF09	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													
CKVT	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
CSHU	Windsor Girls Expansion	328	(128)	200	0	0	0	0	0	0	0	0	0
CSHV	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
CJPQ	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
CJPL	Holy Trinity Primary(Cookham)-Formula Capital	6	0	6	0	0	0	0	0	0	0	0	0
CJPN	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

**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
CKV	Marlow Road Youth Centre Roofing & Maintenance Work	280	0	280	0	0	0	0	0	0	0	0	0
CLC6	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
CC91	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

This page is intentionally left blank

Agenda Item 8

WORK PROGRAMME FOR CULTURE AND COMMUNITIES
OVERVIEW AND SCRUTINY PANEL

19 FEBRUARY 2019

REPORT	AUTHOR
Braywick Leisure Centre	Julian Bullen
Oaks Leisure Centre	Kevin Mist
SportsAble Annual Report – end of year one of new SLA option 1	David Scott
Work Programme	Panel clerk
TASK AND FINISH	
None	

15 APRIL 2019

REPORT	AUTHOR
Braywick Leisure Centre	Julian Bullen
Oaks Leisure Centre	Kevin Mist
Site Visit to a Windsor Leisure Centre Facility	Kevin Mist
Work Programme	Panel clerk
TASK AND FINISH	
None	

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

REPORT	AUTHOR
Site Visit to a Braywick Leisure Centre Facility	Kevin Mist
Site Visit to a Oaks Leisure Centre Facility	Kevin Mist
Cultural & Community opportunities and aspects linked with the Redevelopment of Ascot High Street and the South of the borough (Suggested by Cllr Sharpe)	David Scott

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank