

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

## REPORT SUMMARY

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

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

## 1. DETAILS OF RECOMMENDATION(S)

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

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

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

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

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

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

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

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

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

### **Adult Social Care Precept**

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

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

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

### **New Homes Bonus**

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

### **Council tax thresholds**

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

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

### **School budgets**

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

### **Apprenticeship Levy**

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

### **Financial matters annual budget**

#### **Fees and charges**

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

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

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

#### **Council Tax**

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

#### **Capital programme**

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

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

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

### **Capital finance**

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

### **Business Rates**

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

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

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

#### **General Fund reserves**

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

#### **Collection Fund Balances**

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

#### **Treasury Management**

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

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

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

**Table 1: Options**

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

### 3. KEY IMPLICATIONS

3.1 Table two

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

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

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

## **5. LEGAL IMPLICATIONS**

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

## **6. RISK MANAGEMENT**

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

## **7. POTENTIAL IMPACTS**

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

## **8. CONSULTATION**

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

## **9. TIMETABLE FOR IMPLEMENTATION**

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

### **Table 5: Implementation timetable**



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

## 10. APPENDICES

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

## 11. BACKGROUND DOCUMENTS

- 11.1 None.

## 12. CONSULTATION (MANDATORY)

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

## REPORT HISTORY

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

**BUDGET 2018/19****RECOMMENDATIONS**

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

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

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

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

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

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

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

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

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

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

d)

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

i)

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

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

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

## REVENUE BUDGET 2018/19

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

## REVENUE BUDGET 2018/19

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>MANAGEMENT</b>	£000	£000	£000
Expenditure	802	334	698
Income	(45)	(38)	(38)
Net	<u>757</u>	<u>296</u>	<u>660</u>

**Services provided:**

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

**Staff (full time equivalent):**

5.00

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

<b>TOTAL MANAGEMENT</b>	<u>757</u>	<u>296</u>	<u>660</u>
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**COMMUNICATIONS****Communications**

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

**Services provided:**

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

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

**Staff (full time equivalent):**

9.10

**Service Risks:**

-

**Performance Indicators:**

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



<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Visitor Management</b>	£000	£000	£000
Expenditure	852	437	439
Income	(808)	(476)	(488)
Net	44	(39)	(49)

**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 lettings

**Staff (full time equivalent):**

10.32

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

<b>TOTAL COMMUNICATIONS</b>	<b>379</b>	<b>294</b>	<b>412</b>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**HUMAN RESOURCES****HR Strategic**

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

**Services provided:**

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

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

**Staff (full time equivalent):**

21.86

**Service Risks:**

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

**Performance Indicators:**

Captured within IPMR and SADC data.

**Payroll**

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

**Services provided:**

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

**Staff (full time equivalent):**

5.64

**Service Risks:**

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

**Performance Indicators:**

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Organisational Development</b>	£000	£000	£000
Expenditure	293	416	176
Income	(44)	(5)	(5)
Net	249	411	171

**Services provided:**

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

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

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**Health & Safety Contract**

	£000	£000	£000
Expenditure	20	23	11
Income	0	0	0
Net	<u>20</u>	<u>23</u>	<u>11</u>

**Services provided:**

Management of the Health and Safety contract ensures the council has a modern and robust health and safety policy and framework, and that the council is advised on any changes to regulations and legislation.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Small team and therefore resilience if a member of staff is absent. Lack of professionally trained and qualified staff to provide advice and guidance to the council, resulting in non compliance with H&S regulations.

**Performance Indicators:**

<b>TOTAL HUMAN RESOURCES</b>	<u>1,534</u>	<u>1,444</u>	<u>796</u>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**LAW & GOVERNANCE****Head of Law & Governance**

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

**Services provided:**

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

Monitoring Officer for the Council and maintenance of the constitution.

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

Management of Democratic Services and Information Governance

Management of Civic Mayoral Services and Facilities

**Staff (full time equivalent):**

1.00

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

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

**Democratic Representation**

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Information Governance</b>	£000	£000	£000
Expenditure	162	189	610
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>162</u>	<u>189</u>	<u>610</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 also acts as the link to the Local Government Ombudsman (LGO) and the Information Commissioner's Office (ICO), and as the Council's 'Caldicott Guardian', responsible for protecting the confidentiality of social care service-user information. It also maintains and ensures reviews of records related to vexatious complaints.

**Staff (full time equivalent):**

5.00

**Service Risks:**

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

**Performance Indicators:**

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

**Services provided:**

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

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

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Magistrates Courts</b>	£000	£000	£000
Expenditure	11	13	13
Income	0	0	0
Net	<u>11</u>	<u>13</u>	<u>13</u>

**Services provided:**

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

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

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

**Services provided:**

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

**Staff (full time equivalent):**

4.81

**Service Risks:**

-

**Performance Indicators:**

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

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

**Services provided:**

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

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

-

**Performance Indicators:**

-

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

**Services provided:**

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

**Staff (full time equivalent):**

4.67

**Service Risks:**

-

**Performance Indicators:**

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

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

**Services provided:**

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

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

-

**Performance Indicators:**

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

**Services provided:**

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

**Staff (full time equivalent):**

11.60

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



<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Civic Events &amp; Mayors Office</b>	£000	£000	£000
Expenditure	238	247	251
Income	0	0	0
Net	<u>238</u>	<u>247</u>	<u>251</u>

**Services provided:**

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

**Staff (full time equivalent):**

3.41

**Service Risks:**

-

**Performance Indicators:**

Successful delivery of all civic ceremonial and mayoral activities.

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>TOTAL LAW &amp; GOVERNANCE</b>	<u>2,310</u>	<u>2,365</u>	<u>2,889</u>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**COMMISSIONING & SUPPORT****Procurement Strategic**

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

**Services provided:**

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

**Staff (full time equivalent):**

3.61

**Service Risks:**

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

**Performance Indicators:**

Key metrics include savings and spend under contract.

**Corporate Performance & Development**

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

**Services provided:**

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

**Staff (full time equivalent):**

3.01

**Service Risks:**

The implementation of an automated Performance Management software system.

**Performance Indicators:**

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

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

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

**Services provided:**

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

**Staff (full time equivalent):**

2.00

**Service Risks:**

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

**Performance Indicators:**

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

**Commissioning & Support**

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

**Services provided:**

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

**Staff (full time equivalent):**

20.31

**Service Risks:**

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

**Performance Indicators:**

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

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**AfC CONTRACT - LA Funded**

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

**Services provided:**

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

**Staff (full time equivalent):**

279.00

**Service Risks:**

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

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**Performance Indicators:**

- Child Protection plans lasting two years or more
- Percentage of children becoming subject to a child protection plan for a second time
- Timeliness of placement following adoption
- Care leavers NEET/ suitable accommodation
- Delivery against 26 week PLO target
- Emotional health of children in care
- Stability of placements for children in care
- Number and length of placements
- Education attainment children in care
- Sufficiency strategy
- Intensive Family Support - Number of families worked and payment by result claims
- Children's Health and Family Support Centres – Attendances and level of one to one targeted work
- Young people's participation in youth activities, achievement of accredited outcomes, occupancy and use of youth centres
- Number and length of time of young people who are NEET, participation of 17 year olds and care leavers in education and training.
- Number of first time entrants to the Youth Justice System, number of young people sentenced to custody, young people engaged with YOT are in suitable employment training and education, all young people are in suitable accommodation, reduction in reoffending by young people. Proportion of schools judged to be Good or Outstanding by Ofsted.
  
- Levels of attainment of disadvantaged pupils at each key stage.
- Raising the level of attainment at post 16 for our young people.
- Number of students accessing alternative provision. Forecasting processes predict the number of places required.
- Statutory deadlines are met and processes followed for school admissions.
- Pupils who request transport to school are fairly assessed for eligibility.
- Schools are large enough to accommodate the appropriate number of pupils and capital budgets are spent effectively.
- Licences are granted if compliant and appropriate, and locations are adequately vetted. Closing the gap between 'pupil premium' young people and their peers and pupils with additional needs and non additional needs pupils.
- Statutory assessment timelines.
- Timely response to critical incidents. Number of pupils persistently absent from school, permanent and fixed term exclusions.
- Increased number of staff and pupils in schools with awareness of mental health issues. EHC plans and transfers must be completed within 20 weeks.

<b>TOTAL AfC CONTRACT - LA Funded</b>	<b>0</b>	<b>0</b>	<b>21,356</b>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>AfC Contract - DSG Funded</b>	£000	£000	£000
Expenditure	0	0	12,196
Income	0	0	0
Net	0	0	12,196

**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

<b>TOTAL AfC CONTRACT - DSG Funded</b>	<b>0</b>	<b>0</b>	<b>12,196</b>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**CHILDREN'S SERVICES RETAINED****Children's Services Public Health**

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Risks within Achieving for Children Contract

**Performance Indicators:**

Performance Indicators Achieving for Children Contract

**Social Care and Early Help**

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

**Services provided:**

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

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

**Performance Indicators:**

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



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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**DEDICATED SCHOOLS GRANT EXPENDITURE****Primary, Secondary & Special Schools**

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

**Services provided:**

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

**Staff (full time equivalent):**

School based staff employed direct by schools

**Service Risks:**

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

**Performance Indicators:**

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

**Nursery Schools and Classes**

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

**Services provided:**

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

**Staff (full time equivalent):**

Nursery school based staff employed direct by schools

**Service Risks:**

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

**Performance Indicators:**

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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### High Needs, Specialist School Support and Alternative Provision

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

#### Services provided:

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

#### Staff (full time equivalent):

0.00

#### Service Risks:

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

#### Performance Indicators:

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

### Private, voluntary & independent Nursery

#### Providers and central expenditure on the under

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

#### Services provided:

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

#### Staff (full time equivalent):

Employees employed direct through provider organisations

#### Service Risks:

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

#### Performance Indicators:

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

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**Admissions, Pupil Growth & Other Central  
Provision**

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

**Services provided:**

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

**Staff (full time equivalent):**

5.01

**Service Risks:**

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

**Performance Indicators:**

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

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

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

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

**Services provided:**

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

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

Increase in demand for concessionary travel.

**Performance Indicators:**

Contracts deliver to specification.

<b>TOTAL CONCESSIONARY FARES</b>	<b><u>1,228</u></b>	<b><u>1,282</u></b>	<b><u>1,330</u></b>
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**ADULT SOCIAL CARE - OPTALIS CONTRACT**

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

**Services provided:**

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

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

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

**Performance Indicators:**

Adult social care outcomes framework

<b>TOTAL ADULT SOCIAL CARE - OPTALIS CONTRACT</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>29,443</u></b>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**ADULT SOCIAL CARE - SPEND**

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

**Services provided:**

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

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

Cost pressures due to provider fee increases. Demographic changes.

**Performance Indicators:**

Adults outcome social care framework

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

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

**Services provided:**

Client contributions to adult social care services.

**Staff (full time equivalent):**

21.04

**Service Risks:**

Commissioned services do not deliver outcomes.

**Performance Indicators:**

Adults social care outcomes framework.

<b>TOTAL ADULT SOCIAL CARE - INCOME</b>	<u><b>(11,385)</b></u>	<u><b>(10,598)</b></u>	<u><b>(10,658)</b></u>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**BETTER CARE FUND**

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

**Services provided:**

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

**Staff (full time equivalent):**

52.34

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL BETTER CARE FUND</b>	<u><b>10,137</b></u>	<u><b>10,010</b></u>	<u><b>12,033</b></u>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**PUBLIC HEALTH**

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

**Services provided:**

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

**Staff (full time equivalent):**

8.02

**Service Risks:**

A public health emergency that affects RBWM residents.

**Performance Indicators:**

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

<b>TOTAL PUBLIC HEALTH</b>	<b><u>5,067</u></b>	<b><u>4,909</u></b>	<b><u>4,780</u></b>
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**HOUSING**

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

**Services provided:**

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

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL HOUSING</b>	<b><u>651</u></b>	<b><u>1,107</u></b>	<b><u>1,103</u></b>
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<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**GRANT INCOME****Dedicated Schools Grant**

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

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

**Performance Indicators:**

Ofsted inspection reports

**Public Health Grant**

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

**Services provided:**

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

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

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

**Performance Indicators:**

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

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

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

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

**Services provided:**

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

**Staff (full time equivalent):**

2.00

**Service Risks:**

Failure to achieve cohesive senior management and co-ordination of functions and activities across the Authority.  
Failure to achieve improvement plans and strategies to deliver services.  
Recruitment and retention of staff across the Directorate to deliver services provided.

**Performance Indicators:**

All PI's shown in the Directorate

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

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

**Services provided:**

Covers the management costs for the Revenues and Benefits team.

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Business Services Team</b>	£000	£000	£000
Expenditure	37,894	38,453	39,633
Income	<u>(37,113)</u>	<u>(37,921)</u>	<u>(39,289)</u>
Net	<u>781</u>	<u>532</u>	<u>344</u>
<b>Services provided:</b>			
Council Tax and Business Rates Administration, Housing Benefit and Council Tax Reduction Claims processing, collection of Housing Benefit overpayments, Financial Assessments and Benefits for Adult Social Care, Deputy and Appointeeship and Social Care Finance. Budget changes relate to inflation, savings and grants adjustments			
<b>Staff (full time equivalent):</b>			
30.29			
<b>Service Risks:</b>			
Not processing Council Tax and Business Rates correspondence in a timely and accurate manner, not processing Housing Benefit and Council Tax Support claims and changes in a timely and accurate manner, not assessing the care contributions in a timely and accurate manner, not safeguarding the interests of the clients we are acting as deputy for and appointee for, and not processing social care finance contribution invoices and supplier payments in a timely and accurate manner.			
<b>Performance Indicators:</b>			
Council Tax in-year collection. Business Rates in-year collection. Speed of processing of Housing Benefit new claims and changes in circumstances			
<b>Debt Recovery</b>	£000	£000	£000
Expenditure	377	297	8
Income	<u>(360)</u>	<u>(568)</u>	<u>(583)</u>
Net	<u>17</u>	<u>(271)</u>	<u>(575)</u>
<b>Services provided:</b>			
The collection and recovery of Council Tax, Business Rates, and Sundry Debtors. Budget changes relate to a restructure of the current team plus savings planned from a new recovery and enforcement vehicle.			
<b>Staff (full time equivalent):</b>			
6.64			
<b>Service Risks:</b>			
The key service risks are not collecting the required Council Tax, Business Rates, Sundry Debtors, and Housing Benefit Overpayments.			
<b>Performance Indicators:</b>			
Council Tax in-year collection. Business Rates in-year collection. Sundry Debtor collection. Housing Benefit overpayment collection.			
<b>TOTAL REVENUES &amp; BENEFITS</b>	<u>875</u>	<u>369</u>	<u>(109)</u>

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

	£000	£000	£000
Expenditure	2,780	2,225	448
Income	(759)	(723)	(58)
Net	<u>2,021</u>	<u>1,502</u>	<u>390</u>

**Services provided:**

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

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

**Staff (full time equivalent):**

25.40

**Service Risks:**

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

**Performance Indicators:**

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

**Flood Risk Management/Drainage**

	£000	£000	£000
Expenditure	145	176	0
Income	(1)	0	0
Net	<u>144</u>	<u>176</u>	<u>0</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Impact of flooding and flood recovery

**Performance Indicators:**

Delivery of flood related projects and activities

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Public satisfaction with public transport  
Usage of local bus services

<b>Highway Assets</b>	£000	£000	£000
Expenditure	1,067	1,360	735
Income	<u>(26)</u>	<u>(130)</u>	<u>(19)</u>
Net	<u>1,041</u>	<u>1,230</u>	<u>716</u>

**Services provided:**

This service is responsible for management, improvement, investment and safety of the highway network, including 666km of roads and 300 bridges / highway structures, Street Lighting and roadside verges. Following restructure part of these services are delivered under the highways maintenance (Volker) contract.

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Road condition indicators  
Delivery of highway projects

<b>Transport Policy/Planning</b>	£000	£000	£000
Expenditure	7	8	8
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>7</u>	<u>8</u>	<u>8</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Levels of walking and cycling activity

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

**Services provided:**

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

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

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Levels of financial investment; achievement of customer requests

**Performance Indicators:**

Reduction in road accident casualties

<b>Rights of Way</b>	£000	£000	£000
Expenditure	0	0	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>0</u>	<u>0</u>

**Services provided:**

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

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

% of public rights of way that are easy to use

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

**Services provided:**

Highway Licensing.

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

Please see section further below

**Performance Indicators:**

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Income based on compliance levels from public utilities

**Performance Indicators:**

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Quality assurance monitoring



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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Quality of work and financial implications

**Performance Indicators:**

Quality assurance monitoring

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Poor weather, quality standards and financial implications.

**Performance Indicators:**

Quality assurance and financial monitoring.

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Financial implications for recovering our costs.

**Performance Indicators:**

Budget and quality standard monitoring.

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

**Services provided:**

School Crossing Patrol Service.

**Staff (full time equivalent):**

1.23

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

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Potential poor standard of highways cleansing

**Performance Indicators:**

Quality assurance monitoring initiatives

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

**Services provided:**

Operation and management of the council's on-street residents and pay and display parking controls and civil enforcement across the Borough and off street council car parks and coach park. Budget changes reflect new enforcement contract.

**Staff (full time equivalent):**

22.00

**Service Risks:**

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

**Performance Indicators:**

Number of Penalty Charge Notices issued that are appealed

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Reduced income due to economic factors and area action plan development

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Residual household waste per head.

<b>Waste Strategy Unit</b>	£000	£000	£000
Expenditure	195	191	197
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>195</u>	<u>191</u>	<u>197</u>

**Services provided:**

The management of the Waste team

**Staff (full time equivalent):**

4.00

**Service Risks:**

Captured in the specific waste service budgets

**Performance Indicators:**

<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Recycling</b>	£000	£000	£000
Expenditure	2,990	2,986	3,020
Income	<u>(499)</u>	<u>(507)</u>	<u>(527)</u>
Net	<u>2,491</u>	<u>2,479</u>	<u>2,493</u>

**Services provided:**

Operation of recycling collection service. Budget change reflects contract inflation.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Non-collection of recycled materials (e.g. industrial action), contractor compliance.

**Performance Indicators:**

Household waste recycled and composted

<b>Waste Disposal</b>	£000	£000	£000
Expenditure	4,107	4,040	4,262
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>4,107</u>	<u>4,040</u>	<u>4,262</u>

**Services provided:**

Organising and delivery of the statutory waste disposal services. Budget change reflects contract inflation.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Access to treatment sites, contractor compliance.

**Performance Indicators:**

<b>Waste Site Management &amp; Operation</b>	£000	£000	£000
Expenditure	993	993	1,022
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>993</u>	<u>993</u>	<u>1,022</u>

**Services provided:**

Operation and management of the waste transfer station, civic amenity site and household recycling sites at Stafferton Way, Maidenhead.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Failure to gain access to sites; Contractor compliance

**Performance Indicators:**


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<b>TOTAL COMMISSIONING - COMMUNITIES</b>	<b>10,620</b>	<b>9,703</b>	<b>8,182</b>
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<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**COMMUNITIES, ENFORCEMENT & PARTNERSHIPS**

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

**Services provided:**

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

**Staff (full time equivalent):**

4.00

**Service Risks:**

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

**Performance Indicators:**

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

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

2.00

**Service Risks:**

Failure to comply with Statutory duties.

**Performance Indicators:**

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

**Services provided:**

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

**Staff (full time equivalent):**

2.58

**Service Risks:**

Loss of grants for specialist programme.

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

11.00

**Service Risks:**

Adequate staffing levels to meet the work load

**Performance Indicators:****Grants to Voluntary Bodies**

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

**Services provided:**

This budget provides for grants paid to local organisations that are of a cross cutting rather than a service specific nature. Those that are related directly to a service are included within that service's budget. Budget change is £50,000 SLA for SportAble and £33,000 for Citizens Advice Bureau.

**Staff (full time equivalent):**

0.00

**Service Risks:**

-

**Performance Indicators:**

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

**Economic Development**

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

**Services provided:**

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

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

**Staff (full time equivalent):**

1.00

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

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

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

**Services provided:**

Contract management and implementation of the Magnet and Windsor Leisure Centres, Cox Green Leisure Centre, Charters Leisure Centre, and Furze Platt Leisure Centre.

The budget provision includes contract fee income and revenue expenditure on retained buildings.

**Staff (full time equivalent):**

0.00

**Service Risks:**

Contract failure

**Performance Indicators:**

Monthly performance management figures from contractors

### **Head of Communities, Enforcement & Partnerships**

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

**Services provided:**

Budget change reflects team restructure

**Staff (full time equivalent):**

2.00

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

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

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

**Services provided:**

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

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

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

**Services provided:**

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

**Staff (full time equivalent):**

7.00

**Service Risks:**

CCTV, Control Room, Crime reduction / public protection.

**Performance Indicators:**

arrests / incidents generated

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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



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

**Services provided:**

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

**Staff (full time equivalent):**

1.00

**Service Risks:**

Increase in activity levels caused by external uncontrollable factors

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

3.50

**Service Risks:**

Increase in activity levels caused by external uncontrollable factors

**Performance Indicators:**

Satisfaction of businesses/ residents with Communities Enforcement & Partnerships.

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

**Services provided:**

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

**Staff (full time equivalent):**

18.00

**Service Risks:**

Increase in activity levels caused by external uncontrollable factors

**Performance Indicators:**

Resident satisfaction with services and warden scheme performance measures.

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

**Services provided:**

Stray Dog Warden Services

**Staff (full time equivalent):**

0.00

**Service Risks:**

Contractor Compliance

**Performance Indicators:**

Contractual Compliance

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

**Services provided:**

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

**Staff (full time equivalent):**

5.62

**Service Risks:**

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

**Performance Indicators:**

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

<b>Environmental Health</b>	£000	£000	£000
Expenditure	46	34	30
Income	<u>(36)</u>	<u>(14)</u>	<u>(15)</u>
Net	<u>10</u>	<u>20</u>	<u>15</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Satisfaction of businesses with local authority regulation services.

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

**Services provided:**

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

**Staff (full time equivalent):**

4.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>Trading Standards &amp; Licensing Lead</b>	£000	£000	£000
Expenditure	54	52	54
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>54</u>	<u>52</u>	<u>54</u>

**Services provided:**

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

**Staff (full time equivalent):**

1.00

**Service Risks:**

Staff Turnover

**Performance Indicators:**

Fulfilment of appraisal objectives

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

**Services provided:**

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

**Staff (full time equivalent):**

4.23

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

9.21

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

7.08

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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

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

#### **L&RS Telephony & Digital**

	£000	£000	£000
Expenditure	1,135	1,041	716
Income	<u>(87)</u>	<u>(83)</u>	<u>(81)</u>
Net	<u>1,048</u>	<u>958</u>	<u>635</u>

#### **Services provided:**

First point of contact for residents wishing to use a variety of the Council's services by telephone, face to face, email, web chat or other electronic media with an emphasis on resolution at first point of contact. Budget changes reflect staff transfers from the recent merger of Libraries Arts & Culture and Customer Services. The operation is now delivered via service hubs in the libraries. Some team have more with increased budgets, some have less staff, with reduced budgets.

#### **Staff (full time equivalent):**

24.00

#### **Service Risks:**

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

#### **Performance Indicators:**

Telephone abandon rate of under 5%; minimum of 80% of calls answered within 1 minute, Right first time resolution over 85%.

### **L&RS Senior Management**

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

#### **Services provided:**

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

#### **Staff (full time equivalent):**

11.47

#### **Service Risks:**

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

#### **Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

39.66

**Service Risks:**

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

**Performance Indicators:**

Vacancy and quality assurance monitoring

**L&RS Libraries & Museums: Outreach & Stock**

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

**Services provided:**

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

**Staff (full time equivalent):**

6.25

**Service Risks:**

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

**Performance Indicators:**

Customer satisfaction surveys, demographic analysis

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

**Services provided:**

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

**Staff (full time equivalent):**

4.85

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

4.61

**Service Risks:**

This is a statutory service and as such any Government decisions affecting any service currently provided could lead to decreased income, as could a decrease in the numbers of couples getting married. A pandemic could wipe out this service through the volume of required death registrations. Snow/ice and other adverse weather conditions can affect the ability to reach wedding venues. Disclaimer advising couples of this possibility and suggesting they take out adequate insurance.

**Performance Indicators:**

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

<b>TOTAL LIBRARY &amp; RESIDENT SERVICES</b>	<b>3,939</b>	<b>3,460</b>	<b>3,285</b>
<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>17,420</b>	<b>14,592</b>	<b>11,779</b>



<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**EXECUTIVE DIRECTOR**

<b>Executive Director</b>	£000	£000	£000
Expenditure	138	150	298
Income	0	0	0
Net	<u>138</u>	<u>150</u>	<u>298</u>

**Services provided:**

Provision of strategic management and leadership across the Directorate

**Staff (full time equivalent):**

5.00

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

<b>TOTAL EXECUTIVE DIRECTOR</b>	<u><b>138</b></u>	<u><b>150</b></u>	<u><b>298</b></u>
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**PLANNING SERVICE****Head of Planning Unit**

	£000	£000	£000
Expenditure	0	94	104
Income	0	0	0
Net	<u>0</u>	<u>94</u>	<u>104</u>

**Services provided:**

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

**Staff (full time equivalent):**

1.00

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

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Planning Policy Team</b>	£000	£000	£000
Expenditure	678	460	392
Income	(100)	0	0
Net	<u>578</u>	<u>460</u>	<u>392</u>

**Services provided:**

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

**Staff (full time equivalent):**

7.54

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

<b>Planning Policy Service</b>	£000	£000	£000
Expenditure	222	158	158
Income	(47)	(26)	(26)
Net	<u>175</u>	<u>132</u>	<u>132</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

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

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Planning Enforcement Team</b>	£000	£000	£000
Expenditure	191	333	339
Income	0	0	0
Net	191	333	339

**Services provided:**

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

**Staff (full time equivalent):**

8.60

**Service Risks:**

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

**Performance Indicators:**

<b>Planning Support</b>	£000	£000	£000
Expenditure	331	381	379
Income	0	0	0
Net	331	381	379

**Services provided:**

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

**Staff (full time equivalent):**

12.99

**Service Risks:**

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

**Performance Indicators:**

<b>Development Control Team</b>	£000	£000	£000
Expenditure	1,125	997	1,094
Income	(2)	(7)	(7)
Net	1,123	990	1,087

**Services provided:**

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

**Staff (full time equivalent):**

20.09

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

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Development Control Service</b>	£000	£000	£000
Expenditure	437	227	129
Income	<u>(1,536)</u>	<u>(1,144)</u>	<u>(1,218)</u>
Net	<u>(1,099)</u>	<u>(917)</u>	<u>(1,089)</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL PLANNING SERVICE</b>	<u>1,299</u>	<u>1,473</u>	<u>1,344</u>
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<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**PROPERTY SERVICE**

<b>Development &amp; Regeneration</b>	£000	£000	£000
Expenditure	344	336	142
Income	<u>(369)</u>	<u>(252)</u>	<u>(60)</u>
Net	<u>(25)</u>	<u>84</u>	<u>82</u>

**Services provided:**

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

**Staff (full time equivalent):**

1.00

**Service Risks:**

Volume of new applications

**Performance Indicators:**

<b>Industrial &amp; Commercial Estates</b>	£000	£000	£000
Expenditure	740	669	603
Income	<u>(3,827)</u>	<u>(3,809)</u>	<u>(4,192)</u>
Net	<u>(3,087)</u>	<u>(3,140)</u>	<u>(3,589)</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Vacant properties due to economic downturn

**Performance Indicators:**

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**Property Management**

	£000	£000	£000
Expenditure	480	325	331
Income	(45)	(45)	(44)
Net	<u>435</u>	<u>280</u>	<u>287</u>

**Services provided:**

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

**Staff (full time equivalent):**

7.00

**Service Risks:**

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

**Performance Indicators:**

Asset Management Occupation

**Admin Buildings & Depots**

	£000	£000	£000
Expenditure	935	1,083	1,062
Income	(125)	(97)	(366)
Net	<u>810</u>	<u>986</u>	<u>696</u>

**Services provided:**

Management of the Borough's administrative buildings.

**Staff (full time equivalent):**

0.00

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

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Building Control Shared Services</b>	£000	£000	£000
Expenditure	105	105	105
Income	<u>(138)</u>	<u>(158)</u>	<u>(158)</u>
Net	<u>(33)</u>	<u>(53)</u>	<u>(53)</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Building control income affected by economic downturn and external competition.

**Performance Indicators:**

% plans checked within 10 days

<b>Building Services</b>	£000	£000	£000
Expenditure	684	792	752
Income	<u>(633)</u>	<u>(752)</u>	<u>(752)</u>
Net	<u>51</u>	<u>40</u>	<u>0</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

Asset Management Occupation

<b>TOTAL PROPERTY SERVICE</b>	<u>(1,849)</u>	<u>(1,803)</u>	<u>(2,577)</u>
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<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**FINANCE**

<b>Head of Finance &amp; Deputy Director</b>	£000	£000	£000
Expenditure	979	855	898
Income	(64)	(40)	(109)
Net	915	815	789

**Services provided:**

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

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

**Staff (full time equivalent):**

3.50

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

<b>Corporate Management</b>	£000	£000	£000
Expenditure	310	238	185
Income	0	0	0
Net	310	238	185

**Services provided:**

Provision for corporate expenses including audit fees

**Staff (full time equivalent):**

0.00

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



<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
<b>Accountancy Services</b>	£000	£000	£000
Expenditure	1,445	1,411	969
Income	(187)	(285)	(495)
Net	1,258	1,126	474

**Services provided:**

3 teams make up Accountancy Services:

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

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

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

**Staff (full time equivalent):**

20.00

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

<b>Systems Accountancy</b>	£000	£000	£000
Expenditure	126	144	132
Income	(1)	(1)	(31)
Net	125	143	101

**Services provided:**

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

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

**Staff (full time equivalent):**

2.00

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

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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<b>Pensions</b>	£000	£000	£000
Expenditure	1,510	1,210	1,229
Income	<u>(1,712)</u>	<u>(1,414)</u>	<u>(1,414)</u>
Net	<u>(202)</u>	<u>(204)</u>	<u>(185)</u>

**Services provided:**

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

**Staff (full time equivalent):**

25.11

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

<b>Insurance &amp; Risk</b>	£000	£000	£000
Expenditure	158	157	161
Income	<u>(189)</u>	<u>(189)</u>	<u>(188)</u>
Net	<u>(31)</u>	<u>(32)</u>	<u>(27)</u>

**Services provided:**

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

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

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

**Staff (full time equivalent):**

3.00

**Service Risks:**

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

**Performance Indicators:**

All key risks to be reviewed quarterly.

100% of liability claims dealt with in protocol timescales.

All portal claims to be acknowledged within 24 hours.

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**Business Development**

	£000	£000	£000
Expenditure	188	153	0
Income	(162)	(90)	(68)
Net	26	63	(68)

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

	£000	£000	£000
Expenditure	575	0	0
Income	(584)	0	0
Net	(9)	0	0

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>TOTAL FINANCE</b>	<b>2,392</b>	<b>2,149</b>	<b>1,269</b>
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<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2016/17 Actual</b>	<b>2017/18 Budget</b>	<b>2018/19 Budget</b>
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**ICT****ICT Support**

	£000	£000	£000
Expenditure	2,829	2,282	2,027
Income	(104)	(83)	(894)
<b>Net</b>	<b>2,725</b>	<b>2,199</b>	<b>1,133</b>

**Services provided:**

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

Provision of services includes:

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

**Staff (full time equivalent):**

31.81

**Service Risks:**

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

Threats to council's data, ICT security

**Performance Indicators:**

% of availability of whole and or part network

% and number of incidents resolved.

**Business Improvement**

	£000	£000	£000
Expenditure	6	0	0
Income	0	0	0
<b>Net</b>	<b>6</b>	<b>0</b>	<b>0</b>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>TOTAL ICT</b>	<b>2,731</b>	<b>2,199</b>	<b>1,133</b>
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<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>4,711</b>	<b>4,168</b>	<b>1,467</b>
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## Summary of Adult Social Care finance Strategy 2016-20.

Adult Social Care Finance Strategy 2016-20.

Note: figures are shown on a cumulative basis

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

## Notes

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

<b>Managing Director</b>
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CHILDREN SERVICES SCRUTINY PANEL

	<u>From</u>	<u>Period or Unit of charge</u>	<u>% Increase</u>	<u>2018/19 Charge per period / unit</u>	<u>2017/18 Charge per period / unit</u>
<b>EARLY HELP AND SAFEGUARDING (TRANSFER TO AfC 1/8/2017)</b>					
£					
Early Help and Safeguarding charges are mainly linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set in line with the DfE guidelines.					
<b>Fostering - Core allowance:</b>	0-2 yrs	Per week	3.9%	150	144
	2-4 yrs	Per week	3.9%	153	147
	5-10 yrs	Per week	3.9%	171	165
	11-15 yrs	Per week	3.9%	194	187
	16+ yrs	Per week	3.9%	228	219
<b>Fostering - Career Payment - all children age 0 to 16+</b>	Level 1	Per week	0.8%	197	195
	Level 2	Per week	0.8%	262	260
	Level 3	Per week	0.8%	393	390
<b>Parental contribution towards cost of children in care</b>	April-18	Per week		Up to the full cost of the placement	Up to the full cost of the placement
<b>Foster care placements - Charges to other local authorities for placing non-RBWM children</b>	April-18	Per week		Cost of the placement	Cost of the placement
<b>Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children</b>	April-18	Per week		Cost of the placement	Cost of the placement
<b>Administration charge to other local authorities for foster care placements and short term breaks.</b>	April-18	Per week	0.0%	100	100
<b>Charges to other local authorities and voluntary adoption authorities for placing non RBWM children for adoption with families within the Adopt Berkshire partnership</b>					
Per child		Fixed fee		N/A	27,000
2 siblings		Fixed fee		N/A	40,500
3 or more siblings		Fixed fee		N/A	54,000
<b>Flying High Play Scheme</b>		Per day	3.9%	25.98	25

<b>Managing Director</b>
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CHILDREN SERVICES SCRUTINY PANEL

**HOME TO SCHOOL TRANSPORT - CONCESSIONARY FARES (To AfC 1/8/2017)**

Charges take effect from the beginning of each academic year in September.	<u>Academic</u>	<u>% Increase</u>	<u>Academic Year</u>
	<u>Year 2018/19</u>		<u>2017/18</u>
<b>Pupils not entitled to free transport</b>			<u>£</u>
Residents not entitled to free transport (mainstream and SEN)	600	3.4%	580
Eton Wick residents not entitled to free transport	305	3.4%	295
Non-resident fare payers	810	3.8%	780
Commercial bus routes		contact the relevant operator to purchase passes	
Post 16 Reduced Fare Railcard	£80 + £10 admin charge		£80 + £10 admin charge
Replacement travel pass	20.78	3.9%	20





<b>Managing Director 2018/19</b>
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<u>CORPORATE SERVICES SCRUTINY PANEL</u>
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<b>LOCAL LAND CHARGES</b>	<b>% Increase</b>	<b>2018/19</b>	<b>2017/18</b>
<b>Table Of Search Fees (Excluding VAT)</b>		£	£
Standard Official Search (LLC1 and CON29R)	3.5%	119	115.00
Official Certificate of Search (Form LLC1 only)	2.6%	39	38.00
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	3.9%	80	77.00
Additional Parcels of Land (each)	3.3%	62	60.00
CON 29O Optional Enquiries of Local Authorities questions (dealing with all questions)*	3.6%	145	140.00
CON 29O Enquiries-with the original search (dealing with individual questions)	2.5%	41	40.00
*Standalone CON29R and CON29O searches attract an additional fee (one per search)	0.0%	3	3.00
Repeat Searches (LLC1 and CON29R) within 3 months of original search	2.0%	51	50.00
Component Data for CON29R Questions		On request	On request
<b>LEGAL FEES (Excluding VAT)</b>			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3.9%	3,065	2,950
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	3.9%	3,065	2,950
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	3.9%	£608 Min-£1,215 Max	£585 Min-£1,170 Max
Legal Fees - Oversail licence- charge dependant on complexity/urgency	3.9%	£608 Min-£1,215 Max	£585 Min-£1,170 Max
Legal Fees - Undersail licence- charge dependant on complexity/urgency	3.9%	£608 Min-£1,215 Max	£585 Min-£1,170 Max
Legal Fees - Foreign pension attestation	3.2%	64	62
Legal Fees - Rectification of Community Register	3.9%	1,075	1,035

<b>Managing Director 2018/19</b>
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<u>CORPORATE SERVICES SCRUTINY PANEL</u>
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<b>COMMUNICATIONS &amp; MARKETING</b>	<u>% Increase</u>	<u>2018/19</u>	<u>2017/18</u>
<b>Film Unit Tariff</b>		<u>£</u>	<u>£</u>
<b>Primary Rate</b>			
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.	0.0%	1,200	1,200
-Large Production Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance.	0.0%	350	350
-Medium Production Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+	0.0%	250	250
-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
<b>Facility Fee</b>			
-Standard Application Processing Application provided with over 1 weeks notice of filming date	0.0%	80	80
-Late Application Processing Application provided within 1 weeks notice of filming date	0.0%	100	100
-Additional Roads Processing - per every 5 additional roads Application lists 10 or more roads under locations to be processed on street works systems	0.0%	40	40
-Application Amendment	0.0%	100	100
-Location Advice Any advice or research required that exceeds 1 hour of officer time	0.0%	30	30
-Site Visit Any requests for a film officer to visit the filming site on the day	0.0%	50	50
-Cancellation Application has been processed but requires cancellation 100% of agreed facility fees already incurred			
Notes Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application Primary rates 'per day' can be negotiated at the officer's discretion When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included			

**FEES AND CHARGES 2018/19**

<b>MANAGING DIRECTOR 2018/19</b>											
<u>CORPORATE SERVICES SCRUTINY PANEL</u>											
		<u>% Increase from 2017/18</u>	<u>% Increase from 2017/18</u>	<u>% Increase from 2017/18</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	
					<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	
<b>PUBLIC HALLS</b>											
The main charges for facilities (excluding VAT) are as follows:-											
<b>GUILDHALL, WINDSOR</b>											
COMMERCIAL RATES:											
			Guildhall Chamber	Ascot Room	Whole Building	Guildhall Chamber	Ascot Room	Whole Building	Guildhall Chamber	Ascot Room	Whole Building
Morning	8am-1pm	2.9%		1.5%	-	700	330	-	680	325	-
Afternoon	1pm-5.30pm	2.9%		1.5%	-	700	330	-	680	325	-
Evening	6pm-11pm	3.8%		3.7%	-	1,630	444	-	1,570	428	-
All Day	8am-11pm	3.9%		3.6%	-	2,680	720	-	2,580	695	-
NON-COMMERCIAL RATES - WHOLE SUITE:											
Borough Based Registered Charities (Per hour / per room)											
		3.5%	2.8%	3.0%	118	74	170	114	72	165	
<b>2019/20</b>											
<b>2018/19</b>											
<b>2017/18</b>											
<b>WEDDINGS AND CIVIL PARTNERSHIPS CEREMONIES ROOM HIRE</b>											
		<u>% Increase from 2018/19</u>	<u>% Increase from 2018/19</u>	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	Bride/Groom or Parent Living in RBWM	All Others from Outside RBWM	All Others from Outside RBWM	
Monday-Friday	(Per hour)	3.8%	3.6%	410	580	395	560	385	545	545	
Saturday	(Per hour)	3.6%	3.8%	575	815	555	785	545	770	770	
Sunday / Bank Holiday	(Per hour)	3.3%	3.6%	630	870	610	840	595	820	820	

Place Directorate 2018/19

CORPORATE SERVICES SCRUTINY PANEL

% Increase

2018/19

£

**STREET NAMING & NUMBERING**

Fees are inclusive of VAT

- Research into Archives (where not part of statutory function) set as a minimum of	3.9%	214
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	3.8%	54
- Provision of Hard Copy of Plans (A4)	3.8%	54
- Provision of Supplementary Information	3.7%	113

Street Naming and Numbering of Existing Properties (Fees are inclusive of VAT)

-Change of address for existing properties	3.3%	127
-Street Name Change	3.8%	385
-Rename street where requested by residents - base charge	2.7%	38
-Rename street where requested by residents - advertising	3.9%	1,512

Street Naming and Numbering of New Properties (Fees are exempt of VAT)

Includes the registration of replacement dwelling of same name and property conversions

-New Developments 1	3.3%	127
-New Developments 2	3.7%	255
-New Developments 3	3.5%	384
-New Developments 4	3.6%	512
-New Developments 5	3.7%	640
-New Developments 6-25	3.9%	902
-New Developments 26+	3.9%	1,255
Additional charge for naming of building	3.9%	187

Place Directorate 2018/19

PLANNING AND HOUSING SCRUTINY PANEL

PLANNING & DEVELOPMENT	% Increase	2018/19	2017/18
<b>BUILDING CONTROL</b>	%	£	£
Fees set by Shared Service			
<b>PLANNING</b>			
<b>Pre-Application Advice (Including VAT)</b>			
The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement. Charges for using the transport model are in addition to those set out below and will be agreed prior to instruction. Charges for review of viability studies also sit outside of this and will be agreed on a case by case basis			
Householder-Extensions, Alterations and Outbuildings	2.1%	143	140
Local community groups	2.8%	73	71
Advertisements	2.1%	143	140
Telecommunications	2.2%	330	323
Listed buildings - internal alterations to single houses or local community groups	2.1%	143	140
Listed buildings - extensions where planning permission not required	2.1%	143	140
<b>Residential</b>			
1 unit	2.5%	290	283
2-5 units	2.2%	506	495
6-9 units	2.3%	813	795
10-24 units	2.3%	1,074	1,050
25-49 units	2.3%	2,558	2,500
50-99 units	2.3%	5,355	5,235
100-149 units	2.3%	7,382	7,216
150+ units	2.3%	9,490	9,277
<b>Non-residential</b>			
Less than 200 sq. m. floorspace	2.2%	506	495
200-999 sq. m. floorspace	2.3%	946	925
1,000-1,999 sq. m. floorspace	2.3%	1,977	1,933
2,000-4,999 sq. m. floorspace	2.3%	3,114	3,044
5,000-9,999 sq. m. floorspace	2.3%	5,355	5,235
10,000+ sq. m. floorspace	2.3%	7,382	7,216
All forms of development where service available; case officer up to principal planner	2.1%	221	216.50
Minerals / waste proposals	Contact team manager-quote		
Listed Buildings - other internal alterations	Hourly Rates	263.50	257.50
Specialist Advice - trees, highways and ecology	Hourly Rates	263.50	257.50
Attendance of Head of Service / Director at meeting	Hourly Rates	332.00	324.50
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	2.5%	207	202
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts	2.5%	207	202
Planning History Search excl. VAT			
- Householder	per application	30	29
- All other cases	per application	97	95
Planning decisions and related documents		12	12
Retrieval and copying from Archive of Planning Documents	£1.50 for A4 1st page/40p per sheet thereafter		Variable
Administration fee for checking validity of a planning application	25% of application fee		25% of application fee
Use of RBWM Transport Model data by Developers	On Request - bespoke charge dependent on application requirement		New Charge
<b>Trees and High Hedges</b>			
Pre application fees for Tree TPO works	min fee	143	140
High Hedges Complaints		712	696
TPO Copy of	per TPO	30	29
<b>S106 Management, Maintenance, Compliance &amp; Monitoring</b>			
Major applications - non-refundable charge	2.2%	774	757
Minor and Other applications - non-refundable charge	2.3%	396	387
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)	1.9%	105	103
Monitoring of non-financial S106 Obligations	2.5%	207	202
Monitoring & Management of Viability appraisals for development		Hourly Rate	Hourly Rate
Confirmation that the obligations of a S106 legal agreement have been discharged (Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)	2.1%	147	144
Legal fees S106 Bilateral - hourly rates	per hour	101	99
Legal fees S106 unilateral undertakings (including proforma):-			
Legal checking fees - Dependent on complexity	2.3%	£1,128 min, thereafter £101 per hr	£1,103 min thereafter £99 per hour
Legal fees S106 Deed of Variation	2.3%	£373 min, thereafter £101 per hr	£365 min thereafter £99 per hour
Legal Fees S111 Agreement (SANG mitigation)	2.3%	£520 min, thereafter £101 per hr	£509 min thereafter £99 per hour
<b>Strategic Access Management Monitoring</b>			
Bedsit/1 bed dwelling	0.0%	435	435
2 bed dwelling	0.0%	575	575
3 bed dwelling	0.0%	776	776
4 bed dwelling	0.0%	883	883
5+ bed dwelling	0.0%	1,150	1,150
<b>Suitable Alternative Natural Greenspace - Provision/Maintenance</b>			
Bedsit/1 bed dwelling	2.3%	7,537	7,368
2 bed dwelling	2.3%	8,224	8,039
3 bed dwelling	2.3%	9,150	8,944
4 bed dwelling	2.3%	9,634	9,417
5+ bed dwelling	2.3%	10,857	10,613

<b>Communities Directorate 2018/19</b>
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<u>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</u>	<u>% Increase</u>	<u>2018/19</u>	<u>2017/8</u>
		£	£
<b>COMMUNITY ENFORCEMENT &amp; PROTECTION</b>			
<b>WASTE</b>			
<b>Special Collection Service, Trade Waste &amp; Other</b>			
-special collection service -one item	3.1%	33.00	32
-special collection service -two items	2.7%	38.00	37
-special collection service -three items	3.5%	44.50	43
-special collection service -four items	3.1%	49.50	48
-special collection service -five items (maximum)	3.8%	55.00	53
-special collection service -fridges/freezers per unit	3.1%	33.00	32
<b>Green Waste Subscribed Collection Service</b>			
-annual subscription	2.9%	36.00	35

<b>Communities Directorate 2018/19</b>
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**CULTURE & COMMUNITIES SCRUTINY**

	<u>2018/19</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>	<u>2017/18</u>
<u>% increase</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>

**DESBOROUGH SUITE**

The main charges for facilities from 1st April 2018 (excluding VAT) are as follows:-

	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	
<b>COMMERCIAL RATES</b>									
Desborough Suite									
Auditorium									
Receptions / Dinner Dance									
Meeting Rooms (Per hour / per room)									
Additional time per hour, or part of, after 11.30pm									

**NON-COMMERCIAL RATES - WHOLE SUITE****DANCE SCHOOLS / THEATRE GROUPS / BOROUGH BASED REGISTERED CHARITIES**

Rehearsal / Set up (Monday-Friday)	3.3%	3.3%	3.8%	3.7%	77.50	77.50	135.00	223.00	75.00	75.00	130.00	215.00
Rehearsal / Set up (Saturday)	3.8%	3.8%	3.9%	3.9%	109.00	109.00	171.50	239.00	105.00	105.00	165.00	230.00
Rehearsal / Set up (Sunday)	3.8%	3.8%	3.9%	3.9%	109.00	109.00	187.00	322.00	105.00	105.00	180.00	310.00
Performance / Function	3.9%	3.9%	3.8%	3.9%	171.50	171.50	233.50	530.00	165.00	165.00	225.00	510.00
Additional time per hour, or part of, after 11.30pm				3.8%				124.50				120.00

Kitchen Hire-Price on application

Kitchen (Unavailable Mon-Fri 8am-4pm)

Communities Directorate 2018/19								
CULTURE & COMMUNITIES SCRUTINY	% Increase		2019/20	2018/19	2018/19	2018/19	2017/18	2017/18
<b>LIBRARY &amp; RESIDENT SERVICES</b>								
<b>REGISTRARS</b>								
			£	£	£	£	£	£
			Super-intendent Registrar	Registrar	Super-intendent Registrar	Registrar		
<b>General Searches</b>								
General Search in indexes in Office not exceeding 6 successive hours	0%			18.00			18.00	n/a
<b>Certificates</b>			STATUTORY					
Issue of Standard Certificate of Birth, Death or Marriage	0%	0%		10.00	4		10.00	4
Issuing a short certificate of birth	0%			10.00			10.00	n/a
Issuing a certificate of birth, marriage or death (other than at first registration)		0%		10.00	7		10.00	7
Express service for certificates	0%			10.00			10.00	n/a
<b>Marriages</b>								
Attending outside office to be given notice of marriage of house-bound or detained person	0%			46.00			46.00	n/a
Entering a notice of marriage in a marriage notice book	0%			35.00			35.00	n/a
Attending a Marriage at a registered building		0%			84		n/a	84
Attending a Marriage at the Register Office	0%			46.00			n/a	46
<b>Certification Of Worship And Registration For Marriage</b>								
Certification of a place of meeting for religious worship		0%		28.00			28.00	n/a
Registration of a building for the solemnisation of marriages		0%		120.00			120.00	n/a
Licensing an outside venue for weddings and civil partnerships		3.9%		1,766.00			1,700.00	
Additional rooms		3.9%		535.00			515.00	
<b>Marriage and Civil Partnership Ceremonies:</b>								
Mondays to Thursdays	3.8%	1.0%		514.00	495.00		495.00	490.00
Fridays and Saturdays	3.8%	0.9%		571.00	550.00		550.00	545.00
Sunday and Bank Holiday	3.8%	0.8%		633.00	610.00		610.00	605.00
<b>Maidenhead Ceremony Room</b>								
Monday to Thursday	3.9%	4.5%		239.00	230.00		230.00	220.00
Friday to Saturday	3.8%	0%		285.50	275.00		275.00	275.00
The ceremony room is not available for Sunday Bookings								
<b>Citizenship Ceremonies</b>								
Per Ceremony		0%			80.00			80.00
Private Citizenship Ceremonies - Register Office								
Mondays to Thursdays		3.7%			140.00			135.00
Fridays and Saturdays		3.9%			280.50			270.00
The ceremony room is not available for Sunday Bookings								
<b>Baby Naming And Reaffirmation (inclusive of VAT)</b>								
Register Office - Monday to Friday		3.9%			239.00			230.00
Register Office - Saturday		3.9%			280.50			270.00
Outside Venues - Monday to Friday		3.9%			348.00			335.00
Outside Venues - Saturday		3.9%			426.00			410.00
Outside Venues - Sunday		3.9%			509.00			490.00
<b>Nationality Checks (inclusive of VAT)</b>								
Single Application:								
Adult		3.5%			88.00			85.00
Child under 18		3.3%			62.00			60.00
JCAP					20 p p			
Changing the name on a venue license		0.0%			35.00			35.00



<b>Communities Directorate 2018/19</b>			
	<u>% Increase</u>	<u>2018/19</u>	<u>2017/18</u>
<b>CORPORATE SERVICES SCRUTINY PANEL</b>			
<b>REVENUES &amp; BENEFITS SERVICES</b>		<b>£</b>	<b>£</b>
<b>DEPUTYSHIP</b>			
<b>Estates Winding Up Fee - Level 1</b>			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:	3.9%	228.50	220
Notify DWP			
Notify Court of Protection / Office of the Public Guardian			
Notify other financial institutions			
Complete BD8			
Settle funeral and other final bills			
Distribute estate to executors			
<b>Estates Winding Up Fee - Level 2</b>			
Work undertaken would include some or all the basic requirements above, plus any of the additional	3.9%	280.50	270
Completion of final account report for Court of Protection			
Advising or assisting on the completion of Probate applications			
Referring the estate to Treasury Solicitors			
Liaising with Treasury Solicitors			
<b>Estates Winding Up Fee - Level 3</b>			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:	3.9%	395.00	380
Collecting Death Certificate			
Registering the death			
Arranging the funeral			
<b>OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION</b>			
<b>Remuneration of Local Authority deputies - Fees are exempt of VAT</b>			
		Statutory Fees set by the Court of Protection	
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy:			
Category I Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	0.0%	745.00	745
Category II Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order:			
a) For the first year	0.0%	775.00	775
b) For the second and subsequent years	0.0%	650.00	650
Where the net assets of 'P' are below £16,000, the local authority Deputy for property and affairs may take an annual management fee not exceeding 3% of P's net assets on the anniversary of the court order appointing the local authority as deputy			
Category III Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc. or the ongoing maintenance of property including management and letting of a rental property.	0.0%	300.00	300
Category IV Preparation and lodgement of an annual report or account to the Public Guardian	0.0%	216.00	216

<b>Communities Directorate 2018/19</b>
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**HIGHWAYS TRANSPORT & ENVIRONMENT SCRUTINY****HIGHWAYS & TRANSPORT****Other Highway Services**

		<b>% Increase</b>	<b>2018/19</b>	<b>2017/18</b>
			<b>£</b>	<b>£</b>
Provision Of Accident Information (For 3 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	3.8%	138.00	133
Provision Of Accident Information (For 5 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	3.8%	229.50	221
Provision Of Existing Traffic Signal Data	Flat Fee:	3.9%	172.50	166
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	3.8%	229.50	221
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	3.8%	229.50	221
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	3.6%	116.00	112
Provision Of Junction Traffic Model Data	dependant on complexity of model:			100 - 1,000
Access To/Use Of Borough Traffic Computer Model		3.9%	5,486.00	5,280
Research Into Archives (Where Not Part Of Statutory Function)	Minimum Charge Applies:	3.8%	219.00	211
- charge after 3 hrs	Per Hour:	3.8%	55.00	53
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		3.8%	55.00	53
Provision Of Supplementary Information		3.8%	109.00	105
Site Inspection:				
- up to 3 hours	Per Inspection:	3.6%	143.00	138
- over 3 hours	Per Inspection:	3.8%	229.50	221
Dropped Crossing Vehicle Application Fee	Flat Fee Plus Vat:	3.7%	153.50	148

**Highway Licences**

S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		3.9%	493.50	475
Fee for 'straight forward' renewals -		3.6%	114.00	110
-street cafes- area fee	Per m2:	3.6%	114.00	110
- display of goods - Application fee if licence is issued, £150 refund if refused (t	Per m2:	3.9%	493.50	475
- display of goods - Application fee if licence is issued, £50 refund if refused (nc	Per m2:	3.6%	114.00	110
Display of goods Area fee (For 3 years)	Per m2:	3.6%	114.00	110
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus c	Flat Fee:	3.6%	114.00	110
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	2.2%	23.00	23
- removal and storage of 'A' boards	Per Item:	3.6%	114.00	110
S116 Extinguishment Of Adopted Highways And Rights Of Way	Actual cost + advertising cost, min of:	3.9%	5,486.00	5,280
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	3.4%	60.00	58
- weekly charge (Week1)	Plus:	2.8%	18.50	18
- weekly charge (Weeks 2 - 4)	Plus:	2.4%	21.50	21
- weekly charge (Thereafter)	Plus:	3.0%	34.00	33
- removal of builders skips	Actual Costs, At A Minimum Of:	3.7%	223.00	215
S169 Scaffolding Licences				
- residential		3.8%	148.50	143
-commercial (additional charges apply after 2nd week)		3.9%	451.00	434
	Charge Per Wk After 2nd Week Plus £10/m2			
-commercial - additional charge	(Below) Per Week Or Part:	2.8%	37.00	36
-commercial - additional charge (per m2)	Plus Charge Per m2:	0.0%	11.00	11
S172 Hoarding Licences		3.9%	451.00	434
	Charge Per Wk After 2nd Week Plus £10/m2			
- additional charge	(Below) Per Week Or Part:	2.8%	37.00	36
- additional charge (per m2)	Plus Charge Per m2:	0.0%	11.00	11
Other Structures - inc cranes	Flat fee plus area fee	3.9%	509.00	490
- additional charge (per m2)	Plus Charge Per m2:	0.0%	11.00	11
Mobile Access Platforms	Flat fee Plus area fee below Per Week Or Part:	3.9%	254.50	245
- additional charge (per m2)	Plus Charge Per m2:	0.0%	5.00	5
Filming - inc internal consultation	Actual Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic		3.8%	148.50	143
- admin fee commercial		3.9%	639.00	615
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- minimum charge (discretion to reduce fees) for non-commercial	Minimum:	3.9%	550.50	530
- minimum charge (discretion to reduce fees) for commercial	Maximum:	3.9%	1,101.00	1,060
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Actual Costs, To A Minimum Of:	3.9%	343.00	330
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		3.8%	218.00	210
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below):		3.7%	169.00	163
-licence fee	Plus:	3.6%	116.00	112
S179 Control Of Construction Of Cellars Under Streets	Actual Cost Plus 20% Admin Fee			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Actual Cost Plus 20% Admin Fee			
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee	3.9%	656.50	632
- additional charge (per m2)	Plus Charge Per m2:	0.0%	11.00	11

**Temporary Traffic Regulation Orders**

S14. Road Traffic Regulations	Flat Fee including Advertising Costs:	3.9%	1,756.00	1,690
S16A Road Traffic Act 1984/ Major Event	Flat Fee including Advertising Costs:	3.9%	2,546.00	2,450
Access Protection Markings		3.7%	111.00	107
Suspension of Parking Controls	Flat Fee	3.9%	880.00	847
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	3.9%	1,756.00	1,690
Assistance With Development Of Temporary Traffic Plans	Per Hour:	3.4%	90.00	87

N.B. Charges for Charitable and Community Interest events will be reduced or waived at the discretion of the Director of Operations, with the agreement of the Lead Member for Highways. The organisers will however remain responsible for all costs associated with advertising.

<b>Communities Directorate 2018/19</b>
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	<u>% Increase</u>	<u>2018/19</u>	<u>2017/18</u>
	£	£	
<b>HIGHWAYS &amp; TRANSPORT</b>			
<b>Other Traffic Management Charges</b>			
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)	3.9%	174.50	168
Switching On/Off Permanent Traffic Signals			
- working hours:	Minimum Charge:	3.8%	337.50
- evenings, and saturdays:	Minimum Charge:	3.9%	509.00
- sundays and bank holidays:	Minimum Charge:	3.9%	675.50
Hourly Charge For Temporary Traffic Signals (Not NRSWA)			
- traffic sensitive streets	Per Hour	3.8%	176.50
- other streets	Per Hour	3.6%	58.00
- surcharge for peak hour operation	Per Hour	3.9%	145.50
Special Signing			
-application of tourist/ visitor information signs	3.9%	119.50	115
-installation of tourist/ visitor information signs			A
-application of shopping/ business signs	3.8%	233.50	225
-installation of shopping/ business signs			A
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway	3.9%	119.50	115
Unauthorised Survey Equipment On The Highway	3.8%	233.50	225
Bike-ability Training	Per Pupil	0.0%	5.00
<b>HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS</b>			
S38/278 Fees (based on costs of infrastructure construction - index linked)			
-up to £1.0m construction costs (Minimum Charge £2,500)	13% but minimum charge of	3.9%	3,288.00
-over £1.0m construction costs	13% but minimum charge of	3.9%	3,288.00
-For structures/roads not being adopted- Technical Approval		3.9%	3,746.00
-renegotiation of S278/38 Contract Period		3.9%	1,096.00
-4.8m wide block paved road + two 2m verges		3.9%	1,143.00
-5.0m wide road, two 2m footways and two 1m verges		3.9%	1,423.00
-5.5m wide road, two 2m footways and two 1m verges		3.9%	1,725.00
-6.7m wide road, two 2.5m footways and two 1m verges		3.9%	2,286.00
-individual 2.0m footpath including lighting		3.8%	514.00
Travel Plans (to cover approval and 5 years monitoring)			
-Checking and approving interim and final travel plans small developments (one off fee)		3.9%	909.00
-Checking and approving interim and final travel plans standard developments (one off fee)		3.9%	1,818.00
-Checking and approving interim and final travel plans large/complex developments (one off fee)		3.9%	3,637.00
Auditing Of Road Safety Audits		3.9%	493.50
Design Of Street Lighting Schemes		3.9%	384.50
Relocation Of Street Light Equipment			
-Residential	Single Item:	3.9%	171.50
-Commercial			Actual Cost Plus 20% Admin Fee
Technical Approval Of Traffic Signals			
-Standard (Four Way) Installation		3.9%	654.50
-Complex Installation		3.9%	1,096.00
<b>Highway Commuted Sums:</b>			
-soakaways over 20 years		3.9%	18,442.00
-high friction surfacing over 5 years	Per m2:	0.0%	10.00
-pumping stations over 10 years	Minimum:	3.9%	16,957.00
-standard street lighting over 20 years		3.9%	1,143.00
-ornamental lighting over 20 years	Per Item:	3.9%	1,886.00
-traffic signals over 20 years per single pole	Per Item:	3.9%	13,117.00
-extra height pole	Per Item:	3.9%	14,234.00
-cantilever pole	Per Item:	3.9%	15,523.00
-illuminated traffic signs and bollards over 10 years			£540/m2 & £1,100 over 1m2
-illuminated traffic signs and bollards over 10 years			
-road markings 50% of initial cost	Minimum:	3.9%	857.00
-CCTV cameras over 10 years	Per Item:	3.9%	14,878.00
-structures (Cost to be agreed between local authority and contractor)			50% of initial cost
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)			50% of initial cost
Trees on adopted highway (standard tree up to 12cm girth) each		3.8%	571.00
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		3.9%	691.00
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		3.9%	1,049.00
Trees on adopted highway (semi-mature tree 20cm girth or larger) each			£1,245 min to
Grass cutting on adopted highway	Per m2	0.0%	10.00
Shrubs and planting areas maintenance	Per m2	3.7%	98.50
Other Commuted Sums			Full cost or b)
Developer site Signage			
-Application Fee (Up to 1 m2, thereafter, pro-rata)		3.6%	114.00
-Inspection Fee		3.8%	67.50
-Removal Of Illegal Signs		3.8%	218.00
<b>Rights Of Way</b>			
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	3.9%	1,314.00
S119 Diversion of Footpaths, Bridleways and Restricted Byways	Actual Costs Plus Advertising Minimum Of:	3.9%	1,314.00
S257 Town & Country Planning Act 1980 Diversion Orders	Actual Costs Plus Advertising Minimum Of:	3.9%	1,314.00
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders			Actual Costs Plus Advertising costs
(NB- Advertising costs above include Vat.)			
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)		3.8%	55.00
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)		3.9%	376.00
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration		3.8%	55.00
<b>New Roads &amp; Street Works Act Inspections/ Permits</b>			
S74 NRSWA Charges For Late Completions			Fees range depending on circumstances and are set by statue
S76 NRSWA Inspection Fees			Fees range depending on circumstances and are set by statue
S50 NRSWA private road repairing licences:-			Fees range depending on circumstances and are set by statue

<b>Communities Directorate 2018/19</b>
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<u>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</u>	<u>% Increase</u>	<u>2018/19</u>	<u>2017/18</u>
<b>COMMUNITY, PROTECTION AND ENFORCEMENT SERVICES</b>		£	£
<b>ENVIRONMENTAL PROTECTION</b>			
Dog Faeces Fixed Penalty Notice	3.8%	54.00	52
Environmental Protection Property	3.5%	88.00	85
Environmental Protection Act - LA Pollution Prevention Control		Dependant On Type Of Process Tested	
Scrap Metal Licensing			
- Collector Licence	3.8%	207.50	200
- Site Licence	3.7%	311.00	300
<b>ENVIRONMENTAL HEALTH- COMMERCIAL SERVICES</b>			
Freezer Failure Certificate	3.8%	143.50	138
Water Sampling		Laboratory costs plus officer hourly rate	
Private Water Supplies		Laboratory costs plus officer hourly rate, subject to statutory maximums	
Health & Safety Work Act S28	Of Officer Time + 15% Admin, Minimum Charge Of: 3.5%	78.00	75
Riding Establishments			
- first application	3.8%	405.00	390
- renewal (plus vet's fees if appropriate)	3.8%	233.50	225
Animal Boarding, Breeding Of Dogs, Pet Animals and Shops			
- first application	3.8%	327.00	315
- renewal (plus vet's fees if appropriate)	3.9%	197.50	190
Dangerous Animals			
- first application	3.8%	259.50	250
- renewal (plus vet's fees if appropriate)	3.8%	166.00	160
Performing Animals	3.6%	114.00	110
Ear Piercing/Acupuncture/Electrolysis and Tattooing			
- registration of premises and one practitioner	3.8%	207.50	200
- each additional practitioner	3.3%	62.00	60
Zoo Licence First Application		£393 plus Vets fees plus officer time at hourly rate over four year licence period	
Zoo Licence Renewal		£342 plus Vets fees plus officer time at hourly rate over six year licence period	
<b>TRADING STANDARDS</b>			
Weights & Measures Fees	Weights & Measures Inspector Hourly Rate Of: 3.6%	57.00	55
Petroleum Licences		Set Externally - Will Be Available From 1st April On Website	
Explosives Licences		Set Externally - Will Be Available From 1st April On Website	
Poisons Licences		Set Externally - Will Be Available From 1st April On Website	
<b>RESIDENTIAL SERVICES</b>			
Domestic Pest Control Service		Set by SDK Environmental Ltd- See website for latest fees	
Housing Act Notice		Officer time + 15% admin	
Enforcement - Works in default		Officer time + 15% admin	
Houses In Multiple Occupation (HMO Licences)			
-basic compliance with 5 bedrooms	3.9%	743.00	715
-additional rooms	Per Additional Room: 2.0%	25.50	25
-renewal of licence	3.8%	690.50	665
<b>The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges</b>			
First offence		£2000 reduced to £1000 if paid within 14 days	
Second offence	0.0%	3000	3,000
Third and subsequent offences	0.0%	5000	5,000
<b>COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR</b>			
Fixed Penalty Litter Fine (First Offence)	3.3%	77.50	75
Fixed Penalty Litter Fine (First Offence)- Paid within 10 Days	3.0%	51.50	50
<b>LICENSING/ ENFORCEMENT TEAM</b>			
<b>Licensing Of Hackney Carriages And Private Hire Vehicles</b>			
For 1-5 Vehicles	0.0%	265.00	265
For 6-10 Vehicles	0.0%	440.00	440
For 11-15 Vehicles	0.0%	615.00	615
For 16-20 Vehicles	0.0%	790.00	790
For 21 Vehicles And Over	0.0%	1,035.00	1,035
For 30 Vehicles And Over	0.0%	1,420.00	1,420
Drivers Annual Licence	0.0%	100.00	100
Drivers Dual Licence	0.0%	160.00	160
Transfer Of Driver Or Vehicle Licence	0.0%	37.00	37
Badge Replacement	0.0%	10.00	10
Knowledge Test	0.0%	16.00	16
Meter Test	0.0%	27.00	27
Carriage Licence	0.0%	255.00	255
Replacement Plate	0.0%	10.00	10

<b>Communities Directorate 2018/19</b>
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	<u>% Increase</u>	<u>2018/19</u> £	<u>2017/18</u> £
<b>Licensing Act 2003</b>			
Personal Licences		Prices set by statute - to be advised	
Annual Fee for Premises Licences:-		Prices set by statute - to be advised	
Sexual Venue Licensing (Per Premises)	3.9%	5289.00	5,090
Sex Shop Licences (Per Premises)	3.9%	5289.00	5,090
<b>Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)</b>			
<b>Betting Premises (excluding Tracks)</b>			
New Application	0.0%	3,000	3,000
Annual Fee	0.0%	600	600
Application To Vary	0.0%	1,500	1,500
Application To Transfer	0.0%	1,200	1,200
Application For Re-Instatement	0.0%	1,200	1,200
Application For Provisional Statement	0.0%	3,000	3,000
Licence Application (Prov.Statement Holders)	0.0%	1,200	1,200
Copy Licence	0.0%	25	25
Notification Of Change	0.0%	50	50
<b>Tracks</b>			
New Application	0.0%	2,500	2,500
Annual Fee	0.0%	1,000	1,000
Application To Vary	0.0%	1,250	1,250
Application To Transfer	0.0%	950	950
Application For Re-Instatement	0.0%	950	950
Application For Provisional Statement	0.0%	2,500	2,500
Licence Application (Prov.Statement Holders)	0.0%	950	950
Copy Licence	0.0%	25	25
Notification Of Change	0.0%	50	50
<b>Safety of Sports Ground Act 1975</b>			
Issuing of a safety certificate	3.9%	1039.00	1,000
Amendment of a safety certificate	3.9%	519.50	500
Replacement of a safety certificate	3.9%	519.50	500
Transfer of a safety certificate	3.9%	519.50	500
Cancellation of a safety certificate	3.9%	519.50	500
<b>Adult Gaming Centre</b>			
New Application	3.9%	2,114.50	2,035
Annual Fee	3.9%	1,060.00	1,020
Application To Vary	3.9%	1,060.00	1,020
Application To Transfer	3.9%	1,273.00	1,225
Application For Re-Instatement	3.9%	1,273.00	1,225
Application For Provisional Statement	3.9%	2,114.00	2,035
Licence Application (Prov.Statement Holders)	3.9%	1,272.50	1,225
Copy Licence	3.3%	31.00	30
Notification Of Change	3.3%	31.00	30
<b>Other Statutory Licences</b>			
Street Trading	3.9%	3,173.00	3,054

<b>Communities Directorate 2018/19</b>
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HIGHWAYS TRANSPORT & ENVIRONMENT SCRUTINY	Increase %	2018/19	2017/18
		£	£
<b>PARKING SERVICE</b>			
<b>CAR PARKS</b>			
	<b>No. of Spaces</b>		
	<b>Chargeable</b>		<b>Free</b>
<b>Alexandra, Windsor *</b>	198		
Charges apply Monday - Sunday between 9am-Midnight (including Bank Holidays)			
Up To 1 Hour	40.0%	1.40	1.00
Up To 1 Hour Discounted	0.0%	0.50	0.50
1 To 2 Hours	40.0%	2.80	2.00
1 To 2 Hours Discounted	0.0%	1.00	1.00
2 To 3 Hours	40.0%	4.20	3.00
2 To 3 Hours Discounted	0.0%	1.50	1.50
3 To 4 Hours	33.3%	6.00	4.50
4 To 5 Hours	50.0%	9.00	6.00
Over 5 Hours	33.3%	12.00	9.00
Evening Charge (7pm - Midnight)	33.3%	2.00	1.50
Evenings (7pm - Midnight) - Residents	0.0%	Free	Free
Midnight To 9am	0.0%	Free	Free
Season Tickets (1 Month)	10.5%	105.00	95.00
Season Tickets (3 Months)	12.7%	310.00	275.00
Season Tickets (6 Months)	4.3%	600.00	575.00
Season Tickets (Per Annum)	19.0%	1,250.00	1,050.00
<b>Alma Road, Windsor * (See separate tariff For Windsor Dials)</b>	130		
Charges apply Monday - Sunday between 9am-Midnight (including Bank holidays)			
Up To 1 Hour	40.0%	1.40	1.00
Up To 1 Hour Discounted	0.0%	0.50	0.50
1 To 2 Hours	40.0%	2.80	2.00
1 To 2 Hours Discounted	0.0%	1.00	1.00
2 To 3 Hours	40.0%	4.20	3.00
2 To 3 Hours Discounted	0.0%	1.50	1.50
3 To 4 Hours	33.3%	6.00	4.50
4 To 5 Hours	28.6%	9.00	7.00
Over 5 Hours	33.3%	12.00	9.00
Evening Charge (7pm - Midnight)	33.3%	2.00	1.50
Evenings (7pm - Midnight) - Residents	0.0%	Free	Free
Midnight To 9am	0.0%	Free	Free
Season Tickets (1 Month)	10.5%	105.00	95.00
Season Tickets (3 Months)	12.7%	310.00	275.00
Season Tickets (6 Months)	4.3%	600.00	575.00
Season Tickets (Per Annum)	4.8%	1,100.00	1,050.00
<b>Ascot High Street</b>	98	0.0%	Free
<b>The Avenue, Datchet *</b>	113		
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)			
Up To 1 Hour	40.0%	0.70	0.50
Up To 1 Hour Discounted	0.0%	Free	Free
1 To 2 Hours	30.0%	1.30	1.00
2 To 3 Hours	35.0%	2.70	2.00
3 To 4 Hours	36.0%	3.40	2.50
Over 4 Hours	33.3%	6.00	4.50
6pm- 9am	0.0%	Free	Free
Sundays & Bank Holidays	0.0%	Free	Free
Season Tickets (1 Month)	0.0%	67.50	67.50
Season Tickets (3 Months)	0.0%	200.00	200.00
Season Tickets (6 Months)	0.0%	400.00	400.00
Season Tickets (Per Annum)	0.0%	750.00	750.00
<b>Page total</b>	<b>441</b>	<b>98</b>	

\* Discounted rates shown are available to Advantage card holders

<b>Communities Directorate 2018/19</b>					
HIGHWAYS TRANSPORT & ENVIRONMENT SCRUTINY	No. of Spaces		Increase %	2018/19	2017/18
	Chargeable	Free		£	£
From previous page	441	98			
<b>Boulter's Lock, Maidenhead *</b>	87				
Charges apply Mon - Sun between 9am-7pm (Incl Bank holidays)					
Up To 3 Hours			0.0%	0.50	0.50
Up To 3 Hours Discounted			0.0%	Free	Free
Over 3 Hours			0.0%	1.00	1.00
Evenings (7pm - Midnight)			0.0%	0.50	0.50
<b>Bowden Rd, Sunninghill</b>	15		0.0%	Free	Free
<b>Braywick Nature Park, Maidenhead (8am - 9pm)</b>	12		0.0%	Free	Free
<b>Braywick Park, Maidenhead (Mon - Fri 9am - 5pm) &gt;</b>	48				
Less than 3 Hours			0.0%	Free	Free
Over 3 Hours			0.0%	5.00	5.00
Season Tickets (1 Month)			0.0%	50.00	NEW
Season Tickets (3 Months)			0.0%	140.00	NEW
Season Tickets (6 Months)			0.0%	270.00	NEW
Season Tickets (Per Annum)			0.0%	500.00	NEW
<b>Brockenhurst Road, S. Ascot</b>	12		0.0%	Free	Free
<b>Centrica, Windsor *</b>	122				
(Saturdays, Sundays & Bank Holidays In Peak Periods Only- Locked at 7pm)					
Under 4 Hours			0.0%	2.50	2.50
Under 4 Hours Discounted			0.0%	1.00	1.00
Over 4 Hours			0.0%	4.00	4.00
Over 4 Hours Discounted			0.0%	2.00	2.00
<b>Clewer Memorial, Windsor (Dawn To Dusk)</b>	50		0.0%	Free	Free
<b>Coronation Road, Littlewick Green</b>	24		0.0%	Free	Free
<b>Desborough Park, Maidenhead</b>	18		0.0%	Free	Free
<b>East Berks College, Windsor *</b>	112				
This car park is only open to public at Weekends, Bank Holidays, and College Holidays					
Charges apply Mon-Sat between 9am-Midnight					
Up To 1 Hour			30.0%	1.30	1.00
Up To 1 Hour Discounted			0.0%	1.00	1.00
1 To 2 Hours			20.0%	1.80	1.50
1 To 2 Hours Discounted			0.0%	1.50	1.50
2 To 3 Hours			25.0%	2.50	2.00
2 To 3 Hours Discounted			0.0%	2.00	2.00
3 To 4 Hours			33.3%	4.00	3.00
3 To 4 Hours Discounted			0.0%	3.00	3.00
Over 4 Hours			33.3%	8.00	6.00
Evenings (7pm - Midnight)			33.3%	2.00	1.50
Evenings (7pm - Midnight) - Residents			0.0%	Free	Free
Midnight To 9am			0.0%	Free	Free
Sundays & Bank Holidays (All Day Rate)			33.3%	4.00	3.00
<b>Eton Court, Eton *</b>	57				
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)					
Up To 1 Hour			40.0%	1.40	1.00
Up To 1 Hour Discounted			0.0%	0.50	0.50
1 To 2 Hours			35.0%	2.70	2.00
1 To 2 Hours Discounted			0.0%	1.00	1.00
2 To 3 Hours			33.3%	4.00	3.00
2 To 3 Hours Discounted			0.0%	1.50	1.50
3 To 4 Hours			16.7%	7.00	6.00
4 To 5 Hours			0.0%	8.00	8.00
Over 5 Hours			0.0%	10.00	10.00
7pm to 9am			0.0%	Free	Free
Season Tickets (1 Month)			0.0%	80.00	80.00
Season Tickets (3 Months)			0.0%	240.00	240.00
Season Tickets (6 Months)			0.0%	480.00	480.00
Season Tickets (Per Annum)			19.4%	1,075.00	900.00
<b>Eton Wick (Haywards Mead)</b>	25		0.0%	Free	Free
<b>Grenfell Park, Maidenhead (Dawn - Dusk)</b>	18		0.0%	Free	Free
Page total	426	174			
Sub-total carry forward	867	272			

\* Discounted rates shown are available to Advantage card holders

> Currently no discounted rates as primarily a commuter car park. Discounted rates will be introduced when new spaces are added as part of the Braywick Park Leisure Centre development.

<b>Communities Directorate 2018/19</b>						
<b>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</b>		<b>No. of Spaces</b>		<b>Increase %</b>	<b>2018/19</b>	<b>2017/18</b>
		<b>Chargeable</b>	<b>Free</b>		<b>£</b>	<b>£</b>
	From previous page	867	272			
<b>Grove Road, Maidenhead (2 Hours max. stay except after 7pm)*</b>		82				
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)						
Up To 30 Mins				20.0%	0.60	0.50
Up To 30 Mins Discounted				0.0%	0.30	0.30
30 Mins To 1 Hour				20.0%	1.20	1.00
30 Mins To 1 Hour Discounted				0.0%	0.50	0.50
1 To 2 Hours				25.0%	2.50	2.00
1 To 2 Hours Discounted				0.0%	0.90	0.90
Evenings (7pm - Midnight)				0.0%	1.50	1.50
Evenings (7pm - Midnight) - Residents				0.0%	Free	Free
Midnight To 9am				0.0%	Free	Free
<b>Guards Club, Maidenhead (Dawn - Dusk)</b>		20		Free	Free	Free
<b>Hines Meadow Multi Storey Maidenhead *</b>		1,280				
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)						
Up To 1 Hour				0.0%	1.00	1.00
Up To 1 Hour Discounted				0.0%	0.60	0.60
1 To 2 Hours				11.1%	2.00	1.80
1 To 2 Hours Discounted				0.0%	1.20	1.20
2 To 3 Hours				20.0%	3.00	2.50
2 To 3 Hours Discounted				0.0%	1.90	1.90
3 To 4 Hours				28.6%	4.50	3.50
4 To 5 Hours				25.0%	5.00	4.00
Over 5 Hours				33.3%	8.00	6.00
Evenings (7pm - Midnight)				20.0%	1.80	1.50
Evenings (7pm - Midnight) - Residents				0.0%	Free	Free
Midnight To 9am				0.0%	Free	Free
Season Tickets (1 Month)				12.6%	76.00	67.50
Season Tickets (3 Months)				12.5%	225.00	200.00
Season Tickets (6 Months)				12.5%	450.00	400.00
Season Tickets (Per Annum)				20.0%	900.00	750.00
<b>Home Park, Windsor &gt;</b>		181				
Charges apply Mon - Fri between 9am-4pm (Weekends and bank holiday free)						
Signs will indicate when the car park is not in use due to events or functions						
Up To 1 Hour				28.6%	0.90	0.70
1 To 2 Hours				20.0%	1.80	1.50
2 To 4 Hours				20.0%	3.60	3.00
Over 4 Hours				20.0%	6.00	5.00
4pm To 9am				0.0%	Free	Free
Season Tickets (1 Month)				0.0%	60.00	60.00
Season Tickets (3 Months)				0.0%	170.00	170.00
Season Tickets (6 Months)				0.0%	330.00	330.00
Season Tickets (Per Annum)				20.0%	750.00	625.00
<b>Horton Road, Datchet *</b>		60				
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)						
Up To 1 Hour				0.0%	0.10	0.10
Up To 1 Hours Discounted				0.0%	Free	Free
1 To 2 Hours				0.0%	0.20	0.20
Up To 2 Hours Discounted				0.0%	Free	Free
2 To 3 Hours				0.0%	0.50	0.50
3 To 4 Hours				0.0%	1.00	1.00
Over 4 Hours				0.0%	5.00	5.00
6pm To 9am				0.0%	Free	Free
<b>High Street, Hurley</b>		60		0.0%	Free	Free
	Page total	1,603	80			
	Sub-total carry forward	2,470	352			

\* Discounted rates shown are available to Advantage card holders

> Currently no discounted rates as predominantly long stay, season ticket holders and sports club users. Car park is free after 4pm and at weekends



<b>Communities Directorate 2018/19</b>						
<b>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</b>		<b>No. of Spaces</b>		<b>Increase %</b>	<b>2018/19</b>	<b>2017/18</b>
		<b>Chargeable</b>	<b>Free</b>		<b>£</b>	<b>£</b>
	From previous page	2,470	352			
<b>King Edward VII Ave, Windsor</b>		192				
Charges apply Mon-Sun between 9am-Midnight (Including Bank Holidays)						
Up To 1 Hour				40.0%	1.40	1.00
Up To 1 Hour Discounted				0.0%	1.00	
1 To 2 Hours				25.0%	2.50	2.00
1 To 2 Hours Discounted				0.0%	2.00	
2 To 3 Hours				33.3%	4.00	3.00
2 To 3 Hours Discounted				0.0%	3.00	
3 To 4 Hours				22.2%	5.50	4.50
4 To 5 Hours				23.6%	6.80	5.50
Over 5 Hours				23.1%	8.00	6.50
Evenings (7pm - Midnight)				33.3%	2.00	1.50
Evenings (7pm - Midnight) - Residents				0.0%	Free	Free
Season Tickets (1 Month)				0.0%	80.00	80.00
Season Tickets (3 Months)				0.0%	240.00	240.00
Season Tickets (6 Months)				0.0%	480.00	480.00
Season Tickets (Per Annum)				0.0%	900.00	900.00
<b>King Edward VII Hospital, Windsor &gt;</b>		150				
Charges apply Saturdays, Sundays and Bank Holidays between 9am-6pm						
Up To 2 Hours				0.0%	1.00	1.00
2 To 4 Hours				0.0%	2.00	2.00
Over 4 Hours				0.0%	5.00	5.00
6pm To 9am				0.0%	Free	Free
<b>Meadow Lane, Eton *</b>		102				
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)						
Up To 1 Hour				40.0%	1.40	1.00
Up To 1 Hour Discounted				0.0%	0.50	0.50
1 To 2 Hours				35.0%	2.70	2.00
1 To 2 Hours Discounted				0.0%	1.00	1.00
2 To 3 Hours				33.3%	4.00	3.00
2 To 3 Hours Discounted				0.0%	1.50	1.50
3 To 4 Hours				16.7%	7.00	6.00
4 To 5 Hours				0.0%	8.00	8.00
Over 5 Hours				0.0%	10.00	10.00
7pm To 9am				0.0%	Free	Free
Season Tickets (1 Month)				0.0%	80.00	80.00
Season Tickets (3 Months)				0.0%	240.00	240.00
Season Tickets (6 Months)				0.0%	480.00	480.00
Season Tickets (Per Annum)				0.0%	900.00	900.00
<b>Nicholsons MultiStorey, Maidenhead *</b>		734				
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)						
Up To 30 Mins				20.0%	0.60	0.50
Up To 30 Mins Discounted				0.0%	0.30	0.30
30 Mins To 1 Hour				10.0%	1.10	1.00
30 Mins To 1 Hour Discounted				0.0%	0.60	0.60
1 To 2 Hours				5.0%	2.10	2.00
1 To 2 Hours Discounted				0.0%	1.20	1.20
2 To 3 Hours					3.10	
2 To 3 Hours Discounted					1.60	
3 To 4 Hours				36.7%	4.10	3.00
3 To 4 Hours Discounted				0.0%	2.00	2.00
4 To 5 Hours				33.3%	8.00	6.00
Over 5 Hours				26.3%	12.00	9.50
Evenings (7pm - Midnight)				20.0%	1.80	1.50
Evenings (7pm - Midnight) - Residents				0.0%	Free	Free
Midnight To 9am				0.0%	Free	Free
Season Tickets (1 Month)				12.0%	140.00	125.00
Season Tickets (3 Months)				11.1%	400.00	360.00
Season Tickets (6 Months)				10.7%	775.00	700.00
Season Tickets (Per Annum)				14.8%	1,550.00	1,350.00
<b>Oakengrove, Maidenhead (Dawn - Dusk)</b>		50		0.0%	Free	Free
<b>Oak Lane (Annual Contract Spaces For Residents Only)</b>		50		0.0%	60.00	60.00
	Page total	1,178	50			
	Sub-total carry forward	3,648	402			

\* Discounted rates shown are available to Advantage card holders

> Currently no discounted rates as the hospital is responsible for changes to the tariffs

<b>Communities Directorate 2018/19</b>					
<b>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</b>					
	<b>No. of Spaces</b>		<b>Increase %</b>	<b>2018/19</b>	<b>2017/18</b>
	<u>Chargeable</u>	<u>Free</u>		<b>£</b>	<b>£</b>
From previous page	3,648	402			
<b>Queens Road, Sunninghill</b>		52	0.0%	Free	Free
<b>River St, Windsor *</b>		145			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)					
Up To 1 Hour			12.5%	4.50	4.00
Up To 1 Hour Discounted			0.0%	1.50	1.50
1 To 2 Hours			16.7%	7.00	6.00
1 To 2 Hours Discounted			0.0%	3.00	3.00
2 To 3 Hours			12.5%	9.00	8.00
2 To 3 Hours Discounted			0.0%	4.50	4.50
3 To 4 Hours			20.0%	12.00	10.00
3 To 4 Hours Discounted			0.0%	8.00	8.00
4 To 5 Hours			16.7%	14.00	12.00
4 To 5 Hours Discounted			0.0%	10.00	10.00
Over 5 Hours			13.3%	17.00	15.00
Over 5 Hours Discounted			0.0%	12.00	12.00
9pm To 9am			0.0%	Free	Free
<b>Romney Lock, Windsor *</b>		94			
Charges apply Mon-Sun between 9am-Midnight (Incl Bank Holidays)					
Up To 1 Hour			40.0%	1.40	1.00
Up To 1 Hour Discounted				1.00	
1 To 2 Hours			25.0%	2.50	2.00
1 To 2 Hours Discounted				2.00	
2 To 3 Hours			33.3%	4.00	3.00
2 To 3 Hours Discounted				3.00	
3 To 4 Hours			22.2%	5.50	4.50
4 To 5 Hours			23.6%	6.80	5.50
Over 5 Hours			23.1%	8.00	6.50
Evenings (7pm - Midnight)			33.3%	2.00	1.50
Evenings- Residents			0.0%	Free	Free
Midnight To 9am			0.0%	Free	Free
Season Tickets (1 Month)			0.0%	80.00	80.00
Season Tickets (3 Months)			0.0%	240.00	240.00
Season Tickets (6 Months)			0.0%	480.00	480.00
Season Tickets (Per Annum)			19.4%	1,075.00	900.00
<b>Stafferton Way Multi Storey, Maidenhead *</b>		576			
Charges apply Mon - Sat between 9am-7pm					
Daily charge			40.0%	7.00	5.00
Evenings (7pm - Midnight)			0.0%	1.50	1.50
Evenings (7pm - Midnight) - Residents			0.0%	Free	Free
Midnight To 9am			0.0%	Free	Free
Season Tickets (1 Month)			15.4%	75.00	65.00
Season Tickets (3 Months)			13.2%	215.00	190.00
Season Tickets (6 Months)			13.2%	430.00	380.00
Season Tickets (Per Annum)			25.0%	875.00	700.00
<b>Sunningdale (London Road) (Closed between 6.45am - 8.45am)</b>		210	0.0%	Free	Free
<b>Sutton Road, Cookham</b>		18	0.0%	Free	Free
Page total	815	280			
Sub-total carry forward	4,463	682			

\* Discounted rates shown are available to Advantage card holders

<b>Communities Directorate 2018/19</b>						
<b>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</b>		<b>No. of Spaces</b>		<b>Increase %</b>	<b>2018/19</b>	<b>2017/18</b>
		<b>Chargeable</b>	<b>Free</b>		<b>£</b>	<b>£</b>
	From previous page	4,463	682			
<b>Town Hall, Maidenhead *</b>			111			
Car Park only available Saturdays, Sundays (Free Parking), Evenings and Bank Holidays						
Charges between 9am and Midnight on eligible days						
Up To 1 Hour				10.0%	1.10	1.00
Up To 1 Hour Discounted				0.0%	0.50	0.50
1 To 2 Hours				6.7%	1.60	1.50
1 To 2 Hours Discounted				0.0%	0.90	0.90
2 To 3 Hours				4.0%	2.60	2.50
2 To 3 Hours Discounted				0.0%	1.50	1.50
3 To 4 Hours				12.5%	4.50	4.00
4 To 5 Hours				7.7%	7.00	6.50
Evenings (5pm - Midnight)				0.0%	1.50	1.50
Evenings (5pm - Midnight) - Residents				0.0%	Free	Free
Midnight To 9am				0.0%	Free	Free
<b>Town Moor, Maidenhead</b>			28	0.0%	Free	Free
<b>Upper Village Road, Sunninghill</b>			28	0.0%	Free	Free
<b>Victoria Street Multi Storey, Windsor *</b>			206			
Charges apply Mon - Sun between 9am-Midnight (Incl Bank Holidays)						
Up To 1 Hour				33.3%	2.00	1.50
Up To 1 Hour Discounted				0.0%	0.50	0.50
1 To 2 Hours				28.0%	3.20	2.50
1 To 2 Hours Discounted				0.0%	1.00	1.00
2 To 3 Hours				25.0%	5.00	4.00
2 To 3 Hours Discounted				0.0%	1.50	1.50
3 To 4 Hours				28.6%	9.00	7.00
4 To 5 Hours				0.0%	10.00	10.00
Over 5 Hours				27.3%	14.00	11.00
Evenings (7pm - Midnight)				33.3%	2.00	1.50
Evenings (7pm - Midnight) - Residents				0.0%	Free	Free
Midnight To 9am				0.0%	Free	Free
<b>West Street, Maidenhead *</b>			59			
Charges apply Mon - Sat between 9am-Midnight						
Up To 30 Mins				20.0%	0.60	0.50
Up To 30 Mins Discounted				0.0%	0.30	0.30
30 Mins To 1 Hour				20.0%	1.20	1.00
30 Mins To 1 Hour Discounted				0.0%	0.50	0.50
1 To 2 Hours				20.0%	2.40	2.00
1 To 2 Hours Discounted				0.0%	0.90	0.90
2 To 3 Hours				16.7%	3.50	3.00
2 To 3 Hours Discounted				0.0%	2.00	2.00
Evenings (7pm - Midnight)				0.0%	1.50	1.50
Evenings (7pm - Midnight) - Residents				0.0%	Free	Free
Midnight To 9am				0.0%	Free	Free
	Page total	376	56			
	Sub-total carry forward	4,839	738			

\* Discounted rates shown are available to Advantage card holders

<b>Communities Directorate 2018/19</b>
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HIGHWAYS TRANSPORT & ENVIRONMENT SCRUTINY	No. of Spaces		Increase %	2018/19	2017/18
	Chargeable	Free		£	£
From previous page	4,839	738			
<b>Windsor Dials (via Alma Road), Windsor *</b>	250				
Car Park only available on Saturdays, Sundays, Bank Holidays					
Up To 1 Hour			50.0%	1.50	1.00
Up To 1 Hour Discounted			0.0%	0.50	0.50
1 To 2 Hours			50.0%	3.00	2.00
1 To 2 Hours Discounted			0.0%	1.00	1.00
2 To 3 Hours			50.0%	4.50	3.00
2 To 3 Hours Discounted			0.0%	1.50	1.50
3 To 4 Hours			50.0%	6.00	4.00
4 To 5 Hours			0.0%	6.00	6.00
Over 5 Hours			25.0%	10.00	8.00
Evenings (7pm - Midnight)			0.0%	1.50	1.50
Evenings (7pm - Midnight) - Residents			0.0%	Free	Free
Midnight To 9am			0.0%	Free	Free
<b>Windsor Library</b>	15				
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)					
Up To 30 Mins			0.0%	0.20	0.20
Up To 1 Hour			0.0%	2.50	2.50
1 To 2 Hours			0.0%	4.50	4.50
Evenings (7pm - Midnight)			0.0%	1.50	1.50
Evenings (7pm - Midnight) - Residents			0.0%	Free	Free
Midnight To 9am			0.0%	Free	Free
<b>York House, Windsor * CLOSED FOR SITE DEVELOPMENT</b>	92				
	-	92			
<b>Coach Park (Alma Road), Windsor</b>	74				
Charges apply Mon-Sun between 9am-6pm (Incl Bank Holidays)					
Up To 1 Hour - Entry			0.0%	10.00	10.00
Up To 4 Hours			0.0%	20.00	20.00
Prepaid Tickets (4 Hours)			0.0%	14.00	14.00
Up To 10 Hours			0.0%	30.00	30.00
Prepaid Tickets (10 Hours)			0.0%	25.00	25.00
<b>Magnet Leisure Centre - Maidenhead &gt;</b>	248				
Charges apply Mon - Sun (Incl Bank Holidays) between 9.30am-Midnight					
Up to 30 mins			0.0%	0.50	0.50
Up to 60 mins			11.1%	1.00	0.90
Up to 90 mins			0.0%	1.30	1.30
Up to 2 Hours			33.3%	2.00	1.50
Up to 3 Hours			0.0%	2.50	2.50
Up to 4 Hours			0.0%	6.00	6.00
Over 4 Hours			0.0%	8.00	8.00
<b>Windsor Leisure Centre &gt;</b>	249				
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)					
Up to 30 mins			25.0%	0.50	0.40
Up to 60 mins			25.0%	1.00	0.80
Up to 2 Hours			23.1%	1.60	1.30
Up to 3 Hours			22.2%	3.30	2.70
Up to 4 Hours			25.0%	10.00	8.00
Up to 5 Hours			20.0%	12.00	10.00
Over 5 Hours			23.1%	16.00	13.00
Page total	836	-			

\* Discounted rates shown are available to Advantage card holders

Currently no discounted rates. New payment equipment planned in 2018/19, funded from £775,000 investment in car park technology across the borough. New discounted rates will be implemented as soon as practicable. Leisure centre membership includes 3 months parking for £10.

**Total Car Park Spaces**

Chargeable	Free	Total
<b>5,675</b>	<b>738</b>	<b>6,413</b>

<b>Communities Directorate 2018/19</b>			
<u>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</u>	<u>Increase %</u>	<u>2018/19</u>	<u>2017/18</u>
		£	£
<b>On-Street Parking</b>			
<b>Barry Avenue *</b>			
Up To 1 Hour	60.0%	1.60	1.00
Up To 1 Hour Discounted	0.0%	Free	Free
1 To 2 Hours	60.0%	3.20	2.00
1 To 2 Hours Discounted	0.0%	1.00	1.00
<b>St. Leonards Road (Shops) *</b>			
Up To 1 Hour	66.7%	0.50	0.30
Up To 1 Hour Discounted	0.0%	Free	Free
1 To 2 Hours	60.0%	1.60	1.00
1 To 2 Hours Discounted	0.0%	0.60	0.60
<b>Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard &amp; Thameside (1 Hour Maximum Stay) *</b>			
Up To 1 Hour	66.7%	1.00	0.60
Up To 1 Hour Discounted	0.0%	Free	Free
<b>Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. * (Where Charges Apply Mon-Fri 8.30am - 5.30pm)</b>			
Up To 1 Hour	66.7%	0.50	0.30
Up To 1 Hour Discounted	0.0%	Free	Free
1 To 2 Hours	42.9%	1.00	0.70
1 To 2 Hours Discounted	0.0%	0.30	0.30
<b>Alma Rd, Clarence Rd, St Leonards Rd. * (Where Charges Apply Mon-Sun 8am - 8pm)</b>			
Up To 1 Hour	66.7%	0.50	0.30
Up To 1 Hour Discounted	0.0%	Free	Free
1 To 2 Hours	42.9%	1.00	0.70
1 To 2 Hours Discounted	0.0%	0.30	0.30
<b>Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd *</b>			
Up To 1 Hour	50.0%	0.60	0.40
Up To 1 Hour Discounted	0.0%	Free	Free
<b>The Avenue &amp; Windsor Road (Datchet) *</b>			
Up To 1 Hour	40.0%	0.70	0.50
Up To 1 Hour Discounted	0.0%	Free	Free
1 To 2 Hours	30.0%	1.30	1.00
2 To 3 Hours	35.0%	2.70	2.00
3 To 4 Hours	36.0%	3.40	2.50
Over 4 Hours	33.3%	6.00	4.50
<b>Eton (2 Hour Maximum Stay) *</b>			
Up To 30 Mins	50.0%	0.30	0.20
Up To 30 Mins Discounted	0.0%	0.10	0.10
Up To 1 Hour	50.0%	1.50	1.00
Up To 1 Hour Discounted	0.0%	0.60	0.60

\* Discounted rates are available to Advantage card holders

<b>Communities Directorate 2018/19</b>
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<b>Other Parking Fees And Charges</b>	<b>Increase %</b>	<b>2018/19</b>	<b>2017/18</b>
<b>HIGHWAYS TRANSPORT &amp; ENVIRONMENT SCRUTINY</b>		<b>£</b>	<b>£</b>
<b>Penalty Charge Notices</b>			
Higher Level Contraventions	0.0%	70.00	70.00
-Discounted If Paid Within 14 Days	0.0%	35.00	35.00
Lower Level Contraventions	0.0%	50.00	50.00
-Discounted If Paid Within 14 Days	0.0%	25.00	25.00
<b>Business Permits</b>			
Business Parking Permits			
Windsor: Outer Areas			
First Permit	22.2%	550.00	450.00
Second Permit	30.0%	650.00	500.00
Third Permit	36.4%	750.00	550.00
Windsor: Inner Areas			
Eton and Datchet:			
First Permit	50.0%	150.00	100.00
Second Permit	30.0%	325.00	250.00
Third Permit	26.7%	475.00	375.00
Fourth Permit	30.0%	650.00	500.00
<b>Resident Parking Permits</b>	0.0%	Free	Free
<b>Visitor Vouchers (Per Voucher)</b>			
Standard Vouchers (24 Hours)			
Standard Vouchers (24 Hours)	0.0%	2.00	2.00
- Discounted For Over 60's	0.0%	0.50	0.50
6 Hour Vouchers			
6 Hour Vouchers	0.0%	1.00	1.00
- Discounted For Over 60's	0.0%	0.50	0.50
2 Hours Vouchers			
2 Hours Vouchers	0.0%	Free	Free
Dependant Permits			
Dependant Permits	0.0%	Free	Free
<b>Parking Suspensions and Dispensations</b>			
Suspension Of Parking Bay (Per Bay)	0.0%	20.00	20.00
Parking Dispensations - Late Charge	0.0%	50.00	50.00
Parking Dispensations - 1st Day	0.0%	20.00	20.00
Parking Dispensations - Additional Days	0.0%	5.00	5.00
Parking Dispensations - 1 Week	0.0%	40.00	40.00
Parking Dispensations - 2 Weeks	0.0%	70.00	70.00
Parking Dispensations - 3 Weeks	0.0%	100.00	100.00
Parking Dispensations - 4 Weeks	0.0%	125.00	125.00
Special Parking/ Access Permit	0.0%	50.00	50.00

## Communities Directorate 2018/19

## CULTURE &amp; COMMUNITIES SCRUTINY

## LIBRARY &amp; RESIDENT SERVICES

	<u>% Increase</u>		<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>	
			£	£	£	£	
<b>LIBRARIES</b>							
OVERDUE RETURNS (PER LOAN PERIOD):					Per Day	Max. per Item	
Adult Books & Magazines	0%	0%	0.20	10.00	0.20	10.00	
Children's/Teenage Books & Magazines	0%	0%	0.05	10.00	0.05	10.00	
CDs/Tapes/Playaway Audio Books	0%	0%	0.20	10.00	0.20	10.00	
DVDs / CD-ROMs/Video Games	0%	0%	0.80	10.00	0.80	10.00	
<b>AUDIO / VISUAL LOAN CHARGES:</b>							
Adult - CDs				Non Advantage Card Holder	Advantage Card Holder	Non Advantage Card Holder	Advantage Card Holder
per item for 3 weeks				0.00	0.00		
1 to 2 discs	0%	0%	2.50	2.40	2.50	2.40	
3 to 6 discs	0%	0%	3.20	3.00	3.20	3.00	
7 or more discs	0%	0%	3.20	3.00	3.20	3.00	
Adult - Tapes							
per item for 3 weeks							
1 to 2 tapes	0%	0%	1.90	1.80	1.90	1.80	
3 or more tapes	0%	0%	2.00	1.90	2.00	1.90	
			0.00	0.00			
			0.00	0.00			
Playaway Audio Books	0%	0%	2.55	2.30	2.55	2.30	
DVDs							
per item for 1 week							
New released titles-first 8 weeks in stock	0%	0%	3.00	2.85	3.00	2.85	
Single Disc in stock for longer than 8 w	0%	0%	2.70	2.50	2.70	2.50	
<b>RESERVATIONS:</b>							
Adult books & Magazines							
Books from SELMS partnership libraries							
Inter-Library Loans	0%	0%	7.00	6.50	7.00	6.50	
Inter-Library Loans	0%	0%	2.00	2.00	2.00	2.00	
Urgent and Specialists					POA	POA	
Music scores and play sets					POA	POA	
<b>LIBRARY EVENTS:</b>							
Children (minimum)	0%	0%	3.50	3.00	3.50	3.00	
Adults (minimum)	0%	0%	5.50	5.00	5.50	5.00	
<b>REFERENCE LIBRARY SERVICES:</b>							
Printing from Electronic Information sources - per A4 sheet							
Black and White	25%	0%	0.25	0.20	0.20	0.20	
Colour	0%	0%	0.40	0.40	0.40	0.40	
3D Printing							
Set up per job	0%	0%	4.00	4.00	4.00	4.00	
3D Printing							
Per 15 minutes (or part)	0%	0%	1.00	1.00	1.00	1.00	
Copying of photographs - per print							
Scan and laser print	0%	0%	7.50	6.50	7.50	6.50	
Photographic print	0%	0%	32.00	30.00	32.00	30.00	
Research							
Per 15 minutes (or part) (first 30 mins free)	0%	0%	9.50	7.50	9.50	7.50	
<b>PHOTOCOPIING:</b>							
Per A4 copy							
Black and White	0%	0%	0.15	0.15	0.15	0.15	
Per A3 copy							
" " "	0%	0%	0.30	0.30	0.30	0.30	
Per A4 copy							
Colour	0%	0%	0.35	0.35	0.35	0.35	
Per A3 copy							
Colour	0%	0%	0.65	0.65	0.65	0.65	
<b>FAX:</b>							
Sending in UK				Non Advantage Card Holder £	Advantage Card Holder £	Non Advantage Card Holder £	Advantage Card Holder £
1st sheet	0%	0%	1.60	1.35	1.60	1.35	
Each subsequent sheet	0%	0%	0.75	0.70	0.75	0.70	
Sending to European Countries							
1st sheet	0%	0%	3.00	2.60	3.00	2.60	
Each subsequent sheet	0%	0%	1.65	1.55	1.65	1.55	
Sending to rest of world							
1st sheet	0%	0%	5.00	4.50	5.00	4.50	
Each subsequent sheet	0%	0%	2.80	2.50	2.80	2.50	
Receiving - per message	0%	0%	1.75	1.45	1.75	1.45	
Printing from Microform & Microfiche							
Per A4 copy	0%	0%	0.50	0.50	0.50	0.50	
Handling P&P (minimum)	0%	0%	1.10	1.10	1.10	1.10	
Printing from customer's microform	0%	0%	0.50	0.40	0.50	0.40	
<b>LOST AND DAMAGED ITEMS:</b>							
Out of print adult books	0%	0%	15.00	15.00	15.00	15.00	
Out of print children's books	0%	0%	7.50	7.50	7.50	7.50	
Damaged Books & Magazines -per volume / issue							
Damage to new items						Full replacement cost	
One or more pages damaged to affect issue						Full replacement cost	
Water damage / Chewed books						Full replacement cost	
Scribbling all over book, underlining etc.						Full replacement cost	
Damage to plastic jacket	0%	0%	1.60	1.50	1.60	1.50	
<b>LOST AND DAMAGED ITEMS:</b>							
Audio Visual Items							
Lost or damaged tapes	0%	0%	25.00	25.00	25.00	25.00	
Audio Visual Items							
Lost or damaged CDs	0%	0%	25.00	25.00	25.00	25.00	
Replacement membership card	0%	0%	2.00	2.00	2.00	2.00	

## Communities Directorate 2018/19

	<u>% Increase</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>	
		£	£	£	£	
<b>ROOM &amp; EXHIBITION HIRE (All Libraries):</b>						
Commercial Organisations-per hour	0%	35.00		35.00	-	
Commercial Organisations-per 1/2 day	0%	85.00		85.00	-	
Commercial Organisations-per day	0%	135.00		135.00	-	
Non-Commercial Organisations (charged services) per hour	0%	26.25		26.25	-	
Non-Commercial Organisations (charged services) per 1/2day	0%	52.50		52.50	-	
Non-Commercial Organisations (charged services) per day	0%	81.00		81.00	-	
Other Borough Based Community Groups-per hour	0%	12.00		12.00	-	
Other Borough Based Community Groups-per 1/2day	0%	30.30		30.30	-	
Other Borough Based Community Groups-per day	0%	40.40		40.40	-	
(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				-	-	
<b>INTERVIEW ROOM</b>						
Commercial Organisations-per hour	0%	20.00		20.00	-	
Commercial Organisations-per 1/2 day	0%	45.00		45.00	-	
Commercial Organisations-per day	0%	72.00		72.00	-	
Non-Commercial Organisations (charged services) per hour	0%	15.00		15.00	-	
Non-Commercial Organisations (charged services) per 1/2day	0%	29.00		29.00	-	
Non-Commercial Organisations (charged services) per day	0%	45.00		45.00	-	
Other Borough Based Community Groups-per hour	0%	5.00		5.00	-	
Other Borough Based Community Groups-per 1/2day	0%	15.00		15.00	-	
Other Borough Based Community Groups-per day	0%	23.00		23.00	-	
STUDY CARRELL per hour	0%	7.00		7.00	-	
<b>USE OF LIBRARY COMPUTER:</b>						
Per half hour, to 'Guest' (non-members)	0%	1.00		1.00	-	
Per half hour, to Library Members	0%	0.50		0.50	-	
(Advantage Card Holders to have 45 minutes use per day free of charge)				-	-	
Per additional half hour to Advantage Card holders	0%	0.50		0.50	-	
Library Members aged 12-17		Free		Free	-	
<b>MUSEUM</b>						
<b>ENTRY FEE</b>						
Museum only		Free		Free	-	
Museum & Conducted/Audio Tour of Guildhall		Free		Free	-	
Museum and Local Studies Collection		Free		Free	-	
<b>IMAGE USE CHARGES:</b>						
Commercial Use			EU Rights	World Rights	EU Rights	World Rights
Book	0%	0%	64.00	75.00	64.00	75.00
Exhibition	0%	0%	64.00	75.00	64.00	75.00
Journal / Maqazine	0%	0%	64.00	75.00	64.00	75.00
Book Jacket	0%	0%	82.00	92.00	82.00	92.00
TV/Film per image screened	0%	0%	82.00	92.00	82.00	92.00
DVD or CD-Rom	0%	0%	82.00	92.00	82.00	92.00
Postcard, Calendar, Publicity Brochure	0%	0%	82.00	92.00	82.00	92.00
Website		0%	n/a	92.00	n/a	92.00
Other Use			POA	POA	POA	POA
Invoice Admin Fee	0%	0%	57.50	57.00	57.50	57.00



<b>Communities Directorate 2018/19</b>
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**CULTURE & COMMUNITIES SCRUTINY****OUTDOOR FACILITIES****ALLOTMENTS**

The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-

		<u>% Increase</u>	<u>% Increase</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>
				£	£	£	£
Grade of Plot -	A+	3.9%		291.00		280.00	-
	A	3.3%		77.50		75.00	-
	B	3.8%		67.50		65.00	-

**CEMETERIES AND CHURCHYARDS****STANDARD BURIAL:**

	<u>% Increase</u>	<u>% Increase</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>
	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident
Grant of exclusive right of burial for 50 years, including right to erect n Burial Fees	3.9%	3.9%	2,577.00	1,288.00	2,480.00	1,240
For three - Braywick Cemetery only	3.9%	3.9%	2,535.00	1,268.00	2,440.00	1,220
For two - Oakley Green Cemetery only	3.9%	3.9%	2,161.00	1,081.00	2,080.00	1,040
For two - Oakley Green Cemetery only	3.9%	3.9%	2,161.00	1,081.00	2,080.00	1,040
For one	3.9%	3.9%	1,953.00	977.00	1,880.00	940
Child 7 to 17 years	3.9%	0.0%	930.00	-	895.00	-
Child up to 6 years	3.9%	0.0%	444.50	-	428.00	-
Additional charge for a casket	3.9%	3.9%	831.00	415.50	800.00	400

**INFANT BURIAL:**

Grant of exclusive right of burial for 50 years, including right to erect n Burial Fee	3.8%	0.0%	607.50	-	585.00	-
	3.8%	0.0%	232.50	-	224.00	-

**CREMATION PLOT:**

Grant of exclusive right of burial for 50 years, including right to erect n New Cremation Plot (2 caskets per plot)	3.9%	3.9%	1,257.00	628.50	1,210.00	605
	3.8%	3.8%	677.00	338.50	652.00	326

**CREMATION CHAMBER:**

Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	3.9%	3.8%	1,350.50	675.00	1,300.00	650
Renew grant of exclusive right of burial for a further 10 years	3.9%	3.9%	665.00	332.50	640.00	320
Re-open for a second interment of ashes	3.8%	3.8%	465.00	232.50	448.00	224

**MEMORIALS:**

Additional inscription / replacement stone	3.4%	3.4%	45.50	45.50	44.00	44
Wall plaque	3.6%	3.6%	57.00	57.00	55.00	55
Cremation tablet	3.6%	3.6%	57.00	57.00	55.00	55
Vase or book on cremation plot or grave	3.6%	3.6%	57.00	57.00	55.00	55
Reservation of wall plaque for 7 years	3.7%	3.6%	113.00	57.00	109.00	55
Stake in Ground Plaque - prices from:-	3.8%	3.8%	164.00	164.00	158.00	158

**MISCELLANEOUS:**

Record research fee	3.6%	3.6%	57.00	57.00	55.00	55
Reservation - grave or cremation plot for 7 years (renewal at 50% of	3.9%	3.9%	1,268.00	633.50	1,220.00	610
Inter cremated remains in Garden of Remembrance	3.7%	3.7%	195.00	195.00	188.00	188
Interment outside prescribed hours (minimum charge)	3.9%	3.9%	227.50	227.50	219.00	219
Minimum cost for specific needs	3.9%	3.9%	227.50	227.50	219.00	219
Private grave registration transfer	3.6%	3.6%	57.00	57.00	55.00	55
Use of chapel at Oakley Green only	3.8%	3.8%	166.00	166.00	160.00	160
Copy of Deed	3.6%	3.6%	57.00	57.00	55.00	55

**PARKS AND OPEN SPACES****FOOTBALL:**

	<u>% Increase</u>	<u>% Increase</u>	<u>2018/19</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2017/18</u>
			Per Season	Per Season		
Grade A Pitch	3.9%		1,714.00		1,650.00	
Grade B Pitch	3.9%		1,298.50		1,250.00	
Mini Football Pitch - Marked 2hr session					Free	

**RUGBY:**

Braywick / Home Park	3.9%		2,172.00		2,090.00	
Mini Rugby Pitch - Marked 2hr session					Free	

**CRICKET:**

Home Park	3.9%		2,940.00		2,830.00	
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**LAWN TENNIS:**

Home Park	3.9%		1,351.00		1,300.00	
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**MISCELLANEOUS:**

Royal Windsor Dog Show	3.9%		8,000.00		7,700.00	
Triathlon	3.9%		6,857.00		6,600.00	
Horse Show	3.9%		8,000.00		7,700.00	
Ockwells Dog Show	3.8%		675.00		650.00	

2018/19 SAVINGS SUMMARY					
Description / Budget	Lead / principal member	Lead officer	Savings to Nov 17	Savings to Jan 18	Revised Savings 2018/19
			£000	£000	£000
<b>Managing Director's Directorate</b>					
<b>Deprivation of Liberty Safeguarding</b>					
Improved commissioning of Best Interest Assessors			31	0	31
<b>Older People</b>					
Contracted proce of the outcome based homecare			80	0	80
Reduction in cost of provision based on service being outcome based instead of time and task			220	0	220
<b>School Improvement &amp; Leadership</b>					
Increased number of schools purchasing Admissions service	Cllr S Carroll	H Hall	20	0	20
Increased use of technology for applications			20	0	20
Increase in the number of schools in and out of the borough buying Governor Services			20	0	20
<b>Early Years Education</b>					
Prioritising the deliveryof statutory education improvement service			50	0	50
<b>Education - School Improvement</b>					
Academy schools taking responsibility for school improvement	Cllr N Airey	K McDaniel	40	0	40
Securing strategic school improvement funding			40	0	40
<b>Psychology, Wellbeing and School Support</b>					
Management efficiencies			31	0	31
<b>Safeguarding and Children in Care</b>					
Consolidating the social work teams			46	0	46
Reduction in youth work activity	Cllr S Carroll	H Hall	0	25	25
Reduction in number of children in care requiring support			108	0	108
<b>Children &amp; Young People Disability</b>					
Purchasing residential places at a lower/existing cost			0	40	40
<b>Human Resources</b>					
HR staffing saving			56	0	56
Efficiencies through drawing together learning and development activity	Cllr L Targowska	T Baldwin	50	0	50
Learning and Development remove concentrating on statutory training			0	100	100
AVC Salary Sacrifice			0	60	60
Providing the statutory training for Optalis - increased income			0	20	20
<b>Homecare</b>					
Saving in Homecare achieved in 2017/18	Cllr S Carroll	H Hall	200	0	200
Project costs			35	0	35
<b>Shared Legal Services</b>					
Revisions to the legal services arrangement reducing cost			30	0	30
<b>Democratic Services</b>					
Reduction in democratic services printing and postage costs	Cllr L Targowska	M Kilner	10	0	10
Land Charges Increased Income			0	50	50
Increase use of technology - reducing printing			0	50	50
<b>GPPP Management structure</b>					
Review of mgt structure and team structure in GPPP and implementation of a new performance management approach and system	Cllr S Carroll	H Hall	30	0	30
<b>Information Team</b>					
Review of information management team processes and use of new CRM for FOIS etc			30	0	30
<b>Total Income or saving - Managing Directors Directorate</b>			<b>1,147</b>	<b>345</b>	<b>1,492</b>

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

## Communities Directorate

<b>Revenues and Benefits</b>					
Additional Council Tax, Business Rates and Housing Benefit Overpayment, fees, cost and income collection.	Cllr S Rayner	A Jeffs	300	0	300
Revenue and Benefits team reduction in operating costs.			70	0	70
Write-on of credits and suspense account payments.			0	100	100
<b>Communities, Enforcement and Partnerships</b>					
Operational review of Environmental Health, Licencing and Trading Standards Services.	Cllr J Grey	D Scott	150	0	150
Leisure service contract savings.	Cllr S Rayner		67	0	67
Review of Communities Team structure and operational delivery			100	0	100
Operational review of 'Grow our Own' Team			50	0	50
Efficiencies in the operation of the Community Partnership Team.	Cllr J Grey		0	20	20
Efficiencies from upgrading of CCTV equipment and network.			202	0	202
<b>Library and resident services</b>					
Further efficiencies after creation of Library and Resident Services.	Cllr S Rayner	J Hurd	100	0	100
<b>Commissioning - Communities</b>					
Additional Parking Income	Cllr J Grey	B Smith	325	0	325
CPES Head of Service Post No longer required following Re-structure			80	0	80
Waste service - reduced tonnages going for disposal			50	0	50
Non-Advantage Card Tariff Increase in Parking Fees & Charges following benchmark exercise(Fees & Charges remain 50% less than benchmarked councils).			750	750	1,500
<b>Total Income or saving - Communities Directorate</b>			<b>2,244</b>	<b>870</b>	<b>3,114</b>

2018/19 SAVINGS SUMMARY					
Description / Budget	Lead / principal member	Lead officer	Savings to Nov 17	Savings to Jan 18	Revised Savings 2018/19
			£000	£000	£000
<b>Place Directorate</b>					
<b>Building Services</b>					
Review of Shared Services - Building Services	Cllr J Rankin	R O'Keefe	40	0	40
<b>Finance</b>					
Review of non strategic finance	Cllr Saunders	R Stubbs	130	0	130
Alternative service delivery options			20	0	20
<b>Property</b>					
Property Rental income	Cllr J Rankin	R O'Keefe	160	0	160
<b>Planning and Development</b>					
Increased Planning Income	Cllr Coppinger	J Jackson	50	60	110
<b>ICT</b>					
Optimisation of service	Cllr L Targowska	J Tordoff	320	0	320
<b>Total Income or saving - Place Directorate</b>			<b>720</b>	<b>60</b>	<b>780</b>

<b>GROWTH</b>		
<b>Managing Director's Directorate</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2018/19 Increase</b>
		£'000
1	Adult Social demographic pressures	750
2	Safeguarding demographic pressure	150
3	Home to School Transport	226
4	Communications Unit	160
5	Increase in Insurance reserve in line with actuarial recommendations	79
	<b>Total Managing Director Directorates Growth</b>	<b>1365</b>
<b>Communities Directorate</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2018/19 Increase</b>
		£'000
6	Increase in Insurance reserve in line with actuarial recommendations	47
7	Net Pressure due to loss in Housing Benefit Admin Grant	30
8	Universal Credit	50
	<b>Total Communities Growth</b>	<b>127</b>
<b>Place Directorate</b>		
<b>Line ref</b>	<b>Description of Growth</b>	<b>2018/19 Increase</b>
		£'000
9	Increase in Insurance reserve in line with actuarial recommendations	24
	<b>Total Corporate Growth</b>	<b>24</b>
	<b>Total Service Growth</b>	<b>1516</b>

**PARISH COUNCIL TAX**

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

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

**PARISH COUNCIL TAX**

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

## Parish Precepts compared to last year.

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

## RBWM and Major Preceptors compared to last year.

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



## Capital Cashflow Reconciliation 2017/18

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

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

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

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

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

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

**Remove deduction of capital funded from revenue**

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

**Potential new borrowing as at January 2018**

**16,162**

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

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

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

## CAPITAL PROGRAMME 2018/19 &amp; ONWARDS

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

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





## Managing Director

Project	Description of Scheme	2017/18 Approved			2018/19			2019/20			2020/21		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CSHH	Maidenhead Nursery School Structural Improvements	27	(27)	0	0	0	0	0	0	0	0	0	0
CSHM	All Saints Junior School Boiler Replacement	85	(85)	0	0	0	0	0	0	0	0	0	0
CSHP	Wraysbury school - Staffroom Extension	374	(70)	304	0	0	0	0	0	0	0	0	0
CSHU	Windsor Girls Expansion	1,736	(1,736)	0	200	0	200	0	0	0	0	0	0
CSHV	Lowbrook Expansion	1,253	0	1,253	0	0	0	0	0	0	0	0	0
CC00	Gutters, Soffits Replacement	0	0	0	0	0	0	86	(86)	0	50	(50)	0
CC00	Roofing Replacement Primary Schools	0	0	0	0	0	0	180	(180)	0	0	0	0
CC00	School Playground Resurfacing	0	0	0	0	0	0	30	(30)	0	0	0	0
	<b>Total Schools - Non Devolved</b>	<b>31,503</b>	<b>(17,538)</b>	<b>13,965</b>	<b>4,025</b>	<b>(875)</b>	<b>3,150</b>	<b>696</b>	<b>(696)</b>	<b>0</b>	<b>700</b>	<b>(700)</b>	<b>0</b>
	<b>Schools - Devolved Capital</b>												
CJ77	Budget Only NDS Devolved Capital	947	(947)	0	197	(197)	0	197	(197)	0	197	(197)	0
	<b>Total Schools - Devolved Capital</b>	<b>947</b>	<b>(947)</b>	<b>0</b>	<b>197</b>	<b>(197)</b>	<b>0</b>	<b>197</b>	<b>(197)</b>	<b>0</b>	<b>197</b>	<b>(197)</b>	<b>0</b>
	<b>TOTAL MANAGING DIRECTOR CAPITAL PROGRAMME</b>	<b>36,017</b>	<b>(21,350)</b>	<b>14,667</b>	<b>4,468</b>	<b>(1,118)</b>	<b>3,350</b>	<b>1,093</b>	<b>(893)</b>	<b>200</b>	<b>1,097</b>	<b>(897)</b>	<b>200</b>

## Communities Directorate

Project	Description of Scheme	2017/18 Approved			2018/19			2019/20			2020/21		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Revenue &amp; Benefits</b>													
CN51	Academy Self-Service Modules	12	0	12	0	0	0	0	0	0	0	0	0
CN98	Delivery of Debt Enforcement	114	0	114	0	0	0	0	0	0	0	0	0
<b>Total Revenue &amp; Benefits</b>		<b>126</b>	<b>0</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commissioning - Communities</b>													
CB67	New MSCP Feasibility- Stafferton Way 2014/15	44	(44)	0	0	0	0	0	0	0	0	0	0
CB98	Bray Bailey Bridge Replacement Scheme 2014/15	34	0	34	0	0	0	0	0	0	0	0	0
CB99	Moorbridge Road Gateway 2014/15	85	(35)	50	0	0	0	0	0	0	0	0	0
CC13	North Town Moor Open Space-Car Park Improvements	8	(8)	0	0	0	0	0	0	0	0	0	0
CC25	M4 Smart Motorway	50	0	50	50	0	50	0	0	0	50	0	50
CC27	Permanent Traffic Counter Sites	62	0	62	0	0	0	0	0	0	0	0	0
CC29	Footbridge, The Green, Bisham-Raise Level-Flood Pr	96	0	96	0	0	0	0	0	0	0	0	0
CC30	St Leonards Rd/ Victoria Street - Pedestrian Cross	80	0	80	0	0	0	0	0	0	0	0	0
CC41	Replacement Entry /Exit systems - Alexandra Grdns	15	0	15	0	0	0	0	0	0	0	0	0
CC42	Replacement Entry / Exit Systems at Boulters Lock	0	0	0	10	0	10	0	0	0	0	0	0
CC43	Additional CCTV at 3 MS Car Parks	0	0	0	120	0	120	0	0	0	95	0	95
CC44	Allotments Windsor & Maidenhead	0	0	0	50	(50)	0	0	0	0	0	0	0
CC46	Baths Island Pleasure Ground	30	(30)	0	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	0	0	0	240	0	240	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	0	0	0	150	0	150	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	0	0	0	35	0	35	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	0	0	0	70	0	70	0	0	0	0	0	0
CC52	Dedworth Environmental & St Scene Enhance(PAVE)	0	0	0	350	0	350	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	0	0	0	100	(75)	25	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	0	0	0	50	0	50	0	0	0	0	0	0
CC57	Goswell Hill Refurbishment Programme	25	0	25	0	0	0	0	0	0	0	0	0
CC58	Grenfell Park Northern Access	0	0	0	20	(20)	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	0	0	0	180	(180)	0	0	0	0	150	0	150
CC60	Hostile Vehicle Mitigation Measures for Windsor	1,850	(908)	942	0	0	0	0	0	0	0	0	0
CC61	Local Flood Risk Management Strategy Review	0	0	0	10	(10)	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (LEP Match Funded)	0	0	0	759	(659)	100	776	(576)	200	2,905	(2,500)	405
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	0
CC64	Prevention of Unauthorised Encampments	0	0	0	80	0	80	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	0	0	0	775	(775)	0	0	0	0	775	0	775
CC68	Royal Borough Ambassador Equipment	8	0	8	0	0	0	0	0	0	0	0	0
CC69	St Leonards Road Shared Surface (Road & Pavement)	0	0	0	8	0	8	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	0	0	0	10	0	10	0	0	0	0	0	0
CC71	Traffic Management Control System	0	0	0	9	(9)	0	0	0	0	9	0	9
CC72	Victoria Street CP, Windsor - Upper Floor Barriers	0	0	0	15	0	15	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	0	0	0	25	0	25	0	0	0	0	0	0











## Communities Directorate

Project	Description of Scheme	2017/18 Approved			2018/19			2019/20			2020/21		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CLC7	Windsor Lib Lighting Replacement - 2nd Phase 2016-17	2	0	2	0	0	0	0	0	0	0	0	0
CLC8	Paintings Collection Conservation 2016-17	13	0	13	0	0	0	0	0	0	0	0	0
CN59	RBWM Website	13	0	13	0	0	0	0	0	0	0	0	0
CN80	CRM Upgrade / Jadu Contract	115	0	115	0	0	0	0	0	0	0	0	0
CN83	CC Centre Telephone Headset Replacement 2015-16	2	0	2	0	0	0	0	0	0	0	0	0
CP82	Mhead Lib-Small Pwr Rewire Gnd/1st Floors 15/16	175	0	175	0	0	0	0	0	0	0	0	0
CZ14	Cox Green Library-Improvements (2014/15)	2	(2)	0	0	0	0	0	0	0	0	0	0
CZ16	Maidenhead Library-Ventilation (2014/15)	83	0	83	0	0	0	0	0	0	0	0	0
CZ76	P&OS-Alexandra Gardens Improvements (2014/15)	0	0	0	0	0	0	0	0	0	0	0	0
CZ77	P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	12	0	12	0	0	0	0	0	0	0	0	0
CZ94	Heritage Trails 2015-16	3	(3)	0	0	0	0	0	0	0	0	0	0
CZ95	Museum Improvements Programme 2015-16	40	(36)	4	0	0	0	0	0	0	0	0	0
CZ96	Berkshire Records Office 2015-16	15	(15)	0	0	0	0	0	0	0	0	0	0
CZ97	Arts in the Parks 2015-16	5	(5)	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
CC00	Guildhall Portraits - Conversation, Repair, Restoration	0	0	0	0	0	0	15	0	15	0	0	0
<b>Total Library &amp; Resident Services</b>		2,075	(323)	1,752	435	0	435	15	0	15	0	0	0
<b>TOTAL COMMUNITIES DIRECTORATE CAPITAL PROGRAMME</b>		<b>21,507</b>	<b>(8,352)</b>	<b>13,155</b>	<b>15,872</b>	<b>(5,341)</b>	<b>10,531</b>	<b>16,056</b>	<b>(4,246)</b>	<b>11,810</b>	<b>5,684</b>	<b>(2,545)</b>	<b>3,139</b>



Project	Description of Scheme	2017/18 Approved			2018/19			2019/20			2020/21		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CM53	Theatre Royal-Soffit/Roof Light Ventilation 15-16	43	0	43	0	0	0	0	0	0	0	0	0
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	35	0	35	0	0	0	0	0	0	0	0	0
CM89	Tinkers La.-rewire of smll power & lightg circuits	10	0	10	0	0	0	0	0	0	0	0	0
CN63	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	129	0	129	0	0	0	0	0	0	0	0	0
CX20	Ross Road - repairs & redecoration 2014-15	27	0	27	0	0	0	0	0	0	0	0	0
CX22	St Mary's Hse-External replace/decor roof 2014-15	64	0	64	0	0	0	0	0	0	0	0	0
CX32	MASH Building Works-Town Hall, Maidenhead	1	0	1	0	0	0	0	0	0	0	0	0
CX37	Stafferton Way - Units 1&2 (ND30)	24	0	24	0	0	0	0	0	0	0	0	0
CX38	St Clouds Way Ten Pin Bowl-Purchase Leasehold Int	4,500	0	4,500	0	0	0	0	0	0	0	0	0
CX39	Central House Scheme	300	0	300	0	0	0	0	0	0	0	0	0
CX40	Operational Estate Improvements	0	0	0	600	0	600	200	0	200	0	0	0
CX41	Commercial Investment Property Portfolio-Repairs	0	0	0	445	0	445	400	0	400	400	0	400
CC40	Borough Parking Provision 201720	936	0	936	0	0	0	0	0	0	0	0	0
CI14	Maidenhead Waterways Construction phase 1	1,707	(141)	1,566	0	0	0	0	0	0	0	0	0
CI18	PB Maidenhead Waterways Restoration	0	0	0	0	0	0	0	0	0	0	0	0
CI29	Broadway Car Park & Central House Scheme	2,952	(187)	2,765	0	0	0	0	0	0	0	0	0
CI42	Wsor Coach Park, Alexandra Gardens, Riverside-F.S.	280	0	280	0	0	0	0	0	0	0	0	0
CI44	Maidenhead Waterways - Match Funding	250	0	250	0	0	0	0	0	0	0	0	0
CI45	Development Sites M'headFeasibility/Outline Work	91	0	91	0	0	0	0	0	0	0	0	0
CI49	Maidenhead Golf Course	738	0	738	0	0	0	0	0	0	0	0	0
CI58	Maidenhead Station-Development Site Negotiations	30	0	30	0	0	0	0	0	0	0	0	0
CI60	Regeneration Improvement Projects	162	0	162	0	0	0	0	0	0	0	0	0
CI62	Hines Meadow CP - Dilapidations	600	0	600	0	0	0	0	0	0	0	0	0
CM49	JV-York Rd, West St, Reform Rd, St Clouds Way	535	0	535	0	0	0	0	0	0	0	0	0
CX28	Ray Mill Road Residential Development	176	0	176	0	0	0	0	0	0	0	0	0
CC00	Town Centre - Cultural Centre	0	0	0	0	0	0	1,000	0	1,000	0	0	0
<b>Total Property</b>		<b>20,657</b>	<b>(579)</b>	<b>20,078</b>	<b>1,045</b>	<b>0</b>	<b>1,045</b>	<b>1,600</b>	<b>0</b>	<b>1,600</b>	<b>400</b>	<b>0</b>	<b>400</b>
<b>TOTAL PLACE CAPITAL PROGRAMME</b>		<b>21,837</b>	<b>(764)</b>	<b>21,073</b>	<b>2,415</b>	<b>(50)</b>	<b>2,365</b>	<b>2,066</b>	<b>(20)</b>	<b>2,046</b>	<b>760</b>	<b>0</b>	<b>760</b>

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

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

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

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

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

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

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

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

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

**Interest Rate Exposure**

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

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

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



**Royal Borough of Windsor & Maidenhead Approved Counterparty List**

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

**SHORT TERM RATING**

Expectation of timely repayment of financial commitments.

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

**LONG TERM RATING**

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

Below BBB indicates non-investment grade

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

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

TAX BASE

66,710

67,618

**Council Tax at band D****£ 915.57****£ 933.42****Adult Social Care precept****£ 45.89****£ 74.74**

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

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

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

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

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