

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	NO - Part I YES - Part II Appendix T not for publication by virtue of Paragraphs 1,2,3 and 4 of Part I of Schedule 12A of the Local Government Act 1972.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

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## REPORT SUMMARY

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

### Key financial, service and investment messages:

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

### Revenue budget review 2018/19:

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

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

#### **Proposed budget 2019/20:**

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

#### **Reductions of £6.8m in the revenue budgets including:**

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

#### **Other targeted efficiencies and investments**

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

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

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

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

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

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

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

Additional: £0.0m	Reported Forecast in 1819	Total Change Budgeted in 1920
	£'000	£'000
<b>Costs due to Growth by Service Areas:</b>		
Communications & Marketing	0.2	0.0

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

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

## 1. DETAILS OF RECOMMENDATION(S)

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

- i) Detailed recommendations contained in Appendix A which includes a base council tax at Band D of £961.33, including a 2.99% increase of £27.91.
- ii) Adult social care precept to remain unchanged at £74.74.
- iii) Fees and charges contained in Appendix D.
- iv) Capital strategy in Appendix G.
- v) Capital programme, shown in Appendices H & I, for the financial year 2019/20.
- vi) Prudential borrowing limits set out in Appendix L.
- vii) Business rate tax base calculation, detailed in Appendix P, and its use in the council tax requirement in Appendix A.
- viii) Deputy Director and Head of Finance in consultation with the Lead Members for Finance and Children's Services to amend the total schools budget to reflect actual Dedicated Schools Grant levels once received.
- ix) Delegation to the Deputy Director and Head of Finance and Lead Member for Finance to include the precept from the Berkshire Fire and Rescue Authority once the precept is announced.

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

- 2.1 The Council is obliged to set a council tax for the forthcoming financial year in order to provide sufficient revenue to carry out its statutory duties. The budget set for 2019/2020 confirms the administration's commitment to continue to deliver quality services for residents whilst demonstrating value for money.
- 2.2 The Royal Borough spends around £275 million through the general fund annually. Day to day council expenditure is funded through council tax, business rate, government grants, income from fees and charges and third party contributions. Around £86 million of this is spent on, and is ring-fenced to, schools.

## **Provisional Local Government Finance Settlement 2019/20**

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

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

### **Business rate retention pilot**

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

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

### **New Homes Bonus**

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

### **Negative Revenue Support Grant**

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

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

### **Council tax thresholds**

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

### **Adult social care precept**

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

### **Schools budgets**

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

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

## **Other financial matters**

### **Fees and charges**

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

### **Savings and efficiencies**

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

### **Council Tax**

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

### **Capital programme**

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

### **Capital financing**

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

### **Treasury management**

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



### **Capital strategy**

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

### **Business rates reliefs**

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

### **Collection fund balances**

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

### **General fund reserves**

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

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

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

**Table 1: Options**

<b>Option</b>	<b>Comment</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 net revenue spend and council tax. <b>Not recommended</b>	A net increase in revenue expenditure of £638,000 would require an increase in council tax of 1%. Increases representing an increase of 3% or more in council tax would require a referendum.
Approve a modified budget with a lower level of net revenue spend and council tax. <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 have a revenue implication in the shape of financing costs.

### 3. KEY IMPLICATIONS

**Table 2: Key Implications**

<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 2019

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

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

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

#### **LEGAL IMPLICATIONS**

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

#### **5. RISK MANAGEMENT**

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

#### **6. POTENTIAL IMPACTS**

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

#### **7. CONSULTATION**

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

#### **8. TIMETABLE FOR IMPLEMENTATION**

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

**Table 3: Implementation timetable**

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

## 9. APPENDICES

9.1 This report is supported by 18 appendices:

- Appendix A - Recommendations
- Appendix B - Budget summary
- Appendix C - Budget detail - (Communities detail only)
- Appendix D - Fees and charges – (Communities fees and charges only)
- Appendix E - Growth/Savings – (Crime and disorder only)
- Appendix F - Parish precepts – (Corporate O&S only)
- Appendix G - Capital strategy – (Corporate O&S only)
- Appendix H - Capital programme summary – (Corporate O&S only)
- Appendix I - Capital programme detail – No for Crime and disorder O&S
- Appendix J - Major capital schemes to come forward - Capital cashflow - (Corporate O&S only)
- Appendix K - Lending list – (Corporate O&S only)
- Appendix L – Prudential indicators – (Corporate O&S only)
- Appendix M - Budget movement statement – (Corporate O&S only)
- Appendix N - Medium term financial plan – (Corporate O&S only)
- Appendix O – Minimum level of reserves – (Corporate O&S only)
- Appendix P - National non-domestic return 1 – (Corporate O&S only)
- Appendix Q - Children’s placement forecast – (Corporate services & Children’s services O&S only)
- Appendix R - Car parking income forecast – (Corporate O&S and Emt, Highways & Transport O&S)
- Appendix S - Optalis savings forecast and investment strategy – (Corporate O&S and Adults&Health O&S only)
- Appendix T – Part II Appendix – (Corporate, Children’s, Emt, Highways&Transport, Adults&Health, Culture & Communities O&S only)

## 10. BACKGROUND DOCUMENTS

10.1 None

## 11. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Saunders	Lead Member for finance and economic development	11/01/19	14/01/19
Cllr Dudley	Leader of the Council	11/01/19	14/01/19
Russell O’Keefe	Acting Managing Director	11/01/19	14/01/19
Elaine Browne	Interim Head of Law and Governance	11/01/19	

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Nikki Craig	Head of HR and Corporate Projects	11/01/19	14/01/19
Louisa Dean	Communications	11/01/19	
Andy Jeffs	Executive Director	11/01/19	14/01/19
Kevin McDaniel	Director of Children's Services	11/01/19	14/01/19
Angela Morris	Director of Adult Social Services	11/01/19	
Hilary Hall	Deputy Director of Commissioning and Strategy	11/01/19	11/01/19
	Other e.g. external		

## **REPORT HISTORY**

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

**BUDGET 2019/20****RECOMMENDATIONS**

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

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

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

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

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

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

- c) It be noted that on 31 January 2019 Cabinet calculated the Council Tax Base 2019/20;

- i) for the whole Council area as 68,352.82 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the Act)]; and
- ii) for dwellings in those parts of its area to which a Parish precept relates as in the list below.

	Band D Equivalents
Bisham	743.03
Bray	4,215.39
Cookham	2,949.74
Cox Green	3,091.23
Datchet	2,233.96
Eton	1,815.81
Horton	465.87
Hurley	1,011.06
Old Windsor	2,412.96
Shottesbrooke	73.73
Sunningdale	3,451.10
Sunninghill & Ascot	6,528.63
Waltham St. Lawrence	668.39
White Waltham	1,264.64
Wraysbury	2,147.06
	<hr/>
	33,072.60
<b>Unparished Areas</b>	
Maidenhead	21,633.37
Windsor	13,646.85
	<hr/>
	<b>68,352.82</b>

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

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

- i) £95,313,947

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

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

- ii) **£21,954,000**  
 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.  
*(Explanatory Note: This figure includes the Revenue Support Grant, other non-specific grants, and Business Rate income due to the Council from the Government Exchequer together with any surplus on the Council's Collection Fund.)*
- iii) **£73,359,947**  
 being the amount by which the aggregate at (e) (i) above exceeds the aggregate at (e) (ii) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act).  
*(Explanatory Note: This is the council tax requirement of the Council (including parish precepts, Adult Social Care precept and Special Expenses)*
- iv) **£1,073.25**  
 being the amount at (e) (iii) above (Item R), all divided by Item T ((c) (i) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).  
*(Explanatory Note: This figure is the average Band D Council Tax including Parish Precepts, Adult Social Care precept and Special Expenses.)*
- v) **£7,650,241**  
 being the aggregate amount of all special items (Precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix F).  
*(Explanatory Note: This figure is the aggregate of Parish Precepts, Adult Social Care precept and Special Expenses.)*
- vi) **£961.33**  
 being the amount at (e) (iv) above less the result given by dividing the amount at (e) (v) above by Item T (c) (i) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept or special expense relates.  
*(Explanatory Note: This figure is the Band D Council Tax excluding Parish Precepts, Adult Social Care precept and Special Expenses.)*
- f) To note that the Thames Valley Police and Crime Commissioner and the Berkshire Fire and Rescue Authority have issued or will shortly issue precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table in appendix F.
- g) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables in Appendix F as the amounts of Council Tax for 2019/20 for each part of its area and for each of the categories of dwellings.
- h) Determine whether the Council's basic amount of Council Tax for 2019/20 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.



## REVENUE BUDGET 2019/20

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

## REVENUE BUDGET 2019/20

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

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

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

**Services provided:**

Provision of strategic management and leadership across the Directorate

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

Failure to achieve improvement plans and strategies to deliver services.

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

**Performance Indicators:**

All PI's shown in the Directorate

<b>TOTAL EXECUTIVE DIRECTOR</b>	<b>162</b>	<b>229</b>	<b>141</b>
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**REVENUES & BENEFITS****Revenues & Benefits Unit**

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

**Services provided:**

Covers the management costs for the Revenues and Benefits team.

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2017/18 Actual</b>	<b>2018/19 Budget</b>	<b>2019/20 Budget</b>
<b>Business Services Team &amp; Debt Recovery</b>	£000	£000	£000
Expenditure	37,687	39,703	40,295
Income	(36,429)	(39,873)	(39,579)
Net	<u>1,258</u>	<u>(170)</u>	<u>716</u>
<b>Services provided:</b>			
Council Tax and Business Rates Administration; Collection and Debt Recovery of Council Tax, Business Rates and Sundry Debtors; Housing Benefit and Council Tax Reduction Claims processing; Collection of Housing Benefit overpayments; Financial Assessments and Benefits for Adult Social Care; Deputy and Appointeeship and Social Care Finance			
<b>Staff (full time equivalent):</b>			
38.36			
<b>Service Risks:</b>			
Not processing Council Tax and Business Rates correspondence in a timely and accurate manner, not collecting the required Council Tax, Business Rates, Sundry Debtors and Housing Benefit Overpayments in a timely and accurate manner, not processing Housing Benefit and Council Tax Reduction claims and changes in a timely and accurate manner, not assessing the care contributions in a timely and accurate manner, not safeguarding the interests of the clients we are acting as deputy for and appointee for, and not processing social care finance contribution invoices and supplier payments in a timely and accurate manner.			
<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>TOTAL REVENUES &amp; BENEFITS</b>	<u>1,295</u>	<u>(48)</u>	<u>829</u>

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

	£000	£000	£000
Expenditure	399	252	255
Income	<u>(202)</u>	<u>(87)</u>	<u>(88)</u>
Net	<u>197</u>	<u>165</u>	<u>167</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.00

**Service Risks:**

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

**Performance Indicators:****Community Services Unit**

	£000	£000	£000
Expenditure	429	353	434
Income	<u>(101)</u>	<u>(74)</u>	<u>(74)</u>
Net	<u>328</u>	<u>279</u>	<u>360</u>

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

2.00

**Service Risks:**

Failure to comply with Statutory duties.

**Performance Indicators:**

Town Centre Football

**Community Leisure Services**

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

**Services provided:**

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

**Staff (full time equivalent):**

2.58

**Service Risks:**

Loss of grants for specialist programme.

**Performance Indicators:**

Attendance of the S.M.I.L.E. programmes.  
Attendance at Leisure Centre

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

**Services provided:**

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

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

Adequate staffing levels to meet the work load

**Performance Indicators:**

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

-

**Performance Indicators:**

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

<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2017/18 Actual</b>	<b>2018/19 Budget</b>	<b>2019/20 Budget</b>
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<b>Thames Valley Athletic Centre</b>	£000	£000	£000
Expenditure	53	53	53
Income	0	0	0
<b>Net</b>	<b>53</b>	<b>53</b>	<b>53</b>

**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	130	63	115
Income	(2,826)	(2,911)	(2,885)
<b>Net</b>	<b>(2,696)</b>	<b>(2,848)</b>	<b>(2,770)</b>

**Services provided:**

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

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Contract failure

**Performance Indicators:**

Monthly performance management figures from contractors

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

	£000	£000	£000
Expenditure	159	175	137
Income	(33)	0	0
<b>Net</b>	<b>126</b>	<b>175</b>	<b>137</b>

**Services provided:**

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

**Staff (full time equivalent):**

1.00

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

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

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

**Services provided:**

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

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

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

**Services provided:**

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

**Staff (full time equivalent):**

8.00

**Service Risks:**

CCTV, Control Room, Crime reduction / public protection.

**Performance Indicators:**

arrests / incidents generated

**Emergency Planning**

	£000	£000	£000
Expenditure	73	64	80
Income	0	0	0
Net	<u>73</u>	<u>64</u>	<u>80</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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



<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2017/18 Actual</b>	<b>2018/19 Budget</b>	<b>2019/20 Budget</b>
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<b>Community Safety/Anti Social Behaviour</b>	£000	£000	£000
Expenditure	159	132	312
Income	<u>(122)</u>	<u>(62)</u>	<u>(51)</u>
Net	<u>37</u>	<u>70</u>	<u>261</u>

**Services provided:**

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

**Staff (full time equivalent):**

8.00

**Service Risks:**

Increase in activity levels caused by external uncontrollable factors

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

20.00

**Service Risks:**

Increase in activity levels caused by external uncontrollable factors

**Performance Indicators:**

Resident satisfaction with services and warden scheme performance measures.

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

**Services provided:**

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

**Staff (full time equivalent):**

6.62

**Service Risks:**

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

**Performance Indicators:**

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

<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2017/18 Actual</b>	<b>2018/19 Budget</b>	<b>2019/20 Budget</b>
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<b>Environmental Protection</b>	£000	£000	£000
Expenditure	282	268	281
Income	<u>(10)</u>	<u>(10)</u>	<u>(23)</u>
Net	<u>272</u>	<u>258</u>	<u>258</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.00

**Service Risks:**

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

**Performance Indicators:**

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

<b>Trading Standards Service</b>	£000	£000	£000
Expenditure	290	330	303
Income	<u>(7)</u>	<u>(6)</u>	<u>(6)</u>
Net	<u>283</u>	<u>324</u>	<u>297</u>

**Services provided:**

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

**Staff (full time equivalent):**

5.23

**Service Risks:**

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

**Performance Indicators:**

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

<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2017/18 Actual</b>	<b>2018/19 Budget</b>	<b>2019/20 Budget</b>
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<b>Commercial &amp; Residential Services Unit</b>	£000	£000	£000
Expenditure	651	570	969
Income	<u>(69)</u>	<u>(15)</u>	<u>(18)</u>
Net	<u>582</u>	<u>555</u>	<u>951</u>

**Services provided:**

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

**Staff (full time equivalent):**

15.21

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

11.60

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

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

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

**Services provided:**

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

**Staff (full time equivalent):**

3.41

**Service Risks:**

-

**Performance Indicators:**

Successful delivery of all civic ceremonial and mayoral activities.

**Digital Printing & Copying**

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

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

<b>TOTAL COMMUNITIES, ENFORCEMENT &amp; PARTNERSHIPS</b>			
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1,285

669

1,330

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

	£000	£000	£000
Expenditure	939	716	590
Income	<u>(101)</u>	<u>(81)</u>	<u>(99)</u>
Net	<u>838</u>	<u>635</u>	<u>491</u>

**Services provided:**

First point of contact for residents wishing to use a variety of the Council's services by telephone, face to face, email, web chat or other electronic media with an emphasis on resolution at first point of contact. The operation is now delivered via service hubs in the libraries and from the Maidenhead Library basement.

**Staff (full time equivalent):**

24.00

**Service Risks:**

Directly impacts residents and their overall view and experience of the Council on a day to day basis. Service targets are an important measure to Members and residents and directly impact the reputation of the Council. The service can deliver key communication services during emergencies such as flooding.

**Performance Indicators:**

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

**L&RS Senior Management**

	£000	£000	£000
Expenditure	82	240	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>82</u>	<u>240</u>	<u>0</u>

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

7.08

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

IT system failure preventing service delivery within existing staffing levels.

Fire and flood damage.

Withdrawal of partnership funding.

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

39.66

**Service Risks:**

IT system failure preventing service delivery within existing staffing levels.

Fire and flood damage.

Withdrawal of partnership funding.

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

**Performance Indicators:**

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

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

	£000	£000	£000
Expenditure	465	478	581
Income	(120)	(101)	(101)
Net	345	377	480

**Services provided:**

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

**Staff (full time equivalent):**

6.25

**Service Risks:**

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

**Performance Indicators:**

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

<b>COMMUNITIES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2017/18 Actual</b>	<b>2018/19 Budget</b>	<b>2019/20 Budget</b>
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<b>L&amp;RS Museum &amp; Arts</b>	£000	£000	£000
Expenditure	530	432	499
Income	<u>(88)</u>	<u>(43)</u>	<u>(43)</u>
Net	<u>442</u>	<u>389</u>	<u>456</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.85

**Service Risks:**

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

**Performance Indicators:**

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

<b>Registrars</b>	£000	£000	£000
Expenditure	283	251	214
Income	<u>(552)</u>	<u>(545)</u>	<u>(529)</u>
Net	<u>(269)</u>	<u>(294)</u>	<u>(315)</u>

**Services provided:**

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

**Staff (full time equivalent):**

4.23

**Service Risks:**

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

**Performance Indicators:**

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

<b>TOTAL LIBRARY &amp; RESIDENT SERVICES</b>	<b>3,159</b>	<b>3,019</b>	<b>3,148</b>
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<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>5,901</b>	<b>3,869</b>	<b>5,448</b>
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<b>2019-20 SAVINGS SUMMARY</b>				
<b>Description/budget</b>	<b>Lead Officer</b>	<b>Lead member</b>	<b>2019/20 £000's</b>	<b>RAG Status</b>
Additional parking enforcement income	Hilary Hall	Cllr M Airey	50	
Increase Council Tax & Business Rates summons costs	Louise Freeth	Cllr S Rayner	65	
<b>TOTAL SAVINGS</b>			<b>115</b>	

**GROWTH SUMMARY 2019-20**

<b>Description/budget</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>2019/20 £000's</b>	<b>RAG Status</b>
Operational review (Environmental Health, Licensing and Trading Standards). A shared service proposal which was not progressed a number of years ago.	Andy Jeffs	Cllr M Airey	50	
Environmental Health and Residential services	Andy Jeffs	Cllr M Airey	386	
CCTV	Andy Jeffs	Cllr S Rayner	102	
Law - legal services	Elaine Browne	Cllr Targowska	185	
<b>TOTAL GROWTH</b>			<b>723</b>	