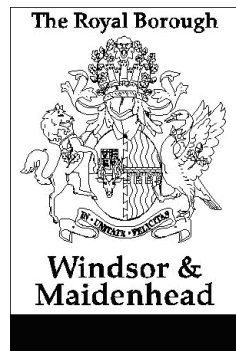


Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Budget 2016/17
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
Contact officer, job title and phone number	Andrew Brooker, Head of Finance, 01628 796341
Member reporting	Councillor Dudley
For Consideration By	Council
Date to be Considered	23 rd February 2016
Implementation Date if Not Called In	Insert Date of Meeting - Council Tax Billing
Affected Wards	All

REPORT SUMMARY

1. This report set outs the Council budget for 2016/17. The budget confirms the administration's ongoing commitment to deliver quality services that provides for all residents and especially those who are most vulnerable. In 2016/17 significant increased investment can be seen in:
 - Adult services – to ensure the right level of services are provided to our older residents, especially those who are vulnerable and need support - £4.3m to fund costs associated with the increased number of residents requiring support.
 - Children's services - to buy high quality placements for our most vulnerable children who are in our care a further increase in the budget of £240k; and to cover the cost of home to school transport for children in the borough (especially those with special needs) a further increase of £300k.
2. The budget ensures that the burden of locally set tax remains at a minimum for residents. The report recommends freezing council tax, at a band D rate of £906.95, its 2015/16 level. This represents a reduction of 12.6% in nominal terms over the last seven years and 26.5% in real terms, against Retail Price Index (RPI).
3. Whilst freezing 'core' council tax, central government has introduced, and assumed all local authorities will implement, a new 2% 'Adult Social Care

Precept'. As the borough has seen a significant demographic growth of older people over the last two years, which is expected to continue into the foreseeable future, it is sensible to implement the 2% 'Adult Social Care precept'. This will ensure that the increasing numbers of older people, in the borough, are supported to live independently for as long as possible through quality adult social care services. The Council is committed to supporting RBWM residents in their old age and this precept will help us deliver the high quality services our residents deserve and desire.

4. Over the last seven years, reductions in council tax have been possible through securing efficiencies. 2016/17 will be no different and the budget proposals include £5.726m of savings. Further savings totalling £14.6m will be possible during 2017/18 to 2019/20 through building on our transformation programme and continuing to deliver services differently and capitalising on the opportunities for economic growth across the borough, whether in housing or business. It is clear the borough has a healthy future and the budget represents our commitment to invest wisely to further grow the economy for our residents benefit.
5. The Budget has been prepared against a background of increased demand from:
 - Adult social care - demographic growth and inflationary pressures (£3.8m).
 - Increased cost of the removal of the national insurance "contracted out" rebate (£780k)
6. The capital programme in 2016/17 provides for increased corporate investment of £14.99m in a number of important areas, (full details are in point 4.8):
 - £2.5m for schools expansion.
 - £1.6m for highway resurfacing
 - £3.7m for street lighting – LED upgrade
 - £365k for Participatory budgets
 - £3m for Maidenhead Waterways construction
 - £285k to meet the Councils commitment to Lower Thames Flood Relief scheme
 - £2.9m for the Broadway Opportunity Area
 - £500k for Maidenhead Station interchange design.
7. The capital programme requires corporate funding of £14.99m and whilst no external borrowing is envisaged in the short term this will increase the council's capital financing requirement by £10m. The Council has extensive land holdings and will optimise those for the benefit of the finances of the council and to further invest in services for residents.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit

Dates by which residents can expect to notice a

	difference
1. Residents will see priority services maintained with provision for increased demand in specific service areas	Ongoing in 2016/17
2. Residents will see investment in key areas including schools and services for children and highways and street lighting.	Throughout 2016/17

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Council

- i. That the detailed recommendations contained in Appendix A, which includes a Council Tax at band D of £906.95, be approved.
- ii. That an Adult Social Care Levy of £1.191m be included in the Council's budget proposals, this levy being equivalent to £18.14 at band D.
- iii. That Fees and Charges as contained in Appendix B be approved.
- iv. That the Capital Programme shown in Appendices C and D be adopted by the Council for the year commencing April 2016.
- v. That responsibility is delegated to the Cabinet Prioritisation Sub Committee to identify specific scheme budgets for the Highway Maintenance programmes as soon as project specifications have been completed.
- vi. That authority is delegated to the Head of Finance in consultation with the Lead Members for Finance and for Adult Services and Health to add up to a further £300k to the budget for Disabled Facilities Grant once demand for those grants has been established.
- vii. That the prudential Borrowing limits set out in Appendix L are approved.
- viii. That Council is asked to note the Business Rate tax base calculation detailed in **Appendix P (to follow)** and its use in the calculation of the Council Tax Requirement in Appendix A.
- ix. That the Head of Finance in consultation with Lead Members for Finance and Education, is authorised to amend the Total Schools Budget, to reflect actual Dedicated Schools Grant levels.
- x. That the Head of Finance in consultation with Lead Members for Finance and Education, the Managing Director and Strategic Director for Adult, Children and Health Services and the School Forum is authorised to approve subsequent allocation of the Schools Budget in accordance with the 2016/17 funding formula¹ and the Schools Finance and Early Years Regulations 2015.
- xi. That 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

¹ The funding formula was submitted to DfE for ratification on 21st January 2016 following consultation with Lead Members, Schools, and the Schools Forum

Finance and Head of Finance as soon as the precept is announced. (*should be 17 February 2016*)

- xii. That the revision to the Council's Minimum Revenue Policy set out in paragraph 3.43 be approved.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Option	Comments
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	Note
Approve the proposals in this report	This is the recommended option
Approve a modified budget with a higher level of revenue spend and Council Tax	A net increase in revenue expenditure of £607k would require an increase in Council Tax of 1%. Increases representing an increase of more than 2% in core Council Tax would require a referendum. This is not recommended
Approve a modified budget with a lower level of net revenue spend and Council Tax	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. This is not recommended
Approve a modified Capital Programme	Any proposals to adjust the capital programme need to be made with reference to available funding. Any proposal that is not supported by grant or developer contributions will need to be funded from Council resources. An additional £1m in Council funded capital expenditure will have revenue implications in the shape of financing costs of £27.5k in the coming year and £85k pa over the next 25 years. This is not recommended

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
Services delivered within approved	Budget Overspend >£250k	Budget Variance +/- £250k	Budget Underspend >£250k < £500k	Budget Underspend >£500k	31 March 2017

Grant Settlement

- 3.1 The Comprehensive Spending Review announced in the Autumn, set out plans by the government to give councils more powers and freedom over decision making in their local areas to grow their local economy, protect the vulnerable and provide quality local services. This included from 2020 the ability to keep money from business rates collected from shops and businesses, to spend on local priorities.
- 3.2 The Minister's statement in Parliament set out that local government would have more cash at the end of the four-year period than in the current year. For this to apply to the Council would, require that council tax be raised by the 4% per annum allowable under the revised referendum guidelines alongside an increased tax base (more properties).
- 3.3 The Government announced a consultation on changes to the New Homes Bonus which involves plans to reduce by a third the amount of grant paid and measures to stop paying NHB to authorities that have not submitted a Borough Local Plan from 2017-18 (which the Borough will have done) and to remove from the calculation any properties built following an appeal to an initial refusal of planning permission.
- 3.4 A description of the overall settlement is contained in a report produced by LG Futures which is available on the Borough website at:
- [http://www3.rbwm.gov.uk/downloads/file/877/2016-2017 -
_provisional_local_government_finance_settlement](http://www3.rbwm.gov.uk/downloads/file/877/2016-2017_-_provisional_local_government_finance_settlement)
- 3.5 The impact of the settlement has been to significantly reduce the level of actual grant support available from the Government to local authorities but to give them more freedom to raise revenue locally. The spending power comparisons published imply that the current local taxpayer: government funded ratio changes from the current 67.6:32.4 in 2015/16 to 72.4:27.6 in 2016/17 and 83.8:16.2 by 2019/20 a clear shift from national taxpayer to local taxpayer.
- 3.6 In the past twelve months pressure on service budgets, mainly arising from demographic changes, have emerged, most notably on Adult Social Care. Members will recall that this was discussed in some detail in a report to Council in December 2015. This budget proposal reflects additional investment that is designed to cover:
- The full year impact of the additional 2015/16 Adult Social Care expenditure (£2.8m).
 - Provision to allow for further demographic growth through 2016/17 (£750k).

- Buying high quality placements for our most vulnerable children who are in our care (£240k).
- The cost of transport for children in the borough to attend school (£300k).

3.7 In order to deliver this budget a series of efficiency savings and cost reductions have been identified which in total amount to £5.7m. All these initiatives are set out in Appendix H. The majority have already been approved by Cabinet so that the measures can be implemented at the earliest appropriate opportunity. On their way to Cabinet the initiatives were reviewed at Overview & Scrutiny Panels.²

3.8 Whilst the measures are wide ranging some common themes emerge notably:

- Improved Procurement which has saved £1.7m with notable successes being the Waste Procurement (£332k); phase 2 of Leisure Centre transfer (£372k); Joint Legal Team (£150k targeted); Insurance costs (£117k); Printing (£130k); Smoking Cessation (£128k) and Building Cleaning (£80k).
- Energy Efficiency measures have saved £475k, most notably through the installation of LED streetlights.
- Staff restructures which have saved at least £1.36m notably across the Operations Directorate (£554k), the Senior Management team (£460k) and Planning (£112k).
- Within Children's Services there has been a particular emphasis on locally based foster care placements rather than expensive independent fostering agencies and the integration of all services for children with learning difficulties and disabilities

School Budgets

3.9 Early Years, high needs and schools budgets are funded mainly by the ring-fenced Dedicated Schools Grant (DSG). Schools budgets reflect maintained schools only and take account of the funding that the Education Funding Agency (EFA) deduct from RBWM's DSG allocation for academies and free schools. Key points for 2016/17 schools' budgets are:

- RBWM's indicative DSG allocation for 2016/17 (including funding for academies) is £104.842m, an increase of £1.234m compared with the 2015/16 final settlement of £103.608m. This is due to a net increase of 201 pupils aged 4-16, mainly in Primary (£909k), and an additional allocation of £266k in high needs funding (1.8% of HNB allocation)
- The per pupil rate for the Dedicated Schools Grant is protected in cash terms.

² Last set of efficiency initiatives to be approved at Cabinet on the 11th February 2016

- Although school funding has been protected, changes to employer costs (Pay, pension, NI) mean that schools will face additional pressure on their budgets in 2016/17 and beyond.
- The spending review 2015 also confirmed that a national funding formula for schools, high needs and early years would be introduced for 2017-18 following consultation in 2016.
- Pupil premium funding remains the same as 2015/16 – equivalent to around £3.4m /or RBWM schools.
- Minimum funding guarantee (MFG) for mainstream schools continues at minus 1.5% per pupil in 2016 to 2017, meaning that no school will see more than a 1.5% per pupil reduction in its 2016 to 2017 formula budget compared to 2015 to 2016³.
- 17 schools attract MFG funding (including academies), an increase of 8 compared with 2015/16.
- The reduction in maintained school budgets in the budget book reflects conversion of some large schools (Windsor Uppers and Newlands) to academy status.
- Early year's provision will be funded at the same rates as in 2015/16.

Fees & Charges

3.10 Appendix B outlines the proposed Fees & Charges for the coming year. Generally charges are designed to increase income in line with inflation. Having been frozen for four years car park charges have been reviewed and increased to bring them in line, in real terms, with the 2012/13 levels.

3.11 Charges for Homecare as currently commissioned will remain at £16/hour inline with the actual unit cost of the service to the Council

Government Grant

3.12 Whilst few authorities receive less grant per capita than the Royal Borough it remains, nevertheless, an important source of funding. In 2015/16 grant from RSG, Business Rate Support, New Homes Bonus and Council Tax Reward totalled £28.7m. As the Government continues its response to the national fiscal deficit the Council will see income from these grants fall to £23.3m in 2016/17 a reduction of 15.9%, by 2019/20 these grants will fall to £15.1m⁴, a 45.5% reduction over the four year settlement period.

3.13 However, the council will manage these reductions, moving forward, through building on our transformation programme and continuing to deliver services differently and capitalising on the opportunities for economic growth across the

³ This is set by the DfE.

⁴ Includes allocation from "Improved Better Care Fund" of £1.1m

borough. We will build our local tax base by building the homes that residents want and need locally.

Retained Business Rates

3.14 The Local Government Finance Bill introduced new measures designed to incentivise local councils to stimulate their local economies and these included the Business Rate Retention initiative where councils retain a proportion on business rate growth (only 24.9% in the Borough case). This is a welcome initiative but it does present some complexities for the Borough:

- The first is the short term impact of major regeneration projects which initially result in a reduction in business rates as property falls out of the tax base through the redevelopment phase. The negative impact is only short term with the anticipation that the new developments will carry increased value. The Borough's finances are protected to a limited extent by a safety net but that only operates when the Council's retained business rate income falls to £10.77m; and
- The second is that the Council is responsible for backdated appeals against property valuations. The Council has received an independent assessment of the risk to the Council's finances and has created a provision to mitigate this risk. The Council has taken the option to spread the cost of backdated appeals over 5 years.

3.15 However, we now have some experience of managing the impact of business rate income, and clearly the level of construction work around the Borough indicates a growing local economy and presents considerable opportunities. The Borough's Medium Term Financial Plan now assumes 1% growth per annum, of which the Council retains 24.9%.

3.16 Attached in Appendix P (to follow) is the Council's NNDR1 which is the return made to the DCLG detailing anticipated income from Business Rates from within the Borough which, in turn, is used to calculate the Borough's retained share. This return had to be submitted to DCLG by 31 January and Council is asked to note the return and its use in the Council's budget proposals.

3.17 The Government has made a number of statements in recent months about giving local government the powers to fully retain business rates, including in the provisional settlement⁵ "...By the end of the Parliament local government will retain 100% of business rate revenue to fund local services....". Given the

⁵ The Provisional Local Government Finance Settlement 2016-17 and an offer to councils for future years (para 1.2) – DCLG December 2015

[http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017 - provisional local government finance settlement consultation](http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017_-_provisional_local_government_finance_settlement_consultation)

negative impact this measure will have on authorities with lower tax bases “..The system of top ups and tariffs which redistributes revenues between local authorities will be retained...”.

3.18 For local government as a sector this would represent an increase in overall resources and consultation is awaited on the additional responsibilities that are likely to be attached to these resources (transfer of financial responsibility from the Department of Works & Pensions, the Department for Education and the Department of Health are anticipated).

In order for authorities like the Royal Borough, with a buoyant tax base, to take its share of future year reductions once all RSG has been removed an additional tariff has been introduced which, in 2018/19, reduces the amount of locally collected business rates that the Council retains.

Adult Social Care Funding

3.19 The government has confirmed that provision now exists for the Borough to levy a 2% social care “precept” in recognition of demographic pressure on Adult Social Care budgets.

3.20 For the Borough this precept will generate an additional revenue of £1.19m which will be spent on Adult Social Care.

3.21 This budget assumes that the Adult Social Care precept will be levied.

Council Tax for 2016/17

3.22 The Borough has, for a number of years, set budgets which have kept council tax increases to a sustainable level and in the last six years reduced Council Tax by 12% nominal and over 31% in real terms.

3.23 The Borough Council Tax in 2015/16 (including precepts) at £1,160 for a Band D property was some £357 below the national average for Unitary Authorities and at the current tax base the difference represents a saving of £23.4 million for local Council taxpayers available to be spent in the local economy.

3.24 The Council, in setting its longer-term objectives, is conscious that it needs to balance its objective of reducing the burden of tax on local residents with ensuring that sufficient resources are available to support key services. The Council Tax bill for 2016/17 will comprise the following elements:

- Royal Borough Council Tax.
- Adult Social Care Precept.
- Police and Crime Commissioner for Thames Valley Precept.
- Royal Berkshire Fire and Rescue Service Precept.

- Parish Precept (Special Expenses in non-parished areas)(see below).

3.25 The inclusion of other precepts on the Council Tax bill will mean that there will be some variation from the decrease shown by the Borough's own Council Tax which will vary from one parish to another.

Royal Borough's Council Tax

3.26 The figures shown in Appendices attached to this report recommends no increase in the level of core Council Tax for Borough Services resulting in the charge of £906.95 at band D being maintained.

Adult Social Care Precept

3.27 In accordance with revised regulations a precept to cover additional Adult Social Care costs, equivalent to 2% of Council Tax, will be included in the Council Tax bill. This will result in an additional charge of £18.14 at band D.

Police and Crime Commissioner for Thames Valley Precept

3.28 The Police and Crime Commissioner for Thames Valley precepts directly on this Authority, the precept for 2016/17 was set [REDACTED] resulting in a charge of [REDACTED] at band D

Fire Authority Precept

3.29 The Berkshire Fire and Rescue Authority precept for 2016/17 is due to be set at its meeting on the 17 February 2016 after publication of this report. A recommendation has been made in this report, that responsibility to include the Berkshire Fire and Rescue Authority's precept in the overall Council Tax charges is delegated to the Lead Member of Finance and Head of Finance as soon as the precept is announced.

The Parish/Town Council Precepts and Special Expenses

3.30 The Parish/Town Councils have been informed of their relevant band D equivalents and notifications have been received from most parishes of the amounts of their precepts. The precept amounts are tabulated in Appendix I.

3.31 So far as actual payment of the precepts is concerned it is suggested that equal instalments on 29 March 2016 (to arrive at Parish banks on or before 1 April) and 27 September 2016 (to arrive on or before 1 October) would be an appropriate arrangement for 2016/17

3.32 Those Parish Councils who have suffered from a reduced tax base as a result of the changes arising from the implementation of the Local Council Tax Support, outlined in the tax base report received by Cabinet in December 2015, will continue to receive compensation from the Council Tax Equalisation Fund.

3.33 Special Expenses relate to the cost of services undertaken by the Royal Borough in non-parished areas, which would be carried out by the Parishes in their parts of the Council's area. It is suggested that the band D for Special Expenses be set at £29.26, which represents a freeze in line with the average Borough Council Tax.

Environment Agency Levy

3.34 The Environment Agency has notified the Council that it intends to increase its levy [REDACTED]. This equates to [REDACTED] for the Council in 2016/17.

Capital Programme

3.35 Appendix C shows the last Capital Programme to be approved by Council, updated for subsequent changes and a proposed programme for the next three years in summary. Greater detail is contained in Appendix D.

3.36 The programme has been formulated on what the Council is able to afford in terms of the revenue impact of capital expenditure. There are a number of schemes approved for 2015/16 that have yet to be completed. The cost of these schemes will be "slipped" from the 2015/16 programme together with the associated funding. Details of these schemes have been reported to Cabinet already as part of the service monitoring process.

3.37 A number of important areas of investment are included in the budget:

- £1.6m for highway resurfacing
- £2.5m for expansion of popular schools
- £3.7m for street lighting – LED upgrade
- £365k for Participatory budgets
- £3m for Maidenhead Waterways construction
- £285k to meet the Councils commitment to the Lower Thames Flood Relief scheme
- £250k for energy saving initiatives
- £2.9m for the Broadway Opportunity Area
- £500k for Maidenhead Station interchange design

3.38 The proposed capital programme currently includes £385k provision for Disabled Facilities Grant. In the past this allocation which is itself funded by the Department of Health has been topped up by a Council contribution of £300k. The nature of this type of spends means that whilst the majority is allocated each year, the actual expenditure is often delayed. This report seeks to delegate authority to Head of Finance in consultation with the Lead Members of Finance and Adult Services and Health to add up to £300k to this budget when demand is established.

Capital Finance

- 3.39 The Head of Finance has responsibility for financing the Capital Programme in the most cost-effective way. As currently proposed the new schemes included in the 2016/17 programme require £14.99m “corporate funding” but use of capital fund, recycled MRP (see Capital Resources in Appendix O) and any capital receipt generated in 2016/17 reduces some of the impact on the Councils capital financing requirement. The proposed programme increases the capital financing requirement by £10m.
- 3.40 The capital financing requirement is a measure of the Councils need to borrow to finance its capital spend. Currently external debt is £25m less than the anticipated capital finance requirement level at March 2017 of £82m. There is no short term requirement to take on any additional debt. The Council Treasury Management approach continues to enable this “funding gap” to be met by use of cash backed reserves.

Minimum Revenue Provision

- 3.41 A change is proposed to the Council’s approach to calculating its Minimum Revenue Provision (MRP)⁶. Traditionally a simple 4% of the capital financing requirement has been applied. The cash generated could be set aside to ready debt but in practice it is used, for Treasury management purposes, to fund ongoing capital expenditure rather than borrow at higher marginal interest rates.
- 3.42 The Council’s focus on regeneration is identifying opportunities to generate capital receipts that reduce the need for this cash to finance spend.
- 3.43 A review has been carried out and a different treatment is now recommended for different asset classes better reflecting the useful asset life of the asset. In future it is recommended that capital expenditure on operational buildings is “written down “ over 50 years producing an MRP rate of 2%, expenditure on roads will be “written down” over 20 years creating an MRP of 5%, ICT spend will be “written down” over 7 years creating an MRP for that asset class of 15%.
- 3.44 The application of these rates reduces the MRP included in the capital financing costs for 2016/17 by £1.1m. It is proposed that this policy change is also applied in 2015/16 reducing the charge to revenue by £900k.
- 3.45 All resolutions required to comply with the Prudential System are to be found in the Treasury Management Strategy Report approved by Cabinet on the 11th February 2010. The indicators calculated to measure the Borough’s borrowing limits are set out in Appendix L.

Funding Regeneration

⁶ Minimum Revenue Provision is the amount that the Council is required to include within its tax requirement to repay debt.

- 3.46 There are a number of significant regeneration initiatives either taking place or in development which will provide significant opportunities and benefits for the Borough. A number of these may involve Council financial involvement in some form or other. Specific measures that directly involve the Council will be subject to separate reports to Council. Each initiative that the Council becomes involved in will require the development of its own financing and governance structure. Some initiatives will be suitable for delivery through the Council owned company Two5Nine, others will involve partners and lend themselves to a joint venture structure.
- 3.47 Where the Council is investing cash into development it will impact on its capital financing costs, albeit costs that should be offset by additional income. When investing in infrastructure the Council is obliged to include in its budget requirement funds to repay any loans taken out (MRP). When using prudential powers to invest in development opportunities, unlike infrastructure spend, the Council has the opportunity to sell its share in the investment should the need arise to repay the loan. The Council will, therefore, adopt the policy of not charging MRP on capital spend on investment an opportunity, providing the value of that development is in excess of the loan taken out. Should the potential sale value of the investment fall short of the loan then the Council will need to start making provision to finance the shortfall.

Medium Term Financial Plan

- 3.48 Appendix J includes the council's Medium Term Financial Plan and the context within which this budget has been presented.
- 3.49 The Local Government Finance Settlement⁷ gave us indicative grant allocations for the next four years and these numbers have been reflected in the updated Medium Term Financial Plan, including, as referred to in **paragraph xx** above, the introduction of an additional tariff on business rates that ensure the Borough is able to contribute its share of the overall reduction in local government funding once all RSG has been removed.
- 3.50 The Settlement introduced the concept of the Adult Social Care Precept. As the borough has seen a significant demographic growth of older people over the last two years, which is expected to continue into the foreseeable future, it is sensible to implement the 2% 'Adult Social Care precept'. This will ensure that the increasing numbers of older people, in the borough, are supported to live independently for as long as possible through quality adult social care services

⁷ The provisional Local Government Finance Settlement 2016-17 and an offer to councils for future years – Consultation
[http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017 - provisional local government finance settlement consultation](http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017_-_provisional_local_government_finance_settlement_consultation)

3.51 The Council will look to freeze Council Tax⁸ to ensure that the burden of locally set tax remains at a minimum for residents.

3.52 In order to achieve the target level of Council Tax a further £14.6m of savings will be generated between 2017/18 to 2019/20. The Councils Transformation Programme will be the focus for identifying these savings through continuing to deliver services differently and capitalising on the opportunities for economic growth across the borough.

3.53 The rapid growth in the number of properties being constructed within the Borough and increased collection rates have generated a healthy surplus in the Council Tax Collection Fund. Conscious that this fund will not necessarily be replenished, optimistic collection rates have been included in the 2016/17 Tax base and the MTFP assumes that this surplus will be distributed over a 4 year period to reduce the required annual savings targets.

General Fund Reserves

3.54 The original Budget for 2015/16 envisaged no contribution to or from reserves. As the report to Council in December revealed unanticipated pressures fell on the Adult Social Care budget, but resolutions passed at that meeting enabled this additional spend to be accommodated within a revised 2015/16 Budget. Taking account of the likely out-turn which should fall within the revised Budget General Fund Reserves are estimated to be £5.7m when the Development Fund is included (report to January Cabinet).

3.55 The Head of Finance is required under S26 Part 2 of the Local Government Act 2003 to advise the Council on the minimum level of reserves that it should aim to carry. Appendix K sets out the main risks that may fall to be met from reserves and for which provision needs to be retained in the Council's account, and an estimated average annual requirement for expenditure to be funded from reserves, allowing that individual risks will be realised only infrequently.

3.56 In line with the practice in past years, the Council has not provided for specific contingencies within service directorates in the budget for 2016/17. All directorates will be required to make every effort to keep expenditure within the overall budget for their service areas. Any items that are of too great a magnitude to be contained within the service budgets will be the subject of a report to Cabinet or Council (depending on the sum of money involved), and if approved will become a supplementary budget allocation funded from General Fund Reserves.

Collection Fund Balances

⁸ "Core" Council Tax being that amount levied that excludes the Adult Social Care Precept

3.57 The Council must also declare the likely balance on the Council Tax Collection Fund at 31st March 2016 as estimated on 26 November 2014 and any balance is shared between this Council, the Police and Crime Commissioner for Thames Valley and the Berkshire Fire & Rescue Service. Authority has been given to the Head of Finance to declare the balance, and on the appointed day he declared that the Royal Borough's share is some £1.394m. The level of surplus is unusually high. Factors leading to this surplus were discussed in the Council tax Base Report presented to Cabinet in December. This report highlighted three factors namely:

- Reduced number of residents claiming Local Council Tax Support discounts;
- Higher than anticipated number of new properties;
- Higher than anticipated collection rates.

3.58 Under the Localisation of Business Rates legislation the Council is now required to prepare a similar statement for Business Rates. This statement shows a surplus that is available to the Council of £231k which is used in the same way as the Council Tax Collection Fund to reduce the cost of services to the local Council Taxpayer.

Treasury Management

3.59 The current Treasury Management policy was approved by Cabinet at its meeting in February 2010. Cabinet subsequently varied this policy in June 2010 when, in a bid to address the financial risk posed by record low returns on short-term deposits, authority was given to invest up to 35% of total anticipated deposits for more than 364 days. In March 2014 Cabinet updated the list of approved counterparties when it added a group of the larger Building Societies. No further changes to the list are being proposed. The approved list is shown as Appendix M for information

3.60 Interest on balances generated from treasury management provides an important source of income for the Council. Whilst signs of economic growth suggest that current interest rates will increase in the short to medium term, when compared to historic levels, it is likely that the low interest rates will continue in 2016.

3.61 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 Council to show a benefit, equivalent to a 3.05% return on that prepayment in its revenue account.

3.62 As a consequence the budget assumes that the Royal Borough will earn some £384k on its investments in 2015

4. FINANCIAL DETAILS

4.1 The Head of Finance as the Council's chief finance officer is required, under s25 of Part 2 of the Local Government Act 2003 to report to the Council on the robustness of the estimates. This statement is outlined in Appendix N

Financial impact on the budget

	2016/17	2017/18	2018/19
	Revenue £'000	Revenue £'000	Revenue £'000
Additional Council Tax	2,634	2,159	2,173
Additional Service Spend	6,590	1,176	1,150
Savings in Service Budgets	5,700	5,306	5,372

4.2 More detail on future impact of the budget is contained in the Medium Term Financial Plan in Appendix J.

5. LEGAL IMPLICATIONS

5.1 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. VALUE FOR MONEY

6.1 The Borough's external auditors KPMG confirmed in their work on the 2014/15 accounts that the Council had "proper arrangements to secure economy, efficiency and effectiveness in its use of resources".

6.2 The Council is committed to maintaining priority services whilst reducing the impact on the local taxpayer.

6.3 Analysis of the Provisional LG Finance Settlement picks up the core spending power figures used by the DCLG (which assume a 4% Council Increase in 2016/17)

	per capita spend (£)
SE Unitary Average	711.34
Statistical Neighbour Average	693.89

RBWM	570.86
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6.4 Using a Borough population of 140,000 the spending power analysis suggests that services are provided in the Borough with £17.2 million less than the average of its statistical neighbours and £19.7 million less than the average for SE Unitary Authorities..

6.5 The Borough's actual core spending power per dwelling for 2016/17 is £562.91 with the proposals for Council Tax in this paper which is down 3.3% from 2015/16.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 The proposals in this report have no direct impact on sustainability objectives.

8. RISK MANAGEMENT

8.1 All measures proposed in the budget have been subject of a risk assessment both 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 expenditure has been difficult to contain in recent years.

8.2 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.

8.3 These risks will be mitigated by carrying prudent levels of Reserves and by close monitoring of expenditure patterns so that unplanned expenditure can be identified at the earliest opportunity enabling corrective action to be taken.

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The Council approved a new Strategic Plan 2016-2020 in December 2015 which will shape the service investments and efficiency initiatives over the next four years. This budget supports the delivery of those objectives.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 This report contains a number of proposals related to staff or service provision and may involve changes to policy or service delivery. Equality Impact Assessment's (EQIA) have been completed where appropriate.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 Those savings proposals that are currently the subject of consultation will mean that 37.4 fte posts will be removed from the establishment. 27.9 of these posts are currently occupied; there is therefore a risk of some redundancies with a potential cost of £576k. The Borough's policy is to fund these costs from Capital Fund contributions.

12. PROPERTY AND ASSETS

12.1 The main implications for property are covered in sections relating to the capital programme

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 Consultations have taken place with the local Chambers of Commerce. Separate meetings were held with representatives of both Chambers of Commerce and the Federation for Small Businesses in February 2016. The Leader of the Council and several Cabinet Members attended, together with Officers. The meetings served to confirm the good relationship already established with those bodies and the measure of confidence that has been built up over the years.

14.2 The role of the Overview & Scrutiny Committees is to review and comment on proposals contained in this report and this has occurred at appropriate stages through this process. Comments of the Overview & Scrutiny Committees are contained below:

Highways, Transport & Environment

Planning & Housing

Children's Services

Adult Services and Health

Leisure, Culture and Libraries

Corporate Services

15. TIMETABLE FOR IMPLEMENTATION

15.1 Residents will be notified of their Council Tax in March 2016. Budgets will be in place and managed by service managers from 1st April 2016.

Date	Details
March 2017	Residents will be notified of their Council Tax
1 st April 2017	Budgets will be in place and managed by Service Managers

16. APPENDICES

16.1

Appendix A	Recommendations
Appendix B	Fees & Charges
Appendix C	Capital Programme Summary
Appendix D	Detailed Capital Programme
Appendix E	Revenue Budget Summary
Appendix F	Detailed Revenue Budget
Appendix G	Budget Movement Statement
Appendix H	Budget Savings and Pressures
Appendix I	Parish Precepts
Appendix J	Medium Term Plan
Appendix K	Reserves
Appendix L	Treasury Management
Appendix M	Lending List
Appendix N	Report From Head of Finance
Appendix O	Capital Resources
Appendix P	Business Rate Analysis NNDR 1 (to follow)

17. BACKGROUND INFORMATION

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- Council Financial Strategy – Cabinet 15th December 2011
- Council Treasury Management Policy – Cabinet 11th February 2010
- Savings in respect of the 2016/17 Budget (Cabinet September 2015);
- Savings in respect of 2016/17 Budget (Cabinet December 2015);
- Council Tax Base (Cabinet December 2015);
- Schools Capital Programme (Cabinet December 2015)
- Budget Report 2016/17 – Revenue Budget, Capital Programme and Fees & Charges (Cabinet February 2016)

- The Provisional Local Government Finance Settlement for 2016/17 – LG Futures – 17 December 2015

[http://www3.rbwm.gov.uk/downloads/file/877/2016-2017 -
provisional local government finance settlement](http://www3.rbwm.gov.uk/downloads/file/877/2016-2017-_provisional_local_government_finance_settlement)

- The provisional Local Government Finance Settlement 2016-17 and an offer to councils for future years

[http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017 -
provisional local government finance settlement consultation](http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017-_provisional_local_government_finance_settlement_consultation)

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Full name of report author	Job title	Full contact no:
Andrew Brooker	Head of Finance	01628 796341

BUDGET 2016/17**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 2016/17, which show the direct costs of the following service areas as set out in Appendix E & F, together with the approved estimates for 2015/16 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Estimate 2015/16 £000	Estimate 2016/17 £000
Children's Services - School Budgets	0	0
Children's Services - Non Schools Budget	18,004	17,828
Adults, Culture and Health	37,580	40,786
Operations	18,994	17,418
Corporate Services	5,702	6,080
Contribution to/ (from) Earmarked Reserve	-41	-117
Corporate re-structure saving to be allocated	0	-460
Estimated cost of pay inflation	605	500
Environment Agency	147	150
Capital Financing inc Interest Receipts	6,471	5,128
Other adjustments	1,803	2,115
	89,265	89,428

(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 D 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 17 December 2015 Cabinet calculated the Council Tax Base 2016/17

i)

for the whole Council area as 65,696.62 [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	720.16
Bray	4,166.73
Cookham	2,849.36
Cox Green	3,049.93
Datchet	2,180.36
Eton	1,736.21
Horton	453.60
Hurley	978.46
Old Windsor	2,367.56
Shottesbrooke	73.72
Sunningdale	3,291.90
Sunninghill & Ascot	6,333.29
Waltham St. Lawrence	657.21
White Waltham	1,186.87
Wraysbury	2,134.75
	<hr/>
	32,180.11
Unparished Areas	
Maidenhead	20,452.10
Windsor	13,064.41
	<hr/>
	65,696.62

(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 2016/17 (excluding Parish precepts) is £60,775,507.

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 and Special Expenses)

- ii) £27,672,000
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)

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 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 and Special Expenses.)

- v)

being the aggregate amount of all special items (Parish precepts or Special Expenses) referred to in Section 34(1) of the Act (as per Appendix I).

(Explanatory Note: This figure is the aggregate of Parish Precepts 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 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 I.
- 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 I as the amounts of Council Tax for 2016/17 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 2016/17 is excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>		<u>2015/16</u>									
	£		£									
<u>COMMISSIONING AND CONTRACTS</u>												
Implemented From: 01/04/2015												
WASTE												
Special Collection Service, Trade Waste & Other												
-special collection service -one item	30		30	0.0%								
-special collection service -two items	35		35	0.0%								
-special collection service -three items	41		41	0.0%								
-special collection service -four items	46		46	0.0%								
-special collection service -five items (maximum)	51		51	0.0%								
-special collection service -fridges/freezers per unit	30		30	0.0%								
Green Waste Subscribed Collection Service												
-annual subscription	35		31	12.9%								
-discounted second year subscription	Discontinued		57									
	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2015/16</u>	<u>2015/16</u>	<u>2015/16</u>	<u>2015/16</u>				
	£	£	£	£	£	£	£	£	%	%	%	%
FRONT OF HOUSE												
The main charges for facilities from 1st April 2015 (excluding VAT) are as follows:-												
MAIDENHEAD												
	Morning 8am- 1pm	Afternoon 1pm- 6.30pm	Evening 6.30pm- 11.30pm	All Day 8am- 11.30pm								
COMMERCIAL RATES:												
Desborough Suite	1,060	1,060	1,420	2,580	1,060	1,060	1,420	2,580	0.0%	0.0%	0.0%	0.0%
Auditorium	770	770	1,000	1,750	770	770	1,000	1,750	0.0%	0.0%	0.0%	0.0%
Receptions / Dinner Dance	425	425	1,060	1,600	425	425	1,060	1,600	0.0%	0.0%	0.0%	0.0%
Meeting Rooms (Per hour / per room)	95	95	120	95	95	95	120	95	0.0%	0.0%	0.0%	0.0%
Additional time per hour, or part of, after 11.30pm				400				400				0.0%
NON-COMMERCIAL RATES - WHOLE SUITE:												
DANCE SCHOOLS / THEATRE GROUPS / BOROUGH BASED REGISTERED CHARITIES												
Rehearsal / Set up (Monday-Friday)	70	70	125	210	70	70	125	210	0.0%	0.0%	0.0%	0.0%
Rehearsal / Set up (Saturday)	100	100	160	290	100	100	160	290	0.0%	0.0%	0.0%	0.0%
Rehearsal / Set up (Sunday)	100	100	175	300	100	100	175	300	0.0%	0.0%	0.0%	0.0%
Performance / Function	160	160	220	500	160	160	220	500	0.0%	0.0%	0.0%	0.0%
Additional time per hour, or part of, after 11.30pm				115				115				0.0%
Kitchen Hire-Price on application												
Kitchen (Unavailable Mon-Fri 8am-4pm)												

FEEES AND CHARGES 2016/17

OPERATIONS

	<u>2017/18</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2016/17</u>	<u>2015/16</u>	<u>2015/16</u>	<u>%</u> <u>Increase</u>	<u>%</u> <u>Increase</u>	<u>%</u> <u>Increase</u>
Baby Naming And Reaffirmation (inclusive of VAT)									
Register Office - Monday to Friday		210			210			0%	
Register Office - Saturday		240			240			0%	
Outside Venues - Monday to Friday		280			280			0%	
Outside Venues - Saturday		380			380			0%	
Outside Venues - Sunday		400			400			0%	
Nationality Checks (inclusive of VAT)									
Single Application:									
Adult		80			80			0%	
Child under 18		55			55			0%	
Changing the name on a venue license		30			30			0%	

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>Proposed Increase %</u>
<u>BENEFITS AND BUSINESS SERVICES</u>			
	<u>£</u>	<u>£</u>	
DEPUTYSHIP			
Estates Winding Up Fee - Level 1			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate:	214	212	1.0%
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			
Estates Winding Up Fee - Level 2			
Work undertaken would include some or all the basic requirements above, plus any of the	267	264	1.0%
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			
Estates Winding Up Fee - Level 3			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of:	375	371	1.0%
Collecting Death Certificate			
Registering the death			
Arranging the funeral			

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>Proposed Increase %</u>
OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION			
Remuneration of Local Authority deputies			
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:	Excluding VAT		
Category I Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	670	670	0.0%
Category II Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order:			
a) For the first year	700	700	0.0%
b) For the second and subsequent years	585	585	0.0%
Where the net assets of 'P' are below £16,000, the local authority Deputy for property and affairs may take an annual management fee not exceeding 3% of P's net assets on the anniversary of the court order appointing the local authority as deputy			
Category III Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc or the ongoing maintenance of property including management and letting of a rental property.	270	270	0.0%
Category IV Preparation and lodgement of an annual report or account to the Public Guardian	195	195	0.0%

FEES AND CHARGES 2016/17

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
		£	£	
<u>STRATEGIC ASSET MANAGEMENT</u>				
Implemented From: 01/04/2015				
Other Highway Services				
Provision Of Accident Information (For 3 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	130	129	0.8%
Provision Of Accident Information (For 5 Years Records For Road Up To 1Km/ Over 1km Pro-Rata)	Flat Fee:	217	215	0.9%
Provision Of Existing Traffic Signal Data	Flat Fee:	163	161	1.2%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	217	215	0.9%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	217	215	0.9%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	110	108	1.9%
Provision Of Junction Traffic Model Data	dependant on complexity of model:		100 - 1000	
Access To/Use Of Borough Traffic Computer Model		5,175	5,125	1.0%
Research Into Archives (Where Not Part Of Statutory Function)	Minimum Charge Applies:	207	205	1.0%
- charge after 3 hrs	Per Hour:	52	51	2.0%
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		52	51.20	1.6%
Provision Of Supplementary Information		103	102.50	0.5%
Site Inspection:				
- up to 3 hours	Per Inspection:	135	133	1.5%
- over 3 hours	Per Inspection:	217	215	0.9%
Dropped Crossing Vehicle Application Fee	Flat Fee Plus Vat:	145	143	1.4%
Highway Licences (Subject To Review By Highway Licensing Panel)				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		465	460	1.1%
Fee for 'straight forward' renewals -		105	103	1.9%
-street cafes- area fee	Per m2:	105	103	1.9%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	465	460	1.1%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	105	103	1.9%
Display of goods Area fee (For 3 years)	Per m2:	105	103	1.9%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	105	103	1.9%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	22	21	4.8%
- removal and storage of 'A' boards	Per Item:	105	103	1.9%

FEES AND CHARGES 2016/17

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
		<u>£</u>	<u>£</u>	
S116 Extinguishment Of Adopted Highways And Rights Of Way (NB- Advertising costs above will include Vat.)	Actual cost + advertising cost, min of:	5,175	5,125	1.0%
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	57	56.50	0.9%
- weekly charge (Week1)	Plus:	18	17.50	1.4%
- weekly charge (Weeks 2 - 4)	Plus:	21	20.50	1.2%
- weekly charge (Thereafter)	Plus:	32	31	3.2%
- removal of builders skips	Actual Costs, At A Minimum Of:	210	205	2.4%
S169 Scaffolding Licences				
- residential		140	138	1.4%
-commercial (additional charges apply after 2nd week)		425	420	1.2%
-commercial - additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	35	33	6.1%
-commercial - additional charge (per m2)	Plus Charge Per m2:	11	10.50	1.0%
S172 Hoarding Licences		425	420	1.2%
- additional charge	Charge Per Wk After 2nd Week Plus £10/m2 (Below) Per Week Or Part:	35	33	6.1%
- additional charge (per m2)	Plus Charge Per m2:	11	10.50	1.0%

FEES AND CHARGES 2016/17

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
		<u>£</u>	<u>£</u>	
Other Structures - inc cranes	Flat fee plus area fee	480	475	1.1%
- additional charge (per m2)	Plus Charge Per m2:	11	10.50	1.0%
Mobile Access Platforms	Flat fee Plus area fee below Per Week Or Part:	240	235	2.1%
- additional charge (per m2)	Plus Charge Per m2:	5	5.25	1.0%
Filming - inc internal consultation	Actual Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic		140	138	1.4%
- admin fee commercial		600	590	1.7%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- minimum charge (discretion to reduce fees) for non-commercial	Minimum:	520	515	1.0%
- minimum charge (discretion to reduce fees) for commercial	Maximum:	1,040	1,030	1.0%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Actual Costs, To A Minimum Of:	325	320	1.6%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		207	205	1.0%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below):		160	154	3.9%
-licence fee	Plus:	110	108	1.9%
S179 Control Of Construction Of Cellars Under Streets	Actual			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Actual			
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee	620	615	0.8%
- additional charge (per m2)	Plus Charge Per m2:	11	10.50	4.8%
Temporary Traffic Regulation Orders				
S14. Road Traffic Regulations	Flat Fee And Advertising Costs*:	830	820	1.2%
S16A Road Traffic Act 1984	Flat Fee And Advertising Costs*:	830	820	1.2%
Access Protection Markings		105	102.50	2.4%
Suspension of Parking Controls	Flat Fee And Advertising Costs*:	830	820	1.2%
Introduction of temporary parking controls	Flat Fee And Advertising Costs*:	830	820	1.2%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	85	82.50	3.0%
Advertising Costs*:				
Advertising In Local Newspapers:	Actual Cost	130	128	
Advertising on RBWM Website	Actual Cost			1.6%

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	<u>£</u>	<u>£</u>	
NB- Advertising costs above include Vat.			
Other Traffic Management Charges			
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)	165	160	3.1%
Switching On/Off Permanent Traffic Signals			
- working hours:	Minimum Charge: 320	318	0.6%
- evenings, and saturdays:	Minimum Charge: 480	475	1.1%
- sundays and bank holidays:	Minimum Charge: 640	635	0.8%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)			
- traffic sensitive streets	Per Hour 165	160	3.1%
- other streets	Per Hour 55	53.50	2.8%
- surcharge for peak hour operation	Per Hour 135	133	1.5%
Special Signing			
-application of tourist/ visitor information signs	110	107	2.8%
-installation of tourist/ visitor information signs	Actual Cost Plus 20% Admin Fee		
-application of shopping/ business signs	220	215	2.3%
-installation of shopping/ business signs	Actual Cost Plus 20% Admin Fee		
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway	110	107	2.8%
Unauthorised Survey Equipment On The Highway	220	215	2.3%
Bike-ability Training	Per Pupil: 5	5	0.0%

FEES AND CHARGES 2016/17

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
		<u>£</u>	<u>£</u>	
HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS				
S38/278 Fees (based on costs of infrastructure construction - index linked)				
-up to £1.0m construction costs (Minimum Charge £2,500)	13% but minimum charge of	3,105	3,075	1.0%
-over £1.0m construction costs	13% but minimum charge of	3,105	3,075	1.0%
-For structures/roads not being adopted- Technical Approval		3,535	3,500	1.0%
-renegotiation of S278/38 Contract Period		1,035	1,025	1.0%
-4.8m wide block paved road + two 2m verges		1,080	1,070	0.9%
-5.0m wide road, two 2m footways and two 1m verges		1,345	1,330	1.1%
-5.5m wide road, two 2m footways and two 1m verges		1,625	1,610	0.9%
-6.7m wide road, two 2.5m footways and two 1m verges		2,160	2,140	0.9%
-individual 2.0m footpath including lighting		485	480	1.0%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		545	540	0.9%
-Checking and approving interim and final travel plans standard developments (one off fee)		810	800	1.3%
-Checking and approving interim and final travel plans large/complex developments (one off fee)		1,080	1,070	0.9%
-Monitoring Small developments (below DfT thresholds)		2,690	2,665	0.9%
-Monitoring Standard Developments		4,140	4,100	1.0%
Auditing Of Road Safety Audits		465	460	1.1%
Design Of Street Lighting Schemes		360	355	1.4%
Relocation Of Street Light Equipment				
-Residential	Single Item:	160	155	3.2%
-Commercial	Actual Cost Plus 20% Admin Fee		Admin Fee	
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		620	615	0.8%
-Complex Installation		1,035	1,025	1.0%
Highway Commuted Sums:				
-soakaways over 20 years		16,000	15,850	0.9%
-high friction surfacing over 5 years	Per m2:	9	8.25	9.1%
-pumping stations over 10 years	Minimum:	16,000	15,850	0.9%
-standard street lighting over 20 years		1,080	1,070	0.9%
-ornamental lighting over 20 years	Per Item:	1,780	1,760	1.1%
-traffic signals over 20 years per single pole	Per Item:	12,375	12,250	1.0%
-extra height pole	Per Item:	13,435	13,300	1.0%
-cantilever pole	Per Item:	14,650	14,500	1.0%
-illuminated traffic signs and bollards over 10 years	£537/m2 & £1,089 over 1m2			
-illuminated traffic signs and bollards over 10 years	£532/m2 & £1,075 over 1m2			

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	<u>£</u>	<u>£</u>	
-road markings 50% of initial cost	Minimum: 810	800	1.3%
-CCTV cameras over 10 years	Per Item: 14,040	13,900	1.0%
-structures (Cost to be agreed between local authority and contractor)	50% of initial cost of initial cost		
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)	50% of initial cost of initial cost		
Trees on adopted highway (standard tree up to 12cm girth) each	540	532.50	1.4%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each	650	645	0.8%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each	990	980	1.0%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	£1,245 min to £5,400 max £5,350 max		
Grass cutting on adopted highway	Per m2: 9	8.75	2.9%
Shrubs and planting areas maintenance	Per m2: 92	91	1.1%
Other Commuted Sums	Full cost or by agreement / agreement		
Developer site Signage			
-Application Fee (Up to 1 m2, thereafter, pro-rata)	105	102.50	2.4%
-Inspection Fee	63	61.50	2.4%
-Removal Of Illegal Signs	207	205	1.0%

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	<u>£</u>	<u>£</u>	
Rights Of Way			
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways Actual Costs Plus Advertising Minimum Of:	1,240	1,230	0.8%
S119 Diversion of Footpaths, Bridleways and Restricted Byways Actual Costs Plus Advertising Minimum Of:	1,240	1,230	0.8%
S257 Town & Country Planning Act 1980 Diversion Orders Actual Costs Plus Advertising Minimum Of:	1,240	1,230	0.8%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders			Actual Costs Plus Advertising costs rising costs
(NB- Advertising costs above include Vat.)			
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)	52	51.50	1.0%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)	355	350	1.4%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration	52	51.50	1.0%

FEEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>%increase</u>
	<u>£</u>	<u>£</u>	
<u>NEIGHBOURHOOD & STREETSCENE DELIVERY SERVICES</u>			
Implemented From: 01/04/2015			
New Roads & Street Works Act Inspections			
S74 NRSWA Charges For Late Completions		260	-
S76 NRSWA Inspection Fees		260	-
S50 NRSWA private road repairing licences:-		250	-

OPERATIONS

STRATEGIC ASSET MANAGEMENT		<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
		<u>£</u>	<u>£</u>	
PARKING SERVICE				
	No. of Spaces			
	Chargeable Free			
Alexandra, Windsor *	198			
Up To 1 Hour		1	1	0%
Up To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		2	2	0%
1 To 2 Hours Discounted		1	1	0%
2 To 3 Hours		3	3	0%
2 To 3 Hours Discounted		1.50	1.50	0%
3 To 4 Hours		4	4	0%
4 To 5 Hours		6	5	20%
Over 5 Hours		8	6	33%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Season Tickets (Per Annum)		1,050	950	11%
Season Tickets (1 Month)		95	85	12%
Season Tickets (3 Months)		275	250	10%
Season Tickets (6 Months)		575	500	15%
Motorcycle Bays		Free	Free	
Alma Road, Windsor* (See Separate Tariff For Windsor Dials)	130			
Up To 1 Hour		1	1	0%
Up To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		2	2	0%
1 To 2 Hours Discounted		1	1	0%
2 To 3 Hours		3	3	0%
2 To 3 Hours Discounted		1.50	1.50	0%
3 To 4 Hours		4	4	0%
4 To 5 Hours		6	5	20%
Over 5 Hours		8	7	14%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Season Tickets (Per Annum)		1,050	950	11%
Season Tickets (1 Month)		95	85	12%
Season Tickets (3 Months)		275	250	10%
Season Tickets (6 Months)		575	500	15%
Ascot High Street	98			
Up To 3 Hours		1.50	Free	
Up To 3 Hours Discounted		0.50	Free	
Over 3 Hours		3	Free	
Evenings (7pm - 9am)		Free	Free	
Sundays & Bank Holidays		Daily Charge	Free	
The Avenue, Datchet*	113			
Up To 1 Hour		0.50	0.50	0%
Up To 1 Hour Discounted		Free	Free	
1 To 2 Hours		1	1.00	0%
1 To 2 Hours Discounted		Free	Free	
2 To 3 Hours		2.50	2.50	0%
3 To 4 Hours		3.50	3.50	0%
Over 4 Hours		5	5.00	0%
Evenings (6pm - 9am)		Free	Free	
Sundays & Bank Holidays		Free	Free	
Season Tickets (Per Annum)		750	700	7%
Season Tickets (1 Month)		67.50	60	13%
Season Tickets (3 Months)		200	180	11%
Season Tickets (6 Months)		400	360	11%

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
		<u>£</u>	<u>£</u>	
<u>STRATEGIC ASSET MANAGEMENT</u>				
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
Boulter's Lock, Maidenhead	87			
Up To 3 Hours		0.50	0.50	0%
Up To 3 Hours Discounted		Free	Free	
Over 3 Hours		1	1	0%
Evenings (7pm - Midnight)		0.50	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Bowden Rd, Sunninghill	15	Free	Free	
Braywick Nature Park, Maidenhead (8am - 9pm)	12	Free	Free	
Braywick Park, Maidenhead (8am - 9pm)	48	Free	Free	
Brockenhurst Road, S. Ascot	12	Free	Free	
Centrica, Windsor (Saturdays, Sundays & Bank Holidays In Peak Periods Only)	122			
Under 4 Hours		2.50	2.50	0%
Under 4 Hours Discounted		1	1	0%
Over 4 Hours		4	4	0%
Over 4 Hours Discounted		2	2	0%
Evenings (6pm - 7pm Only)		Free	Free	
Clewer Memorial, Windsor (Dawn To Dusk)	50	Free	Free	
Coronation Road, Littlewick Green	24	Free	Free	
Desborough Park, Maidenhead	18	Free	Free	
East Berks College, Windsor (Saturdays, Sundays, Bank Holidays & College Holidays Only)	112			
Up To 1 Hour		1	1	0%
1 To 2 Hours		1.50	1.50	0%
2 To 3 Hours		2	2	0%
3 To 4 Hours		3	3	0%
Over 4 Hours		6	6	0%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		2	2	0%
Eton Court, Eton	57			
Up To 1 Hour		1	1	0%
Up To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		2	2	0%
1 To 2 Hours Discounted		1	1	0%
2 To 3 Hours		3	3	0%
2 To 3 Hours Discounted		1.50	1.50	0%
3 To 4 Hours		6	5	20%
4 To 5 Hours		8	7	14%
Over 5 Hours		10	9	11%
Evenings After 7pm		1	Free	
Evenings (7pm - Midnight) - Residents		Free	Free	
Season Tickets (Per Annum)		900	800	13%
Season Tickets (1 Month)		80	70	14%
Season Tickets (3 Months)		240	210	14%
Season Tickets (6 Months)		480	420	14%
Eton Wick (Haywards Mead)	25	Free	Free	
Grenfell Park, Maidenhead (Dawn - Dusk)	18	Free	Free	
Grove Road, Maidenhead (2 Hours Maximum Stay Except after 7pm)*	82			
Up To 30 Mins		0.50	0.50	0%
Up To 30 Mins Discounted		0.30	0.30	0%
30 Mins To 1 Hour		1	1	0%
30 Mins To 1 Hour Discounted		0.50	0.50	0%

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
<u>STRATEGIC ASSET MANAGEMENT</u>		£	£	
PARKING SERVICE				
	No. of Spaces			
	Chargeable Free			
1 To 2 Hours		2	2	0%
1 To 2 Hours Discounted		0.90	0.90	0%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Free	
Guards Club, Maidenhead (Dawn - Dusk)	20	Free	Free	
Hines Meadow M.S, Maidenhead*	1,280			
Up To 1 Hour		1	1	0%
Up To 1 Hour Discounted		0.60	0.60	0%
1 To 2 Hours		1.80	1.80	0%
1 To 2 Hours Discounted		1.20	1.20	0%
2 To 3 Hours		2.50	2.50	0%
2 To 3 Hours Discounted		1.90	1.90	0%
3 To 4 Hours		3.50	3.50	0%
4 To 5 Hours		4	4	0%
Over 5 Hours		5.50	5	10%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Free	
Season Tickets (Per Annum)		750	700	7%
Season Tickets (1 Month)		67.50	60	13%
Season Tickets (3 Months)		200	180	11%
Season Tickets (6 Months)		400	360	11%
Home Park, Windsor	141			
Up To 1 Hour		0.70	0.70	0%
1 To 2 Hours		1.50	1.50	0%
2 To 4 Hours		2.50	2.50	0%
Over 4 Hours		5	3	67%
Evenings After 4pm, Weekends & Bank Holidays		Free	Free	
Season Tickets (Per Annum)		625	550	14%
Season Tickets (1 Month)		60	50	20%
Season Tickets (3 Months)		170	140	21%
Season Tickets (6 Months)		330	285	16%
Horton Road, Datchet*	65			
Up To 1 Hour		0.10	0.10	0%
Up To 1 Hours Discounted		Free	Free	
1 To 2 Hours		0.20	0.20	0%
Up To 2 Hours Discounted		Free	Free	
2 To 3 Hours		0.50	0.40	25%
3 To 4 Hours		1.00	0.50	100%
Over 4 Hours		5.00	5.00	0%
Evenings (6pm - 9am)		Free	Free	
Sundays & Bank Holidays		Free	Free	
Season Tickets (Per Annum)		750	700	7%
High Street, Hurley	60	Free	Free	

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
<u>STRATEGIC ASSET MANAGEMENT</u>		£	£	
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
King Edward VII Ave, Windsor	192			
Up To 1 Hours		1	1	0%
1 To 2 Hours		2	2	0%
2 To 3 Hours		3	3	0%
3 To 4 Hours		4	3.50	14%
4 To 5 Hours		5	4	25%
Over 5 Hours		6	5	20%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Season Tickets (Per Annum)		900	800	13%
Season Tickets (1 Month)		80	70	14%
Season Tickets (3 Months)		240	210	14%
Season Tickets (6 Months)		480	420	14%
King Edward VII Hospital, Windsor (Weekends From 6pm Friday, and Bank Holidays Only)	150			
Up To 2 Hours		1	1	0%
2 To 4 Hours		2	2	0%
Over 4 Hours		5	5	0%
Evenings (6pm - Midnight)		Free	Free	
Evenings (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Meadow Lane, Eton	48			
Up To 1 Hour		1	1	0%
Up To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		2	2	0%
1 To 2 Hours Discounted		1	1	0%
2 To 3 Hours		3	3	0%
2 To 3 Hours Discounted		1.50	1.50	0%
3 To 4 Hours		6	5	20%
4 To 5 Hours		8	7	14%
Over 5 Hours		10	9	11%
Evenings After 7pm		1	Free	
Evenings (7pm - Midnight) - Residents		Free	Free	
Season Tickets (Per Annum)		900	800	13%
Season Tickets (1 Month)		80	70	14%
Season Tickets (3 Months)		240	210	14%
Season Tickets (6 Months)		480	420	14%
Nicholsons M.S, Maidenhead*	734			
Up To 30 Mins		0.50	0.50	0%
Up To 30 Mins Discounted		0.30	0.30	0%
30 Mins To 1 Hour		1	1	0%
30 Mins To 1 Hour Discounted		0.60	0.60	0%
1 To 2 Hours		2	2	0%
1 To 2 Hours Discounted		1.20	1.20	0%
2 To 4 Hours		3	2.20	36%
2 To 4 Hours Discounted		2	2	0%
4 To 5 Hours		6	6	0%
Over 5 Hours		9.50	9.50	0%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Free	
Season Tickets (Per Annum)		1,350	1,300	4%
Season Tickets (1 Month)		125	115	9%
Season Tickets (3 Months)		360	345	4%
Season Tickets (6 Months)		700	675	4%
Oakengrove, Maidenhead (Dawn - Dusk)	50	Free	Free	
Oak Lane (Annual Contract Spaces For Residents Only)		63.25	63.25	0%
Queens Road, Sunninghill	52			
Up to 2 Hours		1.50	Free	
Up To 2 Hours Discounted		0.50	Free	

OPERATIONS

STRATEGIC ASSET MANAGEMENT			<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
			£	£	
PARKING SERVICE					
	No. of Spaces				
	Chargeable	Free			
Evenings (7pm - 9am)			Free	Free	
Sundays & Bank Holidays			Daily Charge	Free	
River St, Windsor *	145				
Up To 1 Hour			4	4	0%
Up To 1 Hour Discounted			1.50	1.50	0%
1 To 2 Hours			6	6	0%
1 To 2 Hours Discounted			3	3	0%
2 To 3 Hours			8	8	0%
2 To 3 Hours Discounted			4.50	4.50	0%
3 To 4 Hours			10	10	0%
3 To 4 Hours Discounted			8	8	0%
4 To 5 Hours			12	12	0%
4 To 5 Hours Discounted			10	10	0%
Over 5 Hours			15	15	0%
Over 5 Hours Discounted			12	12	0%
Evenings (9pm - 9am)			Free	Free	
Sundays & Bank Holidays			Daily Charge	Daily Charge	
Romney Lock, Windsor	94				
Up To 1 Hour			1	1	0%
1 To 2 Hours			2	2	0%
2 To 3 Hours			3	3	0%
3 To 4 Hours			4	3.50	14%
4 To 5 Hours			5	4	25%
Over 5 Hours			6	5	20%
Evenings (7pm - Midnight)			1.50	1.50	0%
Evenings- Residents			Free	Free	
Midnight To 9am			Free	Free	
Sundays & Bank Holidays			Daily Charge	Daily Charge	
Season Tickets (Per Annum)			900	800	13%
Season Tickets (1 Month)			80	70	14%
Season Tickets (3 Months)			240	210	14%
Season Tickets (6 Months)			480	420	14%
Stafferton Way M.S, Maidenhead	576				
Daily Charge			5	4.50	11%
Evenings (7pm - Midnight)			1.50	1.50	0%
Evenings (7pm - Midnight) - Residents			Free	Free	
Midnight To 9am			Free	Free	
Sundays & Bank Holidays			Daily Charge	Free	
Season Tickets (Per Annum)			700	625	12%
Season Tickets (1 Month)			65	55	18%
Season Tickets (3 Months)			190	165	15%
Season Tickets (6 Months)			380	330	15%
Sunningdale (London Road) (Closed between 6.45am - 8.45am)		210			
Up To 3 Hours			1.50	Free	
Up To 3 Hours Discounted			0.50	Free	
Evenings (7pm - 9am)			Free	Free	
Sundays & Bank Holidays			Daily Charge	Free	
Sutton Road, Cookham		18	Free	Free	

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
<u>STRATEGIC ASSET MANAGEMENT</u>		£	£	
PARKING SERVICE				
	No. of Spaces			
	Chargeable Free			
Town Hall, Maidenhead* (Evenings After 5pm, Bank Holidays and Weekends Only)	111			
Up To 1 Hour		1	1	0%
Up To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		1.50	1.50	0%
1 To 2 Hours Discounted		0.90	0.90	0%
2 To 3 Hours		2.50	2.50	0%
2 To 3 Hours Discounted		1.50	1.50	0%
3 To 4 Hours		4	3.50	14%
Over 4 Hours		6.50	6.50	0%
Evenings (5pm - Midnight)		1.50	1.50	0%
Evenings (5pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Free	
Town Moor, Maidenhead		28	Free	Free
Upper Village Road, Sunninghill		28	Free	Free
Victoria Street M.S, Windsor *	206			
Up To 1 Hour		1.50	1.50	0%
Up To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		2.50	2.50	0%
1 To 2 Hours Discounted		1	1	0%
2 To 3 Hours		4	4	0%
2 To 3 Hours Discounted		1.50	1.50	0%
3 To 4 Hours		7	5	40%
4 To 5 Hours		10	10	0%
Over 5 Hours		11	11	0%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
West Street, Maidenhead (3 Hours Maximum Stay Except After 7pm)*	59			
Up To 30 Mins		0.50	0.50	0%
Up To 30 Mins Discounted		0.30	0.30	0%
30 Mins To 1 Hour		1	1	0%
30 Mins To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		2	1.50	33%
1 To 2 Hours Discounted		0.90	0.90	0%
2 To 3 Hours		3	2.50	20%
2 To 3 Hours Discounted		2	2	0%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Free	

OPERATIONS

		<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
<u>STRATEGIC ASSET MANAGEMENT</u>		£	£	
PARKING SERVICE				
	No. of Spaces			
	Chargeable			
	Free			
Windsor Dials (Via Alma Road), Windsor (Saturday, Sundays And Bank Holidays Only)	250			
Up To 1 Hour		1	1	0%
Up To 1 Hour Discounted		0.50	0.50	0%
1 To 2 Hours		2	2	0%
1 To 2 Hours Discounted		1	1	0%
2 To 3 Hours		3	3	0%
2 To 3 Hours Discounted		1.50	1.50	0%
3 To 4 Hours		4	4	0%
4 To 5 Hours		6	5	20%
Over 5 Hours		8	6	33%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Daily Charge	Daily Charge	
Windsor Library	15			
Up To 30 Mins		0.20	0.20	0%
Up To 1 Hour		2.50	2.50	0%
1 To 2 Hours		4.50	4	13%
Evenings (7pm - Midnight)		1.50	1.50	0%
Evenings (7pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Sundays & Bank Holidays		Free	Free	
York House, Windsor (Saturday, Sundays, Bank Holidays & Weekd Weekends & Bank Holidays (Up To 4 Hours Charge)	92	3	3	0%
Weekends & Bank Holidays (Over 4 Hours Charge)		6	5	20%
Evenings (Any Day) (6pm - Midnight)		1.50	1.50	0%
Evenings (Any Day) (6pm - Midnight) - Residents		Free	Free	
Midnight To 9am		Free	Free	
Alma Road Coach Park, Windsor (Discounts Available for Tickets Bought In Advance- See RBWM Website)	74			
Up To 1 Hour - Entry		10	6	67%
Up To 4 Hours		20	12	67%
Up To 10 Hours		30	20	50%
Prepaid Tickets (10 Hours)		25	15	67%
Prepaid Tickets (4 Hours)		17.50	10	75%
Cars (6pm - Midnight Only)		1.50	1.50	0%
Leisure Complex Car Park - Maidenhead (Daily Charges between 09.00hrs - Midnight)	248			
Up to 30 mins		0.40	0.40	0%
Up to 60 mins		0.80	0.80	0%
Up to 90 mins		1.20	1.10	9%
Up to 2 Hours		1.50	1.50	0%
Up to 3 Hours		2.50	2.30	9%
Up to 4 Hours		4	3.50	14%
Over 4 Hours		8	7.60	5%
Midnight to 09.00 Hours		Free	Free	
Bank Holidays		Daily Charge	Daily Charge	
Leisure Complex Car Park - Windsor (Daily Charges between 09.00hrs - 21.00hrs)	249			
Up to 30 mins		0.30	0.30	0%
Up to 60 mins		0.70	0.70	0%
Up to 2 Hours		1.20	1.10	9%
Up to 3 Hours		2.50	2.30	9%
Up to 4 Hours		8	8	0%
Up to 5 Hours		10	9.30	8%
Over 5 Hours		13	12.60	3%
21.00 to 09.00 Hours		Free	Free	
Bank Holidays		Daily Charge	Daily Charge	
Total Car Park Spaces	5,728	688		
On-Street Parking				
Barry Avenue *				
Up To 1 Hour		1	1	0%

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
	<u>£</u>	<u>£</u>	
STRATEGIC ASSET MANAGEMENT			
PARKING SERVICE			
	No. of Spaces		
	Chargeable	Free	
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	2	2	0%
1 To 2 Hours Discounted	1	1	0%
St. Leonards Road (Shops) *			
Up To 1 Hour	0.30	0.30	0%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	1	1	0%
1 To 2 Hours Discounted	0.60	0.60	0%
Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard & Thameside (1 Hour Maximum Stay)*)			
Up To 1 Hour	0.60	0.60	0%
Up To 1 Hour Discounted	Free	Free	
Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. (Where Charges Apply Mon-Fri 8.30am - 5.30pm)			
Up To 1 Hour	0.30	0.30	0%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	0.70	0.70	0%
1 To 2 Hours Discounted	0.30	0.30	0%
Alma Rd, Clarence Rd, St Leonards Rd. (Where Charges Apply Mon-Sun 8am - 8pm)			
Up To 1 Hour	0.30	0.30	0%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	0.70	0.70	0%
1 To 2 Hours Discounted	0.30	0.30	0%
Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd*			
Up To 1 Hour	0.40	0.40	0%
Up To 1 Hour Discounted	Free	Free	
The Avenue & Windsor Road (Datchet)*			
Up To 1 Hour	0.50	0.50	0%
Up To 1 Hour Discounted	Free	Free	
1 To 2 Hours	1	1	0%
2 To 3 Hours	2	2	0%
3 To 4 Hours	2.50	2.50	0%
Over 4 Hours	4.50	4.50	0%
Eton (2 Hour Maximum Stay)*			
Up To 30 Mins	0.20	0.20	0%
Up To 30 Mins Discounted	0.10	0.10	0%
Up To 1 Hour	1	1	0%
Up To 1 Hour Discounted	0.60	0.60	0%
Other Parking Fees And Charges			
Penalty Charge Notices			
Higher Level Contraventions	70	70	0%
-Discounted If Paid Within 14 Days	35	35	0%
Lower Level Contraventions	50	50	0%
-Discounted If Paid Within 14 Days	25	25	0%

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	Proposed Increase %
<u>STRATEGIC ASSET MANAGEMENT</u>	£	£	
PARKING SERVICE			
	No. of Spaces		
	Chargeable	Free	
Business Permits			
Business Parking Permits			
Windsor: Outer Areas			
First Permit	450	450	0%
Second Permit	500	500	0%
Third Permit	550	550	0%
Windsor: Inner Areas	200	200	0%
Eton and Datchet:			
First Permit	100	100	0%
Second Permit	250	250	0%
Third Permit	375	375	0%
Fourth Permit	500	500	0%
Resident Parking Permits			
First Permit	Free	Free	
Second Permit	Free	Free	
Over 60's and Registered Disabled Permits	Free	Free	
Third Permit (Montague Road)	Free	Free	
Fourth Permit (Montague Road)	Free	Free	
Visitor Vouchers (Per Voucher)			
Standard Vouchers (24 Hours)	2	2	0%
- Discounted For Over 60's	0.50	0.50	0%
6 Hour Vouchers	1	1	0%
- Discounted For Over 60's	0.50	0.50	0%
2 Hours Vouchers	Free	Free	
Dependant Permits	Free	Free	
Parking Suspensions and Dispensations			
Suspension Of Parking Bay (Per Bay)	20	20	0%
Parking Suspensions - 1st Day	20	20	0%
Parking Suspensions - Additional Days	5	5	0%
Parking Suspensions - 1 Week	40	40	0%
Parking Suspensions - 2 Weeks	70	70	0%
Parking Suspensions - 3 Weeks	100	100	0%
Parking Suspensions - 4 Weeks	125	125	0%
Special Parking/ Access Permit	50	50	0%

* Discounted rates are available to Advantage card holders

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	£	£	
STREET NAMING & NUMBERING			
Fees are including VAT			
Change Of Name Of Named Properties (if not part of formal address)			Fee to be removed
- Research into Archives (where not part of statutory function) set as a minimum of	202	200.00	1.0%
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	51	50.00	2.0%
- Provision of Hard Copy of Plans (A4)	51	50.00	2.0%
- Provision of Supplementary Information	107	106.00	0.9%
Street Naming & Numbering (Existing Properties)			
-Change of address for existing properties	121	120.00	0.8%
-Street Name Change	364	360.00	1.1%
-Rename street where requested by residents base charge	36	36.00	0.0%
-Rename street where requested by residents advertising	1,429	1,415.00	1.0%
Street Naming & Numbering (New Properties) Fees are exempt of VAT			
-Numbering & naming of new properties			
-New Developments 1	121	120.00	0.8%
-New Developments 2	242	240.00	0.8%
-New Developments 2-5		-	
-New Developments 3	364	360.00	1.1%
-New Developments 4	485	480.00	1.0%
-New Developments 5	606	600.00	1.0%
-New Developments 6-25	853	845.00	0.9%
-New Developments 26+	1,187	1,175.00	1.0%
Additional Charge Including Naming Of A Street	177	175.00	1.1%

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	£	£	
<u>COMMUNITY, PROTECTION AND ENFORCEMENT SERVICES</u>			
Implemented From: 01/04/2015			
ENVIRONMENTAL PROTECTION			
Dog Faeces Fixed Penalty Notice	52	52.00	0%
Environmental Protection Property	82	82.00	0%
Environmental Protection Act - LA Pollution Prevention Control	Dependant On Type Of Process Tested		
Freezer Failure Certificate	138	138.24	0%
Scrap Metal Licensing			
- Collector Licence	200	200.00	0%
- Site Licence	300	300.00	0%
ENVIRONMENTAL HEALTH- COMMERCIAL SERVICES			
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	74	72.00	2.8%
Cost Of Officer Time + 15% Admin, Minimum Charge Of:			
Riding Establishments			
- first application	382	378.00	1.1%
- renewal (plus vet's fees if appropriate)	221	219.00	0.9%
Animal Boarding, Breeding Of Dogs, Pet Animals and Shops			
- first application	310	307.00	1.0%
- renewal (plus vet's fees if appropriate)	188	186.00	1.1%
Dangerous Animals			
- first application	245	242.00	1.2%
- renewal (plus vet's fees if appropriate)	156	154.00	1.3%
Performing Animals	109	108.00	0.9%
Ear Piercing/Acupuncture/Electrolysis and Tattooing			
- registration of premises and one practitioner	195	193.00	1.0%
- each additional practitioner	56	55.00	1.8%
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		
TRADING STANDARDS			
Weights & Measures Fees	Weights & Measures Inspector Hourly Rate Of:		
Petroleum Licences	52	52.00	0%
Explosives Licences	Set Externally - Will Be Available From 1st April On Website		
Poisons Licences	Set Externally - Will Be Available From 1st April On Website		

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	£	£	
RESIDENTIAL SERVICES			
Domestic Pest Control Service	Set by SDK Environmental Ltd- See website for latest fees latest fees		
Housing Act Notice	Officer time + 15% admin 5% admin		
Enforcement - Works in default	Officer time + 15% admin 5% admin		
Houses In Multiple Occupation (HMO Licences)			
-basic complince with 5 bedrooms	700	700.00	0%
-additional rooms	25	25.00	0%
-renewal of licence	375	375.00	0%
COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR			
Fixed Penalty Litter Fine (First Offence)	75	75.00	0%
Fixed Penalty Litter Fine (First Offence)- Paid within 10 Days	50	50.00	0%

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	£	£	
LICENSING/ ENFORCEMENT TEAM			
Licensing Of Hackney Carriages And Private Hire Vehicles			
For 1-5 Vehicles	265	265.00	0%
For 6-10 Vehicles	440	440.00	0%
For 11-15 Vehicles	615	615.00	0%
For 16-20 Vehicles	790	790.00	0%
For 21 Vehicles And Over	1,035	1,035.00	0%
For 30 Vehicles And Over	1,420	1,420.00	0%
Drivers Annual Licence	100	100.00	0%
Drivers Dual Licence	160	160.00	0%
Transfer Of Driver Or Vehicle Licence	37	37.00	0%
Badge Replacement	10	10.00	0%
Knowledge Test	16	16.00	0%
Meter Test	27	27.00	0%
Carriage Licence	255	255.00	0%
Replacement Plate	10	10.00	0%
Licensing Act 2003			
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)	5,000	5,000.00	0%
Sex Shop Licences (Per Premises)	5,000	5,000.00	0%
Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)			
Betting Premises (excluding Tracks)			
New Application	3,000	3,000.00	0%
Annual Fee	600	600.00	0%
Application To Vary	1,500	1,500.00	0%
Application To Transfer	1,200	1,200.00	0%
Application For Re-Instatement	1,200	1,200.00	0%
Application For Provisional Statement	3,000	3,000.00	0%
Licence Application (Prov.Statement Holders)	1,200	1,200.00	0%
Copy Licence	25	25.00	0%
Notification Of Change	50	50.00	0%
Tracks			
New Application	2,500	2,500.00	0%
Annual Fee	1,000	1,000.00	0%
Application To Vary	1,250	1,250.00	0%
Application To Transfer	950	950.00	0%
Application For Re-Instatement	950	950.00	0%

FEES AND CHARGES 2016/17

OPERATIONS

	<u>2016/17</u>	<u>2015/16</u>	<u>% Increase</u>
	<u>£</u>	<u>£</u>	
Application For Provisional Statement	2,500	2,500.00	0%
Licence Application (Prov.Statement Holders)	950	950.00	0%
Copy Licence	25	25.00	0%
Notification Of Change	50	50.00	0%
Adult Gaming Centre			
New Application	2,000	2,000.00	0%
Annual Fee	1,000	1,000.00	0%
Application To Vary	1,000	1,000.00	0%
Application To Transfer	1,200	1,200.00	0%
Application For Re-Instatement	1,200	1,200.00	0%
Application For Provisional Statement	2,000	2,000.00	0%
Licence Application (Prov.Statement Holders)	1,200	1,200.00	0%
Copy Licence	25	25.00	0%
Notification Of Change	25	25.00	0%
Other Statutory Licences			
Street Trading	3,000	3,000.00	0%

Capital Programme 2016/17 - All Bids

	Gross	S106	Income	Other	Net
	£'000	£'000	£'000	£'000	£'000
Adult	4,195	(85)	(205)	(110)	3,794
Children	5,448	0	(4,945)	0	503
Operations	10,730	(210)	(3,335)	0	7,185
Corporate	6,688	(678)	0	0	6,010
Total	27,060	(973)	(8,485)	(110)	17,492

Capital Bids 2016/17 - Operations

No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)			NET	Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other			
Schemes to be Agreed by BSG												
1	CB001353	Bridge Assessments 2016/2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15. The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. These inspections include assessing roads that are frequently taking abnormal loads, column impact assessments, as well as carrying out further detailed inspections that have been highlighted from the principal and general inspection that are highlighting a potential safety issue. These assessments allow the council to plan a works programme for essential capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Also the inspections may identify a structure in need of more extensive Strengthening Works.	50	-	50	-	-	50	-
2	CB001362	Reducing Congestion & Improving Air Quality 2016/2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.This project incorporates a number of different initiatives to help reduce congestion and improve air quality for residents. Measures include introducing MOVA control systems to existing traffic signal to increase traffic flows at existing signalised junctions, also fitting modern equipment such as LEDS in signal heads to help towards energy and carbon reduction. The project also includes removing existing traffic signals where improvements in traffic flow can be demonstrated without impacting upon road safety.	50	10	40	-	-	100	-
3	CB001412	Bus Stop Accessibility 2016/2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.To provide raised kerbs and accessible routes to bus stops in order to comply with the Disability Discrimination Act. This will support the manifesto commitment to "continue to improve bus stops". It also aims to improve passenger experience, and satisfaction with public transport as measured by the annual resident's survey.	75	-	75	-	-	175	-
4	CB001505	Flood Risk Management - Asset Register 2016/2017	Operations	All Wards	As Lead Local Flood Authority (LLFA) , the Council has a Statutory Duty under Section 21 of the Flood and Water Management Act 2010 to establish and maintain a register of structures or features which it considers are likely to have a significant effect on flood risk. The LLFA must also establish and maintain a record of information about each of those structures or features, including information about ownership and condition as a minimum. The LLFA must ensure that the register is available for inspection by risk management authorities and the public at all reasonable times.	50	-	50	-	-	225	-
5	CB001705	Preliminary Flood Risk Assessment 2016/2017	Operations	All Wards	Undertake revision of Preliminary Flood Risk Assessment as part of 6-yearly cycle. Due June 2017.	20	-	20	-	-	245	-
6	CB001454	Local Safety Schemes 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.On -going programme to improve road safety and reduce the number of personal injuries as a result of road crashes. Road crash data is analysed in order to develop a prioritised schedule of sites where physical measures can be introduced in order to reduce the number of crashes. Schemes can include a variety of different measures, including junction improvements, anti skid surfacing, safety barriers, improved signage and lining, as well as reduced speed limits. Injury rate reduction has flattened following many years of reducing numbers. New innovation required to contribute to casualty rate reduction.	125	20	105	-	-	370	-
7	CB001367	Bridge Parapet Improvement Works 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. These inspections may highlight essential minor capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Following these inspections it has identified certain structures currently have substandard parapets which are potentially dangerous to drivers if they strike the bridge and increase insurance risks . The objective of the project is to introduce measures to mitigate and minimise any potential current safety risk to driver.	150	-	150	-	-	520	-
8	CB001368	Bridge Strengthening Scheme 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. These inspections may highlight essential minor capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Following these inspections it has identified certain structures are currently structurally weak and if work is not carried out to them they will require a weight restriction enforced on them or they have deteriorated to any extent that major refurbishment is required. All the structure concerned are on the boroughs main network and would have a detrimental impact if repairs are not carried out. The objective of the project is to introduce measures to mitigate and minimise any potential current safety risk and reduce insurance risks.	250	-	250	-	-	770	-
9	CB001361	Highway Drainage schemes 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.As Highway Authority we have a statutory duty to prevent flooding to property and the highway network such that it will not cause injury or loss of life or damage to adjacent properties. The project consists of a number of schemes that have been prioritised in order of their severity, impact and risk to the Council and users of the highway network. Delivery of this project is also key to delivering the outcomes of our Local Transport Plan. This programme also includes minor drainage schemes which has previously had its own line.	150	-	150	-	-	920	-
10	CB001364	Replacement street lighting 2016-2017	Operations	All Wards	Street lighting is essential for the reduction of accidents on our roads and to help combat actual crime and the perceived fear of crime. This project is aimed at replacing columns in the Borough which are identified as hazardous, along with life expired columns and light units. It therefore contributes to both the Getting About and Safe and Secure themes. Our Highway Lighting stock, particularly in Urban areas is getting old and in many cases is well beyond its design life and below current lighting standards. As a consequence equipment is obsolete and columns are becoming structurally unsound. Please note this is the normal annual bid for funds to replace hazardous and sub-standard columns. A separate bid for LED lamps is being prepared, with a detailed business case, and will be submitted to BSG later in the month, and included on the ranked bid list for the directorate. The revenue saving of £100k agreed by BSG on 24 September is dependent on this latter bid. For 2016/2017 this relates to column replacement only as £7m bid for LED, bulb swap is separate.	180	-	180	-	-	1,100	-
11	CB001363	Resurfacing of roads to maintain transport asset and improve safety 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks.	1,600	-	1,600	-	-	2,700	-
12	CB001370	Flood Prevention 2016-2017	Operations	All Wards	The Borough are currently undertaking a number of Catchment Studies and condition surveys on a number of watercourses. Further investigations are likely to be required as part of the Borough's ongoing management of flood risk and the Capital Flood Prevention budget makes provision for urgent flood risk management works and ongoing maintenance of flood risk assets.	150	-	-	-	150	2,700	150

Capital Bids 2016/17 - Operations

No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)			NET	Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other			
13	CB001464	Replacement Bins 2016-2017	Operations	All Wards	With the continual growth in the number of subscribers to the green waste additional bins are required. This will ensure that there is no undue waiting. This is a manifesto requirement.	50	-	-	-	50	2,700	200
14	CB001640	Footway Assessments 2016-2017	Operations	All Wards	The council receives regular requests from ward members, parish councils and residents for foot way maintenance schemes. These are currently assessed on an ad-hoc basis. Funding is needed to pay for technical assessments of foot ways in order to ascertain their condition, identify maintenance requirements and prioritise schemes efficiently and effectively. The surveys would be repeated on a 4 year cycle.	15	-	-	-	15	2,700	215
15	CB001506	Enforcement Services Mobile Phone Replacement 2016-2017	Operations	All Wards	Community Protection and Enforcement Service officers currently have Nokia C1 mobile phones. These devices are very basic 2G mobile phones and our officers are regularly experiencing network coverage issues that are giving rise to an increasing number of service disruption or failure issues that detrimentally affect the level of service and responsiveness that we are providing to residents and customers e.g. calls dropping out half way through, calls not getting through, delayed voice mail delivery. This is also a significant concern in relation to officer safety and is particularly pertinent as officers predominantly work on their own.	7	-	-	-	7	2,700	222
16	CB001485	Parking Enforcement Equipment Upgrade & Renewal 2016-2017	Operations	All Wards	The portable equipment currently used by the Council's Civil Enforcement Officers is seven years old and is now obsolete and unsupported. Equipment failures and defects are increasing in number resulting in officer down time whilst they return to base to either swap their unit or try to affect a local repair. The ability to implement local repairs is now limited as spares for these units are no longer manufactured. This bid seeks to replace the existing suite of handheld devices in order to provide resilient services and maximise productivity. This will also provide the opportunity to update the equipment that will enable real time updates that will enable our staff and residents to see and use information relating to a penalty charge notice or dispensation within minutes as opposed to the 48 hour upload period that the current system requires. Real time capability will also provide the opportunity to gain detailed management information enabling better monitoring of our staff and demand. This will in turn, help better utilisation of our resources and ensure that it is deployed where and when required by our residents, businesses and visitors to the Borough.	40	-	-	-	40	2,700	262
17	CB001471	Mobile working for street based staff 2016-2017	Operations	All Wards	This bid supports the manifesto commitment to "Invest in technology to improve services to residents". It will provide a solution that will allow staff to electronically manage and record works done in the StreetScene, removing inefficient paper based processes and delivering improved service, management information and feedback for residents, members and staff. The solution will include hand-held devices for data capture and transmission while working on site. It will be compatible with the Corporate CRM and Highways Asset Management Information Systems, thereby allowing us to deliver further benefits from them by removing a variety of inefficient paper based and manual processes.	90	-	-	-	90	2,700	352
18	CB001373	Traffic Signal Review 2016-17 Imperial Road & Clewer Hill Road - junction improvements	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15. This programme has a direct link to the Manifesto commitment to review and remove unnecessary traffic signals. The programme would be used to fund feasibility studies, detailed scheme designs and delivery of works.	300	-	-	-	300	2,700	652
19	CB001645	Replacement of Highway Drain, Waltham Road, White Waltham 2016-2017	Operations	Hurley & Walthams	This capital bid is for the construction of 100m of 600mm diameter highway drain plus ancillary works in Waltham Road and Church Hill. The works will prevent flooding of the highway, public safety and to reduce flood risk in the wider catchment. This bid is supported by Cllr Rayner.	100	-	100	-	-	2,800	652
20	CB001415	Real-Time Information Improvements 2016-2017	Operations	All Wards	To upgrade the real-time bus information system to significantly increase the number of buses that are tracked by the system, supporting the manifesto commitment to "to continue to improve bus stops and work for accurate real time arrival information". It will also improve resident's satisfaction levels with public transport and public transport information. The bid will migrate the real time system from Vix to Nimbus and install 29 new rtpi displays in shelters and 16 new rtpi flags. There will be an additional revenue cost associated with providing the new signs of cir £24k per ann for maintenance.	189	15	-	-	174	2,815	826
21	CB001413	Bus Stop Waiting Areas 2016-2017	Operations	All Wards	To provide new/enhanced bus shelters and bus stops infrastructure (including signing, lighting, seating, information displays etc). This will support the manifesto commitment to "continue to improve bus stops". It also aims to improve the passenger experience and satisfaction with public transport as measured by the annual resident's survey.	50	15	-	-	35	2,830	861
22	CB001375	Car park improvements 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15. There is currently no planned maintenance schedule for the Council's 52 car parks. In order to keep all car parks to an acceptable standard for users it is essential that planned maintenance is carried out. This scheme includes repairs and replacement of damaged signs, fences, lighting, posts, lining and also redecoration of stairwells, entrances and exits.	45	-	-	-	45	2,830	906
23	CB001418	Dedworth Road-Environmental and Street Scene Enhancements (PAVE) 2016-2017	Operations	Clewer East/ Clewer North/ Clewer South	Request from Windsor Public Realm board and Ward Cllrs for enhancements to Dedworth Road. Where possible creating an 'Avenue effect' and 'greening up' of the area. Links to 'Love Dedworth project' and the Manifesto commitment to "Ensure Windsor has a well maintained and high quality public realm for both residents and visitors alike".	100	-	-	-	100	2,830	1,006
24	CB001463	Site Repairs Stafferton Way 2106-2017	Operations	Oldfield	To undertake essential repairs at Stafferton Way in order to ensure the site meets all the necessary statutory requirements. This is a manifesto requirement as closure of the site would impact on weekly collection capability and services to the public.	60	-	-	-	60	2,830	1,066

Capital Bids 2016/17 - Operations

No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)			NET	Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other			
25	CB001453	Grenfell Road Off-street Parking 2016-2017	Operations	Boyn Hill	This proposal follows a request and site meeting with Cllr C Stretton, Cllr Carroll and Cllr Lion to look to provide off-street parking for the residents of Grenfell Road. The main issue at present is that vehicles, having mounted a full height kerb at the front of their premises, are left partially overhanging the footway which causes an obstruction for pedestrians and a contravention of the waiting restrictions. The proposed improvements include delineating the area available for use for residents to park with an edging and contrasting paving. It also includes for the revised footway extents to be block paved to improve the general appearance. In addition suggestions have been made to move lamp columns, a potential crossing, plane and resurfacing of the remaining carriageway width.	300	-	-	-	300	2,830	1,366
26	CB001601	A329 London Road / B383 roundabout - scheme development 2016-2017	Operations	Ascot & Cheapside/ Sunningdale/ Sunninghill & South Ascot	This capital bid is associated with the Manifesto Commitment to 'build a roundabout at the junction of A329 and B383'. The funding for 2016-2017 would be to enable detailed design work and surveys to be carried out, including initial public utilities diversion enquiries and possible first phase facilitating works. Funding would be required in 2017/2018, as part of a separate bid, to enable delivery of this project on site.	125	-	-	-	125	2,830	1,491
27	CB001387	School Cycle / Scooter Parking 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The manifesto commitments include promises to "reduce dependence on expensive carbon fuel journeys" and "integrate cycling into the Borough's transport plans". The Local Transport Plan (LTP) contains policies to work with partner organisations to provide cycle parking at key destinations such as schools.	50	50	-	-	-	2,880	1,491
28	CB001390	Construction of new footways 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The scheme involves the construction of sections of footpath to link up adjoining footpaths, to create a footpath where grassed areas are becoming unsurfaced pedestrian routes/short cuts or extending existing footpaths to fill the 'missing link'. The works will also make provision for providing disabled crossing points where appropriate and will help to enhance the visual appearance of the environment benefiting local residents, pedestrian, and people with disabilities. Provision of roadside footways is an improvement in road safety and convenience for pedestrians/cyclists.	50	-	-	-	50	2,880	1,541
29	CB001379	Rights of Way 2016-2017	Operations	All Wards	As Highway Authority the Borough Council has maintenance responsibility for approximately 300km of public footpaths, bridleways and byways, including parts of the Thames Path National Trail, parts of the National Cycle Network, and various local routes such as the Green Way and the Cookham and Knowl Hill Bridleway Circuits. Maintenance responsibility includes ensuring that path surfaces are in a fit and safe condition for use, paths are adequately drained, path furniture such as stiles and gates are fit for purpose, and paths are correctly signposted and way marked.	40	-	-	-	40	2,880	1,581
30	CB001380	Traffic Management 2016-2017	Operations		Included in 3 year indicative programme approved by Cabinet in July 15.This is an on-going programme that considers the development of measures to improve traffic conditions. Supports schemes identified as local concerns, through petitions, priorities identified through ward members and from local residents. Therefore, this programme is closely aligned with Residents First and Big Society initiatives, along with supporting Neighbourhood Action Groups and other community groups. Schemes to be considered include the review of the new speed limits, new pedestrian crossings, junction capacity and operational improvements. £30k of existing revenue saving predicated on this capital funding	100	20	-	-	80	2,900	1,661
31	CB001381	Safer Routes to School 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The Local Transport Plan (LTP) contains policies to develop high quality walking and cycling networks and in particular improving access to key destinations such as schools. There may be potential to achieve savings on some home to school transport contracts that are provided on safety of route grounds, particularly to schools in Bisham, Waltham St Lawrence, White Waltham and Wraysbury.	50	20	-	-	30	2,920	1,691
32	CB001391	Intelligent Traffic System - Maintenance and Renewal	Operations	All Wards	Programme involves: Renewal of traffic signal equipment, rising bollard maintenance, mobile VMS/static VMS/VAS, CCTV and urban traffic control system	50	-	-	-	50	2,920	1,741
33	CB001355	Reconditioning of footways 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.Footways form a vital link for pedestrian access around the borough and it is essential that they are maintained in a safe condition. There are number of footways beyond their design life and require refurbishment to maintain the highway asset in an acceptable condition and protect residents from potential trips, which will reduce insurance risks. The works will also make provision for providing disabled crossing points where appropriate and will help to enhance the visual appearance of the environment benefiting local residents, pedestrian, and people with disabilities.	100	-	-	-	100	2,920	1,841
34	CB001356	Public rights of ways bridge repairs 2016-2017	Operations	All Wards	As Highway Authority the Borough Council has maintenance responsibility for approximately 175 footbridges and bridlebridges on public rights of way in the borough, ranging from simple sleeper bridges across field ditches to 30 ft + span bridges across watercourses such as Twyford Brook, Bisham Brook, The Cut and The White Brook. The bridges are inspected on a rolling programme by the Council's consultants Jacobs, and remedial safety works identified. Between 5 and 10 bridges per year require safety repairs (e.g parapets, decking or supports) or complete replacement, usually by kit bridges.	20	-	-	-	20	2,920	1,861
35	CB001360	LTP feasibility studies, investigation and scheme development 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The Local Transport Plan is a key RBWM strategic plan that sets out our objectives for the medium-term. We report our performance against the targets to government each year. Annual capital work programmes of approximately £4m need to be delivered to support these targets and objectives. Currently no funding is available to carry out feasibility studies, investigations, consultations and develop programmes for future years. This funding would enable RBWM to prepare schemes and better target programmes for the next year in parallel to delivery of the current year's programmes. In addition, suitable schemes would be developed that may attract grant funding. Benefits - efficiency and delivery of targeted projects that: maintain our assets, improve safety, address congestion, improve access.This cost would need to be funded from revenue if bid is unsuccessful	30	30	-	-	-	2,950	1,861
36	CB001382	Reducing Street Clutter 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.This project is intended to enable area wide reviews of street furniture and traffic signs, with the intention of improving the public realm. The streetscape would be improved by the removal of unnecessary signs and guard rail. Traffic signing could be reviewed and rationalised over wide areas to ensure that they are provided only where required. A reduction in street clutter can also aid driver navigation, by reducing information overload caused by excessive signage. There would also be reductions in future revenue expenditure associated with replacing, repairing or cleaning signs, posts and rails. In addition, the removal of unnecessary lit traffic signs would achieve future energy savings and reduced light pollution.	15	-	-	-	15	2,950	1,876

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Appendix D

No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)			NET	Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other			
37	CB001472	Refurbishment of Public Conveniences 2016-2017	Operations	All Wards	This capital bid is to fund the annual programme to the Boroughs public conveniences.	25	-	-	-	25	2,950	1,901
38	CB001317	Replacement WiFi solution for council offices (80K) 2016-2017	Operations	All Wards	Replacement WiFi Solution including additional access points	80	-	-	-	80	2,950	1,981
39	CB001719	Sunninghill Improvements - traffic management and parking 2016-2017	Operations	Sunninghill & South Ascot	This capital bid is at the request from Councillor Bathurst. The capital bid is for improvements in the High Street, and other local areas. Following on from an on site visit there are numerous options which will be explored through public consultation during 2016. A few of these options include footway narrowing, introducing on street parking bays, double yellow lines and restrictions, as well as other options.	100	-	-	-	100	2,950	2,081
40	CB001372	Construction of Verge Protection Measures to improve Public Safety and to improve the highway asset 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The programme would link to the manifesto and would include vehicle protection measures in areas to protect verges from damage which is caused by inconsiderate and regular parking. These improvements will help the visual appearance of the environment, benefiting local residents.	50	-	-	-	50	2,950	2,131
41	CB001386	Thames Street Paving Improvements 2016-2017	Operations	Castle Without/ Eton & Castle/ Eton & Castle (W.)	The Royal Borough has a statutory duty to undertake inspections of all paved areas to ensure the safety to pedestrians and visitors using the Town Centre. From the Town Centre Manager, Streetcare inspectors, and comments received from members of the public there are areas within Windsor Town Centre where existing levels have dropped, making the existing paving uneven and unsafe. This project is to introduce measures in the worst areas, along Thames Street to make the paving safe. A capital bid will reduce the revenue which is spent on a day to day basis repairing or removing unsafe paving and reduce the possibility for claims form the general public and improve the overall appearance of Windsor Town Centre.	50	-	-	-	50	2,950	2,181
42	CB001357	Resurfacing of roads	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks.£50k of existing revenue saving predicated on this capital funding	50	-	50	-	-	3,000	2,181
43	CB001366	Road Markings Safety Programme	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.Road markings and high-friction (coloured) surfaces are important traffic and highway safety features that require regular maintenance. Road markings at major junctions and roundabouts are essential in order to optimise traffic capacity, encourage efficient lane use and to prevent road crashes. There are also potential insurance risks if not maintained effectively. £50k of existing revenue saving predicated on this capital funding	85	-	85	-	-	3,085	2,181
44	CB001504	Lalpac Licensing Software Upgrade 2016-2017	Operations	All Wards	The council's licensing system is currently operated and administered through a specific software solution called Lalpac. The current version utilises the Windows 2003 operating platform. An upgrade of the software is required and BSG previously approved a capital bid of £10k as part of the 2015/2016 capital programme to support this upgrade. This operating platform is now obsolete and is no longer supported. Windows 2003 servers also need to be removed from the Council's network as part of the Public Sector Network compliance arrangements required by the Cabinet Office. Unfortunately this was not known at the time the original bid was submitted and means the existing windows 2003 servers will need to be replaced with a further capital cost of £28k. The total cost therefore would be £38k.	28	-	-	-	28	3,085	2,209
45	CB001614	Maidenhead Station Interchange 2016-2017	Operations	Boyn Hill/ Oldfield	To undertake design work and develop the major transport scheme business case for the multi-modal transport interchange at Maidenhead Station. The Council has provisionally been awarded £6.75 million towards to the cost of the scheme from the Local Growth Fund, including £1.75 million in 2017/2018 and £6 million in 2018/2019. This funding is dependent upon a satisfactory business case and demonstrating that the project can be delivered within the agreed time-scale, such that the interchange is completed in advance of Crossrail, which commences operation to Maidenhead in December 2019.	500	-	-	-	500	3,085	2,709
46	CB001378	Winter Service Community Facilities 2016-2017	Operations	All Wards	To continue and complete the councils 'Big Society' imitative with regard to winter service provision started last year and to purchase additional salt stock. This enable residents, community groups and businesses to help keep highway clear and safer in time of severe weather. £50k of existing revenue saving predicated on this capital funding	100	-	-	-	100	3,085	2,809
47	CB001374	Cycling capital programme 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.The manifesto includes commitments to "develop and maintain cycle routes" and "provide more cycle racks at our parks and other places to encourage cycling". A cycling strategy is being developed in consultation with the Cycle Forum, which will identify new/improved cycle routes and cycle parking scheme across all wards. Separate bids are being prepared for larger schemes such as the A4 Cycle Route, Windsor to Ascot and the Wraybury to Hythe End Cycle Route.	70	20	50	-	-	3,155	2,809
48	CB001484	Disabled Facility Grants and Housing Assistance 2016/2017	Operations	All Wards	Local authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs are essential adaptations to give disabled people better freedom of movement into and around their homes, and to give access to essential facilities within the home. DFGs are now funded through the Better Care Fund (BCF), rather than from DCLG.	380	-	380	-	-	3,535	2,809
49	CB001346	Secure File and Information Exchange solution 2016-2017	Operations	All Wards	Secure File and Information Exchange solution, to allow the secure transfer of data between organisations.	15	-	-	-	15	3,535	2,824

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No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)			NET	Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other			
50	CB001349	Protective (Confidential) Marking Software 2106-2017	Operations	All Wards	Protective Marking Software - to enforce confidential etc. marking of documents and emails.	20	-	-	-	20	3,535	2,844
51	CB001548	Perimeter Security Replacement- TMG/F5 2016-2017	Operations	All Wards	Upgrade Perimeter Security devices as these are EoL, no support available post 2016 and currently vulnerable to attack. These are PSN/ PCI-DSS and now N3 connectivity failures.	85	-	-	-	85	3,535	2,929
52	CB001549	Data Leakage Prevention and Traffic Inspection 2106-2017	Operations	All Wards	Internal system to simulate network attacks and to look at all outbound connections to ensure RBWM data is secure and isn't being leaked out to a 3rd party via a spearfishing attack. The UK's largest insurance company had no idea that their whole insurance database was being copied directly to servers in Russia & China.	35	-	-	-	35	3,535	2,964
53	CB001376	Decriminalised parking enforcement (post implementation parking review)	Operations	All Wards	The decriminalised parking enforcement project involved the RBWM taking responsibility for enforcement of parking restrictions in the Borough, and has improved compliance leading to road safety improvements, reduced congestion and providing a parking service that is responsive to customer demands. Following implementation, existing parking patterns have altered and parking has been displaced into new areas. As with any new scheme that has been implemented, a post implementation review is needed to assess, investigate and deliver parking improvements created as a result of the new enforcement regime. There are over 100 schemes listed for review in 2015/2016.	75	-	-	-	75	3,535	3,039
54	CB001632	Online appointment booking for Registrars to support digital by choice 24/7 2016-2017	Operations	All Wards	Customers currently have to phone in office hours to book an appointment to see a Registrar. An online appointment booking solution will allow digital by choice and support the 24/7 Manifesto pledge.	10	-	-	-	10	3,535	3,049
55	CB001631	Smarter Working in Customer Services 2106-2107	Operations	All Wards	Roll out of Smarter Working to Customer Services. Includes space planning, new desks, electrical upgrades. This is required to accommodate additional staff as more services are transferred to Customer Services.	50	-	-	-	50	3,535	3,099
56	CB001630	TV screens and equipment replacement in Customer Services 2016-2017	Operations	All Wards	Renewal of outdated large TV screens in Customer Services - existing screens are 10 years old and no longer work.	5	-	-	-	5	3,535	3,104
57	CB001629	Improving the Customer Service Look and Feel Offering in Town Hall 2016-2017	Operations	All Wards	Includes uniforms, decoration, furniture, signage, floor walking mobile equipment, mobile devices to deliver customer services remotely such as libraries and childrens' centres in line with Manifesto pledges and Customer Experience transformation programme.	105	-	-	-	105	3,535	3,209
58	CB001628	Knowing Your Community Project within Customer Experience Programme 2016-2017	Operations	All Wards	Project management costs to run the Knowing Your Community project within the Customer Experience programme.	25	-	-	-	25	3,535	3,234
59	CB001627	CRM IT System to Allow Digital Workflow 2016-2017	Operations	All Wards	Manifesto commitment to allow customer self-service. Additional funding is required for year 3 to allow integration to systems so that processes are completely touchless. The original capital bid was for like-for-like replacement, so this functionality was not included in the 2014-15 and 2015-16 budgets.	180	-	-	-	180	3,535	3,414
60	CB001633	Omintimes 2016-2017	Operations	All Wards	This capital bid is for creation of on road side information at bus stops, and shelters. Omintimes provides HTML and travel line export information to generate clear and accurate road side time tables. The closure of DMS printing facility means that an alternative means of producing the timetables needs to be sort, and using Omintimes allows us to produce timetables by reducing the time creation and the cost. This capital bid cost also includes one years maintenance cost of £5,600.	20	-	-	-	20	3,535	3,434
61	CB001626	Horton to Colnbrook Cycle Route 2016-2017	Operations	Horton	Cycle route from Foundry Lane, Horton to Colnbrook utilising existing bridleway no.4 . Includes gates, cycle K barrier, surfacing improvements and signage.	14	-	-	-	14	3,535	3,448
62	CB001371	Parking Systems Upgrade - Hines Meadow 2016-2017	Operations	Oldfield	The current parking enforcement system does not have connectivity with the council's mobile phone and advantage card parking systems. Civil Enforcement Officers have to access each system independently utilising different equipment and mobile devices. Replacing the current system with a future proofed system that can access all parking systems will increase efficiency and mitigate PCN's being issued in error and associated challenges. The cost of these works varies with the size of the car park, the amount of equipment required, and the number of entries and exits	250	-	-	-	250	3,535	3,698
63	CB001392	Wraysbury to Hythe End Cycle Route 2016-2017	Operations	Wraysbury	This scheme supports the manifesto commitment to "develop and maintain cycle routes". It consists of a new shared use path to be constructed alongside the B376 Staines Road linking the villages of Wraysbury and Hythe End, with a possible future extension to Staines. The route would be used by children from Hythe End attending Wraysbury Primary School who currently are awarded free home to school transport on safety of route of grounds. It would also be used by secondary school children from Wraysbury who are attending schools in Staines-Upon-Thames. The route would also cater for local commuting and recreational trips.	220	-	-	-	220	3,535	3,918

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No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)			NET	Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other			
64	CB001397	Parking systems upgrade - Stafferton Way 2106-2017	Operations	Oldfield	The current parking enforcement system does not have connectivity with the council's mobile phone and advantage card parking systems. Civil Enforcement Officers have to access each system independently utilising different equipment and mobile devices. Replacing the current system with a future proofed system that can access all parking systems will increase efficiency and mitigate PCN's being issued in error and associated challenges. The cost of these works varies with the size of the car park, the amount of equipment required, and the number of entries and exits	200	-	-	-	200	3,535	4,118
65	CB001398	Parking Systems Upgrade - Alexandra Gardens 2016-2017	Operations	Castle Without	The current parking enforcement system does not have connectivity with the council's mobile phone and advantage card parking systems. Civil Enforcement Officers have to access each system independently utilising different equipment and mobile devices. Replacing the current system with a future proofed system that can access all parking systems will increase efficiency and mitigate PCN's being issued in error and associated challenges. The cost of these works varies with the size of the car park, the amount of equipment required, and the number of entries and exits	100	-	-	-	100	3,535	4,218
66	CB001399	Parking systems upgrade - Windsor Leisure Centre 2016-2017	Operations	Castle Without	The current parking enforcement system does not have connectivity with the council's mobile phone and advantage card parking systems. Civil Enforcement Officers have to access each system independently utilising different equipment and mobile devices. Replacing the current system with a future proofed system that can access all parking systems will increase efficiency and mitigate PCN's being issued in error and associated challenges	100	-	-	-	100	3,535	4,318
67	CB001400	Parking Systems Upgrade - Magnet leisure Centre 2016-2017	Operations	Oldfield	The current parking enforcement system does not have connectivity with the council's mobile phone and advantage card parking systems. Civil Enforcement Officers have to access each system independently utilising different equipment and mobile devices. Replacing the current system with a future proofed system that can access all parking systems will increase efficiency and mitigate PCN's being issued in error and associated challenges. The cost of these works varies with the size of the car park, the amount of equipment required, and the number of entries and exits	100	-	-	-	100	3,535	4,418
68	CB001417	St Leonards Road (Victoria St to Temple Rd) Street Scene Enhancements 2016-2017	Operations	Castle Without/ Clewer East/ Clewer North	Windsor Public Realm and Windsor Town Forum request to enhance the appearance of the area informally known as 'St Leonards Village' to bring increased footfall to the shops and increase the vitality of the area. Also supports Manifesto commitment to "Ensure Windsor has a well maintained and high quality public realm for both residents and visitors alike".	300	-	-	-	300	3,535	4,718
69	CB001491	CCTV Future Opportunities Assessment 2106-2017	Operations	All Wards	<p>The council's CCTV network is nineteen years old and is now obsolete and no longer supported by the manufacturer. Maintenance and equipment failures are being rectified by the maintenance contractor salvaging parts from other camera units that are removed from other areas and contracts. The availability of parts is reducing as the equipment is becoming scarce. This gives rise to an operational and business continuity risk and the council is now in a position where investment in the system will be required in order to mitigate these risks and maintain effective and reliable operation.</p> <p>The council's CCTV network is an analogue system. The CCTV industry is evolving and new systems are now predominantly digital internet based solutions (IP) with the infrastructure and support mechanisms for analogue systems ceasing at an increasing rate. As with all technology based functions it is prudent to consider the pace of change and future developments when investing significant amounts of money in order to future proof the chosen solution as much as possible. High definition internet systems (IPHD) are the most advanced technological solution on the market currently and these systems could provide future proofing of approx. 15-20 years as opposed to 5-10 years with the current IP solutions.</p> <p>The council needs to consider and determine its future strategy for its CCTV function and the options associated with this e.g. externalisation, commercial opportunities, as is internal operation etc. This will in turn inform the level of investment that the council would need to make in its CCTV network e.g. if the council wishes to pursue commercial CCTV monitoring contracts it may be prudent to invest in a IPHD solution in order to provide an attractive and competitive offer to prospective clients. This level of investment may not be required if the council wishes to maintain its own internal arrangements only. The investment in more modern technology may also provide the opportunity to make efficiency savings on costs associated with analogue transmission lines etc. (BT lines).</p> <p>This is a specialist and technical field and the council does not currently have the level of expertise internally to provide a full and robust assessment of the market and the options available to the council in respect of this matter. It is therefore suggested that the services of an independent advisor be employed to undertake a full market and options appraisal for the council in order to inform decisions on the councils future strategy and investment in CCTV. The total upgrade of the council's CCTV network may involve a significant investment of potentially up to £1m if the most advanced technological solution is chosen. This project could be rolled out over a 3-4 year period with the cost apportioned over this period. This project will potentially provide revenue savings and efficiencies in each year if new cameras can be switched over to an existing RBWM IP network. This would be possible if our existing community buildings are served by an RBWM IP network and the CCTV cameras can be switched over to it releasing the need for a separate BT transmission network. An assessment to determine the feasibility of this will be incorporated in the options appraisal requested as part of the 2016/17 bid.</p>	70	-	-	-	70	3,535	4,788
70	CB001395	Lower Village Road Major Highway Drainage Improvements 2016-2017	Operations	Sunninghill & South Ascot	There is currently no provision for the drainage of the highway over a considerable length of Lower Village Road, Ascot. As a result water runs off of the highway into Coombe Lane, damaging the surface of this private street. While options to address this issue are currently being investigated it is likely that significant funding will be required to implement a full solution.	250	-	-	-	250	3,535	5,038
71	CB001409	Local Road Improvements 2106-2017	Operations		To improve pavements and footways in estate roads following recent technical assessments on unclassified roads. This aims to improve resident satisfaction, the local environment and reduce revenue spend in this area.	200	-	-	-	200	3,535	5,238
72	CB001316	Business Systems Test Environment (20K) 2016-2017	Operations	All Wards	Re-develop Train/Test Network (Potentially in Azure) to accommodate future testing and training environments	20	-	-	-	20	3,535	5,258
73	CB001411	Footbridge at The Green, Bisham-Raise Level 2106-2017	Operations	Bisham & Cookham	To raise the deck level of the footbridge (PROW) and ancillary works to improve flood flows and reduce the risk of flooding to properties at The Green, Bisham. Contribution to Environment Agency scheme (total scheme cost £132k).	96	-	-	-	96	3,535	5,354

No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)			NET	Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other			
74	CB001637	Windsor to A4 Cycle Route 2016-2017	Operations		Included in 3 year indicative programme approved by Cabinet in July 15.The capital bid for the Windsor to Ascot Cycle Route is for a feasibility study/outline design. The scheme will consider the feasibility if a cycle route alongside the B3022 Winkfield Road and /or A332 Sheet Street Road. The scheme was identified as a priority at the Windsor Cycling Workshop which was held with local stakeholders in December 2013. An initial meeting has been held with Crown Estate representatives who have indicated that they would be open to the concept. The route would go through the Windsor Forest and Great Park Special Area of Conservation and so would require an Environmental Impact Assessment and Planning Permission. A funding bid for the scheme was submitted as part of the Thames Valley Berkshire Strategic Economic Plan as part of the Reading to Windsor Cycle Route. This has received conditional approval for programme entry in 2016/2017 subject to development of feasibility, design and business case. Originated from Windsor Cycle Workshop and subject to LEP bid.	30	-	-	-	30	3,535	5,384
75	CB001744	Jesus Hospital bridge, Bray, bridge replacement	Operations	Bray	The replacement of the existing bailey bridge on the B3028 Upper Bray Road. The existing structure was constructed in 1996 with a 10 year service life, extended by 10 years in 2006 when we carried out a minor refurbishment scheme. Whilst it is still structurally sound, however over recent years ongoing work has been needed to maintain the deck as deck plates are regularly coming loose causing rattling and noise vibrations which impacts on local residents. Proposal is for a new permanent structure to be constructed in its place, which will retain one-way operation but with improved pedestrian and cycling access. The provisional cost for the project is £1.55m split over 2 years, £550k in 2016-17 and £1m in 2017-18.	550	-	-	-	550	3,535	5,934
76	CB001407	Highway Tree Pit Construction 2016-2017	Operations		To re-profile tree lined pavements to over come trip hazards created by tree root growth. This project will significantly reduce resident complaints and risk of claims due to accidents and reduction in revenue spend in this area. This will sustain tree cover in urban areas which is considered important to residents.	100	-	-	-	100	3,535	6,034
77	CB001358	Speed limit reviews 2106-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.New programme to consider requests to review speed related initiatives. This programme is being considered in order to deal with the growing number of concerns from local residents about inappropriate vehicle speeds in both urban and rural areas and in and around schools. Also, meets with Government initiatives to develop more appropriate speed limits on more minor rural roads.	25	10	-	-	15	3,545	6,049
78	CB001408	Winter Service - Additional equipment 2016-2017	Operations		Hire a smaller gritting vehicle to tackle roads in times of several weather where larger gritting machinery are unable to access due to the size of the vehicles.	20	-	-	-	20	3,545	6,069
79	CB001416	Clarence Road roundabout underpasses -Refurbishment 2106-2017	Operations	Castle Without/ Clewer East/ Clewer North	Request at Windsor Public Realm board for improvements to the underpasses to increase perceptions of safety and to improve perceptions of safety and to improve the general appearance and lighting levels in these key pedestrian routes in Windsor.	100	-	-	-	100	3,545	6,169
80	CB001359	Highway contract preliminaries 2016-2017	Operations	All Wards	In Spring 2012 the Highways works term contract was re tendered and let as several smaller contracts. The largest of these is with AMEY for Highway Works and Winter Service. Overall the new contract provide better value for money for RBWM but the split of costs is slightly different from our previous arrangement. AMEY the new term contractor kept there construction rates low whilst keeping a higher proportion of costs in the standard monthly 'preliminaries'. Rather than recharging all of the capital codes throughout the year to cover this arrangement it is more efficient and transparent if this sum is funded separately as it was in 2013/14. A number of the capital work bids have been adjusted to offset this bid.This cost would need to be funded from revenue if bid is unsuccessful	90	-	-	-	90	3,545	6,259
81	CB001318	Check that systems are working Monitoring Software (15K) 2016-2017	Operations	All Wards	Software to automatically test systems to ensure they are up and running	15	-	-	-	15	3,545	6,274
82	CB001319	Data Centre Air Conditioning Upgrade (40K) 2016-2017	Operations		Airflow routing changes to enable optimum use of air handling plant and allow reduction of size of Data Centre.	40	-	-	-	40	3,545	6,314
83	CB001320	Data Centre Environmental Monitoring (5K) 2016-2107	Operations	All Wards	Environmental Monitoring / Reporting on temperature, humidity etc.	5	-	-	-	5	3,545	6,319
84	CB001321	Hardware Warranties (15K) 2016-2017	Operations	All Wards	To renew hardware warranties on the infrastructure estate.	15	-	-	-	15	3,545	6,334
85	CB001329	Hardware / Software Asset Mgmt Software(80K) 2016-2017	Operations	All Wards	We currently have no system for capturing, tracking and reviewing hardware and software licenses. A specialised product would help us manage the large portfolio, anticipating when renewals are due and allowing procurement and service teams to better manage their systems.	80	-	-	-	80	3,545	6,414
86	CB001384	Verge Parking Measures 2016-2017	Operations	All Wards	Included in 3 year indicative programme approved by Cabinet in July 15.To include the construction of parking bays areas in grass verges or existing hardstanding areas which are to be used by local residents. 'Long list' generated from Ward Member requests	50	-	-	-	50	3,545	6,464
87	CB001424	Braywick Path Lighting Improvements 2016-2017	Operations	Oldfield	To work alongside the new path which runs from Braywick Sports Centre to Braywick Court Free School, eco friendly lighting is required. Lighting promotes the safe use of this car park not only during the school day, but also when the school holds any one off events such as sports day, parents evening etc. A lit route will follow the path for 550 metres. The scheme will include 14 lights. Using this car park is part of the School's Travel Plan, which would avoid parents parking on Hibbert Road, causing congestion on the road network.	60	-	-	-	60	3,545	6,524

Capital Bids 2016/17 - Operations

No.	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(£k)	Income(£k)				Extn'l Cumulative	Borough Cumulative
							S106	Grant	Other	NET		
88	CB001425	Braywick Park Car Park Surface Improvements 2016-2017	Operations	Oldfield	<p>The Royal Borough has a statutory duty to undertake inspections of all surfaced areas to ensure the safety to pedestrians and visitors using the facilities.</p> <p>Working with Braywick Court Free School trying to promote safer ways to walk to school, earlier in the year the borough repaired the large pot holes at the entrance to the car park. This was a short term measure. The whole car park needs adcaquite drainage and resurfacing. The school will eventually accommodate 210 children.</p> <p>Using this car park is part of the School's Travel Plan, which would avoid parents parking on Hibbert Road, causing congestion on the road network. When Winbury School was located here we received numerous complaints from local residents due to the cars parking everywhere along Hibbert Road. A capital bid will improve the facilities for the users of this car park and path, and help to promote walking to school, taking the pressure off of the carriageways, especially when it comes to school drop off and pick up times.</p> <p>The car park will also be used on one off events such as sports days and parents evenings.</p>	130	-	-	-	130	3,545	6,654
89	CB001426	VMS Borough-Wide Strategy 2016-2017	Operations		To maintain and operate the existing Variable Message Sign networks in Windsor and Maidenhead town centres, and to install additional signage across the Borough.	200	-	-	-	200	3,545	6,854
90	CB001718	Wraysbury Bridge 2016-2017	Operations	Wraysbury	<p>Currently over Wraysbury Railway Station Bridge there is no disabled access. This capital bid is for the construction of a new footpath over this bridge, and to move the existing traffic lights back. The proposed footpath is a single path on one side of the bridge only.</p> <p>This new footpath will improve redestriran safety, in particular disabled access.</p> <p>A preliminary design has already been drawn up.</p>	85	-	-	-	85	3,545	6,939
91	CB001343	Verto interface to Agresso 216-2017	Operations	All Wards	Development of an interface between Verto and Agresso to update budget information in Verto without double keying.	3	-	-	-	3	3,545	6,942
92	CB001344	Verto Bespoke Reports	Operations	All Wards	To pay for the production of bespoke reports using Verto.	10	-	-	-	10	3,545	6,952
93	CB001444	50 additional VERTO licenses 216-2017	Operations		There has been a significant increase in usage of the Application over the last 6 months. In particular as Transformation programmes are starting, DIFF team ideas usage, Manifesto commitments updates and FSR's - all new additions to the system with some new users. £10k will purchase 50 licences plus £2.5K annual ongoing revenue cost for support.	13	-	-	-	13	3,545	6,965
94	CB001322	Provision of Tablets or test/dev/pilots (10K) 2016-2017	Operations	All Wards	To provide a number of tablets for test and development purposes as we provide the council with systems and services on mobile devices.	10	-	-	-	10	3,545	6,975
95	CB001324	Provision of additional Oracle support on projects from Bracknell Council (60K) 2016-2017	Operations	All Wards	This is to pay for supplementary support from Bracknell Council for our Oracle systems as we currently only have one Oracle System Administrator.	60	-	-	-	60	3,545	7,035
96	CB001325	Case And Document Application Rationalisation - Analysis (50K) 2016-2017	Operations	All Wards	Review of Line of Business Systems to evaluate the possibility of consolidating them down into the CRM or DMS systems	50	-	-	-	50	3,545	7,085
97	CB001347	Retention Policy Software 2016-2017	Operations	All Wards	Retention Policy software to enforce retention periods on all documents and email.	20	-	-	-	20	3,545	7,105
98	CB001348	Remote monitoring software 2016-2017	Operations	All Wards	3rd party supplier remote access and monitoring	40	-	-	-	40	3,545	7,145
99	CB001340	GIS Aerial Photography - Borough flyover (15K) 2016-2017	Operations	All Wards	To provide updated aerial photographs of the borough for use in GIS applications.	15	-	-	-	15	3,545	7,160
100	CB001323	Upgrade of IT department laptops (25K)	Operations	All Wards	Periodically (every 3-5 years) laptops require upgrading as the operating systems advance and the hardware falls behind in terms of ability to run new systems securely. This bid is to upgrade the laptops of the Technology and Change Delivery department only.	25	-	-	-	25	3,545	7,185

REVENUE BUDGET 2016/17

DIRECT COST SUMMARY	2014/15 Actual	2015/16 Budget	2016/17 Budget
	£000	£000	£000
Children's Services - School Budgets			
Maintained Schools	54,514	53,544	42,127
Early Years Education and Childcare Provision	6,066	7,351	7,154
Admissions and Pupils Growth	293	673	545
Support Services for Schools and Early Years	1,621	1,618	1,714
High Needs and Alternative Provision	12,630	12,796	13,430
Dedicated Schools Grant	(75,124)	(75,982)	(64,970)
Total Children's Services-School Budgets	0	0	0
Children's Services - Non Schools Budget			
Strategy, Commissioning & Performance	3,952	3,801	3,899
Schools and Educational Services	2,943	2,753	2,912
Early Help and Safeguarding	10,710	10,944	10,411
Children's Services Management	552	506	606
Total Children's Services-Non Schools Budget	18,157	18,004	17,828
Total Children's Services	18,157	18,004	17,828
Adults, Culture and Health			
Better Care Fund-Expenditure	2,302	7,166	9,939
Better Care Fund-Income	(1,229)	(5,782)	(8,485)
Adult Social Care	32,594	31,608	34,917
Public Health-Expenditure	2,050	2,141	5,034
Public Health-Income	(2,050)	(2,141)	(5,034)
Housing	1,789	1,676	1,541
Library Information	2,336	2,266	2,248
Heritage & Arts	334	309	304
Adult Management	266	337	322
Total Adults, Culture and Health	38,392	37,580	40,786
Operations			
Director of Operations	230	167	170
Revenues & Benefits	647	801	811
Highways & Transport	(792)	(1,285)	(2,465)
Neighbourhood & Streetscene Delivery Services	2,717	2,616	2,632
Community, Protection & Enforcement Services	12,316	12,271	12,086
Customer Services	1,834	1,695	1,466
Technology & Change Delivery	2,947	2,729	2,718
Total Operations	19,899	18,994	17,418
Corporate Services			
Director of Corporate Services	297	256	347
Planning, Development and Regeneration Service	(828)	(958)	(810)
Corporate Management	458	162	183
Communications	267	257	307
Performance	376	427	428
Democratic Services	1,671	1,703	1,898
Elections and Electoral Registration	223	352	262
HR Team	1,171	1,155	1,167
Legal	5	3	103
Finance	2,386	2,401	2,475
Building Services	46	40	40
Leisure Services	596	(90)	(320)
Total Corporate Services	6,668	5,702	6,080

REVENUE BUDGET 2016/17

DIRECT COST SUMMARY	2014/15 Actual	2015/16 Budget	2016/17 Budget
	£000	£000	£000
TOTAL EXPENDITURE	83,116	80,280	82,112
Contribution to/ (from) Earmarked Reserve	(365)	(41)	(117)
Increase / (decrease) in provision for redundancy costs	185		
Increase to provision for bad debt	31		
Contribution from the capital fund	(783)		
Corporate re-structure saving to be allocated			(460)
Estimated cost of pay inflation		605	500
Pensions deficit recovery	1,514	1,803	2,115
Levies-			
Environment Agency	144	147	150
Sundry non-service income	(34)		
Capital Financing inc Interest Receipts	5,781	6,471	5,128
NET REQUIREMENTS	89,588	89,265	89,428
Less - Special Expenses	(944)	(956)	(981)
Variance on CT freeze grant			
Transfer (from)/ to balances	(200)		
Transfer (from)/ to Area Based Grant			
GROSS COUNCIL TAX REQUIREMENT	88,444	88,309	88,447
New Homes Bonus	(2,152)	(2,974)	(4,054)
Council Tax Reward Grant	(613)	(601)	0
RSG and Business Rate Support	(25,975)	(24,166)	(21,026)
Empty shop business rate discount	150	150	0
Education services grant	(1,952)	(1,273)	(1,031)
CT support transition grant		0	0
Parish equalisation grant	68	64	64
Collection Fund (Surplus) / Deficit (Business Rates)	(66)	(361)	(231)
Collection Fund (Surplus) / Deficit (Council Tax)	(123)	(1,006)	(1,394)
	(30,664)	(30,167)	(27,672)
NET COUNCIL TAX REQUIREMENT	57,780	58,142	60,775
<hr/>			
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	62,371	64,107	65,697
RBWM Tax levy (on Band D property)	£ 926.40	£ 906.95	£ 906.95
Adult Social Care precept (on Band D property)			£ 18.14
<i>General Fund Balances:</i>			
Working Balance	5,322	4,751	4,681
Transfer to/ (from) General Fund	(200)	0	0
	5,122	4,751	4,681

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

DIRECTOR'S OFFICE**Director of Operations**

	£000	£000	£000
Expenditure	230	167	170
Income	0	0	0
Net	<u>230</u>	<u>167</u>	<u>170</u>

Services provided:

Provision of a senior management and leadership role for the borough and Operations Directorate.
The budget now includes funding for additional organisational transformational resource as required; this is offset by a managed vacancy factor for the directorate.

Staff (full time equivalent):

2.00

Service Risks:

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

Performance Indicators:

All PI's shown in the Directorate

TOTAL DIRECTORS OFFICE	230	167	170
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REVENUES & BENEFITS**Revenues & Benefits Unit**

	£000	£000	£000
Expenditure	63	90	89
Income	<u>(5)</u>	<u>0</u>	<u>0</u>
Net	<u>58</u>	<u>90</u>	<u>89</u>

Services provided:

This area contains the management overhead 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

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Business Services Team

	£000	£000	£000
Expenditure	37,433	39,093	38,944
Income	(37,111)	(38,611)	(38,468)
Net	<u>322</u>	<u>482</u>	<u>476</u>

Services provided:

Council Tax and Business Rates Administration, Housing Benefit and Council Tax Support Claims processing, Financial Assessments and Benefits, Deputy and Appointeeship and Social Care Finance.

Staff (full time equivalent):

30.29

Service Risks:

Not processing Council Tax and Business Rates correspondence in a timely and accurate manner, not processing Housing Benefit and Council Tax Support claims and changes in a timely and accurate manner, not assessing the care contributions in a timely and accurate manner, not safeguarding the interests of the clients we are acting as deputy for and appointee for, and not processing social care finance contribution invoices and supplier payments in a timely and accurate manner.

Performance Indicators:

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

Debt Recovery

	£000	£000	£000
Expenditure	350	329	349
Income	(296)	(305)	(308)
Net	<u>54</u>	<u>24</u>	<u>41</u>

Services provided:

The collection and recovery of Council Tax, Business Rates, Sundry Debtors and Housing Benefit Overpayments.

Staff (full time equivalent):

6.64

Service Risks:

The key service risks are not collecting the required Council Tax, Business Rates, Sundry Debtors, and Housing Benefit Overpayments.

Performance Indicators:

Council Tax in-year collection. Business Rates in-year collection. Sundry Debtor collection. Housing Benefit overpayment collection.

Scanning & Indexing

	£000	£000	£000
Expenditure	215	205	205
Income	(2)	0	0
Net	<u>213</u>	<u>205</u>	<u>205</u>

Services provided:

Scanning and indexing of documentation for a number of the Council's teams. The scanning and payment of the Council's received invoices. The receipt and delivery of incoming post. The processing and sending of outgoing post.

Staff (full time equivalent):

7.70

Service Risks:

Not scanning documentation in a timely and accurate manner. Not processing the Council's invoices in a timely and accurate manner. The mishandling of incoming and outgoing post.

Performance Indicators:

Speed of processing of document scanning and indexing. Speed of processing of Council invoices.

TOTAL REVENUES & BENEFITS

647

801

811

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

HIGHWAYS & TRANSPORT**Highways & Transport Unit**

	£000	£000	£000
Expenditure	1,896	1,822	1,501
Income	(651)	(695)	(695)
Net	<u>1,245</u>	<u>1,127</u>	<u>806</u>

Services provided:

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

The service include transport and parking policy and strategy; 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

Staff (full time equivalent):

34.13

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

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Flood Risk Management/Drainage	£000	£000	£000
Expenditure	176	119	176
Income	<u>(130)</u>	<u>(47)</u>	<u>0</u>
Net	<u>46</u>	<u>72</u>	<u>176</u>

Services provided:

This service is responsible for flood risk management , ensuring that the Authority meets the requirements of the Flood and Water Management Act 2010.

Staff (full time equivalent):

0.00

Service Risks:

Impact of flooding and flood recovery

Performance Indicators:

Delivery of flood related projects and activities

Transport & Access

	£000	£000	£000
Expenditure	630	586	613
Income	<u>(95)</u>	<u>(150)</u>	<u>(162)</u>
Net	<u>535</u>	<u>436</u>	<u>451</u>

Services provided:

This service is responsible for the provision of an integrated transport service (including local bus services; home to school transport 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

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Highway Assets	£000	£000	£000
Expenditure	2,265	1,020	993
Income	<u>(1,578)</u>	<u>(189)</u>	<u>(189)</u>
Net	<u>687</u>	<u>831</u>	<u>804</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. This service also manages the winter service operation.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

- * Road condition indicators
- * Delivery of highway projects

Transport Policy/Planning

	£000	£000	£000
Expenditure	523	527	8
Income	<u>(534)</u>	<u>(519)</u>	<u>0</u>
Net	<u>(11)</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

Traffic & Road Safety

	£000	£000	£000
Expenditure	330	131	131
Income	<u>(356)</u>	<u>(132)</u>	<u>(203)</u>
Net	<u>(26)</u>	<u>(1)</u>	<u>(72)</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.

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

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Parking Service	£000	£000	£000
Expenditure	1,672	1,812	1,836
Income	<u>(5,807)</u>	<u>(6,392)</u>	<u>(6,966)</u>
Net	<u>(4,135)</u>	<u>(4,580)</u>	<u>(5,130)</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 increase in the 2016/17 budget reflects parking fee increases which had been held for some years. As part of 2015/16 restructure, the service will include a cash collection budget.

Staff (full time equivalent):

0.00

Service Risks:

Reduced income due to economic factors and area action plan development

Performance Indicators:

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

Rights of Way	£000	£000	£000
Expenditure	62	63	63
Income	<u>(4)</u>	<u>(2)</u>	<u>(2)</u>
Net	<u>58</u>	<u>61</u>	<u>61</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

SADC HE 4: % of public rights of way that are easy to use

Highway Contracts	£000	£000	£000
Expenditure	852	787	457
Income	<u>(43)</u>	<u>(26)</u>	<u>(26)</u>
Net	<u>809</u>	<u>761</u>	<u>431</u>

Services provided:

Contract management for Amenity verge maintenance, street furniture and highway maintenance, street lighting and traffic lights support. The 2016/17 budget reduction follows a switch to LED street lighting which will significantly reduce electricity and maintenance expenditure.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL HIGHWAYS & TRANSPORT	(792)	(1,285)	(2,465)
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OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

NEIGHBOURHOOD & STREETSCENE DELIVERY SERVICES**Neighbourhood & Streetscene Delivery Services**

	£000	£000	£000
Expenditure	644	618	689
Income	(6)	0	0
Net	638	618	689

Services provided:

Street care Service, Highway repairs, Taskforce, Gully Cleaning, Graffiti Removal and 24/7 Duty Team. Changes in 2016/17 budget reflect team restructuring.

Staff (full time equivalent):

19.68

Service Risks:

Failure to maintain the highway safely and delivery of key frontline services

Performance Indicators:

Residents satisfaction with services, repairing dangerous defects within 24 hours.

Highways Street Inspections

	£000	£000	£000
Expenditure	709	679	678
Income	(348)	(284)	(338)
Net	361	395	340

Services provided:

Highway Licensing.

Staff (full time equivalent):

10.00

Service Risks:

Income dependent on activity levels

Performance Indicators:**Cash Collection**

	£000	£000	£000
Expenditure	151	0	0
Income	0	0	0
Net	151	0	0

Services provided:

This budget has been transferred to Parking Services through an organisational restructure.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:****Road & Street Works Act Inspections**

	£000	£000	£000
Expenditure	13	12	12
Income	(183)	(167)	(168)
Net	(170)	(155)	(156)

Services provided:

New Roads and Street Works Act i.e. coordination of public utility works

Staff (full time equivalent):

0.00

Service Risks:

Income based on compliance levels from public utilities

Performance Indicators:

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

School Crossing Patrols

	£000	£000	£000
Expenditure	23	24	24
Income	(3)	(4)	(4)
Net	<u>20</u>	<u>20</u>	<u>20</u>

Services provided:

School Crossing Patrol Service.

Staff (full time equivalent):

1.07

Service Risks:**Performance Indicators:****Street Cleansing**

	£000	£000	£000
Expenditure	1,735	1,764	1,765
Income	(18)	(26)	(26)
Net	<u>1,717</u>	<u>1,738</u>	<u>1,739</u>

Services provided:

Provision of street and borough carpark cleansing, and maintenance and cleaning of public conveniences

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

SCREETSCENE DELIVERY SERVICES	2,717	2,616	2,632
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OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

COMMUNITY, PROTECTION & ENFORCEMENT SERVICES
Community, Protection & Enforcement Services

	£000	£000	£000
Expenditure	853	728	502
Income	<u>(55)</u>	<u>(50)</u>	<u>(50)</u>
Net	<u>798</u>	<u>678</u>	<u>452</u>

Services provided:

Delivery of the council's Community Protection & Enforcement functions. Changes in 2016/17 budget reflect team restructuring.

Staff (full time equivalent):

14.16

Service Risks:

Failure to comply with statutory duties

Performance Indicators:

Parking Operations

	£000	£000	£000
Expenditure	1,217	1,264	1,200
Income	<u>(747)</u>	<u>(940)</u>	<u>(864)</u>
Net	<u>470</u>	<u>324</u>	<u>336</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. Changes in 2016/17 budget reflect team restructuring.

Staff (full time equivalent):

43.00

Service Risks:

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

Performance Indicators:

No. Penalty Charge Notices issued that are appealed

CCTV

	£000	£000	£000
Expenditure	192	178	177
Income	<u>(175)</u>	<u>(165)</u>	<u>(165)</u>
Net	<u>17</u>	<u>13</u>	<u>12</u>

Services provided:

CCTV, Out of Hours service, Control Room, Crime reduction / public protection

Staff (full time equivalent):

0.00

Service Risks:

Failure to meet legislative requirements to provide; council 24/7 out of hours first point of contact; 24/7 monitoring and police support; support for emergency planning. Lack of investment in CCTV equipment which provides reassurance to public, business and partner agencies

Performance Indicators:

arrests / incidents generated

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Emergency Planning	£000	£000	£000
Expenditure	8	18	18
Income	0	0	0
Net	<u>8</u>	<u>18</u>	<u>18</u>

Services provided:

Contingency arrangements in place for dealing with major incidents e.g. flooding.

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

Community Safety/Anti Social Behaviour	£000	£000	£000
Expenditure	54	51	51
Income	<u>(60)</u>	<u>(72)</u>	<u>(72)</u>
Net	<u>(6)</u>	<u>(21)</u>	<u>(21)</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):

1.65

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

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

Community Wardens	£000	£000	£000
Expenditure	592	678	682
Income	<u>(1)</u>	<u>0</u>	<u>0</u>
Net	<u>591</u>	<u>678</u>	<u>682</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.

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Community Service Contracts

	£000	£000	£000
Expenditure	36	28	28
Income	0	(1)	(1)
Net	36	27	27

Services provided:

Stray Dog Warden Services

Staff (full time equivalent):

0.00

Service Risks:

Contractor Compliance

Performance Indicators:

Contractual Compliance

Licensing/Enforcement

	£000	£000	£000
Expenditure	420	375	406
Income	(811)	(793)	(821)
Net	(391)	(418)	(415)

Services provided:

Taxis and Private Hire Vehicles, Premises Licensed For Alcohol Or Regulated Entertainment, Gambling Premises, Sex Establishments, Street Trading, Sports Grounds, Charity Licensing.

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

Residential Services

	£000	£000	£000
Expenditure	271	263	265
Income	(49)	(8)	(8)
Net	222	255	257

Services provided:

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, Pest Control Contract.

Staff (full time equivalent):

7.62

Service Risks:

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

Performance Indicators:

- Satisfaction of businesses & customers with local authority regulation 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

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Commercial Services	£000	£000	£000
Expenditure	6	16	16
Income	(12)	(9)	(9)
Net	<u>(6)</u>	<u>7</u>	<u>7</u>

Services provided:

Food Hygiene & Safety, Infectious Diseases & Food Poisoning, Private Water Supplies, Health & Safety at Work, Work Place Accident Investigation, Registration of Skin Piercing & Tattoo Premises, Animal Welfare Licensing inc Kennels, Pet Shops & Riding Establishments

Staff (full time equivalent):

0.00

Service Risks:

- Failure to meet minimum legislative requirements for Food Safety
- Adequate staff are available to carry out functions

Performance Indicators:

- Food establishments in the area which are broadly compliant with food hygiene law
- Reduction in the number of food premises that have a rating of one or zero
- Satisfaction of businesses & customers with local authority regulation services

Environmental Protection	£000	£000	£000
Expenditure	292	309	318
Income	(10)	(9)	(9)
Net	<u>282</u>	<u>300</u>	<u>309</u>

Services provided:

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

Staff (full time equivalent):

5.00

Service Risks:

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

Performance Indicators:

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

Trading Standards Service	£000	£000	£000
Expenditure	398	416	427
Income	(10)	(9)	(9)
Net	<u>388</u>	<u>407</u>	<u>418</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):

8.28

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

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Commercial Services Unit	£000	£000	£000
Expenditure	271	246	250
Income	0	0	0
Net	271	246	250

Services provided:

This area contains the management overhead costs for the Commercial Services Area.

Staff (full time equivalent):

6.91

Service Risks:

Adequate staff are available to carry out functions.

Failure to meet minimum legislative requirements for Food Safety and Health and Safety.

Performance Indicators:

Food establishments in the area which are broadly compliant with food hygiene law. Reduction
in the number of food premises that have a rating of one or zero.

Satisfaction of businesses & customers with local authority regulation services.

Refuse Collection

	£000	£000	£000
Expenditure	1,977	1,974	1,924
Income	(266)	(226)	(178)
Net	1,711	1,748	1,746

Services provided:

Operation of the household refuse collection service.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Residual household waste per head.

Waste Unit

	£000	£000	£000
Expenditure	0	0	174
Income	0	0	0
Net	0	0	174

Services provided:

This area contains the management overhead cost of the Waste team

Staff (full time equivalent):

4.00

Service Risks:

captured in the specific waste service budgets

Performance Indicators:

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Recycling	£000	£000	£000
Expenditure	2,787	2,824	2,824
Income	<u>(336)</u>	<u>(358)</u>	<u>(361)</u>
Net	<u>2,451</u>	<u>2,466</u>	<u>2,463</u>

Services provided:

Operation of recycling collection service.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Household waste recycled and composted

Waste Disposal	£000	£000	£000
Expenditure	4,549	4,536	4,364
Income	<u>(51)</u>	<u>(10)</u>	<u>(10)</u>
Net	<u>4,498</u>	<u>4,526</u>	<u>4,354</u>

Services provided:

Organising and delivery of the statutory waste disposal service. The budget change for 16/17 reflects savings projected for the new waste disposal contract

Staff (full time equivalent):

0.00

Service Risks:

Access to landfill site, contractor compliance.

Performance Indicators:

Municipal waste landfilled.

Waste Site Management & Operation	£000	£000	£000
Expenditure	976	1,017	1,017
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>976</u>	<u>1,017</u>	<u>1,017</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Failure to gain access to sites; Contractor compliance

Performance Indicators:

TOTAL COMMUNITY, PROTECTION & ENFORCEMENT	12,316	12,271	12,086
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OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

CUSTOMER SERVICES**Contact Centre**

	£000	£000	£000
Expenditure	1,186	1,154	1,136
Income	<u>(57)</u>	<u>(57)</u>	<u>(82)</u>
Net	<u>1,129</u>	<u>1,097</u>	<u>1,054</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.

Staff (full time equivalent):

32.72

Service Risks:

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

Performance Indicators:

Telephone abandon rate of under 5.25%; minimum of 75% of calls answered within 1 minute; Average wait time for walk-in customers for Housing Benefit and Council Tax enquiries under 8 minutes.

Customer Services Unit

	£000	£000	£000
Expenditure	624	618	402
Income	<u>(10)</u>	<u>(29)</u>	<u>(5)</u>
Net	<u>614</u>	<u>589</u>	<u>397</u>

Services provided:

This Service provides access points across a range of channels to all council services. Changes in

Staff (full time equivalent):

11.00

Service Risks:**Performance Indicators:**

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Registrars	£000	£000	£000
Expenditure	241	240	242
Income	<u>(496)</u>	<u>(519)</u>	<u>(514)</u>
Net	<u>(255)</u>	<u>(279)</u>	<u>(272)</u>

Services provided:

This is a Statutory Service which RBWM is obliged by Law to provide. Registration of Births Marriages and Deaths. Taking of notices of Marriage, Same Sex Marriage and Civil Partnership. Conducting Marriage, Same Sex Marriage, and Civil Partnership ceremonies. Converting Civil Partnership to Marriage - ceremonies and process. Carrying out the Nationality Checking Service, Conducting Citizenship Ceremonies. Conducting Reaffirmation of Vows and Baby Naming Ceremonies. Issuing Copy Birth Marriage and Death certificates. All associated administrative work. Face to face meetings, general information about all of our services both in person or via phone, email or web site.

Staff (full time equivalent):

5.59

Service Risks:

This is a Statutory service which RBWM is obliged by law to provide, 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. Snow/ice can affect our ability to reach wedding venues. Disclaimer put at the end of booking letters 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,

Parking Processing

	£000	£000	£000
Expenditure	92	90	167
Income	<u>(128)</u>	<u>(131)</u>	<u>(132)</u>
Net	<u>(36)</u>	<u>(41)</u>	<u>35</u>

Services provided:

Parking administration linked to the issue of residents parking permits, visitor permits and season tickets. The budget change shown between 2015/16 and 2016/17 reflects the Operations directorate restructure which was implemented during 2015/16. This restructure has seen the integration of parking appeals service for greater synergy.

Staff (full time equivalent):

5.31

Service Risks:

Failing to deliver 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:

Processing permit and season tickets in a timely manner.

OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

Complaints	£000	£000	£000
Expenditure	40	52	51
Income	0	0	0
Net	<u>40</u>	<u>52</u>	<u>51</u>

Services provided:

To manage adult and children's social care complaints.

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

Number of complaints is reported monthly on social care scorecards. The percentage of response breaches is captured on the regular complaints report.

Facilities Management	£000	£000	£000
Expenditure	444	436	520
Income	<u>(47)</u>	<u>(44)</u>	<u>(45)</u>
Net	<u>397</u>	<u>392</u>	<u>475</u>

Services provided:

Covers facilities management, post room and scanning and indexing unit. The Changes in the 2016/17 budget follow an organisational restructure.

Staff (full time equivalent):

10.11

Service Risks:**Performance Indicators:**

Digital Media	£000	£000	£000
Expenditure	832	820	526
Income	<u>(887)</u>	<u>(935)</u>	<u>(800)</u>
Net	<u>(55)</u>	<u>(115)</u>	<u>(274)</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. Budget changes in 2016/17 reflect the restructuring of the council's print service in 2015/16.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL CUSTOMER SERVICES	1,834	1,695	1,466
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OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
----------------------------------------------	---------------------------	---------------------------	---------------------------

TECHNOLOGY & CHANGE DELIVERY**ICT Support**

	£000	£000 00	£000
Expenditure	3,397	3,456	3,439
Income	(603)	(998)	(721)
Net	<u>2,794</u>	<u>2,458</u>	<u>2,718</u>

Services provided:

Responsible for Information and Communication Technology (ICT) Strategy and services for the council. Provision of services includes:

- a) Technology Services - maintains the council's ICT, including servers and desktop devices, data and telephony infrastructure, and change management. Provision of support for the council's corporate applications, the corporate websites and interactive services to residents
- b) Security, Information & Data Management - ensures the ICT infrastructure for the council's data / information is secure, develops ICT security policies, implements such policies and procedures and supports the operations of these.

Staff (full time equivalent):

39.13

Service Risks:

Inability to deliver services in required timescale due to resource, funding and demand challenges

Threats to council's data, ICT security

Lack of sufficient revenue and capital investment to maintain existing services and deliver the ICT strategy

Lack of

funding for Out of Hours support could seriously impact on service delivery

Performance Indicators:

% of availability of whole and or part network

% and number of incidents resolved

Number of RFC's completed

% incidents managed via self-service

Security Management Risk Tracker

Business Improvement

	£000	£000 00	£000
Expenditure	346	398	100
Income	(193)	(127)	(100)
Net	<u>153</u>	<u>271</u>	<u>0</u>

Services provided:

Provision of services includes:-

Project Management - provides project methodology, guidance and governance on projects undertaken by the council. Owns the Project Gateway Process and administration of the council project management tool Verto. Coordinates the running of the Gateway Review Group (GRG) and monitors adherence to the process. Also provides business analysts and project managers as required to projects across the council (these require project funding)

Staff (full time equivalent):

4.00

Service Risks:

A lack of project governance has a risk of projects being overspent, delayed and not to the required scope. Too much governance can slow activity achieved through heavy bureaucracy.

Lean assists the organisation to identify wasteful processes and to configure services to be more accessible and improved for the customer. There is a risk that by not using this approach there is not a sustained way to continually improve services, leading to a 'salami' slicing approach to cutting back services

Performance Indicators:

% of realised benefits from all benefits identified in Lean Reviews.

**TOTAL TECHNOLOGY & CHANGE
DELIVERY**

2,947	2,729	2,718
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TOTAL DIRECTLY MANAGED COSTS

19,899	18,994	17,418
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REVENUE BUDGET MOVEMENT 2015-16 TO 2016-17

Item	2015-16 Original Budget £'000	Inflation £'000	Full Year Effects (FYE) £'000	Virements £'000	Grants Adjustment	Sub Total £'000	Growth inc Demography £'000	Directorate Savings £'000	2016-17 Original Budget £'000
Children's Services	18,043	43	84	(31)		18,139	735	(1,046)	17,828
Adult & Community Services	37,923	504	118	(421)		38,124	3,821	(1,159)	40,786
Operations	18,783	(387)	454	(71)	143	18,922	388	(1,892)	17,418
Corporate Services	5,504	(67)	1,026	550		7,014	235	(1,169)	6,080
Estimated cost of service pay inflation	605	500	(605)			500			500
Unallocated Corporate restructure saving						0		(460)	(460)
Total Service budgets	80,859	593	1,077	27	143	82,699	5,179	(5,726)	82,152
Environment agency	147	3				150			150
Capital financing and interest	6,470		(1,342)			5,128			5,128
Pensions deficit recovery	1,830	312		(27)		2,115			2,115
Contribution from the development fund	(41)		(76)			(117)			(117)
Contributions from balances	0					0			0
Net Requirement	89,265	908	(341)	0	143	89,975	5,179	(5,726)	89,428
Special expenses	(956)		(25)			(981)			(981)
Gross Council Tax Requirement	88,309	908	(366)	0	143	88,994	5,179	(5,726)	88,447
Collection Fund - Council Tax (surplus)/ deficit	(1,006)		(388)			(1,394)			(1,394)
Collection Fund - Business Rates (surplus)/ deficit	(361)		130			(231)			(231)
New Homes Bonus	(2,974)				(1,080)	(4,054)			(4,054)
Council Tax Reward Grant	(601)				601	0			0
RSG and Business Rate Support	(24,166)				3,140	(21,026)			(21,026)
CT support transition grant	0					0			0
Cost of empty shops business rate discount	150				(150)	0			0
Education Services Grant	(1,273)				242	(1,031)			(1,031)
Parish equalisation grant	64					64			64
Net Requirement	58,142	908	(624)	0	2,897	61,323	5,179	(5,726)	60,776

TAX BASE	64,107	65,697
Council Tax at band D	£ 906.95	£ 906.95
Adult Social Care precept		£ 18.14

Line No.	Description of Saving	16/17 Savings agreed by Aug Cabinet	16/17 Savings agreed by Sept Cabinet	16/17 Savings not yet approved	Total 16/17 Savings
Operations Savings			£'000	£'000	£'000
Transport					
1	Operations Directorate share of cross Council Rationalisation of transport services.		30		30
Customer Services					
2	Operations Directorate share of CRM system upgrade savings.		34		34
Benefits and Business Services					
3	Fundamental Service Review - Restructure		168		168
4	New income - Penalty charges for non-provision of Council Tax information		40		40
5	New Business rates income - Increased review of business premises through more visiting capacity		41		41
6	Increase Council Tax collection by thorough review of Single Person Discounts (SPD)		110		110
Commissioning and Contracts					
7	Waste Disposal contract re-procurement		332		332
8	Fundamental Service Review - Restructure		91		91
Neighbourhood & Streetscene Delivery					
9	Fundamental Service Review - Restructure		51		51
Community Protection & Enforcement					
10	Fundamental Service Review - Restructure		164		164
Customer Experience & Engagement					
11	Fundamental Service Review - Restructure		45		45
Street Lighting					
12	Replacement of street lanterns with more efficient LEDs.		328		328
13	Lantern Replacements - Further reductions in electricity from using Central Management System (CMS)			47	47
Highway Assets & Streetcare Inspections					
14	Zero-Based Budget exercise spanning both teams		35		35
15	Increased income from New Roads and Street Works Act		50		50
16	Restructure Team			65	65
Parking					
17	New income from alignment of Sunday parking tariffs in Maidenhead with others in the Borough			81	81
18	New income from additional capacity in Meadow Lane car park, Eton			50	50
Digital Media Services					
19	Contract saving following the closure of the unit at Cordwallis Rd.	130			130
		130	1,519	243	1,892

GROWTH		
Children's Services		
Line ref	Description of Growth	2016/17 Increase
		£'000
1	Safeguarding demographic pressure	240
2	Home to School Transport – increase in high needs pupils	300
3	Effect of "contracting out" NI rebate being removed	176
4	Increase to Insurance contribution rate to cover increase in Insurance Premium Tax and maintain reserve at appropriate level	19
	Total CS Growth	735

Adult and Community Services		
Line ref	Description of Growth	2016/17 Increase
		£'000
5	Adult Social demographic pressures	3600
6	Effect of "contracting out" NI rebate being removed	193
7	Increase to Insurance contribution rate to cover increase in Insurance Premium Tax and maintain reserve at appropriate level	28
	Total ACS Growth	3821

Operations		
Line ref	Description of Growth	2016/17 Increase
		£'000
8	Effect of "contracting out" NI rebate being removed	213
9	Waste - increased household base	160
10	Increase to Insurance contribution rate to cover increase in Insurance Premium Tax and maintain reserve at appropriate level	15
	Total Operations Growth	388

Corporate Services		
Line ref	Description of Growth	2016/17 Increase
		£'000
11	Effect of "contracting out" NI rebate being removed	218
12	Increase to Insurance contribution rate to cover increased public liability premium	17
	Total Corporate Growth	235

	Total Service Growth	5179
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PARISH COUNCIL TAX

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

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish, RBWM and Adult Social Care Precept (b)								
Total (c)								
Royal Borough of Windsor & Maidenhead	604.63	705.41	806.18	906.95	1,108.49	1,310.04	1,511.58	1,813.90
Adult Social Care precept	12.09	14.11	16.12	18.14	22.17	26.20	30.23	36.28
Police and Crime Commissioner for Thames Valley								
Royal Berkshire Fire Authority								
<i>Parishes</i>								
Bisham (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Bray (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Cookham (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Cox Green (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Datchet (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Eton (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Horton (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Hurley (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
Old Windsor (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								

PARISH COUNCIL TAX

	A	B	C	D	E	F	G	H
<i>Council Tax Schedule</i>	£	£	£	£	£	£	£	£
Parish Only (a)								
Parish, RBWM and Adult Social Care Precept (b)								
Total (c)								
<hr/>								
Shottesbrooke (a)	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
(b)								
(c)								
<hr/>								
Sunningdale (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
<hr/>								
Sunninghill & Ascot (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
<hr/>								
Waltham St. Lawrence (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
<hr/>								
White Waltham (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
<hr/>								
Wraysbury (a)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(b)								
(c)								
<hr/>								
Unparished Areas (a)								
(b)								
(c)								

PRECEPTS

Parish Precepts compared to last year.

<i>Parish</i>	2015/16			2016/17			C. Tax
	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Tax Base	Precepts / Special Expenses £	Council Tax Band D (£)	Increase / (Decrease)
Bisham							
Bray							
Cookham							
Cox Green							
Datchet							
Eton							
Horton							
Hurley							
Old Windsor							
Shottesbrooke							
Sunningdale							
Sunninghill & Ascot							
Waltham St. Lawrence							
White Waltham							
Wraysbury							
Unparished Areas							
TOTAL / AVERAGE							

RBWM and Major Preceptors compared to last year.

	2015/16	2016/17	C. Tax
	Council Tax Band D (£)	Council Tax Band D (£)	Increase / (Decrease)
Royal Borough of Windsor & Maidenhead	906.95	906.95	0.0%
Adult Social Care Precept		18.14	2.0%
Police and Crime Commissioner for Thames Valley			
Royal Berkshire Fire Authority			
SUB-TOTAL			
Parish (average)			
TOTAL			

**MEDIUM TERM FINANCIAL PLAN
SUMMARY MTFP 2016-17 TO 2019-20**

Headline					
RPI at Sept of year prior to budget year	0.80%	0.80%	1.30%	1.80%	
CPI	0.00%	0.00%	0.50%	0.50%	
Average contract inflation	0.52%	0.92%	0.93%	0.94%	
RBWM Council Tax %	0.0%	0.0%	0.0%	0.0%	
Adult Social Care Precept %	2.0%	2.0%	2.0%	2.0%	
Council Tax Band D (£.p)	906.95	906.95	906.95	906.95	
ASC Precept Band D (£.p)	18.14	36.64	55.51	74.76	

Detail					
Line	Description	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
<i>Children's Services</i>					
1	Base Budget	18,043	17,828	17,221	15,048
2	Inflation	43	243	249	250
3	Service Pressure	735	150	150	150
4	FYE/Rev Effects previous year decisions	84	0	0	0
5	Effect of Grants adjustments	0	0	0	0
6	Directorate Savings	-1,046	-1,000	-2,572	-500
7	Inter-directorate transfers	-31	0	0	0
8	Children's Services Total	17,828	17,221	15,048	14,948
<i>Adults Culture and Health</i>					
9	Base Budget	37,923	40,786	41,348	42,365
10	Inflation	504	812	767	776
11	Service Pressure	3,821	750	750	750
12	FYE/Rev Effects previous year decisions	118	0	0	0
13	Effect of Grants adjustments	0	0	-300	-800
14	Use of Better Care Funding	0	0	300	800
15	Directorate Savings	-1,159	-1,000	-500	-1,117
16	Inter-directorate transfers	-421	0	0	0
17	Adults Culture and Health Total	40,786	41,348	42,365	42,774
<i>Operations</i>					
18	Base Budget revised following restructure	18,783	17,418	15,593	14,659
19	Inflation	-387	165	116	117
20	Service Pressure	388	260	260	260
21	FYE/Rev Effects previous year decisions	454	0	-10	0
22	Effect of Grants adjustments	143	0	0	0
23	Directorate Savings	-1,892	-2,250	-1,300	-1,300
24	Additional income target for Nicholsons CP (marker)	0	0	0	0
25	Inter-directorate transfers	-71	0	0	0
26	Operations Total	17,418	15,593	14,659	13,736
<i>Corporate Services</i>					
27	Base Budget revised following restructure	5,504	6,080	5,025	4,166
28	Inflation	-67	238	208	208
29	Service Pressure	235	67	0	0
30	FYE/Rev Effects previous year decisions	1,027	-51	0	0
31	Effect of Grants adjustments	0	0	0	0
32	Directorate Savings	-1,169	-1,056	-1,000	-1,000
33	Future Parkwood savings	0	-253	-67	0
34	Inter-directorate transfers	550	0	0	0
35	Corporate Services Total	6,080	5,025	4,166	3,374
<i>General</i>					
36	General pressures and savings b/f	605	40	289	539
37	Estimated cost of pay inflation 2015/16	-605			
38	Estimated cost of pay inflation 2016/17	500			
39	Other pressures	0	250	250	250
40	Corporate re-structure saving to be allocated	-460			
41	Savings pending BSG agreement	0			
42	Savings (to be identified) / surplus to in-year requirement	0	0	0	0
43	Total Service Expenditure	82,152	79,476	76,777	75,621

**MEDIUM TERM FINANCIAL PLAN
SUMMARY MTFP 2016-17 TO 2019-20**

Appendix J MTFP

Headline					
RPI at Sept of year prior to budget year	0.80%	0.80%	1.30%	1.80%	
CPI	0.00%	0.00%	0.50%	0.50%	
Average contract inflation	0.52%	0.92%	0.93%	0.94%	
RBWM Council Tax %	0.0%	0.0%	0.0%	0.0%	
Adult Social Care Precept %	2.0%	2.0%	2.0%	2.0%	
Council Tax Band D (£.p)	906.95	906.95	906.95	906.95	
ASC Precept Band D (£.p)	18.14	36.64	55.51	74.76	

Detail					
Line	Description	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
44	Non Service Costs				
45	Debt Finance cost	4,403	4,403	4,403	4,403
46	Interest on Balances	-384	-208	-133	-58
47	Revenue Contributions to Capital	1,109	1,109	1,109	1,109
48	Environment Agency Levy	150	153	156	159
49	Pensions deficit recovery	2,115	2,415	2,715	3,015
50	From/ to reserves - Development Fund	-117	-117	-61	-61
51	Total Non Service Costs	7,277	7,756	8,190	8,568
52	TOTAL BUDGET COST	89,428	87,232	84,967	84,189
	Support				
53	Business Rate Support	-13,405	-13,712	-14,090	-12,273
54	Revenue Support Grant	-7,621	-3,216	-551	0
55	Business Rates discount	0	0	0	0
56	Parish equalisation grant	64	64	64	64
57	Education Services Grant	-1,031	-786	-541	-300
58	New Homes Bonus - keep growth for 6 years	-4,054	-4,076	-3,010	-3,357
59	Council Tax Reward Grant 2015/16	0	0	0	0
60	Collection Fund - Council Tax (Surplus) / Deficit	-1,394	-1,590	-750	0
61	Collection Fund - Business Rates (Surplus) / Deficit	-231	0	0	0
62	Less Special expenses	-981	-981	-981	-981
63	Sub Total Support	-28,653	-24,297	-19,859	-16,847
64	NET BUDGET REQUIREMENT	60,776	62,935	65,108	67,342
65	Council Tax Base (Band D)	65,697	66,697	67,647	68,597
66	RBWM Council Tax Band D (£.p)	906.95	906.95	906.95	906.95
67	ASC Precept Band D (£.p)	18.14	36.64	55.51	74.76

JUSTIFICATION OF THE LEVEL OF BALANCES 2016/17

	Potential Cost £000	Risk	Average Risk £000
Economic risks			
Dip in the economy reduces income from all fees and charges by 5%	630	20%	126
Impact of inflation in excess of Medium Term Financial Plan	500	20%	100
Risk of NDR non collection	500	30%	150
Council Tax Support non collection	400	10%	40
Environmental risks			
Emergency/Disaster Relief such as major flooding (up to the level above which government grant would be received under the Bellwin Formula)	250	50%	125
Impact of national medical epidemic	200	20%	40
Winter Maintenance (Budget only covers "normal" winter) extra gritting	150	60%	90
Regulatory risks			
Major planning inquiry	400	60%	240
Capital Risk			
Potential requirement to cover emergency capital project e.g. street lighting, highways, boilers etc	200	50%	100
Savings risks			
Protected Salaries	100	50%	50
Impact of savings that are more difficult to implement	1,000	50%	500
Academy School transfer accelerates	300	40%	120
Impact of Service Increases			
Safeguarding	400	40%	160
Withdrawal of PCT funding for Continuing Health care	1,000	60%	600
Adult Services - contract costs	400	50%	200
Adult Services - Better Care Fund - hospital admissions target missed	600	50%	300
Adult Services - demography	500	50%	250
Salary pressure on key workers	500	50%	250
Waste Management - volume pressure	300	25%	75
Total of potential risks (unlikely all to coincide)	8,330		
Total Average Risk in Single Year			3,516
Provide for 18 months to enable corrective action			5,270

PRUDENTIAL INDICATORS 2014/15 TO 2017/18

The actual figures for 2014/15 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.

	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Capital Expenditure (£m)	£31.4m	£34.2m	£21.4m	£18.5m
Ratio of financing costs to net revenue stream				
- Non-loan financed	29.3%	32.1%	10.9%	1.4%
- Loan financed	7.9%	7.2%	6.8%	7.2%
Capital Financing Requirement (£m)	67.1	70.8	80.8	96.0

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.

	2014/15	2015/16	2016/17	2017/18
Authorised limit for external debt (£m)	£92m	£95m	£100m	£111m

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

	2014/15	2015/16	2016/17	2017/18
Operational boundary for external debt (£m)	£74m	£76m	£80m	£90m

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.

The estimate of the **incremental** impact of capital investment decisions proposed in this report, over and above capital investment decisions previously taken by the Council is:

	2014/15	2015/16	2016/17	2017/18
for the Band D Council Tax Payer	£11.26	£10.97	£13.49	£19.47

Interest Rate Exposure

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2014/15 to 2017/18 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 2014/15 to 2017/18 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 Lending List @ 17/12/15
(Approved by Cabinet on 29/10/15 in Treasury Management Report)

Fitch Ratings	FITCH ShortTerm Rating	FITCH Long Term Rating	FITCH Outlook	Max. Sum To Be Lent £m
UK				
Government				
Debt Management Office	F1+	AA+	Stable	no limit
Banks				
Abbey National Treasury	F1	A	Positive	15
Australia and New Zealand Bank	F1+	AA-	Stable	5
Barclays Bank	F1	A	Stable	15
Clydesdale Bank	F1	A	Rating Watch On	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	Stable	5
Royal Bank of Scotland	F2	A	Stable	15
Santander UK	F1	A	Positive	15
Standard Chartered	F1	AA-	Negative	15
Ulster Bank	F2	A-	Stable	5
Building Societies (max £3m per loan)				
All Building Societies with total group assets greater than £6 billion and FITCH Long term rating of BBB or better				
Coventry	F1	A	Stable	5
Nationwide	F1	A	Stable	5
Yorkshire	F1	A-	Stable	5
Leeds	F1	A-	Stable	5
Principality	F2	BBB+	Stable	5
Skipton	F2	BBB	Stable	5
Local Authorities				
All UK Local Authorities, with the exception of those with reported financial irregularities.				10
Money Market Funds				
All money market funds with a Fitch AAA long term credit rating, including:				
Federated Short Term Sterling Prime Fund		AAA		10
STANDARD LIFE (IGNIS) Sterling Liquidity Fund		AAA		10
Insight GBP Liquidity Fund		AAA		10
LGIM Sterling Liquidity Fund				10
Financial Services Companies				
Kames Capital				1
Legal & General				1.5
RBWM associated companies				
Flexible Home Improvement Loans Ltd				0.5
Two 5 Nine Ltd				1.3

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

Report by the Head of Finance

The Head of Finance as the Council's chief finance officer is required, under s25 of Part 2 of the Local Government Act 2003 to report to the Council on the robustness of the estimates.

1. The Revenue estimates have been drawn up using 2015-16 as a base and adjusting that base using best estimates of known changes.
 - Inflation and pay awards. Inflation on contracts has been applied using the appropriate indices. A £576k provision has been made for staff pay. Use of this provision will be the subject of a report to the Employment Panel
 - Revenue effects of the capital programme
 - Changes in specific grant income
 - Unavoidable increases in costs
 - Changes in income from fees and charges
 - Policy commitments of the Council
 - Changes in services resulting from statutory changes
 - Outcomes of Service Reviews
2. The Financial impact of the above has been calculated using the best estimates available to the Head of Finance and his staff.
3. Each Director is satisfied that the resources proposed in this budget would, if approved by Council, be adequate for them to fulfil their duties and deliver the policies of the Council.
4. Capital Programme
5. The Capital Programme has been compiled using reasonable estimates of costs. These estimates are based on:
 - Schedule of rates
 - Tender sums
 - Market rates for similar work
 - Scales of charges for professional fees
 - Income from sales of surplus capital assets and developer contributions
 - Income from Government grants.
6. The size of the Capital Programme has been determined with regard to the resources available to finance it.

Capital Resources

A proportion of the Council's Capital Programme is of a recurring nature relating to 'short-life assets'. Whilst it is common practice to fund this expenditure from long term borrowing the Borough is now able to fund all its 'short-life assets' (plant, vehicles and equipment) from revenue.

1. The Council continues to actively pursue developer's contributions, which have become an important source of capital funding. To date in 2015-16 the Borough has received £2.54m which compares with £6.66m received in 2014-15.
2. New schemes, that attract s106, totalling £0.833m, have been included in the proposed capital programme.
3. It is anticipated that the Council will use any Capital Receipts received in 2015-16 to fund the committed programme. The Council's policy will continue to avoid linking receipts with specific initiatives, unless there is a clear link and to make any receipts the first call on any requirement for Borough funding for the capital programme.
4. Capital Grants - the Council has been notified of the following Capital Grants to date that will be used to support the Capital Programme.

	2015-16 £m	2016-17 £m
Schools Devolved Formula Capital inc VA Schools	0.354	Awaiting ministerial approval
Universal infant free school meals	0	0
DFE Capital Grants inc VA Schools (indicative)	2.064	2.168
Transport – LTP	3.029	2.848
Local Sustainable Transport Grant	0	0
Disabled Facility Grant	0.380	Awaiting ministerial approval
LASSL (Social Services)	0.265	Awaiting ministerial approval

5. Government grants, new and accumulated, fund £7.89m of the proposed capital programme.
6. Reserves earmarked for capital purposes – the Borough's Capital Fund is designed to fund up to £1.2m of short life assets each year.
7. Borrowing – the Council has the ability to borrow money over periods up to 60 years to finance investment in its infrastructure.
8. Minimum Revenue Provision (MRP) – Capital financing regulations require local authorities to include in its annual budget requirement a minimum revenue provision for the repayment of any long term loans taken out to finance capital expenditure. The level of this provision is defined by the Council as part of its Treasury Management strategy. In theory this provision builds up a cash reserve that is available to repay that loan on its due date, in practice however local authority Treasury Management policies allow this cash to be used (particularly when returns on the investment of that cash are low) to finance new capital spend. This is done on the understanding that when loans are due to be repaid they are refinanced rather than repaid. Over the next 3 years a further £1.7m of MRP will become available annually.
9. With the Capital Fund discussed above, recycled MRP provides revenue funding sufficient to finance a £3m programme funded from Council Resources i.e. excluding grant and developer contributions.
10. The proposed capital programme takes account of the need to spend capital to maintain and improve the Council's capital assets, and to invest to achieve future savings.