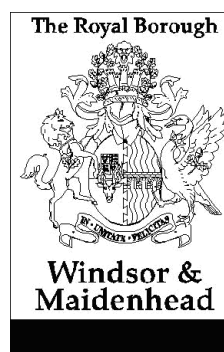


Report for: ACTION



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 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

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

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
Services delivered within approved budget	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:

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

- 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.
- 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

³ This is set by the DfE.

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 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

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

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 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

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

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.

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

- 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

- 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
- 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

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)

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

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

- 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

- 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 <i>(to follow)</i>

17. BACKGROUND INFORMATION

- 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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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

ADULTS, CULTURE & HEALTH

		2016/17 £	2016/17 £	2015/16 £	2015/16 £	<u>% Increase</u>	<u>% Increase</u>
GENERAL							
<p>These charges are operative from 1st April 2016, except where they are based on Income Support rates, in which case they are operative from the date in April that these are updated.</p> <p>Charges to Other Local Authorities, and to users of the service assessed as being full cost payers, are generally calculated according to a formula which accounts for direct costs, administration overheads and, where appropriate, the use of capital assets.</p> <p>Other charges are reviewed annually taking account of government guidance and changes in the levels of pay and prices, and may be rounded to the nearest 5p or 10p in order to facilitate the collection of cash. For services where daily rates apply charges are set at multiples of five or seven. Other rates are set to equal an exact amount of Income Support benefit.</p>							
CARE FOR ADULTS							
RESIDENTIAL CARE							
<p>Residents are required by statute to be assessed to contribute towards the cost of their residential care. The assessment must be carried out according to statutory guidelines.</p> <p>The minimum assessed contribution will be equal to the Income Support & premium received by the resident, less their statutory personal allowance. The maximum charge is the actual cost to the Council of purchasing or providing the residential care placement.</p>							
Homes for Older People - residential care							
Maximum charge							
Residential Home placements	week	693		672		3%	
Nursing Home placements	week	840		833		1%	
Homes for People with Learning Disability - residential care							
Homeside Close and Winston Court - Standard Charge to other local authorities	week	1,519		1,519		0%	
<p>Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance</p>							
<p>Note - where additional staff are required above that usually provided, to support a particular placement then the cost of providing that staffing will be rechargeable in addition to the standard daily/weekly rate.</p>							

FEES AND CHARGES 2016/17

ADULTS, CULTURE & HEALTH

			2016/17 £	2016/17 £	2015/16 £	2015/16 £	<u>% Increase</u>	<u>% Increase</u>
COMMUNITY CARE & RESPITE CARE								
These charges apply to RBWM residents who are Personal Budget Holders, and to other local authorities who may								
A Personal Budget Holder is a resident assessed as eligible to receive social care services. A budget sufficient to								
Should a Personal Budget Holder from another local authority purchase services provided by this authority, then this authority will charge that Personal Budget Holder for the full cost of providing the service, this will generally be 25% above the charges set for Personal Budget Holders of this authority.								
OLA is an abbreviation for "Other Local Authority"								
PBH is an abbreviation for "Personal Budget Holder"								
			RBWM residents & PBH	OLA + Full Cost Payers	RBWM residents & PBH	OLA + Full Cost Payers		
Homes for People with Learning Disability - Respite care								
	RBWM - PBH	night	150		150		0%	
	OLA - Weekdays Mon-Thurs	night		428		428		0%
	OLA - Weekends Fri-Sun	night		498		498		0%
Homecare								
	Standard Charge	hour		16		16		0%
Learning Disability: day activity charge								
morning or afternoon session in daycentre for								
	ratio 1:1	session	81.90	102.40	81.90	102.40	0%	0%
	ratio 1:2	session	41	72.70	41	72.70	0%	0%
	ratio 1:3	session	27.30	51.80	27.30	51.80	0%	0%
	ratio 1:5	session	16.40	33.30	16.40	33.30	0%	0%
	ratio 1:10	session	8.20	19.30	8.20	19.30	0%	0%
Room Hire - Learning Disability Day Centres								
6.00-11.00 Monday to Friday and 9.00-11.00 Saturday to Sunday								
	Ground Floor, Hall & Kitchen	Hour		22.40		22.20		1%
	Dance Studio	Hour		16.20		16		1%
	Music / Art Room	Hour		13.70		13.60		1%
There is an additional charge for public liability insurance and staffing when required								

FEES AND CHARGES 2016/17

ADULTS, CULTURE & HEALTH

			2016/17 £	2016/17 £	2015/16 £	2015/16 £	<u>% Increase</u>	<u>% Increase</u>
Older Persons: Day Centres	RBWM - PBH	per day	58		58		0%	
transport single Journey to day centre/activity (max 2 charges per session)		per journey	5		5		0%	
Blue Badge	Blue badge	Per Badge	10		10		0%	
Older Persons: Residential Respite	In residential and nursing homes, arranged by the Council	per week	to be agreed		469		n/a	
ALLOWANCES								
Direct Payments - Rates payable to service user								
Standard Rate - care provided by homecare agency		per hour	17		16		6%	
Sleeping Night Service		night	60				new	
<u>Rates payable for employment of Personal Assistant</u>								
Start up and emergency reserve		one-off	500		500		0%	
Composite Rate for a Personal Assistant		hour	14		n/a		new	
Standard Rate including all oncosts		hour	12.10		12.10		0%	
Enhanced Rate including all oncosts		hour	22.32		22.32		0%	
Assisted Transfers - Housing		per move						
from 1 bed to a bedsit			750		750		0%	
from 2 bed with garden to a bedsit			3,750		3,750		0%	
from 2 bed with garden to 1 bed property			2,500		2,500		0%	
from 2 bed without garden to bedsit			2,500		2,500		0%	
from 2 bed without garden to 1 bed property			1,750		1,750		0%	
from 3 bed to bedsit			6,250		6,250		0%	
from 3 bed to 1 bed property			5,000		5,000		0%	
from 3 bed to 2 bed with Garden			2,500		2,500		0%	
from 3 bed to 2 bed without Garden			3,750		3,750		0%	
from 4 bed to bedsit			7,500		7,500		0%	
from 4 bed to 1 bed property			6,250		6,250		0%	
from 4 bed to 2 bed with Garden			3,250		3,250		0%	
from 4 bed to 2 bed with without Garden			5,000		5,000		0%	
from 4 bed to 3 bed			2,500		2,500		0%	

FEES AND CHARGES 2016/17

ADULTS, CULTURE & HEALTH

	2016/17	2016/17	2015/16	2015/16	% Increase	% Increase
	£	£	£	£		
LIBRARIES						
OVERDUE RETURNS (PER LOAN PERIOD):						
Adult Books & Magazines	Per Day	Max. per Item	Per Day	Max. per Item		
Children's/Teenage Books & Magazines	0.20	10	0.20	9.80	0.0%	2.0%
CDs/Tapes/Playaway Audio Books	0.05	10	0.05	9.80	0.0%	2.0%
DVDs / CD-ROMs/Video Games	0.20	10	0.20	9.80	0.0%	2.0%
	0.80	10	0.80	9.80	0.0%	2.0%
AUDIO / VISUAL LOAN CHARGES:						
Adult - CDs	Non Advantage Card Holder	Advantage Card Holder	Non Advantage Card Holder	Advantage Card Holder		
per item for 3 weeks						
1 to 2 discs	2.50	2.40	2.40	2.30	4.2%	4.3%
3 to 6 discs	3.20	3	3.10	2.90	3.2%	3.4%
7 or more discs	3.20	3	3.10	2.90	3.2%	3.4%
Adult - Tapes	per item for 3 weeks					
1 to 2 tapes	1.90	1.80	1.80	1.70	5.6%	5.9%
3 or more tapes	2	1.90	2	1.90	0.0%	0.0%
Playaway Audio Books	2.55	2.30	2.50	2.30	2.0%	0.0%
DVDs	per item for 1 week					
New released titles-first 8 weeks in stock	3	2.85	3	2.85	0.0%	0.0%
Single Disc in stock for longer than 8 weeks	2.70	2.50	2.70	2.50	0.0%	0.0%
RESERVATIONS:						
Adult books & Magazines	Books from SELMS partnership lit	3	3	3	0.0%	0.0%
Inter-Library Loans	Standard Rate	7	6.50	6.50	7.7%	8.3%
Inter-Library Loans	Student Discount Rate (with ID)	2	2	2	0.0%	0.0%
Urgent and Specialists	Current full British Library charges	POA	POA	POA		
Music scores and play sets	POA	POA	POA	POA		
LIBRARY EVENTS:						
Children (minimum)	3.50	3	3.50	3	0.0%	0.0%
Adults (minimum)	5.50	5	5.50	5	0.0%	0.0%

FEES AND CHARGES 2016/17

ADULTS, CULTURE & HEALTH

		2016/17	2016/17	2015/16	2015/16	% Increase	% Increase
		£	£	£	£		
REFERENCE LIBRARY SERVICES:							
Printing from Electronic Information sources - per A4 sheet							
	Black and White	0.20	0.20	0.15	0.15	33.3%	33.3%
	Colour	0.40	0.40	0.30	0.30	33.3%	33.3%
Copying of photographs - per print	Scan and laser print	7.50	6.50	7.50	6.50	0.0%	0.0%
	Photographic print	32	30	32	30	0.0%	0.0%
Research	Per 15 minutes (or part) (first 30 r	9.50	7.50	9.50	7.50	0.0%	0.0%
PHOTOCOPYING:							
Per A4 copy	Black and White	0.15	0.15	0.15	0.15	0.0%	0.0%
Per A3 copy	" " "	0.30	0.30	0.30	0.30	0.0%	0.0%
Per A4 copy	Colour	0.35	0.35	0.30	0.30	16.7%	16.7%
Per A3 copy	Colour	0.65	0.65	0.60	0.60	8.3%	8.3%
		Non Advantage Card Holder	Advantage Card Holder	Non Advantage Card Holder	Advantage Card Holder		
FAX:		£	£	£	£		
Sending in UK	1st sheet	1.60	1.35	1.60	1.35	0.0%	0.0%
	Each subsequent sheet	0.75	0.70	0.75	0.70	0.0%	0.0%
Sending to EU Countries	1st sheet	3	2.60	3	2.60	0.0%	0.0%
	Each subsequent sheet	1.65	1.55	1.65	1.55	0.0%	0.0%
Sending to rest of world	1st sheet	5	4.50	5	4.50	0.0%	0.0%
	Each subsequent sheet	2.80	2.50	2.80	2.50	0.0%	0.0%
Receiving - per message		1.75	1.45	1.75	1.45	0.0%	0.0%
Printing from Microform & Microfiche	Per A4 copy	0.50	0.50	0.50	0.50	0.0%	0.0%
	Handling P&P (minimum)	1.10	1.10	1.10	1.10	0.0%	0.0%
	Printing from customer's microform	0.50	0.40	0.50	0.40	0.0%	0.0%

FEES AND CHARGES 2016/17

ADULTS, CULTURE & HEALTH

	2016/17	2016/17	2015/16	2015/16	% Increase	% Increase
	£	£	£	£		
LOST AND DAMAGED ITEMS:						
Out of print adult books	15	15	10 to 15			
Out of print children's books	7.50	7.50	7.5 to 10			
Damaged Books & Magazines -per volume / issue						
Damage to new items						
One or more pages damaged to affect issue						
Water damage / Chewed books						
Scribbling all over book, underlining etc.						
Damage to plastic jacket	1.60	1.50	1.50	1.50	6.7%	0.0%
LOST AND DAMAGED ITEMS:						
Audio Visual Items						
Lost or damaged tapes	25	25	7.5-40	7.5-40		
Audio Visual Items						
Lost or damaged CDs	25	25	12-55	12-55		
Replacement membership card	2	2		2	0.0%	0.0%

FEES AND CHARGES 2016/17

ADULTS, CULTURE & HEALTH

	2016/17	2016/17	2015/16	2015/16	% Increase	% Increase
	£	£	£	£		
ROOM & EXHIBITION HIRE (All Libraries):	£	£	£	£		
Commercial Organisations-per hour	35		32		9.4%	
Commercial Organisations-per 1/2 day	85		80		6.3%	
Commercial Organisations-per day	135		125		8.0%	
Non-Commercial Organisations (charged services) per hour	26.25		26		1.0%	
Non-Commercial Organisations (charged services) per 1/2day	52.50		52		1.0%	
Non-Commercial Organisations (charged services) per day	81		80		1.3%	
Other Borough Based Community Groups-per hour	12		12		0.0%	
Other Borough Based Community Groups-per 1/2day	30.30		30		1.0%	
Other Borough Based Community Groups-per day	40.40		40		1.0%	
(Kitchen facilities included in all rates per hire, refreshments price ph on app.)						
Cancellation fee for bookings cancelled within one month	20% of fee		20% of fee			
Weekly or 'subsequent day' rates negotiable						
 USE OF LIBRARY COMPUTER:						
Per half hour, to 'Guest' (non-members)	1		1		0.0%	
Per half hour, to Library Members	0.50		0.50		0.0%	
(Advantage Card Holders to have 45 minutes use per day free of charge)						
Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	
Library Members aged 12-17	Free		Free			
 MUSEUM						
ENTRY FEE FOR NON-ADVANTAGE CARD HOLDERS:						
Museum only	3		3		0.0%	
Museum & Conducted/Audio Tour	5		5		0.0%	
ENTRY FEE FOR ADVANTAGE CARD HOLDERS:						
Museum only	Free		Free			
Museum & Conducted/Audio Tour	Free		Free			
Museum and Local Studies Collec	Free		Free			
 IMAGE CHARGES:						
Commercial Use		EU Rights	World Rights			
Book	63		74	62	74	1.6%
Exhibition	63		74	62	74	1.6%
Journal / Magazine	63		74	62	74	1.6%
Book Jacket	81		90	80	90	1.3%
TV/Film per image screened	81		90	80	90	1.3%
DVD or CD-Rom	81		90	80	90	1.3%
Postcard, Calendar, Publicity Broc	81		90	80	90	1.3%
Website	n/a		90	n/a	90	0.0%
Other Use	POA		POA	POA	POA	
Invoice Admin Fee	56.50		56	56	56	0.9%

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 Report for 2016/17 - Adults, Culture and Health

No	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(Ek)	Income(Ek)					Extn'l Cumulative	Borough Cumulative
							S106	Grant	Lottery	Other	NET		
1	CB001482	Maidenhead Library Improvements	Adults, Culture and Health	Belmont/ Bisham & Cookham/ Boyn Hill/ Bray/ Cox Green/ Furze Platt/ Horton/ Hurley & Walthams/ Maidenhead Riverside/ Oldfield/ Pinkneys Green	The next stage of the programme of library modernisation and improvements at Maidenhead library involves replacing the old, rigid shelving (from 1973) on the ground floor with a modern design that allows for a more flexible use of space and a better shop window into the Council thereby enabling more opportunities for other services to be delivered and enhanced digital options to be explored (including assisted digital support for residents). Contributing to Manifesto Pledges: 1.7 Invest in technology to improve services for residents 8.8 Increase further the range of council services available at libraries 10.8 Create a vibrant and lively town centre with space for community facilities and entertainment offers 13.8 Use libraries etc to enable greater access to Council functions.	30	28	-	-	-	2	28	2
2	CB001606	Install New Self Printing and bookings Kiosk for Public PCs and add licences to current self service kiosks - Maidenhead Library	Adults, Culture and Health	Belmont/ Bisham & Cookham/ Boyn Hill/ Bray/ Cox Green/ Furze Platt/ Hurley & Walthams/ Maidenhead Riverside/ Oldfield/ Pinkneys Green	Replacement of the current standalone self-service kiosk at Maidenhead Library used by customers for Booking and Print release for Public PCs, which is unable to be upgraded to Windows7. This kiosk will also have the software that allows access to the Library Management System to allow customers to issue, return, renew items etc on their library ticket. The kiosk would additionally have cash payments and CHIP and PIN functionality. Additionally purchase licences for the other 5 currently installed self service kiosks at Maidenhead Library to allow residents to use any of the kiosks to release printing and or book and if necessary pay for PC usage. Contributing to Manifesto Pledges: 1.7 Invest in technology to improve services to residents 8.6 more computing facilities in libraries, including new technology 8.8 Increase further the range of council services available at libraries 13.8 use libraries etc to enable greater access to council functions 13.11 Create widespread WiFi for Residents and Visitors	35	35	-	-	-	-	63	2
3	CB001605	Tablets for Library Customer Use and Loan	Adults, Culture and Health	All Wards	Ability across all libraries to offer tablets for customers to use in the Library but also option to loan out to customers. Ability to load ebooks to tablets. Total tablets to be purchased intended to be 40 Additionally upgrade the broadband capacity at Maidenhead and Windsor Libraries and install WiFi at Windsor & Royal Borough Museum. Contributing to Manifesto Pledges: 1.7 Invest in technology to improve services to residents 8.6 more computing facilities in libraries, including new technology 8.8 Increase further the range of council services available at libraries 13.8 use libraries etc to enable greater access to council functions 13.11 Create widespread WiFi for Residents and Visitors	7	3	-	-	-	3	66	5
4	CB01607	Digitisation of key elements of Museum collection	Adults, Culture and Health	All Wards	Creation of more material for access via the web version of the collection catalogue through a two year project, providing an accessible and easily searchable growing resource available 24/7 for residents and students. The project will also enable resources to be created for use in care homes in the area to highlight sense of place and support those living with dementia. This project meets the current manifesto pledges for 1.7 Invest in technology to improve services to residents 7.4 Services to support those living with Alzheimers and Dementia	30	30	-	-	-	-	96	5
5	CB001598	Improvements at Eton Wick Library	Adults, Culture and Health	Eton Wick	To allow maximum flexibility of use of library spaces and pilot delivery of additional services via libraries: introduction of self service technology including Chip and Pin functionality and transfer to pod working Furniture renewal to include improved display options and greater flexibility of the use of space including additional digital services and assisted digital support. Enhancements and improvements to the ICT Suite (laptops/tablets, interactive whiteboard, flexible furniture) to allow for greater flexibility/delivery of additional services and more income generating opportunities. This includes installation of self service technology and extended warranty/support. Contributing to Manifesto Pledges: 1.7 Invest in technology to improve services to residents 8.6 more computing facilities in libraries, including new technology 8.8 Increase further the range of council services available at libraries 13.8 use libraries etc to enable greater access to council functions	9	9	-	-	-	-	105	5
6	CB001604	Improvements at Cookham Library	Adults, Culture and Health	Bisham & Cookham	In order to maximise flexibility of use of library spaces and delivery of additional services via libraries and maintain momentum after initial pilots: - introduction of self service technology, including Chip and Pin functionality and with extended maintenance/support - furniture renewal and improved guiding to support improved display options and greater flexibility of use of space to support access to additional digital services - also to include toilet flooring and carpet replacement after damage through 15 years of wear and tear Contributing to Manifesto Pledges: 1.7 Invest in technology to improve services to residents 8.6 more computing facilities in libraries, including new technology 8.8 Increase further the range of council services available at libraries 13.8 use libraries etc to enable greater access to council functions	15	15	-	-	-	-	120	5
7	CB001616	Windsor Riverside Esplanade Revival	Adults, Culture and Health	Castle Without/ Eton & Castle	Feasibility study to maintain momentum following the successful launch of the replacement bandstand and consider enhancements, improvements and restoration of the Edwardian Riverside Esplanade at Barry Avenue and establishment of Baths Island as an outdoor performance area in Windsor, to include the Promenade, Baths Island and Alexandra Gardens park. The main focus for the future grant application will be on conservation and improved knowledge of the area, which highlights wellbeing and accessible space for enjoying the river. The project will seek some external funding for implementation phases. Supporting delivery of Manifesto Pledges: 8.3 Maintain and improve our parks and open spaces, including public art and 11.3 Enhance and restore Alexandra Gardens.	25	15	-	-	-	10	135	15
8	CB001622	World War One Commemorations and Parks Re-enactment	Adults, Culture and Health	All Wards	Time limited projects to cover 2016/17 and 2017/18 to include partnership projects to secure the loan of the 'The Poppies, Wave & Weeping Window installations' from 14-18-Now: WW1 Centenary Art Commissions Trust plus an event using the Great Park for a weekend of re-enactment and commemorative activity. This could also include an extension of some project strands for the WWI HLF funded project in database work, volunteer activity and events.	60	-	60	-	-	-	195	15
9	CB001611	Feasibility for Joint Museum Store	Adults, Culture and Health	All Wards	First stage of a project to identify requirements for an improved and enlarged storage and conservation facility for heritage, which can be shared with voluntary organisations, with options to include educational and office space. The contents need to allow for the stored collections for Windsor & Royal Borough Museum, Maidenhead Heritage Centre and local archaeological storage resulting from investigations, as this function is no longer supported by Reading Museum. There will need to be provision for fulfillment and a high level of security with 21st century educational workshop space and delivery services. This will support all heritage services and the volunteer teams who assist. This project meets the current manifesto pledges for: 1.7 Invest in technology to improve services to residents 10.8 create a vibrant and lively town centre with space for community facilities and entertainment	25	25	-	-	-	-	220	15
10	CB001612	Sculpture Project - Danny Lane	Adults, Culture and Health	All Wards	This project will provide public access to a work of art currently owned by RBWM. This will ensure that an agreed installation location is found, which is secure and can be easily maintained, with the saving of future storage costs. The location could be in Windsor or elsewhere. This will be a project to invest to save. This project meets the current manifesto pledges for 11.8 Ensure Windsor has a well maintained and quality public realm. 10.1 Continue with the relentless commitment to deliver regeneration of the town of Maidenhead and/or 8.3 Maintain and improve our parks and open spaces, including public art	25	25	-	-	-	-	245	15

Capital Bids Report for 2016/17 - Adults, Culture and Health

No	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(Ek)	Income(Ek)					Extr'n'l Cumulative	Borough Cumulative
							S106	Grant	Lottery	Other	NET		
11	CB001618	Musical Backtrack Project	Adults, Culture and Health	All Wards	Project to explore the musical heritage in the local area from the 1950's through to the 1980's to include the Ricky Tick Club in Windsor. The project will aim to be a partnership project attracting external funding and involving volunteers and intergenerational groups. The project will create resources which will enable memories to be preserved. The project will seek grant funding. The Project contributes to meeting the following manifesto pledge: 7.4 to support those with dementia	30	-	10	20	-	-	275	15
12	CB001621	Heritage Education Space Old Windsor	Adults, Culture and Health	All Wards	In partnership with the Old Windsor Parish Council, develop an education former cemetery chapel/parish office for flexible use of space to include furniture renewal and new pop up display options. Proposed by Old Windsor Parish Council as a use for devolved S106 funding for public art & heritage. Manifesto Commitments 6.8 Promote closer working with Parish councils, devolving powers by mutual agreement	20	20	-	-	-	-	295	15
13	CB001610	Boyne Grove Personal Care Area	Adults, Culture and Health	All Wards	This proposal is for a much needed community personal care facility at the Boyne Grove Day Centre to meet the complex needs of our residents with profound and multiple learning disabilities. The Boyne Grove centre has one personal care facility comprising of an overhead hoist, changing bed and shower unit shared between 20 people with complex needs. We anticipate an additional 10 residents with complex needs will also be regularly using these facilities by 2020. Already residents and their carers regularly have to queue to use the facility. The delay in meeting personal care needs compromises the dignity of our residents and causes them additional discomfort and distress. This situation will worsen as demand increases in the next five years. We propose to convert an existing store room on the ground floor at Boyne Grove into a second personal care facility. The conversion will require the room to be extended and equipped with an overhead hoist, changing bed and shower unit (NB a water supply is already available in the adjoining room to the store room). The addition of this second facility will address current demand for the facilities and also encourage more residents with complex needs to use the community facilities at the Park, Library and Restaurant located at Boyne Grove. Providing adequate personal care facilities will allow more of our residents to use these mainstream services, promoting their independence and enhancing their wellbeing.	41	-	-	-	-	41	295	56
14	CB001483	Windsor Library Lighting Replacement - 2nd Phase	Adults, Culture and Health	Castle Without/ Clewer East/ Clewer North/ Clewer South/ Eton & Castle/ Park	Replacement of remaining lighting globe fittings which are obsolete with suitable energy efficient fittings to match those replaced last year, and replacement of remaining strip fittings with energy efficient replacements. All new fittings to allow for low energy LED lamps to be used. Windsor Library visitors have increased by more than 1000 per month in the past year. The first phase saw a saving of approximately 60% of energy used for lighting. This equated to an approx. saving of £4.5K pa equivalent to £18.5K over the estimated life of the lamp at current energy charges and just under 11K of carbon emissions. Only a small amount of £6,185 is required to top up what is unspent from Phase 1 plus an allowance for designer recharges.	8	-	-	-	-	8	295	64
15	CB001620	Paintings Collection Conservation	Adults, Culture and Health	All Wards	The Borough owns a large collection of paintings, some in store, some on display in the Guildhall. There is a need to maintain this asset and arrange a programme of conservation work for the paintings, with an initial condition survey to determine future requirements for work to be done to maintain the collection. The display adds to the attractive atmosphere of the Guildhall an essential strand of the marketing of the spaces for income generation.	13	-	-	-	-	13	295	77
16	CB001609	Remodelling and De-registration of Winston Court and Homeside Close	Adults, Culture and Health	All Wards	The Business case concerns two residential care homes (Winston Court and Homeside Close) each providing 24 hour care and support to 8 people with learning disabilities with varying levels of need. RBWM manage the staff and Housing Solutions own the property. The bedrooms are small and bathrooms are shared. To promote dignity in care and to achieve financial savings we propose to remodel the buildings, firstly to convert the internal layout of the building to include six bedrooms with en-suite bathrooms, and secondly to build two self contained flats on the side of the buildings. The remodelling will promote independent living and support a de-registration process. De-registration means converting the tenure of the homes from residential to supported living. Individual residents would hold tenancies and be able to claim housing benefit and other welfare benefits to fund daily living costs, which means that the Borough would then only need to pay for support costs. The de-registration process is essential for managing future demand as it will extend the life of the buildings and ensure that our services are fit for the future. The revenue savings that could be achieved would be an estimate of £170 per week from housing other benefits - £170 pw x 52 weeks = £8,840 x 14 individuals (2 are non RBWM) = £124k.	549	-	-	-	-	549	295	626
17	CB001596	Supported Independent Living for LD and Challenging Behaviour	Adults, Culture and Health	All Wards	This Business Case is for the purchase and set up of Supported Living Accommodation for Adults with Learning Disabilities and Challenging Behaviour. The accommodation needs to provide 4-6 independent living units, with space for wheelchairs and have high levels of privacy and security. This proposal addresses the recommendations of the Winterbourne View Action Plan and meets the following local outcomes: <ul style="list-style-type: none"> Residents can live near their families and friends and retain / regain links with their local community Energise the provider market to encourage provider with these skills to set up services in their local area Provide increased competition to local providers - Learning Disability services have been unsuccessful in negotiating better deals on high cost placements as providers know there are no alternatives. A new provision offering a real alternative will bring the cost of local placements down. <p>Current placement costs for people with learning disabilities and challenging behaviour include, £110,000; £113,000; £122,000; and £139,000 per annum per individual. With this business case we aim to save £50,000 per year revenue saving across five placements. Rent, utilities, food and living costs will be met by welfare benefits.</p>	1,124	-	-	-	-	1,124	295	1,750

Capital Bids Report for 2016/17 - Adults, Culture and Health

No	Ref no	Scheme Name	Directorate	Ward	Description	Total Proposed Costs(Ek)	Income(Ek)					Extr'n'l Cumulative	Borough Cumulative
							S106	Grant	Lottery	Other	NET		
18	CB001600	Learning Disability Service - Accommodation for Young Adults in Transition	Adults, Culture and Health	All Wards	<p>This proposal is to work with Housing Solutions to purchase a property that can support 4 to 6 people with learning disabilities who require 24 hour support due to their needs and vulnerabilities. The service would be particularly aimed towards young people in transition returning from residential college and individuals living in fragile home situations.</p> <p>There is no actual saving to be taken from budget, but a preventative cost saving is estimated at £78,000 per annum across 5 placements.</p> <p>There are at least 9 young people in transition who will need accommodation and support over the next 2 to 3 years. The development of a local service would meet the following outcomes:</p> <ul style="list-style-type: none"> • People could live near to their family and friends and retain or regain links with their local community • Promote the development of independent living skills and employment skills. • 4 of the young people that would be considered were referred for Shared Lives (Ategi), who could not meet their needs. We therefore need to consider an alternative cost effective local option as three of these individuals will be leaving college in two to three years and placements will need to be sourced. <p>Rent, utilities, food and living costs would be met by welfare benefits.</p> <p>An hourly rate of £16.00 per hour and £50.00 per night for sleep in has been used as a guide.</p> <p>Annual cost whole service Annual cost each individual 15 hours of 1.5 support per day £87,360 £17,472 1 x sleep in staff £18,200 £3,640 Total £105,560 £21,112</p> <p>This equates to a weekly cost of £406.00 .An individual recently returned from a residential college placement and the base cost of a similar service with a private provider, 24 hour low level staffing and sleeping in is £695.00 pw, which we are paying as this cost is still cheaper than a residential care placement.</p>	1,124	-	-	-	-	1,124	295	2,874
19	CB001617	90th Birthday Portrait Arts Project (Time Constrained)	Adults, Culture and Health	All Wards	<p>A time limited arts project is proposed which will be included in the celebrations for HMQ's 90th birthday and involve an artist working with local school children to produce portraits and result in a digitised artwork which can be projected or seen in large format shared at an outdoor event (Long Walk) An Arts Council grant will be sought to cover part of the cost, and match funding will be required.</p> <p>Supporting the delivery of the following manifesto pledge: 11.8 Ensure Windsor has a well maintained and high quality public realm for both residents and visitors alike, eg from the Coach Park to the town centre</p>	45	-	15	-	-	30	310	2,904
20	CB001480	Feasibility Studies for up to three new libraries	Adults, Culture and Health	Bray/ Furze Platt/ Sunningdale	<p>Conduct Feasibility studies to explore costed options for up to three new libraries, one at each of the following locations: Furze Platt Holyport Sunningdale</p> <p>To support the delivery of the following manifesto pledges: 1.7 Invest in technology to improve services for residents 8.2 To provide at least one new library 8.8 Increase further the range of council services available at libraries 12.7 Support a library for Sunningdale 13.8 Use libraries etc to enable greater access to Council functions.</p>	40	-	-	-	-	40	310	2,944
21	CB001619	Nicholas Winton Memorial (Time Constrained)	Adults, Culture and Health	Boyn Hill/ Cox Green/ Oldfield/ Pinkneys Green	<p>The time limited project proposes the creation of an appropriate memorial to the achievements of Sir Nicholas Winton in one of the Maidenhead parks (Ockwells Park). Subject to approval of his surviving family and suitable public subscription, grant funding and in line with the Council Resolution that his 'extraordinary life and achievements both locally and internationally are suitably honoured'. Work of art to potentially be subject to a national competition and include inspirational and contemplative quotations.</p> <p>Manifesto Pledge 8.3 Maintain and improve our parks and open spaces, including public art.</p>	100	-	-	-	90	10	400	2,954
22	CB001716	Public Art for Eastern Gateway in Maidenhead	Adults, Culture and Health	Maidenhead Riverside/ Oldfield	<p>Proposal for a public competition for a commissioned piece of public art to be installed on the roundabout on the A4 east of Maidenhead Bridge at the junction with Ray Mead Road & Guards Club Road. This feature to welcome visitors to the Borough at the designated Eastern Gateway to the town of Maidenhead. In addition two other sculptures to be commissioned for installation on plinths being constructed as part of the Island sculpture trail along the Maidenhead stretch of the river Thames as part of an earlier capital scheme.</p>	175	-	-	-	-	175	400	3,129
23	CB001734	Public Art as part of Moorbridge Road Eastern Access	Adults, Culture and Health	Maidenhead Riverside/ Oldfield	<p>To hold a public competition for design and installation of piece(s) of art at the cross roads between High Street, Moorbridge Road and Forlease Road or beside the proposed reinstated eastbound entry to Moorbridge Road from the A4 in Maidenhead. To improve the public realm and provide a point of interest between the art works that are being undertaken associated with the Chapel Arches Development and the proposed Eastern Gateway feature/riverside sculpture trail. To encourage football between the river and the town centre and vice versa. Contributing to the following Manifesto Commitments: 10.8 Create a vibrant and lively town centre 10.13 Improve access into the town centre for pedestrians</p>	65	-	-	-	-	65	400	3,194
24	CB001481	New Libraries	Adults, Culture and Health	Bray/ Furze Platt/ Sunningdale	<p>At least one new library provided at suitable locations.</p> <p>To support the delivery of the following manifesto pledges: 1.7 Invest in technology to improve services for residents 8.2 To provide at least one new library 8.8 Increase further the range of council services available at libraries 12.7 Support a library for Sunningdale 13.8 Use libraries etc to enable greater access to Council functions.</p>	600	-	-	-	-	600	400	3,794

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
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<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

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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CHILDREN'S SERVICES - SCHOOLS BUDGET**MAINTAINED SCHOOLS****Primary Schools**

	£000	£000	£000
Expenditure	39,330	37,445	31,952
Income	<u>(6,240)</u>	<u>(1,578)</u>	<u>(1,578)</u>
Net	<u>33,090</u>	<u>35,867</u>	<u>30,374</u>

Services provided:

Delegated budgets to RBWM's maintained primary schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for behaviour support, contingencies and other services which schools have chosen to 'de-delegate' and be managed centrally. Funding for nursery aged children (see below under Early Years Provision) and academies' budgets are not included. Budgets include indicative pupil premium allocations at £1,320 per eligible pupil, and funding for high needs places at £10k per place in schools with resource units. All other high needs 'top-up' funding is held centrally in high needs 'top-up' budgets and is allocated to schools during the year.

Staff (full time equivalent):

1005.00

Service Risks:

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

Performance Indicators:

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

Secondary Schools

	£000	£000	£000
Expenditure	25,276	19,731	10,356
Income	<u>(6,216)</u>	<u>(4,173)</u>	<u>(815)</u>
Net	<u>19,060</u>	<u>15,558</u>	<u>9,541</u>

Services provided:

Delegated budgets RBWM's maintained secondary and middle schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for , contingencies and other services which schools have chosen to 'de-delegate' and be managed centrally. Academies' budgets are not included. Budgets include indicative pupil premium allocations at £935 per eligible pupil, and funding for post 16 pupils, funded by grant from the Education Funding Agency and determined through the national post 16 funding formula. High needs 'top-up' funding is held centrally in high needs 'top-up' budgets and is allocated to schools during the year.

Staff (full time equivalent):

237.00

Service Risks:

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

Performance Indicators:

Ofsted inspection reports
Expected level of achievement in English, Maths and Science at Key Stage 3 and 4
Achievement of a Level 2 or Level 3 qualification by the age of 19
Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)
Rate of permanent exclusions from school

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Special Schools	£000	£000	£000
Expenditure	6,050	2,441	2,534
Income	<u>(3,686)</u>	<u>(322)</u>	<u>(322)</u>
Net	<u>2,364</u>	<u>2,119</u>	<u>2,212</u>

Services provided:

Place funding for high needs pre and post 16 pupils at Manor Green special school, and indicative pupil premium at the primary and secondary rates for eligible pupils. Post 16 allocations are funded by grant from the Education Funding Agency. High needs 'top-up' funding is held centrally in high needs 'top-up' budgets and is allocated to the school during the year. The budget increase reflects the planned increase in places for 2016-17.

Staff (full time equivalent):

168.40

Service Risks:

Insufficient places to meet increasing demand from pupils with high special educational needs resulting in more costly out of borough placements.
Children who are vulnerable to exclusion from school do not have the opportunity to receive appropriate early intervention.

Performance Indicators:

Ofsted inspection reports,
Relevant Key Stage results and added value indicators

TOTAL MAINTAINED SCHOOLS	54,514	53,544	42,127
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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EARLY YEARS PROVISION**Nursery Schools and Classes**

	£000	£000	£000
	1,197	2,211	2,113
Income	(101)	(72)	(36)
Net	<u>1,096</u>	<u>2,139</u>	<u>2,077</u>

Services provided:

Funding allocated through the Early Years Single Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement of 15 hours per week per child in RBWM's nursery schools and nursery classes.

Staff (full time equivalent):

30.00

Service Risks:

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

Performance Indicators:

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

Private, Voluntary & Independent Provision

	£000	£000	£000
Expenditure	4,977	5,212	5,077
Income	(7)	0	0
Net	<u>4,970</u>	<u>5,212</u>	<u>5,077</u>

Services provided:

Funding allocated through the Early Years Single Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement of 15 hours per week per child in private, voluntary and independent nursery settings.

Staff (full time equivalent):

n/a - not RBWM employees

Service Risks:

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

Performance Indicators:

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

TOTAL EARLY YEARS EDUCATION & CHILDCARE PROVISION	6,066	7,351	7,154
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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ADMISSIONS & PUPILS GROWTH**School Admissions**

	£000	£000	£000
Expenditure	182	193	195
Income	(9)	0	0
Net	<u>173</u>	<u>193</u>	<u>195</u>

Services provided:

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

Staff (full time equivalent):

5.27

Service Risks:

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

Performance Indicators:

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

Pupil Growth Fund

	£000	£000	£000
Expenditure	120	480	350
Income	0	0	0
Net	<u>120</u>	<u>480</u>	<u>350</u>

Services provided:

Expenditure on planned pupil growth where schools take on a bulge class or increase their PLanned Admission Number as a result of the Council's duty to ensure that sufficient primary & secondary education places are available to meet the needs of the population. The funding is allocated to schools using a formula agreed with Schools Forum to provide additional support for the extra pupils admitted in the new academic year who are not funded through the schools funding formula.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:****TOTAL ADMISSIONS AND PUPILS GROWTH**

293	673	545
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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SUPPORT SERVICES FOR SCHOOLS AND EARLY YEARS**Specialist Schools Support**

	£000	£000	£000
Expenditure	561	567	497
Income	<u>(180)</u>	<u>(144)</u>	<u>(72)</u>
Net	<u>381</u>	<u>423</u>	<u>425</u>

Services provided:

Teaching support services provided centrally for schools to promote inclusion, achievement and education outcomes of pupils who have general and specific learning difficulties. These include behaviour support, ethnic minority service, and SEND support (previously cognition and learning), as well as contributions to certain LA services such as education welfare and education psychology, which schools, through the Schools Forum, have agreed to fund from Dedicated Schools Grant. These services are funded by a combination of de-delegated funding from schools, buy-back, and base DSG budget.

Staff (full time equivalent):

6.79

Service Risks:

Failure to improve attainment and educational outcomes.
A reduction in buy-back from schools putting services at risk.
Uncertainty around future funding from de-delegated budgets

Performance Indicators:

Individual targets reached for identified pupils.
Evidence of improvement through measures of emotional health and behavioural wellbeing taken pre and post intervention.
Improve the experience of pupils with learning disabilities.
Reduction in educational inequalities particularly amongst black and minority ethnic communities.

Other Central Provision

	£000	£000	£000
Expenditure	1,660	1,489	1,503
Income	<u>(808)</u>	<u>(394)</u>	<u>(394)</u>
Net	<u>852</u>	<u>1,095</u>	<u>1,109</u>

Services provided:

A range of central schools services which includes schools contingency funding to help meet unforeseen expenditure in maintained schools, payments to maintained schools for teachers on maternity leave or carrying out trade union duties, licenses purchased on behalf of schools, expenditure on early help social workers in schools approved by Schools Forum, and grants to schools for graduate teacher training. The budget also includes around £400k of directorate and corporate overheads recharged to the Dedicated Schools Grant.

Staff (full time equivalent):

1.12

Service Risks:

Insufficient contingency budget to meet emerging pressures
Insufficient budget to meet cost of increasing numbers of staff on maternity leave

Performance Indicators:

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Central Expenditure on the under 5's	£000	£000	£000
Expenditure	388	100	180
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>388</u>	<u>100</u>	<u>180</u>

Services provided:

Central staff support for provision of the free entitlement for two, three and four year olds. This does not include support for early years children with special educational needs, which is shown under High Needs.

Staff (full time equivalent):

1.00

Service Risks:

Low uptake of free entitlement.
Failure to identify 3&4 years olds and disadvantage two year olds who would benefit for early years education.
Development of sufficient capacity across a range of good quality settings

Performance Indicators:

AND EARLY YEARS	1,621	1,618	1,714
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HIGH NEEDS AND ALTERNATIVE PROVISION

High Needs Top up Funding	£000	£000	£000
Expenditure	10,696	10,718	11,198
Income	<u>(220)</u>	<u>(100)</u>	<u>(100)</u>
Net	<u>10,476</u>	<u>10,618</u>	<u>11,098</u>

Services provided:

Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools, and FE Colleges, as well as top-up funding for RBWM pupils with high needs in other LAs. Funding is allocated to providers to meet the additional cost of support where this exceeds £6,000 per pupil.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Alternative Provision and Virtual School	£000	£000	£000
Expenditure	1,129	1,089	1,239
Income	(197)	(171)	(171)
Net	932	918	1,068

Services provided:

Expenditure on provision of education to children who have been excluded from school or who are at risk from exclusion and associated supported packages.

Includes expenditure on the virtual school and associated educational support for children in care.

Staff (full time equivalent):

8.74

Service Risks:

Providing full time education for all students not able to access education

Recruitment and retention of specialist staff

Ensuring students make good progress with literacy through National Curriculum.

Raise the educational outcomes of Children in Care

Performance Indicators:

Reduced number of permanent exclusions

Reduced number of fixed term exclusions

Reduced number of students not in education, employment or training

SEND Support and Inclusion

	£000	£000	£000
Expenditure	2,711	2,611	2,884
Income	(1,489)	(1,351)	(1,620)
Net	1,222	1,260	1,264

Services provided:

Centrally retained specialist SEN support services for statemented and non- statemented pupils including peripatetic education services provided by the sensory consortium service for young people (0-19). This service is hosted by RBWM on behalf of Berkshire LAs, and is partly funded by the partner LAs.

Also covers Inclusion Services aimed at enabling children with special education needs to take part in mainstream activities and provision of education services to children who cannot attend school for medical reasons.

Staff (full time equivalent):

41.70

Service Risks:

Budget and staffing pressures as a result of increasing levels of need in growing numbers of children with sensory impairment.

Increase in number of students diagnosed with Autistic Spectrum Disorder

Recruitment difficulties for specialist teachers.

Failure to intervene early resulting in increased demand for specialist placements.

Performance Indicators:

Ability to meet educational needs in local placements

Educational attainment

Formal assessment reports within statutory time limits

Emotional health of children

Closing the attainment gap of disadvantaged pupils.

TOTAL HIGH NEEDS AND ALTERNATIVE PROVISION

12,630	12,796	13,430
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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DEDICATED SCHOOLS GRANT

Dedicated Schools Grant	£000	£000	£000
Expenditure	105	0	0
Income	(75,229)	(75,982)	(64,970)
Net	(75,124)	(75,982)	(64,970)

Services provided:

Expenditure summarised above is mainly funded by Dedicated Schools Grant (DSG), with separate unringfenced allocations for schools, early years and high needs. The Schools block allocation is determined by the October 2015 pupil census, Early Years block funding will be initially determined by the January 2016 Early Years census and updated by January 17 early years pupils. High Needs funding is not based on pupil numbers but is linked to previous years' allocation. The DSG total reflects the RBWM estimated allocation after 'top slicing' of grant by the Education Funding Agency for academies, known as 'academy recoupment'. The amount recouped for academies is £39m and is determined by the amount those schools would have received through the school funding formula, if they had been maintained schools. The amount which the EFA recoup increases in year as schools convert to academy.

Staff (full time equivalent):

0.00

Service Risks:

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

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

Performance Indicators:

TOTAL DEDICATED SCHOOLS GRANT	(75,124)	(75,982)	(64,970)
TOTAL CHILDREN'S SERVICES-SCHOOLS BUDGET	0	0	0

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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CHILDREN'S SERVICES - NON SCHOOLS BUDGET**STRATEGY, COMMISSIONING & PERFORMANCE****Strategy and Quality Assurance**

	£000	£000	£000
Expenditure	652	441	402
Income	(13)	0	0
Net	<u>639</u>	<u>441</u>	<u>402</u>

Services provided:

Provision of the Independent Reviewing Officers, Child Protection Conference Chairs and the Local Authority Designated Officer.
Provision of the quality assurance programme to identify service and practice improvements across the whole of Children's Services.
Delivery of workforce development and Principal Social Worker functions.
Strategic business planning.

Staff (full time equivalent):

8.00

Service Risks:

Statutory Child in Care reviews, Child Protection Conferences and investigations into allegations against Officers are not completed in a timely manner or in a way which secures better outcomes for children and young people.
A skilled workforce is not developed and maintained.

Performance Indicators:

Ofsted Inspection outcomes.
Reviews and plans are delivered within prescribed timescales and allegations investigated and responded to within timescales.
User feedback

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Commissioning

	£000	£000	£000
Expenditure	2,988	3,577	5,267
Income	<u>(418)</u>	<u>(1,036)</u>	<u>(2,594)</u>
Net	<u>2,570</u>	<u>2,541</u>	<u>2,673</u>

Services provided:

Commissioning for the delivery of a comprehensive range of services across Children's Services, including external residential and fostering placements, Social Care Innovation Project, Family Group Conferencing and early help services. The Budget includes the commissioning of 0-5 Public Health Services which was transferred to Local Authorities in October 2015, and for School Nurses. These are fully funded from Grant. Funded from Grant.

Provision of independent Information, Advice and Support Service to families and children with disabilities.

Staff (full time equivalent):

4.61

Service Risks:

Effective commissioning and business planning processes result in ineffective services.

Performance Indicators:

Commissioning plans delivered to timescale and in line with required outcomes.

Delivery on budget.

Contracts deliver to specification

User feedback

Safeguarding Boards

	£000	£000	£000
Expenditure	151	90	81
Income	<u>(45)</u>	<u>(24)</u>	<u>(24)</u>
Net	<u>106</u>	<u>66</u>	<u>57</u>

Services provided:

Business management of the Local Safeguarding Children Board and Safeguarding Adults Board.
Overall management of serious case reviews.

Staff (full time equivalent):

2.00

Service Risks:

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

Performance Indicators:

Ofsted inspection outcome.

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

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Business Support

	£000	£000	£000
Expenditure	651	753	767
Income	(14)	0	0
Net	<u>637</u>	<u>753</u>	<u>767</u>

Services provided:

Provision of business support for the whole of the Children's Services Directorate.

Staff (full time equivalent):

28.85

Service Risks:

Business support services are not effective or efficient.

Performance Indicators:

Business support and planning processes timely and secure.
User feedback

**TOTAL STRATEGY, COMMISSIONING &
PERFORMANCE**

3,952	3,801	3,899
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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SCHOOLS AND EDUCATIONAL SERVICES

Schools and Educational Services	£000	£000	£000
Expenditure	1,247	1,163	1,039
Income	<u>(419)</u>	<u>(413)</u>	<u>(353)</u>
Net	<u>828</u>	<u>750</u>	<u>686</u>

Services provided:

Expenditure, through the core offer to schools, on education improvement functions for early years, schools and post 16; challenge and support for education leadership including governance; education providers' workforce development and curriculum advice; quality assurance processes in line with Ofsted expectations to ensure that all schools are judged to be at least 'good' and children and young people make 'better than expected progress'. Includes central expenditure for pensions to former staff and PRC.

Staff (full time equivalent):

14.00

Service Risks:

Increase in number of education providers in Ofsted categories.
 Poor achievement across all key stages and poor life chances for children and young people.
 Unmet needs may lead to an increase in placement costs for alternative provision.
 Failure to respond to critical incidents in schools.

Performance Indicators:

Proportion of schools judged to be Good or Outstanding by Ofsted.
 Levels of attainment of disadvantaged pupils at each key stage.
 Raising the level of attainment at A Level for our young people.
 Proportion of young people accessing education, employment or training at post 16.

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Sufficiency and Access	£000	£000	£000
Expenditure	2,319	2,180	2,403
Income	<u>(204)</u>	<u>(177)</u>	<u>(177)</u>
Net	<u>2,115</u>	<u>2,003</u>	<u>2,226</u>

Services provided:

School Place Planning - Ensuring that there are enough places for each pupil of school age living in RBWM who want a place at a state school.

Expenditure on the provision of Home to School Transport including setting the policy and assessing the eligibility of transport applications.

Children's Services Capital Programme - Managing the capital programme budget, preparing briefs for schemes and ensuring that delivery of projects takes place.

Licences and work place inspections relating to Child Employment and Entertainment

Staff (full time equivalent):

4.40

Service Risks:

Planning does not ensure that sufficient school places can be provided for the numbers of pupils needing a place.

The Home to School transport policy is not clear and therefore costs escalate. Appeal numbers increase and costs go up. Volatility in demand for transport especially among additional needs pupils.

Contravention of legislation relating to home to school transport

Capital schemes are not delivered in a timely manner and value for money is not achieved; buildings and sites become unsafe; there are insufficient classrooms for the numbers of pupils in the borough.

Performance Indicators:

Forecasting processes predict the number of places required.

Statutory deadlines are met and processes followed for school admissions.

Pupils who request transport to school are fairly assessed for eligibility.

Home to school transport is provided in line with policy.

Schools are large enough to accommodate the appropriate number of pupils and capital budgets are spent effectively.

Licences are granted if compliant and appropriate, and locations are adequately vetted.

TOTAL SCHOOLS AND EDUCATIONAL SERVICES	2,943	2,753	2,912
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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EARLY HELP AND SAFEGUARDING**Early Help and First Response**

	£000	£000	£000
Expenditure	4,226	3,520	3,368
Income	<u>(1,356)</u>	<u>(954)</u>	<u>(1,031)</u>
Net	<u>2,870</u>	<u>2,566</u>	<u>2,337</u>

Services provided:

Referral and Assessment Team for Social Care - access and assessment point for Safeguarding Services. Now includes a Multi Agency Safeguarding Hub (MASH) with Thames Valley Police involved

CAF - Supporting the use of the common assessment framework across services to address need early and reduce numbers of families requiring social care input

Intensive Family Support Project - Part of troubled families programme working to turn around families with complex and inter generational issues.

Health and Family Centres across RBWM providing universal, preventative and targeted services to families with younger children

Parenting courses for families.

information, advice and guidance and other statutory functions in relation to tracking and recording pupils aged 16 – 19.

Youth Offending Team - Provides a range of statutory and preventative services to deal with pre-court and post-court orders and plans, early identification and support for vulnerable young people at risk of entering the criminal justice system, mentoring, employment and training advice, and reparation work.

Youth Support - Provides a range of services from a series of centres across the borough which provide activities for young people and the wider community, and includes an Outdoor Education Project, Targeted Support Projects and the Duke of Edinburgh Award Scheme. Our objective is to offer young people a service that creates opportunities for them to develop skills and abilities that help them to achieve their full potential.

Staff (full time equivalent):

63.50

Service Risks:

Referral and Assessment Team - Maintaining the primarily permanent workforce and the effective implementation of the Multi Agency Safeguarding Hub with Thames Valley Police involved.

Intensive Family Support – Managing the increasing demand prioritising those families most in need

Health and Family Support Centre – Effective implementation of action plan following Ofsted inspection

Youth Services - status of local economy could reduce locally raised income used by local management committees to support frontline delivery of local youth services and reduce opportunities for employment and training.

Youth Justice - Conflicting targets (with other agencies) can affect performance.

Performance Indicators:

Referral and Assessment Team - Safeguarding Single Assessments in timescales

Intensive Family Support - Number of families worked and payment by result claims

Children's Health and Family Support Centres – Attendances and level of one to one targeted work

Young people's participation in youth activities, achievement of accredited outcomes, occupancy and use of youth centres

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Psychology, Well-being and School Support	£000	£000	£000
Expenditure	697	695	837
Income	(421)	(434)	(536)
Net	276	261	301

Services provided:

Intervention and early help support to prevent escalation to safeguarding and statutory work. Support is focused at pre-school, school and families with children and young people who are vulnerable with SEND, mental health and wellbeing concerns and/or issues with school attendance.

EPS service covers 0-19 years (up to 25 years with significant SEND) and includes statutory work for vulnerable children requiring assessments for education health and care plans. The service take the lead in supporting schools for critical incidents and children missing education.

In addition, Education Welfare provide support for families and schools to increase school attendance levels and reduce persistent absence levels. Youth

Counselling Service offer counselling for all children and young people who may be experiencing any difficulties. The service also offers counselling services to all local middle and secondary schools in RBWM including academies. All services have some income generation

Staff (full time equivalent):

17.70

Service Risks:

Poor achievement across all key stages and poor outcomes and life chances for children and young people.

Unmet needs may lead to an increase in expensive placements and higher costs. More children and young people unwell and requiring specialist services within social care and CAMHS.

Failure to respond to critical incidents in schools. More children missing educating leading to a higher risk of CSE.

Performance Indicators:

Closing the gap between 'pupil premium' young people and their peers and pupils with additional needs and non additional needs pupils.

Statutory assessment timelines.

Timely response to critical incidents. Number of pupils persistently absent from school, permanent and fixed term exclusions.

Reduced number referred to CAMHS.

Increased number of staff and pupils in schools with awareness of mental health issues.

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Safeguarding and Children in Care	£000	£000	£000
Expenditure	6,042	5,918	5,650
Income	<u>(419)</u>	<u>(26)</u>	<u>(26)</u>
Net	<u>5,623</u>	<u>5,892</u>	<u>5,624</u>

Services provided:

The Children in Need, Children in Care and Family Centre teams provide medium to long term services to vulnerable children in need and those subject to child protection plans. This Budget includes provision for the care costs of children in care and children leaving care, including payments to carers for children placed with RBWM's foster families and adopters and for children subject to Special Guardianship Orders and Residence Orders. Also includes the staffing costs of the family placement team responsible for arranging placements.

Child care lawyer service provided by Reading Borough Council on behalf of Berkshire Authorities. Safeguarding and specialist services provided via Family Friends in W & M Agreement.

Staff (full time equivalent):

54.60

Service Risks:

Children continuing to need safeguarding plans
 Children allocated to a qualified social worker for children in care and children with a safeguarding plan.
 Drift and delay in complex court cases
 Recruitment to permanent social worker positions and over reliance on agency staff.
 Failure to meet statutory and regulatory requirements in relation to services for children in care.
 Failure to deliver permanent fostering care plans in an effective manner resulting in delay for children achieving permanent placements.
 Failure to recruit, assess and approve sufficient foster families would result in children being placed with Independent Fostering Providers, which are often not local, thereby causing disruption of relationships with family and friends, education and social activities.

Performance Indicators:

Child Protection plans lasting two years or more
 Percentage of children becoming subject to a child protection plan for a second time
 Timeliness of placement following adoption
 Care leavers NEET/ suitable accommodation
 Delivery against 26 week PLO target
 Emotional health of children in care
 Stability of placements for children in care
 Number and length of placements
 Education attainment children in care
 Sufficiency strategy

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Children and Young People Disabilities Service	£000	£000	£000
Expenditure	2,265	2,358	2,210
Income	<u>(332)</u>	<u>(205)</u>	<u>(141)</u>
Net	<u>1,933</u>	<u>2,153</u>	<u>2,069</u>

Services provided:

Statutory functions in relation to the assessment of need for an education, health and care plan, social care interventions and targeted early help services to support the child, young person and their family. This will include child protection investigations and protection plans and services for children in care or in care proceedings. This work is driven by significant legislative changes within the Children and Families Act which came in to force in September 2014 resulting in single Education, Health and Care Plans (EHC) for children and young people aged 0 -25 years.

Staff (full time equivalent):

18.10

Service Risks:

Demands of the Children and Families Act still at an early stage. All statements of educational need must be transferred to EHC plans by April 2018.

Performance Indicators:

EHC plans and transfers must be completed within 20 weeks.
 Completion of social care assessments within managers timescales.
 Child Protection plans lasting two years or more
 Percentage of children becoming subject to a child protection plan for a second time.
 Care proceedings completed within 26 weeks
 Emotional health of children in care.
 Stability of placements for children in care.
 Number and length of placements.
 Education attainment children in care.

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Berkshire Adoption Services	£000	£000	£000
Expenditure	470	1,141	1,151
Income	<u>(462)</u>	<u>(1,069)</u>	<u>(1,071)</u>
Net	<u>8</u>	<u>72</u>	<u>80</u>

Services provided:

Adopt Berkshire is the shared adoption service for four Berkshire local authorities and hosted by RBWM. It deals with the recruitment, training and assessment of adopters and family finding and matching of children who need adoption.

The Berkshire Adoption Advisory Service is a Joint arrangement funded by 6 Berkshire Authorities offering advice and guidance to staff, management and servicing of joint adoption panels, management and support for post adoption direct and indirect contact, training, management and servicing of closed children in care records and adoption records and a Birth Relative Support Service.

Staff (full time equivalent):

18.16

Service Risks:

Failure to provide this service could result in delay for children waiting for adoption, delay in approving adopters and failure to meet statutory and regulatory requirements. Failure to manage adoption panel effectively and increase number of panels in line with increasing business could result in delay for children waiting to be matched with adopters

Performance Indicators:

Adoption Scorecard i.e. placement of children within 4 months of decision, approval of adopters within 4 months of application. National Minimum Standards i.e. At least one adoption panel monthly. Timeliness of adoptive placements and approval of adopters within timescales.

TOTAL EARLY HELP & SAFEGUARDING	10,710	10,944	10,411
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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CHILDREN'S SERVICES MANAGEMENT

Children's Services Management Team	£000	£000	£000
Expenditure	644	599	699
Income	(92)	(93)	(93)
Net	<u>552</u>	<u>506</u>	<u>606</u>

Services provided:

Management functions carried out by the Director and the Children's Services Directorate management team, including immediate support staff, legal costs for Children's Services Directorate, and IT costs of the Education Management System

Staff (full time equivalent):

5.00

Service Risks:

Uncoordinated and ineffective leadership of the directorate.
Outcomes for all children and people in the RBWM do not support them thriving, being safe, becoming economically active and able to live independently.

Performance Indicators:

Ofsted Inspection outcomes
All children and young people thrive and develop well in RBWM.
Resources are planned and deployed in an effective manner.
Budget expenditure in line with budget plans.
Health and Wellbeing of children and young people in RBWM

TOTAL CHILDREN'S SERVICES MANAGEMENT	552	506	606
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SCHOOLS BUDGET	18,157	18,004	17,828
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TOTAL DIRECTLY MANAGED COSTS	18,157	18,004	17,828
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ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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BETTER CARE FUND**Better Care Fund**

	£000	£000	£000
Expenditure	2,302	9,911	9,939
Income	(1,229)	(8,527)	(8,485)
Net	<u>1,073</u>	<u>1,384</u>	<u>1,454</u>

Services provided:

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

Staff (full time equivalent):

55.34 Direct BCF Employees not shown elsewhere in the budget

Service Risks:

Increased demand for community services
Lack of trained staff to fill vacant posts
Increase in number of non-elective admission to acute hospitals

Performance Indicators:

Increase in number of non-elective admission to acute hospitals
Number of non-elective admissions to acute hospitals

Better Care Fund Contra

	£000	£000	£000
Expenditure	0	(2,745)	(2,528)
Income	0	2,745	2,528
Net	<u>0</u>	<u>0</u>	<u>0</u>

Services provided:

The Better Care Fund is shown in total above. Some of this expenditure contributes towards services shown elsewhere in this budget, such as homecare. To avoid double counting of income and expenditure a "contra" accounting entry is necessary.

Staff (full time equivalent):

0.00

Service Risks:

The Better Care Fund is shown in total above. Some of this expenditure contributes towards services shown elsewhere in this budget, such as homecare. To avoid double counting of income and expenditure a "contra" accounting entry is necessary.

Performance Indicators:

TOTAL BETTER CARE FUND	1,073	1,384	1,454
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ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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ADULT SOCIAL CARE**Adult Social Care Management**

	£000	£000	£000
Expenditure	973	826	1,369
Income	(110)	(150)	(150)
Net	<u>863</u>	<u>676</u>	<u>1,219</u>

Services provided:

Adult Social Care Senior Management and Centrally Managed Care Costs including Service Level Agreements. Adults Safeguarding including Deprivation of Liberty Safeguarding.

Staff (full time equivalent):

8.00

Service Risks:

Failure to protect vulnerable adults.
 Failure to provide care and support to vulnerable people.
 Inability to arrange discharges for people in hospital.
 Failure to meet statutory requirements placed on the authority.
 Failure to meet the requirements of the Care Quality Commission.
 Failure to undertake DOLS assessments within statutory timetable.

Performance Indicators:

ASCOF 1C: Proportion of people using social care who receive self-directed support.
 ASCOF 2C: Delayed transfers of care from hospital, and those attributable to social care.
 ASCOF 4A: The proportion of people who use services who feel safe.

Commissioning Team

	£000	£000	£000
Expenditure	1,800	1,049	879
Income	(836)	(207)	(69)
Net	<u>964</u>	<u>842</u>	<u>810</u>

Services provided:

The Team develops strategies and commission services in respect of preventative services, homecare, residential and nursing care that meet residents needs. The team supports community engagement and market development, and manages transformation programmes. The team undertakes monitoring and quality assurance of contracts.

Staff (full time equivalent):

7.00

Service Risks:

Changing role around care brokerage.
 Monitoring of vulnerable adults.
 Inaccurate or insufficient service data.

Performance Indicators:

ASCOF 1C: Proportion of people using social care who receive self-directed support, and those receiving direct payments.

ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Older People & Physically Disabled People	£000	£000	£000
Expenditure	20,206	20,711	22,614
Income	<u>(7,132)</u>	<u>(7,946)</u>	<u>(8,132)</u>
Net	<u>13,074</u>	<u>12,765</u>	<u>14,482</u>

Services provided:

Care Management Team for older people and physically disabled people; Home Care; residential and nursing home placements; Community equipment; Occupational Therapists; Administration of Direct Payments.

Staff (full time equivalent):

62.46

Service Risks:

Increasing numbers of older and physically disabled people requiring support.
 Increasing prevalence of Dementia and people with complex needs.
 Changes in policy or practice of the CCG and acute hospitals.
 Changes in level of hospital patient discharge.
 Reduction in and reconfiguration of hospital in-patient facilities.
 Homecare, Residential and Nursing Home providers having capacity issues that impact on the ability to deliver services to meet assessed need.

Performance Indicators:

ASCOF 1A: Social care-related quality of life.
 ASCOF 1B: The proportion of people who use services who have control over their daily life.
 ASCOF 2A: Permanent admissions to residential and nursing care homes, per 100,000 population.
 ASCOF 2B: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.

ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Learning Disability

	£000	£000	£000
Expenditure	15,399	14,971	15,913
Income	(1,994)	(1,646)	(1,968)
Net	<u>13,405</u>	<u>13,325</u>	<u>13,945</u>

Services provided:

Community Team for People with a Learning Disability (CTPLD) - a joint social care and health team providing care management and health support to people with LD). Provision of small residential and respite units (Homeside, Allenby Road, Winston Court); Supported Living; Residential placements; LD Day Centres (Oakbridge in Windsor and Boyn Grove Community Resource Centre in Maidenhead); Day Services for older people (Windsor Day Centre in Windsor and Boyn Dementia Centre in Maidenhead); Bridge that Gap Café;

Staff (full time equivalent):

91.60

Service Risks:

Increasing numbers of Adults with a Learning Disability requiring support.
 Increased expectations of service users and their carers.
 Refusal of Continuing Health Care funding for complex cases.
 Increasing numbers of children with complex needs requiring high levels of support when they transfer to adult services.
 Higher incidence of people with Autism
 Increasing numbers of older people with a Learning Disability who develop additional age related conditions such as early onset Dementia.
 Lack of local resources to meet the needs of people with Learning Disabilities with high levels of challenging behaviour.

Performance Indicators:

ASCOF 1C: Proportion of people using social care who receive self-directed support, and those receiving direct payments.
 ASCOF 1E: Proportion of adults with learning disabilities in paid employment.
 ASCOF 1G: Proportion of adults with learning disabilities who live in their own home or with their family.

ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Mental Health

	£000	£000	£000
Expenditure	3,090	3,021	3,361
Income	(181)	(314)	(276)
Net	<u>2,909</u>	<u>2,707</u>	<u>3,085</u>

Services provided:

The Mental Health Services comprise of the Community Mental Health Team (CMHT) and the Mental Health Team for Older People (MTOPE). The teams are comprised of both Health and Social Care staff. They co-ordinate the assessment, support and care for people with mental health problems requiring Community-based Mental Health Care, using a range of assessment protocols. The teams are responsible for the provision of care that is in accordance with the statutory requirements of the Mental Health Act 2007. The teams provide assertive outreach and early intervention services; and host the Approved Mental Health Professionals (AMHP) service for the Borough. The employing organisations contribute to the cost of their staff with some shared costs for joint posts. The contracted services provided in this budget cover services such as day care, domiciliary care, residential care, Nursing Care, respite care and self directed support.

Staff (full time equivalent):

13.69

Service Risks:

Economic conditions.

CCG & Social Care partnership arrangements.

Increased

numbers of people discharged from hospital under section 117 of the Mental Health Act.

Performance Indicators:

ASCOF 1C: Proportion of people using social care who receive self-directed support, and those receiving direct payments.

ASCOF 1F: Proportion of adults in contact with secondary mental health services in paid employment.

ASCOF 1H: Proportion of adults in contact with secondary mental health services who live independently, with or without support.

ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Drug and Alcohol Team

	£000	£000	£000
Expenditure	1,223	1,110	1,123
Income	(1,213)	(1,090)	(1,090)
Net	10	20	33

Services provided:

This small team based in Maidenhead coordinates treatment and services for substance misusers across the borough, including both young people and adults. The team carries out prevention activities and campaigns within the community. The DAAT direct their work to meet the objectives of the National Drug and Alcohol Strategies 2008 to 2018.

Staff (full time equivalent):

4.70

Service Risks:

Drug and alcohol misusers fail to get treatment.
 Failure to prevent drug and alcohol misuse.
 Increase in acquisitive crime.
 Failure to meet requirements of Public Health England and the Police and Crime Commissioner.

Performance Indicators:

Local measures currently captured on the scorecard for DAAT are;
 % of planned exits from treatment for drug users
 % of planned exits from treatment for alcohol users.

Concessionary Transport

	£000	£000	£000
Expenditure	1,370	1,273	1,343
Income	(1)	0	0
Net	1,369	1,273	1,343

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Increase in demand for concessionary travel.
 Demographic changes.

Performance Indicators:

TOTAL ADULT SOCIAL CARE	32,594	31,608	34,917
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ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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PUBLIC HEALTH**Public Health**

	£000	£000	£000
Expenditure	2,050	4,508	5,034
Income	<u>(2,050)</u>	<u>(4,508)</u>	<u>(5,034)</u>
Net	<u>0</u>	<u>0</u>	<u>0</u>

Services provided:

Sexual health services, smoking cessation, children's health for 5-19 year olds, NHS health check, healthcare advice, health protection programme, weight management and nutrition services and community based health projects. These are administered in partnership with a Berkshire Joint Team based at Bracknell Forest Borough Council. The Public Health Grant also provides funding towards a number of other services that meet Public Health outcomes. From October 2015 funding is included for services for those aged 0-5 such as health visitors.

Staff (full time equivalent):

6.06

Service Risks:

A public health emergency that affects RBWM residents.

Performance Indicators:

Performance indicators are set out in the Public Health Outcomes Frameworks. These include:

Number of smoking quitters per year.

Number of Health Checks completed

Activity at Genito-Urinary-Medicine Clinics

Public Health Contra

	£000	£000	£000
Expenditure	0	(2,367)	(3,433)
Income	<u>0</u>	<u>2,367</u>	<u>3,433</u>
Net	<u>0</u>	<u>0</u>	<u>0</u>

Services provided:

The Public Health spend shown above is the total spend on Public Health services provided by the Council supported by Public Health ring fenced grant. Some of these services are also included elsewhere within the budget such as services assisting those with a disability to find paid employment. To avoid double counting of income and expenditure a "contra" accounting entry is necessary.

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

TOTAL PUBLIC HEALTH	0	0	0
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ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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HOUSING**Housing General**

	£000	£000	£000
Expenditure	270	671	685
Income	(133)	(515)	(520)
Net	<u>137</u>	<u>156</u>	<u>165</u>

Services provided:

The Housing Options advisors work within the Customer Service Centre, and manage the allocation of these funds to prevent homelessness by allocating temporary accommodation. Management of the Housing Strategy, and working with the Homes & Communities Agency (HCA), Housing Associations and Developers to develop new accommodation.

Staff (full time equivalent):

1.00

Service Risks:

Economic conditions can result in greater levels of homelessness and therefore a greater requirement for Temporary Accommodation.

Lack of supply of Temporary Accommodation can result in increased prices.

Performance Indicators:

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

Supporting People Services

	£000	£000	£000
Expenditure	1,657	1,525	1,425
Income	(5)	(5)	(49)
Net	<u>1,652</u>	<u>1,520</u>	<u>1,376</u>

Services provided:

This budget funds housing related support services from a range of external providers to vulnerable Borough residents from a wide range of client groups such as sheltered accommodation. This is a key element of our prevention strategy.

Staff (full time equivalent):

0.00

Service Risks:

Increase in demand due to demographic change

Performance Indicators:

ASCOF 1G: Proportion of adults with learning disabilities who live in their own home or with their family.

ASCOF 1H: Proportion of adults in contact with secondary mental health services who live independently. with or without support.

ASCOF 1B: The proportion of people who use services who have control over their daily life.

TOTAL HOUSING	1,789	1,676	1,541
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ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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LIBRARY ARTS & HERITAGE SERVICES**Library & Information Services**

	£000	£000	£000
Expenditure	2,774	2,688	2,698
Income	<u>(438)</u>	<u>(422)</u>	<u>(450)</u>
Net	<u>2,336</u>	<u>2,266</u>	<u>2,248</u>

Services provided:

Management of statutory service via twelve static libraries, one container library, one mobile library providing community information, internet access, free and charged PC use, exhibition space, events and lending services.

Staff (full time equivalent):

57.44

Service Risks:

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

Performance Indicators:

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

TOTAL LIBRARY & INFORMATION SERVICES	2,336	2,266	2,248
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ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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HERITAGE & ARTS

Heritage	£000	£000	£000
Expenditure	147	119	121
Income	<u>(19)</u>	<u>(18)</u>	<u>(18)</u>
Net	<u>128</u>	<u>101</u>	<u>103</u>

Services provided:

Libraries Local Studies collections and the Windsor & Royal Borough Museum at the Guildhall, the Museum Store, plus links to information, events, enquiry service to local groups.

Staff (full time equivalent):

3.54

Service Risks:

Failure of IT service, damage due to fire or flood, or loss due to theft.

Performance Indicators:

Visits to museum & store

Arts	£000	£000	£000
Expenditure	271	208	201
Income	<u>(65)</u>	<u>0</u>	<u>0</u>
Net	<u>206</u>	<u>208</u>	<u>201</u>

Services provided:

Management of Service Level Agreements with two Arts Centres and grant funded community arts groups. Links with community arts organisations and Berkshire Arts Local Authorities Partnership.

Staff (full time equivalent):

0.00

Service Risks:

Failure of one of the principal delivery partners and socio-demographic or economic changes impacting on the level of self generated income leading to requests for additional support.

Performance Indicators:

Attendance at arts centres and festivals and enrolment in arts related classes / activities.

TOTAL ARTS & HERITAGE	334	309	304
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ADULTS, CULTURE AND HEALTH DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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ADULT MANAGEMENT**Adult Management**

	£000	£000	£000
Expenditure	406	312	322
Income	(140)	25	0
Net	266	337	322

Services provided:

This budget funds the Director of Adult & Community Services and her support team.

Staff (full time equivalent):

4.00

Service Risks:**Performance Indicators:**

TOTAL ADULT MANAGEMENT	266	337	322
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TOTAL DIRECTLY MANAGED COSTS	38,392	37,580	40,786
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OPERATIONS DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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Complaints	£000	£000	£000
Expenditure	40	52	51
Income	0	0	0
Net	40	52	51

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	(47)	(44)	(45)
Net	397	392	475

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	(887)	(935)	(800)
Net	(55)	(115)	(274)

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
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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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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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DIRECTOR OF CORPORATE SERVICES

Director of Corporate Services	£000	£000	£000
Expenditure	297	256	347
Income	0	0	0
Net	297	256	347

Services provided:

Provision of strategic management and leadership across the Directorate

Staff (full time equivalent):

4.00

Service Risks:**Performance Indicators:****PLANNING, DEVELOPMENT AND REGENERATION SERVICE**

Planning, Development & Regeneration	£000	£000	£000
Expenditure	90	120	136
Income	0	0	0
Net	90	120	136

Services provided:

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

Staff (full time equivalent):

1.50

Service Risks:

Volume of new applications

Performance Indicators:

Industrial & Commercial Estates	£000	£000	£000
Expenditure	369	465	505
Income	(4,009)	(3,987)	(4,054)
Net	(3,640)	(3,522)	(3,549)

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Vacant properties due to economic downturn

Performance Indicators:

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Property Management	£000	£000	£000
Expenditure	340	333	323
Income	(58)	(48)	(47)
Net	<u>282</u>	<u>285</u>	<u>276</u>

Services provided:

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

Staff (full time equivalent):

7.00

Service Risks:

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

Performance Indicators:

Asset Management Occupation

Admin Buildings & Depots	£000	£000	£000
Expenditure	1,163	1,133	1,102
Income	(76)	(97)	(98)
Net	<u>1,087</u>	<u>1,036</u>	<u>1,004</u>

Services provided:

Management of the Borough's administrative buildings.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

Regeneration Service	£000	£000	£000
Expenditure	274	287	208
Income	(39)	(31)	(283)
Net	<u>235</u>	<u>256</u>	<u>(75)</u>

Services provided:

Project Management of all proposed development sites throughout the Borough specifically for the Maidenhead Area Action Plan to enable appropriate, viable and successful projects.

Staff (full time equivalent):

3.00

Service Risks:

Developers not progressing with their sites to the timescales that are the aspirations of the residents and businesses of the borough.

Performance Indicators:

Deliver meaningful progress on 5 of the Maidenhead Area Action Plan sites.

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Head of Planning Unit

	£000	£000	£000
Expenditure	135	13	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>135</u>	<u>13</u>	<u>0</u>

Services provided:

This duty has been transferred to the Director of Planning, Development & Regeneration

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:****Building Control Shared Services**

	£000	£000	£000
Expenditure	416	544	105
Income	<u>(565)</u>	<u>(756)</u>	<u>(158)</u>
Net	<u>(149)</u>	<u>(212)</u>	<u>(53)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Building control income affected by economic downturn and external competition.

Performance Indicators:

% plans checked within 10 days

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Development Control Service	£000	£000	£000
Expenditure	483	259	259
Income	(1,135)	(970)	(979)
Net	<u>(652)</u>	<u>(711)</u>	<u>(720)</u>

Services provided:

Providing planning advice in relation to potential developments in the Borough and evaluating all Planning applications under the various Planning Acts.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

Development Control Team	£000	£000	£000
Expenditure	881	897	922
Income	(6)	(13)	(13)
Net	<u>875</u>	<u>884</u>	<u>909</u>

Services provided:

Providing planning advice in relation to potential developments in the Borough and evaluating all Planning applications under the various Planning Acts.

Staff (full time equivalent):

20.00

Service Risks:**Performance Indicators:**

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Planning Policy Service	£000	£000	£000
Expenditure	176	95	157
Income	<u>(74)</u>	<u>(6)</u>	<u>(6)</u>
Net	<u>102</u>	<u>89</u>	<u>151</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

Planning Policy Team	£000	£000	£000
Expenditure	345	369	595
Income	0	(1)	(1)
Net	<u>345</u>	<u>368</u>	<u>594</u>

Services provided:

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

Staff (full time equivalent):

11.73

Service Risks:**Performance Indicators:**

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Planning Enforcement Team	£000	£000	£000
Expenditure	158	162	171
Income	0	0	0
Net	158	162	171

Services provided:

Investigation of alleged planning contraventions and dealing with enforcement appeals.

Staff (full time equivalent):

4.00

Service Risks:

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

Performance Indicators:

Planning Support	£000	£000	£000
Expenditure	304	274	346
Income	0	0	0
Net	304	274	346

Services provided:

Planning support provides technical and administration resource to process all planning applications and appeals. They also manage databases and provide performance reports.

Staff (full time equivalent):

11.49

Service Risks:

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

Performance Indicators:

TOTAL PLANNING, DEVELOPMENT AND REGENERATION SERVICE	(828)	(958)	(810)
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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CORPORATE MANAGEMENT**Corporate Management**

	£000	£000	£000
Expenditure	338	15	17
Income	0	0	(5)
Net	<u>338</u>	<u>15</u>	<u>12</u>

Services provided:

Corporate Management costs are those expenses which are not properly attributable to individual services but benefit the whole organisation.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

Head of Governance, Partnerships, Performance & Policy

	£000	£000	£000
Expenditure	120	147	171
Income	0	0	0
Net	<u>120</u>	<u>147</u>	<u>171</u>

Services provided:

Responsible for managing the unit that develops the four year Council strategy; the monitoring and management of performance through the Council's Integrated Performance Management Report; The development of Cabinet Policy; the maintenance of demographic and other statistical information needed to report to government departments; supporting the three operational directorates in the provision and analysis of performance data; the provision of Democratic Services including mayoral services, maintenance and servicing of committees and running of corporate civic ceremonial events; Statutory Partnerships; The role of Monitoring Officer; Electoral Services; Information and data security; Legal Services.

Staff (full time equivalent):

1.50

Service Risks:

Adequate staffing levels to meet the teams work load

Performance Indicators:

TOTAL CORPORATE MANAGEMENT	458	162	183
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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COMMUNICATIONS**Corporate Communications and Marketing**

	£000	£000	£000
Expenditure	250	236	286
Income	(7)	0	0
Net	243	236	286

Services provided:

The Corporate Communications and Marketing Team provide support to councillors and officers when dealing with communication issues. They produce press releases for service areas in liaison with councillors as well as producing press statements in response to media enquiries. They also arrange and attend photo-calls as well as organising radio and TV interviews. The team are also responsible for writing, producing and editing Around the Royal Borough, the council's residents newsletter which is produced four times a year. This is filled with news, information and events that residents will find useful about council services. They also source the photographs for the publication and raise revenue for the council newsletter through advertising. The Team produce and organise various marketing campaigns to promote council services and use a variety of communication tools including press releases, website updates, social media interaction and leaflets/flyers and posters. They are responsible for the re-design of the website and we are also responsible for the content and provide training to various officers who input content onto the website. The team are also responsible for the two corporate social media accounts for Facebook and Twitter. They provide media training to those officers and councillors who require it for dealing with press issues.

Staff (full time equivalent):

5.09

Service Risks:

-

Performance Indicators:

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

Consultation

	£000	£000	£000
Expenditure	24	21	21
Income	0	0	0
Net	24	21	21

Services provided:

Corporate Consultation is part of the Council's Corporate Communications and Marketing function and includes liaison with partner organisations and the voluntary sector.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

Performance is driven by the communications plan which is updated annually. Actions include organising an annual residents' survey, and offering consultation guidance across the authority. Borough-wide consultation is also held on the annual Participatory Budget

TOTAL COMMUNICATIONS	267	257	307
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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PERFORMANCE**Corporate Performance**

	£000	£000	£000
Expenditure	392	440	442
Income	(16)	(13)	(14)
Net	<u>376</u>	<u>427</u>	<u>428</u>

Services provided:

The Corporate Performance service is at the centre of the Council's performance management framework. The service, in conjunction with other directorates, is responsible for articulating the Council's performance to support continuous performance improvement. The service collates and provides analytical support to the Council on performance data including support to schools, adults, health, and children's social care, corporate and community services, and operations, as well as processing statutory returns to the Departments of Education and Health. The service also provides support for the Council's overarching performance management framework and the reporting of performance to CMT and relevant Panels (Overview and Scrutiny, Cabinet and Audit and Review).

Staff (full time equivalent):

9.41

Service Risks:

The service leader post vacancy is increasing pressures to support services. Interim arrangements will be replaced with a permanent appointment in 2016.

Performance Indicators:

There are a number of performance indicators for which the service is responsible for, including ensuring statutory returns that are delivered on time. The service is responsible for coordinating the council's Integrated Performance Management Report (IMPR).

TOTAL PERFORMANCE	376	427	428
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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DEMOCRATIC SERVICES

Member Services	£000	£000	£000
Expenditure	1,158	1,176	1,337
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>1,158</u>	<u>1,176</u>	<u>1,337</u>

Services provided:

Democratic Services:

Effective and efficient running of Council's Democratic processes and to develop and deliver the service in line with statutory requirements, national standards and local and national targets.

Members' training and development programme and management of independent Education Admission / Exclusion Appeals process.

Staff (full time equivalent):

11.20

Service Risks:

-

Performance Indicators:

Democratic Services:

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

Members' training and development programme delivery - % take up and satisfaction levels.

Mayoral and Civic	£000	£000	£000
Expenditure	256	224	235
Income	<u>(7)</u>	<u>0</u>	<u>0</u>
Net	<u>249</u>	<u>224</u>	<u>235</u>

Services provided:

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

Staff (full time equivalent):

3.41

Service Risks:

-

Performance Indicators:

Successful delivery of all civic ceremonial and mayoral activities.

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Grants to Voluntary Bodies	£000	£000	£000
Expenditure	293	279	302
Income	(50)	0	0
Net	<u>243</u>	<u>279</u>	<u>302</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

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

Corporate Modern Records	£000	£000	£000
Expenditure	21	24	24
Income	0	0	0
Net	<u>21</u>	<u>24</u>	<u>24</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

TOTAL DEMOCRATIC SERVICES	1,671	1,703	1,898
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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ELECTIONS AND ELECTORAL REGISTRATION

Electoral Services	£000	£000	£000
Expenditure	462	356	266
Income	(239)	(4)	(4)
Net	223	352	262

Services provided:

This budget provides for Electoral Expenses, primarily the monthly maintenance of the Register of Electors and the annual canvas in October / November and the administration of national and local elections and referendums.

Staff (full time equivalent):

3.04

Service Risks:

-

Performance Indicators:

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

TOTAL ELECTIONS AND ELECTORAL REGISTRATION	223	352	262
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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HR TEAM

HR Strategic	£000	£000	£000
Expenditure	1,085	958	1,065
Income	(666)	(533)	(603)
Net	<u>419</u>	<u>425</u>	<u>462</u>

Services provided:

Provision of strategic HR and OD support and advice to the council. HR consultants and HR Business Partners lead on the councils strategies and policies for recruitment and retention, pay and reward, employee relations and employment policies and provide strategic and complex advice to service regarding employment, recruitment and pay issues. The Human Resources team offer a high quality, comprehensive and cost effective service across the employee life cycle including job evaluation, recruitment, contracts of employment, organisational development, performance matters and change management. Ensuring staffing and structure are fit for purpose is paramount and HR give advice and support whether a manager is replacing leavers, creating and recruiting to new posts, setting stretch objectives linked to the service development plan or there is a need to reduce the overall total sickness absence. With change management, HR provide toolkits, support, advice and attendance where required for any restructuring exercises including those resulting in redundancies or TUPE.

Staff (full time equivalent):

18.32

Service Risks:

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

Performance Indicators:

Captured within IPMR and SADC data.

Payroll	£000	£000	£000
Expenditure	296	230	231
Income	(4)	(4)	(4)
Net	<u>292</u>	<u>226</u>	<u>227</u>

Services provided:

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

Staff (full time equivalent):

4.93

Service Risks:

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

Performance Indicators:

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

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
OD & Performance Contracts	£000	£000	£000
Expenditure	439	471	455
Income	0	0	0
Net	<u>439</u>	<u>471</u>	<u>455</u>

Services provided:

Organisation Development contracts support the council's workforce and leadership development programmes and initiatives. The OD strategy links to the overall aims of the council and ensures it has the right number of people at the right time with the right qualifications. Through a workforce strategy, it helps to plan for future staff requirements, ensuring the skills required for the future are planned and considered at the earliest opportunity.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

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

Health & Safety Contract	£000	£000	£000
Expenditure	23	33	23
Income	<u>(2)</u>	<u>0</u>	<u>0</u>
Net	<u>21</u>	<u>33</u>	<u>23</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

TOTAL HR	1,171	1,155	1,167
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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LEGAL**Legal Strategic**

	£000	£000	£000
Expenditure	152	176	56
Income	<u>(142)</u>	<u>(152)</u>	<u>(81)</u>
Net	<u>10</u>	<u>24</u>	<u>(25)</u>

Services provided:

Budgets for Legal services, (delivered by Shared Legal Solutions (SLS) hosted by Wokingham) are allocated to services across the council.

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

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

Information Management

	£000	£000	£000
Expenditure	136	143	187
Income	<u>(1)</u>	<u>0</u>	<u>0</u>
Net	<u>135</u>	<u>143</u>	<u>187</u>

Services provided:

The Information Management team ensures compliance with various government guidance and legislation, including, environmental information, the Freedom of Information and Data Protection Acts. The team processes all Land Charges requests submitted to the Council. It also acts as the link to the Local Government Ombudsman (LGO) and the Information Commissioner's Office (ICO), and as the Council's 'Caldicott Guardian', responsible for protecting the confidentiality of social care service-user information. It also maintains and ensures reviews of records related to vexatious complaints.

Staff (full time equivalent):

3.00

Service Risks:

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

Performance Indicators:**Coroners**

	£000	£000	£000
Expenditure	226	245	246
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>226</u>	<u>245</u>	<u>246</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Land Charges

	£000	£000	£000
Expenditure	10	14	16
Income	<u>(388)</u>	<u>(444)</u>	<u>(336)</u>
Net	<u>(378)</u>	<u>(430)</u>	<u>(320)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:**Magistrates Courts**

	£000	£000	£000
Expenditure	12	15	15
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>12</u>	<u>15</u>	<u>15</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:**Performance Indicators:**

TOTAL LEGAL	5	(3)	103
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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FINANCE**Finance Strategic**

	£000	£000	£000
Expenditure	1,110	1,048	1,071
Income	(146)	(99)	(102)
Net	<u>964</u>	<u>949</u>	<u>969</u>

Services provided:

Responsible for the strategic management of the Council's budget strategy and the provision of financial advice to Cabinet and the Chief Executive's Management team. Oversight of the Pension Fund management and the Council's own Treasury Management. Fulfil statutory s151 role which is designed to help the organisation to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest. Service area now includes budget for Internal Audit & Investigations Service which is delivered through a shared service with Wokingham BC.

Staff (full time equivalent):

8.00

Service Risks:**Performance Indicators:****Finance Operations**

	£000	£000	£000
Expenditure	1,128	1,142	1,238
Income	(134)	(147)	(148)
Net	<u>994</u>	<u>995</u>	<u>1,090</u>

Services provided:

3 teams make up Finance Operations:

- Service Accountancy (often referred to as the Accountancy Pool) who offer Accountancy support to all services across the authority. This includes - Budget Monitoring, Budget Setting and Closedown support. Journal and Virements, Business Planning and Care Direct Payments.
- Bursar Support. Provide support and advise to the Bursars and Head Teachers in the Authorities schools.
- Financial Control Team - Deal with the bank reconciliation and ensuring payments get into the correct accounts. Recharge processing, procurement cards, maintenance of the supplier database and direct payment reconciliations

Staff (full time equivalent):

28.18

Service Risks:**Performance Indicators:**

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Systems Accountancy	£000	£000	£000
Expenditure	144	154	159
Income	(8)	(1)	(1)
Net	<u>136</u>	<u>153</u>	<u>158</u>

Services provided:

The Systems Accountancy team provide support, maintenance, training and development for the borough's Finance system (Agresso) and corporate Epayments system. The team perform routine tasks and updates to ensure the systems are accurate and timely, including interfaces from various other rbwm systems such as Payroll and our income management system. Monthly finance reporting, PI data collection and transparency data are all routine outputs generated from the finance system. The team also provide relevant end user training and our continuing to utilise the RBWM e-learning facility to deliver routine training. The team and Agresso play a key role in the compilation and generation of annual budget papers.

Staff (full time equivalent):

3.00

Service Risks:**Performance Indicators:**

Pensions	£000	£000	£000
Expenditure	1,168	1,183	1,199
Income	<u>(1,398)</u>	<u>(1,414)</u>	<u>(1,414)</u>
Net	<u>(230)</u>	<u>(231)</u>	<u>(215)</u>

Services provided:

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

Staff (full time equivalent):

21.31

Service Risks:**Performance Indicators:**

Retirement processed within 7 days of receipt of paperwork

Fund Solvency - 75% as at 31/3/2013 per the Triennial Actuarial Valuation after reappraisal of assumptions by Barnett Waddingham

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Insurance & Risk	£000	£000	£000
Expenditure	148	149	155
Income	(187)	(187)	(189)
Net	<u>(39)</u>	<u>(38)</u>	<u>(34)</u>

Services provided:

The purpose of the insurance function is to arrange the council's risk financing arrangements to provide protection from the financial implications of unexpected accidental events. This can affect its staff and property and also arise from claims from individuals alleging council negligence has caused them injury, loss or property damage.

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

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

Staff (full time equivalent):

3.00

Service Risks:

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

Performance Indicators:

All Key Risks to be reviewed quarterly

100% of liability claims dealt with in the pre-action protocol timescales B533

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
Procurement Strategic	£000	£000	£000
Expenditure	499	461	430
Income	0	(23)	(24)
Net	499	438	406

Services provided:

To oversee the Council's procurement and commissioning activity, providing a quality change, commercial and compliance support function to the various directorates, enabling them to plan and implement a strategic approach to their external expenditure, assisting them to achieve their departmental and corporate objectives, while delivering the highest level of customer service to stakeholders.

Staff (full time equivalent):

8.61

Service Risks:

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

Performance Indicators:

Measured by service area data card. Key metrics include savings and spend under contract.

Business Development

	£000	£000	£000
Expenditure	840	225	191
Income	(778)	(90)	(90)
Net	62	135	101

Services provided:

Responsible for developing and managing the Council's commercial opportunities and maximising external income, including bidding for external funds. Commissioning income

Staff (full time equivalent):

5.00

Service Risks:**Performance Indicators:**

TOTAL FINANCE	2,386	2,401	2,475
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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BUILDING SERVICES**Building Services**

	£000	£000	£000
Expenditure	613	691	40
Income	<u>(567)</u>	<u>(651)</u>	<u>0</u>
Net	<u>46</u>	<u>40</u>	<u>40</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Asset Management Occupation

TOTAL BUILDING SERVICES

46	40	40
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CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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LEISURE SERVICES

Town Management	£000	£000	£000
Expenditure	1,346	705	735
Income	(966)	(696)	(638)
Net	380	9	97

Services provided:

This budget represents the two Town Partnerships of Maidenhead and Windsor & Eton and are jointly funded by the Council and Partnership Board members. The Council administers the budget and provides the necessary resources to support the Town Managers. In addition, the Visitor Management and marketing functions of the authority are included within this service and provide for the delivery of the visitor management strategy in the Borough and the operation of the Royal Windsor Information Centre and Windsor Guild Hall lettings.

Staff (full time equivalent):

12.19

Service Risks:

Visitor management and marketing is a non statutory function of the council and, therefore, vulnerable during times of economic uncertainty. The service is well supported by the local visitor industry who make considerable financial contributions to the marketing activities. Income levels are affected during economic downturns as businesses tighten their budgets and place restrictions on marketing activity.

Performance Indicators:

Community Services Unit	£000	£000	£000
Expenditure	653	689	682
Income	(128)	(25)	(33)
Net	525	664	649

Services provided:

Contract management, administration for Borough in Bloom, Braywick Nature Centre, landscape design and tree planting schemes, roundabout sponsorship schemes and Borough wide partnership schemes, S.M.I.L.E. and sports development programmes.

Staff (full time equivalent):

12.73

Service Risks:

Reduction in grant funding for some schemes.
Attendance levels at sessions.

Performance Indicators:

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Allotments	£000	£000	£000
Expenditure	31	33	35
Income	(16)	(17)	(20)
Net	<u>15</u>	<u>16</u>	<u>15</u>

Services provided:

Management of 880 allotment plots available for rent in Windsor and Maidenhead.

Staff (full time equivalent):

0.00

Service Risks:

Vandalism to infrastructure, car parks, fencing/water systems.

Performance Indicators:

Number of allotment plots rented.

Cemeteries & Churchyards	£000	£000	£000
Expenditure	239	247	248
Income	(337)	(327)	(340)
Net	<u>(98)</u>	<u>(80)</u>	<u>(92)</u>

Services provided:

Management of three open cemeteries, including the Windsor Cemetery, Oakley Green Cemetery, Braywick Cemetery, one closed cemetery (All Saints, Maidenhead) and twelve closed churchyards within the Borough.

Staff (full time equivalent):

0.00

Service Risks:

Additional hand over of closed church yards to authority to maintain.

Performance Indicators:

Number of burials undertaken.

Parks & Opens Spaces	£000	£000	£000
Expenditure	1,123	1,197	1,114
Income	(442)	(281)	(269)
Net	<u>681</u>	<u>916</u>	<u>845</u>

Services provided:

Management of 56 parks and open spaces sites within the Borough, children's play areas, sports pitches, dog bins and events.

Staff (full time equivalent):

0.00

Service Risks:

Services are weather dependent and sites are exposed to vandalism.

Performance Indicators:

Monthly performance management score

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Community Leisure Services	£000	£000	£000
Expenditure	374	126	157
Income	(149)	(58)	(9)
Net	225	68	148

Services provided:

Borough in Bloom, Braywick Nature Centre, landscape design and Parks tree planting schemes, roundabout sponsorship schemes, operational costs of contract management of Borough wide partnership schemes and S.M.I.L.E. programmes.

Staff (full time equivalent):

1.00

Service Risks:

Loss of grants for specialist programmes and commercial sponsorship of hanging baskets and roundabouts.

Economic downturn reducing letting of halls.

Performance Indicators:

Number of hanging baskets; entries in the Garden in Bloom scheme; attendance of the 13-19 and S.M.I.L.E. programmes.

Partnerships	£000	£000	£000
Expenditure	641	497	504
Income	(123)	0	0
Net	518	497	504

Services provided:

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

Staff (full time equivalent):

13.00

Service Risks:

Adequate staffing levels to meet the work load

Performance Indicators:

The partnership team have a specific responsibility for overseeing the Councils Adopt A Street Scheme and increasing volunteering and achieving participation targets for both projects and a range of Big Society projects, including the Challenge Prize, Grow Your Own Business, Social Enterprise Grant scheme and Community Right to Bid. The partnerships oversees the work of the one Borough Steering group and supporting a target number of local community groups. The team oversees funding targets set for the council funding and development service.

CORPORATE SERVICES DIRECTLY MANAGED COSTS	2014/15 Actual	2015/16 Budget	2016/17 Budget
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Leisure Centres	£000	£000	£000
Expenditure	4,992	173	175
Income	<u>(6,642)</u>	<u>(2,353)</u>	<u>(2,752)</u>
Net	<u>(1,650)</u>	<u>(2,180)</u>	<u>(2,577)</u>

Services provided:

Contract management and implementation of T.V.A.C., Cox Green LC, Charters LC, Magnet and Furze Platt LC.

Staff (full time equivalent):

0.00

Service Risks:

Contract failure

Performance Indicators:

Monthly performance management figures from contractors

Economic Development	£000	£000	£000
Expenditure	0	0	91
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>0</u>	<u>91</u>

Services provided:

Develop strategic plan for economic development partnerships, work closely with local major employers to facilitate economic development in the borough

Staff (full time equivalent):

1.00

Service Risks:**Performance Indicators:**

TOTAL LEISURE SERVICES	596	(90)	(320)
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TOTAL DIRECTLY MANAGED COSTS	6,668	5,702	6,080
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REVENUE BUDGET MOVEMENT 2015-16 TO 2016-17

Item	2015-16 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Sub Total	Growth inc Demography	Directorate Savings	2016-17 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'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 Sept Cabinet	16/17 Savings proposed for Dec Cabinet	16/17 Savings not yet agreed	Total 16/17 Savings
		£'000	£'000	£'000	£'000
Adults, Culture & Health					
Housing					
1	Full year effect of Housing Options function merged with the Customer Services Centre within the Operations Directorate, management post redundant.	60			60
2	Efficiency delivered by second phase of integration of the Housing Options team into the Customer Service centre to enable more staff to be able to offer first line housing options advice.		25		25
Homelessness					
3	Continuation of policy to meet homelessness obligations by use of private rented accommodation to reduce temporary accommodation bill	24			24
Supporting People					
4	Service rationalisation - review of all existing contracts for efficiencies	100			100
Older Peoples Services					
5	Review of Low Cost care packages to ensure value for money	25			25
6	Direct Payments debt recovery- net savings	25			25
7	More efficient Smile scheme		10		10
Supported Living					
8	Full year effect of 15-16 procurement activity for a supported living contract	130			130
Mental Health					
9	More sustainable Approved Mental Health Practitioner service available through regrading and permanent recruitment		25		25
10	Day Support - Richmond Fellowship	50			50
Public Health					
11	New Targetted Smoking Cessation delivery model and contract - subject to tender award December 2015	128			128
12	Review the Berkshire wide PH agreement and local team to deliver an efficiency.		30		30
13	Change of chlamydia screening model. To provide Berkshire wide web based confidential advice and information and testing.		31		31
14	Books on Prescription funded through library services		10		10
Commissioning					
15	Savings from commissioning budget through efficiencies		50		50
16	Commissioning Healthwatch within the grant available following consultation		90		90
Learning Disability					
20	Existing High Cost placement programme to challenge providers charging in excess of the care funding calculator		57		57
21	Residential respite charge for older people		12	13	25
22	Deregister both RBWM 8 bed homes-Winston and Homeside		124		124
23	Deregister Osbourne House		50		50
Libraries					
24	Collaborative delivery to enhance customer services offer to residents via libraries. Reliant on providing efficiency through additional and integrated technology (hardware and software) and appropriate cross skills training.		50		50
Adult Social Care					
25	New Operating Model for Adult Social Care to increase the prevention of needs for health and social care.		40		40
		542	604	13	1,159

Line No.	Description of Saving	16/17 Savings agreed by Sept Cabinet	16/17 Savings not yet agreed	Total 16/17 Savings
Children's Services Savings		£'000	£'000	£'000
Strategy Commissioning & Performance				
1	Business Support - Cancellation of the subscription to Research in P	15		15
2	Local Safeguarding Childrens Board (LSCB) - Rebase the contribution made by the local authority to the LSCB	10		10
3	Review of Children's Services Business Support function.	44	26	70
4	Efficiency savings from early help contracted services		80	80
Education Standards				
5	Education Improvement - Stop discretionary payments of bursaries and training to early years students and providers.	79		79
Sufficiency & Access				
6	Align the Home to School Transport policy with statutory provision only for new pupils.	15		15
Early Help				
7	Early Years Advisory Service – maximise use of grant to fund central support for frontline provision of the Early Years Free entitlement.	40		40
8	Directions Service – Review provision of discretionary functions.	46		46
9	Rationalisation of reception services in Youth and Community Centres	28		28
10	Review of discretionary support functions within Youth Offending	89		89
11	Review management arrangements of Children's Services Family Support and Youth Offending functions.	47		47
12	Streamline referral routes for access to Early Help services.	50		50
13	Renegotiate contract for delivery of childcare legal services.	150		150
14	Redistribution of the parenting work in Children's Centres through greater focus on targeted and specialist Parenting programmes.		38	38
Safeguarding and children in care				
15	Consolidate the management functions of the Safeguarding and Children in Care teams and Family Placement teams.	64		64
16	Family Placements - Deletion of three vacant Family Centre worker posts	81		81
17	Reduce the spend on adoption support packages which can now be claimed from the Department for Education's new Adoption Support Fund	20		20
Children and Young People Disability				
18	Consolidation of management arrangements in Children and Young People Disability service.	54	70	124
		832	214	1,046

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

Line No.	Description of Saving	16/17 Savings agreed by Sept Cabinet	16/17 Savings not yet approved	Total 16/17 Savings
Corporate Services Savings		£'000	£'000	£'000
Cross Council				
1	Energy Reduction		100	100
2	Buildings cleaning contract		64	64
Corporate Management				
3	Reduced cost of external audit following national reprocurement exercise	30		30
4	Saving following review of corporate management budgets	27		27
Development & Regeneration				
5	Savings to Revenue arising from the restructure of the team	112		112
Finance				
6	Reduction reflecting cost of current internal audit plan	20		20
7	Vacant post in Business Development not required for current business level	40		40
8	Procurement Restructure		40	40
HR				
9	Reduced cost of Health and Safety contract with Reading BC	10		10
10	Renegotiation of Corporate Health contracts	45		45
11	Reduced demand on cost of supplementary pensions arising from historic local government reorganisations.	15		15
12	Savings from the retender of the advertising contract and a review of contract management and use of advertising space.	65		65
13	Restructure		27	27
Leisure				
13	Joint procurement of grounds maintenance contract with Wokingham BC	50		50
14	Ongoing savings from existing contract with Legacy Leisure	372		372
15	Saving arising from grounds maintenance contract		35	35
Insurance				
16	Subject to outcome of the Actuarial Valuation in Oct 15 there is potential to reduce the planned contributions to the Insurance Fund	117		117
		903	266	1,169

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.