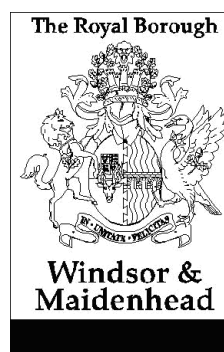


Report for: ACTION



|  |   |
|--|---|
| <b>Contains Confidential or Exempt Information</b> | <b>NO - Part I</b>  |
| <b>Title</b>                                       | <b>Budget 2016/17</b>   |
| <b>Responsible Officer(s)</b>                      | Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521 |
| <b>Contact officer, job title and phone number</b> | Andrew Brooker, Head of Finance, 01628 796341   |
| <b>Member reporting</b>                            | Councillor Dudley   |
| <b>For Consideration By</b>                        | Council   |
| <b>Date to be Considered</b>                       | 23 <sup>rd</sup> February 2016  |
| <b>Implementation Date if Not Called In</b>        | <b>Insert Date of Meeting</b> - Council Tax Billing                                   |
| <b>Affected Wards</b>                              | 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 formula<sup>1</sup> 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

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

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

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

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

| Option  | Comments   |
|---|--|
| The Council is obliged to set a Council Tax for the forthcoming year in order to provide sufficient revenue to carry out its statutory duties | Note   |
| Approve the proposals in this report  | <b>This is the recommended option</b>  |
| 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.<br><b>This is not recommended</b>  |
| 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.<br><b>This is not recommended</b>   |
| 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.<br><b>This is not recommended</b> |

## 3. KEY IMPLICATIONS

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

|        |  |  |  |  |  |
|--------|--|--|--|--|--|
| budget |  |  |  |  |  |
|--------|--|--|--|--|--|

## 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.<sup>2</sup>

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

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

## School Budgets

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

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

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

- Although school funding has been protected, changes to employer costs (Pay, pension, NI) mean that schools will face additional pressure on their budgets in 2016/17 and beyond.
- The spending review 2015 also confirmed that a national funding formula for schools, high needs and early years would be introduced for 2017-18 following consultation in 2016.
- Pupil premium funding remains the same as 2015/16 – equivalent to around £3.4m /or RBWM schools.
- Minimum funding guarantee (MFG) for mainstream schools continues at minus 1.5% per pupil in 2016 to 2017, meaning that no school will see more than a 1.5% per pupil reduction in its 2016 to 2017 formula budget compared to 2015 to 2016<sup>3</sup>.
- 17 schools attract MFG funding (including academies), an increase of 8 compared with 2015/16.
- The reduction in maintained school budgets in the budget book reflects conversion of some large schools (Windsor Uppers and Newlands) to academy status.
- Early year's provision will be funded at the same rates as in 2015/16.

## **Fees & Charges**

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

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

## **Government Grant**

3.12 Whilst few authorities receive less grant per capita than the Royal Borough it remains, nevertheless, an important source of funding. In 2015/16 grant from RSG, Business Rate Support, New Homes Bonus and Council Tax Reward totalled £28.7m. As the Government continues its response to the national fiscal deficit the Council will see income from these grants fall to £23.3m in 2016/17 a reduction of 15.9%, by 2019/20 these grants will fall to £15.1m<sup>4</sup>, 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

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<sup>3</sup> This is set by the DfE.

<sup>4</sup> Includes allocation from "Improved Better Care Fund" of £1.1m

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

## **Retained Business Rates**

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

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

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

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

3.17 The Government has made a number of statements in recent months about giving local government the powers to fully retain business rates, including in the provisional settlement<sup>5</sup> "...By the end of the Parliament local government will retain 100% of business rate revenue to fund local services....". Given the

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<sup>5</sup> The Provisional Local Government Finance Settlement 2016-17 and an offer to councils for future years (para 1.2) – DCLG December 2015  
[http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017 - provisional local government finance settlement consultation](http://www3.rbwm.gov.uk/downloads/file/2172/2016-2017_-_provisional_local_government_finance_settlement_consultation)



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

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

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

### **Adult Social Care Funding**

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

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

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

### **Council Tax for 2016/17**

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

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

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

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

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

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

#### Royal Borough's Council Tax

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

#### Adult Social Care Precept

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

#### Police and Crime Commissioner for Thames Valley Precept

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

#### Fire Authority Precept

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

#### The Parish/Town Council Precepts and Special Expenses

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

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

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

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

#### Environment Agency Levy

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

### **Capital Programme**

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

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

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

- £1.6m for highway resurfacing
- £2.5m for expansion of popular schools
- £3.7m for street lighting – LED upgrade
- £365k for Participatory budgets
- £3m for Maidenhead Waterways construction
- £285k to meet the Council's 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)<sup>6</sup>. Traditionally a simple 4% of the capital financing requirement has been applied. The cash generated could be set aside to ready debt but in practice it is used, for Treasury management purposes, to fund ongoing capital expenditure rather than borrow at higher marginal interest rates.
- 3.42 The Council’s focus on regeneration is identifying opportunities to generate capital receipts that reduce the need for this cash to finance spend.
- 3.43 A review has been carried out and a different treatment is now recommended for different asset classes better reflecting the useful asset life of the asset. In future it is recommended that capital expenditure on operational buildings is “written down” over 50 years producing an MRP rate of 2%, expenditure on roads will be “written down” over 20 years creating an MRP of 5%, ICT spend will be “written down” over 7 years creating an MRP for that asset class of 15%.
- 3.44 The application of these rates reduces the MRP included in the capital financing costs for 2016/17 by £1.1m. It is proposed that this policy change is also applied in 2015/16 reducing the charge to revenue by £900k.
- 3.45 All resolutions required to comply with the Prudential System are to be found in the Treasury Management Strategy Report approved by Cabinet on the 11<sup>th</sup> February 2010. The indicators calculated to measure the Borough’s borrowing limits are set out in Appendix L.

### **Funding Regeneration**

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

3.46 There are a number of significant regeneration initiatives either taking place or in development which will provide significant opportunities and benefits for the Borough. A number of these may involve Council financial involvement in some form or other. Specific measures that directly involve the Council will be subject to separate reports to Council. Each initiative that the Council becomes involved in will require the development of its own financing and governance structure. Some initiatives will be suitable for delivery through the Council owned company Two5Nine, others will involve partners and lend themselves to a joint venture structure.

3.47 Where the Council is investing cash into development it will impact on its capital financing costs, albeit costs that should be offset by additional income. When investing in infrastructure the Council is obliged to include in its budget requirement funds to repay any loans taken out (MRP). When using prudential powers to invest in development opportunities, unlike infrastructure spend, the Council has the opportunity to sell its share in the investment should the need arise to repay the loan. The Council will, therefore, adopt the policy of not charging MRP on capital spend on investment an opportunity, providing the value of that development is in excess of the loan taken out. Should the potential sale value of the investment fall short of the loan then the Council will need to start making provision to finance the shortfall.

### **Medium Term Financial Plan**

3.48 Appendix J includes the council's Medium Term Financial Plan and the context within which this budget has been presented.

3.49 The Local Government Finance Settlement<sup>7</sup> 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

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

3.51 The Council will look to freeze Council Tax<sup>8</sup> to ensure that the burden of locally set tax remains at a minimum for residents.

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

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

### **General Fund Reserves**

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

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

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

### **Collection Fund Balances**

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<sup>8</sup> "Core" Council Tax being that amount levied that excludes the Adult Social Care Precept

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

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

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

## **Treasury Management**

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

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

3.61 For the last three years the Borough has, with Actuary and External Audit approval, prepaid its Pension Fund contributions using a Net Present Value calculation Council to show a benefit, equivalent to a 3.05% return on that prepayment in its revenue account.

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

#### 4. FINANCIAL DETAILS

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

##### Financial impact on the budget

|                            | 2016/17          | 2017/18          | 2018/19          |
|----------------------------|------------------|------------------|------------------|
|                            | Revenue<br>£'000 | Revenue<br>£'000 | Revenue<br>£'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 1<sup>st</sup> April 2016.

| <b>Date</b>                | <b>Details</b>   |
|----------------------------|--|
| March 2017                 | Residents will be notified of their Council Tax          |
| 1 <sup>st</sup> 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                                |
| <b>Appendix P</b> | <b>Business Rate Analysis NNDR 1 (to follow)</b> |

## 17. BACKGROUND INFORMATION

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

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

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

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

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

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

**BUDGET 2016/17****RECOMMENDATIONS**

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

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

| SERVICE AREA                                  | Estimate<br>2015/16<br>£000 | Estimate<br>2016/17<br>£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                       |
|   | <b>89,265</b>               | <b>89,428</b>               |

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

- ii) and that following approval of these estimates the Head of Finance be instructed to allocate overheads across all services, using appropriate methods of apportionment, in order that the estimates conform to the Best Value Accounting Code of Practice requirement to show full costs of services.
- b) That the schemes outlined in 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<br>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/>                 |
|                      | <b>65,696.62</b>      |

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

d) Calculate that the Council Tax requirement for the Council's own purposes for 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.

**CHILDREN'S SERVICES**

|  | <u>From</u> | <u>Period or<br/>Unit of<br/>charge</u> | <u>2016/17 Charge<br/>per period / unit</u> | <u>2015/16<br/>Charge per<br/>period / unit</u> | <u>% Increase</u> |
|--|-------------|---|---|---|-------------------|
|  |             |   | £   | £   |                   |

**EARLY HELP AND SAFEGUARDING**

Early Help and Safeguarding charges are mainly linked to RBWM fostering allowances which are made up of an age-related core allowance plus a career element payment linked to expertise. The core allowance is set at the same rate as those set by the National Fostering Network in December each year.

|   |           |          |        |        |    |
|---|-----------|----------|--------|--------|----|
| <b>Fostering - Core allowance:</b>  | 0-4 yrs   | Per week | 145.43 | 142.86 | 2% |
| Same rate as Fostering Care Network rate:   | 5-10 yrs  | Per week | 165.66 | 162.73 | 2% |
| 2016-17 figures are based on a 1.8% increase. This is the increase that the Fostering Care Network applied between 2014-15 and 2015-16. 2016-17 rates will be adjusted in December 2015 once the new rates are published. | 11-15 yrs | Per week | 206.23 | 202.58 | 2% |
|   | 16+ yrs   | Per week | 250.88 | 246.44 | 2% |
| <b>Fostering - Career Payment - all children age 0 to 16+</b>   | Level 1   | Per week | 195.00 | 195.00 | 0% |
|   | Level 2   | Per week | 260.00 | 260.00 | 0% |
|   | Level 3   | Per week | 390.00 | 390.00 | 0% |

|  |          |           |                                      |                               |    |
|--|----------|-----------|--------------------------------------|-------------------------------|----|
| <b>Parental contribution towards cost of children in care</b>  | April-16 | Per week  | Up to the full cost of the placement | Based on fostering allowances |    |
| <b>Foster care placements - Charges to other local authorities for placing non-RBWM children</b>   | April-16 | Per week  | Cost of the placement                | Based on fostering allowances |    |
| <b>Short term breaks for disabled children - Charges to other local authorities for placing non-RBWM children</b>  | April-16 | Per week  | Cost of the placement                | Based on fostering allowances |    |
| <b>Administration charge to other local authorities for foster care placements and short term breaks.</b>  | April-16 | Per week  | 100                                  | 100                           | 0% |
| <b>Charges to other local authorities and voluntary adoption authorities for placing non RBWM children for adoption with families within the Adopt Berkshire partnership</b> |          |           |                                      |                               |    |
| Per child  | April-16 | Fixed fee | 27,000                               | 27,000                        | 0% |
| 2 siblings   |          | Fixed fee | 40,500                               | 40,500                        | 0% |
| 3 or more siblings   |          | Fixed fee | 54,000                               | 54,000                        | 0% |
| <b>Flying High Play Scheme</b>   | April-16 | Per day   | 25                                   | 25                            | 0% |



|                            |
|----------------------------|
| <b>CHILDREN'S SERVICES</b> |
|----------------------------|

**HOME TO SCHOOL TRANSPORT - CONCESSIONARY FARES**

Charges take effect from the beginning of each academic year in September.

|   |   |        |                     | <u>Academic Year</u><br><u>2016/17</u> | <u>Academic</u><br><u>Year 2015/16</u> | <u>% Increase</u> |
|---|---|--------|---------------------|--|--|-------------------|
| <b>Pupils not entitled to free transport</b>  |   |        |                     | <u>£</u>                               | <u>£</u>                               |                   |
| <b>Coach pass on a contracted school bus for RBWM resident pupils</b>                                     |   |        |                     |  |  |                   |
| M2  | Holyport to Newlands & Altwood Schools  | Sep-16 | Annual ticket       | 570.00                                 | 560.00                                 | 1.8%              |
| M3  | Hurley to Bisham Primary School   | Sep-16 | Annual ticket       | 570.00                                 | 560.00                                 | 1.8%              |
| M8  | Eton Wick to St Peters Middle, Old Windsor  | Sep-16 | Annual ticket       | 570.00                                 | 560.00                                 | 1.8%              |
| M9  | Knowl Hill / Waltham St Lawrence to Piggot School                                   | Sep-16 | Annual ticket       | 570.00                                 | 560.00                                 | 1.8%              |
| M12   | Waltham St Lawrence to Waltham St Lawrence Primary                                  | Sep-16 | Annual ticket       | 570.00                                 | 560.00                                 | 1.8%              |
| M10   | Eton Wick to Dedworth Middle and St Edwards Royal Free Schools, Windsor             | Sep-16 | Annual ticket       | 290.00                                 | 280.00                                 | 3.6%              |
| M11   | Eton Wick to Windsor Boys, Windsor Girls and Trevelyan Schools                      | Sep-16 | Annual ticket       | 290.00                                 | 280.00                                 | 3.6%              |
|   |   | Sep-16 | Ten journey tickets | 10.00                                  | 7.00                                   | 42.9%             |
| <b>Coach pass on a contracted school bus for non RBWM-resident pupils</b>                                 |   |        |                     |  |  |                   |
| M2  | Holyport to Newlands & Altwood Schools  | Sep-16 | Annual ticket       | 765.00                                 | 750.00                                 | 2.0%              |
| M3  | Hurley to Bisham Primary School   | Sep-16 | Annual ticket       | 765.00                                 | 750.00                                 | 2.0%              |
| M8  | Eton Wick to St Peters Middle, Old Windsor  | Sep-16 | Annual ticket       | 765.00                                 | 750.00                                 | 2.0%              |
| M9  | Knowl Hill / Waltham St Lawrence to Piggot School                                   | Sep-16 | Annual ticket       | 765.00                                 | 750.00                                 | 2.0%              |
| M12   | Waltham St Lawrence to Waltham St Lawrence Primary                                  | Sep-16 | Annual ticket       | 765.00                                 | 750.00                                 | 2.0%              |
| M10   | Eton Wick to Dedworth Middle and St Edwards Royal Free Schools, Windsor             | Sep-16 | Annual ticket       | 290.00                                 | 280.00                                 | 3.6%              |
| M11   | Eton Wick to Windsor Boys, Windsor Girls and Trevelyan Schools                      | Sep-16 | Annual ticket       | 290.00                                 | 280.00                                 | 3.6%              |
|   |   | Sep-16 | Ten journey tickets | 10.00                                  | 7.00                                   | 42.9%             |
| <b>Coach pass on a commercial bus route for RBWM resident pupils</b>                                      |   |        |                     |  |  |                   |
| M88   | Bus service from Fifield to Windsor schools   | Sep-16 | Single Journey      | 1.00                                   | 1.00                                   | 0.0%              |
|   |   | Sep-16 | 10 Journey card     | 10.00                                  | 10.00                                  | 0.0%              |
| WBS   | White Bus services to Charters School and from Holyport to Cox Green school         |        |                     | 570.00                                 | 560.00                                 | 1.8%              |
| <b>Coach pass on a commercial bus route for non RBWM-resident pupils</b>                                  |   |        |                     |  |  |                   |
| M88   | Bus service from Fifield to Windsor schools   | Sep-16 | Single Journey      | 1.00                                   | 1.00                                   | 0.0%              |
|   |   | Sep-16 | 10 Journey card     | 10.00                                  | 10.00                                  | 0.0%              |
| WBS   | White Bus services to Charters School and from Holyport to Cox Green school         |        |                     | 765.00                                 | 765.00                                 | 0.0%              |
| <b>Post 16 pupils</b>   |   |        |                     |  |  |                   |
|   | First Great Western Reduced Fare Rail Card (price subject to confirmation from FGW) | Sep-16 | per annum           | tbc                                    | 80.00                                  |                   |
|   | Administration fee for FGW reduced fare rail card                                   |        |                     | 10.00                                  | 5.00                                   | 100.0%            |
|   | Administration charge to replace a lost rail or coach pass                          | Sep-16 | per pass            | 20.00                                  | 15.00                                  | 33.3%             |
| <b>Mainstream and SEN transport for pupils not entitled to free transport on RBWM contracted services</b> |   |        |                     |  |  |                   |
|   |   | Sep-16 | per annum           | 570.00                                 | 560.00                                 | 1.8%              |

**ADULTS, CULTURE & HEALTH**

|  | <u>2016/17</u> | <u>2016/17</u> | <u>2015/16</u> | <u>2015/16</u> | <u>% Increase</u> | <u>% Increase</u> |
|--|----------------|----------------|----------------|----------------|-------------------|-------------------|
|  | £              | £              | £              | £              |                   |                   |

**GENERAL**

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.

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.

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.

**CARE FOR ADULTS**

**RESIDENTIAL CARE**

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.

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.

**Homes for Older People - residential care**

Maximum charge

Residential Home placements

Nursing Home placements

week

672

672

0%

week

833

833

0%

**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%

Other than in exceptional circumstances, the charge to the service user will be equal to their benefit payment less the personal expenses allowance

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.

**FEES AND CHARGES 2016/17**

**ADULTS, CULTURE & HEALTH**

|   |                              |  |         | <u>2016/17</u>             | <u>2016/17</u>           | <u>2015/16</u> | <u>2015/16</u>    | <u>% Increase</u> | <u>% Increase</u> |
|---|------------------------------|--|---------|----------------------------|--------------------------|----------------|-------------------|-------------------|-------------------|
|   |                              |  |         | £                          | £                        | £              | £                 |                   |                   |
| <b>COMMUNITY CARE &amp; RESPITE CARE</b>  |                              |  |         |                            |                          |                |                   |                   |                   |
| <b>Self Directed Support</b>  |                              |  |         |                            |                          |                |                   |                   |                   |
| PBH is an abbreviation for "Personal Budget Holder"   |                              |  |         |                            |                          |                |                   |                   |                   |
| Note - 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. |                              |  |         |                            |                          |                |                   |                   |                   |
|   |                              |  |         | RBWM<br>residents &<br>PBH | OLA + Full Cost<br>Users | RBWM<br>users  | OLA/<br>Full Cost |                   |                   |
| <b>Homes for People with Learning Disability - Respite care</b><br>9 Allenby Road   |                              |  |         | RBWM - PBH                 | night                    | 150            |                   | 0%                |                   |
|   |                              |  |         | OLA - Weekdays Mon-Thurs   | night                    |                | 428               |                   | 0%                |
|   |                              |  |         | OLA - Weekends Fri-Sun     | night                    |                | 498               |                   | 0%                |
| <b>Homecare</b>   |                              |  |         |                            |                          |                |                   |                   |                   |
| Standard Charge   |                              |  |         |                            | hour                     | 16             |                   | 0%                |                   |
| <b>Learning Disability: day activity charge</b>   |                              |  |         |                            |                          |                |                   |                   |                   |
| 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%                |
| <b>Room Hire - Learning Disability Day Centres</b>  |                              |  |         |                            |                          |                |                   |                   |                   |
| 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                        |  | Hour    | 13.70                      |                          | 13.60          |                   | 1%                |                   |
|   | 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**

|                                     |
|-------------------------------------|
| <b>ADULTS, CULTURE &amp; HEALTH</b> |
|-------------------------------------|

|  |            |             | <u>2016/17</u><br>£ | <u>2016/17</u><br>£ | <u>2015/16</u><br>£ | <u>2015/16</u><br>£ | <u>% Increase</u> | <u>% Increase</u> |
|--|------------|-------------|---------------------|---------------------|---------------------|---------------------|-------------------|-------------------|
| <b>Older Persons: Day Centres</b>  | RBWM - PBH | per day     | 58                  |                     | 58                  |                     | 0%                |                   |
| transport single Journey to day centre/activity<br>(max 2 charges per session) |            | per journey | 5                   |                     | 5                   |                     | 0%                |                   |
| <b>Blue Badge</b>  | Blue badge | Per Badge   | 10                  |                     | 10                  |                     | 0%                |                   |
| <b>Older Persons: Residential Respite</b>                                      |            |             |                     |                     |                     |                     |                   |                   |
| In residential and nursing homes, arranged by the Council                      |            | per week    | 469                 |                     | 469                 |                     | 0%                |                   |
| <b>ALLOWANCES</b>  |            |             |                     |                     |                     |                     |                   |                   |
| <b>Direct Payments - Rates payable to service user</b>                         |            |             |                     |                     |                     |                     |                   |                   |
| Composite Rate for a Personal Assistant  |            | hour        | 14.00               |                     | n/a                 |                     |                   | new               |
| Recommended standard rate of pay to personal assistant                         |            | hour        | 9.68                |                     | 9.68                |                     | 0%                |                   |
| Standard Rate including all oncosts  |            | hour        | 12.10               |                     | 12.10               |                     | 0%                |                   |
| Recommended enhanced rate of pay to personal assistant                         |            | hour        | 17.86               |                     | 17.86               |                     | 0%                |                   |
| Enhanced Rate including all oncosts  |            | hour        | 22.32               |                     | 22.32               |                     | 0%                |                   |
| Start up and emergency reserve   |            | one-off     | 500                 |                     | 500                 |                     |                   | 0%                |
| Sleeping Night Service   |            | night       | 60                  |                     |                     | new                 |                   |                   |
| <b>Assisted Transfers - Housing</b>  |            | 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 &amp; HEALTH

|                                      |                                      | 2016/17                   | 2016/17               | 2015/16                   | 2015/16               | % Increase | % Increase |
|--------------------------------------|--------------------------------------|---------------------------|-----------------------|---------------------------|-----------------------|------------|------------|
|                                      |                                      | £                         | £                     | £                         | £                     |            |            |
| <b>LIBRARIES</b>                     |                                      |                           |                       |                           |                       |            |            |
| OVERDUE RETURNS (PER LOAN PERIOD):   |                                      | Per Day                   | Max. per Item         | Per Day                   | Max. per Item         |            |            |
| Adult Books & Magazines              |                                      | 0.20                      | 10.00                 | 0.20                      | 9.80                  | 0.0%       | 2.0%       |
| Children's/Teenage Books & Magazines |                                      | 0.05                      | 10.00                 | 0.05                      | 9.80                  | 0.0%       | 2.0%       |
| CDs/Tapes/Playaway Audio Books       |                                      | 0.20                      | 10.00                 | 0.20                      | 9.80                  | 0.0%       | 2.0%       |
| DVDs / CD-ROMs/Video Games           |                                      | 0.80                      | 10.00                 | 0.80                      | 9.80                  | 0.0%       | 2.0%       |
| AUDIO / VISUAL LOAN CHARGES:         |                                      | Non Advantage Card Holder | Advantage Card Holder | Non Advantage Card Holder | Advantage Card Holder |            |            |
| Adult - CDs                          | 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                      | 3.00                  | 3.10                      | 2.90                  | 3.2%       | 3.4%       |
|                                      | 7 or more discs                      | 3.20                      | 3.00                  | 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                      | 2.00                      | 1.90                  | 2.00                      | 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 | 3.00                      | 2.85                  | 3.00                      | 2.85                  | 0.0%       | 0.0%       |
|                                      | Single Disc in stock for longer than | 2.70                      | 2.50                  | 2.70                      | 2.50                  | 0.0%       | 0.0%       |
| RESERVATIONS:                        |                                      |                           |                       |                           |                       |            |            |
| Adult books & Magazines              | Books from SELMS partnership lit     | 3.00                      | 3.00                  | 3.00                      | 3.00                  | 0.0%       | 0.0%       |
| Inter-Library Loans                  | Standard Rate                        | 7.00                      | 6.50                  | 6.50                      | 6.00                  | 7.7%       | 8.3%       |
| Inter-Library Loans                  | Student Discount Rate (with ID)      | 2.00                      | 2.00                  | 2.00                      | 2.00                  | 0.0%       | 0.0%       |
| Urgent and Specialists               | Current full British Library charges | POA                       | POA                   | POA                       | POA                   |            |            |
| Music scores and play sets           |                                      | POA                       | POA                   | POA                       | POA                   |            |            |
| LIBRARY EVENTS:                      |                                      |                           |                       |                           |                       |            |            |
|                                      | Children (minimum)                   | 3.50                      | 3.00                  | 3.50                      | 3.00                  | 0.0%       | 0.0%       |
|                                      | Adults (minimum)                     | 5.50                      | 5.00                  | 5.50                      | 5.00                  | 0.0%       | 0.0%       |

## FEES AND CHARGES 2016/17

## ADULTS, CULTURE &amp; 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                    | 32.00                     | 30.00                 | 32.00                     | 30.00                 | 0.0%       | 0.0%       |
| Research  | Per 15 minutes (or part) (first 30 rr | 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                             | 3.00                      | 2.60                  | 3.00                      | 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                             | 5.00                      | 4.50                  | 5.00                      | 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 microforr    | 0.50                      | 0.40                  | 0.50                      | 0.40                  | 0.0%       | 0.0%       |

## FEES AND CHARGES 2016/17

## ADULTS, CULTURE &amp; HEALTH

|   | 2016/17               | 2016/17               | 2015/16                         | 2015/16                         | % Increase | % Increase |
|---|-----------------------|-----------------------|---------------------------------|---------------------------------|------------|------------|
|   | £                     | £                     | £                               | £                               |            |            |
| LOST AND DAMAGED ITEMS:                       |                       |                       |                                 |                                 |            |            |
| Out of print adult books                      | 15.00                 | 15.00                 | 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                           | Full replacement cost | Full replacement cost | Full replacement cost+15% admin | Full replacement cost+15% admin |            |            |
| One or more pages damaged to affect issue     | Full replacement cost | Full replacement cost | Full replacement cost+15% admin | Full replacement cost+15% admin |            |            |
| Water damage / Chewed books                   | Full replacement cost | Full replacement cost | Full replacement cost+15% admin | Full replacement cost+15% admin |            |            |
| Scribbling all over book, underlining etc.    | Full replacement cost | Full replacement cost | Full replacement cost+15% admin | Full replacement cost+15% admin |            |            |
| 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 | 25.00                 | 25.00                           | 7.5-40                          | 7.5-40     |            |
| Audio Visual Items                            | Lost or damaged CDs   | 25.00                 | 25.00                           | 12-55                           | 12-55      |            |
| Replacement membership card                   | 2.00                  | 2.00                  | 2.00                            | 2.00                            | 0.0%       | 0.0%       |

## FEES AND CHARGES 2016/17

## ADULTS, CULTURE &amp; HEALTH

|  | 2016/17         | 2016/17            | 2015/16    | 2015/16 | % Increase | % Increase |
|--|-----------------|--------------------|------------|---------|------------|------------|
|  | £               | £                  | £          | £       |            |            |
| ROOM & EXHIBITION HIRE (All Libraries):  | £               | £                  | £          | £       |            |            |
| Commercial Organisations-per hour  | 35.00           |                    | 32.00      |         | 9.4%       |            |
| Commercial Organisations-per 1/2 day   | 85.00           |                    | 80.00      |         | 6.3%       |            |
| Commercial Organisations-per day   | 135.00          |                    | 125.00     |         | 8.0%       |            |
| Non-Commercial Organisations (charged services) per hour                           | 26.25           |                    | 26.00      |         | 1.0%       |            |
| Non-Commercial Organisations (charged services) per 1/2day                         | 52.50           |                    | 52.00      |         | 1.0%       |            |
| Non-Commercial Organisations (charged services) per day                            | 81.00           |                    | 80.00      |         | 1.3%       |            |
| Other Borough Based Community Groups-per hour                                      | 12.00           |                    | 12.00      |         | 0.0%       |            |
| Other Borough Based Community Groups-per 1/2day                                    | 30.30           |                    | 30.00      |         | 1.0%       |            |
| Other Borough Based Community Groups-per day                                       | 40.40           |                    | 40.00      |         | 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)  | 1.00            |                    | 1.00       |         | 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       |         |            |            |
| <b>MUSEUM</b>  |                 |                    |            |         |            |            |
| ENTRY FEE FOR NON-ADVANTAGE CARD HOLDERS:  |                 |                    |            |         |            |            |
| Museum only  | 3.00            |                    | 3.00       |         | 0.0%       |            |
| Museum & Conducted/Audio Tour  | 5.00            |                    | 5.00       |         | 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   |                 |                    |            |         |            |            |
| Book   | EU Rights 63.00 | World Rights 74.00 | 62.00      | 74.00   | 1.6%       | 0.0%       |
| Exhibition   | 63.00           | 74.00              | 62.00      | 74.00   | 1.6%       | 0.0%       |
| Journal / Magazine   | 63.00           | 74.00              | 62.00      | 74.00   | 1.6%       | 0.0%       |
| Book Jacket  | 81.00           | 90.00              | 80.00      | 90.00   | 1.3%       | 0.0%       |
| TV/Film per image screened   | 81.00           | 90.00              | 80.00      | 90.00   | 1.3%       | 0.0%       |
| DVD or CD-Rom  | 81.00           | 90.00              | 80.00      | 90.00   | 1.3%       | 0.0%       |
| Postcard, Calendar, Publicity Broc   | 81.00           | 90.00              | 80.00      | 90.00   | 1.3%       | 0.0%       |
| Website  | n/a             | 90.00              | n/a        | 90.00   |            | 0.0%       |
| Other Use  | POA             | POA                | POA        | POA     |            |            |
| Invoice Admin Fee  | 56.50           | 56.00              | 56.00      | 56.00   | 0.9%       | 0.0%       |



## FEES AND CHARGES 2016/17

## OPERATIONS

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



**FEEES AND CHARGES 2016/17**

**OPERATIONS**

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

## FEES AND CHARGES 2016/17

## OPERATIONS

|   | <u>2016/17</u> | <u>2015/16</u> | <u>Proposed</u><br><u>Increase</u><br><u>%</u> |
|---|----------------|----------------|--|
|   | <u>£</u>       | <u>£</u>       |  |
| <b><u>BENEFITS AND BUSINESS SERVICES</u></b>  |                |                |  |
| <b>DEPUTYSHIP</b>   |                |                |  |
| <b>Estates Winding Up Fee - Level 1</b>   |                |                |  |
| Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate: |                |                |  |
| Notify DWP  | 214            | 212            | 1.0%   |
| Notify Court of Protection / Office of the Public Guardian  |                |                |  |
| Notify other financial institutions   |                |                |  |
| Complete BD8  |                |                |  |
| Settle funeral and other final bills  |                |                |  |
| Distribute estate to executors  |                |                |  |
| <b>Estates Winding Up Fee - Level 2</b>   |                |                |  |
| Work undertaken would include some or all the basic requirements above, plus any of the   |                |                |  |
| Completion of final account report for Court of Protection  | 267            | 264            | 1.0%   |
| Advising or assisting on the completion of Probate applications   |                |                |  |
| Referring the estate to Treasury Solicitors   |                |                |  |
| Liaising with Treasury Solicitors   |                |                |  |
| <b>Estates Winding Up Fee - Level 3</b>   |                |                |  |
| Work undertaken would include some or all of levels 1 and 2, plus the additional work of:   |                |                |  |
| Collecting Death Certificate  | 375            | 371            | 1.0%   |
| Registering the death   |                |                |  |
| Arranging the funeral   |                |                |  |

## FEES AND CHARGES 2016/17

## OPERATIONS

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

## FEES AND CHARGES 2016/17

### OPERATIONS

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

## FEES AND CHARGES 2016/17

## OPERATIONS

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

## FEES AND CHARGES 2016/17

### OPERATIONS

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



**FEEES AND CHARGES 2016/17**

**OPERATIONS**

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

## FEES AND CHARGES 2016/17

### OPERATIONS

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

## FEES AND CHARGES 2016/17

### OPERATIONS

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

**FEES AND CHARGES 2016/17**

**OPERATIONS**

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

**FEES AND CHARGES 2016/17**

**OPERATIONS**

|   |   | <u>2016/17</u> | <u>2015/16</u> | <u>%increase</u> |
|---|---|----------------|----------------|------------------|
|   |   | £              | £              |                  |
| <b><u>NEIGHBOURHOOD &amp; STREETSCENE DELIVERY SERVICES</u></b> |   |                |                |                  |
| <b>Implemented From: 01/04/2015</b>                             |   |                |                |                  |
| <b>New Roads &amp; Street Works Act Inspections</b>             |   |                |                |                  |
| S74 NRSWA Charges For Late Completions                          | Fees range depending on circumstances and are set by statue | 260            |                | -                |
| S76 NRSWA Inspection Fees                                       | Fees range depending on circumstances and are set by statue | 260            |                | -                |
| S50 NRSWA private road repairing licences:-                     | Fees range depending on circumstances and are set by statue | 250            |                | -                |

|                   |
|-------------------|
| <b>OPERATIONS</b> |
|-------------------|

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

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

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



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

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

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

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

|                   |
|-------------------|
| <b>OPERATIONS</b> |
|-------------------|

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

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

\* Discounted rates are available to Advantage card holders

## FEES AND CHARGES 2016/17

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

## FEES AND CHARGES 2016/17

## OPERATIONS

|  |  | <u>2016/17</u> | <u>2015/16</u> | <u>% Increase</u> |
|--|--|----------------|----------------|-------------------|
|  |  | £              | £              |                   |
| <b><u>COMMUNITY, PROTECTION AND ENFORCEMENT SERVICES</u></b>   |  |                |                |                   |
| Implemented From: 01/04/2015                                   |  |                |                |                   |
| <b>ENVIRONMENTAL PROTECTION</b>                                |  |                |                |                   |
| Dog Faeces Fixed Penalty Notice                                |  | 52             | 52.00          | 0%                |
| Environmental Protection Property                              |  | 82             | 82.00          | 0%                |
| Environmental Protection Act - LA Pollution Prevention Control | Dependant On Type Of Process Tested  |                |                |                   |
| Freezer Failure Certificate                                    |  | 138            | 138.24         | 0%                |
| Scrap Metal Licensing  |  |                |                |                   |
| - Collector Licence  |  | 200            | 200.00         | 0%                |
| - Site Licence   |  | 300            | 300.00         | 0%                |
| <b>ENVIRONMENTAL HEALTH- COMMERCIAL SERVICES</b>               |  |                |                |                   |
| Water Sampling   | Laboratory costs plus officer hourly rate  |                |                |                   |
| Private Water Supplies   | Laboratory costs plus officer hourly rate, subject to statutory maximums           |                |                |                   |
| Health & Safety Work Act S28                                   | Cost Of Officer Time + 15% Admin, Minimum Charge Of:                               | 74             | 72.00          | 2.8%              |
| Riding Establishments  |  |                |                |                   |
| - first application  |  | 382            | 378.00         | 1.1%              |
| - renewal (plus vet's fees if appropriate)                     |  | 221            | 219.00         | 0.9%              |
| Animal Boarding, Breeding Of Dogs, Pet Animals and Shops       |  |                |                |                   |
| - first application  |  | 310            | 307.00         | 1.0%              |
| - renewal (plus vet's fees if appropriate)                     |  | 188            | 186.00         | 1.1%              |
| Dangerous Animals  |  |                |                |                   |
| - first application  |  | 245            | 242.00         | 1.2%              |
| - renewal (plus vet's fees if appropriate)                     |  | 156            | 154.00         | 1.3%              |
| Performing Animals   |  | 109            | 108.00         | 0.9%              |
| Ear Piercing/Acupuncture/Electrolysis and Tattooing            |  |                |                |                   |
| - registration of premises and one practitioner                |  | 195            | 193.00         | 1.0%              |
| - each additional practitioner                                 |  | 56             | 55.00          | 1.8%              |
| Zoo Licence First Application                                  | £393 plus Vets fees plus officer time at hourly rate over four year licence period |                |                |                   |
| Zoo Licence Renewal  | £342 plus Vets fees plus officer time at hourly rate over six year licence period  |                |                |                   |
| <b>TRADING STANDARDS</b>                                       |  |                |                |                   |
| Weights & Measures Fees  | Weights & Measures Inspector Hourly Rate Of:                                       | 52             | 52.00          | 0%                |
| Petroleum Licences   | Set Externally - Will Be Available From 1st April On Website                       |                |                |                   |
| Explosives Licences  | Set Externally - Will Be Available From 1st April On Website                       |                |                |                   |
| Poisons Licences   | Set Externally - Will Be Available From 1st April On Website                       |                |                |                   |



## FEES AND CHARGES 2016/17

## OPERATIONS

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

## FEES AND CHARGES 2016/17

## OPERATIONS

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

## FEES AND CHARGES 2016/17

## OPERATIONS

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

| <b>CORPORATE SERVICES</b>   |                |                |                   |
|---|----------------|----------------|-------------------|
| <b>DEVELOPMENT &amp; REGENERATION</b>   | <u>2016/17</u> | <u>2015/16</u> | <u>% Increase</u> |
| <b>BUILDING CONTROL</b>   | <u>£</u>       | <u>£</u>       |                   |
| Fees set by Shared Service  |                |                |                   |
| <b>PLANNING</b>   |                |                |                   |
| <b>Pre-Application Advice (Including advice on Highways &amp; Traffic Modelling)</b>  |                |                |                   |
| The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required |                |                |                   |
| Level 1 - Householders and Small Businesses   |                |                |                   |
| Householder   | 138            | 137            | 0.7%              |
| Small business development  | 138            | 137            | 0.7%              |
| Local community groups  | 70             | 69             | 1.4%              |
| <b>Residential</b>  |                |                |                   |
| 1 unit  | 138            | 137            | 0.7%              |
| 2-9 units   | 246            | 244            | 0.8%              |
| 10-24 units   | 387            | 383            | 1.0%              |
| 25 -49 units  | 780            | 772            | 1.0%              |
| 50-199 units  | 1,139          | 1,128          | 1.0%              |
| 200+ units  | 1,522          | 1,507          | 1.0%              |
| <b>Non-residential</b>  |                |                |                   |
| Less than 200m2 floorspace  | 138            | 137            | 0.7%              |
| 200-999m2 floorspace  | 246            | 244            | 0.8%              |
| 1000-4999m2 floorspace  | 387            | 383            | 1.0%              |
| 5000-11999m2 floorspace   | 780            | 772            | 1.0%              |
| 12000-19999m2 floorspace  | 1,139          | 1,128          | 1.0%              |
| 20000m2+ floorspace   | 1,521          | 1,506          | 1.0%              |
| Level 2 -   |                |                |                   |
| Householder   | 138            | 137            | 0.7%              |
| Small business development  | 138            | 137            | 0.7%              |
| Local community groups  | 70             | 69             | 1.4%              |
| Advertisements  | 138            | 137            | 0.7%              |
| Telecommunications  | 317            | 314            | 1.0%              |
| Listed buildings - internal alterations to single houses or local community   | 138            | 137            | 0.7%              |
| Listed buildings - extensions where planning permission not required  | 138            | 137            | 0.7%              |
| <b>Residential</b>  |                |                |                   |
| 1 unit  | 278            | 275            | 1.1%              |
| 2-9 units   | 486            | 481            | 1.0%              |
| 10-24 units   | 909            | 900            | 1.0%              |
| 25 -49 units  | 1,899          | 1,880          | 1.0%              |
| 50-199 units  | 2,399          | 2,375          | 1.0%              |
| 200+ units  | 2,990          | 2,960          | 1.0%              |
| <b>Non-residential</b>  |                |                |                   |
| Less than 200m2 floorspace  | 278            | 275            | 1.1%              |
| 200-999m2 floorspace  | 486            | 481            | 1.0%              |
| 1000-4999m2 floorspace  | 909            | 900            | 1.0%              |
| 5000-11999m2 floorspace   | 1,899          | 1,880          | 1.0%              |
| 12000-19999m2 floorspace  | 2,399          | 2,375          | 1.0%              |
| 20000m2+ floorspace   | 2,990          | 2,960          | 1.0%              |
| Level 3 -   |                |                |                   |
| All forms of development where service available  | Hourly Rates   |                |                   |
| Minerals / waste proposals  | Hourly Rates   |                |                   |
| Listed Buildings - other internal alterations   | Hourly Rates   |                |                   |

**CORPORATE SERVICES**

|  | <u>2016/17</u> | <u>2015/16</u> | <u>% Increase</u> |
|--|----------------|----------------|-------------------|
|  | <u>£</u>       | <u>£</u>       |                   |
| Follow up -  |                |                |                   |
| Householder  |                |                |                   |
| Small business development   | 107            | 106            | 0.9%              |
| Local community groups   | 70             | 69             | 1.4%              |
| Advertisements   | 70             | 69             | 1.4%              |
| Telecommunications   | 108            | 107            | 0.9%              |
| Listed buildings - internal alterations to single houses or local community  | 70             | 69             | 1.4%              |
| Listed buildings - extensions where planning permission not required   | 70             | 69             | 1.4%              |
| <b>Residential</b>   |                |                |                   |
| 1 unit   | 107            | 106            | 0.9%              |
| 2-9 units  | 176            | 174            | 1.1%              |
| 10-24 units  | 355            | 351            | 1.1%              |
| 25 -49 units   | 704            | 697            | 1.0%              |
| 50-199 units   | 963            | 953            | 1.0%              |
| 200+ units   | 1,226          | 1,214          | 1.0%              |
| <b>Non-residential</b>   |                |                |                   |
| Less than 200m2 floorspace   | 107            | 106            | 0.9%              |
| 200-999m2 floorspace   | 176            | 174            | 1.1%              |
| 1000-4999m2 floorspace   | 355            | 351            | 1.1%              |
| 5000-11999m2 floorspace  | 704            | 697            | 1.0%              |
| 12000-19999m2 floorspace   | 963            | 953            | 1.0%              |
| 20000m2+ floorspace  | 1,226          | 1,214          | 1.0%              |
| Sustainable Homes/Breeam advice-   |                |                |                   |
| <b>Residential</b>   |                |                |                   |
| 1 unit   | 182            | 180            | 1.1%              |
| 2-9 units  | 182            | 180            | 1.1%              |
| 10-24 units  | 372            | 368            | 1.1%              |
| 25 -49 units   | 372            | 368            | 1.1%              |
| 50-199 units   | 554            | 549            | 0.9%              |
| 200+ units   | 742            | 735            | 1.0%              |
| <b>Non-residential</b>   |                |                |                   |
| Less than 200m2 floorspace   | 182            | 180            | 1.1%              |
| 200-999m2 floorspace   | 182            | 180            | 1.1%              |
| 1000-4999m2 floorspace   | 372            | 368            | 1.1%              |
| 5000-11999m2 floorspace  | 372            | 368            | 1.1%              |
| 12000-19999m2 floorspace   | 554            | 549            | 0.9%              |
| 20000m2+ floorspace  | 742            | 735            | 1.0%              |
| Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts | 198            | 196            | 1.0%              |
| Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts                  | 198            | 196            | 1.0%              |

**CORPORATE SERVICES**

|   |   | <u>2016/17</u>      | <u>2015/16</u><br>Fees        | <u>% Increase</u> |
|---|---|---------------------|-------------------------------|-------------------|
| Planning History Search excl. VAT   |   |                     |                               |                   |
| - Householder   | per application                                       | 28                  | 28                            | 0.0%              |
| - All other Cases   | per application                                       | 93                  | 92                            | 1.1%              |
| Planning Decisions and related Documents  |   | 11                  | 11                            | 0.0%              |
| Retrieval and copying from Archive of Planning Documents                                  | £1.50 for A4 first page,<br>40p per sheet thereafter} | Variable            | Variable                      |                   |
| Pre application fees for Tree TPO works   | min fee   | 70                  | 69                            | 1.4%              |
| High Hedges Complaints  |   | 684                 | 677                           | 1.0%              |
| TPO Copy of   | per TPO   | 28                  | 28                            | 0.0%              |
| <b>S106 Management, Maintenance, Compliance &amp; Monitoring</b>                          |   |                     |                               |                   |
| Major applications - non-refundable charge  |   | 744                 | 737                           | 0.9%              |
| Minor and Other applications - non-refundable charge                                      |   | 380                 | 375                           | 1.3%              |
| Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)  |   | 101                 | 100                           | 1.0%              |
| Monitoring of non-financial S106 Obligations  |   | 198                 | 196                           | 1.0%              |
| Monitoring & Management of Viability appraisals for development                           |   | Hourly Rate         | Hourly Rate                   |                   |
| (Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)           |   |                     |                               |                   |
| Legal fees S106 Bilateral - hourly rates  | per hour  | 97                  | 97                            | 0.0%              |
| Legal fees S106 unilateral undertakings (including proforma):                             |   |                     |                               |                   |
| Legal checking fees - Dependent on complexity   | £1,084 min thereafter £97 per hour                    |                     | £1,084 min thereafter £97 p h | 0%                |
| Legal fees S106 Deed of Variation   | £359 min thereafter £97 per hour                      |                     | £359 min thereafter £97 p h   | 0%                |
| Legal Fees S111 Agreement (SANG mitigation)   | £500 min thereafter £97 per hour                      |                     |                               |                   |
| Confirmation that the obligations of a S106 legal agreement have been discharged          | per obligation  | 141                 | 140                           | 0.7%              |
| <b>LOCAL LAND CHARGES</b>   |   |                     |                               |                   |
| <b>Table Of Search Fees</b>   |   |                     |                               |                   |
| Standard Official Search (LLC1 and CON29R)  |   | 110                 | 108                           | 1.9%              |
| Official Certificate of Search (Form LLC1 only)   |   | 36                  | 35                            | 2.9%              |
| Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*                         |   | 76                  | 74                            | 2.7%              |
| Additional Parcels of Land (each)   |   | 58                  | 56                            | 3.6%              |
| CON 290 Optional Enquiries of Local Authorities questions (dealing with all questions)*   |   | 137                 | 135                           | 1.5%              |
| CON 290 Enquiries-with the original search (dealing with individual questions)            |   | 38                  | 37                            | 2.7%              |
| *Standalone CON29R and CON290 searches attract an additional fee (one per search)         |   | 3                   | 2                             | 50.0%             |
| Repeat Searches (LLC1 and CON29R) within 3 months of original search                      |   | 49                  | 48                            | 2.1%              |
| Component Data for CON29R Questions   |   | On request          |                               |                   |
| <b>LEGAL FEES</b>   |   |                     |                               |                   |
| Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates |   | 2,900               | 2,831                         | 2.4%              |
| Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates           |   | 2,900               | 2,831                         | 2.4%              |
| Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency           |   | £575 Min-£1,150 Max | £568 min to £1,137 max        |                   |
| Legal Fees - Oversail licence- charge dependant on complexity/urgency                     |   | £575 Min-£1,150 Max | £568 min to £1,137 max        |                   |
| Legal Fees - Undersail licence- charge dependant on complexity/urgency                    |   | £575 Min-£1,150 Max | £568 min to £1,137 max        |                   |
| Legal Fees - Foreign pension attestation  |   | 61                  | 59                            | 3.4%              |
| Legal Fees - Rectification of Community Register  |   | 1,015               | 1,000                         | 1.5%              |

**CORPORATE SERVICES**

|  |                |                | <u>2015/16</u>       | <u>2015/16</u>   | <u>%</u>        | <u>%</u>        |      |      |
|--|----------------|----------------|----------------------|------------------|-----------------|-----------------|------|------|
|  | <u>2016/17</u> | <u>2016/17</u> | <u>Fees</u>          | <u>Fees</u>      | <u>Increase</u> | <u>Increase</u> |      |      |
|  | £              | £              | £                    | £                |                 |                 |      |      |
| <b>ALLOTMENTS</b>  |                |                |                      |                  |                 |                 |      |      |
| The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-   |                |                |                      |                  |                 |                 |      |      |
| Grade of Plot -  |                |                |                      |                  |                 |                 |      |      |
| A+   |                | 275            |                      | 270              |                 | 1.9%            |      |      |
| A  |                | 70             |                      | 65               |                 | 7.7%            |      |      |
| B  |                | 60             |                      | 57               |                 | 5.3%            |      |      |
|  |                |                |                      |                  |                 |                 |      |      |
| <b>CEMETERIES AND CHURCHYARDS</b>  |                |                |                      |                  |                 |                 |      |      |
|  |                |                | <b>Non-Residents</b> | <b>Residents</b> |                 |                 |      |      |
| <b>STANDARD BURIAL:</b>  |                |                |                      |                  |                 |                 |      |      |
| Grant of exclusive right of burial for 50 years, including right to erect memorial   |                |                | 2,430                | 1,215            | 2,406           | 1,203           | 1.0% | 1.0% |
| Burial Fees  |                |                |                      |                  |                 |                 |      |      |
| For three - Braywick Cemetery only   |                |                | 2,400                | 1,200            | 2,380           | 1,190           | 0.8% | 0.8% |
| For two  |                |                | 2,040                | 1,020            | 2,020           | 1,010           | 1.0% | 1.0% |
| For two - Oakley Green Cemetery only   |                |                | 2,040                | 1,020            | 2,020           | 1,010           | 1.0% | 1.0% |
| For one  |                |                | 1,850                | 925              | 1,830           | 915             | 1.1% | 1.1% |
| Child 7 to 17 years  |                |                | 880                  | 440              | 872             | 436             | 0.9% | 0.9% |
| Child up to 6 years  |                |                | 420                  | 210              | 414             | 207             | 1.4% | 1.4% |
| Additional charge for a casket   |                |                | 780                  | 390              | 774             | 387             | 0.8% | 0.8% |
|  |                |                |                      |                  |                 |                 |      |      |
| <b>INFANT BURIAL:</b>  |                |                |                      |                  |                 |                 |      |      |
| Grant of exclusive right of burial for 50 years, including right to erect memorial   |                |                | 575                  | 290              | 570             | 285             | 0.9% | 1.8% |
| Burial Fee   |                |                | 220                  | 110              | 216             | 108             | 1.9% | 1.9% |
|  |                |                |                      |                  |                 |                 |      |      |
| <b>CREMATION PLOT:</b>   |                |                |                      |                  |                 |                 |      |      |
| Grant of exclusive right of burial for 50 years, including right to erect memorial   |                |                | 1,190                | 595              | 1,178           | 589             | 1.0% | 1.0% |
| Burial Fee   |                |                | 635                  | 320              | 630             | 315             | 0.8% | 1.6% |
|  |                |                |                      |                  |                 |                 |      |      |
| <b>CREMATION CHAMBER:</b>  |                |                |                      |                  |                 |                 |      |      |
| Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only |                |                | 1,280                | 640              | 1,270           | 635             | 0.8% | 0.8% |
| Renew grant of exclusive right of burial for a further 10 years  |                |                | 625                  | 315              | 618             | 309             | 1.1% | 1.9% |
| Re-open for a second interment of ashes  |                |                | 440                  | 220              | 436             | 218             | 0.9% | 0.9% |
|  |                |                |                      |                  |                 |                 |      |      |
| <b>MEMORIALS:</b>  |                |                |                      |                  |                 |                 |      |      |
| Additional inscription / replacement stone   |                |                | 43                   | 43               | 42              | 42              | 2.4% | 2.4% |
| Wall plaque  |                |                | 54                   | 54               | 53              | 53              | 1.9% | 1.9% |
| Cremation tablet   |                |                | 54                   | 54               | 53              | 53              | 1.9% | 1.9% |
| Vase or book on cremation plot or grave  |                |                | 54                   | 54               | 53              | 53              | 1.9% | 1.9% |
| Reservation of wall plaque for 7 years   |                |                | 107                  | 54               | 106             | 53              | 0.9% | 1.9% |
| Stake in Ground Plaque - prices from:-   |                |                | 155                  | 155              | 153             | 153             | 1.3% | 1.3% |

## CORPORATE SERVICES

|  | <u>2016/17</u> | <u>2016/17</u>    | <u>2015/16</u> | <u>2015/16</u>    | <u>%</u>        | <u>%</u>        |
|--|----------------|-------------------|----------------|-------------------|-----------------|-----------------|
|  | <u>£</u>       | <u>£</u>          | <u>Fees</u>    | <u>Fees</u>       | <u>Increase</u> | <u>Increase</u> |
|  | <u>£</u>       | <u>£</u>          | <u>£</u>       | <u>£</u>          |                 |                 |
| <b>MISCELLANEOUS:</b>  |                |                   |                |                   |                 |                 |
| Record research fee  | 54             | 54                | 53             | 53                | 1.9%            | 1.9%            |
| Reservation - grave or cremation plot for 7 years (renewal at 50% of current rate) | 1,200          | 600               | 1,190          | 595               | 0.8%            | 0.8%            |
| Inter cremated remains in Garden of Remembrance                                    | 185            | 185               | 184            | 184               | 0.5%            | 0.5%            |
| Interment outside prescribed hours (minimum charge)                                | 215            | 215               | 212            | 212               | 1.4%            | 1.4%            |
| Minimum cost for specific needs  | 215            | 215               | 212            | 212               | 1.4%            | 1.4%            |
| Private grave registration transfer  | 54             | 54                | 53             | 53                | 1.9%            | 1.9%            |
| Hire of chapel   | 160            | 160               | 158            | 158               | 1.3%            | 1.3%            |
| Copy of Deed   | 54             | 54                | 53             | 53                | 1.9%            | 1.9%            |
| <b>PARKS AND OPEN SPACES</b>   |                |                   |                |                   |                 |                 |
|  |                | <b>Per Season</b> |                | <b>Per Season</b> |                 |                 |
| <b>FOOTBALL:</b>   |                |                   |                |                   |                 |                 |
| Grade A Pitch  |                | 1,625             |                | 1,609             |                 | 1.0%            |
| Grade B Pitch  |                | 1,230             |                | 1,220             |                 | 0.8%            |
| Mini Football Pitch - Marked 2hr session   |                | Free              |                | Free              |                 |                 |
| <b>RUGBY:</b>  |                |                   |                |                   |                 |                 |
| Braywick / Home Park   |                | 2,055             |                | 2,033             |                 | 1.1%            |
| Mini Rugby Pitch - Marked 2hr session  |                | Free              |                | Free              |                 |                 |
| <b>CRICKET:</b>  |                |                   |                |                   |                 |                 |
| Home Park  |                | 2,780             |                | 2,750             |                 | 1.1%            |
| <b>LAWN TENNIS:</b>  |                |                   |                |                   |                 |                 |
| Home Park  |                | 1,275             |                | 1,260             |                 | 1.2%            |
| <b>MISCELLANEOUS:</b>  |                |                   |                |                   |                 |                 |
| Royal Windsor Dog Show   |                | 7,000             |                | 6,500             |                 | 7.7%            |
| Triathlon  |                | 6,000             |                | 5,300             |                 | 13.2%           |
| Horse Show   |                | 7,000             |                | 6,500             |                 | 7.7%            |
| Ockwells Dog Show  |                | 600               |                | 500               |                 | 20.0%           |



**CORPORATE SERVICES**

|  |                       | <u>2016/17</u>                       | <u>2016/17</u>               | <u>2016/17</u>                       | <u>2015/16</u>               | <u>2015/16</u>                       | <u>2015/16</u>               | <u>% Increase</u> | <u>% Increase</u> | <u>% Increase</u> |
|--|-----------------------|--------------------------------------|------------------------------|--------------------------------------|------------------------------|--------------------------------------|------------------------------|-------------------|-------------------|-------------------|
|  |                       | <u>£</u>                             | <u>£</u>                     | <u>£</u>                             | <u>£</u>                     | <u>£</u>                             | <u>£</u>                     |                   |                   |                   |
| <b>PUBLIC HALLS</b>  |                       |                                      |                              |                                      |                              |                                      |                              |                   |                   |                   |
| The main charges for facilities from 1st April 2016 (excluding VAT) are as follows:- |                       |                                      |                              |                                      |                              |                                      |                              |                   |                   |                   |
| <b>GUILDHALL, WINDSOR</b>  |                       | Guildhall Chamber                    | Ascot Room                   | Whole Building                       | Guildhall Chamber            | Ascot Room                           | Whole Building               | Guildhall Chamber | Ascot Room        | Whole Building    |
| <b>COMMERCIAL RATES:</b>   |                       |                                      |                              |                                      |                              |                                      |                              |                   |                   |                   |
| Morning  | 8am-1pm               | 670                                  | 320                          | -                                    | 660                          | 315                                  | -                            | 1.5%              | 1.6%              | -                 |
| Afternoon  | 1pm-5.30pm            | 670                                  | 320                          | -                                    | 660                          | 315                                  | -                            | 1.5%              | 1.6%              | -                 |
| Evening  | 6pm-11pm              | 1,540                                | 420                          | -                                    | 1,525                        | 415                                  | -                            | 1.0%              | 1.2%              | -                 |
| All Day  | 8am-11pm              | 2,535                                | 685                          | -                                    | 2,500                        | 675                                  | -                            | 1.4%              | 1.5%              | -                 |
| <b>NON-COMMERCIAL RATES - WHOLE SUITE:</b>   |                       |                                      |                              |                                      |                              |                                      |                              |                   |                   |                   |
| Borough Based Registered Charities   | (Per hour / per room) | 112                                  | 71                           | 162                                  | 110                          | 70                                   | 160                          | 1.8%              | 1.4%              | 1.3%              |
|  |                       | <u>2017/18</u>                       | <u>2016/17</u>               |                                      | <u>2015/16</u>               |                                      |                              |                   |                   |                   |
| <b>WEDDINGS AND CIVIL PARTNERSHIPS CEREMONIES ROOM HIRE</b>                          |                       | Bride/Groom or Parent Living in RBWM | All Others from Outside RBWM | Bride/Groom or Parent Living in RBWM | All Others from Outside RBWM | Bride/Groom or Parent Living in RBWM | All Others from Outside RBWM |                   |                   |                   |
| Monday-Friday  | (Per hour)            | 385                                  | 545                          | 380                                  | 535                          | 375                                  | 525                          | 1.3%              | 1.9%              |                   |
| Saturday   | (Per hour)            | 545                                  | 770                          | 535                                  | 760                          | 525                                  | 750                          | 1.9%              | 1.3%              |                   |
| Sunday / Bank Holiday  | (Per hour)            | 595                                  | 820                          | 585                                  | 810                          | 575                                  | 800                          | 1.7%              | 1.2%              |                   |

**CORPORATE SERVICES**

|   | <u>2016/17</u> | <u>2015/16</u> | <u>% Increase</u> |
|---|----------------|----------------|-------------------|
|   | £              | £              |                   |
| <b>CONTRACTS &amp; BUSINESS DEVELOPMENT</b>   |                |                |                   |
| <b>Film Unit Tariff</b>   |                |                |                   |
| <b>Primary Rate</b>   |                |                |                   |
| -Major Production<br>Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+. | 1,230          | 1,230          | 0.0%              |
| -Large Production<br>Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance.                  | 360            | 360            | 0.0%              |
| -Medium Production<br>Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+                      | 255            | 255            | 0.0%              |
| -Small Production<br>Presenter to camera pieces, interviews. Includes little equipment and minimal disruption/presence  | No Charge      | No Charge      |                   |
| -Student & Charity Productions<br>Student films or charitable/community purpose, little disruption.   | No Charge      | No Charge      |                   |
| <b>Facility Fee</b>   |                |                |                   |
| -Standard Application Processing<br>Application provided with over 1 weeks notice of filming date   | 68             | 68             | 0.0%              |
| -Late Application Processing<br>Application provided within 1 weeks notice of filming date  | 98             | 98             | 0.0%              |
| -Additional Roads Processing - per every 5 additional roads<br>Application lists 10 or more roads under locations to be processed on street works systems                 | 30             | 30             | 0.0%              |
| -Location Advice<br>Any advice or research required that exceeds 1 hour of officer time   | per hour<br>30 | 30             | 0.0%              |
| -Site Visit<br>Any requests for a film officer to visit the filming site on the day   | per hour<br>50 | 50             | 0.0%              |
| -Cancellation<br>Application has been processed but requires cancellation<br>100% of agreed facility fees already incurred  |                |                |                   |
| <b>Notes</b>  |                |                |                   |
| Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application                        |                |                |                   |
| Primary rates 'per day' can be negotiated at the officer's discretion   |                |                |                   |
| When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included |                |                |                   |

**Capital Programme 2016/17 - All Bids**

|              | <b>Gross</b>  | <b>S106</b>  | <b>Income</b>  | <b>Other</b> | <b>Net</b>    |
|--------------|---------------|--------------|----------------|--------------|---------------|
|              | £'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         |
| <b>Total</b> | <b>27,060</b> | <b>(973)</b> | <b>(8,485)</b> | <b>(110)</b> | <b>17,492</b> |

Capital Bids 2016/17 - Operations

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

Capital Bids 2016/17 - Operations

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

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

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

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



Capital Bids 2016/17 - Operations

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

Capital Bids 2016/17 - Operations

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

# Capital Bids 2016/17 - Operations

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

## REVENUE BUDGET 2016/17

| <b>DIRECT COST SUMMARY</b>                          | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|   | £000                      | £000                      | £000                      |
| <b>Children's Services - School Budgets</b>         |                           |                           |                           |
| 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)                  |
| <b>Total Children's Services-School Budgets</b>     | <b>0</b>                  | <b>0</b>                  | <b>0</b>                  |
| <b>Children's Services - Non Schools Budget</b>     |                           |                           |                           |
| 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                       |
| <b>Total Children's Services-Non Schools Budget</b> | <b>18,157</b>             | <b>18,004</b>             | <b>17,828</b>             |
| <b>Total Children's Services</b>                    | <b>18,157</b>             | <b>18,004</b>             | <b>17,828</b>             |
| <b>Adults, Culture and Health</b>                   |                           |                           |                           |
| 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                       |
| <b>Total Adults, Culture and Health</b>             | <b>38,392</b>             | <b>37,580</b>             | <b>40,786</b>             |
| <b>Operations</b>                                   |                           |                           |                           |
| 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                     |
| <b>Total Operations</b>                             | <b>19,899</b>             | <b>18,994</b>             | <b>17,418</b>             |
| <b>Corporate Services</b>                           |                           |                           |                           |
| 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)                     |
| <b>Total Corporate Services</b>                     | <b>6,668</b>              | <b>5,702</b>              | <b>6,080</b>              |

## REVENUE BUDGET 2016/17

| <b>DIRECT COST SUMMARY</b>                              | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|   | £000                      | £000                      | £000                      |
| <b>TOTAL EXPENDITURE</b>                                | <b>83,116</b>             | <b>80,280</b>             | <b>82,112</b>             |
| 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                     |
| <b>NET REQUIREMENTS</b>                                 | <b>89,588</b>             | <b>89,265</b>             | <b>89,428</b>             |
| Less - Special Expenses                                 | (944)                     | (956)                     | (981)                     |
| Variance on CT freeze grant                             |                           |                           |                           |
| Transfer (from)/ to balances                            | (200)                     |                           |                           |
| Transfer (from)/ to Area Based Grant                    |                           |                           |                           |
| <b>GROSS COUNCIL TAX REQUIREMENT</b>                    | <b>88,444</b>             | <b>88,309</b>             | <b>88,447</b>             |
| 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)                  |
| <b>NET COUNCIL TAX REQUIREMENT</b>                      | <b>57,780</b>             | <b>58,142</b>             | <b>60,775</b>             |
| <hr/>   |                           |                           |                           |
| <i>Council Tax Information:</i>                         |                           |                           |                           |
| Tax Base (Band D equivalent)                            | 62,371                    | 64,107                    | 65,697                    |
| RBWM Tax levy (on Band D property)                      | £ 926.40                  | £ 906.95                  | £ 906.95                  |
| Adult Social Care precept (on Band D property)          |                           |                           | £ 18.14                   |
| <i>General Fund Balances:</i>                           |                           |                           |                           |
| Working Balance   | 5,322                     | 4,751                     | 4,681                     |
| Transfer to/ (from) General Fund                        | (200)                     | 0                         | 0                         |
|   | 5,122                     | 4,751                     | 4,681                     |

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**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

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

|                        |                |              |              |
|------------------------|----------------|--------------|--------------|
| <b>Special Schools</b> | £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

|                                 |               |               |               |
|---------------------------------|---------------|---------------|---------------|
| <b>TOTAL MAINTAINED SCHOOLS</b> | <b>54,514</b> | <b>53,544</b> | <b>42,127</b> |
|---------------------------------|---------------|---------------|---------------|

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**EARLY YEARS PROVISION****Nursery Schools and Classes**

|        | £000         | £000         | £000         |
|--------|--------------|--------------|--------------|
|        | 1,197        | 2,211        | 2,113        |
| Income | <u>(101)</u> | <u>(72)</u>  | <u>(36)</u>  |
| 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      | <u>(7)</u>   | <u>0</u>     | <u>0</u>     |
| 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.

|  |              |              |              |
|--|--------------|--------------|--------------|
| <b>TOTAL EARLY YEARS EDUCATION &amp;<br/>CHILDCARE PROVISION</b> | <b>6,066</b> | <b>7,351</b> | <b>7,154</b> |
|--|--------------|--------------|--------------|



| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**ADMISSIONS & PUPILS GROWTH****School Admissions**

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

**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          |
| <b>Net</b>  | <b>120</b> | <b>480</b> | <b>350</b> |

**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 |
|-----|-----|-----|

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**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:**

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

|   |            |            |            |
|---|------------|------------|------------|
| <b>Central Expenditure on the under 5's</b> | £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:**

|                        |              |              |              |
|------------------------|--------------|--------------|--------------|
| <b>AND EARLY YEARS</b> | <b>1,621</b> | <b>1,618</b> | <b>1,714</b> |
|------------------------|--------------|--------------|--------------|

**HIGH NEEDS AND ALTERNATIVE PROVISION**

|                                  |               |               |               |
|----------------------------------|---------------|---------------|---------------|
| <b>High Needs Top up Funding</b> | £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

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

| <b>Alternative Provision and Virtual School</b> | £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.

|   |               |               |               |
|---|---------------|---------------|---------------|
| <b>TOTAL HIGH NEEDS AND ALTERNATIVE<br/>PROVISION</b> | <b>12,630</b> | <b>12,796</b> | <b>13,430</b> |
|---|---------------|---------------|---------------|

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**DEDICATED SCHOOLS GRANT**

| <b>Dedicated Schools Grant</b> | £000            | £000            | £000            |
|--------------------------------|-----------------|-----------------|-----------------|
| Expenditure                    | 105             | 0               | 0               |
| Income                         | (75,229)        | (75,982)        | (64,970)        |
| <b>Net</b>                     | <b>(75,124)</b> | <b>(75,982)</b> | <b>(64,970)</b> |

**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:**

|   |                 |                 |                 |
|---|-----------------|-----------------|-----------------|
| <b>TOTAL DEDICATED SCHOOLS GRANT</b>                | <b>(75,124)</b> | <b>(75,982)</b> | <b>(64,970)</b> |
| <b>TOTAL CHILDREN'S SERVICES-SCHOOLS<br/>BUDGET</b> | <b>0</b>        | <b>0</b>        | <b>0</b>        |

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**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

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**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.

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**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**

|              |              |              |
|--------------|--------------|--------------|
| <b>3,952</b> | <b>3,801</b> | <b>3,899</b> |
|--------------|--------------|--------------|



| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**SCHOOLS AND EDUCATIONAL SERVICES**

| <b>Schools and Educational Services</b> | £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.

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
| <b>Sufficiency and Access</b>                         | £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.

|   |              |              |              |
|---|--------------|--------------|--------------|
| <b>TOTAL SCHOOLS AND EDUCATIONAL<br/>SERVICES</b> | <b>2,943</b> | <b>2,753</b> | <b>2,912</b> |
|---|--------------|--------------|--------------|

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**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

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

|  |       |       |       |
|--|-------|-------|-------|
| <b>Psychology, Well-being and School Support</b> | £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.

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

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
| <b>Children and Young People Disabilities Service</b> | £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.

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

|                                    |              |                |                |
|------------------------------------|--------------|----------------|----------------|
| <b>Berkshire Adoption Services</b> | £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.

|  |               |               |               |
|--|---------------|---------------|---------------|
| <b>TOTAL EARLY HELP &amp; SAFEGUARDING</b> | <b>10,710</b> | <b>10,944</b> | <b>10,411</b> |
|--|---------------|---------------|---------------|

| <b>CHILDREN'S SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|---|---------------------------|---------------------------|---------------------------|
|---|---------------------------|---------------------------|---------------------------|

**CHILDREN'S SERVICES MANAGEMENT**

| <b>Children's Services Management Team</b> | £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

|   |            |            |            |
|---|------------|------------|------------|
| <b>TOTAL CHILDREN'S SERVICES MANAGEMENT</b> | <b>552</b> | <b>506</b> | <b>606</b> |
|---|------------|------------|------------|

|                       |               |               |               |
|-----------------------|---------------|---------------|---------------|
| <b>SCHOOLS BUDGET</b> | <b>18,157</b> | <b>18,004</b> | <b>17,828</b> |
|-----------------------|---------------|---------------|---------------|

|                                     |               |               |               |
|-------------------------------------|---------------|---------------|---------------|
| <b>TOTAL DIRECTLY MANAGED COSTS</b> | <b>18,157</b> | <b>18,004</b> | <b>17,828</b> |
|-------------------------------------|---------------|---------------|---------------|



| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

|                               |              |              |              |
|-------------------------------|--------------|--------------|--------------|
| <b>TOTAL BETTER CARE FUND</b> | <b>1,073</b> | <b>1,384</b> | <b>1,454</b> |
|-------------------------------|--------------|--------------|--------------|

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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.

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

| <b>Older People &amp; Physically Disabled People</b> | £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.

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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.

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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 &amp; 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.

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

|                                |               |               |               |
|--------------------------------|---------------|---------------|---------------|
| <b>TOTAL ADULT SOCIAL CARE</b> | <b>32,594</b> | <b>31,608</b> | <b>34,917</b> |
|--------------------------------|---------------|---------------|---------------|

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

|                            |          |          |          |
|----------------------------|----------|----------|----------|
| <b>TOTAL PUBLIC HEALTH</b> | <b>0</b> | <b>0</b> | <b>0</b> |
|----------------------------|----------|----------|----------|

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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.

|                      |              |              |              |
|----------------------|--------------|--------------|--------------|
| <b>TOTAL HOUSING</b> | <b>1,789</b> | <b>1,676</b> | <b>1,541</b> |
|----------------------|--------------|--------------|--------------|



| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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).

|   |              |              |              |
|---|--------------|--------------|--------------|
| <b>TOTAL LIBRARY &amp; INFORMATION SERVICES</b> | <b>2,336</b> | <b>2,266</b> | <b>2,248</b> |
|---|--------------|--------------|--------------|

| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**HERITAGE & ARTS**

| <b>Heritage</b> | £000       | £000       | £000       |
|-----------------|------------|------------|------------|
| Expenditure     | 147        | 119        | 121        |
| Income          | (19)       | (18)       | (18)       |
| 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

| <b>Arts</b> | £000       | £000       | £000       |
|-------------|------------|------------|------------|
| Expenditure | 271        | 208        | 201        |
| Income      | (65)       | 0          | 0          |
| 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.

|                                  |            |            |            |
|----------------------------------|------------|------------|------------|
| <b>TOTAL ARTS &amp; HERITAGE</b> | <b>334</b> | <b>309</b> | <b>304</b> |
|----------------------------------|------------|------------|------------|

|  | 2014/15 | 2015/16 | 2016/17 |
|--|---------|---------|---------|
|  | Actual  | Budget  | Budget  |
| <b>ADULTS, CULTURE AND HEALTH<br/>DIRECTLY MANAGED COSTS</b> |         |         |         |

**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:**

|                               |            |            |            |
|-------------------------------|------------|------------|------------|
| <b>TOTAL ADULT MANAGEMENT</b> | <b>266</b> | <b>337</b> | <b>322</b> |
|-------------------------------|------------|------------|------------|

|                                     |               |               |               |
|-------------------------------------|---------------|---------------|---------------|
| <b>TOTAL DIRECTLY MANAGED COSTS</b> | <b>38,392</b> | <b>37,580</b> | <b>40,786</b> |
|-------------------------------------|---------------|---------------|---------------|

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**DIRECTOR'S OFFICE****Director of Operations**

|             | £000 | £000 | £000 |
|-------------|------|------|------|
| Expenditure | 230  | 167  | 170  |
| Income      | 0    | 0    | 0    |
| Net         | 230  | 167  | 170  |

**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

|                               |            |            |            |
|-------------------------------|------------|------------|------------|
| <b>TOTAL DIRECTORS OFFICE</b> | <b>230</b> | <b>167</b> | <b>170</b> |
|-------------------------------|------------|------------|------------|

**REVENUES & BENEFITS****Revenues & Benefits Unit**

|             | £000 | £000 | £000 |
|-------------|------|------|------|
| Expenditure | 63   | 90   | 89   |
| Income      | (5)  | 0    | 0    |
| Net         | 58   | 90   | 89   |

**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

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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 |
|-----|-----|-----|

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Flood Risk Management/Drainage</b>        | £000                      | £000                      | £000                      |
| Expenditure                                  | 176                       | 119                       | 176                       |
| Income                                       | (130)                     | (47)                      | 0                         |
| 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

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

|                       |                |              |              |
|-----------------------|----------------|--------------|--------------|
| <b>Highway Assets</b> | £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



| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

|                        |                |                |                |
|------------------------|----------------|----------------|----------------|
| <b>Parking Service</b> | £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.

|                      |            |            |            |
|----------------------|------------|------------|------------|
| <b>Rights of Way</b> | £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

|                          |             |             |             |
|--------------------------|-------------|-------------|-------------|
| <b>Highway Contracts</b> | £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:**

|                                       |              |                |                |
|---------------------------------------|--------------|----------------|----------------|
| <b>TOTAL HIGHWAYS &amp; TRANSPORT</b> | <b>(792)</b> | <b>(1,285)</b> | <b>(2,465)</b> |
|---------------------------------------|--------------|----------------|----------------|

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

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

|             | £000       | £000       | £000       |
|-------------|------------|------------|------------|
| Expenditure | 644        | 618        | 689        |
| Income      | (6)        | 0          | 0          |
| <b>Net</b>  | <b>638</b> | <b>618</b> | <b>689</b> |

**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)      |
| <b>Net</b>  | <b>361</b> | <b>395</b> | <b>340</b> |

**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        |
| <b>Net</b>  | <b>151</b> | <b>0</b> | <b>0</b> |

**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)        |
| <b>Net</b>  | <b>(170)</b> | <b>(155)</b> | <b>(156)</b> |

**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:**

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

|                                      |              |              |              |
|--------------------------------------|--------------|--------------|--------------|
| <b>SCREETSCENE DELIVERY SERVICES</b> | <b>2,717</b> | <b>2,616</b> | <b>2,632</b> |
|--------------------------------------|--------------|--------------|--------------|

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

|                           |          |           |           |
|---------------------------|----------|-----------|-----------|
| <b>Emergency Planning</b> | £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

|   |             |             |             |
|---|-------------|-------------|-------------|
| <b>Community Safety/Anti Social Behaviour</b> | £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.

|                          |            |            |            |
|--------------------------|------------|------------|------------|
| <b>Community Wardens</b> | £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.

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**Community Service Contracts**

|             | £000      | £000      | £000      |
|-------------|-----------|-----------|-----------|
| Expenditure | 36        | 28        | 28        |
| Income      | 0         | (1)       | (1)       |
| <b>Net</b>  | <b>36</b> | <b>27</b> | <b>27</b> |

**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)        |
| <b>Net</b>  | <b>(391)</b> | <b>(418)</b> | <b>(415)</b> |

**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)        |
| <b>Net</b>  | <b>222</b> | <b>255</b> | <b>257</b> |

**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

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

|                            |            |          |          |
|----------------------------|------------|----------|----------|
| <b>Commercial Services</b> | £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

|                                 |            |            |            |
|---------------------------------|------------|------------|------------|
| <b>Environmental Protection</b> | £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.

|                                  |            |            |            |
|----------------------------------|------------|------------|------------|
| <b>Trading Standards Service</b> | £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

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

| <b>Commercial Services Unit</b> | £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.

| <b>Refuse Collection</b> | £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.

| <b>Waste Unit</b> | £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:**



| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

|                  |              |              |              |
|------------------|--------------|--------------|--------------|
| <b>Recycling</b> | £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

|                       |              |              |              |
|-----------------------|--------------|--------------|--------------|
| <b>Waste Disposal</b> | £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.

|  |            |              |              |
|--|------------|--------------|--------------|
| <b>Waste Site Management &amp; Operation</b> | £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:**

|  |               |               |               |
|--|---------------|---------------|---------------|
| <b>TOTAL COMMUNITY, PROTECTION &amp;<br/>ENFORCEMENT</b> | <b>12,316</b> | <b>12,271</b> | <b>12,086</b> |
|--|---------------|---------------|---------------|

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Registrars</b>                            | £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.

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

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

**Services provided:**

To manage adult and children's social care complaints.

**Staff (full time equivalent):**

1.00

**Service Risks:**

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

**Performance Indicators:**

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

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

**Services provided:**

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

**Staff (full time equivalent):**

10.11

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

|                      |             |              |              |
|----------------------|-------------|--------------|--------------|
| <b>Digital Media</b> | £000        | £000         | £000         |
| Expenditure          | 832         | 820          | 526          |
| Income               | (887)       | (935)        | (800)        |
| Net                  | <u>(55)</u> | <u>(115)</u> | <u>(274)</u> |

**Services provided:**

This service delivers integrated end-to-end print management solutions from office through to centralised print to support future online digital communication strategies. Budget changes in 2016/17 reflect the restructuring of the council's print service in 2015/16.

**Staff (full time equivalent):**

0.00

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

|                                |              |              |              |
|--------------------------------|--------------|--------------|--------------|
| <b>TOTAL CUSTOMER SERVICES</b> | <b>1,834</b> | <b>1,695</b> | <b>1,466</b> |
|--------------------------------|--------------|--------------|--------------|

| <b>OPERATIONS<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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 |
|-------|-------|-------|

**TOTAL DIRECTLY MANAGED COSTS**

|        |        |        |
|--------|--------|--------|
| 19,899 | 18,994 | 17,418 |
|--------|--------|--------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**DIRECTOR OF CORPORATE SERVICES**

| <b>Director of Corporate Services</b> | £000       | £000       | £000       |
|---------------------------------------|------------|------------|------------|
| Expenditure                           | 297        | 256        | 347        |
| Income                                | 0          | 0          | 0          |
| <b>Net</b>                            | <b>297</b> | <b>256</b> | <b>347</b> |

**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**

| <b>Planning, Development &amp; Regeneration</b> | £000      | £000       | £000       |
|---|-----------|------------|------------|
| Expenditure                                     | 90        | 120        | 136        |
| Income  | 0         | 0          | 0          |
| <b>Net</b>                                      | <b>90</b> | <b>120</b> | <b>136</b> |

**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:**

| <b>Industrial &amp; Commercial Estates</b> | £000           | £000           | £000           |
|--|----------------|----------------|----------------|
| Expenditure                                | 369            | 465            | 505            |
| Income                                     | (4,009)        | (3,987)        | (4,054)        |
| <b>Net</b>                                 | <b>(3,640)</b> | <b>(3,522)</b> | <b>(3,549)</b> |

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

Vacant properties due to economic downturn

**Performance Indicators:**

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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.

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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



| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

|                                    |              |              |              |
|------------------------------------|--------------|--------------|--------------|
| <b>Development Control Service</b> | £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.

|                                 |            |            |            |
|---------------------------------|------------|------------|------------|
| <b>Development Control Team</b> | £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:**

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

| <b>Planning Policy Service</b> | £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.

| <b>Planning Policy Team</b> | £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:**

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

| <b>Planning Enforcement Team</b> | £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:**

| <b>Planning Support</b> | £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:**

|   |              |              |              |
|---|--------------|--------------|--------------|
| <b>TOTAL PLANNING, DEVELOPMENT<br/>AND REGENERATION SERVICE</b> | <b>(828)</b> | <b>(958)</b> | <b>(810)</b> |
|---|--------------|--------------|--------------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

|                                   |            |            |            |
|-----------------------------------|------------|------------|------------|
| <b>TOTAL CORPORATE MANAGEMENT</b> | <b>458</b> | <b>162</b> | <b>183</b> |
|-----------------------------------|------------|------------|------------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**COMMUNICATIONS****Corporate Communications and Marketing**

|             | £000       | £000       | £000       |
|-------------|------------|------------|------------|
| Expenditure | 250        | 236        | 286        |
| Income      | (7)        | 0          | 0          |
| <b>Net</b>  | <b>243</b> | <b>236</b> | <b>286</b> |

**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         |
| <b>Net</b>  | <b>24</b> | <b>21</b> | <b>21</b> |

**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

|                             |            |            |            |
|-----------------------------|------------|------------|------------|
| <b>TOTAL COMMUNICATIONS</b> | <b>267</b> | <b>257</b> | <b>307</b> |
|-----------------------------|------------|------------|------------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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).

|                          |            |            |            |
|--------------------------|------------|------------|------------|
| <b>TOTAL PERFORMANCE</b> | <b>376</b> | <b>427</b> | <b>428</b> |
|--------------------------|------------|------------|------------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**DEMOCRATIC SERVICES**

| <b>Member Services</b> | £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.

| <b>Mayoral and Civic</b> | £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.

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Grants to Voluntary Bodies</b>                    | £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.

| <b>Corporate Modern Records</b> | £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:**

-

|                                  |              |              |              |
|----------------------------------|--------------|--------------|--------------|
| <b>TOTAL DEMOCRATIC SERVICES</b> | <b>1,671</b> | <b>1,703</b> | <b>1,898</b> |
|----------------------------------|--------------|--------------|--------------|



|                               | 2014/15 | 2015/16 | 2016/17 |
|-------------------------------|---------|---------|---------|
|                               | Actual  | Budget  | Budget  |
| <b>CORPORATE SERVICES</b>     |         |         |         |
| <b>DIRECTLY MANAGED COSTS</b> |         |         |         |

**ELECTIONS AND ELECTORAL REGISTRATION**

| <b>Electoral Services</b> | £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

|   |            |            |            |
|---|------------|------------|------------|
| <b>TOTAL ELECTIONS AND ELECTORAL REGISTRATION</b> | <b>223</b> | <b>352</b> | <b>262</b> |
|---|------------|------------|------------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**HR TEAM**

| <b>HR Strategic</b> | £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.

| <b>Payroll</b> | £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.

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

**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.

| <b>Health &amp; Safety Contract</b> | £000 | £000 | £000 |
|-------------------------------------|------|------|------|
| Expenditure                         | 23   | 33   | 23   |
| Income                              | (2)  | 0    | 0    |
| Net                                 | 21   | 33   | 23   |

**Services provided:**

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

**Staff (full time equivalent):**

0.00

**Service Risks:**

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

**Performance Indicators:**

|                 |       |       |       |
|-----------------|-------|-------|-------|
| <b>TOTAL HR</b> | 1,171 | 1,155 | 1,167 |
|-----------------|-------|-------|-------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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:**

|                    |          |            |            |
|--------------------|----------|------------|------------|
| <b>TOTAL LEGAL</b> | <b>5</b> | <b>(3)</b> | <b>103</b> |
|--------------------|----------|------------|------------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**FINANCE****Finance Strategic**

|             | £000         | £000        | £000         |
|-------------|--------------|-------------|--------------|
| Expenditure | 1,110        | 1,048       | 1,071        |
| Income      | <u>(146)</u> | <u>(99)</u> | <u>(102)</u> |
| 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      | <u>(134)</u> | <u>(147)</u> | <u>(148)</u> |
| 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:**

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Systems Accountancy</b>                           | £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:**

| <b>Pensions</b> | £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

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Insurance &amp; Risk</b>                          | £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



| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
| <b>Procurement Strategic</b>                         | £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:**

|                      |              |              |              |
|----------------------|--------------|--------------|--------------|
| <b>TOTAL FINANCE</b> | <b>2,386</b> | <b>2,401</b> | <b>2,475</b> |
|----------------------|--------------|--------------|--------------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**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**

|           |           |           |
|-----------|-----------|-----------|
| <b>46</b> | <b>40</b> | <b>40</b> |
|-----------|-----------|-----------|

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

**LEISURE SERVICES**

| <b>Town Management</b> | £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:**

| <b>Community Services Unit</b> | £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:**

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

| <b>Allotments</b> | £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.

| <b>Cemeteries &amp; Churchyards</b> | £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.

| <b>Parks &amp; Opens Spaces</b> | £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

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

| <b>Community Leisure Services</b> | £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.

| <b>Partnerships</b> | £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.

| <b>CORPORATE SERVICES<br/>DIRECTLY MANAGED COSTS</b> | <b>2014/15<br/>Actual</b> | <b>2015/16<br/>Budget</b> | <b>2016/17<br/>Budget</b> |
|--|---------------------------|---------------------------|---------------------------|
|--|---------------------------|---------------------------|---------------------------|

|                        |                |                |                |
|------------------------|----------------|----------------|----------------|
| <b>Leisure Centres</b> | £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

|                             |          |          |           |
|-----------------------------|----------|----------|-----------|
| <b>Economic Development</b> | £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:**

|                               |            |             |              |
|-------------------------------|------------|-------------|--------------|
| <b>TOTAL LEISURE SERVICES</b> | <b>596</b> | <b>(90)</b> | <b>(320)</b> |
|-------------------------------|------------|-------------|--------------|

|                                     |              |              |              |
|-------------------------------------|--------------|--------------|--------------|
| <b>TOTAL DIRECTLY MANAGED COSTS</b> | <b>6,668</b> | <b>5,702</b> | <b>6,080</b> |
|-------------------------------------|--------------|--------------|--------------|

**REVENUE BUDGET MOVEMENT 2015-16 TO 2016-17**

| Item  | 2015-16<br>Original<br>Budget | Inflation  | Full Year<br>Effects<br>(FYE) | Virements | Grants<br>Adjustment | Sub Total     | Growth inc<br>Demography | Directorate<br>Savings | 2016-17<br>Original<br>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)                         |
| <b>Total Service budgets</b>                        | <b>80,859</b>                 | <b>593</b> | <b>1,077</b>                  | <b>27</b> | <b>143</b>           | <b>82,699</b> | <b>5,179</b>             | <b>(5,726)</b>         | <b>82,152</b>                 |
| 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                             |
| <b>Net Requirement</b>                              | <b>89,265</b>                 | <b>908</b> | <b>(341)</b>                  | <b>0</b>  | <b>143</b>           | <b>89,975</b> | <b>5,179</b>             | <b>(5,726)</b>         | <b>89,428</b>                 |
| Special expenses                                    | (956)                         |            | (25)                          |           |                      | (981)         |                          |                        | (981)                         |
| <b>Gross Council Tax Requirement</b>                | <b>88,309</b>                 | <b>908</b> | <b>(366)</b>                  | <b>0</b>  | <b>143</b>           | <b>88,994</b> | <b>5,179</b>             | <b>(5,726)</b>         | <b>88,447</b>                 |
| 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                            |
| <b>Net Requirement</b>                              | <b>58,142</b>                 | <b>908</b> | <b>(624)</b>                  | <b>0</b>  | <b>2,897</b>         | <b>61,323</b> | <b>5,179</b>             | <b>(5,726)</b>         | <b>60,776</b>                 |

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               |
| <b>Adults, Culture &amp; Health</b> |   |                                      |  |                              |                     |
| <b>Housing</b>                      |   |                                      |  |                              |                     |
| 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                  |
| <b>Homelessness</b>                 |   |                                      |  |                              |                     |
| 3                                   | Continuation of policy to meet homelessness obligations by use of private rented accommodation to reduce temporary accommodation bill   | 24                                   |  |                              | 24                  |
| <b>Supporting People</b>            |   |                                      |  |                              |                     |
| 4                                   | Service rationalisation - review of all existing contracts for efficiencies   | 100                                  |  |                              | 100                 |
| <b>Older Peoples Services</b>       |   |                                      |  |                              |                     |
| 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                  |
| <b>Supported Living</b>             |   |                                      |  |                              |                     |
| 8                                   | Full year effect of 15-16 procurement activity for a supported living contract  | 130                                  |  |                              | 130                 |
| <b>Mental Health</b>                |   |                                      |  |                              |                     |
| 9                                   | More sustainable Approved Mental Health Practitioner service available through regrading and permanent recruitment  |                                      | 25                                     |                              | 25                  |
| 10                                  | Day Support - Richmond Fellowship   | 50                                   |  |                              | 50                  |
| <b>Public Health</b>                |   |                                      |  |                              |                     |
| 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                  |
| <b>Commissioning</b>                |   |                                      |  |                              |                     |
| 15                                  | Savings from commissioning budget through efficiencies  |                                      | 50                                     |                              | 50                  |
| 16                                  | Commissioning Healthwatch within the grant available following consultation   |                                      | 90                                     |                              | 90                  |
| <b>Learning Disability</b>          |   |                                      |  |                              |                     |
| 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                  |
| <b>Libraries</b>                    |   |                                      |  |                              |                     |
| 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                  |
| <b>Adult Social Care</b>            |   |                                      |  |                              |                     |
| 25                                  | New Operating Model for Adult Social Care to increase the prevention of needs for health and social care.   |                                      | 40                                     |                              | 40                  |
|                                     |   | <b>542</b>                           | <b>604</b>                             | <b>13</b>                    | <b>1,159</b>        |



| Line No.  | Description of Saving   | 16/17 Savings agreed by Sept Cabinet | 16/17 Savings not yet agreed | Total 16/17 Savings |
|---|---|--------------------------------------|------------------------------|---------------------|
| <b>Children's Services Savings</b>              |   | <b>£'000</b>                         | <b>£'000</b>                 | <b>£'000</b>        |
| <b>Strategy Commissioning &amp; Performance</b> |   |                                      |                              |                     |
| 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                  |
| <b>Education Standards</b>                      |   |                                      |                              |                     |
| 5   | Education Improvement - Stop discretionary payments of bursaries and training to early years students and providers.                      | 79                                   |                              | 79                  |
| <b>Sufficiency &amp; Access</b>                 |   |                                      |                              |                     |
| 6   | Align the Home to School Transport policy with statutory provision only for new pupils.   | 15                                   |                              | 15                  |
| <b>Early Help</b>                               |   |                                      |                              |                     |
| 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                  |
| <b>Safeguarding and children in care</b>        |   |                                      |                              |                     |
| 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                  |
| <b>Children and Young People Disability</b>     |   |                                      |                              |                     |
| 18  | Consolidation of management arrangements in Children and Young People Disability service.   | 54                                   | 70                           | 124                 |
|   |   | <b>832</b>                           | <b>214</b>                   | <b>1,046</b>        |

| 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 |
|--|---|-------------------------------------|--------------------------------------|--------------------------------|---------------------|
| <b>Operations Savings</b>                          |   |                                     | £'000                                | £'000                          | £'000               |
| <b>Transport</b>                                   |   |                                     |                                      |                                |                     |
| 1  | Operations Directorate share of cross Council Rationalisation of transport services.                |                                     | 30                                   |                                | 30                  |
| <b>Customer Services</b>                           |   |                                     |                                      |                                | -                   |
| 2  | Operations Directorate share of CRM system upgrade savings.   |                                     | 34                                   |                                | 34                  |
| <b>Benefits and Business Services</b>              |   |                                     |                                      |                                | -                   |
| 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                 |
| <b>Commissioning and Contracts</b>                 |   |                                     |                                      |                                | -                   |
| 7  | Waste Disposal contract re-procurement  |                                     | 332                                  |                                | 332                 |
| 8  | Fundamental Service Review - Restructure  |                                     | 91                                   |                                | 91                  |
| <b>Neighbourhood &amp; Streetscene Delivery</b>    |   |                                     |                                      |                                | -                   |
| 9  | Fundamental Service Review - Restructure  |                                     | 51                                   |                                | 51                  |
| <b>Community Protection &amp; Enforcement</b>      |   |                                     |                                      |                                | -                   |
| 10   | Fundamental Service Review - Restructure  |                                     | 164                                  |                                | 164                 |
| <b>Customer Experience &amp; Engagement</b>        |   |                                     |                                      |                                | -                   |
| 11   | Fundamental Service Review - Restructure  |                                     | 45                                   |                                | 45                  |
| <b>Street Lighting</b>                             |   |                                     |                                      |                                | -                   |
| 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                  |
| <b>Highway Assets &amp; Streetcare Inspections</b> |   |                                     |                                      |                                | -                   |
| 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                  |
| <b>Parking</b>                                     |   |                                     |                                      |                                | -                   |
| 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                  |
| <b>Digital Media Services</b>                      |   |                                     |                                      |                                | -                   |
| 19   | Contract saving following the closure of the unit at Cordwallis Rd.                                 | 130                                 |                                      |                                | 130                 |
|  |   | <b>130</b>                          | <b>1,519</b>                         | <b>243</b>                     | <b>1,892</b>        |

| Line No.                              | Description of Saving  | 16/17 Savings agreed by Sept Cabinet | 16/17 Savings not yet approved | Total 16/17 Savings |
|---------------------------------------|--|--------------------------------------|--------------------------------|---------------------|
| <b>Corporate Services Savings</b>     |  | <b>£'000</b>                         | <b>£'000</b>                   | <b>£'000</b>        |
| <b>Cross Council</b>                  |  |                                      |                                |                     |
| 1                                     | Energy Reduction   |                                      | 100                            | 100                 |
| 2                                     | Buildings cleaning contract  |                                      | 64                             | 64                  |
| <b>Corporate Management</b>           |  |                                      |                                |                     |
| 3                                     | Reduced cost of external audit following national reprocurement exercise   | 30                                   |                                | 30                  |
| 4                                     | Saving following review of corporate management budgets  | 27                                   |                                | 27                  |
| <b>Development &amp; Regeneration</b> |  |                                      |                                |                     |
| 5                                     | Savings to Revenue arising from the restructure of the team  | 112                                  |                                | 112                 |
| <b>Finance</b>                        |  |                                      |                                |                     |
| 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                  |
| <b>HR</b>                             |  |                                      |                                |                     |
| 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                  |
| <b>Leisure</b>                        |  |                                      |                                |                     |
| 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                  |
| <b>Insurance</b>                      |  |                                      |                                |                     |
| 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                 |
|                                       |  | <b>903</b>                           | <b>266</b>                     | <b>1,169</b>        |

| <b>GROWTH</b>              |  |                         |
|----------------------------|--|-------------------------|
| <b>Children's Services</b> |  |                         |
| <b>Line ref</b>            | <b>Description of Growth</b>   | <b>2016/17 Increase</b> |
|                            |  | £'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                      |
|                            |  |                         |
|                            | <b>Total CS Growth</b>   | <b>735</b>              |

| <b>Adult and Community Services</b> |  |                         |
|-------------------------------------|--|-------------------------|
| <b>Line ref</b>                     | <b>Description of Growth</b>   | <b>2016/17 Increase</b> |
|                                     |  | £'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                      |
|                                     |  |                         |
|                                     | <b>Total ACS Growth</b>  | <b>3821</b>             |

| <b>Operations</b> |  |                         |
|-------------------|--|-------------------------|
| <b>Line ref</b>   | <b>Description of Growth</b>   | <b>2016/17 Increase</b> |
|                   |  | £'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                      |
|                   |  |                         |
|                   | <b>Total Operations Growth</b>   | <b>388</b>              |

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

|  |                             |             |
|--|-----------------------------|-------------|
|  | <b>Total Service Growth</b> | <b>5179</b> |
|--|-----------------------------|-------------|

**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.**

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

**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                  |                        |                        |                       |
| <b>SUB-TOTAL</b>                                |                        |                        |                       |
| Parish (average)                                |                        |                        |                       |
| <b>TOTAL</b>                                    |                        |                        |                       |

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

| <b>Headline</b>                          |        |        |        |        |  |
|--|--------|--------|--------|--------|--|
| 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  |  |

| <b>Detail</b>                    |   |                              |                              |                              |                              |
|----------------------------------|---|------------------------------|------------------------------|------------------------------|------------------------------|
| Line                             | Description   | 2016/17<br>Estimate<br>£'000 | 2017/18<br>Estimate<br>£'000 | 2018/19<br>Estimate<br>£'000 | 2019/20<br>Estimate<br>£'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                            |
| <b>8</b>                         | <b>Children's Services Total</b>                            | <b>17,828</b>                | <b>17,221</b>                | <b>15,048</b>                | <b>14,948</b>                |
| <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                            |
| <b>17</b>                        | <b>Adults Culture and Health Total</b>                      | <b>40,786</b>                | <b>41,348</b>                | <b>42,365</b>                | <b>42,774</b>                |
| <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                            |
| <b>26</b>                        | <b>Operations Total</b>                                     | <b>17,418</b>                | <b>15,593</b>                | <b>14,659</b>                | <b>13,736</b>                |
| <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                            |
| <b>35</b>                        | <b>Corporate Services Total</b>                             | <b>6,080</b>                 | <b>5,025</b>                 | <b>4,166</b>                 | <b>3,374</b>                 |
| <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                            |
| <b>43</b>                        | <b>Total Service Expenditure</b>                            | <b>82,152</b>                | <b>79,476</b>                | <b>76,777</b>                | <b>75,621</b>                |



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

Appendix J MTFP

| <b>Headline</b> |  |        |        |        |        |
|-----------------|--|--------|--------|--------|--------|
|                 | 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  |

| <b>Detail</b> |  |                              |                              |                              |                              |
|---------------|--|------------------------------|------------------------------|------------------------------|------------------------------|
| Line          | Description  | 2016/17<br>Estimate<br>£'000 | 2017/18<br>Estimate<br>£'000 | 2018/19<br>Estimate<br>£'000 | 2019/20<br>Estimate<br>£'000 |
| <b>44</b>     | <b>Non Service Costs</b>                             |                              |                              |                              |                              |
| 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<br>- Development Fund              | -117                         | -117                         | -61                          | -61                          |
| <b>51</b>     | <b>Total Non Service Costs</b>                       | <b>7,277</b>                 | <b>7,756</b>                 | <b>8,190</b>                 | <b>8,568</b>                 |
| <b>52</b>     | <b>TOTAL BUDGET COST</b>                             | <b>89,428</b>                | <b>87,232</b>                | <b>84,967</b>                | <b>84,189</b>                |
|               | <b>Support</b>                                       |                              |                              |                              |                              |
| 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                         |
| <b>63</b>     | <b>Sub Total Support</b>                             | <b>-28,653</b>               | <b>-24,297</b>               | <b>-19,859</b>               | <b>-16,847</b>               |
| <b>64</b>     | <b>NET BUDGET REQUIREMENT</b>                        | <b>60,776</b>                | <b>62,935</b>                | <b>65,108</b>                | <b>67,342</b>                |
| 65            | Council Tax Base (Band D)                            | 65,697                       | 66,697                       | 67,647                       | 68,597                       |
| 66            | RBWM Council Tax Band D (£.p)                        | <b>906.95</b>                | <b>906.95</b>                | <b>906.95</b>                | <b>906.95</b>                |
| 67            | ASC Precept Band D (£.p)                             | <b>18.14</b>                 | <b>36.64</b>                 | <b>55.51</b>                 | <b>74.76</b>                 |

**JUSTIFICATION OF THE LEVEL OF BALANCES 2016/17**

|   | Potential<br>Cost<br>£000 | Risk | Average<br>Risk<br>£000 |
|---|---------------------------|------|-------------------------|
| <b>Economic risks</b>   |                           |      |                         |
| 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                      |
| <b>Environmental risks</b>  |                           |      |                         |
| Emergency/Disaster Relief such as major flooding (up to the level above which government grant would be received under the Bellwin Formula) | 250                       | 50%  | 125                     |
| Impact of national medical epidemic   | 200                       | 20%  | 40                      |
| Winter Maintenance (Budget only covers "normal" winter) extra gritting  | 150                       | 60%  | 90                      |
| <b>Regulatory risks</b>   |                           |      |                         |
| Major planning inquiry  | 400                       | 60%  | 240                     |
| <b>Capital Risk</b>   |                           |      |                         |
| Potential requirement to cover emergency capital project e.g. street lighting, highways, boilers etc  | 200                       | 50%  | 100                     |
| <b>Savings risks</b>  |                           |      |                         |
| 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                     |
| <b>Impact of Service Increases</b>  |                           |      |                         |
| 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                      |
| <b>Total of potential risks (unlikely all to coincide)</b>  | <b>8,330</b>              |      |                         |
| <b>Total Average Risk in Single Year</b>  |                           |      | <b>3,516</b>            |
| <b>Provide for 18 months to enable corrective action</b>  |                           |      | <b>5,270</b>            |

**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<br>Actual | 2015/16<br>Estimate | 2016/17<br>Estimate | 2017/18<br>Estimate |
|---|-------------------|---------------------|---------------------|---------------------|
| <b>Capital Expenditure (£m)</b>                       | £31.4m            | £34.2m              | £21.4m              | £18.5m              |
| <b>Ratio of financing costs to net revenue stream</b> |                   |                     |                     |                     |
| - Non-loan financed                                   | 29.3%             | 32.1%               | 10.9%               | 1.4%                |
| - Loan financed                                       | 7.9%              | 7.2%                | 6.8%                | 7.2%                |
| <b>Capital Financing Requirement (£m)</b>             | 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 |
|--|---------|---------|---------|---------|
| <b>Authorised limit for external debt (£m)</b> | £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 |
|--|---------|---------|---------|---------|
| <b>Operational boundary for external debt (£m)</b> | £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 |
|---|---------|---------|---------|---------|
| <b>for the Band D Council Tax Payer</b> | £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)**

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

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