

## BUDGET 2009/10

### 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 2009/10, which show the direct costs of the following service areas as set out in Appendix D & E, together with the revised estimates for 2008/09 be confirmed (or amended) for inclusion in the Budget Book: -

SERVICE AREA	Revised	Estimate
	Estimate	Estimate
	2008/09	2009/10
	£000	£000
Children's Services	16,527	16,666
Adult & Community Services	36,612	36,596
Environmental Services	15,304	15,843
Resources	11,452	11,439
Chief Executive	6,126	6,537
Environment Agency Levy	130	133
Capital Finance (net)	5,414	5,408
Corporate Initiatives	-331	-376
Contribution from earmarked reserves and other adjustments	-959	0
	<b>90,275</b>	<b>92,246</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 C 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, the programme presented to Council will also include the latest estimate of slippage from the 2008/09 programme)*
- c) That the Parish precepts for 2009/10 be paid in two equal instalments 27 March 2009 and 30 September 2009.

d) That it be noted that at its meeting on 18 December 2008, the Cabinet calculated the following amounts for the year 2009/10 in accordance with regulations made under Section 33 (5) of the Local Government Finance Act 1992:-

i) 64,764.65 being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax base for the year.

*(Explanatory Note: This is the Council's total tax base)*

ii) Parts of the Council's Area

	Band D Equivalents
Bisham	703.13
Bray	4,108.30
Cookham	2,864.53
Cox Green	3,135.96
Datchet	2,291.70
Eton	1,744.25
Horton	483.87
Hurley	956.55
Old Windsor	2,408.41
Shottesbrooke	71.68
Sunningdale	3,021.56
Sunninghill & Ascot	6,080.25
Waltham St. Lawrence	628.32
White Waltham	1,216.92
Wraysbury	2,118.59
	<hr/>
	31,834.02
Unparished Areas	
Maidenhead	19,933.50
Windsor	12,997.13
	<hr/>
	64,764.65

being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.

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

e) That the following amounts be now calculated by the Council for the year 2009/10 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

i)

being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (2) (a) to (e) of the Act.

*(Explanatory Note: This is the gross expenditure of the Council including parish precepts and Special Expenses)*

- ii)
- being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3) (a) to (c) of the Act.
- (Explanatory Note: This is the gross income of the Council excluding Revenue Support Grant and Business Rate Income)*
- 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 32 (4) of the Act, as its budget requirement for the year.
- (Explanatory Note: This is the net expenditure of the Council (including parish precepts and Special Expenses)*
- iv)
- being the aggregate of the sums which the Council estimates will be payable for the year into its general fund in respect of redistributed non-domestic rates and revenue support grant increased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund to its General Fund in accordance with Section 97 (3) of the Local Government Finance Act 1988 and increased by the amount of any sum which the Council estimates will be transferred from its Collection Fund to the General Fund pursuant to the Collection Fund (Community Charges) (England) Directions 1994 under Section 98 (4) of the Local Government Finance Act 1988 made on 7th February 1994.
- (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.)*
- v)
- being the amount at (e)(iii) above less the amount at (e)(iv) above, all divided by the amount at (d)(i) above, calculated by the Council, in accordance with Section 33 (1) of the Act, as the basic amount of its Council Tax for the year.
- (Explanatory Note: This figure is the average Band D Council Tax including Parish Precepts and Special Expenses.)*
- vi)
- being the aggregate amount of all special items referred to in Section 34 (1) of
- (Explanatory Note: This figure is the aggregate of Parish Precepts and Special Expenses.)*
- vii) £1,037.21
- being the amount at (e)(v) above less the result given by dividing the amount at (e)(vi) above by the amount at (d)(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 special item relates.
- (Explanatory Note: This figure is the average Band D Council Tax excluding Parish Precepts and Special Expenses.)*

- viii) The following table shows the Band D Council Tax for each part of the Council's area, including as appropriate, Parish Precepts or special expenses (for the non-parished areas).

	Band D Council Tax
Bisham	
Bray	
Cookham	
Cox Green	
Datchet	
Eton	
Horton	
Hurley	
Old Windsor	
Shottesbrooke	
Sunningdale	
Sunninghill	
Waltham St. Lawrence	
White Waltham	
Wraysbury	
Unparished Areas	
Maidenhead	
Windsor	

Being the amounts given by adding the amount shown at (e) vii) above to the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at section (d) ii) above, calculated by the Council, in accordance with Section 34 (3) of the Act as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

*(Explanatory Note: This figure is the Band D Council Tax including Parish Precepts or Special Expenses for each part of the Council's area.)*

ix) The following table shows the Council Tax for each valuation Band for properties in:-

a) The unparished parts of the authority (including Special Expenses)

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Unparished areas of the former Boroughs of Windsor and Maidenhead								

*(Explanatory Note: Valuation Bands are expressed as a proportion of Band D as follows:-*

*Band A – 6/9, B – 7/9, C – 8/9, D – 9/9, E – 11/9, F - 13/9, G - 15/9, H - 18/9)*

b) The various parishes of the authority (including Parish Precepts):-

	A	B	C	D	E	F	G	H
<i>Parish</i>	£	£	£	£	£	£	£	£
Bisham								
Bray								
Cookham								
Cox Green								
Datchet								
Eton								
Horton								
Hurley								
Old Windsor								
Shottesbrooke								
Sunningdale								
Sunninghill & Ascot								
Waltham St. Lawrence								
White Waltham								
Wraysbury								

Being the amounts given by multiplying the amount at (e) (vii) and (e) (viii) above by the number which, in the proportion set out in Section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

*(Explanatory Note: This Table shows the Council Tax to be charged on properties in each valuation band in all parishes and includes the relevant Parish Precept)*

- x) That it be noted that for the year 2009/10 the major precepting authorities have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Thames Valley Police Authority								
Berkshire Fire and Rescue Authority								

*(Explanatory Note: This Table shows the Council Tax to be charged on properties in each valuation band for the Thames Valley Police Authority and the Berkshire Fire and Rescue Authority Precepts)*

- xi) That, having calculated the aggregate in each case of the amounts at (e)(ix) and (e)(x) above, the Council, in accordance with Section 30 (2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2009/10 for each of the categories of dwellings shown below:-

- a) the unparished parts of the authority (including Special Expenses)

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Unparished areas of the former Boroughs of Windsor and Maidenhead								

- b) the various parishes of the authority (including Parish Precepts):-

	A	B	C	D	E	F	G	H
Parish	£	£	£	£	£	£	£	£
Bisham								
Bray								
Cookham								
Cox Green								
Datchet								
Eton								
Horton								
Hurley								
Old Windsor								
Shottesbrooke								
Sunningdale								
Sunninghill & Ascot								
Waltham St. Lawrence								
White Waltham								
Wraysbury								

***(Explanatory Note: The two Tables show the Council Tax to be charged on properties in each of the valuation bands for all parished and unparished parts of the Council including the Parish Precepts or Special Expenses and the Police and Fire Authority Precepts.)***

- f) That Council be recommended to approve the limits and indicators contained in Appendix I to this report for the year 2008/09 and the future years.**

## CAPITAL PROGRAMME 2009/10 AND ONWARD

Portfolio Summary	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		Net £000
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	Gross	Income	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
<b>Chief Executive</b>															
Planning & Development Team	165	(31)	134	130	(130)	0	285	0	285	70	0	70	650	(161)	489
Policy & Performance	98	0	98	0	0	0	107	0	107	0	0	0	205	0	205
<b>Total Chief Executive</b>	263	(31)	232	130	(130)	0	392	0	392	70	0	70	855	(161)	694
<b>Resources</b>															
Business Improvement	1,250	0	1,250	610	0	610	100	0	100	100	0	100	2,060	0	2,060
CSC	170	(59)	111	300	0	300	220	0	220	0	0	0	690	(59)	631
Other	106	0	106	62	0	62	50	0	50	50	0	50	268	0	268
<b>Total Resources</b>	1,526	(59)	1,467	972	0	972	370	0	370	150	0	150	3,018	(59)	2,959
<b>Environmental Services</b>															
Local Transport Plan	4,758	(1,589)	3,169	5,406	(2,070)	3,336	8,710	(4,950)	3,760	4,020	(725)	3,295	22,894	(9,334)	13,560
Parking Schemes	758	(648)	110	2,900	(2,650)	250	5,120	(5,000)	120	220	0	220	8,998	(8,298)	700
Operations	980	(16)	964	233	(50)	183	150	0	150	150	0	150	1,513	(66)	1,447
Public Protection	867	(554)	313	1,376	(818)	558	654	(374)	280	560	(270)	290	3,457	(2,016)	1,441
Asset Management	840	0	840	1,121	0	1,121	862	0	862	752	0	752	3,575	0	3,575
<b>Total Environmental Services</b>	8,203	(2,807)	5,396	11,036	(5,588)	5,448	15,496	(10,324)	5,172	5,702	(995)	4,707	40,437	(19,714)	20,723
<b>Children's Services</b>															
Non Schools	1,634	(251)	1,383	2,743	(2,621)	122	1,271	(1,204)	67	16	0	16	5,664	(4,076)	1,588
Schools - Non Devolved	4,450	(2,754)	1,696	24,688	(23,640)	1,048	20,887	(20,139)	748	369	0	369	50,394	(46,533)	3,861
Schools - Devolved Capital	3,604	(3,604)	0	2,356	(2,356)	0	2,349	(2,349)	0	0	0	0	8,309	(8,309)	0
<b>Total Children's Services</b>	9,688	(6,609)	3,079	29,787	(28,617)	1,170	24,507	(23,692)	815	385	0	385	64,367	(58,918)	5,449
<b>Adult and Community Services</b>															
Adult Social Care	121	(43)	78	50	0	50	50	0	50	50	0	50	271	(43)	228
Housing	2,039	(1,999)	40	40	0	40	40	0	40	40	0	40	2,159	(1,999)	160
General	174	(124)	50	158	(158)	0	32	(32)	0	0	0	0	364	(314)	50
Library & Information Service	1,115	(491)	624	1,034	(210)	824	135	0	135	50	0	50	2,334	(701)	1,633
Leisure Centres	546	(145)	401	385	(140)	245	0	0	0	430	0	430	1,361	(285)	1,076
Outdoor Facilities	2,565	(2,515)	50	1,726	(1,601)	125	770	(700)	70	305	(50)	255	5,366	(4,866)	500
<b>Total Adult &amp; Community Services</b>	6,560	(5,317)	1,243	3,393	(2,109)	1,284	1,027	(732)	295	875	(50)	825	11,855	(8,208)	3,647
<b>Total Committed Schemes</b>	26,240	(14,823)	11,417	45,318	(36,444)	8,874	41,792	(34,748)	7,044	7,182	(1,045)	6,137	120,532	(87,060)	33,472

<b>External Funding</b>	£000	£000	£000	£000
Government Grants	(7,454)	(31,888)	(34,198)	(670)
Developers' Contributions	(6,896)	(3,597)	(475)	(250)
Other Contributions	(473)	(959)	(75)	(125)
<b>Total External Funding Sources</b>	(14,823)	(36,444)	(34,748)	(1,045)
<b>Total Corporate Funding</b>	11,417	8,874	7,044	6,137

CAPITAL BUDGET REPORT  
CHIEF EXECUTIVE

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Planning &amp; Development Team</b>																
CG06	Planning History Scanning	20	(11)	9	0	0	0	0	0	0	70	0	70	90	(11)	79
CG13	Open Space Audit	20	(20)	0	0	0	0	0	0	0	0	0	0	20	(20)	0
CG20	Transport Assessment for Sites	50	0	50	130	(130)	0	285	0	285	0	0	0	465	(130)	335
CG21	Townscape Study/Assessment	30	0	30	0	0	0	0	0	0	0	0	0	30	0	30
CG27	River Thames Character Study	30	0	30	0	0	0	0	0	0	0	0	0	30	0	30
CG28	Planning Portal Connector	15	0	15	0	0	0	0	0	0	0	0	0	15	0	15
	<b>Total Planning</b>	165	(31)	134	130	(130)	0	285	0	285	70	0	70	650	(161)	489
<b>Policy &amp; Performance</b>																
CM11	Guildhall Equipment	98	0	98	0	0	0	0	0	0	0	0	0	98	0	98
CN39	Electrical Work, Guildhall	0	0	0	0	0	0	107	0	107	0	0	0	107	0	107
	<b>Total Policy &amp; Performance</b>	98	0	98	0	0	0	107	0	107	0	0	0	205	0	205
<b>TOTAL CHIEF EXECUTIVE CAPITAL PROGRAMME</b>		263	(31)	232	130	(130)	0	392	0	392	70	0	70	855	(161)	694

CAPITAL BUDGET REPORT  
RESOURCES

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Business Improvement</b>																
CM31	Data Centre - Town Hall	7	0	7	0	0	0	0	0	0	0	0	0	7	0	7
CN04	Network Improvement	122	0	122	80	0	80	0	0	0	0	0	0	202	0	202
CN05	Document Management Pilot	13	0	13	0	0	0	0	0	0	0	0	0	13	0	13
CN08	E-Procurement	2	0	2	0	0	0	0	0	0	0	0	0	2	0	2
CN14	Information and Data Management	124	0	124	90	0	90	0	0	0	0	0	0	214	0	214
CN16	Unique Property Reference Number	5	0	5	0	0	0	0	0	0	0	0	0	5	0	5
CN31	Internal Audit Software (PSC Ref.TBA)	183	0	183	0	0	0	0	0	0	0	0	0	183	0	183
CP03	Purchase of PCs	11	0	11	0	0	0	0	0	0	0	0	0	11	0	11
CN23	IPT & Network Upgrade	19	0	19	0	0	0	0	0	0	0	0	0	19	0	19
CN24	Confirm Database Upgrade	607	0	607	0	0	0	0	0	0	0	0	0	607	0	607
CN25	GIS Maprite	5	0	5	0	0	0	0	0	0	0	0	0	5	0	5
CN27	IT Disaster Recovery	146	0	146	380	0	380	100	0	100	100	0	100	726	0	726
CN29	Mobile Network	6	0	6	60	0	60	0	0	0	0	0	0	66	0	66
<b>Total Business Improvement</b>		1,250	0	1,250	610	0	610	100	0	100	100	0	100	2,060	0	2,060
<b>CSC</b>																
CN06	Customer Service Centre	170	(59)	111	300	0	300	220	0	220	0	0	0	690	(59)	631
<b>Total CSC</b>		170	(59)	111	300	0	300	220	0	220	0	0	0	690	(59)	631
<b>Other</b>																
CN13	HR Information System	51	0	51	0	0	0	0	0	0	0	0	0	51	0	51
CM60	Grants - Outside Organisations	55	0	55	62	0	62	50	0	50	50	0	50	217	0	217
<b>Total Other</b>		106	0	106	62	0	62	50	0	50	50	0	50	268	0	268
<b>TOTAL RESOURCES CAPITAL PROGRAMME</b>		1,526	(59)	1,467	972	0	972	370	0	370	150	0	150	3,018	(59)	2,959

**CAPITAL BUDGET REPORT  
ENVIRONMENTAL SERVICES**

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Local Transport Plan</b>																
CE14	Highways Surfacing Contract	1,270	(474)	796	1,250	(430)	820	1,250	(400)	850	1,250	(400)	850	5,020	(1,704)	3,316
CE16	Footway Schemes	143	0	143	150	0	150	150	0	150	200	0	200	643	0	643
CE21	Construction of New Footways	152	(100)	52	100	0	100	100	0	100	100	0	100	452	(100)	352
CE23	LTP Pre-Planning,Investigation & Scheme Developmnt	75	(75)	0	30	0	30	50	0	50	50	0	50	205	(75)	130
CE30	Congestion Reduction/Air Quality Improvements	67	(67)	0	75	(25)	50	75	(25)	50	0	0	0	217	(117)	100
CE31	St Leonards Road/Imperial Rd-Junction Improvements	100	(25)	75	0	0	0	0	0	0	0	0	0	100	(25)	75
CE33	Thames Bridge Maidenhead	250	(90)	160	1,050	(525)	525	0	0	0	0	0	0	1,300	(615)	685
CE37	Parapet Improvement Programme	130	0	130	70	0	70	100	0	100	100	0	100	400	0	400
CE57	Safe Routes to Schools	107	(57)	50	100	(25)	75	100	(25)	75	100	(25)	75	407	(132)	275
CE71	Local Safety Schemes	140	0	140	100	0	100	100	0	100	100	0	100	440	0	440
CE72	Replacement Street Lighting	745	0	745	450	(50)	400	500	0	500	400	0	400	2,095	(50)	2,045
CE73	Cycle Network	97	(85)	12	100	(50)	50	75	(50)	25	75	(50)	25	347	(235)	112
CE74	Public Transport Initiative	96	(96)	0	75	(75)	0	75	(75)	0	75	(75)	0	321	(321)	0
CE76	Local Transport Plan Implement	15	(15)	0	0	0	0	0	0	0	0	0	0	15	(15)	0
CE82	Highway Drainage Schemes	474	0	474	330	0	330	200	0	200	100	0	100	1,104	0	1,104
CE91	Bridge Health and Safety	142	0	142	105	0	105	250	0	250	250	0	250	747	0	747
CE94	Rights of Way Major Projects	60	(55)	5	60	(15)	45	60	0	60	60	0	60	240	(70)	170
CF59	Traffic Management Schemes	231	(67)	164	166	0	166	150	0	150	150	0	150	697	(67)	630
CF86	Verge Parking/Verge Protection	129	(103)	26	75	(75)	0	100	(75)	25	100	(75)	25	404	(328)	76
CG08	Intelligent Traffic Systems	200	(200)	0	250	(150)	100	150	(100)	50	150	(100)	50	750	(550)	200
CG09	Maidenhead Station - Transport Hub	45	0	45	0	0	0	75	0	75	0	0	0	120	0	120
CG10	Bridge Strengthening Schemes	10	0	10	65	0	65	200	0	200	200	0	200	475	0	475
CG17	S106 Traffic Management Schemes	45	(45)	0	0	0	0	0	0	0	0	0	0	45	(45)	0
CG18	LPSA - KSI Initiatives	35	(35)	0	0	0	0	0	0	0	0	0	0	35	(35)	0
CG33	Gloucester Place,W'sor-Historic Surface Restoration	0	0	0	50	0	50	0	0	0	0	0	0	50	0	50
CG34	Road Safety Improvements (Speed Limits)	0	0	0	0	0	0	50	0	50	100	0	100	150	0	150
CG35	Fleet Foot Crossing over Railway,S'meads-Access Imps	0	0	0	25	0	25	0	0	0	0	0	0	25	0	25
CG36	Peascod Street Improvements	0	0	0	30	0	30	0	0	0	0	0	0	30	0	30
CG37	Maidenhead Environmental Improvements	0	0	0	200	(200)	0	400	0	400	400	0	400	1,000	(200)	800
CG38	Windsor & Eton Relief Road Major Scheme	0	0	0	500	(450)	50	4,500	(4,200)	300	0	0	0	5,000	(4,650)	350
CG40	Thames Path National Trail: Cookham to Maidenhead	0	0	0	0	0	0	0	0	0	60	0	60	60	0	60
<b>Local Transport Plan Total</b>		<b>4,758</b>	<b>(1,589)</b>	<b>3,169</b>	<b>5,406</b>	<b>(2,070)</b>	<b>3,336</b>	<b>8,710</b>	<b>(4,950)</b>	<b>3,760</b>	<b>4,020</b>	<b>(725)</b>	<b>3,295</b>	<b>22,894</b>	<b>(9,334)</b>	<b>13,560</b>
<b>Parking Schemes</b>																
CE29	Decriminalised Parking Enforcement	50	(50)	0	70	0	70	0	0	0	0	0	0	120	(50)	70
CE55	Car Parks - Improvements	20	(20)	0	0	0	0	0	0	0	0	0	0	20	(20)	0
CE56	Health And Safety Car Parks	110	0	110	50	0	50	75	0	75	100	0	100	335	0	335
CE64	Additional Parking Provision for Windsor	250	(250)	0	2,650	(2,650)	0	5,000	(5,000)	0	0	0	0	7,900	(7,900)	0
CG15	Nicholsons Car Park - Lift Renewal	128	(128)	0	0	0	0	0	0	0	0	0	0	128	(128)	0
CG22	MSCP Stairwell Refurbishment	0	0	0	0	0	0	0	0	0	60	0	60	60	0	60
CG23	Windsor Dials - Conversion to Pay and Display	0	0	0	60	0	60	0	0	0	0	0	0	60	0	60
CG24	Improve & Re-line out of town Car Parks	0	0	0	20	0	20	0	0	0	15	0	15	35	0	35
CG25	Nicholsons MSCP - Waterproofing	200	(200)	0	0	0	0	0	0	0	0	0	0	200	(200)	0
CG26	Additional CCTV Monitoring at various Car Parks	0	0	0	50	0	50	0	0	0	0	0	0	50	0	50
CG32	Structural Surveys MSCPs	0	0	0	0	0	0	45	0	45	45	0	45	90	0	90
<b>Parking Schemes Total</b>		<b>758</b>	<b>(648)</b>	<b>110</b>	<b>2,900</b>	<b>(2,650)</b>	<b>250</b>	<b>5,120</b>	<b>(5,000)</b>	<b>120</b>	<b>220</b>	<b>0</b>	<b>220</b>	<b>8,998</b>	<b>(8,298)</b>	<b>700</b>

**CAPITAL BUDGET REPORT  
ENVIRONMENTAL SERVICES**

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Operations</b>																
CE09	S106 King Street Maidenhead - Toilet Facilities	0	0	0	25	(25)	0	0	0	0	0	0	25	(25)	0	
CE10	Public Conveniences-Improvements	88	0	88	25	(25)	0	0	0	0	0	0	113	(25)	88	
CE24	Highway Maintenance - Pothole Prevention	50	0	50	100	0	100	100	0	100	100	0	350	0	350	
CE28	Road Marking Safety Programme	50	0	50	50	0	50	50	0	50	50	0	200	0	200	
CE51	River Street - PC Turnstile	0	0	0	10	0	10	0	0	0	0	0	10	0	10	
CE53	Horton / Wraysbury Drainage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CE59	CCTV	400	0	400	23	0	23	0	0	0	0	0	423	0	423	
CN36	Alleygating	25	0	25	0	0	0	0	0	0	0	0	25	0	25	
CN37	Drug Detection Itemiser	25	(10)	15	0	0	0	0	0	0	0	0	25	(10)	15	
CP10	Safer and Stronger Communities (Cabinet Nov 2007)	6	(6)	0	0	0	0	0	0	0	0	0	6	(6)	0	
CQ09	Lease Vehicle Replacement Programme	300	0	300	0	0	0	0	0	0	0	0	300	0	300	
CQ10	Flooding Equipment	36	0	36	0	0	0	0	0	0	0	0	36	0	36	
<b>Operations Total</b>		<b>980</b>	<b>(16)</b>	<b>964</b>	<b>233</b>	<b>(50)</b>	<b>183</b>	<b>150</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>1,513</b>	<b>(66)</b>	<b>1,447</b>	
<b>Public Protection</b>																
CE50	Recycling Boxes	45	0	45	0	0	0	0	0	0	0	0	45	0	45	
CE70	Recycling Activities	284	(284)	0	284	(284)	0	104	(104)	0	0	0	672	(672)	0	
CEDS	Improvement Grants	513	(270)	243	550	(270)	280	550	(270)	280	550	(270)	2,163	(1,080)	1,083	
CG30	Private Sector Stock Condition Survey	0	0	0	0	0	0	0	0	0	10	0	10	0	10	
CG31	Carbon Management Schemes	0	0	0	500	(250)	250	0	0	0	0	0	500	(250)	250	
CN38	Enhancing Uniform for Licensing Applications	25	0	25	0	0	0	0	0	0	0	0	25	0	25	
CQ11	APP Database - Convert to a Windows Server	0	0	0	12	0	12	0	0	0	0	0	12	0	12	
CQ12	Air Quality and Noise Monitoring Equipment	0	0	0	30	(14)	16	0	0	0	0	0	30	(14)	16	
<b>Public Protection Total</b>		<b>867</b>	<b>(554)</b>	<b>313</b>	<b>1,376</b>	<b>(818)</b>	<b>558</b>	<b>654</b>	<b>(374)</b>	<b>280</b>	<b>560</b>	<b>(270)</b>	<b>290</b>	<b>3,457</b>	<b>(2,016)</b>	<b>1,441</b>
<b>Asset Management</b>																
CG39	Personal Hygiene Unit for Disabled - Cox Green CC	0	0	0	0	0	0	0	0	0	30	0	30	30	0	30
CG41	2012 Destination Access Audit - Online Access Guide	0	0	0	40	0	40	0	0	0	0	0	40	0	40	
CG42	2012 Destination Access Audit - Infrastructure Imps	0	0	0	45	0	45	40	0	40	0	0	85	0	85	
CM01	Property & Asset Monitoring / Recording System	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
CM10	Fire, H&S and Glazing Compliance	200	0	200	300	0	300	322	0	322	322	0	322	1,144	0	1,144
CM12	Office Accommodation	150	0	150	157	0	157	350	0	350	300	0	300	957	0	957
CM18	Public Facilities	20	0	20	179	0	179	0	0	0	0	0	199	0	199	
CM26	York Stream House-Switch Panel Replacement	38	0	38	0	0	0	0	0	0	0	0	38	0	38	
CM27	Town Hall / York House-Air Conditioning	10	0	10	0	0	0	0	0	0	0	0	10	0	10	
CM28	York House-Fire Alarm Replacement	43	0	43	0	0	0	0	0	0	0	0	43	0	43	
CM29	York Stream House-Rewire Small Power System	29	0	29	0	0	0	0	0	0	0	0	29	0	29	
CM33	York House-Sprinkler System	12	0	12	0	0	0	0	0	0	0	0	12	0	12	
CM34	York Stream House-Security Cameras	15	0	15	0	0	0	0	0	0	0	0	15	0	15	
CM36	Data House-Boiler	7	0	7	0	0	0	0	0	0	0	0	7	0	7	
CM37	Town Hall-Replace Heating Pipework	0	0	0	100	0	100	0	0	0	0	0	100	0	100	
CM38	Council Buildings Re-wiring / Re-cabbling	0	0	0	250	0	250	0	0	0	0	0	250	0	250	
CM43	Commercial Estates-Planned Maintenance	0	0	0	0	0	0	100	0	100	100	0	200	0	200	
CM44	Theatre Royal-Structural Repairs	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
CM46	Jubilee Clock Tower-Maintenance	18	0	18	0	0	0	0	0	0	0	0	18	0	18	
CN21	Disability Access to Buildings	98	0	98	50	0	50	50	0	50	0	0	198	0	198	
<b>Asset Management Total</b>		<b>840</b>	<b>0</b>	<b>840</b>	<b>1,121</b>	<b>0</b>	<b>1,121</b>	<b>862</b>	<b>0</b>	<b>862</b>	<b>752</b>	<b>0</b>	<b>752</b>	<b>3,575</b>	<b>0</b>	<b>3,575</b>
<b>TOTAL ENVIRONMENTAL SERVICES CAPITAL PROGRAMME</b>		<b>8,203</b>	<b>(2,807)</b>	<b>5,396</b>	<b>11,036</b>	<b>(5,588)</b>	<b>5,448</b>	<b>15,496</b>	<b>(10,324)</b>	<b>5,172</b>	<b>5,702</b>	<b>(995)</b>	<b>4,707</b>	<b>40,437</b>	<b>(19,714)</b>	<b>20,723</b>

**CAPITAL BUDGET REPORT  
CHILDREN'S SERVICES**

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Non Schools</b>																
CKNC	Ellington CC (East Maidenhead)	10	(10)	0	0	0	0	0	0	0	0	0	10	(10)	0	
CKQB	Central M'head Childrens Centre (St Marks)	4	(4)	0	0	0	0	0	0	0	0	0	4	(4)	0	
CKRP	Larchfield Community Provision	40	(40)	0	0	0	0	0	0	0	0	0	40	(40)	0	
CKSH	16 Ray Mill Road - Refurbishment	39	0	39	0	0	0	0	0	0	0	0	39	0	39	
CKSW	Youth Capital Fund	71	(71)	0	71	(71)	0	71	(71)	0	0	0	213	(213)	0	
CKSX	Childrens Centre Phase 3	43	(43)	0	1,022	(1,022)	0	419	(419)	0	0	0	1,484	(1,484)	0	
CKSY	Quality and Access Programme	76	(76)	0	1,176	(1,176)	0	626	(626)	0	0	0	1,878	(1,878)	0	
CKSZ	Extended Schools	7	(7)	0	248	(248)	0	88	(88)	0	0	0	343	(343)	0	
CKTB	Windsor Youth Talk Extension	0	0	0	104	(104)	0	0	0	0	0	0	104	(104)	0	
CKTC	Upgrade to the EMS/ONE Education System	0	0	0	122	0	122	67	0	67	16	0	16	205	0	205
CL88	Y&C-Castle Hill, King St & Marlow Rd Dev.Ph 2	1,294	0	1,294	0	0	0	0	0	0	0	0	1,294	0	1,294	
CL90	Y&C-Woodlands Park	50	0	50	0	0	0	0	0	0	0	0	50	0	50	
<b>Total Non Schools</b>		<b>1,634</b>	<b>(251)</b>	<b>1,383</b>	<b>2,743</b>	<b>(2,621)</b>	<b>122</b>	<b>1,271</b>	<b>(1,204)</b>	<b>67</b>	<b>16</b>	<b>0</b>	<b>16</b>	<b>5,664</b>	<b>(4,076)</b>	<b>1,588</b>
<b>Schools - Non Devolved</b>																
CH01	Holyport Manor - Fees & Miscellaneous Charges	2,400	(2,400)	0	17,335	(17,335)	0	7,415	(7,415)	0	0	0	0	27,150	(27,150)	0
CH09	Leisure Facilities - Build	0	0	0	1,078	(1,078)	0	0	0	0	0	0	0	1,078	(1,078)	0
CH10	Leisure Facilities - Equipment, Fixtures & Fittings	0	0	0	102	(102)	0	0	0	0	0	0	0	102	(102)	0
CJG3	Holyport Manor Major Scheme Feasibility	(11)	0	(11)	0	0	0	0	0	0	0	0	(11)	0	(11)	
CJY	Schools Internal Fees for Feasibility	100	0	100	100	0	100	0	0	0	0	0	200	0	200	
CJL7	Dedworth Middle Replace Heating Boiler	17	(16)	1	0	0	0	0	0	0	0	0	17	(16)	1	
CJUJ	Windsor Girls admin block entrance	(5)	0	(5)	0	0	0	0	0	0	0	0	(5)	0	(5)	
CKAG	Ellington Fire Alarm Upgrade & Rewiring	1	0	1	0	0	0	0	0	0	0	0	1	0	1	
CKNK	Wessex Schools Amalgamation	74	(74)	0	0	0	0	200	0	200	0	0	274	(74)	200	
CKPH	Legionella surveys H&S - Various Schools	15	0	15	0	0	0	0	0	0	0	0	15	0	15	
CKPL	Refurbishment / Replacement of Kitchen Appliances	56	(31)	25	40	0	40	0	0	0	0	0	96	(31)	65	
CKPM	Emergency works - Various Schools	61	(27)	34	0	0	0	0	0	0	0	0	61	(27)	34	
CKPT	Bisham School Conservatory	10	(10)	0	0	0	0	0	0	0	0	0	10	(10)	0	
CKQD	Extended Schools (GSSG)	63	(63)	0	0	0	0	0	0	0	0	0	63	(63)	0	
CKQM	Wessex Primary Underground Pipework	50	0	50	0	0	0	0	0	0	0	0	50	0	50	
CKRE	Dedworth Green Rewire & Fire alarm	270	0	270	0	0	0	0	0	0	0	0	270	0	270	
CKRL	Accessibility	80	0	80	20	0	20	0	0	0	0	0	100	0	100	
CKRR	Charters - Library Extension	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
CKRS	South Ascot Village Nursery-Boiler Replacement	15	0	15	0	0	0	0	0	0	0	0	15	0	15	
CKRT	Courthouse Junior - Heating Pipework Phase II	95	0	95	0	0	0	0	0	0	0	0	95	0	95	
CKRU	Braywood School - Heating Pipework Replacement	53	0	53	0	0	0	0	0	0	0	0	53	0	53	
CKRW	Woodlands Park - Heating Pipework Replacement	47	0	47	0	0	0	0	0	0	0	0	47	0	47	
CKRX	Holy Trinity Cookham-Heating Pipework Replacement	30	0	30	0	0	0	0	0	0	0	0	30	0	30	
CKRY	King's Court - Hot/Cold Mixing Valves	15	0	15	0	0	0	0	0	0	0	0	15	0	15	
CKRZ	Schools Caretakers Housing Asbestos Surveys	11	0	11	0	0	0	0	0	0	0	0	11	0	11	
CKSA	Waltham St Lawrence-Rewiring and New Fire Alarm	138	0	138	0	0	0	0	0	0	0	0	138	0	138	
CKSB	Wraysbury - Rewiring and New Fire Alarm	311	0	311	0	0	0	0	0	0	0	0	311	0	311	
CKSC	Windsor Boys Upgrading Kitchen	88	0	88	0	0	0	0	0	0	0	0	88	0	88	
CKSE	King's Court First - Upgrading Kitchen	106	(5)	101	0	0	0	0	0	0	0	0	106	(5)	101	
CKSF	Charters - Upgrading Kitchen	32	0	32	0	0	0	0	0	0	0	0	32	0	32	
CKSG	Modernisation of School Dining Facilities	0	0	0	100	0	100	0	0	0	0	0	100	0	100	
CKSK	Wraysbury School-Boiler & Fan Convector Replacment	0	0	0	0	0	0	114	(114)	0	0	0	114	(114)	0	
CKSL	Newlands - Heating Work Replacement	0	0	0	18	0	18	0	0	0	0	0	18	0	18	
CKSM	Maidenhead Nursery Re-wire	0	0	0	0	0	0	31	(31)	0	0	0	31	(31)	0	
CKSN	Ellington School - Phase B Re-wiring	0	0	0	0	0	0	0	0	0	173	0	173	0	173	
CKSP	Ellington School - Heating System Replacement	0	0	0	0	0	0	0	0	0	196	0	196	0	196	
CKSQ	Redecoration of Schools Meals Kitchens	0	0	0	0	0	0	500	0	500	0	0	500	0	500	
CKSR	Wessex Primary Re-wire and Fire Alarm	0	0	0	200	0	200	0	0	0	0	0	200	0	200	
CKSS	Larchfield - Re-wire and New Fire Alarm	0	0	0	157	0	157	0	0	0	0	0	157	0	157	
CKST	Holy Trinity Cookham Re-wiring and New Fire Alarm	0	0	0	207	0	207	0	0	0	0	0	207	0	207	

**CAPITAL BUDGET REPORT  
CHILDREN'S SERVICES**

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CKSV	Lowbrook Additional Classroom	78	(78)	0	161	(101)	60	0	0	0	0	0	0	239	(179)	60
CKTA	Oakfield Drainage	0	0	0	46	0	46	48	0	48	0	0	0	94	0	94
CKTD	All Saints Junior Upgrading Kitchen	0	0	0	100	0	100	0	0	0	0	0	0	100	0	100
CKTE	Courthouse Junior School Upgrading Kitchen	0	0	0	0	0	0	100	(100)	0	0	0	0	100	(100)	0
CKTF	Hilltop First Upgrading Kitchen	0	0	0	0	0	0	220	(220)	0	0	0	0	220	(220)	0
CKTG	Eton Wick CE First Upgrading of Kitchen	0	0	0	0	0	0	30	(30)	0	0	0	0	30	(30)	0
CKTH	Furze Platt Junior Upgrading of Kitchen	0	0	0	0	0	0	60	(60)	0	0	0	0	60	(60)	0
CKTJ	Lowbrook Upgrading of Kitchen	0	0	0	0	0	0	80	(80)	0	0	0	0	80	(80)	0
CKTK	Dedworth Green School Replacement Heating	0	0	0	0	0	0	84	(84)	0	0	0	0	84	(84)	0
CKTL	Schools Modernisation Grant	0	0	0	0	0	0	627	(627)	0	0	0	0	627	(627)	0
CK20	Alexander First Expansion - PCP	4	(4)	0	115	(115)	0	0	0	0	0	0	0	119	(119)	0
CK21	Clewer Green Expansion - PCP	8	(8)	0	1,200	(1,200)	0	0	0	0	0	0	0	1,208	(1,208)	0
CK22	Hilltop First Expansion - PCP	8	(8)	0	1,100	(1,100)	0	0	0	0	0	0	0	1,108	(1,108)	0
CK23	Braywood CE First PCP	5	(5)	0	0	0	0	207	(207)	0	0	0	0	212	(212)	0
CK24	Homer First - PCP	5	(5)	0	0	0	0	209	(209)	0	0	0	0	214	(214)	0
CK25	King's Court First - PCP	5	(5)	0	0	0	0	272	(272)	0	0	0	0	277	(277)	0
CK26	Alwyn Infant & Nursery PCP	5	(5)	0	0	0	0	385	(385)	0	0	0	0	390	(390)	0
CK27	White Waltham Primary - PCP	5	(5)	0	0	0	0	150	(150)	0	0	0	0	155	(155)	0
CK28	Furze Platt Infants - PCP	5	(5)	0	289	(289)	0	0	0	0	0	0	0	294	(294)	0
CK29	Extension Foundation Area Holypport Primary PCP	0	0	0	80	(80)	0	0	0	0	0	0	0	80	(80)	0
CK30	Alexander Rewiring PCP	0	0	0	240	(240)	0	0	0	0	0	0	0	240	(240)	0
CK31	St Mary's Rising 5s Extension PCP	0	0	0	0	0	0	132	(132)	0	0	0	0	132	(132)	0
CK32	Oakfield First Rising 5s Additional Classroom PCP	0	0	0	0	0	0	80	(80)	0	0	0	0	80	(80)	0
CK33	Primary Strategy Capital	0	0	0	0	0	0	3,943	(3,943)	0	0	0	0	3,943	(3,943)	0
CK40	14-19 Diplomas / SEN Capital	0	0	0	1,194	(1,194)	0	2,450	(2,450)	0	0	0	0	3,644	(3,644)	0
CK41	Windsor Boys Library New Build (14-19)	0	0	0	200	(200)	0	0	0	0	0	0	0	200	(200)	0
CK42	Desborough Kitchen Upgrade (14-19)	0	0	0	150	(150)	0	0	0	0	0	0	0	150	(150)	0
CK43	Desborough School Major Refurbishment (14-19)	0	0	0	300	(300)	0	3,550	(3,550)	0	0	0	0	3,850	(3,850)	0
CK44	Charters Heating Improvements (14-19)	0	0	0	156	(156)	0	0	0	0	0	0	0	156	(156)	0
CLTN	Y&C Manor Youth Centre-Extension	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Total Schools - Non Devolved</b>	<b>4,450</b>	<b>(2,754)</b>	<b>1,696</b>	<b>24,688</b>	<b>(23,640)</b>	<b>1,048</b>	<b>20,887</b>	<b>(20,139)</b>	<b>748</b>	<b>369</b>	<b>0</b>	<b>369</b>	<b>50,394</b>	<b>(46,533)</b>	<b>3,861</b>
	<b>Schools - Devolved Capital</b>															
CJ77	Budget Only NDS Devolved Capital	65	(65)	0	2,356	(2,356)	0	2,349	(2,349)	0	0	0	0	4,770	(4,770)	0
CJP1	Larchfield Primary -Formula Capital	(21)	21	0	0	0	0	0	0	0	0	0	0	(21)	21	0
CJP2	Lowbrook Primary -Formula Capital	(31)	31	0	0	0	0	0	0	0	0	0	0	(31)	31	0
CJP3	Oakfield First -Formula Capital	3	(3)	0	0	0	0	0	0	0	0	0	0	3	(3)	0
CJP4	Oldfield Primary -Formula Capital	84	(84)	0	0	0	0	0	0	0	0	0	0	84	(84)	0
CJP5	Queen Anne First -Formula Capital	45	(45)	0	0	0	0	0	0	0	0	0	0	45	(45)	0
CJP6	St Edmund Campion Primary-Formula Capital	3	(3)	0	0	0	0	0	0	0	0	0	0	3	(3)	0
CJP7	St Edwards First-Formula Capital	3	(3)	0	0	0	0	0	0	0	0	0	0	3	(3)	0
CJP8	St Francis Primary -Formula Capital	3	(3)	0	0	0	0	0	0	0	0	0	0	3	(3)	0
CJP9	St Lukes Primary-Formula Capital	38	(38)	0	0	0	0	0	0	0	0	0	0	38	(38)	0
CJPA	Alexander First-Formula Capital	13	(13)	0	0	0	0	0	0	0	0	0	0	13	(13)	0
CJPB	All Saints Junior-Formula Capital	35	(35)	0	0	0	0	0	0	0	0	0	0	35	(35)	0
CJPC	Alwyn Infant-Formula Capital	47	(47)	0	0	0	0	0	0	0	0	0	0	47	(47)	0
CJPD	Bisham Primary-Formula Capital	61	(61)	0	0	0	0	0	0	0	0	0	0	61	(61)	0
CJPE	Boyne Hill Infants-Formula Capital	74	(74)	0	0	0	0	0	0	0	0	0	0	74	(74)	0
CJPF	Braywood First-Formula Capital	83	(83)	0	0	0	0	0	0	0	0	0	0	83	(83)	0
CJPG	Burchetts Green Infant-Formula Capital	54	(54)	0	0	0	0	0	0	0	0	0	0	54	(54)	0
CJPH	Cheapside Primary-Formula Capital	2	(2)	0	0	0	0	0	0	0	0	0	0	2	(2)	0
CJPI	Clewer Green First-Formula Capital	2	(2)	0	0	0	0	0	0	0	0	0	0	2	(2)	0
CJPJ	Cookham Dean Primary-Formula Capital	2	(2)	0	0	0	0	0	0	0	0	0	0	2	(2)	0
CJPK	Cookham Rise Primary-Formula Capital	70	(70)	0	0	0	0	0	0	0	0	0	0	70	(70)	0
CJPL	Courthouse Junior-Formula Capital	64	(64)	0	0	0	0	0	0	0	0	0	0	64	(64)	0
CJPM	Datchet St Marys-Formula Capital	3	(3)	0	0	0	0	0	0	0	0	0	0	3	(3)	0

CAPITAL BUDGET REPORT  
CHILDREN'S SERVICES

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CJPN	Dedworth Green First -Formula Capital	(31)	31	0	0	0	0	0	0	0	0	0	0	(31)	31	0
CJPO	Ellington Primary-Formula Capital	88	(88)	0	0	0	0	0	0	0	0	0	0	88	(88)	0
CJPP	Eton Porny First-Formula Capital	(103)	103	0	0	0	0	0	0	0	0	0	0	(103)	103	0
CJPQ	Eton Wick First-Formula Capital	63	(63)	0	0	0	0	0	0	0	0	0	0	63	(63)	0
CJPR	Furze Platt Infant-Formula Capital	18	(18)	0	0	0	0	0	0	0	0	0	0	18	(18)	0
CJPS	Furze Platt Junior -Formula Capital	55	(55)	0	0	0	0	0	0	0	0	0	0	55	(55)	0
CJPT	Hilltop First School-Formula Capital	90	(90)	0	0	0	0	0	0	0	0	0	0	90	(90)	0
CJPU	Holy Trinity Primary(Cookham)-Formula Capital	56	(56)	0	0	0	0	0	0	0	0	0	0	56	(56)	0
CJPV	Holy Trinity Primary (Sunningdale) -Formula Capital	3	(3)	0	0	0	0	0	0	0	0	0	0	3	(3)	0
CJPW	Holyport Primary-Formula Capital	20	(20)	0	0	0	0	0	0	0	0	0	0	20	(20)	0
CJPX	Homer First-Formula Capital	35	(35)	0	0	0	0	0	0	0	0	0	0	35	(35)	0
CJPY	Kings Court First-Formula Capital	59	(59)	0	0	0	0	0	0	0	0	0	0	59	(59)	0
CJPZ	Knowl Hill Primary-Formula Capital	42	(42)	0	0	0	0	42	0	0	0	0	0	42	(42)	0
CJQA	St Marys Primary-Formula Capital	3	(3)	0	0	0	0	0	0	0	0	0	0	3	(3)	0
CJQB	St Michaels Primary-Formula Capital	17	(17)	0	0	0	0	0	0	0	0	0	0	17	(17)	0
CJQC	South Ascot Village Primary-Formula Capital	95	(95)	0	0	0	0	95	0	0	0	0	0	95	(95)	0
CJQD	The Royal First-Formula Capital	2	(2)	0	0	0	0	0	0	0	0	0	0	2	(2)	0
CJQE	Trinity St Stephen First-Formula Capital	2	(2)	0	0	0	0	0	0	0	0	0	0	2	(2)	0
CJQF	Waltham St Lawrence Primary -Formula Capital	61	(61)	0	0	0	0	0	0	0	0	0	0	61	(61)	0
CJQH	Wessex Primary-Formula Capital	153	(153)	0	0	0	0	153	0	0	0	0	0	153	(153)	0
CJQI	White Waltham Primary-Formula Capital	46	(46)	0	0	0	0	46	0	0	0	0	0	46	(46)	0
CJQJ	Woodlands Park Primary-Formula Capital	50	(50)	0	0	0	0	0	0	0	0	0	0	50	(50)	0
CJQK	Wraysbury -Formula Capital	39	(39)	0	0	0	0	0	0	0	0	0	0	39	(39)	0
CJQL	Altwood-Formula Capital	103	(103)	0	0	0	0	0	0	0	0	0	0	103	(103)	0
CJQM	Charters-Formula Capital	432	(432)	0	0	0	0	432	0	0	0	0	0	432	(432)	0
CJQN	Churchmead-Formula Capital	8	(8)	0	0	0	0	0	0	0	0	0	0	8	(8)	0
CJQO	Cox Green-Formula Capital	82	(82)	0	0	0	0	0	0	0	0	0	0	82	(82)	0
CJQP	Dedworth Middle-Formula Capital	59	(59)	0	0	0	0	59	0	0	0	0	0	59	(59)	0
CJQQ	Desborough-Formula Capital	119	(119)	0	0	0	0	0	0	0	0	0	0	119	(119)	0
CJQR	Furze Platt-Formula Capital	212	(212)	0	0	0	0	0	0	0	0	0	0	212	(212)	0
CJQS	Newlands-Formula Capital	278	(278)	0	0	0	0	0	0	0	0	0	0	278	(278)	0
CJQT	Trevelyan Middle-Formula Capital	199	(199)	0	0	0	0	0	0	0	0	0	0	199	(199)	0
CJQU	Windsor Boys-Formula Capital	310	(310)	0	0	0	0	0	0	0	0	0	0	310	(310)	0
CJQV	Windsor Girls-Formula Capital	(2)	2	0	0	0	0	0	0	0	0	0	0	(2)	2	0
CJQX	St Edwards Royal Free Middle-Formula Capital	5	(5)	0	0	0	0	0	0	0	0	0	0	5	(5)	0
CJQY	St Peters Middle-Formula Capital	4	(4)	0	0	0	0	0	0	0	0	0	0	4	(4)	0
CJQZ	Holyport Manor-Formula Capital	74	(74)	0	0	0	0	0	0	0	0	0	0	74	(74)	0
CJTW	Cookham Nursery-Formula Capital	10	(10)	0	0	0	0	0	0	0	0	0	0	10	(10)	0
CJTX	Maidenhead Nursery-Formula Capital	21	(21)	0	0	0	0	0	0	0	0	0	0	21	(21)	0
CJTY	South Ascot Village Nursery-Formula Capital	21	(21)	0	0	0	0	0	0	0	0	0	0	21	(21)	0
CJTZ	Lawns Nursery-Formula Capital	4	(4)	0	0	0	0	0	0	0	0	0	0	4	(4)	0
CJUA	Brocket-Formula Capital	38	(38)	0	0	0	0	0	0	0	0	0	0	38	(38)	0
CJUE	St Edmund House Formula Capital	62	(62)	0	0	0	0	0	0	0	0	0	0	62	(62)	0
	<b>Total Schools - Devolved Capital</b>	<b>3,604</b>	<b>(3,604)</b>	<b>0</b>	<b>2,356</b>	<b>(2,356)</b>	<b>0</b>	<b>2,349</b>	<b>(2,349)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,309</b>	<b>(8,309)</b>	<b>0</b>
	<b>TOTAL CHILDRENS CAPITAL PROGRAMME</b>	<b>9,688</b>	<b>(6,609)</b>	<b>3,079</b>	<b>29,787</b>	<b>(28,617)</b>	<b>1,170</b>	<b>24,507</b>	<b>(23,692)</b>	<b>815</b>	<b>385</b>	<b>0</b>	<b>385</b>	<b>64,367</b>	<b>(58,918)</b>	<b>5,449</b>

CAPITAL BUDGET REPORT  
ADULT & COMMUNITY SERVICES

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Adult Social Care</b>																
CS99	Reprovision & Planned Maintce of SS Establishments	28	0	28	0	0	0	0	0	0	0	0	0	28	0	28
CT20	Home Adaptations	50	0	50	50	0	50	50	0	50	50	0	50	200	0	200
CT23	Various Properties - LDDF Grant	30	(30)	0	0	0	0	0	0	0	0	0	0	30	(30)	0
CT37	Improving Care Home Environment for Older People	13	(13)	0	0	0	0	0	0	0	0	0	0	13	(13)	0
	<b>Total Adult Social Care</b>	121	(43)	78	50	0	50	50	0	50	50	0	50	271	(43)	228
<b>Housing</b>																
CT29	Low Cost Housing (S106 Funding)	1,999	(1,999)	0	0	0	0	0	0	0	0	0	0	1,999	(1,999)	0
DG50	Assisted Transfer Scheme	40	0	40	40	0	40	40	0	40	40	0	40	160	0	160
	<b>Total Housing</b>	2,039	(1,999)	40	40	0	40	40	0	40	40	0	40	2,159	(1,999)	160
<b>Adult Social Care General</b>																
CT18	IT Client Record Base	174	(124)	50	80	(80)	0	32	(32)	0	0	0	0	286	(236)	50
CT34	Social Services IT	0	0	0	78	(78)	0	0	0	0	0	0	0	78	(78)	0
	<b>Total Adult Social Care General</b>	174	(124)	50	158	(158)	0	32	(32)	0	0	0	0	364	(314)	50
<b>Library &amp; Information Service</b>																
CL70	Library Management System Replacement	23	0	23	20	0	20	0	0	0	0	0	0	43	0	43
CL76	Cox Green Library & Community Facilities	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
CL77	Smith's Lane Community Project	266	(38)	228	600	0	600	0	0	0	0	0	0	866	(38)	828
CL78	General Library Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CL83	Maidenhead Library-Improvements	156	(59)	97	0	0	0	0	0	0	0	0	0	156	(59)	97
CL87	Old Windsor Library-Extension	0	0	0	5	(5)	0	50	0	50	0	0	0	55	(5)	50
CP41	Mobile Library	99	(65)	34	0	0	0	0	0	0	0	0	0	99	(65)	34
CR16	Heating/Ventilation Mhead Library	10	0	10	24	0	24	0	0	0	0	0	0	34	0	34
CR78	Ascot Hall and Library-Improvements	25	(25)	0	0	0	0	0	0	0	0	0	0	25	(25)	0
CR81	Maidenhead Library-Floor/Carpets	127	(45)	82	0	0	0	0	0	0	0	0	0	127	(45)	82
CR82	Maidenhead Library-Entrance Improvements	72	(49)	23	0	0	0	0	0	0	0	0	0	72	(49)	23
CR83	Maidenhead Library-Furniture Replacement	0	0	0	0	0	0	60	0	60	50	0	50	110	0	110
CR84	Maidenhead Library-Counter/RFID Self-Service	0	0	0	200	(20)	180	0	0	0	0	0	0	200	(20)	180
CR85	Maidenhead Library-Tarmac Loading Bay	0	0	0	0	0	0	25	0	25	0	0	0	25	0	25
CR86	Windsor Library-Repaint Interior	55	0	55	0	0	0	0	0	0	0	0	0	55	0	55
CR87	Windsor Library-Phased Improvements	150	(150)	0	185	(185)	0	0	0	0	0	0	0	335	(335)	0
CR88	Container Library-Refurbish & Electric Supply	50	0	50	0	0	0	0	0	0	0	0	0	50	0	50
CR89	Maidenhead Library-Lighting Replacement	81	(60)	21	0	0	0	0	0	0	0	0	0	81	(60)	21
CR90	Maidenhead Library-Replacement of Furniture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Library &amp; Information Service Total</b>	1,115	(491)	624	1,034	(210)	824	135	0	135	50	0	50	2,334	(701)	1,633

**CAPITAL BUDGET REPORT  
ADULT & COMMUNITY SERVICES**

Project	Description of Scheme	2008/09 Approved			2009/10			2010/11 Indicative			2011/12 Indicative			TOTAL		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Leisure Centres</b>																
CL05	Leisure Management System	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
CP14	Windsor Leisure Centre-Soft Play	0	0	0	0	0	0	0	0	0	80	0	80	80	0	80
CP20	Magnet L.C.-Bodyzone Changing Facilities	0	0	0	0	0	0	0	0	0	60	0	60	60	0	60
CR03	Windsor L.C.-Equipment / Furniture	0	0	0	100	0	100	0	0	0	0	0	0	100	0	100
CR18	WLC - Air Handling Units	25	0	25	0	0	0	0	0	0	0	0	0	25	0	25
CR21	Windsor L.C.-Heater Units	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CR25	Leisure Centres - Air Conditioning	0	0	0	45	0	45	0	0	0	0	0	0	45	0	45
CR32	Magnet L.C. Reinforcement of Walls	25	(25)	0	0	0	0	0	0	0	0	0	0	25	(25)	0
CR34	Leisure Centres-Internal Refurbishment	0	0	0	50	0	50	0	0	0	50	0	50	100	0	100
CR46	Magnet L.C.-Roof	40	0	40	25	0	25	0	0	0	15	0	15	80	0	80
CR55	Magnet L.C.-Furniture/Equipment	100	0	100	0	0	0	0	0	0	200	0	200	300	0	300
CR57	Charters RC-Entrance, Car Parking and Signage	60	(60)	0	140	(140)	0	0	0	0	0	0	0	200	(200)	0
CR59	Charters R.C.-Changing Facilities	60	(60)	0	0	0	0	0	0	0	0	0	0	60	(60)	0
CR67	Magnet L.C. - Soft Play	5	0	5	0	0	0	0	0	0	0	0	0	5	0	5
CR71	Windsor L.C.-Roof/Glazing	50	0	50	25	0	25	0	0	0	25	0	25	100	0	100
CR76	Windsor L.C.-Internal refurbishment	100	0	100	0	0	0	0	0	0	0	0	0	100	0	100
CR79	Windsor L.C. -Floodlight Outdoor Courts	80	0	80	0	0	0	0	0	0	0	0	0	80	0	80
<b>Leisure Centres Total</b>		546	(145)	401	385	(140)	245	0	0	0	430	0	430	1,361	(285)	1,076
<b>Outdoor Facilities</b>																
CL19	P&OS-Alexandra Gardens-Fencing	0	0	0	40	(40)	0	0	0	0	0	0	0	40	(40)	0
CL20	Allotments Mhd Rd, Windsor-Water Supply/Tanks	0	0	0	0	0	0	0	0	0	30	0	30	30	0	30
CL21	Allotments Spital-Water Supply/Tanks	0	0	0	0	0	0	0	0	0	20	0	20	20	0	20
CL23	Bray Rd Allotments - Access and Landscaping	0	0	0	0	0	0	0	0	0	60	0	60	60	0	60
CL24	Oakley Green Cemetery - Landscaping	0	0	0	0	0	0	0	0	0	95	0	95	95	0	95
CL25	P&OS-Parks Improvements	200	(200)	0	200	(200)	0	150	(150)	0	0	0	0	550	(550)	0
CL26	P&OS-Boyn Grove Improvements	0	0	0	65	(65)	0	0	0	0	0	0	0	65	(65)	0
CL27	P&OS-Goswells-Tennis Courts, Lighting, Footpaths	0	0	0	0	0	0	70	0	70	50	0	50	120	0	120
CL30	P&OS-Purchase of Land re New Parks	0	0	0	320	(320)	0	0	0	0	0	0	0	320	(320)	0
CL31	P&OS-Thames-side Parks,Mhd: Guards Club etc	70	(70)	0	70	(70)	0	0	0	0	0	0	0	140	(140)	0
CL32	P&OS-Braywick Sports Ground Floodlights	300	(300)	0	0	0	0	0	0	0	0	0	0	300	(300)	0
CL33	P&OS-Parks Depots-Refurbishment Work Windsor	75	(70)	5	0	0	0	0	0	0	0	0	0	75	(70)	5
CL34	P&OS-Allens Field Improvements	79	(79)	0	90	(90)	0	0	0	0	0	0	0	169	(169)	0
CL35	P&OS- Public Memorials and Fountains	30	0	30	0	0	0	0	0	0	0	0	0	30	0	30
CL36	P&OS-Fir Tree Walk Improvements	0	0	0	30	(30)	0	0	0	0	0	0	0	30	(30)	0
CL37	P&OS-Desborough Park Improvements	116	(116)	0	0	0	0	0	0	0	0	0	0	116	(116)	0
CL38	P&OS-Grenfell Park Improvements	80	(80)	0	80	(80)	0	0	0	0	0	0	0	160	(160)	0
CL39	P&OS-Braywick Park Activity Area	103	(103)	0	0	0	0	0	0	0	0	0	0	103	(103)	0
CL41	P&OS-Boyne Hill Play Area	5	(5)	0	0	0	0	0	0	0	0	0	0	5	(5)	0
CL42	P&OS-Braywick Pavilion	1,039	(1,039)	0	0	0	0	0	0	0	0	0	0	1,039	(1,039)	0
CL48	P&OS-Kidwells Parks Phases 2 + 3	0	0	0	116	(116)	0	0	0	0	0	0	0	116	(116)	0
CL49	P&OS-Home Park Improvements Ph.II	6	(6)	0	0	0	0	0	0	0	0	0	0	6	(6)	0
CL50	P&OS-Trevelyan O.S.Improvement (Imperial Park)	231	(231)	0	0	0	0	0	0	0	0	0	0	231	(231)	0
CL51	P&OS-Town Moor,Maidenhead	166	(166)	0	0	0	0	0	0	0	0	0	0	166	(166)	0
CL60	Riverbanks - Renewals	0	0	0	100	0	100	0	0	0	0	0	0	100	0	100
CL64	Play Builder Project	0	0	0	500	(500)	0	500	(500)	0	0	0	0	1,000	(1,000)	0
CP45	Parks Equipment	50	(50)	0	90	(90)	0	50	(50)	0	50	(50)	0	240	(240)	0
CR02	Parks & O.S. - Special Repairs	15	0	15	25	0	25	0	0	0	0	0	0	40	0	40
<b>Outdoor Facilities Total</b>		2,565	(2,515)	50	1,726	(1,601)	125	770	(700)	70	305	(50)	255	5,366	(4,866)	500
<b>TOTAL ADULT &amp; COMMUNITY SERVICES CAPITAL PROGRAMME</b>																
		6,560	(5,317)	1,243	3,393	(2,109)	1,284	1,027	(732)	295	875	(50)	825	11,855	(8,208)	3,647

REVENUE BUDGET 2009/10

Appendix D

SUMMARY	2007/08	2008/09		2009/10
	Actual	Budget	Approved	Budget
	£000	£000	Estimate	£000
<b>Children's Services</b>				
Individual Schools Budget	61,253	62,760	63,594	64,054
Central Schools Budget	8,947	10,013	9,401	11,264
Dedicated Schools Grant	(70,484)	(73,044)	(73,269)	(75,697)
Integrated Children's Services	2,740	4,410	4,575	3,883
Commissioning	3,338	4,400	4,464	4,798
Safeguarding & Specialist Services	7,551	7,861	7,762	8,364
<b>Total Children's Services</b>	<b>13,345</b>	<b>16,400</b>	<b>16,527</b>	<b>16,666</b>
<b>Adult &amp; Community Services</b>				
Adult Social Care	27,253	29,269	29,523	30,276
Specific Government Grants	(3,594)	(239)	(534)	
Housing	1,019	1,018	953	1,051
Leisure Services	2,824	2,623	2,694	2,079
Library Information, Heritage & Arts	3,009	2,902	2,917	2,937
Adult Management	1,001	830	1,059	253
<b>Total Adult &amp; Community Services</b>	<b>31,512</b>	<b>36,403</b>	<b>36,612</b>	<b>36,596</b>
<b>Environmental Services</b>				
Highways & Engineering	4,568	4,722	4,722	5,291
Operations	3,678	3,859	4,038	3,636
Parking Services	(2,541)	(2,811)	(2,771)	(2,603)
Public Protection & Sustainability	8,475	9,585	9,743	10,059
Property Services	(1,018)	(899)	(899)	(796)
Corporate Management	555	511	471	256
<b>Total Environmental Services</b>	<b>13,717</b>	<b>14,967</b>	<b>15,304</b>	<b>15,843</b>
<b>Resources</b>				
Finance	3,174	3,454	3,506	3,660
Customer Service Centre	1,132	1,115	1,210	1,249
Legal Services	724	776	792	933
Business Improvement	2,870	2,753	3,484	2,962
Procurement	231	348	389	405
Human Resources	1,963	2,089	2,071	2,079
Corporate Management				151
	<b>10,094</b>	<b>10,535</b>	<b>11,452</b>	<b>11,439</b>
<b>Chief Executive</b>				
Chief Executive Office	643	651	650	720
Planning Services	1,880	2,289	2,289	2,403
Policy and Performance	3,527	3,908	3,187	3,414
<b>Total Chief Executive</b>	<b>6,050</b>	<b>6,848</b>	<b>6,126</b>	<b>6,537</b>
<b>TOTAL EXPENDITURE</b>	<b>74,718</b>	<b>85,153</b>	<b>86,021</b>	<b>87,081</b>

REVENUE BUDGET 2009/10

Appendix D

SUMMARY	2007/08	2008/09		2009/10
	Actual	Budget	Approved Estimate	Budget
	£000	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	1,476		(425)	
Corporate Initiatives		(376)	(331)	(376)
Other Adjustments	428		(534)	
Levies-				
Environment Agency	117	130	130	133
Capital Financing inc Interest Receipts	3,866	5,414	5,414	5,408
<b>NET REQUIREMENTS</b>	<b>80,605</b>	<b>90,321</b>	<b>90,275</b>	<b>92,246</b>
Less - Special Expenses	(1,018)	(1,075)	(1,075)	(1,102)
Economic Contingency				1,200
Transfer (from)/ to balances	39		63	(1,200)
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<b>79,626</b>	<b>89,246</b>	<b>89,263</b>	<b>91,144</b>
Area Based Grant		(5,188)	(5,205)	(5,434)
Redistributed Business Rate	(13,589)	(16,026)	(16,026)	(15,060)
Revenue Support Grant	(2,281)	(2,231)	(2,231)	(3,476)
Collection Fund Surplus	(227)	(215)	(215)	
	(16,097)	(23,660)	(23,677)	(23,970)
<b>NET COUNCIL TAX REQUIREMENT</b>	<b>63,529</b>	<b>65,586</b>	<b>65,586</b>	<b>67,174</b>

Council Tax Information:

Tax Base (Band D equivalent)	64,434	64,764
Tax levy (on Band D property)	£ 1,017.88	£ 1,037.21

General Fund Balances:

Working Balance	5,716	5,728	5,755	5,818
Transfer to/ (from) General Fund	39		63	(1,200)
	<u>5,755</u>	<u>5,728</u>	<u>5,818</u>	<u>4,618</u>

Notes:

Service budgets in 2008/09 adjusted for Area Based Grants transferred to funding statement

The 2009/10 Dedicated Schools Grant (DSG) funded Schools Budget is based upon an estimate of the DSG for that year. The actual amount of grant is determined by the January 2009 pupil census and will not be known till March 2009, at which time budget allocations will be adjusted accordingly. The 2008-09 DSG base budget figures have been adjusted to show the actual amount of DSG received in that year and the budgets this funded. The 2008/9 DSG funded budgets shown above therefore are those budgets allocated to schools on 1 April 2008 following the pupil census in January 2008. This adjustment does not affect the net Children's Services 08-09 Budget

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2008/09 Approved Estimate</b>	<b>2009/10 Budget</b>
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**DSG FUNDED CHILDREN'S SERVICES****INDIVIDUAL SCHOOLS BUDGET**

<b>Nursery Schools</b>	£000	£000	£000	£000
Expenditure	1,171	963	1,171	986
Income	(66)	0	(58)	0
Net	<u>1,105</u>	<u>963</u>	<u>1,113</u>	<u>986</u>

## Services provided:

Delegated budgets for RBWM's four nursery schools. The main change between 08-09 estimate and 08-09 revised estimate reflects grant funded expenditure devolved during the year and expenditure funded from income generated by schools.

## Staff (full time equivalent):

41.68

## Service Risks:

Reduction in numbers on roll

## Performance Indicators:

Ofsted inspection report

NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy

<b>Primary Schools</b>	£000	£000	£000	£000
Expenditure	30,702	25,859	31,599	26,937
Income	(1,676)	0	(1,569)	0
Net	<u>29,026</u>	<u>25,859</u>	<u>30,030</u>	<u>26,937</u>

## Services provided:

Delegated budgets for RBWM's forty five primary schools including resource unit funding. The main change between 08-09 estimate and 08-09 revised estimate reflects grant funded expenditure devolved during the year and expenditure funded from income generated by schools.

## Staff (full time equivalent):

885.14

## Service Risks:

Reduction in numbers on roll

## Performance Indicators:

Ofsted inspection report

NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2

NI 99-100 Looked after children reaching level 4 in English &amp; Maths at Key Stage 2

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Secondary Schools</b>	£000	£000	£000	£000
Expenditure	48,402	41,959	49,287	42,345
Income	<u>(11,257)</u>	<u>(8,758)</u>	<u>(10,818)</u>	<u>(9,000)</u>
Net	<u>37,145</u>	<u>33,201</u>	<u>38,469</u>	<u>33,344</u>

Services provided:

Delegated budgets for RBWM's thirteen secondary and middle deemed secondary schools including Resource unit funding. The main change between 08-09 estimate and 08-09 revised estimate reflects grant funded expenditure devolved during the year and expenditure funded from income generated by schools.

Staff (full time equivalent):

1118.42

Service Risks:

Reduction in numbers on roll

Performance Indicators:

Ofsted inspection reports

NI 74-75, 83-84 Expected level of achievement in both English and Maths and Science at Key Stage 3 and Key Stage 4

NI 79-80 Achievement of a Level 2 or Level 3 qualification by the age of 19

NI 90 Take up of 14-19 learning diplomas

NI 101 Looked after children achieving 5 A\*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)

NI 114 Rate of permanent exclusions from school

<b>Special Schools</b>	£000	£000	£000	£000
Expenditure	3,214	2,749	3,172	2,798
Income	<u>(379)</u>	<u>(12)</u>	<u>(307)</u>	<u>(12)</u>
Net	<u>2,835</u>	<u>2,737</u>	<u>2,865</u>	<u>2,786</u>

Services provided:

Delegated budget for Holyport Manor Special School. The main change between 08-09 estimate and 08-09 revised estimate reflects grant funded expenditure devolved during the year and expenditure funded from income generated by schools.

Staff (full time equivalent):

93.64

Service Risks:

Change in profile of pupils needs

Performance Indicators:

Ofsted inspection report, relevant Key Stage results and added value indicators

Reduction in disabled children placed in out-of-borough residential schools

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>School Grants</b>	£000	£000	£000	£000
Expenditure	15	8,347	0	9,212
Income	(8,873)	(8,347)	(8,883)	(9,212)
Net	(8,858)	0	(8,883)	0

## Services provided:

School grant allocations, including Schools Standards Grant, School Development Grant, and other devolved Standards Funds, forming part of their individual budget share and used for delivery of core services. Grant expenditure is transferred to individual schools in year.

## Staff (full time equivalent):

Included in delegated budgets

## Service Risks:

Government changes to level of grant and allocation methodology  
Fluctuation in numbers on roll

## Performance Indicators:

Grant received in year  
Relevant Key Stage results and added value indicators.  
Expenditure in line with spending criteria

<b>TOTAL INDIVIDUAL SCHOOLS BUDGET</b>	<b>61,253</b>	<b>62,760</b>	<b>63,594</b>	<b>64,054</b>
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<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**CENTRAL SCHOOLS BUDGET**

<b>Early Years &amp; Childcare</b>	£000	£000	£000	£000
Expenditure	2,866	3,189	3,241	3,279
Income	(44)	0	(181)	(71)
Net	<u>2,822</u>	<u>3,189</u>	<u>3,060</u>	<u>3,208</u>

## Services provided:

Payments to early years providers for free entitlement for 3 & 4 year olds, early years development, training and

inspection. The decrease between 08-09 and 09-10 estimate mainly reflects identified savings in this area.

## Staff (full time equivalent):

2.50

## Service Risks:

Unexpected fluctuations in numbers of 3 & 4 year olds & sessions required.

Increased numbers of children with additional needs accessing services.

Challenges in implementing Early Years Foundation Stage and flexible offer

## Performance Indicators:

Proportion of 3 & year old population accessing the free entitlement.

Inspection outcomes

Numbers of practitioners accessing specialist / core training.

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Inclusion &amp; Behaviour Support</b>	£000	£000	£000	£000
Expenditure	2,528	2,117	2,191	2,145
Income	(117)	(153)	(153)	(153)
Net	<u>2,411</u>	<u>1,964</u>	<u>2,038</u>	<u>1,992</u>

## Services provided:

Inclusion and behaviour support services, including the two Pupil Referral units, St. Edmund's House and Brocket, home and hospital tuition, specialist autism service, behaviour support service, pre-school counsellors and ethnic minority support services. A review of the delivery of inclusion and behaviour services has resulted in a reduction in expenditure of £160k, offset by the transfer of discretionary educational psychology and welfare services from the LA funded budget to the DSG funded Schools Budget. (See below under Educational Psychology and Welfare).

## Staff (full time equivalent):

50.14

## Service Risks:

Pressure on services due to increases in number of permanent and fixed term exclusions, pupils with medical needs, ASC conditions, autistic pupils, pupils with English as an additional language etc.

Failure to recruit and retain specialist staff.

## Performance Indicators:

Reduced number of permanent and fixed term exclusions.

Improved attainment of pupils supported through Cognition and Learning

NI 106 Young people from low income backgrounds progressing to higher education

NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4

NI 62 Stability of placements of looked after children: number of placements

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Special Needs &amp; Recoupment</b>	£000	£000	£000	£000
Expenditure	5,549	6,392	6,386	6,562
Income	(2,340)	(2,677)	(2,718)	(2,796)
Net	<u>3,209</u>	<u>3,715</u>	<u>3,668</u>	<u>3,766</u>

## Services provided:

Central services supporting children with special educational needs including payments to out-of-borough independent special schools for pupils needing specialist education and social care, funding for high needs statemented children in RBWM schools; the sensory consortium service, travellers, and SEN recoupment. High needs statemented children budgets are transferred to individual schools in year.

## Staff (full time equivalent):

26.46

## Service Risks:

Fluctuations in price of placement and other LAs's charges for SEN provision.  
Variations in demand for services having disproportionately large impact on costs.  
Decisions of the Special Educational Needs and Disability Tribunal

## Performance Indicators:

NI 103 Special Educational Needs – statements issued within 26 weeks  
NI 104 -105 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 & 4 English and Maths thresholds  
Unit cost of placement and numbers of placements by type  
Numbers of pupils with high needs statements

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Central Schools Services</b>	£000	£000	£000	£000
Expenditure	2,248	1,800	1,623	4,061
Income	(1,743)	(655)	(988)	(1,763)
Net	505	1,145	635	2,298

## Services provided:

Various central schools services funded from DSG, including admissions and associated parent appeals, school and governor support, free milk, schools' maternity cover, schools forum, school specific contingency (e.g. for newly qualified teachers), library services for schools, kitchen repairs and maintenance, managed properties.

Schools Budget expenditure funded from centrally retained standards funds grants is also included here e.g. IT in schools, services for ethnic minority pupils, school meals grant, and school intervention.

The increase between the 08-09 and 09-10 estimate relates mainly to as yet unallocated DSG funded expenditure which is likely to be needed for known pressures in the Out of Borough SEN budget, following further consultation with Schools Forum. The reduction between the 08-09 estimate and 08-09 revised estimate relates to the in-year allocation to schools of centrally held newly qualified teacher funding (NQTs) and grants such as graduate training grant.

## Staff (full time equivalent):

8.45

## Service Risks:

Pressure on services through increases in admissions and appeals, and schools requiring support.

Greater than expected numbers of NQTs, maternity claims, and other cost drivers leading to pressures on budgets

Changes in LA policy & legislation changes (for e.g, equipment specifications)

Buy back income does not cover cost of equipment repairs etc.

Reduction in government grant

## Performance Indicators:

NI 107-108 Key Stage 2 & 4 attainment for Black and minority ethnic groups

NI 52 Take-up of school lunches

Kitchen equipment meet required standards and minimal delay to replacing kitchen equipment

Continuity of supply (e.g. milk to schools)

<b>TOTAL CENTRAL SCHOOLS BUDGET</b>	<b>8,947</b>	<b>10,013</b>	<b>9,401</b>	<b>11,264</b>
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<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**DEDICATED SCHOOLS GRANT**

<b>Dedicated Schools Grant</b>	£000	£000	£000	£000
Expenditure	163	0	0	0
Income	(70,647)	(73,044)	(73,269)	(75,697)
Net	(70,484)	(73,044)	(73,269)	(75,697)

Services provided:

Delegated and retained Schools Budgets expenditure allowable under the Schools Finance Regulations is funded by Dedicated Schools Grant. The increase between 08-09 and 09-10 estimates is based on the best estimate of pupil numbers at the time. Finalised DSG funding will be based on the January pupil count.

Staff (full time equivalent):

N/A

Service Risks:

Finalised DSG may be less than budgeted owing to variation between actual and estimated pupil numbers. Under-/overspends against DSG to be carried forward to following year's budget.

Performance Indicators:

Grant received in year

<b>TOTAL DSG FUNDED CHILDREN'S SERVICES</b>	<b>(284)</b>	<b>(271)</b>	<b>(274)</b>	<b>(380)</b>
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<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**LA FUNDED CHILDREN'S SERVICES****INTEGRATED CHILDREN'S SERVICES****Education Welfare & Psychology**

	£000	£000	£000	£000
Expenditure	1,160	1,268	1,400	1,410
Income	(73)	(232)	(231)	(657)
<b>Net</b>	<b>1,087</b>	<b>1,036</b>	<b>1,169</b>	<b>753</b>

## Services provided:

Central LA services supporting pupils with special needs and their welfare - education psychologists, EPS administration, specialist autism service, school attendance and teenage pregnancy. The decrease between 08-09 and 09-10 estimates reflects the review of services and associated support arrangements in the educational psychology service and welfare service, as well as the transfer of non-discretionary services in these areas to the DSG Schools Budget. (See under Inclusion and Behaviour services).

## Staff (full time equivalent):

20.37

## Service Risks:

Unmet needs may lead to more expensive placements and costly tribunals.  
 Recruitment of educational psychologists  
 Failure to respond to critical incidents in schools  
 Increased levels of school absence.

## Performance Indicators:

NI 50 Emotional health of children  
 NI 51 Effectiveness of child and adolescent mental health (CAMHS) services  
 NI 58 Emotional and behavioural health of looked after children  
 NI 112 Under 18 conception rate  
 NI 87 Secondary school persistent absence rate  
 Statutory assessment timelines

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>
<b>School Improvement</b>	£000	£000	£000	£000
Expenditure	1,689	1,495	1,387	1,359
Income	(1,281)	(438)	(309)	(395)
Net	408	1,057	1,078	964
Services provided:				
<p>School Improvement functions, including central co-ordination of primary and secondary strategies, health education, healthy schools advisors, music services, School Improvement Partners, LA funded area based grants, and senior advisors. The decrease between 08-09 and 09-10 estimates partly reflects the in-year reorganisation of the service and partly the review of services that can be funded from grant.</p>				
Staff (full time equivalent):				
17.20				
Service Risks:				
Increase in number of failing schools				
Reduction in government grant				
Performance Indicators:				
NI 89 Reduction in number of schools judged as requiring special measures and improvement in time taken to come out of the category				
NI 93-98 Progression by 2 levels in English and Maths between relevant Key Stages				
Proportion of schools in Ofsted categories				
<b>Youth &amp; Community</b>	£000	£000	£000	£000
Expenditure	3,023	2,693	2,850	2,740
Income	(1,778)	(376)	(522)	(574)
Net	1,245	2,317	2,328	2,166
Services provided:				
<p>11 youth and community centres; targeted youth support project; youth activities involving the development of Detached and Outreach work; Youth Forum/Participation Structures and Youth Opportunity Fund; the Outdoor Education Programme including Hurley Lock Canoe Centre; the Offsite and Hazardous Activities Advisory Service; Duke of Edinburgh's Award Scheme; counselling services for young people; managing the delivery of Connexions Core, Intensive Services and Positive Activities Funding; Pakistani Youth Project; Get Active 8-13 inclusion project; Support to voluntary sector youth and community organisations including CAB; WMVA; Young Carers; Play strategy development.</p>				
Staff (full time equivalent):				
39.04				
Service Risks:				
<p>Downturn in the economy will reduce locally raised income affecting frontline delivery of local youth services. Reduction in the grant income from DCSF and other external grant funders leading to reduced services across the borough and failure to meet statutory requirements.</p>				
Performance Indicators:				
NI 110 Young people's participation in positive activities: 15% of 13-19 population				
Accredited outcomes: 30% of participants				
NI 91 Participation of 17 year-olds in education or training				
Numbers of NEET (Young people Not in Education, Employment or Training): 4% reducing to 3.7%				
NI 148 Care leavers in education, employment or training				
<b>TOTAL INTEGRATED CHILDREN'S SERVICES</b>	<b>2,740</b>	<b>4,410</b>	<b>4,575</b>	<b>3,883</b>

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**COMMISSIONING**

<b>Home to School Transport</b>	£000	£000	£000	£000
Expenditure	2,155	2,073	2,082	2,302
Income	(132)	(70)	(70)	(72)
<b>Net</b>	<b>2,023</b>	<b>2,003</b>	<b>2,012</b>	<b>2,230</b>

Services provided:

Payments to contractors for statutory and discretionary home to school / college transport. The increase between 08-09 and 09-10 estimates reflects the rising cost of this service as a result of increasing activity for SEN pupils, rising fuel costs, and contractual pressures.

Staff (full time equivalent):

1.69

Service Risks:

Fluctuations in demand for services  
Market led price increases following contract renewal  
Fuel price increases  
Changes in legislation affecting contracts

Performance Indicators:

Unit cost per mainstream pupil (pre / post 16)

Unit cost per SEN pupil (pre / post 16)

<b>Early Years &amp; Extended Learning</b>	£000	£000	£000	£000
Expenditure	2,534	3,188	3,262	3,562
Income	(2,754)	(2,664)	(2,741)	(3,096)
<b>Net</b>	<b>(220)</b>	<b>524</b>	<b>521</b>	<b>466</b>

Services provided:

Borough wide extended learning activities in children's centres, extended schools and community settings: adult education / community liaison, family learning, family literacy and numeracy, extended learning management, and developing connections, activities funded by Surestart , Early Years and Childcare grant, early years development, foundation stage training, and service management. The decrease between 08-09 and 09-10 estimates mainly reflects a review of services within the Developing Connections Service.

Staff (full time equivalent):

32.04

Service Risks:

Real terms decrease in LSC grant for adult learning, reduction in learner numbers, changes in conditions of funding, insufficient staffing capacity to deliver service, difficulty in recruiting qualified tutors  
Capacity to deliver on statutory duties.  
Failure to meet skills requirements of workforce within relevant timescales

Performance Indicators:

NI 88 Percentage of schools providing access to extended services

NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest

NI109 Number of Surestart children's centres

Qualification levels of early years and childcare workforce

Sufficient range of places to meet parental demand (as measured by Childcare Sufficiency Assessment)

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Other Central Services</b>	£000	£000	£000	£000
Expenditure	1,722	1,989	2,041	2,330
Income	(187)	(116)	(110)	(228)
Net	<u>1,535</u>	<u>1,873</u>	<u>1,931</u>	<u>2,102</u>

Services provided:

LA funded payments to schools for redundancy and premature retirement costs, enhanced pensions and pensions to former staff. Other commissioning functions (e.g. contracts management, SEN assessment and administration, SEN equipment, strategy and planning, speech and language therapy, payments to health authorities, school accommodation), and management costs.

Staff (full time equivalent):

25.49

Service Risks:

Increase in premature retirement  
Changes in policy and practice of the PCT  
Increasing numbers of young people requiring support  
Increased contractors costs  
Reduction in number of providers in market place

Performance Indicators:

<b>TOTAL COMMISSIONING</b>	<b>3,338</b>	<b>4,400</b>	<b>4,464</b>	<b>4,798</b>
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#### **SAFEGUARDING AND SPECIALIST SERVICES**

<b>Assessment and Care Planning</b>	£000	£000	£000	£000
Expenditure	3,665	3,174	3,351	3,723
Income	(170)	(26)	(66)	(166)
Net	<u>3,495</u>	<u>3,148</u>	<u>3,285</u>	<u>3,557</u>

Services provided:

Referral and assessment, children in need, disabled children, family centre and service management. The increase between 08-09 and 09-10 estimates mainly reflects budgetary pressures on residential placements for disabled children, and the transfer of support staff following reorganisation of the new directorates.

Staff (full time equivalent):

53.85

Service Risks:

Increase in numbers of children requiring support

Performance Indicators:

NI 59 Percentage of initial assessments for children's social care carried out within 7 working days of referral

NI 64 Child Protection Plans lasting 2 years or more

NI 65 Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time

NI 68 Percentage of referrals to children's social care going on to initial assessment

Unit cost of children in need

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Adoption</b>	£000	£000	£000	£000
Expenditure	276	295	295	300
Income	(249)	(271)	(271)	(277)
Net	27	24	24	23

Services provided:

Adoption advisory service and post adoption support

Staff (full time equivalent):

5.77

Service Risks:

Other local authorities pulling out of the adoption advisory service.

Performance Indicators:

NI61 Timeliness of placements of looked after children adopted following agency decision

<b>Children in Care</b>	£000	£000	£000	£000
Expenditure	2,999	3,420	3,216	3,366
Income	(198)	(112)	(113)	(117)
Net	2,801	3,308	3,103	3,249

Services provided:

Family placement, children looked after and after care.

Staff (full time equivalent):

24.06

Service Risks:

Increase in numbers of children looked after

Difficulty of recruiting foster carers

Increase in relevant children requiring leaving care services

Performance Indicators:

Unit cost of placements

Numbers of family placements

NI 62-63 Stability of placements of looked after children: number and length of placements - APA 100%

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Quality Assurance</b>	£000	£000	£000	£000
Expenditure	295	336	376	401
Income	(13)	0	0	0
Net	282	336	376	401

Services provided:

Safeguarding and quality assurance, coordination of child protection case conferences and family group conferences, policy and planning, independent reviews, and other related areas. The increase between 08-09 and 09-10 estimates mainly reflects the transfer of support staff following reorganisation of the new directorates.

Staff (full time equivalent):

9.59

Service Risks:

Increased activity levels of children looked after and children subject to a Child Protection Plan.

Performance Indicators:

NI 66 Looked after children cases which were reviewed within required timescales - APA 100%

NI 67 Percentage of child protection cases which were reviewed within required timescales - APA 100%

<b>Safeguarding Management</b>	£000	£000	£000	£000
Expenditure	747	824	753	920
Income	(17)	(34)	(34)	(34)
Net	730	790	719	886

Services provided:

Joint arrangements for childcare lawyers, Local Safeguarding Children Board, service level agreements for childcare lawyers, and safeguarding managements costs. The increase between 08-09 and 09-10 estimates mainly reflects the transfer of administration and support staff following reorganisation of the new directorates.

Staff (full time equivalent):

8.24

Service Risks:

Performance Indicators:

NI 66 Looked after children cases which were reviewed within required timescales

NI 67 Percentage of child protection cases which were reviewed within required timescales

<b>CHILDREN'S SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Youth Justice</b>	£000	£000	£000	£000
Expenditure	552	548	548	546
Income	(336)	(293)	(293)	(298)
Net	216	255	255	248

Services provided:

The aim of the Youth Offending Team is to work with young people and their carers to prevent and reduce offending. The YOT provides preventative services, PACE - services for young people at police stations, pre-court services, court based services, community-based services, remand services as well as through care and after care for young people who receive custodial sentences.

The YOT budget consists of a variety of funding streams with contributions from Health, Safeguarding Specialist Services, Learning and Care, Police and Probation. In addition the Youth Justice Board provides a Core Grant annually. Specific grant funding is made available to the YOT via the Children's Fund and the Youth Justice Board's Prevention Grant both of which are time limited.

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Staff (full time equivalent):

13.26

Service Risks:

Lack of appropriately trained specialist staff can impact on service delivery. Conflicting targets (other agencies) can affect performance.

Performance Indicators:

The YOT contributes to the ECM agenda and works towards achieving KPIs set by the Youth Justice Board.

Performance Data is reviewed quarterly.

NI 111 First time entrants to the Youth Justice System aged 10-17

<b>TOTAL SAFEGUARDING AND SPECIALIST SERVICES</b>	<b>7,551</b>	<b>7,861</b>	<b>7,762</b>	<b>8,364</b>
<b>TOTAL LA FUNDED CHILDREN'S SERVICES</b>	<b>13,629</b>	<b>16,671</b>	<b>16,801</b>	<b>17,063</b>
<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>13,345</b>	<b>16,400</b>	<b>16,527</b>	<b>16,666</b>

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2009/10 Approved Estimate</b>	<b>2009/10 Budget</b>
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**ADULT SOCIAL CARE**

<b>Adult Social Care Management</b>	£000	£000	£000	£000
Expenditure	486	504	481	786
Income	16	(36)	0	(386)
Net	<u>502</u>	<u>468</u>	<u>481</u>	<u>400</u>

## Services provided:

Adult Social Care Senior Management and Centrally Managed Care Costs including Service Level Agreements. The movement between 2008/09 Original Budget and 2009/10 Budget reflects the work funded by the Transferring Social Care Grant.

## Staff (full time equivalent):

4.00

## Service Risks:

Failure to protect vulnerable adults.

## Performance Indicators:

NI 40 Drug users in effective treatment.

NI 119 Self-reported measure of people's overall health and well-being.

NI 127 Self-reported experience of social care users.

NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets).

NI 131 Delayed transfers of care from hospitals

NI 132 Timeliness of social care assessment

NI 133 Timeliness of social care packages

<b>Joint Commissioning Team</b>	£000	£000	£000	£000
Expenditure	653	862	1,046	677
Income	(70)	(41)	(41)	(51)
Net	<u>583</u>	<u>821</u>	<u>1,005</u>	<u>626</u>

## Services provided:

This team, which is partly funded by the Primary Care Trust, works to commission a range of Social care services including domiciliary care and residential/nursing care from the private and voluntary sector. As part of the work of the team, service monitoring is undertaken. The 08/09 in-year increase relates to the activity funded by the new Transforming Social Care Grant. This budget was moved under Adult Social Care Management (above) for 09-10.

## Staff (full time equivalent):

16.00

## Service Risks:

Changing role around care brokerage.

Increased demand for support for Direct Payments. Significant transfers of care packages around domiciliary care.

Monitoring of vulnerable adults

## Performance Indicators:

NI119 - self reported measure of people's overall health and well-being and then NI128 - user reported measure of respect and dignity in their treatment, NI130 - social care clients receiving self directed support and NI135 - carers receiving needs assessment or review and a specific care service for advice and information.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Elderly &amp; Physical Disability</b>	£000	£000	£000	£000
Expenditure	20,528	20,729	21,261	22,044
Income	(5,821)	(5,627)	(6,110)	(6,373)
<b>Net</b>	<b>14,707</b>	<b>15,102</b>	<b>15,151</b>	<b>15,671</b>

## Services provided:

Care Management Team for the elderly and physically disabled; Day Centres for the elderly (Gardner House and Windsor Day Centre); Home Care/Short Term Support & Rehabilitation Services; Private and voluntary sector residential and nursing home placements; Community equipment; Occupational Therapists; Direct Payments. The movement between the 07-08 original budget and 08-09 budget includes the transfer of the Older People's Mental Health Team to Mental Health Services and savings targets for increased income from Free Nursing Care and Home Care charging.

## Staff (full time equivalent):

176.80

## Service Risks:

Increasing numbers of elderly people requiring support who also have complex needs and high levels of frailty.  
Reduction in In House Home Care Service staffing level to meet cost savings target.  
Levels of government Grant Income.  
Changes in policy or practice of the PCT.  
Potential outcomes of service reviews.  
Reduction in and reconfiguration of hospital in-patient facilities.  
Care providers capacity issues impacting on ability to deliver services to meet assessed need.

## Performance Indicators:

NI 124 People with a long-term condition supported to be independent and in control of their condition.  
NI125 Achieving independence of older people through intermediate care.  
NI 131 Delayed transfers of care from hospitals.  
NI 132 Timeliness of social care assessment.  
NI 133 Timeliness of social care packages.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Learning Disability</b>	£000	£000	£000	£000
Expenditure	12,602	13,901	13,379	14,211
Income	(4,332)	(4,510)	(4,058)	(4,212)
Net	<u>8,270</u>	<u>9,391</u>	<u>9,321</u>	<u>9,999</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), RBWM management of small residential and respite units (Homeside, Allenby Road, Winston Court); Supported Living; Residential placements; Day Centres (Oakbridge and Brunel); Ways into Work; Bridge that Gap Café; Person Centred Planning. The movement between 2008/09 Original Budget and 2009/10 Budget reflects adjustments in respect of section 28a funding from the Primary Care Trust.

## Staff (full time equivalent):

109.30

## Service Risks:

Increasing numbers of Adults with a Learning Disability requiring support.  
 Increased expectations.  
 Government agenda.  
 Allocation of Continuing Care funding.  
 High dependency children in transition to this adult team.

## Performance Indicators:

NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets).  
 NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information.  
 NI 136 People supported to live independently through social services (all ages).  
 NI 145 - Adults with learning disabilities in settled accommodation.  
 NI 146 - Adults with learning disabilities in employment.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Mental Health</b>	£000	£000	£000	£000
Expenditure	2,406	2,582	2,628	2,725
Income	(186)	(166)	(166)	(203)
Net	2,220	2,416	2,462	2,522

## Services provided:

The Community Mental Health Team (CMHT) is a multi-disciplinary team co-ordinating the assessment, support and care for people with mental health problems under the comprehensive assessment protocols. The team is responsible for the statutory requirements of under the 1983 Mental Health Act, the provision of assertive outreach services; dual diagnosis approved social worker/service development, development of a single management structure and establishing local delivery of the national service framework. Recent developments have included the introduction of assertive outreach and 24/7 crisis resolution. The CMHT is singularly managed team comprising of multi agency staff. Health organisations contribute to the team costs and Management costs. The contracted services provided in this budget cover services such as day care, residential care, Nursing Care and respite care. The movement between 2008/09 Original Budget and 2009/10 Budget reflects additional demographic money to meet increasing demand for Mental Health care and adjustments in respect of Area Based Grant.

## Staff (full time equivalent):

26.10

## Service Risks:

Economic downturn.

Level of Mental Health grant.

Primary Care Trust/Social Care interface.

## Performance Indicators:

NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets).

NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information.

NI 136 People supported to live independently through social services (all ages).

NI 149 - Adults in contact with secondary mental health services in settled accommodation.

NI 150 - Adults in contact with secondary mental health services in employment.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Drug Action Team</b>	£000	£000	£000	£000
Expenditure	926	244	929	839
Income	(953)	(196)	(849)	(739)
Net	(27)	48	80	100

## Services provided:

This small team based in Maidenhead coordinates treatment and services for substance misusers in the borough. The DAAT direct their work to meet the objectives of the National Drug Strategy 2008 to 2018. Revised 08-09 and 09/10 budgets reflects adjustments in respect of contracts with Turning Point for drug treatment services and its funding from pooled treatment income from health.

## Staff (full time equivalent):

4.50

## Service Risks:

- Problem drug misusers fail to get treatment.
- Failure to prevent drug misuse.
- Increase in acquisitive crime.
- Failure to meet requirements of the National Treatment Agency.

## Performance Indicators:

- NI 40 Drug users in effective treatment.
- NI 42 Perceptions of drug use or drug dealing as a problem.

<b>Concessionary Transport</b>	£000	£000	£000	£000
Expenditure	1,006	1,365	1,365	1,307
Income	(8)	(342)	(342)	(349)
Net	998	1,023	1,023	958

## Services provided:

The concessionary fare scheme entitles residents in the Borough over 60 years old and those with disabilities to free bus travel. Residents entitled to free bus travel, who are unable to use buses may be eligible for taxi vouchers or a Direct Payment as an alternative to free bus travel. This budget funds payments to the Bus Operating companies who provide this service.

## Staff (full time equivalent):

0.00

## Service Risks:

- Increase in demand for concessionary travel.
- Unknown impact of new National Concessionary Fares scheme.
- Demographic changes.

## Performance Indicators:

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Specific Government Grants</b>	£000	£000	£000	£000
Expenditure	7	0	0	0
Income	(3,601)	(239)	(534)	0
Net	(3,594)	(239)	(534)	0

Services provided:

Central Government provides Grant income for specific purposes and often "ring-fences" such grants thereby requiring them to be spent according to strict "conditions of grant". Department of Health specific grants, such as the Access & Systems Capacity Grant, fund or partly fund a range of services covering several service user groups. Many of these specific grants, like Carers Grant and Preserved Rights Grant have been replaced by centrally accounted-for Area Based Grants. Those specific grants which remain for 09-10, like Aids & HIV Grant, are shown against the services

Staff (full time equivalent):

Staff numbers are shown under the services funded by these grants

Service Risks:

Performance Indicators:

<b>TOTAL ADULT SOCIAL CARE</b>	<b>23,659</b>	<b>29,030</b>	<b>28,989</b>	<b>30,276</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**HOUSING**

<b>Housing General</b>	£000	£000	£000	£000
Expenditure	612	573	619	674
Income	(143)	(70)	(150)	(206)
Net	469	503	469	468

## Services provided:

The Housing budget funds a number of housing and related services. These range from the preparation of a Housing Strategy in accordance with government requirements to advice and support to people in the Borough in respect of housing and homelessness services, and to the funding of two residential gypsy and traveller sites at Mill place, Datchet and Poole Lane, Waltham St. Lawrence which are managed by Housing Associations on behalf of the Council. The movement between 2008/09 Original Budget and 2009/10 Budget reflects realigning expenditure and income relating to homelessness to actual figures.

## Staff (full time equivalent):

11.20

## Service Risks:

Economic downturn could result in greater levels of homelessness and budget pressures.

## Performance Indicators:

Number of people housed in Bed & Breakfast accommodation.

Number of low cost housing units built.

GOSE (Government Office for the South East) report on the Council's Housing Strategy.

<b>Supporting People Management</b>	£000	£000	£000	£000
Expenditure	2,394	2,238	2,207	2,341
Income	(1,844)	(1,723)	(1,723)	(1,758)
Net	550	515	484	583

## Services provided:

This budget funds housing related support services to the elderly and vulnerable residents of the Borough. These services are commissioned by a "Commissioning Body" which includes representatives of East Berkshire PCT and the Probation Service.

## Staff (full time equivalent):

3.70

## Service Risks:

Reduced grant funding in next 3 years.

Supporting People funding transferring into Local Area Agreements - potential loss of profile.

Increase in demand due to demographic change

## Performance Indicators:

Unit cost of Services.

NI 141 - Number of vulnerable people achieving independent living.

NI 142 - Number of vulnerable people who are supported to maintain independent living.

<b>TOTAL HOUSING</b>	<b>1,019</b>	<b>1,018</b>	<b>953</b>	<b>1,051</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**LEISURE SERVICES**

<b>Community Services Unit</b>	£000	£000	£000	£000
Expenditure	1,157	1,226	1,226	878
Income	(10)	(30)	(30)	(14)
<b>Net</b>	<b>1,147</b>	<b>1,196</b>	<b>1,196</b>	<b>864</b>

Services provided:

Support for Library and Information Service, Arts and Heritage Development, Leisure Centres, Thames Valley Athletic Centre Trust, Lifestyle Referral Scheme, S.M.I.L.E. Programme, Sports Development, Allotments, Cemeteries and Parks and Open Spaces.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties from the Community Services Unit as part of the restructure.

Staff (full time equivalent):

19.12

Service Risks:

Performance Indicators:

<b>Allotments</b>	£000	£000	£000	£000
Expenditure	27	28	28	30
Income	(7)	(5)	(5)	(6)
<b>Net</b>	<b>20</b>	<b>23</b>	<b>23</b>	<b>24</b>

Services provided:

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

Staff (full time equivalent):

Service Risks:

Performance Indicators:

Number of allotment plots rented.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Cemeteries &amp; Churchyards</b>	£000	£000	£000	£000
Expenditure	212	214	214	223
Income	(170)	(167)	(167)	(186)
Net	42	47	47	37

Services provided:

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

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the approved charges for 2009/10.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

Number of burials undertaken.

<b>Parks &amp; Opens Spaces</b>	£000	£000	£000	£000
Expenditure	1,208	1,176	1,187	1,200
Income	(252)	(251)	(251)	(248)
Net	956	925	936	952

Services provided:

Management of 56 parks and open spaces sites within the Borough.

Staff (full time equivalent):

Service Risks:

Services are weather dependent and sites are exposed to vandalism.

Performance Indicators:

Number of 'Green Flags' awarded

NI 197 Improved local biodiversity

NI 199 Children & Young People's satisfaction with parks and play areas

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Thames Valley Athletic Centre</b>	£000	£000	£000	£000
Expenditure	135	135	135	125
Income	0	0	0	0
<b>Net</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>125</b>

Services provided:

A contribution to the running of Thames Valley Athletics Centre. This facility is operated, through a management trust formed by Slough Borough Council, Eton College and the Royal Borough, as a community leisure centre.

Staff (full time equivalent):

Contracted to Slough Community Leisure Ltd.

Service Risks:

Economic downturn in business / trading levels. Failure to adhere to Health & Safety Practice.

Performance Indicators:

Attendance levels at centre.

<b>Windsor Leisure Centre</b>	£000	£000	£000	£000
Expenditure	3,409	3,496	3,496	3,566
Income	(3,280)	(3,437)	(3,437)	(3,643)
<b>Net</b>	<b>129</b>	<b>59</b>	<b>59</b>	<b>(77)</b>

Services provided:

Management of the Windsor Leisure Centre and the Borough wide Sports Development Service.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the approved charges for 2009/10, efficiency savings and additional income from new facilities.

Staff (full time equivalent):

73.93

Service Risks:

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

Performance Indicators:

Total income per visit; visits per meter squared; visits per head of population.

NI 8 Adult participation in sport.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Magnet Leisure Centre</b>	£000	£000	£000	£000
Expenditure	2,822	2,870	2,870	2,888
Income	(2,748)	(2,867)	(2,867)	(3,009)
Net	74	3	3	(121)

Services provided:

Management of the Magnet Leisure Centre and Braywick Gym / Astro.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the approved charges for 2009/10, efficiency savings, including the reshaping of café and creche facilities at the Centre and additional income from new facilities.

Staff (full time equivalent):

66.75

Service Risks:

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

Performance Indicators:

Total income per visit; visits per meter squared; visits per head of population.

NI 8 Adult participation in sport.

<b>Charters Leisure Centre</b>	£000	£000	£000	£000
Expenditure	203	217	217	216
Income	(181)	(201)	(201)	(218)
Net	22	16	16	(2)

Services provided:

Management of the Charters School Centre - a dual use community facility, operated and used by the school during the normal school day and as a community facility evenings, weekends and school holidays.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects efficiency savings.

Staff (full time equivalent):

4.14

Service Risks:

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

Performance Indicators:

Total income per visit; visits per meter squared; visits per head of population.

NI 8 Adult participation in sport.

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Cox Green Leisure Centre</b>	£000	£000	£000	£000
Expenditure	0	0	0	215
Income	0	0	0	(217)
Net	0	0	0	(2)

Services provided:

Management of the Cox Green School Leisure Centre - a dual use community facility, operated and used by the school during the normal school day and as a community facility evenings, weekends and school holidays.

Staff (full time equivalent):

4.14

Service Risks:

Major breakdown or plant failure, income affected by adverse weather conditions and economic downturn and failure to adhere to Health & Safety practice.

Performance Indicators:

Total income per visit; visits per meter squared; visits per head of population.

NI 8 Adult participation in sport.

<b>Community Leisure Services</b>	£000	£000	£000	£000
Expenditure	524	421	453	443
Income	(225)	(202)	(174)	(164)
Net	299	219	279	279

Services provided:

Borough in Bloom, Braywick Nature Centre, landscape design and tree planting schemes, roundabout sponsorship schemes, operational costs and operational management of 4, Marlow Road and Boroughwide partnership schemes for the 13-19 and S.M.I.L.E. programmes.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the inclusion of 4, Marlow Road within the budget.

Staff (full time equivalent):

5.32

Service Risks:

Loss of grants for the 13-19 and S.M.I.L.E. 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>TOTAL LEISURE SERVICES</b>	<b>2,824</b>	<b>2,623</b>	<b>2,694</b>	<b>2,079</b>
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<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**LIBRARY INFORMATION HERITAGE & ARTS**

<b>Library &amp; Information Services</b>	£000	£000	£000	£000
Expenditure	2,956	2,883	2,898	2,886
Income	(201)	(235)	(235)	(204)
Net	<u>2,755</u>	<u>2,648</u>	<u>2,663</u>	<u>2,682</u>

Services provided:

Management of statutory service via eleven static libraries, one container library, one mobile library providing community information, free internet access, exhibition space, events and Bookstart services. The movement between 2008/09 Original Budget and 2009/10 Budget is largely due to a restructure of the service.

Staff (full time equivalent):

61.06

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.  
Risk for future plans that capital budget decisions will change.

Performance Indicators:

NI 9 Use of public libraries

<b>Heritage</b>	£000	£000	£000	£000
Expenditure	57	56	56	57
Income	(1)	0	0	0
Net	<u>56</u>	<u>56</u>	<u>56</u>	<u>57</u>

Services provided:

The Windsor and Royal Borough Museum Collection, plus information, events, enquiry service to local groups.

Staff (full time equivalent):

1.00

Service Risks:

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

Performance Indicators:

NI 10 Visits to museums or galleries

<b>ADULT &amp; COMMUNITY SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Arts</b>	£000	£000	£000	£000
Expenditure	201	198	198	198
Income	(3)	0	0	0
<b>Net</b>	<b>198</b>	<b>198</b>	<b>198</b>	<b>198</b>

Services provided:

Management of Service Level Agreements with two Arts Centres and grant-awarded community arts groups. Links with community arts organisations and Berkshire Arts Partnership.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

NI 11 Engagement in the arts

<b>TOTAL LIBRARIES, INFORMATION, ARTS &amp; HERITAGE</b>	<b>3,009</b>	<b>2,902</b>	<b>2,917</b>	<b>2,937</b>
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#### **ADULT MANAGEMENT**

<b>Adult Management</b>	£000	£000	£000	£000
Expenditure	1,379	947	1,176	253
Income	(378)	(117)	(117)	0
<b>Net</b>	<b>1,001</b>	<b>830</b>	<b>1,059</b>	<b>253</b>

Services provided:

Staff (full time equivalent):

Service Risks:

Performance Indicators:

<b>TOTAL ADULT MANAGEMENT</b>	<b>1,001</b>	<b>830</b>	<b>1,059</b>	<b>253</b>
<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>31,512</b>	<b>36,403</b>	<b>36,612</b>	<b>36,596</b>

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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**HIGHWAYS & ENGINEERING**

<b>Highway Maintenance</b>	£000	£000	£000	£000
Expenditure	2,307	2,214	2,214	2,305
Income	(117)	(203)	(203)	(115)
Net	<u>2,190</u>	<u>2,011</u>	<u>2,011</u>	<u>2,190</u>

Services provided:

Street Lighting, Winter Maintenance and Highway based Infrastructure. Duty as Highway Authority to ensure that over 650km of roads, around 20,000 gullies and some 17,000 electrical units are maintained in a safe condition, having regard to the volume and type of traffic using them.

The movement between 2008/09 Original Budget and 2009/10 budget is largely due to the loss of use of commuted sums for Highway Drainage and an increase in street lighting energy prices.

Staff (full time equivalent):

Service Risks:

Adverse weather conditions (flooding, snow / ice), energy costs

Performance Indicators:

% street lamps working as planned. Winter maintenance number of call outs to salt roads. NI 168 & 169 roads where maintenance should be considered

<b>Other Highway Services</b>	£000	£000	£000	£000
Expenditure	753	719	719	719
Income	(311)	(342)	(342)	(384)
Net	<u>442</u>	<u>377</u>	<u>377</u>	<u>335</u>

Services provided:

Amenity Verge Maintenance, Bridge Maintenance, Street Furniture and Highway Maintenance Administration, New Road & Street Works Act, Highway Licensing and Dropped Pavement Crossings

Staff (full time equivalent):

1.00

Service Risks:

Increase in liability due to ageing bridge stock

Performance Indicators:

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Rights of Way</b>	£000	£000	£000	£000
Expenditure	44	45	45	44
Income	(1)	(4)	(4)	(2)
Net	<u>43</u>	<u>41</u>	<u>41</u>	<u>42</u>

Services provided:

Management of the Public Rights of Way Network, which consists of 237km of footpaths, 31km of bridleways, 8km of byways and 28km of restricted byways.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

% of total lengths of footpaths & other ROW which are easy to use by members of public

<b>Access</b>	£000	£000	£000	£000
Expenditure	131	138	137	142
Income	(5)	(7)	(7)	(7)
Net	<u>126</u>	<u>131</u>	<u>130</u>	<u>135</u>

Services provided:

Management fee paid to WAMU for the operation of Shopmobility in Windsor and Maidenhead as well as provision for access improvements to the built environment, together with the provision of expert advice in all aspects of disability and access legislation

Staff (full time equivalent):

Service Risks:

Performance Indicators:

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Transportation</b>	£000	£000	£000	£000
Expenditure	668	689	689	680
Income	(118)	(1)	(1)	(1)
Net	<u>550</u>	<u>688</u>	<u>688</u>	<u>679</u>

Services provided:

The co-ordination and support of public transport through support of socially necessary bus services, Education and Social Services transport.

Staff (full time equivalent):

Service Risks:

Reduced risk due to award of new 3 year contract for Maidenhead and Rural Services.

Performance Indicators:

NI 177 Local bus passenger journeys in the authority area

NI 178 Bus services running on time

<b>Traffic Management</b>	£000	£000	£000	£000
Expenditure	506	453	454	426
Income	(412)	(153)	(153)	(128)
Net	<u>94</u>	<u>300</u>	<u>301</u>	<u>298</u>

Services provided:

Traffic Monitoring/Appraisal - Monitoring of Traffic flow through data collected at designated sites.

Traffic Management Schemes - Scheme preparation and delivery to improve road safety, the Environment and network capacity.

The Safer Roads Partnership scheme

Urban Traffic Control and Traffic Signal Management - Computer system that controls a number of key traffic signal junctions

Temporary Traffic Orders are the statutory process that needs to be followed when instigating traffic regulations.

Staff (full time equivalent):

Service Risks:

Major breakdown or equipment failure

Performance Indicators:

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Road Safety &amp; Crossing Patrols</b>	£000	£000	£000	£000
Expenditure	36	48	48	44
Income	(3)	(3)	(3)	(3)
Net	<u>33</u>	<u>45</u>	<u>45</u>	<u>41</u>

Services provided:

The Local Road Safety Strategy, Road safety training and/or advice for pedestrians ,cyclists, pre-drivers and drivers, Road safety education training and publicity.

Staff (full time equivalent):

1.81

Service Risks:

Inability to recruit appropriate staff

Performance Indicators:

NI 47 People killed or seriously injured in road traffic collisions

NI 48 Children killed or seriously injured in road traffic collisions

<b>Highways &amp; Engineering Unit</b>	£000	£000	£000	£000
Expenditure	1,588	1,652	1,702	2,094
Income	(498)	(523)	(573)	(523)
Net	<u>1,090</u>	<u>1,129</u>	<u>1,129</u>	<u>1,571</u>

Services provided:

Highway and Engineering Design, Structural Maintenance, Highway Maintenance, Winter Maintenance, Bridge Maintenance, Street Lighting and Electrical Maintenance, Highway Land and Record Management, Public Rights of Way Traffic Management Schemes, Urban Traffic Control, Road Safety & School Crossings.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties from Operations Unit as part of the restructure.

Staff (full time equivalent):

46.52

Service Risks:

Performance Indicators:

<b>TOTAL HIGHWAYS &amp; ENGINEERING</b>	<b>4,568</b>	<b>4,722</b>	<b>4,722</b>	<b>5,291</b>
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<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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**OPERATIONS**

<b>CCTV</b>	£000	£000	£000	£000
Expenditure	162	182	182	178
Income	(60)	(60)	(60)	(61)
Net	<u>102</u>	<u>122</u>	<u>122</u>	<u>117</u>

Services provided:

The running the Borough's CCTV system.

Staff (full time equivalent):

Service Risks:

Major breakdown or equipment failure

Performance Indicators:

<b>Land Drainage</b>	£000	£000	£000	£000
Expenditure	63	40	40	40
Income	0	0	0	0
Net	<u>63</u>	<u>40</u>	<u>40</u>	<u>40</u>

Services provided:

Works to ditches and watercourses.

Staff (full time equivalent):

Service Risks:

Impact of flooding

Performance Indicators:

NI 189 Flood & coastal erosion risk management

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Emergency Planning</b>	£000	£000	£000	£000
Expenditure	142	56	56	56
Income	(60)	0	0	0
Net	<u>82</u>	<u>56</u>	<u>56</u>	<u>56</u>

Services provided:

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

Staff (full time equivalent):

Service Risks:

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

Performance Indicators:

NI 37 Awareness of civil protection arrangements in the local area

<b>Amenity Litter</b>	£000	£000	£000	£000
Expenditure	1,334	1,371	1,371	1,412
Income	<u>0</u>	<u>(1)</u>	<u>(1)</u>	<u>(1)</u>
Net	<u>1,334</u>	<u>1,370</u>	<u>1,370</u>	<u>1,411</u>

Services provided:

The operation of the Amenity Litter and Highway Sweeping Service and removal and disposal of abandoned vehicles.

Staff (full time equivalent):

Service Risks:

Non collection of litter (e.g. industrial action)

Performance Indicators:

NI 195 & NI 196 Improved street and environmental cleanliness

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Public Conveniences</b>	£000	£000	£000	£000
Expenditure	248	247	250	259
Income	<u>(9)</u>	<u>(7)</u>	<u>(10)</u>	<u>(6)</u>
Net	<u>239</u>	<u>240</u>	<u>240</u>	<u>253</u>

Services provided:

The operation and maintenance of public conveniences throughout the Borough.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

<b>Crime &amp; Disorder</b>	£000	£000	£000	£000
Expenditure	590	569	727	703
Income	<u>(261)</u>	<u>(93)</u>	<u>(72)</u>	<u>(97)</u>
Net	<u>329</u>	<u>476</u>	<u>655</u>	<u>606</u>

Services provided:

This covers the areas of Community Wardens, Anti Social Behavior and Community Safety, with an aim to reduce crime and disorder and improve public perception of these areas.

The movement between 2008/09 Original Budget and 2009/10 Budget is due to the addition of 2 Community Wardens .

Staff (full time equivalent):

16.59

Service Risks:

Performance Indicators:

<b>Operations Unit</b>	£000	£000	£000	£000
Expenditure	1,550	1,585	1,585	1,183
Income	<u>(21)</u>	<u>(30)</u>	<u>(30)</u>	<u>(30)</u>
Net	<u>1,529</u>	<u>1,555</u>	<u>1,555</u>	<u>1,153</u>

Services provided:

Streetcare Management, Control Room Services, Emergency Planning, Streetcare Operations, Fleet Management and Crime and Disorder.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties to Highways & Engineering Unit as part of the restructure.

Staff (full time equivalent):

30.35

Service Risks:

Performance Indicators:

<b>TOTAL OPERATIONS</b>	<b>3,678</b>	<b>3,859</b>	<b>4,038</b>	<b>3,636</b>
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<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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**PARKING SERVICES**

<b>Coach &amp; Car Parks</b>	£000	£000	£000	£000
Expenditure	2,925	2,603	2,603	2,812
Income	<u>(5,113)</u>	<u>(5,605)</u>	<u>(5,565)</u>	<u>(5,429)</u>
Net	<u>(2,188)</u>	<u>(3,002)</u>	<u>(2,962)</u>	<u>(2,617)</u>

Services provided:

Operation of the Council's car parks and coach park.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the reduced demand for parking and the approved charges for 2009/10, together with a streamlining of the service and additional costs for service charges.

Staff (full time equivalent):

33.00

Service Risks:

Economic downturn affecting income levels; adverse weather conditions; IT equipment failure

Performance Indicators:

Total number of car park users, income per space

<b>On Street Parking</b>	£000	£000	£000	£000
Expenditure	319	714	714	761
Income	<u>(760)</u>	<u>(1,040)</u>	<u>(1,040)</u>	<u>(1,245)</u>
Net	<u>(441)</u>	<u>(326)</u>	<u>(326)</u>	<u>(484)</u>

Services provided:

The operation and management of the on-street residents and pay and display parking controls, and decriminalised parking enforcement across the newly created Special Parking Area for the whole Borough.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the Approved income target based on current projections for On Street Parking.

Staff (full time equivalent):

22.00

Service Risks:

Income affected by economic downturn, IT equipment failure, public compliance with Approved parking enforcement regime.

Performance Indicators:

Compliance levels On Street Parking

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Car Parks Team</b>	£000	£000	£000	£000
Expenditure	88	542	542	508
Income	0	(25)	(25)	(10)
Net	88	517	517	498

Services provided:

Car parking management and administration to support the on-street parking service, decriminalised parking enforcement, the coach and car parks service and cash collection.

Staff (full time equivalent):

14.68

Service Risks:

Performance Indicators:

<b>TOTAL PARKING SERVICES</b>	<b>(2,541)</b>	<b>(2,811)</b>	<b>(2,771)</b>	<b>(2,603)</b>
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<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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**PUBLIC PROTECTION & SUSTAINABILITY**

<b>Environmental Health Licensing</b>	£000	£000	£000	£000
Expenditure	3	2	2	3
Income	(8)	(8)	(8)	(9)
Net	(5)	(6)	(6)	(6)

Services provided:

Environmental Health Licensing for riding establishments, breeding of dogs, pet animals, animal boarding establishments,

dangerous wild animals, game dealers, motor salvage dealers, skin piercing and petroleum licenses.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

<b>Environmental Health &amp; Environmental Protection</b>	£000	£000	£000	£000
Expenditure	217	139	201	167
Income	(86)	(36)	(36)	(42)
Net	131	103	165	125

Services provided:

Pest Control & Dog Warden, Water Sampling, Control of Housing Standards, Caravan Site Inspection, Home Energy & Efficiency, Health Education & Safety, Control of infectious diseases, Burial of the dead, Control of dogs, Environmental Protection (including noise, air quality and nuisances), Terminal 5, Contaminated Land & Food Hygiene and Health & Safety enforcement.

Staff (full time equivalent):

1.00

Service Risks:

Failure to meet minimum legislative requirements for Food Safety; Contractor compliance.

Performance Indicators:

NI 012 Referred/deferred HMO license applications leading to immigration enforcement;

NI 182 Satisfaction of businesses with LA regulatory services;

NI 184 Food establishments in the area which are broadly compliant with food law;

NI 187 Tackling fuel poverty- people receiving income based benefits living in homes with low energy efficiency rating;

NI 194 Level of air quality; % food hygiene audits carried out against number due for inspection

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Trading Standards Service</b>	£000	£000	£000	£000
Expenditure	90	88	88	84
Income	(49)	(43)	(43)	(45)
Net	<u>41</u>	<u>45</u>	<u>45</u>	<u>39</u>

Services provided:

Advising and enforcing a wide range of legislative matters which aim to ensure fair, safe and honest trading.

Staff (full time equivalent):

1.00

Service Risks:

Performance Indicators:

NI 182 satisfaction of businesses with local authority regulation services; % food standards audits carried out against number due for inspection

NI 183 Impact of LA regulatory services on fair trading environment:

NI 184 Food establishments in the area which are broadly compliant with food law.

<b>Licensing Services</b>	£000	£000	£000	£000
Expenditure	313	318	318	348
Income	(559)	(498)	(499)	(556)
Net	<u>(246)</u>	<u>(180)</u>	<u>(181)</u>	<u>(208)</u>

Services provided:

This is a dedicated team whose areas of work include licensing under the Licensing Act 2003, hackney carriages / private hire, gambling, street trading, street collections and house to house collections.

Staff (full time equivalent):

8.00

Service Risks:

Performance Indicators:

<b>Refuse Collection</b>	£000	£000	£000	£000
Expenditure	2,180	2,276	2,271	2,365
Income	(87)	(96)	(96)	(121)
Net	<u>2,093</u>	<u>2,180</u>	<u>2,175</u>	<u>2,244</u>

Services provided:

Operation of the Household Refuse Collection service.

Staff (full time equivalent):

Service Risks:

Non collection of household waste (e.g. industrial action); Contractor compliance

Performance Indicators:

NI 191 Residual household waste per head

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Recycling</b>	£000	£000	£000	£000
Expenditure	1,645	1,675	1,696	1,828
Income	(332)	(4)	(4)	(144)
Net	<u>1,313</u>	<u>1,671</u>	<u>1,692</u>	<u>1,684</u>

Services provided:

Operation of recycling collection service.

Staff (full time equivalent):

Service Risks:

Non collection of recycled materials (e.g. industrial action); Contractor compliance.

Performance Indicators:

NI 192 Household waste recycled and composted

<b>Waste Disposal</b>	£000	£000	£000	£000
Expenditure	2,979	2,614	2,614	2,883
Income	(871)	(18)	(13)	(16)
Net	<u>2,108</u>	<u>2,596</u>	<u>2,601</u>	<u>2,867</u>

Services provided:

Organising the statutory waste disposal service.

The movement between 2008/09 Original Budget and 2009/10 Budget is largely due to the increase in landfill tax of £8 per tonne (£370k), offset by a reduction of 1,500 tonnes waste to landfill.

Staff (full time equivalent):

Service Risks:

Access to landfill site; Contractor compliance

Performance Indicators:

NI 193 Municipal waste landfilled

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Facilities Management</b>	£000	£000	£000	£000
Expenditure	1,439	1,399	1,397	1,466
Income	(127)	(2)	0	0
Net	<u>1,312</u>	<u>1,397</u>	<u>1,397</u>	<u>1,466</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):

Service Risks:

Failure to gain access to sites; Contractor compliance

Performance Indicators:

<b>Head of Public Protection &amp; Sustainability Unit</b>	£000	£000	£000	£000
Expenditure	260	253	329	216
Income	0	0	0	0
Net	<u>260</u>	<u>253</u>	<u>329</u>	<u>216</u>

Services provided:

Delivery of Public Protection and Sustainability services including Climate Change agenda, Learning for Sustainability, carbon management programme.

The movement between 2008/09 Original Budget and 2009/10 Budget reflect the transfer of duties to the Environmental Health Team as part of the restructure.

Staff (full time equivalent):

4.70

Service Risks:

Failure to comply with statutory duties or achievement of LAA's

Performance Indicators:

NI 185 CO2 reduction from LA operations;  
 NI 186 Per capita CO2 emissions in the LA area (LAA target);  
 NI 188 Adapting to Climate Change (LAA target).

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
<b>Environmental Health Team</b>	£000	£000	£000	£000
Expenditure	591	611	611	716
Income	0	0	0	0
Net	<u>591</u>	<u>611</u>	<u>611</u>	<u>716</u>
Services provided:				
Delivery of Environmental Health Services.				
The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties from Head of Protection & Sustainability Unit as part of the restructure.				
Staff (full time equivalent):				
14.77				
Service Risks:				
Failure to comply with statutory duties and staff capacity.				
Performance Indicators:				
NI 187 (Fuel Poverty)				
<b>Trading Standards Team</b>	£000	£000	£000	£000
Expenditure	415	458	458	443
Income	0	0	0	0
Net	<u>415</u>	<u>458</u>	<u>458</u>	<u>443</u>
Services provided:				
Delivery of Trading Standards Service				
Staff (full time equivalent):				
9.31				
Service Risks:				
Failure to comply with statutory duties and staff capacity.				
Performance Indicators:				
<b>Waste &amp; Environmental Protection Team</b>	£000	£000	£000	£000
Expenditure	467	462	462	478
Income	(5)	(5)	(5)	(5)
Net	<u>462</u>	<u>457</u>	<u>457</u>	<u>473</u>
Services provided:				
Delivery of Waste & Environmental Protection services.				
Staff (full time equivalent):				
10.81				
Service Risks:				
Performance Indicators:				
<b>TOTAL PUBLIC PROTECTION &amp; SUSTAINABILITY</b>	<b>8,475</b>	<b>9,585</b>	<b>9,743</b>	<b>10,059</b>

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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**PROPERTY SERVICES****Industrial & Commercial Estates**

	£000	£000	£000	£000
Expenditure	414	280	280	326
Income	(3,967)	(3,649)	(3,649)	(3,575)
Net	<u>(3,553)</u>	<u>(3,369)</u>	<u>(3,369)</u>	<u>(3,249)</u>

Services provided:

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

Staff (full time equivalent):

Service Risks:

Vacant properties due to economic downturn

Performance Indicators:

**Ex BCC Properties**

	£000	£000	£000	£000
Expenditure	34	42	42	42
Income	0	0	0	0
Net	<u>34</u>	<u>42</u>	<u>42</u>	<u>42</u>

Services provided:

A share of the running expenses of properties that were formerly owned by Berkshire County Council and which have been declared surplus to requirements and therefore await disposal.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

**Asset Management**

	£000	£000	£000	£000
Expenditure	1,206	1,201	1,201	1,321
Income	(600)	(567)	(567)	(635)
Net	<u>606</u>	<u>634</u>	<u>634</u>	<u>686</u>

Services provided:

Management of Property Portfolio, Development, Acquisitions and Disposal, Property Records, Building Services, Energy Controls and Management and Capital Building Projects.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties following the restructure

Staff (full time equivalent):

28.58

Service Risks:

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

Performance Indicators:

Asset Management Occupation

<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Admin Buildings &amp; Depots</b>	£000	£000	£000	£000
Expenditure	1,994	1,859	1,859	1,795
Income	(99)	(65)	(65)	(70)
Net	<u>1,895</u>	<u>1,794</u>	<u>1,794</u>	<u>1,725</u>

Services provided:

Operation of the Borough's administrative buildings and Depots including Fire Safety, Legionella and Glazing compliance.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

<b>TOTAL PROPERTY SERVICES</b>	<b>(1,018)</b>	<b>(899)</b>	<b>(899)</b>	<b>(796)</b>
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<b>ENVIRONMENTAL SERVICES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>Approved Estimate</b>	<b>2009/10 Budget</b>
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**CORPORATE MANAGEMENT****Directors Office**

	£000	£000	£000	£000
Expenditure	163	140	170	256
Income	0	0	0	0
Net	163	140	170	256

Services provided:

Provision of a management service across the Directorate.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties from the Business Support Unit.

Staff (full time equivalent):

3.24

Service Risks:

Performance Indicators:

**Business Support**

	£000	£000	£000	£000
Expenditure	432	381	301	0
Income	(40)	(10)	0	0
Net	392	371	301	0

Services provided:

Assists in the coordination of projects and initiatives across the directorate, monitoring and improving performance, and maximising the value and opportunities for generating external grant funding.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties as part of the restructure.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

<b>TOTAL CORPORATE MANAGEMENT</b>	<b>555</b>	<b>511</b>	<b>471</b>	<b>256</b>
<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>13,717</b>	<b>14,967</b>	<b>15,304</b>	<b>15,843</b>

<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2009/10 Approved Estimate</b>	<b>2009/10 Budget</b>
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**RESOURCES**

<b>Strategic Director of Resources</b>	£000	£000	£000	£000
Expenditure	0	0	0	151
Income	0	0	0	0
Net	0	0	0	151

Services provided:

Provision of a senior management role across the Resources Directorate.

Staff (full time equivalent):

2.00

Service Risks:

Failure to achieve cohesive senior management and coordination of Resources functions and activities.

Failure to achieve improvement plans and strategies to deliver corporate and central services.

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

Performance Indicators:

All PI's shown in the Directorate

**FINANCE**

<b>Strategic Finance</b>	£000	£000	£000	£000
Expenditure	128	130	130	132
Income	0	0	0	0
Net	128	130	130	132

Services provided:

The Head of Finance provides strategic financial advice to the Council and fulfils the statutory S.151 role. The Head of Finance also provides line management support to the units within the Finance Division i.e.. Revenues and Benefits, Accountancy, Exchequer Services, Pension Fund, Treasury Management and Audit and Risk Management.

Staff (full time equivalent):

2.00

Service Risks:

-

Performance Indicators:

Production of Medium Term Plan

Update of Financial Strategy

Use of Resources Score

RESOURCES DIRECTLY MANAGED COSTS	2007/08	2008/09		2009/10
	Actual	Budget	Approved Estimate	Budget
<b>Accountancy</b>	£000	£000	£000	£000
Expenditure	2,639	2,441	2,493	2,530
Income	(203)	(195)	(195)	(210)
Net	2,436	2,246	2,298	2,320

## Services provided:

The Accountancy Unit provides support to all Directorates (in part through devolved teams). The unit's main functions include the preparation of statutory accounts and returns, budget preparation and monitoring and the provision of financial advice to Members, Directors, Officers and management of the Agresso finance system.

In addition the unit provides financial administration support for the Adult Care Service - payment to Creditors, debt recovery, financial assessment, the provision of welfare benefit advice and a receivership role for clients.

Through the Bursar Support Team the unit also provides a traded service to Schools on all aspects of managing budgets.

The Exchequer Services Team provide an important central control function over the Creditor System. It also provides a central invoice scanning and registration role for all services except Social Services and a back office Cashiering facility.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to inflation and a review of the support charge to the Pension Fund.

## Staff (full time equivalent):

58.51

## Service Risks:

The main risk arises from loss of key staff. This may be mitigated through job rotation and an adequate regime of training, both professional and operational.

## Performance Indicators:

Final accounts completed with unqualified audit report  
 Budget completed within agreed timetable  
 Grant claims submitted by due date  
 Statutory returns completed by due date  
 Complete VAT returns within 20 days of month end  
 95% of creditors paid within 30 days  
 Average cost of processing invoices less than £6.25  
 95% of invoices paid by BACS

RESOURCES DIRECTLY MANAGED COSTS	2007/08	2008/09		2009/10
	Actual	Budget	Approved Estimate	Budget
<b>Council Tax &amp; Business Rates Collection</b>	£000	£000	£000	£000
Expenditure	926	863	863	1,008
Income	(459)	(433)	(433)	(530)
	<u>467</u>	<u>430</u>	<u>430</u>	<u>478</u>

Services provided:

**Business Rates**

The National Non Domestic rates (NDR) or, Business rate, was introduced by the Local Government Finance Act 1988 . The 2005 revaluation produced an increase in the total Rateable Value for England to over £46 billion. There are 4457 businesses which are liable to pay business rates .The number fluctuates during the year as determined by the valuation agency list of chargeable businesses .

**Council tax**

Council tax was introduced on 1st April 1993 by the Local Government Finance Act 1992 . The number of properties billed for council tax is determined by the Valuation Agency and approximately 59.700 properties are liable during the year. The number of properties will vary throughout the year as properties are both entered or removed to and from the list as notified by the valuers office in Reading.

**Sundry Debt Income**

The sundry debts team provide a centralized debt recovery and enforcement activity for service users, other than council tax and business rates.

Staff (full time equivalent):

18.04

Service Risks:

Inability to bill ,recover ,and enforce, council tax or business rates due to resource challenges

Performance Indicators:

Council Tax - no national target for collection but locally a collection rate of 98%

Business rates - no national target for collection but locally a collection rate of 98.5%

RESOURCES DIRECTLY MANAGED COSTS	2007/08	2008/09		2009/10
	Actual	Budget	Approved Estimate	Budget

Housing & Council Tax Benefits	£000	£000	£000	£000
Expenditure	29,311	32,419	32,419	34,061
Income	(29,609)	(32,182)	(32,182)	(33,713)
Net	(298)	237	237	348

Services provided:

Housing and Council Tax benefit

Housing and Council Tax Benefit was first introduced in April 1983 and new legislation passed in 2006 now governs the administration of the scheme. The Housing and Council Tax Benefit Regulation 2006 is the governing legislation. Subsidy is paid at 100% of benefit that is correctly paid. There are incentives in the subsidy regime which encourage keeping Local Authority error to a level which is equivalent to less than 40% of benefit correctly paid. The Local authority error can be created by mistake or late processing of a notified change of circumstances. Windsor and Maidenhead has achieved maximum subsidy in the 2 last financial years.

Sundry Debt Income

The sundry debts team provide a centralized debt recovery and enforcement activity for service users, other than council tax and business rates. This budget represents the cost of administering Housing and Council Tax benefits. Any change in the economy could affect the number and amount of Benefit Claims.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to an increase in the amount allowed for Discretionary Housing payments and a reduction in the grant received from DCLG for the administration of Housing and Council Tax Benefits.

Staff (full time equivalent):

28.45

Service Risks:

Inability to administer housing and council tax benefit due to resource challenges. Resources being staff and systems.

Performance Indicators:

Benefits - 2 new national indicators for 2008/09 but no targets notified yet by DWP. Locally the number of days taken to process a new claim will remain at 30 days and for a change of circumstances will remain at less than 10.

RESOURCES DIRECTLY MANAGED COSTS	2007/08	2008/09		2009/10
	Actual	Budget	Approved Estimate	Budget

Housing Advances	£000	£000	£000	£000
Expenditure	7	10	10	10
Income	(1)	(2)	(2)	(2)
Net	6	8	8	8

## Services provided:

The Council currently has 20 mortgages which are administered by an external agency. This budget covers the contract cost.

## Staff (full time equivalent):

0.00

## Service Risks:

-

## Performance Indicators:

-

Pensions Fund	£000	£000	£000	£000
Expenditure	883	979	979	1,001
Income	(1,010)	(1,108)	(1,108)	(1,161)
Net	(127)	(129)	(129)	(160)

## Services provided:

The Pension Fund Unit is responsible for the Administration, Payroll and Investment of the Assets of the Berkshire Pension Fund (formerly the Berkshire County Council Pension Fund.).

The Unit also manages the investment of cash flow balances for the RBWM.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to a review of the support service charge to the pension fund.

## Staff (full time equivalent):

19.40

## Service Risks:

-

## Performance Indicators:

The Royal Borough is the administering authority for the Royal County of Berkshire Pension Fund and is responsible for ensuring that contributions are received and benefits are paid promptly and in accordance with the Local Government Pension Scheme Regulations. Key Performance Indicators cover timescales for calculating benefits on retirement and ceasing employment with a Fund employer with a performance target of 95% being completed within agreed service standards timescales.

RBWM are also responsible for the investments of the fund and key performance indicators are maintaining solvency and the stability of employers contribution rates.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to a review of the support service charge to the pension fund.

<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2009/10 Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Corporate Treasury Management</b>	£000	£000	£000	£000
Expenditure	7	9	9	9
Income	0	0	0	0
Net	<u>7</u>	<u>9</u>	<u>9</u>	<u>9</u>

Services provided:

Provision is made here for the costs of :-

- Bank charges for administering the Council's bank accounts
- Internal management of the Council's investments

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

<b>Audit &amp; Review</b>	£000	£000	£000	£000
Expenditure	702	598	598	609
Income	(107)	(52)	(52)	(64)
Net	<u>595</u>	<u>546</u>	<u>546</u>	<u>545</u>

Services provided:

The Audit and Review Unit comprises of the Internal Audit and Benefit Fraud Investigation.

**Internal Audit**

The provision of an effective Internal Audit function is a statutory requirement under Section 151 of the Local Government and Finance Act 1972 and the Accounts and Audit Regulations 2003 (as amended by the Accounts and Audit (Amendment) (England) Regulations 2006). Internal Audit is an independent appraisal function for the review and evaluation of financial, corporate and other systems control.

**Benefit Fraud Investigation**

The primary function of the Benefit Fraud Investigation Service is to prevent, detect and investigate potential / suspected fraudulent claims for Housing Benefit and Council Tax Benefit.

Staff (full time equivalent):

11.81

Service Risks:

Inability to deliver the Unit Service Plan due to resource challenges.

Performance Indicators:

100% productivity against Audit Plan

95% recommendations agreed by Management

98% customers ranking the Internal Audit Service as 'good' or above'

**Benefit Fraud**

50 prosecutions/sanctions achieved

Value of fraudulent payments identified - £400,000

Risk assess all fraud referrals - 5 working days.

Commence investigations on high/medium risk-assess referrals - 10 working days.

<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Insurance and Risk Management</b>	£000	£000	£000	£000
Expenditure	210	240	240	197
Income	(250)	(263)	(263)	(217)
Net	(40)	(23)	(23)	(20)

Services provided:

The Insurance and Risk Management Team facilitate the development, implementation and review of the Council's Risk Financing arrangements to protect the Council's assets and liabilities through appropriate insurance and self financing policies and procedures.

Staff (full time equivalent):

3.00

Service Risks:

Inability to deliver the Unit Service Plan due to resource challenges.

Performance Indicators:

**Risk Management**

100% of services scored as high or medium risk to be risk profiled within the next 12 months

100% of risks on Corporate Risk Register to be reviewed by relevant service manager within the next 12 months

**Insurance**

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

<b>TOTAL FINANCE</b>	<b>3,174</b>	<b>3,454</b>	<b>3,506</b>	<b>3,660</b>
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<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2008/09 Approved Estimate</b>	<b>2009/10 Budget</b>
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**CUSTOMER SERVICE CENTRE**

<b>Customer Services</b>	£000	£000	£000	£000
Expenditure	1,200	1,188	1,283	1,327
Income	(32)	(31)	(31)	(32)
Net	<u>1,168</u>	<u>1,157</u>	<u>1,252</u>	<u>1,295</u>

## Services provided:

The Customer Service Centre (CSC) provides the first point of contact for residents and customers alike for all contact Channels. When contacting the Royal Borough, the CSC endeavours to handle and resolve 80% of all enquiries received, without the need for referral.

The movement between the 2008/9 Original Budget and 2009/10 Budget is largely due to the transfer of a post from the Business Improvement Unit, the introduction of three new Customer Service Advisor posts and inflation.

## Staff (full time equivalent):

42.41

## Service Risks:

Adequate staffing levels to meet variable contact demands within target service levels . Time available for staff training and development is appropriate to meet diverse service requests of the customer. Systems to inform customers when service is at capacity and to offer alternative contact methods. Telephone and CRM System reliability to meet customer demand. New services introduced to the CSC are project managed and adequately resourced.

## Performance Indicators:

85% of calls answered within 30 seconds

Abandoned calls less than 8% of all calls (excluding those abandoned in first 10 secs)

Walk in customer wait time average of less than 10 minutes

80% of contacts resolved at point of contact

Contact Council accreditation achieved

5% increase on 2007/8 volumes in contacts made over the web through self service.

<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Post Room</b>	£000	£000	£000	£000
Expenditure	45	79	79	80
Income	0	(12)	(12)	(12)
Net	45	67	67	68

Services provided:

Support provides the central mail co-ordination, and distribution service, and is the proposed location for centrally scanned documents.

Staff (full time equivalent):

2.93

Service Risks:

Age of franking machines  
Introduction of centralised scanning operation

Performance Indicators:

Mail sorted and distributed on day of collection  
Mail dispatched on day of receipt

<b>Print Service</b>	£000	£000	£000	£000
Expenditure	(87)	17	17	18
Income	6	(126)	(126)	(132)
Net	(81)	(109)	(109)	(114)

Services provided:

This budget includes the Print Centre team which provide a printing and copying service.

Staff (full time equivalent):

2.93

Service Risks:

Cost of service provision not being met by charges made to internal customers  
Uncompetitive service pricing and service level

Performance Indicators:

Cost of service v volume of use  
Average price per job  
Average production speed of job;

<b>TOTAL CUSTOMER SERVICE CENTRE</b>	<b>1,132</b>	<b>1,115</b>	<b>1,210</b>	<b>1,249</b>
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<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2009/10 Approved Estimate</b>	<b>2009/10 Budget</b>
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**LEGAL SERVICES****Gypsy Camps**

	£000	£000	£000	£000
Expenditure	0	1	1	1
Income	0	0	0	0
Net	0	1	1	1

## Services provided:

Court action may be required where travellers who have camped illegally fail to move on in compliance with a notice served by Environmental Health Officers.

## Staff (full time equivalent):

0.00

## Service Risks:

-

## Performance Indicators:

-

**Legal Services Unit**

	£000	£000	£000	£000
Expenditure	1,036	1,098	1,098	1,181
Income	(161)	(137)	(137)	(144)
Net	875	961	961	1,037

## Services provided:

Providing legal services to support the Council's services in achieving their objectives and protecting the Council's interests.

The movements between 2008/9 Original Budget and 2009/10 is largely due to the transfer of posts from Corporate Performance and Development.

## Staff (full time equivalent):

23.07

## Service Risks:

That the level of legal work exceeds the capacity of the legal team.

## Performance Indicators:

To reduce the number of cases taking longer than 12 weeks by 10%

To increase the number of customers who are more than satisfied/satisfied to 90% from 77%.

To complete the Best Value OIP.

<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2008/09 Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Local Land Charges</b>	£000	£000	£000	£000
Expenditure	109	116	116	82
Income	<u>(412)</u>	<u>(431)</u>	<u>(431)</u>	<u>(352)</u>
Net	<u>(303)</u>	<u>(315)</u>	<u>(315)</u>	<u>(270)</u>

Services provided:

This section is responsible for enquiries of local authorities in connection with transactions of land and property.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to the decrease in budgeted income to take account of the long term impact of HIPS, and the savings from changing the software system.

Staff (full time equivalent):

2.00

Service Risks:

That the income target will not be reached due to economic downturn.

Performance Indicators:

Service has target to turnaround land charges within 10 days. Current performance is 1-2 days.

<b>Coroner's</b>	£000	£000	£000	£000
Expenditure	135	129	129	148
Income	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>135</u>	<u>129</u>	<u>129</u>	<u>148</u>

Services provided:

The Coroner's service for East Berkshire was amalgamated with that managed by Reading Borough Council with effect from 1 April 2004. The budget provides for this Borough's share of the new service.

The movement between 2008/9 Original Budget and 2009/10 Budget is due to inflation.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Magistrates Courts</b>	£000	£000	£000	£000
Expenditure	17	0	16	17
Income	0	0	0	0
Net	17	0	16	17

Services provided:

This function was transferred to the Department of Constitutional Affairs with effect from 1st April 2005.

The movement between 2008/9 Original Budget and 2009/10 Budget reflects the cost incurred for ex Berkshire County Council Magistrates Courts.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

<b>TOTAL LEGAL SERVICES</b>	<b>724</b>	<b>776</b>	<b>792</b>	<b>933</b>
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RESOURCES DIRECTLY MANAGED COSTS	2007/08	2008/09		2009/10
	Actual	Budget	Approved Estimate	Budget

**BUSINESS IMPROVEMENT**

<b>Business Improvement</b>	£000	£000	£000	£000
Expenditure	2,607	2,557	3,399	2,905
Income	(454)	(492)	(603)	(625)
Net	2,153	2,065	2,796	2,280

## Services provided:

Service desk, desktop support, school ICT administration support and development, infrastructure management including networks, servers and data centre. Account management, GIS and property information service, corporate systems support and development. Project Management, system analysis and capacity planning.

## Metrics

- Annual E-mails received - 4,000,000
- 1,000,000 internet sites accessed a month
- 2,350 system users supported
- 2,100 Desktop/Laptops supported

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to the transfer of a post to the CSC, savings made on a reduction in the overall FTE and various miscellaneous savings (training, advertising, etc).

## Staff (full time equivalent):

52.43

## Service Risks:

- Unplanned work taking limited resources from planned work
- Inadequate project management
- Staff expertise and shortages in posts resulting in work delays
- Complex nature of some systems and projects
- Security vulnerabilities

## Performance Indicators:

- 95% of service desk calls resolved within service level agreement standard
- Projects completed on time and within budget
- Systems available 100% of planned production time
- 100% data back-up in accordance with back-up plan

<b>Corporate IT</b>	£000	£000	£000	£000
Expenditure	717	688	688	682
Income	0	0	0	0
Net	717	688	688	682

## Services provided:

This service is covered by the Business Improvement Unit.

## Staff (full time equivalent):

0.00

## Service Risks:

-

## Performance Indicators:

-

<b>TOTAL BUSINESS IMPROVEMENT</b>	<b>2,870</b>	<b>2,753</b>	<b>3,484</b>	<b>2,962</b>
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<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2008/09 Approved Estimate</b>	<b>2009/10 Budget</b>
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**PROCUREMENT**

<b>Procurement</b>	£000	£000	£000	£000
Expenditure	481	679	720	455
Income	(250)	(331)	(331)	(50)
Net	231	348	389	405

Services provided:

The Procurement and Efficiency Unit is responsible for the provision of expert advice and support to internal and external stakeholders in the areas procurement, efficiency and external funding and offers the following support these areas:

- Tender and contract negotiation support
- Identification and implementation of cost saving initiatives
- Funding application, contract negotiation and grant reporting/payment claim support
- Strategic business and policy development advice
- Member and officer training
- Programme/project management & development support
- Collaborative and partnership working

The movement between the original 2008/2009 budgets reflects the transfer of the external funding function into the procurement & efficiency team and the departure of the BPSSU Team.

Staff (full time equivalent):

7.54

Service Risks:

- Insufficient corporate and directorate support for the work undertaken
- Insufficient internal or directorate resources available support the development and delivery of specific projects/programmes
- Inappropriate project and programme management techniques are used to develop and deliver specific projects/programmes

Performance Indicators:

1. The amount of EU procurements influenced
2. The amount of savings achieved in the costs of goods and/or services in alignment with the MTFP
3. The amount of external funding secured

<b>TOTAL PROCUREMENT</b>	<b>231</b>	<b>348 0</b>	<b>389</b>	<b>405</b>
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<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2009/10 Approved Estimate</b>	<b>2009/10 Budget</b>
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**HUMAN RESOURCES**

<b>Human Resources</b>	£000	£000	£000	£000
Expenditure	1,538	1,576	1,576	1,670
Income	(349)	(383)	(383)	(430)
Net	<u>1,189</u>	<u>1,193</u>	<u>1,193</u>	<u>1,240</u>

## Services provided:

Recruitment – all recruitment and associated processes including pre-employment checking and contractual changes during employment.

Advisory- support for managers with all employee relations issues including conduct, performance, absence management, reorganisations etc

Corporate – corporate learning and development, pay and benefits management, HR policy development, HR information systems, HR contract management and recruitment advertising services.

Health & Safety –health and safety policy development, monitoring and advice.

Payroll – in-house payroll for all staff, members and electoral support staff, and all payroll associated processes both internally and externally.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to inflation and the introduction of 'Ways into Work'.

## Staff (full time equivalent):

35.90

## Service Risks:

Late delivery of integrated HR and Payroll system.

Potential loss of income from schools opting out of HR service, impacting on resource levels.

Pressure on levels of HR resource to deliver the Pay & Workforce Strategy, potential organisation review and increasing workload related to performance management measures.

## Performance Indicators:

Increase % of women in top 5% of earners in the authority to reflect staff profile.

Increase % of BME in top 5% of earners in the authority to reflect staff profile.

Reduce year on year number of working days lost to sickness per year per fte.

Improve % of workforce meeting DDA compared to economically active population.

Improve % of workforce from BME Communities compared to economically active population.

Issue contracts of employment within 5 working days of receipt of all required documentation/clearances (Legal requirement 8 weeks).

Reduce costs of recruitment advertising through more economic use of advertising media and on line recruitment.

Process CRB applications within 48 hours of receipt.

<b>RESOURCES DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2009/10 Approved Estimate</b>	<b>2009/10 Budget</b>
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<b>Corporate Human Resources</b>	£000	£000	£000	£000
Expenditure	812	899	923	843
Income	(38)	(3)	(45)	(4)
Net	774	896	878	839

Services provided:

Provision is made here for the costs of :-

Enhanced pension costs incurred prior to Re-organisation

Health and Safety

Corporate training

Staff (full time equivalent):

4.00

Service Risks:

-

Performance Indicators:

-

<b>TOTAL HUMAN RESOURCES</b>	<b>1,963</b>	<b>2,089</b>	<b>2,071</b>	<b>2,079</b>
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<b>TOTAL DIRECTORATE ESTIMATES</b>	<b>10,094</b>	<b>10,535</b>	<b>11,452</b>	<b>11,439</b>
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<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**CORPORATE MANAGEMENT**

<b>Chief Executive</b>	£000	£000	£000	£000
Expenditure	308	303	303	307
Income	0	0	0	0
Net	308	303	303	307

Services provided:

This budget provides for the Chief Executive and immediate support staff. As Head of Paid Service the Chief Executive is Head of the Corporate Management team and is responsible together with Lead Members, for the Strategic Management of the Authority.

Staff (full time equivalent):

2.81

Service Risks:

Adequate staffing levels to meet demands and targets.

Performance Indicators:

Leadership of the organisation.

<b>Corporate Management</b>	£000	£000	£000	£000
Expenditure	340	348	347	316
Income	1	0	0	0
Net	341	348	347	316

Services provided:

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

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to savings from a general review and inflation.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Head of Performance &amp; Policy</b>	£000	£000	£000	£000
Expenditure	0 0	0 0	0	97
Income	0 0	0 0	0	0
Net	0	0	0	97

Services provided:

Development and delivery of the borough's Performance Management strategy, preparation, ongoing monitoring and follow up of external assessment processes and the Borough's performance improvement plan.

Development and delivery of the borough's corporate policy development service in line with statutory requirements, national standards, local and national targets and the Borough's long term vision.

Development and delivery of the borough's Communication strategy in line with statutory requirements, national standards, local and national targets and the Borough's long term vision with particular focus on maximising access to information and community consultation.

To lead the development and delivery of Democratic services in line with statutory requirements, national standards, local and national targets and the Borough's long term vision.

Staff (full time equivalent):

1.00

Service Risks:

-

Performance Indicators:

-

<b>Partnerships</b>	£000	£000	£000	£000
Expenditure	360 0	0 0	0	0
Income	(366) 0	0 0	0	0
Net	(6)	0	0	0

Services provided:

The Tick Tock project was a European funded 'Equal' project supported by the Learning and Skills Council-Berkshire.

This terminated as at 31st December 2007.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

<b>TOTAL CORPORATE MANAGEMENT</b>	<b>643</b>	<b>651</b>	<b>650</b>	<b>720</b>
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<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08 Actual</b>	<b>2008/09 Budget</b>	<b>2008/09 Approved Estimate</b>	<b>2009/10 Budget</b>
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**COMMUNICATIONS**

<b>Corporate Communications and Marketing</b>	£000	£000	£000	£000
Expenditure	217	172	172	204
Income	(8)	0	0	0
Net	<u>209</u>	<u>172</u>	<u>172</u>	<u>204</u>

Services provided:

This budget represents the cost of the Corporate Communications Team which provides support to Members and officers in their dealings with the Media and Public.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to the production of extra editions of Around The Royal Borough.

Staff (full time equivalent):

4.00

Service Risks:

-

Performance Indicators:

Take up of press releases in one or more media outlets  
 Implementation of revised Corporate Communications key messages and other tactical public relations campaigns  
 Increase electronic availability of council communications  
 Media training for Members and officers  
 Preparation for playing a full and active role in 2012 Olympic planning

<b>Local Area Agreements</b>	£000	£000	£000	£000
Expenditure	3	0	34	0
Income	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>3</u>	<u>0</u>	<u>34</u>	<u>0</u>

Services provided:

The Local Area Agreement (LAA) has 2 parts, each being a 3 year agreement between Central Government, the Council and it's partners. The first LAA will run to March 2010 and the second to 2011. The first LAA agreement contains 13 reward targets involving the Council, Police, PCT, voluntary sector, fire service and housing associations. We will receive £888,500 as pump-priming to help us achieve these reward targets over the 3 years. The second LAA will be more far reaching and the targets and financial arrangements are in the progress of being finalised with central government.

Staff (full time equivalent):

0.61

Service Risks:

-

Performance Indicators:

Meet all targets in LAA

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Consultation</b>	£000	£000	£000	£000
Expenditure	55	116	116	103
Income	0	0	0	0
Net	55	116	116	103

## Services provided:

Corporate Consultation is managed by the council and supported by other partners in the LSP. The multi-agency group works to the Community Partnership Consultation Strategy 2003-07 and co-ordinates community consultation across the council and other agencies. It is responsible for running the Council's Viewpoint Panel, conducting the Council's triennial Household survey, organising the national Place/ BVPI user-satisfaction surveys, and reviewing the findings of these and other partners' consultation activities.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to limiting the number of consultations carried out.

## Staff (full time equivalent):

1.00

## Service Risks:

-

## Performance Indicators:

-

<b>TOTAL COMMUNICATIONS</b>	<b>267</b>	<b>288</b>	<b>322</b>	<b>307</b>
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CHIEF EXECUTIVE DIRECTLY MANAGED COSTS	2007/08	2008/09		2009/10
	Actual	Budget	Approved Estimate	Budget

**PERFORMANCE & POLICY**

Corporate Performance and Development	£000	£000	£000	£000
Expenditure	963	1,151	313	594
Income	(25)	(111)	0	(12)
Net	938	1,040	313	582

Services provided:

The Corporate Performance and Development Unit is at the centre of the Council's improvement and modernisation agenda. The Unit is responsible for

- Strategic and Improvement Planning
- Performance Management
- Information and Data
- Co-ordination of Inspections
- Local Area Agreements (see separately below)

Strategic and Improvement Planning sets the direction in which the Council is going and ensures that we are able to monitor and report on performance against our priorities

Performance Management helps us recognise the contribution that individuals make to the achievement of objectives, ensure we stay on track and that any underperformance is tackled.

Information and Data helps ensure that we have the right information in the right place at the right time, that overlap is avoided and that the Council meets its legal responsibilities in relation to Freedom of Information and Data Protection.

Co-ordination of Inspections assists the Chief Executive to manage the many inspection and audit visits that come our way.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to the transfer of a post to the Head of Policy and Performance.

Staff (full time equivalent):

9.72

Service Risks:

-

Performance Indicators:

Positive result from government's CAA evaluation for continuous service improvement.

Outcome of the feasibility testing of the negotiation process for the new LAAs. Establish an appropriate final new model LAA for the coming period.

Establish Policy and Performance Team to provide strong, timely and consistent support to all other services and directorates to ensure that the Council has a consistent approach to planning, monitoring and reporting progress.

Set up, lead and guide the programme of Development Reviews, so that our services can perform at the level of the very best. Complete 3 reviews.

Ensure performance management is embedded across all Council services, with common systems, consistent reporting, positive inspection outcomes.

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Town Management</b>	£000	£000	£000	£000
Expenditure	723	628	628	739
Income	(425)	(344)	(344)	(469)
Net	298	284	284	270

Services provided:

This budget represents the two Town Partnerships of Maidenhead and Windsor & Eton. The Council administers the budget and provides the necessary resources to support the Town Managers who are actually employed by the Partnership. In addition the Visitor Management functions of the authority are located in this team and provides for all the marketing of the visitor industry in the Borough.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to inflation.

Staff (full time equivalent):

10.18

Service Risks:

-

Performance Indicators:

-

<b>Complaints</b>	£000	£000	£000	£000
Expenditure	25	40	38	41
Income	0	0	0	0
Net	25	40	38	41

Services provided:

To provide support and guidance to departments with regard to the Corporate complaints system. To ensure regular reporting is carried out.

Staff (full time equivalent):

0.50

Service Risks:

Monitoring of complaints is an invaluable tool in monitoring and responding on performance matters and failure to capture and monitor complaints would adversely affect the Councils ability to maximise its performance.

Performance Indicators:

Number of complaints is reported monthly on scorecards together with the percentage of response breaches.

<b>TOTAL POLICY &amp; PERFORMANCE</b>	<b>1,261</b>	<b>1,364</b>	<b>635</b>	<b>893</b>
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<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**DEMOCRATIC SERVICES****Democratic Representation**

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

Services provided:

Staff (full time equivalent):

Service Risks:

Performance Indicators:

**Members Services**

	£000	£000	£000	£000
Expenditure	401	456	457	465
Income	0	0	0	0
Net	401	456	457	465

Services provided:

This budget covers the cost of Members' activity in relation to corporate, programme and service policy making. It includes the cost of staff time in support of these functions. Members' costs are apportioned to services on the basis of Members' meetings. Staff costs are apportioned on the basis of time spent preparing agenda and reports for and attending these meetings.

Staff (full time equivalent):

9.59

Service Risks:

-

Performance Indicators:

Democratic Services:

Effective and efficient running of Council's Democratic processes.

Members' training and development programme delivery - % takeup and satisfaction levels

Members' portal delivery and use.

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Mayoral and Civic</b>	£000	£000	£000	£000
Expenditure	627	914	914	914
Income	(3)	0	0	0
Net	<u>624</u>	<u>914</u>	<u>914</u>	<u>914</u>

Services provided:

Members expenses are allocated to Services on the basis of the number of members and projected number of meetings. This budget includes the Council's civic and ceremonial activities and support to the Mayor and Deputy Mayor during their year of office.

Staff (full time equivalent):

2.41

Service Risks:

-

Performance Indicators:

-

<b>Electoral Services</b>	£000	£000	£000	£000
Expenditure	275	194	194	194
Income	(26)	(4)	(4)	(4)
Net	<u>249</u>	<u>190</u>	<u>190</u>	<u>190</u>

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.

Staff (full time equivalent):

2.54

Service Risks:

-

Performance Indicators:

-

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Grants to Voluntary Bodies</b>	£000	£000	£000	£000
Expenditure	229	221	194	193
Income	0	0	0	0
Net	<u>229</u>	<u>221</u>	<u>194</u>	<u>193</u>

## Services provided:

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

The movement between 2008/9 Original Budget and 2009/10 Budget is due to a transfer to Property Services regarding Marlow Road.

## Staff (full time equivalent):

0.00

## Service Risks:

-

## Performance Indicators:

-

<b>Facilities Management</b>	£000	£000	£000	£000
Expenditure	419	438	438	438
Income	0	(1)	(1)	(1)
Net	<u>419</u>	<u>437</u>	<u>437</u>	<u>437</u>

## Services provided:

Facilities Management operates in the Town Hall, York House and York Stream House/St Ives House. It provides a courier service throughout the Borough and manages lettings in the Town Hall and Guildhall (Windsor).

## Staff (full time equivalent):

16.03

## Service Risks:

-

## Performance Indicators:

-

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Public Halls</b>	£000	£000	£000	£000
Expenditure	295	271 #	271	269
Income	(186)	(191) #	(191)	(201)
Net	109	80	80	68

Services provided:

This budget contains the costs of running the Guildhall, Windsor and the Desborough Suite in Maidenhead.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to inflation.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

-

<b>Corporate Modern Records</b>	£000	£000	£000	£000
Expenditure	28	28	28	28
Income	0	0	0	0
Net	28	28	28	28

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>Registrars</b>	£000	£000	£000	£000
Expenditure	258	281	281	287
Income	(318)	(351)	(351)	(368)
Net	(60)	(70)	(70)	(81)

Services provided:

This budget is to cover the costs of the service which registers births and deaths and is responsible for conducting and registering Marriages, Citizenship Ceremonies and Civil Partnerships.

The movement between 2008/9 Original Budget and 2009/10 Budget is largely due to inflation.

Staff (full time equivalent):

6.37

Service Risks:

Growth came from the Royal Wedding but could decline over time.

Performance Indicators:

-

<b>TOTAL DEMOCRATIC SERVICES</b>	<b>1,999</b>	<b>2,256</b>	<b>2,230</b>	<b>2,214</b>
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<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

**PLANNING SERVICES****Building Control Team**

	£000	£000	£000	£000
Expenditure	652	714	714	731
Income	(2)	(1)	(1)	(1)
Net	<u>650</u>	<u>713</u>	<u>713</u>	<u>730</u>

Services provided:

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):

13.54

Service Risks:

Building control income affected by economic downturn and external competition.

Performance Indicators:

% plans checked within 10 days

**Joint Strategic Planning**

	£000	£000	£000	£000
Expenditure	353	532	628	477
Income	(346)	(518)	(614)	(454)
Net	<u>7</u>	<u>14</u>	<u>14</u>	<u>23</u>

Services provided:

A range of information, strategic (minerals and waste local development framework) and regional planning functions for the six Berkshire Unitary Authorities.

Staff (full time equivalent):

6.23

Service Risks:

Performance Indicators:

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Town &amp; Country Planning</b>	£000	£000	£000	£000
Expenditure	400	353	405	280
Income	(1,140)	(1,004)	(1,056)	(910)
Net	(740)	(651)	(651)	(630)

Services provided:

Administration of planning applications, Local Development Framework.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the potential lower level of government grant and planning income plus a transfer of the S106 admin fee income to Transport Policy & Implementation, offset by a streamlining of the service.

Staff (full time equivalent):

Service Risks:

IT systems failure resulting in loss of legal data and control of planning environment. Income affected by economic downturn.

Performance Indicators:

NI 157 Processing of planning applications as measured against targets for 'major', 'minor', and other application types  
NI 159 Supply of ready to develop housing sites.

<b>Transport Policy and Implementation</b>	£000	£000	£000	£000
Expenditure	22	28	28	14
Income	(100)	(45)	(45)	(58)
Net	(78)	(17)	(17)	(44)

Services provided:

Highways Development Control, Transport Policy and Planning including the Local Transport Plan.

The movement between 2008/09 Original Budget and 2009/10 Budget is due to a transfer of S106 admin fee income from Town & Country Planning, together with saving on consultancy costs.

Staff (full time equivalent):

Service Risks:

Economic climate, resulting in lower level of S106 income, reducing ability to fund initiatives.

Performance Indicators:

NI 198 Children travelling to school - mode of travel usually used

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>MSA</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure	(10)	0	0	0
Income	0	0	0	0
<b>Net</b>	<b>(10)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Services provided:

Staff (full time equivalent):

Legal Counsel and specialist advice costs associated with a major Public Inquiry into joint proposals for the M4/M25.

Service Risks:

Performance Indicators:

<b>Head of Planning Unit</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure	131	131	131	184
Income	0	0	0	(5)
<b>Net</b>	<b>131</b>	<b>131</b>	<b>131</b>	<b>179</b>

Services provided:

Head of Planning support for Development Control, Planning Enforcement, Planning Policy, Transport Policy & Implementation and Building Control .

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties from Business Support as part of the reorganisation.

Staff (full time equivalent):

3.00

Service Risks:

Performance Indicators:

<b>Planning Enforcement Team</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure	163	173	173	178
Income	0	0	0	0
<b>Net</b>	<b>163</b>	<b>173</b>	<b>173</b>	<b>178</b>

Services provided:

Investigation of alleged planning contraventions and dealing with enforcement appeals.

Staff (full time equivalent):

4.00

Service Risks:

Performance Indicators:

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Development Control Team</b>	£000	£000	£000	£000
Expenditure	1,589	1,649	1,649	1,609
Income	(19)	(33)	(33)	(64)
Net	<u>1,570</u>	<u>1,616</u>	<u>1,616</u>	<u>1,545</u>

Services provided:

Providing planning advice in relation to potential developments in the Borough and fulfilling the Council's statutory requirement of determining planning applications.

The movement of between 2008/09 Original Budget and 2009/10 Budget reflects the streamlining of the service, together with a recharge for staff working on Maidenhead Regeneration scheme.

Staff (full time equivalent):

38.16

Service Risks:

Performance Indicators:

<b>Planning Policy Team</b>	£000	£000	£000	£000
Expenditure	499	554	554	572
Income	(1)	(3)	(3)	(18)
Net	<u>498</u>	<u>551</u>	<u>551</u>	<u>554</u>

Services provided:

Carrying out the statutory duties of the Council relating to the preparation, implementation, monitoring and review of the development plan and matters relating to the conservation and enhancement of the built environment.

Staff (full time equivalent):

13.34

Service Risks:

Performance Indicators:

<b>CHIEF EXECUTIVE DIRECTLY MANAGED COSTS</b>	<b>2007/08</b>	<b>2008/09</b>		<b>2009/10</b>
	<b>Actual</b>	<b>Budget</b>	<b>Approved Estimate</b>	<b>Budget</b>

<b>Transport Policy &amp; Implementation Team</b>	£000	£000	£000	£000
Expenditure	423	494	494	690
Income	(35)	(21)	(21)	(68)
Net	<u>388</u>	<u>473</u>	<u>473</u>	<u>622</u>

Services provided:

Carrying out statutory duties of the Council relating to the preparation, implementation and monitoring of the Local Transportation plan, Travel Plans, Strategic Cycle Network ensuring new development conform to highway safety and design and construction.

The movement between 2008/09 Original Budget and 2009/10 Budget reflects the transfer of duties as part of the restructure, together with a recharge for staff working on the Maidenhead Regeneration scheme.

Staff (full time equivalent):

15.18

Service Risks:

Performance Indicators:

<b>Building Control</b>	£000	£000	£000	£000
Expenditure	66	53	53	55
Income	(765)	(767)	(767)	(809)
Net	<u>(699)</u>	<u>(714)</u>	<u>(714)</u>	<u>(754)</u>

Services provided:

Ensuring that building work is designed and constructed in compliance with building regulation requirements and reporting dangerous structure and demolition work.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

<b>TOTAL PLANNING SERVICES</b>	<b>1,880</b>	<b>2,289</b>	<b>2,289</b>	<b>2,403</b>
<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>6,050</b>	<b>6,848</b>	<b>6,126</b>	<b>6,537</b>

**REVENUE BUDGET MOVEMENT 2007-08 TO 2008-09**

Item	2008-09 Original Budget	Inflation	Full Year Effects (FYE)	Virements and Restructure	Sub Total	Growth inc Demography and ABG	Savings	2009-10 Original Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	16,400	407	43	486	17,336	432	(1,102)	16,666
Adult & Community Services	36,402	1,149	(17)	(838)	36,696	1,078	(1,178)	36,596
Environmental Services	14,968	756	518	(206)	16,036	751	(944)	15,843
Resources	10,535	180	317	734	11,766	303	(630)	11,439
Chief Executive	6,848	76	0	(175)	6,749	72	(284)	6,537
Total Service budgets	85,154	2,568	861	0	88,583	2,636	(4,138)	87,081
Environment agency	130	3						133
Capital financing and interest	5,414		(6)					5,408
Corporate initiatives	(376)							(376)
Net Requirement	90,322	2,571	855	0	88,583	2,636	(4,138)	92,246
Special expenses	(1,075)	(41)						(1,102)
Gross Council Tax Requirement	89,247	2,530	855	0	88,583	2,636	(4,138)	91,144
Collection Fund (surplus)/ deficit	(215)					215		0
Area based grant	(5,188)	(67)				(179)		(5,434)
Formula grant	(18,257)	(279)						(18,536)
Net Requirement	65,587	2,184	855	0	88,583	2,672	(4,138)	67,174

TAX BASE

64,434

330

64,764

**Council Tax at band D****£ 1,017.89****£ 1,037.21****Percentage Increase****1.90%**

**Directorate: Children's Services**

**BUDGET SAVINGS**

Line ref	Description of Saving / Pressure	Current Budget	2009/10	2010/11	Full Year Effect
		£'000	£'000	£'000	£'000
<b>SAVINGS</b>					
1	Savings required from the budgets transferred to the Children's Services Directorate		1,019		
2	Add re-allocation of savings requirement from other Directorates		83		
3	Savings to be found by the Children's Services Directorate		<b>1,102</b>		
4	Youth Offending Team - phased reduction in management posts from full to part time and reduction in travel allowances.	56	11	13	24
5	Review of inclusion service requirements including management, administration & support, resulting in proposals that include alternative funding provision; reduced number of posts; reduction in consultancy support.	1,933	360	-	360
6	Review of Developing Connections Service	92	30	-	30
7	Adult Community Learning Service staffing reductions	223	14	-	14
8	Reduction of posts in Early Years and Childcare services	825	105	-	105
9	Youth Service - reduction in clerical support and increase use of seasonal staff to match peaks in service.	176	35	-	35
10	Review of administration, clerical and finance support and training within Area Teams & Safeguarding services	1,116	181	-	181
11	Staff, currently revenue funded, who are working on capital projects to be charged to individual projects.	123	80	-	80
12	Reduce the subsidy within support services charged to the DSG		100	-	100
13	Fully charge overhead costs to Grant funded services		100	50	150
14	Review of Area Team structure.	80	80	-	80
15	<b>Sub Total</b>		<b>1,096</b>	<b>63</b>	<b>1,159</b>
16	Insurance saving recharged from Resources to other services		6		6
17	<b>Total</b>		<b>1,102</b>	<b>63</b>	<b>1,165</b>

Directorate: Adult and Community Services

**BUDGET SAVINGS**

Line ref	Description of Saving	Current Budget	2009/10	2010/11	Full Year Effect
		£'000	£'000	£'000	£'000
<b>SAVINGS</b>					
1	Savings required from the budgets transferred to the Adult & Community Services Directorate		1,244		
2	Less re-allocation of savings requirement to other Directorates		( 66)		
3	Savings to be found by the Adult & Community Services Directorate		<b>1,178</b>		
4	<b>Leisure Services</b>				
5	Reshape creche at Leisure Centre		20		20
6	Reshape café at M'head Leisure Centre		10		10
7	Savings on new cleaning contract.		10		10
8	Review SMILE programme		20		20
9	Re-negotiate contribution to Thames Valley Athletic Centre.	130	10		10
10	Trees – service review		30		30
11	Reduce seasonal bedding in 25% locations		10		10
12	Increase charges dog show & triathlon as approved by Cabinet		2		2
13	Review of Cemetery charges as approved by Cabinet		10		10
14	Review staffing levels for Quest		50		50
15	Review swim & gym subsidy levels as part of 13-19		20		20
16	Income from charges at Leisure Centres		75		75
17	<b>Libraries, Information, Arts &amp; Heritage</b>				-
18	Restructure Library Service		25	55	80
19	Review Opening Hours Maidenhead Library		15	10	25
20	Reduce book stock	290	25	( 25)	-
21	<b>Adult Social Services</b>				-
22	Community Mental Health Services - Deletion of 2 posts held to achieve current vacancy factor	829	83		83
23	Deletion of 3 vacant posts in Learning Disability services	883	83		83
24	Review of management and structure of CTPLD resulting in reduction and deletion of various posts.	588	51		51
25	Homecare, services provided at lower unit cost	4,300	131		131
26	Review of administration & financial support posts	1,796	125		125
27	Allocation of full overheads charge to grant funded services	154	100		100
28	Savings arising from CIC involvement in a number of major projects			500	500
29	Reduction of subsidy at Bridge that Gap Café		4		4
30	Efficiencies in managing agency budget in learning disability residential and respite care services.	480	30		30
31	De-commissioning the 2 remaining Intermediate Care flats at Christian Smith House		30		30
32	Staff related savings associated with the reduction of posts		34		34
33	<b>Housing</b>				
34	Reduction in hours of a number of posts within the Housing Unit - pressures arising from "credit crunch" to be addressed from Reserves	392	30		30
35	<b>Concessionary Fares</b>				
36	Impact of lower than anticipated take up of new Concessionary Fares Scheme	1,140	100		100
37	<b>Sub Total</b>		<b>1,133</b>	<b>540</b>	<b>1,673</b>
38	Insurance saving recharged from Resources to other services		45		45
39	<b>Total</b>		<b>1,178</b>	<b>540</b>	<b>1,718</b>

**Directorate: Environmental Services**

**BUDGET SAVINGS**

Line ref	Description of Saving	Current Budget	2009/10	2010/11	Full Year Effect
		£'000	£'000	£'000	£'000
<b>SAVINGS</b>					
1	<b>Highways &amp; Engineering</b>				
2	Review Bus subsidies on renewal of contracts.	440	30		30
3	Safer road partnership review grant allocation	225	30		30
4	Street lighting review maintenance & energy budgets	850	80		80
5	Street Lighting - use of commuted sums for street lighting maintenance	45	10		10
6	Winter Maintenance contract - saving dependant on weather conditions	125	10		10
7	Increase Use of Commuted sums for bridges maintenance	20	10		10
8	Reduce grounds maintenance/trees specification	400	25		25
9	Invest in zebra and pelican crossings at key school sites	30	5		5
10	Fund VMS equipment replacement contract from S106 income	50	50	( 50)	-
11	<b>Parking</b>				
12	Increase number of resident parking schemes		5		5
13	Review operational costs	2,603	30		30
14	Consider other income streams-boot sales etc		15		15
15	Additional income from car parking operations as approved by Cabinet	( 5,565)	110		110
16	<b>Public Protection</b>				
17	Waste Disposal tonnage reduction - 1,500 tonnes	2,335	90		90
18	Increase volume of trade waste	20	10		10
19	New recycling initiatives		75	75	150
20	Efficiency savings Civic Amenity sites	180	80		80
21	Reduction in transport costs of waste materials	338	15		15
22	<b>Operations</b>				
23	Reduce Maintenance budget CCTV - reflecting new network investment	170	10		10
24	Increased level of Highway Licence income	90	20		20
25	Review operational costs	1,480	40		40
26	Increase income target for dropped crossings.	10	5		5
27	Introduction of pooled cars arrangement		25	25	50
28	<b>Asset Management</b>				
29	Savings on new cleaning contract.	170	15		15
30	Review maintenance budgets	150	35		35
31	Review operational costs	1,100	100		100
32	<b>Sub Total</b>		<b>930</b>	<b>50</b>	<b>980</b>
33	Insurance saving recharged from Resources to other services		14		14
34	<b>Total</b>		<b>944</b>	<b>50</b>	<b>994</b>

**Directorate: Resources**

**BUDGET SAVINGS**

Line ref	Description of Saving / Pressure	Current Budget	2009/10	2010/11	Full Year Effect
		£'000	£'000	£'000	£'000
<b>SAVINGS</b>					
1	Savings required from the budgets transferred to the Resources Directorate		642		
2	Less re-allocation of savings requirement to other Directorates		( 12)		
3	Savings to be found by the Resources Directorate		<b>630</b>		
4	<b>Human Resources</b>				
5	Reduction in inherited Pension Liability (from 1974 LGR)	410	60		60
6	Staffing review	1,402		60	60
7	Workforce Development Management Savings		57		57
8	Efficiency savings in Training Procurement		13		13
9	<b>Legal Services</b>				-
10	Staffing Reviews	969	37	93	130
11	Land Charges - change in system from Northgate to UNiform		35		35
12	Salary savings from Restructures	111		13	13
13	Replacement of Datix for Case Mangement with Agresso (PCB)	10		8	8
14	Increase in schools income - reflecting current levels of activity	( 20)		4	4
15	Procurement saving		10		10
16	<b>Finance</b>				-
17	Welfare Benefits Team - reflects current levels of income generation	1,923	24	8	32
18	Savings from Finance Restructure following staff retirements	1,923	94	100	194
19	Insurance - Increase in school excess reflecting exposure. Saving is recharged to services (see below)		60		60
20	Increase recharge for cost of administration	1,108	50		50
21	Increase in Admin. penalty charges recovered by benefit Fraud team	( 16)	10		10
22	Joint working with Capita	413		60	60
23	Procurement saving		4		4
24	<b>Business Improvement</b>				-
25	Savings in non staff budgets	54	36	-	36
26	Staffing Review	81	32	20	52
27	Alternative disaster recovery delivery	96	40		40
28	Reduction in data centre energy consumption	136	10	10	20
29	<b>Procurement</b>				-
30	Review Staff Terms & Conditions	383	19		19
31	<b>Strategy &amp; Performance Management</b>				-
32	Review of strategy and performance teams in the light of the new Corporate Structure	537	99		99
33	<b>Sub Total</b>		<b>690</b>	<b>376</b>	<b>1,066</b>
34	Insurance saving recharged from resources to other services		-60		-60
35	<b>Total</b>		<b>630</b>	<b>376</b>	<b>1,006</b>

**Directorate: Chief Executive**

**BUDGET SAVINGS**

Line ref	Description of Saving	Current Budget	2009/10	2010/11	Full Year Effect
		£'000	£'000	£'000	£'000
<b>SAVINGS</b>					
1	Savings required from the budgets transferred to the Chief Executive Directorate		287		
2	Less re-allocation of savings requirement to other Directorates		( 3)		
3	Savings to be found by the Chief Executive Directorate		<b>284</b>		
4	<b>Performance and Policy</b>				
5	Reduction in non-staffing budgets	21	11	4	15
6	Corporate Management review		75		75
7	<b>Democratic Services</b>				
8	Reduction in non-staffing budgets	96	29	-	29
9	<b>Facilities Management &amp; Public Halls</b>				
10	Reduction in non-staffing budgets	39	11	-	11
11	<b>Planning Services</b>				
12	Savings consultancy budgets Transport Policy & Implementation.	10	10		10
13	Review staffing levels Development Control	1,520	35		35
14	Reduce budgets for advertising & microfilming	65	15		15
15	Savings consultancy budgets Planning Policy	20	10		10
16	Planning work on M'head Regeneration funded from Development Fund		80		80
17	Partnership Income Building Control		10		10
18	Procurement saving		3		3
19	<b>Sub Total</b>		<b>289</b>	<b>4</b>	<b>293</b>
20	Insurance saving recharged from resources to other services		-5		-5
21	<b>Total</b>		<b>284</b>	<b>4</b>	<b>288</b>

# PARISH PRECEPTS

## COUNCIL TAX PER BAND 2009/10

	Parish Precept 2008/09	Parish Precept 2009/10	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Bisham	20,000	<b>21,000</b>	<b>19.91</b>	<b>23.23</b>	<b>26.55</b>	<b>29.87</b>	<b>36.51</b>	<b>43.15</b>	<b>49.78</b>	<b>59.74</b>
Bray	122,250	<b>122,250</b>	<b>19.84</b>	<b>23.15</b>	<b>26.45</b>	<b>29.76</b>	<b>36.37</b>	<b>42.99</b>	<b>49.60</b>	<b>59.52</b>
Cookham	90,000	<b>92,000</b>	<b>21.41</b>	<b>24.98</b>	<b>28.55</b>	<b>32.12</b>	<b>39.26</b>	<b>46.40</b>	<b>53.53</b>	<b>64.24</b>
Cox Green	115,093	<b>115,690</b>	<b>24.59</b>	<b>28.69</b>	<b>32.79</b>	<b>36.89</b>	<b>45.09</b>	<b>53.29</b>	<b>61.48</b>	<b>73.78</b>
Datchet	122,270	<b>122,270</b>	<b>35.57</b>	<b>41.49</b>	<b>47.42</b>	<b>53.35</b>	<b>65.21</b>	<b>77.06</b>	<b>88.92</b>	<b>106.70</b>
Eton	60,690	<b>60,690</b>	<b>23.19</b>	<b>27.06</b>	<b>30.92</b>	<b>34.79</b>	<b>42.52</b>	<b>50.25</b>	<b>57.98</b>	<b>69.58</b>
Horton	19,390	<b>20,060</b>	<b>27.64</b>	<b>32.25</b>	<b>36.85</b>	<b>41.46</b>	<b>50.67</b>	<b>59.89</b>	<b>69.10</b>	<b>82.92</b>
Hurley	17,600	<b>26,500</b>	<b>18.47</b>	<b>21.54</b>	<b>24.62</b>	<b>27.70</b>	<b>33.86</b>	<b>40.01</b>	<b>46.17</b>	<b>55.40</b>
Old Windsor	104,100	<b>104,100</b>	<b>28.81</b>	<b>33.62</b>	<b>38.42</b>	<b>43.22</b>	<b>52.82</b>	<b>62.43</b>	<b>72.03</b>	<b>86.44</b>
Shottesbrooke	Nil	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>	<b>Nil</b>
Sunningdale	61,007	<b>91,500</b>	<b>20.19</b>	<b>23.55</b>	<b>26.92</b>	<b>30.28</b>	<b>37.01</b>	<b>43.74</b>	<b>50.47</b>	<b>60.56</b>
Sunninghill & Ascot	142,120	<b>142,120</b>	<b>15.58</b>	<b>18.18</b>	<b>20.77</b>	<b>23.37</b>	<b>28.56</b>	<b>33.76</b>	<b>38.95</b>	<b>46.74</b>
Waltham St. Lawrence	14,000	<b>14,000</b>	<b>14.85</b>	<b>17.33</b>	<b>19.80</b>	<b>22.28</b>	<b>27.23</b>	<b>32.18</b>	<b>37.13</b>	<b>44.56</b>
White Waltham	99,000	<b>99,000</b>	<b>54.23</b>	<b>63.27</b>	<b>72.31</b>	<b>81.35</b>	<b>99.43</b>	<b>117.51</b>	<b>135.58</b>	<b>162.70</b>
Wraysbury	53,584	<b>55,306</b>	<b>17.41</b>	<b>20.31</b>	<b>23.21</b>	<b>26.11</b>	<b>31.91</b>	<b>37.71</b>	<b>43.52</b>	<b>52.22</b>
	<b>1,041,104</b>	<b>£1,086,486</b>								
Maidenhead	£32.84	£33.46	<b>22.31</b>	<b>26.02</b>	<b>29.74</b>	<b>33.46</b>	<b>40.90</b>	<b>48.33</b>	<b>55.77</b>	<b>66.92</b>
Windsor	£32.84	£33.46	<b>22.31</b>	<b>26.02</b>	<b>29.74</b>	<b>33.46</b>	<b>40.90</b>	<b>48.33</b>	<b>55.77</b>	<b>66.92</b>

**Appendix I (i)****PRUDENTIAL INDICATORS 2008-09 TO 2011/12**

The actual figures for 2007/08 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.

	2007/08 Actual	2008/09 Revised	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate
<b>Capital Expenditure (£m)</b>	17.5	25.2	42.4	44.1	7.2
<b>Ratio of financing costs to net revenue stream</b>					
- Non-loan financed	15.2%	20.1%	42.8%	40.7%	4.7%
- Loan financed	5.0%	5.3%	6.1%	6.5%	6.7%
<b>Capital Financing Requirement (£m)</b>	55.4	60.5	60.8	64.3	64.3

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.

	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Authorised limit for external debt (£m)</b>	84	78	79	83	84

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

	2007/08	2008/09	2009/10	2010/11	2011/12
<b>Operational boundary for external debt (£m)</b>	70	63	63	67	67

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 includes 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:

	2007/08	2008/09	2009/10	2010/11	2011/12
<b>for the Band D Council Tax Payer</b>	£1.26	£7.47	£14.01	£13.82	£14.71

**Interest Rate Exposure**

It is recommended that the Council sets an upper limit on its fixed interest rate exposures for 2009/10 to 2011/12 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 2009/10 to 2011/12 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

**Appendix I (ii)****Royal Borough of Windsor & Maidenhead Approved Lending List @ January 2009**

<b><u>Fitch Ratings</u></b>	<b>FITCH ShortTerm Rating</b>	<b>FITCH Long Term Rating</b>	<b>FITCH Individual Rating</b>	<b>FITCH Support Rating</b>	<b>Max. Sum To Be Lent £m</b>
<b><u>UK</u></b>					
<b><u>Government</u></b>					
Debt Management Office	F1+	AAA	-	-	15
<b><u>Banks</u></b>					
Abbey National	F1+	AA-	B	1	15
Barclays Bank	F1+	AA	B	1	15
HSBC	F1+	AA	A/B	1	15
Lloyds TSB	F1+	AA+	A	1	15
Royal Bank of Scotland	F1+	AA-	B/C	1	15
Standard Chartered	F1	A+	B	1	15
<b><u>Building Societies</u></b>					
Nationwide	F1+	AA-	A/B	2	15
Chelsea	F1	A	B	3	5
Coventry	F1	A	B	3	5
Leeds	F1	A	B	3	5
Newcastle	F1	A	B	3	5
Principality	F1	A-	B/C	3	5
Skipton	F1	A	B	3	5
West Bromwich	F1	A-	B/C	3	5
Yorkshire	F1	A	B	3	5
Scarborough	-	-	-	3	5
Norwich & Peterborough	-	-	-	3	5
Dunfermline	-	-	-	-	5
Nottingham	-	-	-	-	5
Stroud & Swindon	-	-	-	-	5
<b><u>Local Authorities</u></b>					
All UK Local Authorities, with the exception of those with reported financial irregularities.					5

Direct Costs	2008/09	Budget	2009/10	Increase	Budget	2010/11	Increase	2011/12		Increase
	Direct Cost Budget	Pressures less Savings	Direct Cost Budget		Pressures less Savings	Direct Cost Budget		Direct Cost Budget	Direct Cost Budget	
	£000	£000	£000		£000	£000		£000	£000	
Education - Schools Block	73,044	2,653	75,697	3.5%	4,012	79,709	5.0%	3,826	83,535	4.6%
Dedicated Schools Grant	-73,044	-2,653	-75,697	3.5%	-4,012	-79,709	5.0%	-3,826	-83,535	4.6%
Children's services	16,400	266	16,666	1.6%	776	17,442	4.4%	730	18,172	4.0%
Adult & Community Services	36,403	193	36,596	0.5%	3,464	40,060	0.4%	1,635	41,695	3.9%
Environmental Services	14,967	876	15,843	5.5%	824	16,667	-0.5%	817	17,484	4.7%
Resources	10,535	904	11,439	7.9%	116	11,555	-3.1%	209	11,764	1.8%
Chief Executive	6,848	-311	6,537	-4.8%	64	6,601	-3.1%	117	6,718	1.7%
<b>TOTAL SERVICE BUDGETS</b>	<b>85,153</b>	<b>1,928</b>	<b>87,081</b>	<b>2.2%</b>	<b>5,244</b>	<b>92,325</b>	<b>5.7%</b>	<b>3,508</b>	<b>95,833</b>	<b>3.7%</b>
Environment Agency	130	3	133	2.3%	3	136	2.3%	3	139	2.2%
Financing Costs	4,514	94	4,608	2.0%	485	5,093	10.5%	351	5,444	6.9%
Additional Revenue Contribution to Capital Expenditure	900	-100	800	-12.5%	400	1,200	33.3%	400	1,600	25.0%
	<b>5,544</b>	<b>-3</b>	<b>5,541</b>	<b>-0.1%</b>	<b>888</b>	<b>6,429</b>	<b>13.8%</b>	<b>754</b>	<b>7,183</b>	<b>10.5%</b>
	<b>90,697</b>	<b>1,925</b>	<b>92,622</b>	<b>2.1%</b>	<b>6,132</b>	<b>98,754</b>	<b>6.2%</b>	<b>4,262</b>	<b>103,016</b>	<b>4.1%</b>
Contribution from Earmarked Reserve	0	0	0		0	0		0	0	
Savings to achieve required Tax levy		0	0		-4,260	-4,260		-3,444	-7,704	
Unallocated Costs	0	0	0		1,500	1,500		1,500	3,000	
Corporate Initiatives	-376	0	-376		0	-376		0	-376	
Corporate Savings Target	0	0	0		0	0		0	0	
CONTRIBUTION TO / FROM BALANCES	0	0	0		0	0		0	0	
SPECIAL EXPENSES	-1,075	-27	-1,102		-22	-1,124		-22	-1,146	
	<b>89,246</b>	<b>1,898</b>	<b>91,144</b>	<b>2.1%</b>	<b>3,350</b>	<b>94,494</b>	<b>3.5%</b>	<b>2,296</b>	<b>96,790</b>	<b>2.4%</b>
Collection Fund Surplus/Deficit	215		0			0			72	
Formula Grant	23,445		23,970	2.2%		22,357	-6.7%		22,685	1.5%
	<b>23,660</b>		<b>23,970</b>	<b>1.3%</b>		<b>22,357</b>	<b>-6.7%</b>		<b>22,757</b>	<b>1.8%</b>
<b>Net Requirement</b>	<b>65,586</b>		<b>67,174</b>	<b>2.4%</b>		<b>72,137</b>	<b>7.4%</b>		<b>74,033</b>	<b>2.6%</b>
TAX BASE	<b>64,434</b>		<b>64,764</b>	<b>0.5%</b>		65,088	<b>0.5%</b>		65,413	<b>0.5%</b>
<b>Council Tax at Band D for RBWM purposes</b>	<b>1,017.88</b>		<b>1,037.21</b>	<b>1.90%</b>		<b>1,055.36</b>	<b>1.75%</b>		<b>1,079.09</b>	<b>2.25%</b>
Average parish precept	32.84	Indicative	34.15	3.99%	Indicative	35.52	4.01%	Indicative	36.94	4.00%
Thames Valley Police precept	144.76	Indicative	150.55	4.00%	Indicative	156.57	4.00%	Indicative	162.83	4.00%
Royal Berkshire Fire & Rescue Service precept	52.54	Indicative	54.64	4.00%	Indicative	56.83	4.01%	Indicative	59.10	3.99%
<b>Total Council Tax at Band D</b>	<b>1,248.02</b>	<b>Indicative</b>	<b>1,276.55</b>	<b>2.29%</b>	<b>Indicative</b>	<b>1,304.28</b>	<b>2.17%</b>	<b>Indicative</b>	<b>1,337.96</b>	<b>2.58%</b>

1. The financial plan includes provision for a number of known or likely events and also, especially in later years possible events

**JUSTIFICATION OF THE LEVEL OF BALANCES 2009/10**

	£000	£000
<b>Economic risks</b>		
Dip in the economy reduces income from all fees and charges by 5%	1,200	
Dip in the economy reduces rental income by 10%	360	
Impact of 25% increase in energy prices	550	
Impact of 0.5% extra increase in pay	320	
Total Economic risks (risk 60%)		2,430
<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)	500	
Inherited liabilities for landfill sites	250	
Costs of a national medical epidemic	200	
Winter Maintenance (Budget only covers "normal" winter) extra gritting	50	
Total Environmental risks (risk 20%)		1,000
<b>Regulatory risks</b>		
Potential requirement to reduce charges to break-even level	360	
Fluctuations in Costs of the waste disposal contract resulting from Government Policy, Taxation changes or increased volume	200	
One major planning inquiry	100	
Total Regulatory risks (risk 20%)		660
<b>Service risks</b>		
Increase in services volumes and care packages exceeding the "Borough Price".	500	
Total Service risks (risk 15%)		500
<b>Restructuring risks</b>		
Total Restructuring risks (risk 50%)		800
<b>Total of potential risks (unlikely all to concide)</b>		<b>5,390</b>
<b>Average risk in one year</b>		
Economic risks		1,458
Environmental risks		200
Regulatory risks		132
Service risks		75
Restructuring risks		400
		<b>2,265</b>

## Formula Grant Methodology

The new methodology has four blocks in it:

### 1) Relative Needs Formula (RNF)

This is an assessment of a council's "need" to spend on services **relative** to all other councils. It includes the same headings as in the Formula Spending Share that it replaces but instead of producing an absolute value, the new formula produces a figure that shows how much above a national minimum amount each council needs to spend.

RNF is divided into Blocks and sub-blocks for Education, Personal Social Services, Highway Maintenance, Environmental Cultural and Protective Services (effectively the rest of council services) and Capital. The calculation of the amounts for each block are based on indicators that are appropriate to that block and which include:

- total population
- numbers of elderly people
- road lengths

All indicators used in the formulas are set nationally and collected independently from local authorities (except for pupil numbers that are based on audited schools returns).

### 2) Relative Resources Amount

This calculation replaces the old "Assumed Notional Council Tax" and is a calculation of a council's tax base **relative** to all other councils.

### 3) Central Allocation

The Central Allocation is effectively the national minimum amount of Relative Needs.

### 4) Floors and Damping

The formula contains floor protection within it. The grant for 2008/09 is adjusted for transfers of responsibility and changes in specific grants, both revenue and capital. Each unitary authority is guaranteed a minimum increase of 1.75% over the 2008/09 base adjusted for grant changes. For the Royal Borough this is equivalent to a 1.5% increase in grant received.

The grant before floors is calculated by adding the Relative Needs Amount and Central Allocation together and deducting the Relative Resources Amount. This figure is deducted from the base grant for floor purposes to obtain the floor protection.

Authorities whose basic grant entitlement is above the floor contribute to the cost of those below. This contribution is known as damping.

The Formula Grant entitlement for the Royal Borough is calculated as follows

	2009/10
	£m
Relative Needs Assessment	18.153
Minus	
Relative Resources Amount	-35.503
Plus	
Central Allocation	26.733
Formula Grant Entitlement before Floors	<u>9.383</u>
Floor Protection	9.153
<b>Formula Grant Entitlement after Floors</b>	<b><span style="border: 1px solid black; padding: 2px;">18.536</span></b>