

# Revenue Budget 2021/22

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Royal Borough  
of Windsor &  
Maidenhead

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## REVENUE BUDGET 2021/22

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# Revenue Budget 2021/22

## Summaries & Statements

## REVENUE BUDGET 2021/22 SUBJECTIVE ANALYSIS

Controllable Subjective Analysis	Resources Directorate £000	Managing Directors Directorate £000	Adults,Health & Commissioning Directorate £000	Children's Directorate £000	Place Directorate £000	Contingency & Corporate £000	Non Service £000	Total £000
<b>Employees</b>								
Direct Employee Costs	9,411	1,362	3,119	12,160	7,348	1,745		35,145
Teachers Pay	0			22,997				22,997
Indirect Employee Costs	523	10	26	1,298	84			1,941
Notional Employee Costs	0	0	0	0	0		4,199	4,199
<b>Premises</b>								
Repairs & Maintenance	48	15	326	865	547			1,801
Other Energy	0	0	4	202	5			211
Gas	14	3	0	193	35			245
Electricity	50	3	590	236	283			1,162
Other Rent & Rates	112	1	1,331	76	329			1,849
Rates	225	32	1,273	662	537			2,729
Water	6	0	34	94	121			255
Other Premises	31	43	93	475	329			971
<b>Supplies &amp; Services</b>								
Equipment,Furniture & Materials	51	100	645	671	112			1,579
Printing,Stationery & Office Expenses	177	226	68	832	82			1,385
Communications and Computing	1,721	81	373	496	258			2,929
Grants & Subscriptions	42	52	16	0	23			133
Other Supplies & Services	759	1,269	599	8,780	1,094			12,501
<b>Transport</b>	86	37	27	100	60			310
<b>Contract Services</b>	439	708	76,944	48,406	6,488			132,985
Housing Benefit Payment	28,170		0					28,170
<b>Levies</b>	0	0	0				165	165
<b>Capital Financing</b>	0	0	0		0		6,310	6,310
<b>Corporate Initiatives</b>	0	0	0	0	0			0
<b>Support from other Directorates</b>	0	0	0		0			0
<b>Gross Expenditure</b>	<u>41,865</u>	<u>3,942</u>	<u>85,468</u>	<u>98,543</u>	<u>17,735</u>	<u>1,745</u>	<u>10,674</u>	<u>259,972</u>
<b>Income</b>								
Government Grants	-617	0	-6,256	-73,924	-1,685			-82,482
Housing Benefit Income	-27,196							-27,196
Other Grants & Contributions	-1,621	-834	-11,896	-205	-949			-15,505
Fees & Charges	-2,580	-334	-16,833	-27	-2,858			-22,632
Sales	-164	-4	0	0	-65			-233
Rent	-14	0	-29	-19	-6,106			-6,168
Interest	0	0	0	0				0
Contributions from other funds/balances	-1,699	0	-941		-190	2,812	-13	-31
Capital Accounting Adjustment/FRS17	0	0	0		0			0
<b>Gross Income</b>	<u>-33,891</u>	<u>-1,172</u>	<u>-35,955</u>	<u>-74,175</u>	<u>-11,853</u>	<u>2,812</u>	<u>-13</u>	<u>-154,247</u>
<b>Net Expenditure</b>	<u>7,974</u>	<u>2,770</u>	<u>49,513</u>	<u>24,368</u>	<u>5,882</u>	<u>4,557</u>	<u>10,661</u>	<u>105,725</u>

**REVENUE BUDGET MOVEMENT 2020/21 to 2021/22**

Item	2020/21 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Growth & Pressures (Annex D)	COVID19 Pressure (Annex E)	Sub Total	Savings from Fundamental Service Reviews (FSRs)	Savings from staff contracts	Directorate Savings (Annex F)	2021/22 Original Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Managing Director	3,039	(4)	11	(133)				2,913			(140)	2,773
Childrens	23,186	144	23	(2)		1,543	750	25,644			(1,280)	24,364
Adult, Health & Commissioning	47,527	1,242	765	46		835	3,807	54,222			(4,712)	49,510
Resources	7,495	37	226	265		154	456	8,633			(660)	7,973
Place	2,378	33	(240)	(107)	(47)	592	4,238	6,847			(973)	5,874
Contingency	2,881	895	850	(69)				4,557				4,557
<b>Total Service budgets</b>	<b>86,506</b>	<b>2,347</b>	<b>1,635</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>102,816</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>95,051</b>
Environment agency	162	3						165				165
Capital financing and interest	6,010		300					6,310				6,310
Pensions deficit recovery	4,217	(18)						4,199				4,199
Contributions from balances	(2,218)		2,218					0				0
<b>Total Expenditure</b>	<b>94,677</b>	<b>2,332</b>	<b>4,153</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>113,490</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>105,725</b>
Special expenses	(1,217)		1					(1,216)				(1,216)
<b>Gross Council Tax Requirement</b>	<b>93,460</b>	<b>2,332</b>	<b>4,154</b>	<b>0</b>	<b>(47)</b>	<b>3,124</b>	<b>9,251</b>	<b>112,274</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>104,509</b>
Collection Fund - Council Tax (surplus)/ deficit	113		(413)					(300)				(300)
Collection Fund - Business Rates (surplus)/deficit	0		1,600					1,600				1,600
New Homes Bonus	(2,102)				1,629			(473)				(473)
Business Rate Support	(15,315)				311			(15,004)				(15,004)
Use of earmarked reserves	0		(3,170)					(3,170)				(3,170)
Other unringfenced grant	(1,687)				(1,113)			(2,800)				(2,800)
Education Services Grant	(315)							(315)				(315)
Income from trading companies	(210)							(210)				(210)
Parish equalisation grant	64				(64)			0				0
COVID-19 Tranche 5 funding					(3,118)			(3,118)				(3,118)
Potential additional COVID-19 funding for SFC compensation Quarter 1					(1,359)			(1,359)				(1,359)
Potential additional COVID-19 funding for SFC compensation Quarter 2					(1,106)			(1,106)				(1,106)
<b>Net Council Tax Requirement</b>	<b>74,008</b>	<b>2,332</b>	<b>2,171</b>	<b>0</b>	<b>(4,867)</b>	<b>3,124</b>	<b>9,251</b>	<b>86,019</b>	<b>0</b>	<b>0</b>	<b>(7,765)</b>	<b>78,254</b>

TAX BASE

68,691

69,179

**Council Tax at band D**  
**Adult Social Care precept**
**£981.95**  
**£95.46**
**£1,003.39**  
**£127.78**



<b>REVENUE BUDGET 2021/22</b>			
<b>DIRECT COST SUMMARY</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
	£000	£000	£000
<b>Managing Director</b>			
Managing Director	967	980	879
Governance	1,890	2,059	1,894
<b>Total Managing Directors Directorate</b>	<b>2,857</b>	<b>3,039</b>	<b>2,773</b>
<b>Children's Services</b>			
Achieving for Children Contract	38,019	36,934	38,802
Children's Services - Retained	50,070	52,562	54,446
Dedicated Schools Grant - Income	(64,158)	(66,310)	(68,884)
<b>Total Children's Services Directorate</b>	<b>23,931</b>	<b>23,186</b>	<b>24,364</b>
<b>Adults, Health and Commissioning</b>			
Director, Support Teams & Provider Support	1,913	1,355	2,799
Highways & Other Commissioned Infrastructure	8,019	7,229	6,994
Waste	10,059	9,357	9,298
Parking	(5,647)	(7,044)	(3,571)
Adult Social Care	34,040	35,398	32,761
Better Care Fund - Spend	14,110	13,288	13,747
Public Health - Spend	4,656	4,657	5,067
Grant & BCF Income	(17,535)	(16,713)	(17,585)
<b>Total Adults, Health &amp; Commissioning Directorate</b>	<b>49,615</b>	<b>47,527</b>	<b>49,510</b>
<b>Resources</b>			
Executive Director of Resources	173	210	210
Library & Resident Services	2,823	2,271	2,570
Revenues & Benefits	1,008	1,075	1,407
Housing Benefit	353	90	90
Human Resources, Corporate Projects & IT	2,352	2,574	2,498
Corporate Management	(2,031)	(75)	(94)
Finance	1,458	1,350	1,292
<b>Total Resources Directorate</b>	<b>6,136</b>	<b>7,495</b>	<b>7,973</b>
<b>Place</b>			
Executive Director of Place	212	245	244
Housing	2,686	2,362	3,071
Planning Service	1,176	1,109	1,051
Communities including Leisure	977	3	1,274
Infrastructure, Sustainability & Transport	1,386	1,336	1,407
Property Service	(2,953)	(2,677)	(1,173)
<b>Total Place Directorate</b>	<b>3,484</b>	<b>2,378</b>	<b>5,874</b>
Contingency & Corporate	<b>0</b>	<b>2,881</b>	<b>4,557</b>
<b>TOTAL EXPENDITURE</b>	<b>86,023</b>	<b>86,506</b>	<b>95,051</b>

**REVENUE BUDGET 2021/22**

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>DIRECT COST SUMMARY</b>	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	3,458	(2,218)	
Increase / (decrease) in provision for redundancy costs	(441)		
Provision for Business Rates deficit	2,421		
Variance on Business Rate Income	(3,511)		
Increase in bad debt provision	382		
Covid 19 Grant	(1,827)		
Estimated cost of pay inflation	5		
Pensions deficit recovery	4,017	4,217	4,199
Levies-			
Environment Agency	156	162	165
Capital Financing inc Interest Receipts	4,364	6,010	6,310
	<hr/>	<hr/>	<hr/>
<b>NET REQUIREMENTS</b>	95,047	94,677	105,725
Less - Special Expenses	(1,094)	(1,217)	(1,216)
Transfer (from)/ to balances			
<b>GROSS COUNCIL TAX REQUIREMENT</b>	<hr/>	<hr/>	<hr/>
	93,953	93,460	104,509
New Homes Bonus	(2,089)	(2,102)	(473)
Use of Earmarked Reserve			(3,170)
Business Rate Support	(16,312)	(15,315)	(15,004)
Other unringfenced Grant		(1,687)	(2,800)
COVID-19 Tranche 5 funding			(3,118)
Education services grant	(315)	(315)	(315)
Potential additional COVID-19 funding for SFC compensation Quarter 1			(1,359)
Potential additional COVID-19 funding for SFC compensation Quarter 2			(1,106)
Income from trading companies	(210)	(210)	(210)
Parish equalisation grant	63	64	
Collection Fund (Surplus) / Deficit (Business Rates)	454		1,600
Collection Fund (Surplus) / Deficit (Council Tax)	(3,545)	113	(300)
	<hr/>	<hr/>	<hr/>
	(21,954)	(19,452)	(26,255)
<b>NET COUNCIL TAX REQUIREMENT</b>	<hr/>	<hr/>	<hr/>
	71,999	74,008	78,254
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	68,353	68,691	69,179
RBWM Tax levy (on Band D property)	£ 978.60	£ 981.95	£ 1,003.39
Adult Social Care precept (on Band D property)	£ 74.74	£ 95.46	£ 127.78
<i>General Fund Balances:</i>			
Working Balance	7,778	8,231	6,013
Transfer to/ (from) General Fund	453	(2,218)	738
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	8,231	6,013	6,751



# Revenue Budget 2021/22

## Budgets by Directorates

<b>MANAGING DIRECTOR DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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### Managing Director

	£000	£000	£000
Expenditure	1,703	1,669	1,595
Income	(736)	(689)	(689)
<b>Net</b>	<b>967</b>	<b>980</b>	<b>906</b>

#### Services provided:

The Managing Directors function is the statutory leadership of the authority and discharges the responsibilities of Head of Paid Service (Local Government and Housing Act 1989 s4). Currently responsibility for the budget for the Legal Shared Service and a number of other corporate subscriptions and memberships is included within this area.

### Governance

	£000	£000	£000
Expenditure	3,394	2,497	2,350
Income	(1,504)	(438)	(483)
<b>Net</b>	<b>1,890</b>	<b>2,059</b>	<b>1,867</b>

#### Services provided:

Democratic Services: Management of the council's democratic processes including council meetings, constitutional and procedural advice, education and other appeals, petitions, and Member support (allowances, training and development etc.).

Information Governance: Implementing the council's information access regimes in respect of Freedom of Information, Environmental Information Regulations and local land charges functions. Strategic oversight of the council's data protection compliance as per the Data Protection Act and GDPR, working within guidance provided by the Information Commissioner's Office. Legal administration support to departments across the council.

Electoral Services: Monthly maintenance of the Register of Electors, management of the annual canvass, and the administration of national and local elections and referendums. Management of polling district reviews and community governance reviews.

The Mayoral and Civic Team: Co-ordination of all Mayoral engagements and management of civic and ceremonial events within the borough, including State Visits and other Royal events.

Facilities Management: Including the security and cleaning of Council buildings, room and venue bookings (Town Hall and Desborough Suite), the post room and printing (internal) unit.

<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>2,857</b>	<b>3,039</b>	<b>2,773</b>
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<b>CHILDREN'S SERVICE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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### **Achieving for Children Contract**

	£000	£000	£000
Expenditure	38,019	36,934	38,802
Net	<u>38,019</u>	<u>36,934</u>	<u>38,802</u>

#### **Services provided:**

The Achieving for Children Contract provides Local Authority and Dedicated Schools Grant funded services. Local Authority funded Children's Services include the statutory responsibility for supporting and protecting vulnerable children including Children in Care and those subject to a Child Protection Plan, Children's Public Health, Social Care and Early Help, Operational Strategic Management, Education Services, Special Educational Needs and children with disabilities. Dedicated Schools Grant funded services include Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools and Further Education Colleges, as well as top-up funding for RBWM pupils with high needs in other Local Authorities.

### **Children's Services Retained**

	£000	£000	£000
Expenditure	72,564	60,079	59,737
Income	<u>(22,494)</u>	<u>(7,517)</u>	<u>(5,291)</u>
Net	<u>50,070</u>	<u>52,562</u>	<u>54,446</u>

#### **Services provided:**

Children's Services Retained includes Dedicated Schools Grant funded delegated budgets to RBWM's maintained schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for services which schools have chosen to 'de-delegate' and be managed centrally. Funding allocated through the Early Years National Funding Formula for three and four year olds and for disadvantaged two years olds for provision of the free entitlement across all nursery settings. Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools and Further Education Colleges, as well as top-up funding for RBWM pupils with high needs in other Local Authorities. Local Authority funded services include adoption support and youth counselling. All services have some income generation. Receipt of grants including the Public Health Grant; Unaccompanied Asylum Seeker Children Grant and the Troubled Families Grant; matched by expenditure within Achieving for Children Contract.

<b>CHILDREN'S SERVICE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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<b>Dedicated Schools Grant - Income</b>	£000	£000	£000
Expenditure	(242)	0	0
Income	<u>(63,916)</u>	<u>(66,310)</u>	<u>(68,884)</u>
Net	<u>(64,158)</u>	<u>(66,310)</u>	<u>(68,884)</u>

**Services provided:**

Schools, Early Years and the High Needs Block expenditure is mainly funded by the Education and Skills Funding Agency Dedicated Schools Grant with separate ring-fenced allocations. The Schools block allocation is determined by the October 2020 pupil census, Early Years block funding will be initially determined by the January 2020 Early Years census and updated by January 2021 early years pupils. High Needs funding is not based on pupil numbers but is linked to previous years' allocation. The Dedicated Schools Grant total reflects the RBWM estimated allocation after 'top slicing' of grant by the Education Funding Agency for academies, known as academy recoupment'. The amount which the Education Funding Agency recoup increases in year as schools convert to academy.

<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>23,931</b>	<b>23,186</b>	<b>24,364</b>
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<b>ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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### **Director, Support Teams & Provider Support**

	£000	£000	£000
Expenditure	4,072	3,484	3,548
Income	<u>(2,159)</u>	<u>(2,129)</u>	<u>(749)</u>
Net	<u>1,913</u>	<u>1,355</u>	<u>2,799</u>

#### **Services provided:**

Through the statutory role of Director of Adult Social Services, the Director provides professional leadership and operational delivery of adult social services, including for people when they are most disadvantaged and vulnerable, and their families and carers. Also lead for partnership working and liaison across the local care and health (and the wider council, criminal justice and community and economic) system in East Berkshire and the wider Integrated Care System.

Support teams cover:

Strategic commissioning of a comprehensive range of services across Adult, Children and Health Services that meets the health and wellbeing of the residents. Oversight of the Council's procurement activity, providing a quality change, commercial and compliance support function to the Council. Delivery of an integrated performance management system and approach as well as policy advice. Business management support of the local Adult and Children's Safeguarding Partnership including management of serious case and partnership reviews. Support for the delivery of the council's transformation strategy and adult social care strategy as well as management of systems for adult and children's social care, and schools and the council's website and customer relationship management system. Delivery of communications and marketing activity for the council.

### **Highways & Other Commissioned Infrastructure**

	£000	£000	£000
Expenditure	10,126	9,672	9,307
Income	<u>(2,107)</u>	<u>(2,443)</u>	<u>(2,313)</u>
Net	<u>8,019</u>	<u>7,229</u>	<u>6,994</u>

#### **Services provided:**

This team is responsible for management, improvement, investment and safety of the highways network. The service include transport, flood risk management, traffic and road safety, parking strategy, waste strategy, winter services (including gritting), local bus services, community transport, highways development control and development and delivery of the capital programme. These services work closely with Volker Highways, Project Centre and Strategic Infrastructure within the Place Directorate. The service has a range of expenditure areas to maintain highways and related areas. Income is also received from several income streams such as highways licences, dropped pavements and permits. There are a number of risks as the service can be affected significantly through adverse , flooding and public satisfaction.

<b>ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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## **Waste**

	£000	£000	£000
Expenditure	10,897	10,366	10,371
Income	(838)	(1,009)	(1,073)
<b>Net</b>	<b>10,059</b>	<b>9,357</b>	<b>9,298</b>

### **Services provided:**

The service covers four keys areas; namely, general waste collection and recycling from households, waste disposal and waste site management and operation. Waste disposal involves the organising and delivery of the statutory waste disposal services . Waste site management involves the operation and management of the waste transfer station, civic amenity site and household recycling sites at Stafferton Way, Maidenhead.

## **Parking**

	£000	£000	£000
Expenditure	3,378	3,250	3,233
Income	(9,025)	(10,294)	(6,804)
<b>Net</b>	<b>(5,647)</b>	<b>(7,044)</b>	<b>(3,571)</b>

### **Services provided:**

The service covers two key areas, namely Parking Service and Parking Operations. Parking Service involves all aspects of on and off street parking including reactive maintenance, signing and lining, implementation, review, car parks, pay and display, limited waiting and resident parking. The income budget change reflects inflation and tariff changes. Parking Operations is the operation and management of the council's on-street residents and pay and display parking controls and civil enforcement across the Borough and off street council car parks and coach park. Parking enforcement staff are employed by our outsource partner.

## **Adult Social Care**

	£000	£000	£000
Expenditure	52,621	52,186	51,081
Income	(18,581)	(16,788)	(18,320)
<b>Net</b>	<b>34,040</b>	<b>35,398</b>	<b>32,761</b>

### **Services provided:**

Delivery of adult social care services to older people, and residents with learning disabilities and physical disabilities. Delivery of adult safeguarding services and community based mental health support. The services are partially funded from the Better Care Fund Grant. Adult social care strategic commissioned services including home care, community equipment, residential contracts for older people and people with learning disabilities.

<b>ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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### **Better Care Fund - Spend**

	£000	£000	£000
Expenditure	5,882	5,796	5,566
Income	8,228	7,492	8,181
<b>Net</b>	<b>14,110</b>	<b>13,288</b>	<b>13,747</b>

#### **Services provided:**

The Better Care Fund (BCF) is a pooled budget under Section 75 of the 2006 National Health Service Act. The BCF is a pooling of resources from NHS East Berkshire CCG and RBWM to fund the health and social care needs of RBWM residents. RBWM is the host authority for the BCF. The BCF programme covers Intermediate care services including the Short Term Support and Re-ablement Team, community based health services, Integrated Health and Social Care Teams and projects, self care and prevention programmes designed to promote long term independence and wellbeing and reduce non-elective hospital admissions

### **Public Health - Spend**

	£000	£000	£000
Expenditure	2,093	2,027	2,360
Income	2,563	2,630	2,707
<b>Net</b>	<b>4,656</b>	<b>4,657</b>	<b>5,067</b>

#### **Services provided:**

Public health services are funded by the Public Health Grant from the Department of Health. The main services commissioned are 0-19 health visiting and school nursing services, sexual health services, drug and alcohol treatment, smoking cessation, NHS health checks, healthcare advice, health protection programmes, healthy lifestyle programmes.

### **Grant & BCF Income**

	£000	£000	£000
Income	(17,535)	(16,713)	(17,585)
<b>Net</b>	<b>(17,535)</b>	<b>(16,713)</b>	<b>(17,585)</b>

#### **Services provided:**

The Public Health grant is used to provide the following mandated services; Sexual Health, Dental, Health Checks, Health Protection, National Child Measurement Programme, Public Health Advice to the CCG. The Better Care Fund provides a mechanism for joint health and social care planning and commissioning. Partners are required to pool the following income streams; minimum contribution funding from East Berkshire CCG; the Disabled Facilities Grant (DFG); and the Improved Better Care Fund (IBCF).

<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>49,615</b>	<b>47,527</b>	<b>49,510</b>
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<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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### **Executive Director of Place**

	£000	£000	£000
Expenditure	269	245	244
Income	(57)	0	0
<b>Net</b>	<b>212</b>	<b>245</b>	<b>244</b>

#### **Services provided:**

Strategic leadership and management of the directorate and place services. Overall responsibility for 'place shaping' and creating the conditions for jobs and growth across the Royal Borough, as well as delivering other high quality place services to residents such as planning, transport, leisure and cultural services.

### **Housing**

	£000	£000	£000
Expenditure	5,515	4,423	5,254
Income	(2,829)	(2,061)	(2,183)
<b>Net</b>	<b>2,686</b>	<b>2,362</b>	<b>3,071</b>

#### **Services provided:**

Responsible for protecting the wellbeing and quality of life for local people, protecting the environment and helping ensure legal compliance with various aspects of Environmental Health legislation. Responsible for the enforcement of the legislative controls for food hygiene, food sampling, infectious diseases, private water supplies, licensing of animal welfare activities, the registration of skin piercing activities and the wider health and safety requirements within commercial settings regulated by LAs.

Statutory homeless duties including placements into temporary accommodation and the rough sleeper pathway. Administration of the housing register and allocation policy, linking to all social housing nominations, housing strategic and enabling functions for the local authority, administration and monitoring of housing and environmental health contracts, housing enforcement, administration and monitoring of disabled facilities grants.



<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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## Planning Service

	£000	£000	£000
Expenditure	2,895	2,563	2,528
Income	<u>(1,719)</u>	<u>(1,454)</u>	<u>(1,477)</u>
Net	<u>1,176</u>	<u>1,109</u>	<u>1,051</u>

### Services provided:

Responsible for the Council's planning function including Development Management, Planning Enforcement, Conservation, Planning Policy, Planning Support and Infrastructure Planning.

Services provided include:-

Development Control - determination and evaluation of all planning applications and other application types under the various Planning Acts and legislation, provision of planning advice in relation to potential developments in the Borough.

Planning Enforcement - investigation of alleged planning contraventions and administration of enforcement appeals.

Planning Policy - the carrying out and promotion of local involvement in the preparation, implementation, monitoring and review of the development plan and support for neighbourhood planning.

## Communities including Leisure

	£000	£000	£000
Expenditure	5,334	4,424	5,452
Income	<u>(4,357)</u>	<u>(4,421)</u>	<u>(4,178)</u>
Net	<u>977</u>	<u>3</u>	<u>1,274</u>

### Services provided:

Responsible for the oversight and management of the Borough's Leisure facilities under a contract with the local Charitable Incorporated Organisation, including the borough's elements of strategic facility maintenance. Responsible for the safety and well being of residents and visitors to the Borough, the Community Safety services include: the Community Wardens, the Community Safety Partnership, managing Anti-Social Behaviour, delivering the Prevent and Channel programmes, Community CCTV and Control Room Services.

## Infrastructure, Sustainability & Economic

### Growth

	£000	£000	£000
Expenditure	2,360	1,761	1,961
Income	<u>(974)</u>	<u>(425)</u>	<u>(554)</u>
Net	<u>1,386</u>	<u>1,336</u>	<u>1,407</u>

### Services provided:

Responsible for strategic transport and infrastructure planning and delivery across the borough, shaping the economic recovery and ensuring the environment and climate strategy is delivered. The services provided include infrastructure and transport planning, highways development control, climate strategy, sustainability, energy, parks and countryside, economic development, town centre management, tourism and museum, arts & culture.

<b>PLACE DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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**Property Service**

	£000	£000	£000
Expenditure	4,731	2,310	2,297
Income	<u>(7,684)</u>	<u>(4,987)</u>	<u>(3,470)</u>
Net	<u>(2,953)</u>	<u>(2,677)</u>	<u>(1,173)</u>

**Services provided:**

Strategic Asset Management, day to day asset management of all commercial investment portfolio. All data management and data records of assets held by the council. All property services related to the overall maintenance of all corporate assets. Planned maintenance for corporate buildings. Day to day reactive repairs for corporate buildings. All health and safety compliance matters for all corporate buildings. Project management work carried out for AFC - all reactive repairs work for maintained and academy schools. All planned maintenance for schools, all capital projects for schools.

<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>3,484</b>	<b>2,378</b>	<b>5,874</b>
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<b>RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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**Executive Director of Resources**

	£000	£000	£000
Expenditure	173	210	210
Net	173	210	210

**Services provided:**

Strategic leadership and management of the Resources directorate. The directorate remit includes Libraries and Resident Services, Financial Assessment, Deputyship and Appointeeship and Corporate Debt Management, Revenues and benefits, HR, IT, Corporate Projects and Finance. The director is the holder of the Council's statutory s151 officer role and they are responsible for the strategic management of the Council's budget strategy, and the provision of financial advice to Council Officers and Members and liaison with key strategic partners. The Director is also the lead officer for the Royal Berkshire Pension Fund and the accountable officer for Berkshire Local Enterprise Partnership (LEP).

<b>RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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## Library & Resident Services

	£000	£000	£000
Expenditure	4,066	3,648	3,635
Income	<u>(1,243)</u>	<u>(1,377)</u>	<u>(1,065)</u>
Net	<u>2,823</u>	<u>2,271</u>	<u>2,570</u>

### Services provided:

Management and delivery of statutory public library service via 24/7 digital library services, twelve static libraries, one container library and one mobile library providing the universal Public Library offer (Reading, Digital & Information, Culture & Creativity and Health & Wellbeing). RBWM Public Libraries are visited around 1 million times (digital and physical visits) per year and both digital and physical loans are steadily increasing. The service currently delivers 475.5 staffed library hours per week and 24/7 digital library services covering a range of e-material (newspapers, magazines, books and audio).

Libraries also assist customers to engage with the council face to face and via Public PCs and Wi-Fi. wide ranging digital support is provided to residents across the library estate. Reading development and library promotion initiatives for adults and children in libraries to support the universal offers and Children's Promise, ensuring that residents are able to fully exercise and discharge their democratic rights and responsibilities by having full, free and equal access to current well information and ideas as as digital support in order to be able to deal with complex issues and affecting their families and communities make good decisions

In addition the service provides administrative support for all services across Library & Resident Contact Teams. Delivers parking administration functions such as a range of parking permits, visitor vouchers, Blue Badges, PCN appeals, etc. Also library stock acquisitions, green waste administrative services, banking, consultations and support for the Contact Centre during high demand periods.

Customer Contact Centre - First point of contact for residents engaging with the Council and Council services by telephone and digital channels with an emphasis on high quality responses emphasis on high quality responses and resolution at first point of contact.

<b>RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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### **Revenues & Benefits**

	£000	£000	£000
Expenditure	2,334	2,132	2,131
Income	<u>(1,326)</u>	<u>(1,057)</u>	<u>(724)</u>
Net	<u>1,008</u>	<u>1,075</u>	<u>1,407</u>

**Services provided:**

Council Tax and Business Rates Administration; Collection and Debt Recovery of Council Tax, Business Rates and Sundry Debtors.

### **Housing Benefit**

	£000	£000	£000
Expenditure	27,314	28,169	28,170
Income	<u>(26,961)</u>	<u>(28,079)</u>	<u>(28,080)</u>
Net	<u>353</u>	<u>90</u>	<u>90</u>

**Services provided:**

Housing Benefit paid to eligible residents, across the Borough, on behalf of the Department of work and Pensions.

<b>RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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**Human Resources, Corporate  
Projects & IT**

	£000	£000	£000
Expenditure	4,207	4,279	4,222
Income	(1,855)	(1,705)	(1,724)
Net	<u>2,352</u>	<u>2,574</u>	<u>2,498</u>

**Services provided:**

Total employee lifecycle support including recruitment, contractual changes, leaver arrangements, advising on pay and conditions, developing and implementing policies based on local need and national legislative requirements, advising on all employee relation matters and advising and supporting change management requirements.

Full payroll service to internal and external customers including significant experience of liaison with HMRC and teachers, NHS and local government pension schemes in addition to system configuration for all customers providing online access, data for management information and automation of processes.

Learning and development for council teams training requirements including statutory and mandatory needs and development and implementation of organisational development initiatives.

Health and safety support for all internal and external customers to discharge their duties under requirement of Health and Safety at Work Act 1974 and associated regulations.

Management of all council compliments and complaints received from both external and internal stakeholders of the council including those relating to Adult and Children's services and liaison with local government social care ombudsman.

Provision of extensive project management for corporate projects and support of Capital Review Board

Operational IT including maintenance and delivery of data and voice networks, application and file servers, identity management, desktop and mobile devices, fixed and mobile phones, core enterprise applications, collaborative working tools and remote working technologies.

<b>RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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### Corporate Management

	£000	£000	£000
Expenditure	1,383	(34)	(53)
Income	<u>(3,414)</u>	<u>(41)</u>	<u>(41)</u>
Net	<u>(2,031)</u>	<u>(75)</u>	<u>(94)</u>

#### Services provided:

Provides Corporate expenses and other centrally held budgets that are not allocated to specific services.

### Finance

	£000	£000	£000
Expenditure	4,158	3,613	3,549
Income	<u>(2,700)</u>	<u>(2,263)</u>	<u>(2,257)</u>
Net	<u>1,458</u>	<u>1,350</u>	<u>1,292</u>

#### Services provided:

Finance includes:

Service Accountancy who offer Accountancy support to all services across the authority. This includes- Budget Monitoring, Budget Setting and Closedown support. .

Corporate Finance who manage the medium term financial plan, plan the annual budget, coordinate the capital programme, manage the Council's cash and treasury, produce the statement of accounts for the Council and Berkshire Pension Fund, deal with the bank reconciliation including allocation of income and expenditure.

System Accountancy who deal with system development and payment of invoices.

Insurance and Risk who arrange the council's risk financing arrangement to provide protection from the financial implications of unexpected accidental events and negligent breaches of the council's statutory duties. Risk management is a key element in the council's governance arrangements and control environment.

Management of the internal audit contract that is provided by a shared service arrangement with Wokingham Borough Council.

<b>TOTAL DIRECTLY MANAGED COSTS</b>	<b>6,136</b>	<b>7,495</b>	<b>7,973</b>
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<b>CONTINGENCY &amp; CORPORATE DIRECTLY MANAGED COSTS</b>	<b>2019/20 Actual</b>	<b>2020/21 Budget</b>	<b>2021/22 Budget</b>
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**Contingency & Corporate**

	£000	£000	£000
Expenditure	0	2,881	4,557
Net	0	2,881	4,557

**Services provided:**

The corporate budgets cover central costs including external audit fees. The contingency budget covers all service areas and includes adults and children's demographic growth which is requested by the service if required and approved by the Director of Resources before transfer.

**TOTAL CONTINGENCY & CORPORATE**

0	2,881	4,557
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## GLOSSARY OF TERMS

**This glossary is designed to explain both the terminology used in this publication and some of the words and phrases which may be encountered in the sphere of local government finance.**

**Adult Social Care Precept** The government has allowed councils which provide social care to adults to increase their share of council tax. This additional council tax charge is called the adult social care precept. This began in 2016/17 and it is a government requirement that this precept is shown as a separate line on the bill with an amount that is the total for this additional precept over the two years, rather than the total spend on adult social care.

**Approved Estimate** The latest in-year budget, which reflects any approved changes.

**Balances** The accumulated surplus of income over expenditure which can be used to finance expenditure.

**Budget** A statement defining the Council's policy over a specified period of time, expressed in financial terms.

**Budget Requirement** An amount calculated, in advance of each year, by each billing authority, each major precepting authority and each local precepting authority. It is the authority's estimated net revenue expenditure allowing for movement in reserves. It equals the amount to be met from revenue support grant, non-domestic rates, council tax and any additional grant.

**Business Rate Retention Scheme** Introduced from 1st April 2013, the scheme allows local authorities to retain a proportion of the income received from local business rates (NNDR, see below) replacing the previous scheme whereby all receipts from business rates were redistributed by central government.

**Capital Expenditure** This is expenditure on the enhancement and acquisition of assets which will have a long-term value to the authority e.g. land, buildings, equipment, etc.

**Capital Receipts** Sums received from the sale of capital assets which are surplus to operational requirements.

**Capital Charges** The amounts charged to individual services for the use of capital assets. These must at least equal a charge for depreciation (the extent to which an asset has been worn out or used up during the year) plus a notional interest payment for the use of the asset.

**Collection Fund** A statutory fund maintained by a billing authority, used to record Council Tax and Non-Domestic Rates collected by the authority, along with payments to precepting authorities, and the authorities' own general fund.

**Contract Services** Costs under this heading cover the costs of works contracts and payments to other authorities for Joint Berkshire Authority Arrangements (includes Housing and Council Tax Support payments).

**Council Tax** A local charge set by the charging authority and the precepting authority in order to collect sufficient revenue to meet their demand on the Collection Fund. The Valuation Office assesses the properties in each district area and assigns each property to one of eight valuation bands (A to H). The tax is set on the basis of the number of Band D equivalent properties. Tax levels for dwellings in other bands are set relative to the Band D baseline. Discounts are applied for people on Council Tax Support.

**CT (Council Tax) Support Transition Grant** A grant provided by central government for one year to support the local authority in developing a council tax support scheme.

## GLOSSARY OF TERMS

**Council Tax Support Scheme** From 1st April 2013, this scheme replaced the Council Tax Benefit Scheme. The scheme provides a discount on your council tax if you are entitled to one. This will depend on your savings, income, the council tax you pay, and any other adults living with you.

**Directorate Support** These costs are support service costs charged from within the same Directorate.

**Debt** Amounts borrowed to finance capital expenditure, still to be repaid.

**Dedicated Schools Grant** - Ring-fenced Grant to fund Schools and pupil related services. It will result in a significant reduction in Formula Grant.

**Fees and Charges** Local authority charges for services including hire of sports facilities, provision of school meals, etc.

**General Fund** The fund within which most transactions of a local authority take place.

**Housing Benefit** An allowance to persons on low income to meet in whole or part their rent. Central Government refunds part of the cost of the benefit and of the running costs of the service.

**Individual Schools Budget** This is the money delegated to each school via the formula in the Scheme of Financial Management in Schools.

**Local Schools Budget** This refers to all the monies to provide services to schools and includes both the Individual Schools Budget and non-delegated services.

**National Non-Domestic Rates (NNDR) or Business Rates** Means by which local businesses contribute to the cost of local authority services. On 1 April 1990 the rating of non-domestic (mainly commercial and industrial) properties was substantially reformed.

**New Homes Bonus** The New Homes Bonus is an incentive that means that those local authorities which promote and welcome growth can share in the economic benefits, and build the communities in which people want to live and work. The Government provides additional funding or a 'bonus' for new homes by match funding the additional council tax raised for new homes and empty properties brought back into use, with an additional amount for affordable homes, for the following six years.

**Other Management Support** These costs are those charged by support staff from other Directorates. (See Directorate Support)

**Parish Equalisation Grant** An amount awarded to parish councils in compensation for a reduction in their tax base due to the council tax support scheme (see above).

**Police and Crime Commissioner for Thames Valley** (PCC for Thames Valley) costs are covered by Precept which is financed from local taxation raised by the billing authority (RBWM).

**Precept** Represents the amount required, from local taxation, to finance the expenditure of a local (e.g. Parish Council) or major (e.g. Police Authority) precepting authority.

**Reserves** These are amounts for general contingencies, to provide working balances, or to be earmarked for specific future expenditure.

**Revenue Expenditure** This is expenditure on recurring items including the running of services and capital financing.

## GLOSSARY OF TERMS

**RSG (Revenue Support Grant) and Business Rate Support** This is a non-specific grant paid by Central Government to aid general local government expenditure. Along with the income retained under the Business Rate Retention Scheme, forms a major part of the authorities funding.

**Royal Berkshire Fire and Rescue Authority (RBFRA)** RBFRA costs are covered by Precept which is financed from local taxation raised by the billing authority.

**Specific Grants** These are grants paid by various government departments for use on specific services.

**Tax Base** The Council Tax Base of an area is equal to the number of Band D equivalent properties. The amount of revenue which could be raised by Council Tax in an area is calculated allowing for discounts and exemptions but assuming that everyone pays.