

Revenue Budget 2020/21

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Royal Borough
of Windsor &
Maidenhead

Revenue Budget 2020/21

Forward by the Managing Director

Introduction

The budget for 2020/21 was [approved](#) by councillors at their meeting on 25th February 2020. Future spending plans are set against clear policy objectives, 'creating a borough of opportunity and innovation' of continuing to protect the most vulnerable in the community and investing in the future economic development and regeneration opportunities while increasingly ensuring that the council recognises its commitments with regard to climate resilience and its overall environmental impact.

We are committed to delivering high quality services that resident's value and securing best value in how we use our resources, partnering with public, private and voluntary sector partners to ensure that the borough is fit for the future.

The Maidenhead town centre regeneration programme is well underway with works progressing with our new sports facility due to open in the summer of 2020 at Braywick Park, continuing the largest and most exciting capital programme we have ever invested in.

Setting any budget inevitably comes with an element of risk. As in previous years the known risks and these are included in an appendix to the budget report along with an estimate of the reserves required to cover the liabilities related to the risks.

I am confident that as we move forward we are in a position where our residents receive the services they expect and support remains firmly at the forefront of all decision making for the council.

Duncan Sharkey
Managing Director

Revenue Budget 2020/21

Summaries & Statements

REVENUE BUDGET 2020/21 SUBJECTIVE REPORT

Controllable Subjective Analysis	Resources Directorate £000	Managing Directors Directorate £000	Adults,Health & Commissioning Directorate	Children's Directorate	Place Directorate	Non Service £000	Total £000
Employees							
Direct Employee Costs	9,619	1,464	3,544	13,305	7,272		35,204
Teachers Pay	0			22,022			22,022
Indirect Employee Costs	618	17	38	1,327	106		2,106
Notional Employee Costs	2,134	303	794	733	1,629		5,593
Premises							
Repairs & Maintenance	48	15	375	865	538		1,841
Other Energy	0	0	8	202	0		210
Gas	13	3	0	192	37		245
Electricity	49	3	590	211	267		1,120
Other Rent & Rates	113	1	1,334	92	451		1,991
Rates	221	32	1,257	662	525		2,697
Water	6	0	33	94	123		256
Other Premises	11	49	89	482	336		967
Supplies & Services							
Equipment, Furniture & Materials	51	129	644	606	95		1,525
Printing, Stationery & Office Expenses	180	274	17	823	84		1,378
Communications and Computing	1,669	81	354	492	203		2,799
Grants & Subscriptions	72	38	3	0	21		134
Other Supplies & Services	777	1,302	793	10,879	1,225		14,976
Transport	114	42	39	94	58		347
Contract Services	701	713	78,521	44,664	3,109		127,708
Housing Benefit Payment	28,170		0				28,170
Levies	0	0	0	0		162	162
Capital Financing	962	3	7,847	2,327	2,492	6,010	19,641
Corporate Initiatives	0	0	0	0	0		0
Support from other Directorates	-2,721	144	1,431	17	1,129		0
Gross Expenditure	<u>42,807</u>	<u>4,613</u>	<u>97,711</u>	<u>100,089</u>	<u>19,700</u>	<u>6,172</u>	<u>271,092</u>
Income							
Government Grants	-626	0	-6,759	-71,621	-1,500		-80,506
Housing Benefit Income	-27,196						-27,196
Other Grants & Contributions	-1,604	-834	-11,625	-1,804	-1,108		-16,975
Fees & Charges	-3,182	-289	-19,905	0	-2,951		-26,327
Sales	-231	-4	0	-382	-64		-681
Rent	-14	0	-18	-18	-7,548		-7,598
Interest	0	0	0	0	-9		-9
Contributions from other funds/balances	1,182	0	-1,026	0	0	-2,218	-2,062
Capital Accounting Adjustment/FRS17	0	0	0	0	-74	-14,987	-15,061
Gross Income	<u>-31,671</u>	<u>-1,127</u>	<u>-39,333</u>	<u>-73,825</u>	<u>-13,254</u>	<u>-17,205</u>	<u>-176,415</u>
Net Expenditure	<u>11,136</u>	<u>3,486</u>	<u>58,378</u>	<u>26,264</u>	<u>6,446</u>	<u>-11,033</u>	<u>94,677</u>

REVENUE BUDGET MOVEMENT 2019/20 to 2020/21

Item	2019/20 Original Budget	Inflation	Full Year Effects (FYE)	Virements	Grants Adjustment	Growth & Pressures	Sub Total	Directorate Savings	2020/21 Original Budget
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000
Managing Director	2,754	1	0	337		61	3,153	(114)	3,039
Childrens	21,980	157	(189)	(6)	0	2,672	24,614	(1,429)	23,185
Adult, Health & Commissioning	46,411	189	(446)	1,058	0	3,465	50,677	(2,365)	48,312
Resources	7,860	(33)	(114)	(227)		3,986	11,472	(708)	10,764
Place	2,150	(62)	(419)	(1,162)		1,509	2,016	(810)	1,206
Estimated cost of service pay inflation	300		(300)				0		0
Total Service budgets	81,455	252	(1,468)	0	0	11,693	91,932	(5,426)	86,506
Environment agency	159	3					162		162
Capital financing and interest	4,778		1,232				6,010		6,010
Pensions deficit recovery	4,017	200					4,217		4,217
Contributions from balances	3,458		(5,676)				(2,218)		(2,218)
							0		
Net Requirement	93,867	455	(5,912)	0	0	11,693	100,103	(5,426)	94,677
Special expenses	(1,094)		(123)				(1,217)		(1,217)
Gross Council Tax Requirement	92,773	455	(6,035)	0	0	11,693	98,886	(5,426)	93,460
Collection Fund - Council Tax (surplus)/ deficit	454		(341)				113		113
Collection Fund - Business Rates (surplus)/ deficit	(3,545)		3,545				0		0
New Homes Bonus	(2,089)				(13)		(2,102)		(2,102)
Business Rate Support	(16,312)				997		(15,315)		(15,315)
Income from Business Rate pilot	0						0		0
Other unringfenced grant	0				(1,687)		(1,687)		(1,687)
Education Services Grant	(315)						(315)		(315)
Income from trading companies	(210)						(210)		(210)
Parish equalisation grant	63				1		64		64
Net Requirement	70,819	455	(2,831)	0	(702)	11,693	79,434	(5,426)	74,008

TAX BASE	68,353	68,691
Council Tax at band D	£961.33	£981.95
Adult Social Care precept	£74.74	£95.46

SUMMARY MTFP 2020-21 TO 2024-25

Headline	2020/21	2021/22	2022/23	2023/24	2024/25
RPI at Sept of year prior to budget year	2.40%	2.40%	2.40%	2.40%	2.40%
CPI	1.70%	1.70%	1.70%	1.70%	1.70%
Average contract inflation	1.43%	1.91%	2.13%	2.13%	2.13%
Total Band D Council Tax %	3.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Band D (£.p)	981.95	1,003.39	1,025.26	1,047.56	1,070.34
ASC Precept Band D (£.p)	95.46	95.46	95.46	95.46	95.46
Total Band D Council Tax (£.p)	1,077.41	1,098.85	1,120.72	1,143.02	1,165.80

Detail						
Line	Description	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
<i>Managing Director</i>						
1	Base Budget	73,007	74,609	75,027	77,686	80,540
2	Inflation	888	1,436	1,692	1,954	2,216
3	Service Pressure - Adults	2,539	750	750	750	750
4	Service Pressure - Childrens	2,672	150	150	150	150
5	Service Pressure - Other	1,222	100	-	-	-
6	FYE/Rev Effects previous year decisions	(1,313)	-	-	-	-
7	Effect of Grants adjustments	-	-	-	-	-
8	Use of Better Care Funding(Winter Pressures 19/20)	-	-	-	-	-
9	Social care 19/20 grant	-	-	-	-	-
10	Directorate Savings	(4,040)	(2,017)	67	-	-
11	Inter-directorate transfers	(366)	-	-	-	-
12	Managing Director Total	74,609	75,027	77,686	80,540	83,656
<i>Communities</i>						
13	Base Budget revised following restructure	5,448	6,559	6,575	6,593	6,610
14	Inflation	17	18	18	17	16
15	Service Pressure	1,643	100	-	-	-
16	FYE/Rev Effects previous year decisions	(90)	16	-	-	-
17	Effect of Grants adjustments	-	-	-	-	-
18	Directorate Savings	(1,011)	(118)	-	-	-
19	Inter-directorate transfers	551	-	-	-	-
20	Communities Total	6,559	6,575	6,593	6,610	6,626
<i>Place</i>						
21	Base Budget revised following restructure	2,701	2,546	2,912	3,106	3,453
22	Inflation	(87)	41	194	347	500
23	Service Pressure	736	-	-	-	-
24	FYE/Rev Effects previous year decisions	(244)	225	-	-	-
25	Effect of Grants adjustments	-	-	-	-	-
26	Directorate Savings	(375)	100	-	-	-
27	Inter-directorate transfers	(185)	-	-	-	-
28	Place Total	2,546	2,912	3,106	3,453	3,953
<i>General</i>						
29	General pressures and savings b/f	300	2,793	188	(1,366)	(4,973)
30	Pay reward / award	-	1,150	1,150	1,150	1,150
31	Reallocation of prior year's pay reward / award	(300)	-	-	-	-
32	Other pressures including Contingency	1,700	750	-	-	-
33	Demographic Growth	1,181	-	-	-	-
34	Insurance budget to be allocated to services	(88)	(100)	-	-	-
35	Surplus or (savings) required	(0)	(4,405)	(2,703)	(4,758)	(3,572)
36	Total Service Expenditure	86,506	84,702	86,019	85,630	86,840

SUMMARY MTFP 2020-21 TO 2024-25

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RPI at Sept of year prior to budget year	2.40%	2.40%	2.40%	2.40%	2.40%
CPI	1.70%	1.70%	1.70%	1.70%	1.70%
Average contract inflation	1.43%	1.91%	2.13%	2.13%	2.13%
Total Band D Council Tax %	3.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Band D (£.p)	981.95	1,003.39	1,025.26	1,047.56	1,070.34
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Detail						
Line	Description	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
37	Non Service Costs					
38	Debt Finance cost	6,010	6,224	6,030	7,339	7,325
39	Interest on Balances	-	-	-	-	-
40	Revenue Contributions to / (from) Capital	0	0	0	0	0
41	Environment Agency Levy	162	165	168	171	174
42	Pensions deficit recovery	4,217	4,217	4,217	4,517	4,817
43	(From) / to reserves	(2,218)	-	-	-	-
44	Total Non Service Costs	8,172	10,606	10,415	12,027	12,316
45	TOTAL BUDGET COST	94,678	95,308	96,434	97,657	99,156
	Support					
46	Business Rate Support	(15,315)	(15,004)	(14,296)	(13,588)	(12,879)
47	Income from NNDR Pilot	-	-	-	-	-
48	Revenue Support Grant	-	-	-	-	-
49	Parish equalisation grant	64	64	64	64	64
50	Transition grant	-	-	-	-	-
51	Education Services Grant	(315)	(315)	(315)	(315)	(315)
52	Other unringfenced Grant	(1,687)	(1,687)	(1,687)	(1,687)	(1,687)
53	New Homes Bonus	(2,102)	(284)	(220)	-	-
54	Income from trading companies	(210)	(210)	(210)	(210)	(210)
55	Collection Fund - Council Tax (Surplus) / Deficit	113	(800)	(400)	(400)	(400)
56	Collection Fund - Business Rates (Surplus) / Deficit	1,767	200			
57	Business rates deficit provision	(1,767)				
57	Less Special expenses	(1,217)	(1,241)	(1,266)	(1,291)	(1,317)
58	Sub Total Support	(20,669)	(19,278)	(18,330)	(17,427)	(16,745)
59	NET BUDGET REQUIREMENT	74,008	76,031	78,104	80,230	82,411
60	Council Tax Base (Band D)	68,691	69,191	69,691	70,191	70,691
61	RBWM Council Tax Band D (£.p)	981.95	1,003.39	1,025.26	1,047.56	1,070.34
62	ASC Precept Band D (£.p)	95.46	95.46	95.46	95.46	95.46
63	Total Band D Council Tax (£.p)	1,077.41	1,098.85	1,120.72	1,143.02	1,165.80

REVENUE BUDGET 2020/21			
DIRECT COST SUMMARY	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
Managing Director			
Managing Director	368	310	351
Governance	2,549	2,444	2,688
Total Managing Directors Directorate	2,917	2,754	3,039
Children's Services			
Director of Children's Services	406	(79)	(79)
Children's Services - Achieving for Children Contract	24,328	24,526	25,799
Children's Services - Retained	(2,479)	(2,467)	(2,535)
Dedicated Schools Grant - Achieving for Children Contract	11,583	11,139	11,135
Dedicated Schools Grant - Retained	51,174	53,293	55,175
Dedicated Schools Grant - Income	(62,758)	(64,432)	(66,310)
Total Children's Services Directorate	22,254	21,980	23,185
Adults, Health and Commissioning			
Director of Adults, Health & Commissioning	146	90	162
Commissioning	3,270	1,842	1,776
Commissioning - Infrastructure	8,486	8,769	9,041
Adult Social Care - Optalis Contract	29,490	29,199	30,921
Adult Social Care - Spend	15,966	16,335	17,111
Adult Social Care - Income	(12,033)	(11,725)	(12,634)
Better Care Fund - Spend	12,103	12,728	13,288
Public Health - Spend	4,782	4,658	4,657
Grant & BCF Income	(15,653)	(16,153)	(16,713)
Transformation & Systems	292	301	290
Communications & Marketing	508	367	413
Total Adults, Health & Commissioning Directorate	47,357	46,411	48,312
Resources			
Executive Director of Resources	193	141	210
Revenues, Benefits, Library & Resident Services	4,313	4,104	3,734
Housing Benefit Subsidy	96	(170)	90
Human Resources, Corporate Projects & ICT	3,093	2,644	2,926
Corporate Management & Contingency	142	163	2,805
Finance	974	978	999
Total Resources Directorate	8,811	7,860	10,764
Place			
Executive Director of Place	280	365	245
Housing	2,303	2,037	2,357
Planning Service	1,094	1,302	1,090
Communities	1,005	750	(225)
Infrastructure, Sustainability & Transport	(2,921)	(2,524)	(2,733)
Property Service	416	220	472
Total Place Directorate	2,177	2,150	1,206
TOTAL EXPENDITURE	83,516	81,155	86,506

REVENUE BUDGET 2020/21			
DIRECT COST SUMMARY	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
Contribution to/ (from) Earmarked Reserve	5	3,458	(2,218)
Increase / (decrease) in provision for redundancy costs	(177)		
Income Resulting from VAT claim	(31)		
Royal Wedding	130		
Increase to provision for bad debt	178		
Variance on Business Rate Income	(4,926)		
Apprentice Levy			0
Estimated cost of pay inflation	(6)	300	
Pensions deficit recovery	3,176	4,017	4,217
Levies-			
Environment Agency	156	159	162
Capital Financing inc Interest Receipts	<u>5,373</u>	<u>4,778</u>	<u>6,010</u>
NET REQUIREMENTS	87,394	93,867	94,677
Less - Special Expenses	(1,047)	(1,094)	(1,217)
Transfer (from)/ to balances	<u>(1,003)</u>		
GROSS COUNCIL TAX REQUIREMENT	<u>85,344</u>	<u>92,773</u>	<u>93,460</u>
New Homes Bonus	(2,691)	(2,089)	(2,102)
Business Rate Support	(14,095)	(16,312)	(15,315)
Other unringfenced Grant			(1,687)
Estimated income from business rate pilot	(1,272)		
Education services grant	(315)	(315)	(315)
Transition grant			
Income from trading companies	(160)	(210)	(210)
Parish equalisation grant	63	63	64
Collection Fund (Surplus) / Deficit (Business Rates)	2,943	(3,545)	
Collection Fund (Surplus) / Deficit (Council Tax)	<u>(1,647)</u>	<u>454</u>	<u>113</u>
	<u>(17,174)</u>	<u>(21,954)</u>	<u>(19,452)</u>
NET COUNCIL TAX REQUIREMENT	68,170	70,819	74,008
<i>Council Tax Information:</i>			
Tax Base (Band D equivalent)	67,618	68,353	68,691
RBWM Tax levy (on Band D property)	£ 933.42	£ 961.33	£ 981.95
Adult Social Care precept (on Band D property)	£ 74.74	£ 74.74	£ 95.46
<i>General Fund Balances:</i>			
Working Balance	8,925	7,033	8,739
Transfer to/ (from) General Fund	<u>(1,003)</u>	<u>3,458</u>	<u>(2,218)</u>
	<u><u>7,922</u></u>	<u><u>10,491</u></u>	<u><u>6,521</u></u>

Revenue Budget 2020/21

Managing Directors Directorate

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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MANAGING DIRECTOR	£000	£000	£000
Expenditure	381	323	364
Income	(13)	(13)	(13)
Net	<u>368</u>	<u>310</u>	<u>351</u>

Services provided:

Provision of strategic management and leadership functions carried out by the Managing Director and the Deputy Director for strategy, commissioning and performance

Staff (full time equivalent):

2.00

Service Risks:

Performance Indicators:

TOTAL MANAGING DIRECTOR	<u>368</u>	<u>310</u>	<u>351</u>
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GOVERNANCE

Democratic Representation

	£000	£000	£000
Expenditure	100	100	0
Income	0	0	0
Net	<u>100</u>	<u>100</u>	<u>0</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Information Governance	£000	£000	£000
Expenditure	1,448	812	1,457
Income	<u>(647)</u>	<u>(31)</u>	<u>(676)</u>
Net	<u>801</u>	<u>781</u>	<u>781</u>

Services provided:

The Information Management team ensures compliance with various government guidance and legislation, including Environmental Regulations information, the Freedom of Information and Data Protection Acts. The team processes all Land Charges requests submitted to the Council. It acts as the link to the Information Commissioner's Office (ICO). It also maintains and ensures reviews of records related to vexatious complaints.

Staff (full time equivalent):

5.00

Service Risks:

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

Performance Indicators:

Land Charges	£000	£000	£000
Expenditure	0	16	16
Income	<u>(301)</u>	<u>(296)</u>	<u>(253)</u>
Net	<u>(301)</u>	<u>(280)</u>	<u>(237)</u>

Services provided:

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

Staff (full time equivalent):

Service Risks:

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

Performance Indicators:

Magistrates Courts	£000	£000	£000
Expenditure	9	13	13
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>9</u>	<u>13</u>	<u>13</u>

Services provided:

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

Staff (full time equivalent):

Service Risks:

Performance Indicators:

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Member Services	£000	£000	£000
Expenditure	1,118	965	943
Income	(1)	0	0
Net	1,117	965	943

Services provided:

Effective and efficient running of Council's Democratic processes and development and delivery of the service in line with statutory requirements, national standards and local and national targets;
 Management and oversight of Members' allowances and expenses;
 Members' training and development programme and management of independent Education Admission / Exclusion Appeals process.

Staff (full time equivalent):

5.81

Service Risks:

-

Performance Indicators:

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

Electoral Services	£000	£000	£000
Expenditure	326	323	302
Income	(29)	(4)	(4)
Net	297	319	298

Services provided:

This budget provides for Electoral Services, primarily the monthly maintenance of the Register of Electors and the annual canvass in October / November and the administration of national and local elections and referendums and all related grants, which fund elections. It also covers expenses incurred for the administration of polling district reviews and community governance reviews.

Staff (full time equivalent):

4.00

Service Risks:

-

Performance Indicators:

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

Facilities Management	£000	£000	£000
Expenditure	552	526	537
Income	(51)	(25)	(33)
Net	501	501	504

Services provided:

Covers facilities management, post room and printing (internal) unit.

Staff (full time equivalent):

11.60

Service Risks:

MANAGING DIRECTOR DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Performance Indicators:

Civic Events & Mayors Office

	£000	£000	£000
Expenditure	252	245	247
Income	(1)	0	0
Net	<u>251</u>	<u>245</u>	<u>247</u>

Services provided:

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

Staff (full time equivalent):

3.41

Service Risks:

-

Performance Indicators:

Successful delivery of all civic ceremonial and mayoral activities.

Digital Printing & Copying

	£000	£000	£000
Expenditure	396	444	287
Income	(622)	(644)	(148)
Net	<u>(226)</u>	<u>(200)</u>	<u>139</u>

Services provided:

This service delivers integrated end-to-end print management solutions from office through to centralised print to support future online digital communication strategies.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

TOTAL GOVERNANCE	<u>2,549</u>	<u>2,444</u>	<u>2,688</u>
TOTAL DIRECTLY MANAGED COSTS	<u>2,917</u>	<u>2,754</u>	<u>3,039</u>

Revenue Budget 2020/21

Childrens Directorate

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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DIRECTOR OF CHILDREN'S SERVICES

	£000	£000	£000
Expenditure	761	0	0
Income	(355)	(79)	(79)
Net	<u>406</u>	<u>(79)</u>	<u>(79)</u>

Services provided:

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

CHILDREN'S SERVICES - ACHIEVING FOR CHILDREN CONTRACT

	£000	£000	£000
Expenditure	24,338	24,526	25,799
Income	(10)	0	0
Net	<u>24,328</u>	<u>24,526</u>	<u>25,799</u>

Services provided:

LA funded services provided through the Achieving for Children Contract including Children's Services Public Health, Social Care and Early Help, Operational Strategic Management, Education Services, Special Educational Needs and children with disabilities.

Staff (full time equivalent):

274.50

Service Risks:

Increasing demand for children requiring protection and support.
 Reduced recruitment to permanent social worker positions and over reliance on agency staff for statutory posts.
 Failure to meet statutory and regulatory requirements in relation to services for children in care.
 Failure to deliver care plans in an effective manner resulting in delay for children achieving permanent placements.
 Failure to recruit, assess and approve sufficient foster families would result in children being placed further away than necessary thereby causing disruption of relationships with family and friends, education and social activities.
 Single Point of Access - maintaining the effective implementation of the Multi Agency Safeguarding Hub with partners and keeping the timeliness of assessments high.
 Intensive Family Support – Managing the prioritisation of those families most in need.
 Health and Family Support Centres – Effective operation of the children's centres does not meet the needs of the most vulnerable groups identified.
 Youth Services - increased focus on targeted support means some young people do not get the right early help.
 Youth Justice - revised statistical neighbour group raises unrealistic expectations for local performance.
 Poor achievement for disadvantaged pupils continues to limit life chances for children and young people.
 Insufficient mainstream schools are able to meet the needs of local young people with additional needs.

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Unmet needs may lead to an increase in placement costs for alternative provision.
 Failure to respond to critical incidents in schools or while away on school trips.
 Planning does not ensure that sufficient school places can be provided for the numbers of pupils needing a place.
 The Home to School transport policy is not sufficiently robust and therefore costs escalate, especially in relation to additional needs pupils and those with a disability.
 Capital schemes are not delivered in a timely manner and value for money is not achieved; buildings and sites become unsafe; there are insufficient classrooms for the numbers of pupils in the borough.
 Poor achievement across all key stages and poor outcomes and life chances for children and young people.
 More children and young people seeking support with mental health and wellbeing, up to and including those requiring specialist services within Child and Adolescent Mental Health Service.
 More children missing educating due to inability of schools to meet their needs.
 Children and Families Act 2014 adding more pressure to the Special Educational Needs and Disability environment with more requests for plans, increased parental expectation and insufficient high needs funding.

Performance Indicators:

Rate of Child Protection and Children in Care across the population.
 Timeliness of placement following adoption.
 Care leavers Not in Education, Employment or Training suitable accommodation.
 Delivery against Public Law Outline target.
 Emotional health of children in care.
 Stability of placements for children in care.
 Number and length of placements.
 Education attainment children in care.
 Budget forecast and savings delivery.
 Intensive Family Support - Number of families worked and payment by result claims.
 Children's Health and Family Support Centres – Reach, Attendances and level of one to one targeted work.
 Young people's participation in youth activities, achievement of accredited outcomes.
 Number and length of time of young people who are Not in Education, Employment or Training participation of 17 year olds and care leavers in education and training.
 Number of first time entrants to the Youth Justice System, number of young people sentenced to custody, young people engaged with the Youth Offending Team are in suitable employment training and education, all young people are in suitable accommodation, reduction in reoffending by young people.
 Proportion of schools judged to be Good or Outstanding by the Office for Standards in Education, Children's Services and Skills (Ofsted).

Levels of attainment of disadvantaged pupils at each key stage.
 Raising the level of attainment at post 16 for our young people.
 Number of students accessing alternative provision. Forecasting processes predict the number of places required.
 Statutory deadlines are met and processes followed for school admissions.
 Pupils who request transport to school are fairly assessed for eligibility.
 Schools are large enough to accommodate the appropriate number of pupils and capital budgets are spent effectively.
 Closing the gap between 'pupil premium' young people and their peers and pupils with additional needs and non additional needs pupils.
 Statutory assessment timelines for Special Educational Needs and Disability and improved customer satisfaction with the process.
 Number of pupils persistently absent from school and the level of permanent exclusions.
 Increased number of staff and pupils in schools with awareness of mental health issues.

TOTAL CHILDREN'S SERVICES - ACHIEVING FOR CHILDREN CONTRACT	24,328	24,526	25,799
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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CHILDREN'S SERVICES - RETAINED

Children's Services Public Health

	£000	£000	£000
Expenditure	3	0	0
Income	<u>(1,606)</u>	<u>(1,569)</u>	<u>(1,570)</u>
Net	<u>(1,603)</u>	<u>(1,569)</u>	<u>(1,570)</u>

Services provided:

Receipt of Public Health Grant; expenditure for 2020/21 within Achieving for Children Contract.

Staff (full time equivalent):

0.00

Service Risks:

Risks within Achieving for Children Contract.

Performance Indicators:

Performance Indicators Achieving for Children Contract.

Social Care and Early Help

	£000	£000	£000
Expenditure	1,874	309	387
Income	<u>(2,643)</u>	<u>(1,136)</u>	<u>(1,304)</u>
Net	<u>(769)</u>	<u>(827)</u>	<u>(917)</u>

Services provided:

Adopt Thames Valley is the shared adoption service. It deals with the recruitment, training and assessment of adopters and family finding and matching of children who need adoption. The Berkshire Adoption Advisory Service is a Joint arrangement funded by 6 Berkshire Authorities offering advice and guidance to staff, management and servicing of joint adoption panels, management and support for post adoption direct and indirect contact, training, management and servicing of closed children in care records and adoption records and a Birth Relative Support Service. Youth Counselling Service offer counselling for all children and young people who may be experiencing any difficulties. The service also offers counselling services to all local middle and secondary schools in RBWM including academies. All services have some income generation.

Staff (full time equivalent):

1.00

Service Risks:

Failure to provide this service could result in delay for children waiting for adoption, delay in approving adopters and failure to meet statutory and regulatory requirements. Failure to manage adoption panel effectively and increase number of panels in line with increasing business could result in delay for children waiting to be matched with adopters. Poor achievement across all key stages and poor outcomes and life chances for children and young people. Unmet needs may lead to an increase in expensive placements and higher costs. More children and young people unwell and requiring specialist services within social care and Child and Adolescent Mental Health Services. Failure to respond to critical incidents in schools. More children missing educating leading to a higher risk of Child Sexual Exploitation.

Performance Indicators:

Adoption Scorecard i.e. placement of children within 4 months of decision, approval of adopters within 4 months of application. National Minimum Standards i.e. At least one adoption panel monthly. Timeliness of adoptive placements and approval of adopters within timescales. Reduced number referred to Child and Adolescent Mental Health Service. Increased number of staff and pupils in schools with awareness of mental health issues.

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Education Services	£000	£000	£000
Expenditure	754	359	382
Income	<u>(824)</u>	<u>(421)</u>	<u>(421)</u>
Net	<u>(70)</u>	<u>(62)</u>	<u>(39)</u>

Services provided:

Ongoing payments for historical redundancy and premature retirement costs, enhanced pensions and pensions to former staff, and other miscellaneous budgets.

Staff (full time equivalent):

0.00

Service Risks:

N/A

Performance Indicators:

N/A

Special Educational Needs & Children with disabilities

	£000	£000	£000
Expenditure	(25)	0	0
Income	<u>(12)</u>	<u>(9)</u>	<u>(9)</u>
Net	<u>(37)</u>	<u>(9)</u>	<u>(9)</u>

Services provided:

Services provided within Achieving for Children Contract.

Staff (full time equivalent):

0.00

Service Risks:

N/A

Performance Indicators:

N/A

TOTAL CHILDREN'S SERVICES - RETAINED	<u>(2,479)</u>	<u>(2,467)</u>	<u>(2,535)</u>
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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DEDICATED SCHOOLS GRANT - ACHIEVING FOR CHILDREN CONTRACT

	£000	£000	£000
Expenditure	11,583	11,139	11,135
Income	0	0	0
Net	<u>11,583</u>	<u>11,139</u>	<u>11,135</u>

Services provided:

Dedicated Schools Grant funded services provided through the Achieving for Children Contract including 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.

Staff (full time equivalent):

25.00

Service Risks:

Increased cost and volume of Special Educational Needs placements.
Growth in scale of 19-25 cohort still able to access education.
Financial impact of decisions of the Special Educational Needs and Disability Tribunal.
Continued increase in the level of parental expectation.
Ongoing requirement for a Written Statement of Action with the East Berks Clinical Commissioning Group adds further pressure to Special Educational Needs and Disability.

Performance Indicators:

Attainment of Special Educational Needs pupils compared with non-Special Educational Needs pupils.
Numbers of pupils with high needs statements.

TOTAL DEDICATED SCHOOLS GRANT - ACHIEVING FOR CHILDREN CONTRACT	<u>11,583</u>	<u>11,139</u>	<u>11,135</u>
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CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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DEDICATED SCHOOLS GRANT - RETAINED

Primary, Secondary & Special Schools

	£000	£000	£000
Expenditure	49,894	38,605	39,231
Income	<u>(13,029)</u>	<u>(1,520)</u>	<u>(1,631)</u>
Net	<u>36,865</u>	<u>37,085</u>	<u>37,600</u>

Services provided:

Delegated budgets to RBWM's maintained schools determined by RBWM's funding formula for pupils aged 4-16 after deducting funding for behaviour support, contingencies and other services which schools have chosen to 'de-delegate' and be managed centrally. Funding for nursery aged children (see below under Early Years Provision) and academies' budgets are not included.

Staff (full time equivalent):

School based staff employed direct by schools

Service Risks:

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

Performance Indicators:

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

Nursery Schools and Classes

	£000	£000	£000
Expenditure	1,767	2,551	2,216
Income	<u>(538)</u>	<u>0</u>	<u>0</u>
Net	<u>1,229</u>	<u>2,551</u>	<u>2,216</u>

Services provided:

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 of 15 hours per week per child in RBWM's nursery schools and nursery classes. Since September 2017 the free entitlement for working parents increased from 15 to 30 hours per week, per child and a new funding rate was introduced. Both of these changes account for the increase in funding since 2017/18. The budget allocation for 2020/21 reflects updated volumes of demand for provision.

Staff (full time equivalent):

Nursery school based staff employed direct by schools

Service Risks:

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

Performance Indicators:

Ofsted inspection reports.
Achievement of children across the Early Years Foundation Stage.
Proportion of two, three and four year olds accessing the free entitlement.

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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High Needs, Specialist School Support and Alternative Provision

	£000	£000	£000
Expenditure	7,035	6,905	8,280
Income	(1,992)	(1,880)	(2,105)
Net	5,043	5,025	6,175

Services provided:

Top-up funding for all RBWM pre and post 16 pupils with high special educational needs in all settings including maintained and academy mainstream schools, resource units, maintained, non-maintained and independent special schools, and Further Education Colleges, as well as top-up funding for RBWM pupils with high needs in other Local Authorities.

Staff (full time equivalent):

0.00

Service Risks:

Fluctuations in the cost of Special Educational Needs placements and demand for placements.
Financial impact of decisions of the Special Educational Needs and Disability Tribunal
Insufficient space in the commissioned provision as a result of less young people being accommodated in existing mainstream schools.

Performance Indicators:

Attainment of Special Educational Needs pupils compared with non-Special Educational Needs pupils.
Numbers of pupils with high needs statements.

Private, voluntary & independent Nursery Providers and central expenditure on the under 5's

	£000	£000	£000
Expenditure	6,859	6,883	7,320
Income	2	0	0
Net	6,861	6,883	7,320

Services provided:

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

Staff (full time equivalent):

Employees employed direct through provider organisations

Service Risks:

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

Performance Indicators:

Ofsted inspection reports.
Achievement of children across the Early Years Foundation Stage.
Proportion of two, three and four year olds accessing the free entitlement.

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Pupil Growth & Other Central Provision	£000	£000	£000
Expenditure	1,583	2,154	2,267
Income	<u>(407)</u>	<u>(405)</u>	<u>(403)</u>
Net	<u>1,176</u>	<u>1,749</u>	<u>1,864</u>

Services provided:

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

Staff (full time equivalent):

5.00

Service Risks:

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

Performance Indicators:

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

TOTAL DEDICATED SCHOOLS GRANT - RETAINED	51,174	53,293	55,175
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DEDICATED SCHOOLS GRANT - INCOME

Dedicated Schools Grant - Income	£000	£000	£000
Expenditure	295	0	0
Income	<u>(63,053)</u>	<u>(64,432)</u>	<u>(66,310)</u>
Net	<u>(62,758)</u>	<u>(64,432)</u>	<u>(66,310)</u>

Services provided:

Expenditure summarised above is mainly funded by Dedicated Schools Grant with separate unringfenced allocations for schools, early years and high needs. The Schools block allocation is determined by the October 2017 pupil census, Early Years block funding will be initially determined by the January 2017 Early Years census and updated by January 2018 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.

Staff (full time equivalent):

0.00

Service Risks:

Finalised Dedicated Schools Grant may be less than budgeted due to variation between actual and estimated pupil numbers.
Under-/overspends against Dedicated Schools Grant may be carried forward into the following year's budget.

Performance Indicators:

Ofsted inspection reports

CHILDREN'S SERVICES DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
TOTAL DEDICATED SCHOOLS GRANT - INCOME	(62,758)	(64,432)	(66,310)
TOTAL DIRECTLY MANAGED COSTS	22,254	21,980	23,185

Revenue Budget 2020/21

Adult, Health & Commissioning
Directorate

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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DIRECTOR OF ADULTS, HEALTH & COMMISSIONING

Director of Adults, Health & Commissioning	£000	£000	£000
Expenditure	222	115	187
Income	(76)	(25)	(25)
Net	146	90	162

Services provided:

Through the statutory role of Director of Adult Social Services, professional leadership and operational delivery of adult social services, including for people when they are most disadvantaged and vulnerable, and their families and carers.
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.
Lead for commissioning of people and place related services for the Royal Borough.

Staff (full time equivalent):

1 FTE

Service Risks:

The safety and wellbeing of people needing care and support in relation to the quality of services, quality failure and safeguarding people at home and in the community
Market and provider failure
Financial failure
Legal challenge
The rise in need and the complexity of need, together with increasing expectations and rights in law, alongside reducing resources.

Performance Indicators:

Delivery partners' contractual indicators, including Achieving for Children, Optalis, VolkerHighways, Project Centre, Serco and NSL.
Adult safeguarding outcomes

COMMISSIONING

Procurement Strategic	£000	£000	£000
Expenditure	197	153	152
Income	(3)	(3)	(3)
Net	194	150	149

Services provided:

To oversee the Council's procurement activity, providing a quality change, commercial and compliance support function to the Council.

Staff (full time equivalent):

3.61

Service Risks:

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

Performance Indicators:

Key metrics include savings and spend under contract.

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Statutory Partnerships

	£000	£000	£000
Expenditure	98	141	140
Income	19	(24)	(24)
Net	117	117	116

Services provided:

Business management support of the Local Safeguarding Children Board and Safeguarding Adults Board.
Overall management of serious case and partnership reviews. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

2.00

Service Risks:

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

Performance Indicators:

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

Commissioning & Support

	£000	£000	£000
Expenditure	2,563	1,752	1,718
Income	(957)	(1,492)	(1,492)
Net	1,606	260	226

Services provided:

Strategic commissioning of a comprehensive range of services across Adult, Children and Health Services that meets the health and wellbeing of the residents.

Staff (full time equivalent):

13.19

Service Risks:

Cost pressures due to provider fee increases. Demographic changes.
Demographic changes.

Performance Indicators:

Commissioning plans delivered to timescale and in line with required outcomes for the residents.
Delivery on budget.

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Concessionary Fares	£000	£000	£000
Expenditure	1,391	1,376	1,343
Income	<u>(38)</u>	<u>(61)</u>	<u>(58)</u>
Net	<u>1,353</u>	<u>1,315</u>	<u>1,285</u>

Services provided:

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

Staff (full time equivalent):

Service Risks:

Increase in demand for concessionary travel.

Performance Indicators:

Contracts deliver to specification.

TOTAL COMMISSIONING	<u>3,270</u>	<u>1,842</u>	<u>1,776</u>
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COMMISSIONING - INFRASTRUCTURE

Highways & Transport Unit	£000	£000	£000
Expenditure	1,623	1,470	1,464
Income	<u>(146)</u>	<u>(86)</u>	<u>(86)</u>
Net	<u>1,477</u>	<u>1,384</u>	<u>1,378</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. Budget changes reflect the outsource of much of the service to Volker Highways and Project Centre.

Staff (full time equivalent):

21.86

Service Risks:

Adverse weather (snow and ice / flooding): Increasing liability due to ageing assets;
Achievement of performance targets

Performance Indicators:

- * Road Condition
- * Delivery of Capital Programme
- * Road Safety - Casualty targets
- * Satisfaction with public transport
- * Accessibility of public rights of way
- * Achievement of balanced budget (Minimum)
- * Reduction in working days lost per FTE
- * Car Park Usage
- * Increase in walking and cycling activity

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Transport & Access	£000	£000	£000
Expenditure	898	868	856
Income	<u>(153)</u>	<u>(76)</u>	<u>(76)</u>
Net	<u>745</u>	<u>792</u>	<u>780</u>

Services provided:

This service is responsible for the provision of an integrated transport service (including local bus services and community transport) and offering a focal point for accessibility.

Staff (full time equivalent):

0.00

Service Risks:

Safe transportation of young people; financial implications of reduction in commercial local bus services

Performance Indicators:

Public satisfaction with public transport
Usage of local bus services

Highway Assets	£000	£000	£000
Expenditure	832	715	1,986
Income	<u>(90)</u>	<u>(19)</u>	<u>(19)</u>
Net	<u>742</u>	<u>696</u>	<u>1,967</u>

Services provided:

This service is responsible for management, improvement, investment and safety of the highway network, including 666km of roads and 300 bridges / highway structures, Street Lighting and roadside verges. Following restructure part of these services are delivered under the highways maintenance (Volker) contract.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Road condition indicators
Delivery of highway projects

Transport Policy/Planning	£000	£000	£000
Expenditure	13	28	46
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>13</u>	<u>28</u>	<u>46</u>

Services provided:

This service offers a strategic and policy lead on transportation, including development and monitoring of key documents including the Local Transport Plan.

Staff (full time equivalent):

0.00

Service Risks:

Levels of financial investment; alignment of transport policy with local and regional development policy

Performance Indicators:

Levels of walking and cycling activity

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Traffic & Road Safety	£000	£000	£000
Expenditure	53	172	92
Income	<u>(8)</u>	<u>0</u>	<u>0</u>
Net	<u>45</u>	<u>172</u>	<u>92</u>

Services provided:

This service offers a lead on traffic and road safety seeking to reduce accident casualties; developing and delivering schemes.

The team provide a co-ordinating and management role for temporary traffic orders and events on the highway. Especially around traffic signals.

Additionally, the team provide specialist highways development control advice as part of the formal planning process.

Staff (full time equivalent):

0.00

Service Risks:

Levels of financial investment; achievement of customer requests

Performance Indicators:

Reduction in road accident casualties

Highways Streetworks	£000	£000	£000
Expenditure	49	10	10
Income	<u>(719)</u>	<u>(724)</u>	<u>(721)</u>
Net	<u>(670)</u>	<u>(714)</u>	<u>(711)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Income based on compliance levels from public utilities, level of utility works and ability of utility companies to finish works on scheduled end date

Performance Indicators:

Pool Vehicle Recharges	£000	£000	£000
Expenditure	9	0	25
Income	<u>(9)</u>	<u>0</u>	<u>0</u>
Net	<u>0</u>	<u>0</u>	<u>25</u>

Services provided:

Following restructure this service has been created to enable cost effective management of the council's fleet of pool car vehicles costs. Since costs are recharged to pool car users, there is no requirement for a specific budget.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Highways Works & Maintenance (Volker)	£000	£000	£000
Expenditure	3,768	3,942	4,029
Income	<u>(1,075)</u>	<u>(1,038)</u>	<u>(938)</u>
Net	<u>2,693</u>	<u>2,904</u>	<u>3,091</u>

Services provided:

The provision of maintenance and improvement works on highways across the borough. This includes winter service, highways inspection works, reactive works and street cleansing.

Staff (full time equivalent):

0.00

Service Risks:

Poor weather, incidents on the highways, financial risks of cost effective works

Performance Indicators:

Quality assurance monitoring

Highways Project & Professional Service	£000	£000	£000
Expenditure	444	519	539
Income	<u>(19)</u>	<u>0</u>	<u>0</u>
Net	<u>425</u>	<u>519</u>	<u>539</u>

Services provided:

New service covering work delivered by Project Centre contractor. Focus on supporting flood & drainage management as well as supporting transport and safety initiatives across the borough.

Staff (full time equivalent):

0.00

Service Risks:

Quality of work and financial implications

Performance Indicators:

Quality assurance monitoring

Highways Income Generation	£000	£000	£000
Expenditure	60	50	50
Income	<u>(911)</u>	<u>(672)</u>	<u>(603)</u>
Net	<u>(851)</u>	<u>(622)</u>	<u>(553)</u>

Services provided:

The service involves management of highways income streams. Income streams include highways licence fees, highways development control, dropped pavements and bus shelter advertising.

Staff (full time equivalent):

0.00

Service Risks:

Financial implications for recovering our costs.

Performance Indicators:

Budget and quality standard monitoring.

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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School Crossing Patrols

	£000	£000	£000
Expenditure	11	12	12
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>11</u>	<u>12</u>	<u>12</u>

Services provided:

Staff (full time equivalent):

School Crossing Patrol Service.

Service Risks:

0.57

Performance Indicators:

Street Cleansing

	£000	£000	£000
Expenditure	75	80	81
Income	<u>(19)</u>	<u>(7)</u>	<u>(19)</u>
Net	<u>56</u>	<u>73</u>	<u>62</u>

Services provided:

The service was the provision of street and borough carpark cleansing, and maintenance and cleaning of public conveniences. Following restructure, the bulk of this has now been moved into the highways works & maintenance (Volker) contract. Remaining budget covers cleaning of public conveniences.

Staff (full time equivalent):

0.00

Service Risks:

Potential poor standard of cleansing

Performance Indicators:

Quality assurance monitoring initiatives

Parking Operations

	£000	£000	£000
Expenditure	962	893	923
Income	<u>(734)</u>	<u>(857)</u>	<u>(807)</u>
Net	<u>228</u>	<u>36</u>	<u>116</u>

Services provided:

Operation and management of the council's on-street residents and pay and display parking controls and civil enforcement across the Borough and off street council car parks and coach park. Parking enforcement staff are employed by our outsource partner.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Number of Penalty Charge Notices issued that are appealed

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Parking Service	£000	£000	£000
Expenditure	2,071	2,100	2,327
Income	<u>(8,039)</u>	<u>(9,142)</u>	<u>(9,487)</u>
Net	<u>(5,968)</u>	<u>(7,042)</u>	<u>(7,160)</u>

Services provided:

All aspects of on and off street parking including reactive maintenance, signing and lining, implementation, review, car parks, pay and display, limited waiting and resident parking. The income budget change reflects an inflationary and tariff changes.

Staff (full time equivalent):

0.00

Service Risks:

Reduced income due to economic factors and area action plan development

Performance Indicators:

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

Refuse Collection	£000	£000	£000
Expenditure	1,693	2,081	2,081
Income	<u>(271)</u>	<u>(212)</u>	<u>(136)</u>
Net	<u>1,422</u>	<u>1,869</u>	<u>1,945</u>

Services provided:

Operation of the household refuse collection service.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Residual household waste per head.

Recycling	£000	£000	£000
Expenditure	2,854	3,771	2,589
Income	<u>(607)</u>	<u>(609)</u>	<u>(873)</u>
Net	<u>2,247</u>	<u>3,162</u>	<u>1,716</u>

Services provided:

Operation of recycling collection service. Budget change reflect amendments on main waste contract.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Household waste recycled and composted

ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Waste Disposal	£000	£000	£000
Expenditure	4,858	4,453	4,599
Income	0	0	0
Net	4,858	4,453	4,599

Services provided:

Organising and delivery of the statutory waste disposal services. Budget change reflects contract inflation and changes to the amount of waste disposed of.

Staff (full time equivalent):

0.00

Service Risks:

Access to treatment sites, contractor compliance.

Performance Indicators:

Waste Site Management & Operation	£000	£000	£000
Expenditure	1,013	1,047	1,097
Income	0	0	0
Net	1,013	1,047	1,097

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Non opening of sites (e.g. industrial action), Contractor compliance

Performance Indicators:

TOTAL COMMISSIONING - INFRASTRUCTURE	8,486	8,769	9,041
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ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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ADULT SOCIAL CARE - OPTALIS CONTRACT

	£000	£000	£000
Expenditure	33,381	33,409	35,075
Income	<u>(3,891)</u>	<u>(4,210)</u>	<u>(4,154)</u>
Net	<u>29,490</u>	<u>29,199</u>	<u>30,921</u>

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.

Staff (full time equivalent):

Service Risks:

Economic conditions, demographic changes leading to increase in demand for services, changes in policy and practice of Clinical Commissioning Group (CCG).

Performance Indicators:

Adult social care outcomes framework

TOTAL ADULT SOCIAL CARE - OPTALIS CONTRACT	29,490	29,199	30,921
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ADULT SOCIAL CARE - SPEND

	£000	£000	£000
Expenditure	16,228	16,335	17,111
Income	<u>(262)</u>	<u>0</u>	<u>0</u>
Net	<u>15,966</u>	<u>16,335</u>	<u>17,111</u>

Services provided:

Adult social care strategic commissioned services including home care, community equipment, residential contracts for older people and people with learning disabilities.

Staff (full time equivalent):

0.00

Service Risks:

Cost pressures due to provider fee increases. Demographic changes.

Performance Indicators:

Adults outcome social care framework

TOTAL ADULT SOCIAL CARE - SPEND	15,966	16,335	17,111
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ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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ADULT SOCIAL CARE - INCOME

	£000	£000	£000
Expenditure	3	1	0
Income	<u>(12,036)</u>	<u>(11,726)</u>	<u>(12,634)</u>
Net	<u>(12,033)</u>	<u>(11,725)</u>	<u>(12,634)</u>

Services provided:

Client contributions to adult social care services.

Staff (full time equivalent):

0.00

Service Risks:

Commissioned services do not deliver outcomes.

Performance Indicators:

Adults social care outcomes framework.

TOTAL ADULT SOCIAL CARE - INCOME	<u>(12,033)</u>	<u>(11,725)</u>	<u>(12,634)</u>
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BETTER CARE FUND - SPEND

	£000	£000	£000
Expenditure	13,053	12,728	13,288
Income	<u>(950)</u>	<u>0</u>	<u>0</u>
Net	<u>12,103</u>	<u>12,728</u>	<u>13,288</u>

Services provided:

The Better Care Fund (BCF) is a pooled budget under Section 75 of the 2006 National Health Service Act. The BCF is a pooling of resources from 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 objectives of the BCF programmes are aligned to support the RBWM Health and Wellbeing strategy. 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.

Staff (full time equivalent):

0.00

Service Risks:

Increased demand for community based services.
Lack of trained staff to fill vacant posts.
Increase in number of non-elective admission to acute hospitals.
Challenges of partnership working across many boundaries and organisations to meet local needs.
Delayed transfer of medically fit hospital patients, with increasingly complex needs, to community based care.

Performance Indicators:

Number of non-elective admissions to acute hospitals
Delayed transfers of Care
Permanent admissions to care homes pro rata the population
Return to hospital within 91 days of discharge following reablement services

TOTAL BETTER CARE FUND- SPEND	<u>12,103</u>	<u>12,728</u>	<u>13,288</u>
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ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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PUBLIC HEALTH - SPEND

	£000	£000	£000
Expenditure	5,683	5,416	5,415
Income	(901)	(758)	(758)
Net	<u>4,782</u>	<u>4,658</u>	<u>4,657</u>

Services provided:

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

Staff (full time equivalent):

6.00

Service Risks:

A public health emergency that affects RBWM residents.

Performance Indicators:

Number of smoking quitters per year.
 Number of Health Checks completed.
 Percentage successful drug completions - opiate & non opiate for drug users.
 Percentage successful alcohol treatment completions. MMR uptake; Mental Health training in schools.

TOTAL PUBLIC HEALTH - SPEND	<u><u>4,782</u></u>	<u><u>4,658</u></u>	<u><u>4,657</u></u>
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ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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GRANT & BCF INCOME

Public Health Grant	£000	£000	£000
Expenditure	0	0	0
Income	<u>(4,781)</u>	<u>(4,656)</u>	<u>(4,656)</u>
Net	<u>(4,781)</u>	<u>(4,656)</u>	<u>(4,656)</u>

Services provided:

The Public Health grant is used to fund the services provided by the Public Health Commissioning team. A condition of the grant funding is that it 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.

Staff (full time equivalent):

Service Risks:

Failure to provide evidence of mandated services could lead to grant funding being withheld.

Performance Indicators:

The revenue outturn and revenue actual returns are monitored annually by the Department of Health. RBWM has to evidence that the mandated and discretionary services it provides meet the needs in our borough.

Better Care Fund Grant	£000	£000	£000
Expenditure	0	0	0
Income	<u>(10,872)</u>	<u>(11,497)</u>	<u>(12,057)</u>
Net	<u>(10,872)</u>	<u>(11,497)</u>	<u>(12,057)</u>

Services provided:

The BCF 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 Bracknell and Ascot CCG; minimum contribution funding from Windsor Ascot and Maidenhead CCG; the Disabled Facilities Grant (DFG); and the Improved Better Care Fund (IBCF).

Staff (full time equivalent):

N/A

Service Risks:

National conditions must be met in order to secure approval from NHS England to spend the CCG minimum contribution to the BCF. If conditions are not complied with, or objectives not met, NHS England is able to withhold or recover funding.

Performance Indicators:

Number of non-elective admissions to acute hospitals
 Delayed transfers of Care
 Permanent admissions to care homes pro rata the population
 Return to hospital within 91 days of discharge following reablement services

TOTAL GRANT & BCF INCOME	<u>(15,653)</u>	<u>(16,153)</u>	<u>(16,713)</u>
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ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Transformation & Systems

	£000	£000	£000
Expenditure	716	718	713
Income	<u>(424)</u>	<u>(417)</u>	<u>(423)</u>
Net	<u>292</u>	<u>301</u>	<u>290</u>

Services provided:

Staff (full time equivalent):

Service Risks:

Performance Indicators:

Communications

	£000	£000	£000
Expenditure	693	568	576
Income	<u>(185)</u>	<u>(201)</u>	<u>(163)</u>
Net	<u>508</u>	<u>367</u>	<u>413</u>

Services provided:

The Corporate Communications and Marketing Team deliver communications activity in line with the Council Plan which promotes our six priorities.

The monthly communication activity is focused on the six objectives in the Council Plan and the team produce and organise campaigns to promote the council services in line with the priority by using a variety of communication tools including press releases, website updates, social media interaction and leaflets/flyers and posters. They are responsible for the content on the website and provide training to various officers who input content onto the website as well as being responsible for updating certain areas on the intranet and ensuring the screensavers are produced in style. The team provide media training to those officers and councillors who require it for dealing with press issues.

The team produce press releases for service areas as well as producing press statements in response to media enquiries. They arrange and attend photo-calls as well as organising radio and TV interviews. The team are responsible for writing, producing and editing Around the Royal Borough, the council's residents newsletter. This is filled with news, information and events that residents will find useful about council services as well as a monthly residents' email newsletter. The team source the photographs for the publication and raise revenue for the council newsletter through advertising. They are responsible for the two corporate social media feeds which involves responding to enquiries as well as posting content. The team also design content, both print and digital as well as videos.

The Events Co-ordinator for the Guildhall also sits within the corporate communications and marketing team and is responsible for promoting the use of the building for both weddings and events.

The customer engagement platform for the website also sits within the team and works closely with the content management system.

Staff (full time equivalent):

9.10

	2018/19	2019/20	2020/21
ADULTS, HEALTH AND COMMISSIONING DIRECTLY MANAGED COSTS	Actual	Budget	Budget

Service Risks:

-

Performance Indicators:

Make up of press releases in one or more media outlets.

Implementation of Corporate Communications key messages and other tactical public relations campaigns

Increase electronic availability of council communications and use of social media in PR campaigns.

Media training for Members and officers. Attracting advertising support for Council newspaper.

TOTAL DIRECTLY MANAGED COSTS	47,357	46,411	48,312
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Revenue Budget 2020/21

Resources Directorate

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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EXECUTIVE DIRECTOR OF RESOURCES

Executive Director of Resources	£000	£000	£000
Expenditure	193	141	210
Income	0	0	0
Net	193	141	210

Services provided:

Post deleted as a result of a restructure. The Executive support role has transferred to Place directorate business support unit.

Staff (full time equivalent):

0.00

Service Risks:

Failure to achieve cohesive senior management and co-ordination of functions and activities across the Authority.

Failure to achieve improvement plans and strategies to deliver services.

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

Performance Indicators:

All PI's shown in the Directorate

TOTAL EXECUTIVE DIRECTOR OF RESOURCES	193	141	210
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REVENUES, BENEFITS, LIBRARY & RESIDENT SERVICES

**Head of Revenues, Benefits, Library &
Resident Services**

	£000	£000	£000
Expenditure	114	113	113
Income	0	0	0
Net	114	113	113

Services provided:

Covers the management costs for the Revenues and Benefits team.

Staff (full time equivalent):

1.00

Service Risks:

The key service risks are not collecting the required Council Tax, Business Rates and Sundry Debtors, and not processing Housing benefit and Council Tax Support claims both quickly and accurately

Performance Indicators:

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

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Business Services Team & Debt Recovery	£000	£000	£000
Expenditure	2,251	2,025	2,020
Income	<u>(1,258)</u>	<u>(1,139)</u>	<u>(1,058)</u>
Net	<u>993</u>	<u>886</u>	<u>962</u>

Services provided:

Council Tax and Business Rates Administration; Collection and Debt Recovery of Council Tax, Business Rates and Sundry Debtors; Housing Benefit and Council Tax Reduction Claims processing; Collection of Housing Benefit overpayments; Financial Assessments and Benefits for Adult Social Care; Deputy and Appointeeship and Social Care Finance

Staff (full time equivalent):

38.36

Service Risks:

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

Performance Indicators:

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

L&RS Telephony & Digital	£000	£000	£000
Expenditure	590	590	476
Income	<u>(117)</u>	<u>(99)</u>	<u>(99)</u>
Net	<u>473</u>	<u>491</u>	<u>377</u>

Services provided:

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 and resolution at first point of contact.

Staff (full time equivalent):

24.00

Service Risks:

Directly impacts residents who engage with the council across a wide range of services. Service performance is monitored closely by Members as it has a significant impact on the reputation of the Council. The service delivers key communication services during emergencies such as flooding and supports the whole Council. It is delivered and resourced flexibly in order to ensure that performance continues to be excellent during high demand periods such as elections or peak periods such as annual billing and resources are used efficiently so as not be wasted during low demand periods.

Performance Indicators:

Telephone abandon rate of under 5%; minimum of 80% of calls answered within 1 minute.

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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L&RS Senior Management

	£000	£000	£000
Expenditure	301	0	0
Income	0	0	0
Net	<u>301</u>	<u>0</u>	<u>0</u>

Services provided:

This budget includes the Head of Communities (library, residents and enforcement services) Salary Costs.

Staff (full time equivalent):

1.00

Service Risks:

Delivery against statutory requirements, housing policy and co-ordinated library & resident services functions.

Performance Indicators:

Reducing numbers in Temporary Accommodation and various quality assurance measures and customer feedback.

L&RS Operational Support

	£000	£000	£000
Expenditure	232	239	227
Income	(110)	(117)	(407)
Net	<u>122</u>	<u>122</u>	<u>(180)</u>

Services provided:

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.

Staff (full time equivalent):

7.08

Service Risks:

Failing to administer parking-related services will result in statutory timeframes not being met, reduced income for the council, disorderly parking on the streets and an increase in Parking Penalty Notices challenges and complaints. There will be reputational damage to the council, poor resident satisfaction and statutory breaches. This team provides support and resilience to all Library and Resident Contact Teams.

Performance Indicators:

Meeting all timeframes, library loans

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Library & Information Services	£000	£000	£000
Expenditure	634	700	712
Income	(348)	(258)	(235)
Net	286	442	477

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 2019 Customer Satisfaction Survey which was responded to by 400 residents achieved a 98% satisfaction rate. 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 wifi. Wide ranging digital support is provided to residents across the library estate.

Staff (full time equivalent):

0.00

Service Risks:

IT system failure or fire and flood damage
 Withdrawal of partnership funding
 Failure to "secure the proper discharge by local authorities of the function in relation to libraries ... to provide a comprehensive and efficient library service for all persons desiring to make use thereof" is a breach of the 1964 Public Libraries Act and is likely to result in Judicial Review.

Performance Indicators:

Physical and digital visits, physical and digital loans

L&RS Face to Face Libraries	£000	£000	£000
Expenditure	1,455	1,472	1,415
Income	0	0	0
Net	1,455	1,472	1,415

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 2019 Customer Satisfaction Survey which was responded to by 400 residents achieved a 98% satisfaction rate. 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 wifi. Wide ranging digital support is provided to residents across the library estate.

Staff (full time equivalent):

39.66

Service Risks:

IT system failure or fire and flood damage
 Withdrawal of partnership funding
 Failure to "secure the proper discharge by local authorities of the function in relation to libraries ... to provide a comprehensive and efficient library service for all persons desiring to make use thereof" is a breach of the 1964 Public Libraries Act and is likely to result in Judicial Review.

Performance Indicators:

Physical and digital visits, physical and digital loans

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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**L&RS Reading Development, Library
Promotions & Stock**

	£000	£000	£000
Expenditure	667	581	603
Income	<u>(181)</u>	<u>(101)</u>	<u>(101)</u>
Net	<u>486</u>	<u>480</u>	<u>502</u>

Services provided:

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 information and ideas as well as digital support in order to be able to deal with complex issues and make good decisions affecting their families and communities. This covers the Property Portfolio as well.

Staff (full time equivalent):

6.25

Service Risks:

The 1964 Public Libraries Act states that a library authority shall encourage "both adults and children to make full use of the library service, and of providing advice as to its use". Failure to deliver this part of the service is a breach of the Act and would put the council at risk of judicial review.

Performance Indicators:

Physical and digital visits, physical and digital loans

Museum, Arts and Local Studies

	£000	£000	£000
Expenditure	369	431	406
Income	<u>(27)</u>	<u>(18)</u>	<u>(18)</u>
Net	<u>342</u>	<u>413</u>	<u>388</u>

Services provided:

Provision for services provided at Windsor and Royal Borough Museum and across libraries as well as heritage and arts initiatives across the borough. Budget changes reflect staff transfers in 2017 due to merger of Libraries Arts & Culture and Customer Services. The operation is now delivered across sites and includes Local Studies.

Staff (full time equivalent):

4.48

Service Risks:

IT system failure preventing service delivery within existing staffing levels.
Fire and flood damage.
Theft of collection items.
Withdrawal of partnership funding.

Performance Indicators:

At least 55,000 p.a. visits to the museum and the webpages. At least 70-75% of visitors indicate satisfaction with the service.

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
Registrars	£000	£000	£000
Expenditure	281	214	214
Income	(540)	(529)	(534)
Net	(259)	(315)	(320)

Services provided:

This is a statutory service to provide the registration of Births, Still Births, Marriages, Civil Partnerships, Civil Partnership Conversions, and Deaths. The taking of notices of marriage and civil partnership, Issuing copies of Birth, Death, Marriage and Civil Partnership certificates. Conducting Marriage and Civil Partnership Ceremonies. Conducting British Citizenship ceremonies. . Conducting Reaffirmation of Vows and Baby Naming ceremonies. Licensing all premises for legal ceremonies to be held there. Taking bookings for all ceremonies. Conferring British Citizenship on new citizens.

Staff (full time equivalent):

4.23

Service Risks:

This is a statutory service and as such any Government decisions affecting any service currently provided could lead to decreased income, as could a decrease in the numbers of couples getting married. A pandemic could wipe out this service through the volume of required death registrations. Snow/ice and other adverse weather conditions can affect the ability to reach wedding venues. Disclaimer advising couples of this possibility and suggesting they take out adequate insurance.

Performance Indicators:

Statutory services are primarily governed by the General Register Offices performance indicators - availability of appointments, time taken to register births, stillbirths, deaths , marriages, % of people seen within 10 minutes of their appointment time, % of compliments/complaints received, + LA indicators - as Government ones + % of phone calls answered within 5 rings.

TOTAL REVENUES, BENEFITS, LIBRARY & RESIDENT SERVICES	4,313	4,104	3,734
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HOUSING BENEFIT SUBSIDY

	£000	£000	£000
Expenditure	32,774	38,270	28,170
Income	(32,678)	(38,440)	(28,080)
Net	96	(170)	90

Services provided:

Staff (full time equivalent):

Service Risks:

Performance Indicators:

TOTAL HOUSING BENEFIT SUBSIDY	96	(170)	90
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RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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HUMAN RESOURCES, CORPORATE PROJECTS & ICT

HR Service	£000	£000	£000
Expenditure	1,567	1,593	1,562
Income	(890)	(879)	(909)
Net	<u>677</u>	<u>714</u>	<u>653</u>

Services provided:

The Human Resources team offer a high quality and comprehensive service across the employee lifecycle.

HR Operations – supporting recruitment and contractual changes during employment, advising on current pay and conditions of employment and leaver arrangements.

Payroll team - fully inclusive, timely, resilient payroll service, capable of dealing with high volumes and yet responsive to local needs. The Payroll team has significant experience of dealing with H.M. Revenue & Customs and with the Teachers' and Local Government Pension schemes.

iTrent team – ensuring the HR system is configured to deliver the best service to the council, partners and schools, providing data and online access to managers/administrators and as well as ensuring employees have online access via employee self-service.

HR People Services – from researching and developing policies to providing advice on pay and benefits, as well as the provision of advice and information relating to national developments in pay, terms and conditions, as well as legislative changes and case law that impact on the council, its partners and schools.

HR Business Partnering – supporting all challenging employee relations issues from sickness absence management, ill health retirements, capability and conduct through to change management involving redundancies and TUPE transfers.

Health and Safety - support the council and schools to discharge their duties under the requirements of the Health and Safety at Work etc. Act 1974 and associated Regulations. Individual Advisors have extensive experience, knowledge and expertise in all aspects of health and safety including H&S Management, Fire, Asbestos, Legionella, Radiation Protection and H&S awareness training.

Staff (full time equivalent):

29.83

Service Risks:

Lack of qualified and experienced staff leading to non compliance with legislative requirements; poor advice being provided to clients and potential reputational loss to the council. Payroll not managed effectively leading to financial irregularities. Employee data not securely maintained leading to data breaches.

Performance Indicators:

InPhase reporting and service plan.

Organisational Development

	£000	£000	£000
Expenditure	234	140	242
Income	(63)	(5)	(107)
Net	<u>171</u>	<u>135</u>	<u>135</u>

Services provided:

The learning and development team undertake training needs analysis across the organisation and are responsible for the delivery of statutory and mandatory training for staff. They support the council's workforce and leadership development programmes and initiatives. The People Plan links to the overall aims of the council and ensures it has the right number of people at the right time with the right qualifications and it helps to plan for future staff requirements, ensuring the skills required for the future are planned and considered at the earliest opportunity.

Staff (full time equivalent):

0.00

Service Risks:

Small team to deliver a large agenda for the council.

Performance Indicators:

Captured within InPhase reporting and service plan.

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Performance Contracts

	£000	£000	£000
Expenditure	352	352	352
Income	0	0	0
Net	352	352	352

Services provided:

Budget relates to the provision of Pension payments for ex- Berkshire County Council staff via Berkshire Pensions.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

Complaints & Compliments

	£000	£000	£000
Expenditure	95	92	95
Income	0	0	0
Net	95	92	95

Services provided:

To manage all council compliments and complaints including those relating to Adult and Children's services.

Staff (full time equivalent):

2.41

Service Risks:

The management of compliments and complaints is essential for a high quality council wide service. Failure to adequately respond to complaints would mean a failure to comply with statute for adults and children's, as well as best practice and a potential loss of reputation.

Performance Indicators:

The number of compliments and complaints are reported in InPhase monthly with themes, timescales and learnings reported in the annual report published on the website.

ICT Support

	£000	£000	£000
Expenditure	2,628	2,039	2,380
Income	(830)	(688)	(689)
Net	1,798	1,351	1,691

Services provided:

Responsible for Information Technology (IT) services for the council.

Provision of services includes:

Maintenance of the council's IT, including servers, desktop devices, tablets and mobile telephones, data and telephony infrastructure, and incident/change management. Information and Infrastructure Security. Provision of support for the council's corporate applications.

Staff (full time equivalent):

20.81

Service Risks:

Risk to service delivery timescale due to resource, funding and demand challenges
Threats to council's data, information security.
Business continuity and disaster recovery.

Performance Indicators:

% of availability of whole and or part network
% and number of incidents resolved.

**TOTAL HUMAN RESOURCES, CORPORATE
PROJECTS & ICT**

3,093	2,644	2,926
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RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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CORPORATE MANAGEMENT

Corporate Management & Contingency	£000	£000	£000
Expenditure	142	163	2,855
Income	0	0	(50)
Net	<u>142</u>	<u>163</u>	<u>2,805</u>

Services provided:

Provision for corporate expenses including audit fees

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

TOTAL CORPORATE MANAGEMENT	<u>142</u>	<u>163</u>	<u>2,805</u>
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FINANCE

Head of Finance	£000	£000	£000
Expenditure	671	682	674
Income	<u>(119)</u>	<u>(109)</u>	<u>(109)</u>
Net	<u>552</u>	<u>573</u>	<u>565</u>

Services provided:

Responsible for the strategic management of the Council's budget strategy and the provision of financial advice to Cabinet and the Chief Executive's Management team. Oversight of the Pension Fund management and the Council's own Treasury Management. Fulfil statutory s151 role which is designed to help the organisation to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest.

Service area now includes budget for Internal Audit & Investigations Service which is delivered through a shared service with Wokingham BC.

Staff (full time equivalent):

2.00

Service Risks:

Performance Indicators:

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Accountancy Services	£000	£000	£000
Expenditure	1,057	1,001	1,108
Income	<u>(468)</u>	<u>(455)</u>	<u>(457)</u>
Net	<u>589</u>	<u>546</u>	<u>651</u>

Services provided:

3 teams make up Accountancy Services:

- Service Accountancy who offer Accountancy support to all services across the authority. This includes Budget Monitoring, Budget Setting and Closedown support. Journal and Virements, Business Planning and Care Direct Payments.
- Financial Control Team - Deal with the bank reconciliation and ensuring payments get into the correct accounts. Recharge processing, procurement cards, maintenance of the supplier database and direct payment reconciliations.
- Corporate Finance - Manage the medium term financial plan, plan the annual budget, coordinate the capital programme, manage the Council's cash and treasury and produce the statement of accounts for the Council and Berkshire Pension Fund. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

20.62

Service Risks:

Performance Indicators:

Systems Accountancy	£000	£000	£000
Expenditure	134	147	147
Income	<u>(31)</u>	<u>(31)</u>	<u>(31)</u>
Net	<u>103</u>	<u>116</u>	<u>116</u>

Services provided:

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

Staff (full time equivalent):

2.00

Service Risks:

Performance Indicators:

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Pensions	£000	£000	£000
Expenditure	1,399	1,241	1,166
Income	<u>(1,564)</u>	<u>(1,405)</u>	<u>(1,405)</u>
Net	<u>(165)</u>	<u>(164)</u>	<u>(239)</u>

Services provided:

The Pension Fund team is responsible for the administration and payroll of the Royal County of Berkshire Pension Fund. As Administering Authority to the Pension Fund RBWM is responsible for the investment strategy of the Fund, 100% of assets are managed by the Local Pensions Partnership Investments Ltd.

Staff (full time equivalent):

22.60

Service Risks:

- i) Poor investment strategy.
- ii) Poor investment performance.
- iii) Members living longer than anticipated.
- iv) Additional volatility in Fund values due to currency movements.
- v) Inflation and interest rate moves adversely affect value of liabilities.
- vi) Employers fail to meet obligations.
- vii) Active scheme membership reduces whilst liabilities increase.

Performance Indicators:

Insurance & Risk	£000	£000	£000
Expenditure	167	166	166
Income	<u>(189)</u>	<u>(193)</u>	<u>(193)</u>
Net	<u>(22)</u>	<u>(27)</u>	<u>(27)</u>

Services provided:

Arrange the council's risk financing arrangements to provide protection from the financial implications of unexpected accidental events and negligent breaches of the council's statutory duties. These can affect our staff and our assets and also arise from claims from individuals alleging council negligence has caused them injury, losses (including financial loss) or damage to their personal property. The council acts as its own insurer and claims handler in most matters. Risk management is a key element in the council's governance arrangements and control environment.

Staff (full time equivalent):

3.00

Service Risks:

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

Performance Indicators:

All key risks to be reviewed quarterly.
100% of liability claims dealt with in protocol timescales.
All portal claims to be acknowledged within 24 hours.

RESOURCES DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Business Development	£000	£000	£000
Expenditure	1	0	0
Income	(75)	(66)	(67)
Net	(74)	(66)	(67)

Services provided:

This service has been restructured into other areas, figures are shown for comparative purposes only.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

Schools Contract	£000	£000	£000
Expenditure	376	0	0
Income	(385)	0	0
Net	(9)	0	0

Services provided:

This service has been restructured into other areas, figures are shown for comparative purposes only.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

TOTAL FINANCE	974	978	999
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TOTAL DIRECTLY MANAGED COSTS	8,811	7,860	10,764
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Revenue Budget 2020/21

Place Directorate

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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EXECUTIVE DIRECTOR

Executive Director	£000	£000	£000
Expenditure	280	365	245
Income	0	0	0
Net	280	365	245

Services provided:

Provision of strategic management and leadership across the Directorate

Staff (full time equivalent):

2.81

Service Risks:

Performance Indicators:

TOTAL EXECUTIVE DIRECTOR	280	365	245
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HOUSING

	£000	£000	£000
Expenditure	4,593	3,834	3,432
Income	(2,803)	(2,748)	(2,045)
Net	1,790	1,086	1,387

Services provided:

Strategic housing advice to ensure the right types of affordable homes are delivered.
Negotiation to secure the delivery of new affordable homes across the borough that provide a range of options for households. Improving health by enforcing housing standards and delivering homes suitable for vulnerable residents. Providing homes for emergency and temporary use for households which the council has a duty to house and delivering private rented opportunities through local landlords.

Staff (full time equivalent):

12.00

Service Risks:

Economic conditions can result in greater levels of homelessness and therefore a greater requirement for temporary accommodation.

Lack of supply of temporary accommodation can result in increased prices.

Increase in demand due to demographic change.

Performance Indicators:

Number of people housed in Bed & Breakfast accommodation.

Numbers prevented from becoming homeless.

Environmental Health	£000	£000	£000
Expenditure	677	969	992
Income	(164)	(18)	(22)
Net	513	951	970

Services provided:

Residential Services Including Private Sector Housing Conditions, Housing Health and Safety Rating Inspections, Houses in Multiple Occupation, Statutory Nuisance Investigations, Home Energy Conservation, Disabled Facilities and Housing Assistance Grants, Flexible Home Improvement Loans, Caravan Site Licensing, Unauthorised Encampments, Burial of the Dead, and the Pest Control Contract.

Staff (full time equivalent):

15.21

Service Risks:

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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- Failure to meet minimum legislative requirements for Food Safety
- Failure to comply with statutory duties
- Adequate staff are available to carry out functions
- Contractor Compliance

Performance Indicators:

- Satisfaction of businesses with local authority regulation services
- Number of Licensing compliance operations completed
- Number of under age sales compliance operations completed by Community Protection and Enforcement Services
- Prioritisation of high-risk Houses in Multiple Occupation (HMO) Inspection sites
- Contractual Compliance
- Tackling fuel poverty: people receiving income based benefits living in homes with low energy efficiency rating

TOTAL HOUSING	2,303	2,037	2,357
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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PLANNING SERVICE

Head of Planning Unit	£000	£000	£000
Expenditure	109	108	108
Income	0	0	0
Net	109	108	108

Services provided:

Responsible for the Council's planning function including Development Management, Planning Enforcement, Conservation, Planning Policy, Planning Support, Infrastructure Planning & Community Infrastructure Levy

Staff (full time equivalent):

1.00

Service Risks:

The risk of insufficient resources to deliver priorities caused by uncertainties in the economic outlook and therefore ability to accurately predict the level of development in the borough and associated income that building tariffs will attract. The risk of legal challenge and appeal challenge to council decisions resulting in financial costs and/or staff-time drawn away from existing priorities. The risk of penalties being applied to the council caused by a failure to respond to short-notice changes to legislation or national policy.

Performance Indicators:

Planning Policy Team	£000	£000	£000
Expenditure	441	402	0
Income	(40)	0	0
Net	401	402	0

Services provided:

Carrying out and promoting local involvement in the preparation, implementation, monitoring and review of the development plan and support for neighbourhood planning. Various monitoring functions and preparation of supplementary planning documents and evidence bases. Also to manage and collect S106 income and implement CIL charging regime. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

11.54

Service Risks:

Failure to deliver planning policies and up to date development plan leads to unplanned or low quality development. Failure to provide up to date plans and housing supply can lead to Central government intervention. The risk that key documents (development plans) are found by the Planning Inspectorate to be unsound in relation to the Local Development Framework. Failure to collect CIL/S106 would jeopardise infrastructure delivery to support planned growth.

Performance Indicators:

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Planning Policy Service	£000	£000	£000
Expenditure	209	153	153
Income	<u>(69)</u>	<u>(25)</u>	<u>(25)</u>
Net	<u>140</u>	<u>128</u>	<u>128</u>

Services provided:

Carrying out and promoting local involvement in the preparation, implementation, monitoring and review of the development plan and support for neighbourhood planning. Various monitoring functions and preparation of supplementary planning documents and evidence bases. Also to manage and collect S106 income and implement CIL charging regime. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

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

Planning Enforcement & Conservation

Team	£000	£000	£000
Expenditure	362	346	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>362</u>	<u>346</u>	<u>0</u>

Services provided:

Investigation of alleged planning contraventions and dealing with enforcement appeals. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

8.80

Service Risks:

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

Performance Indicators:

Planning Support	£000	£000	£000
Expenditure	393	390	0
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>393</u>	<u>390</u>	<u>0</u>

Services provided:

Planning support provides technical and administration resource to process, register and administrate all planning applications and appeals. Support to wider service also manage databases and provide performance reports. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

12.99

Service Risks:

Accurate and transparent administration of the planning process for the benefits of residents, and credibility of local decision making. Performance of support team supports performance targets of wider service.

Performance Indicators:

An up to date policy framework is essential to secure sustainable development. Delivery of Plans, evidence bases, other planning documentation. Collection of infrastructure monies and CIL.

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Development Control Team	£000	£000	£000
Expenditure	1,161	1,115	2,172
Income	<u>(3)</u>	<u>(7)</u>	<u>(7)</u>
Net	<u>1,158</u>	<u>1,108</u>	<u>2,165</u>

Services provided:

Determining and evaluating all Planning applications and other application types under the various Planning Acts and legislation. Providing planning advice to the Council/Members and panels. Negotiation of infrastructure and Affordable housing. Pre-application advice. Appeal Work. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

25.31

Service Risks:

Not having a properly resource development management team risks fall in performance against government targets. This can lead to intervention, poor development outcomes or planning by appeal (and associated financial expense and reputational cost) as well as generate complaints and customer/resident dissatisfaction. The risk is that the Council is unable to demonstrate a five year housing land supply resulting in a case that triggers allowance of planning applications - either locally or through a planning appeal - that would not ordinarily be approved because they are not in compliance with the BLP SV.

Performance Indicators:

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

Development Control Service	£000	£000	£000
Expenditure	290	129	129
Income	<u>(1,759)</u>	<u>(1,309)</u>	<u>(1,440)</u>
Net	<u>(1,469)</u>	<u>(1,180)</u>	<u>(1,311)</u>

Services provided:

Determining and evaluating all Planning applications and other application types under the various Planning Acts and legislation. Providing planning advice to the Council. Negotiation of infrastructure and Affordable housing. Pre-application advice. Appeal Work. Budget changes reflect a restructure across the directorate.

Staff (full time equivalent):

0.00

Service Risks:

The management of development securing the maximum benefit and minimal detriment to local communities. The risk of service-disruption as planned developments progress, resulting in of residents' dissatisfaction and reputational damage to the council.

Performance Indicators:

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

TOTAL PLANNING SERVICE	<u><u>1,094</u></u>	<u><u>1,302</u></u>	<u><u>1,090</u></u>
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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COMMUNITIES

Community Services Unit

	£000	£000	£000
Expenditure	432	434	479
Income	<u>(137)</u>	<u>(74)</u>	<u>(74)</u>
Net	<u>295</u>	<u>360</u>	<u>405</u>

Services provided:

Staff (full time equivalent):

2.00

Service Risks:

Failure to comply with Statutory duties.

Performance Indicators:

Town Centre Football

Community Leisure Services

	£000	£000	£000
Expenditure	322	221	223
Income	<u>(170)</u>	<u>0</u>	<u>0</u>
Net	<u>152</u>	<u>221</u>	<u>223</u>

Services provided:

Operational costs of contract management of Borough wide leisure partnership schemes, including S.M.I.L.E. programmes, Sports Development and management of the Dedworth artificial turf pitch.

Staff (full time equivalent):

2.58

Service Risks:

Loss of grants for specialist programme.

Performance Indicators:

Attendance of the S.M.I.L.E. programmes.
Attendance at Leisure Centre

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
Grants to Voluntary Bodies	£000	£000	£000
Expenditure	414	252	183
Income	(3)	0	0
Net	<u>411</u>	<u>252</u>	<u>183</u>

Services provided:

This budget provides for grants paid to local organisations that are of a cross cutting rather than a service specific nature. Those that are related directly to a service are included within that service's budget. Budget change reflects a number of grants and SLA reflecting the end of there agreement periods.

Staff (full time equivalent):

0.00

Service Risks:

-

Performance Indicators:

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

Thames Valley Athletic Centre	£000	£000	£000
Expenditure	53	53	53
Income	<u>0</u>	<u>0</u>	<u>0</u>
Net	<u>53</u>	<u>53</u>	<u>53</u>

Services provided:

Contract management and implementation of the T.V.A.C. tripartite agreement between RBWM, Sough BC and Eton College.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

Leisure Centre Concessions Contract	£000	£000	£000
Expenditure	94	115	113
Income	<u>(2,882)</u>	<u>(2,885)</u>	<u>(2,885)</u>
Net	<u>(2,788)</u>	<u>(2,770)</u>	<u>(2,772)</u>

Services provided:

Contract management and implementation of the Magnet and Windsor Leisure Centres, Cox Green Leisure Centre, Charters Leisure Centre, and Furze Platt Leisure Centre. The budget provision includes contract fee income and revenue expenditure on retained buildings.

Staff (full time equivalent):

0.00

Service Risks:

Contract failure

Performance Indicators:

Monthly performance management figures from contractors

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Head of Communities

	£000	£000	£000
Expenditure	193	137	138
Income	<u>(50)</u>	<u>0</u>	<u>0</u>
Net	<u>143</u>	<u>137</u>	<u>138</u>

Services provided:

Budget change reflects team restructure for the overall service oversight and management.

Staff (full time equivalent):

1.00

Service Risks:

Performance Indicators:

Community, Protection & Enforcement Services

	£000	£000	£000
Expenditure	214	(50)	77
Income	<u>(33)</u>	<u>0</u>	<u>0</u>
Net	<u>181</u>	<u>(50)</u>	<u>77</u>

Services provided:

Budget changes from previous year reflect earlier reporting and the change to the Head of Service within the Communities Directorate.

Staff (full time equivalent):

Service Risks:

Performance Indicators:

CCTV

	£000	£000	£000
Expenditure	443	316	389
Income	<u>(30)</u>	<u>0</u>	<u>0</u>
Net	<u>413</u>	<u>316</u>	<u>389</u>

Services provided:

CCTV, Control Room, Crime reduction / public protection. Budget change reflects review of service in 18/19 and the implementation of the capital replacement of the borough wide CCTV system.

Staff (full time equivalent):

8.00

Service Risks:

CCTV, Control Room, Crime reduction / public protection.

Performance Indicators:

Arrests / incidents generated

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Emergency Planning	£000	£000	£000
Expenditure	76	80	79
Income	(5)	0	0
Net	<u>71</u>	<u>80</u>	<u>79</u>

Services provided:

Contingency arrangements in place for dealing with major incidents e.g. flooding.
The service is provided via a joint arrangement with West Berkshire
BC/Bracknell BC.

Staff (full time equivalent):

0.00

Service Risks:

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

Performance Indicators:

Essential plans and procedures up to date, numbers of staff trained to respond to a major incident

Community Safety/Anti Social Behaviour	£000	£000	£000
Expenditure	382	336	341
Income	(156)	(51)	(2)
Net	<u>226</u>	<u>285</u>	<u>339</u>

Services provided:

This covers the areas of anti-social behaviour case and Community Safety project work. Project work focuses on reducing both crime and anti-social behaviour and maintaining resident reassurance.

Staff (full time equivalent):

8.00

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

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

Community Wardens	£000	£000	£000
Expenditure	656	744	460
Income	(1)	0	0
Net	<u>655</u>	<u>744</u>	<u>460</u>

Services provided:

This covers the areas of community wardens. Wardens play a key role in providing a community based service for residents which aims to provide reassurance, reduce crime and disorder and ensure they get good access to all council services.

Staff (full time equivalent):

20.00

Service Risks:

Increase in activity levels caused by external uncontrollable factors

Performance Indicators:

Resident satisfaction with services and warden scheme performance measures.

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Licensing/Enforcement	£000	£000	£000
Expenditure	306	338	337
Income	<u>(794)</u>	<u>(853)</u>	<u>(803)</u>
Net	<u>(488)</u>	<u>(515)</u>	<u>(466)</u>

Services provided:

Hackney Carriages and Private Hire Vehicles, Premises Licensed For Alcohol Or Regulated Entertainment, Gambling Premises, Sexual Entertainment Venues, Street Trading, Sports Grounds, Charity Licensing. Budget change in income reflects inflation

Staff (full time equivalent):

6.62

Service Risks:

- Economic climate, leading to possible downturn in income levels
- Adequate staff are available to carry out functions

Performance Indicators:

- Satisfaction of businesses with local authority regulation services
- Number of Licensing compliance operations completed
- Number of under age sales compliance operations completed by Community Protection and Enforcement Services

Environmental Protection	£000	£000	£000
Expenditure	340	281	280
Income	<u>(14)</u>	<u>(23)</u>	<u>(13)</u>
Net	<u>326</u>	<u>258</u>	<u>267</u>

Services provided:

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

Staff (full time equivalent):

4.00

Service Risks:

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

Performance Indicators:

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

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Trading Standards Service	£000	£000	£000
Expenditure	271	328	327
Income	(6)	(6)	(6)
Net	265	322	321

Services provided:

Consumer Protection, Fair Trading, Product Safety, Food Standards, Age Restricted Products, Weights & Measures, Animal Health & Disease Outbreaks/Illegally Landed Animals, Petroleum, Poisons & Explosives, Consumer Credit.

Staff (full time equivalent):

5.23

Service Risks:

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

Performance Indicators:

- Satisfaction of businesses & customers with local authority regulation services
- Food establishments in the area which are broadly compliant with food standards legislation
- Inspection of 100% of high-risk Animal Health premises
- Number of under age sales compliance operations completed by Community Protection and Enforcement Services

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Parks & Countryside	£000	£000	£000
Expenditure	1,673	1,712	689
Income	<u>(583)</u>	<u>(655)</u>	<u>(610)</u>
Net	<u>1,090</u>	<u>1,057</u>	<u>79</u>

Services provided:

The provision of managing parks, allotments, cemeteries, Braywick nature centre, rights of way and other open spaces.

Staff (full time equivalent):

0.00

Service Risks:

Poor weather, quality standards and financial implications.

Performance Indicators:

Quality assurance and financial monitoring.

TOTAL COMMUNITIES	<u>1,005</u>	<u>750</u>	<u>(225)</u>
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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INFRASTRUCTURE, SUSTAINABILITY & TRANSPORT

Infrastructure and Transport

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

Services provided:

Staff (full time equivalent):

Service Risks:

Performance Indicators:

Town Centre Management

	£000	£000	£000
Expenditure	381	255	264
Income	(207)	(88)	(88)
Net	<u>174</u>	<u>167</u>	<u>176</u>

Services provided:

This budget represents the two Town Partnerships of Maidenhead and Windsor & Eton with Ascot and are jointly funded by the Council and Partnership Board members. The Council administers the budget and provides resources to support the Town Managers.

Staff (full time equivalent):

4.00

Service Risks:

The Town Centre Management function can be affected by economic uncertainty. Income levels from Partnership Members can be affected during economic downturns as businesses tighten their budgets and place restrictions on marketing activity.

Performance Indicators:

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
Economic Growth (Visitor Management)	£000	£000	£000
Expenditure	640	236	486
Income	(444)	(137)	(246)
Net	196	99	240

Services provided:

This budget represents the visitor management and marketing functions of the authority. The service provides for the delivery of the visitor management strategy in the borough and the operation of the Royal Windsor Information Centre and the Windsor Guildhall sales and marketing function. The Visitor Information Centre is open 353 days a year and provides an accommodation booking service, box office for a variety of attractions and events, public transport ticketing and advice as well as general visitor information and a small amount of retail. The marketing team promote the borough through a website, social media, brochures, travel trade campaign and events. They also provide marketing support for the two town centre managers as well as manage and deploy the ambassadors. A Visitor Guide, venues directory and map is produced via advertising sales from partners. A variety of newsletters are sent out to promote the tourism functions including the Box Office, Concierge and Advantage Card. The Advantage Card is a residents loyalty card which supports local businesses

Staff (full time equivalent):

10.32

Service Risks:

Performance Indicators:

Development & Regeneration	£000	£000	£000
Expenditure	460	110	110
Income	(450)	0	(300)
Net	10	110	(190)

Services provided:

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

Staff (full time equivalent):

1.00

Service Risks:

Volume of new applications

Performance Indicators:

PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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Industrial & Commercial Estates	£000	£000	£000
Expenditure	613	540	510
Income	<u>(4,187)</u>	<u>(3,918)</u>	<u>(3,695)</u>
Net	<u>(3,574)</u>	<u>(3,378)</u>	<u>(3,185)</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Vacant properties due to economic downturn

Performance Indicators:

Admin Buildings & Depots	£000	£000	£000
Expenditure	967	1,096	1,133
Income	<u>(506)</u>	<u>(571)</u>	<u>(792)</u>
Net	<u>461</u>	<u>525</u>	<u>341</u>

Services provided:

Management of the Borough's administrative buildings.

Staff (full time equivalent):

0.00

Service Risks:

Performance Indicators:

Building Control Shared Services	£000	£000	£000
Expenditure	80	0	85
Income	<u>(139)</u>	<u>(52)</u>	<u>0</u>
Net	<u>(59)</u>	<u>(52)</u>	<u>85</u>

Services provided:

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

Staff (full time equivalent):

0.00

Service Risks:

Building control income affected by economic downturn and external competition.

Performance Indicators:

% plans checked within 10 days

TOTAL INFRASTRUCTURE, SUSTAINABILITY & TRANSPORT	<u>(2,792)</u>	<u>(2,529)</u>	<u>(2,533)</u>
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PLACE DIRECTORATE DIRECTLY MANAGED COSTS	2018/19 Actual	2019/20 Budget	2020/21 Budget
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PROPERTY SERVICE

Property Management

	£000	£000	£000
Expenditure	1,104	1,015	472
Income	<u>(817)</u>	<u>(790)</u>	<u>(200)</u>
Net	<u>287</u>	<u>225</u>	<u>272</u>

Services provided:

Management of Property Portfolio, Development, Acquisitions and Disposal, Property Records and Management. Service includes management and maintenance of operational buildings, Maintained schools and Academies.

Staff (full time equivalent):

7.50

Service Risks:

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

Performance Indicators:

Asset Management Occupation

TOTAL PROPERTY SERVICE	<u>287</u>	<u>225</u>	<u>272</u>
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TOTAL DIRECTLY MANAGED COSTS	<u>2,177</u>	<u>2,150</u>	<u>1,206</u>
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Revenue Budget 2020/21

Full Cost Summaries

REVENUE BUDGET 2020/21

FULL COST SUMMARY	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000

Managing Director

Managing Director	0	0	0
Governance	3,381	3,178	3,488
Total Managing Directors Directorate	3,381	3,178	3,488

Children's Services

Director of Children's Services	406	(78)	(79)
Children's Services - Achieving for Children Contract	24,328	24,542	25,799
Children's Services - Retained	(91)	(71)	(175)
Dedicated Schools Grant - Achieving for Children Contract	11,583	11,139	11,135
Dedicated Schools Grant - Retained	51,974	54,662	55,890
Dedicated Schools Grant - Income	(62,758)	(64,432)	(66,310)
Total Children's Services Directorate	25,442	25,762	26,260

Adults, Health and Commissioning

Director of Adults, Health & Commissioning	0	(10)	247
Commissioning	2,946	1,714	2,232
Commissioning - Infrastructure	18,102	17,302	17,447
Adult Social Care - Optalis Contract	30,010	29,716	30,931
Adult Social Care - Spend	17,529	16,921	17,415
Adult Social Care - Income	(11,688)	(11,380)	(12,289)
Better Care Fund - Spend	12,206	12,785	13,288
Public Health - Spend	5,063	4,867	4,854
Grant & BCF Income	(15,646)	(16,144)	(16,703)
Transformation & Systems	(182)	2	282
Communications & Marketing	943	729	679
Total Adults, Health & Commissioning Directorate	59,283	56,502	58,383

REVENUE BUDGET 2020/21

FULL COST SUMMARY	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
Resources			
Director of Resources	0	0	0
Revenues, Benefits, Library & Resident Services	5,046	5,010	4,786
Housing Benefit Subsidy	1,585	1,603	1,707
Human Resources, Corporate Projects & ICT	744	682	689
Corporate Management incl Contingency	2,066	1,497	4,025
Finance	(83)	(66)	(67)
Total Resources Directorate	9,358	8,726	11,140
Place			
Executive Director of Place	0	0	0
Housing	2,931	2,822	3,351
Planning Service	2,274	2,569	2,210
Communities	4,323	4,110	3,034
Infrastructure, Sustainability & Transport	(2,445)	(2,268)	(2,137)
Property Service	(104)	34	0
Total Place Directorate	6,979	7,267	6,458
TOTAL EXPENDITURE	104,443	101,435	105,729

MANAGING DIRECTOR FULL COST	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
MANAGING DIRECTOR	0	0	0
GOVERNANCE			
Democratic Representation	1,861	1,716	1,604
Information Governance	631	667	660
Land Charges	31	(45)	0
Magistrates Courts	9	13	13
Members Services	0	0	0
Elections	571	576	589
Facilities Management	171	119	149
Civic Events & Mayors Office	317	317	322
Digital Printing & Copying	(210)	(185)	151
TOTAL GOVERNANCE	3,381	3,178	3,488
TOTAL COSTS	3,381	3,178	3,488

CHILDREN'S SERVICES FULL COST	2018/19 Actual	2019/20 Budget	2020/21 Budget
DIRECTOR OF CHILDREN'S SERVICES	406	(78)	(79)
CHILDREN'S SERVICES - ACHIEVING FOR CHILDREN CONTRACT			
Children's Services - Achieving for Children Contract	24,328	24,542	25,799
TOTAL CHILDREN'S SERVICES - ACHIEVING FOR CHILDREN CONTRACT	24,328	24,542	25,799
CHILDREN'S SERVICES - RETAINED			
Children's Services Public Health	(1,603)	(1,569)	(1,570)
Social Care and Early Help	(708)	(569)	(723)
Education Services	2,257	2,076	2,127
Special Educational Needs & Children with disabilities	(37)	(9)	(9)
TOTAL CHILDREN'S SERVICES - RETAINED	(91)	(71)	(175)
DEDICATED SCHOOLS GRANT - Achieving for Children CONTRACT			
Dedicated Schools Grant - Achieving for Children Contract	11,583	11,139	11,135
TOTAL DEDICATED SCHOOLS GRANT - ACHIEVING FOR CHILDREN CONTRACT	11,583	11,139	11,135
DEDICATED SCHOOLS GRANT - RETAINED			
Primary, Secondary & Special School	37,651	38,445	38,301
Nursery Schools and classes	1,239	2,557	2,219
High Needs, Specialist School Support and Alternative Provision	5,047	5,028	6,181
Private, Voluntary & Independent Nursery Providers and central expenditure on the under 5's	6,861	6,883	7,325
Pupil Growth & Other Central Provision	1,176	1,749	1,864
TOTAL DEDICATED SCHOOLS GRANT - RETAINED	51,974	54,662	55,890
DEDICATED SCHOOLS GRANT - INCOME			
Dedicated Schools Grant	(62,758)	(64,432)	(66,310)
TOTAL DEDICATED SCHOOLS GRANT - INCOME	(62,758)	(64,432)	(66,310)
TOTAL COSTS	25,442	25,762	26,260

ADULTS, HEALTH & COMMISSIONING FULL COST	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
DIRECTOR OF ADULTS, HEALTH & COMMISSIONING	0	(10)	247
COMMISSIONING			
Procurement Strategic	0	0	0
Statutory Partnerships	174	178	188
Commissioning & Support	1,403	177	743
Concessionary Fares	1,369	1,359	1,301
TOTAL COMMISSIONING	2,946	1,714	2,232
COMMISSIONING - INFRASTRUCTURE			
Highways & Transport Unit	0	0	0
Transport & Access	981	1,021	1,019
Highway Assets	5,393	5,311	6,949
Transport Policy/Planning	146	156	172
Traffic & Road Safety	297	418	332
Highways Streetworks	62	(79)	(125)
Pool Vehicle Recharges	0	0	25
Highways Works & Maintenance (Volker)	2,833	3,031	3,197
Highways Project & Professional Service	625	703	718
Highways Income Generation	(766)	(549)	(485)
School Crossing Patrols	18	19	18
Street Cleansing	249	201	189
Parking Operations	(525)	(699)	(732)
Parking Service	(2,089)	(3,807)	(4,545)
Refuse Collection	1,759	2,254	2,293
Recycling	2,604	3,513	2,120
Waste Disposal	5,416	4,681	5,129
Waste Site Management & Operation	1,099	1,128	1,173
TOTAL COMMISSIONING - INFRASTRUCTURE	18,102	17,302	17,447

ADULTS, HEALTH & COMMISSIONING FULL COST	2018/19 Actual	2019/20 Budget	2020/21 Budget
ADULT SOCIAL CARE - OPTALIS CONTRACT	30,010	29,716	30,931
ADULT SOCIAL CARE - SPEND	17,529	16,921	17,415
ADULT SOCIAL CARE - INCOME	(11,688)	(11,380)	(12,289)
BETTER CARE FUND - SPEND	12,206	12,785	13,288
PUBLIC HEALTH - SPEND	5,063	4,867	4,854
GRANT & BCF INCOME			
Public Health Grant	(4,781)	(4,656)	(4,656)
Better Care Fund Grant	(10,865)	(11,488)	(12,047)
TOTAL GRANT INCOME	(15,646)	(16,144)	(16,703)
TRANSFORMATION & SYSTEMS	(182)	2	282
COMMUNICATIONS & MARKETING	943	729	679
TOTAL COSTS	59,283	56,502	58,383

RESOURCES DIRECTORATE FULL COST	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
EXECUTIVE DIRECTOR OF RESOURCES			
Executive Director of Resources	0	0	0
REVENUES, BENEFITS, LIBRARY & RESIDENT SERVICES			
Head of Revenues, Benefits, Library & Resident Services	0	0	0
Business Services Team & Debt Recovery	549	526	567
L&RS Telephony & Digital	0	0	0
L&RS Senior Management	0	0	0
L&RS Operational Support	43	7	(30)
Library & Information Services	3,604	3,753	831
L&RS F2f Libraries	0	0	2,504
L&RS Reading Development, Library Promotions & Stock	267	425	629
Museum, Arts and Local Studies	694	527	514
Registrars	(111)	(228)	(229)
TOTAL REVENUES, BENEFITS, LIBRARY & RESIDENT SERVICES	5,046	5,010	4,786
HOUSING BENEFIT SUBSIDY	1,585	1,603	1,707
HUMAN RESOURCES, CORPORATE PROJECTS & ICT			
HR Services	34	0	(21)
Organisational Development	354	326	354
Performance Contracts	356	356	356
Complaints & Compliments	0	0	0
ICT Support	0	0	0
HUMAN RESOURCES, CORPORATE PROJECTS & ICT	744	682	689
CORPORATE MANAGEMENT & CONTINGENCY	2,066	1,497	4,025
FINANCE			
Head of Finance	0	0	0
Accountancy Services	0	0	0
Systems Accountancy	0	0	0
Pensions Fund	0	0	0
Insurance & Risk	0	0	0
Business Development	(74)	(66)	(67)
Schools Contract	(9)	0	0
TOTAL FINANCE	(83)	(66)	(67)
TOTAL COSTS	9,358	8,726	11,140

PLACE DIRECTORATE FULL COST	2018/19 Actual	2019/20 Budget	2020/21 Budget
	£000	£000	£000
EXECUTIVE DIRECTOR			
Executive Director	0	0	0
TOTAL EXECUTIVE DIRECTOR	0	0	0
HOUSING			
Housing	2,147	1,444	1,975
Environmental Health	784	1,378	1,376
TOTAL HOUSING	2,931	2,822	3,351
PLANNING SERVICE			
Head of Planning Unit	0	0	0
Planning Policy Team	0	0	0
Planning Policy Service	837	829	753
Planning Enforcement & Conservation Team	0	0	0
Planning Support	0	0	0
Development Control Team	0	0	41
Development Control Service	1,437	1,740	1,416
TOTAL PLANNING SERVICE	2,274	2,569	2,210
COMMUNITIES			
Community Services Unit	0	0	0
Community Leisure Services	216	285	276
Grants to Voluntary Bodies	497	254	185
Thames Valley Athletic Centre	59	59	54
Leisure Centre Concessions Contract	(1,807)	(1,747)	(1,726)
Head of Communities	0	0	0
Community, Protection & Enforcement Delivery Services Unit	62	0	0
CCTV	634	482	594
Emergency Planning	126	92	113
Community Safety/Anti Social Behaviour	272	521	581
Community Wardens	1,045	1,114	752
Licensing/Enforcement	(212)	(248)	(252)
Environmental Protection	400	328	365
Trading Standards Service	415	422	406
Parks & Countryside	2,616	2,548	1,686
TOTAL COMMUNITIES	4,323	4,110	3,034

PLACE DIRECTORATE FULL COST	2018/19 Actual	2019/20 Budget	2020/21 Budget
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INFRASTRUCTURE, SUSTAINABILITY & TRANSPORT

Infrastructure and Transport	0	0	0
Town Management	278	277	280
Economic Growth	310	214	417
Development & Regeneration	82	211	(82)
Industrial & Commercial Estates	(3,057)	(2,918)	(2,838)
Admin Buildings & Depots	0	0	0
Building Control Shared Services	(58)	(52)	86
TOTAL INFRASTRUCTURE, SUSTAINABILITY & TRANSPORT	(2,445)	(2,268)	(2,137)

PROPERTY SERVICE

Property Management	(104)	34	0
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TOTAL COSTS	6,979	7,267	6,458
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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.