

NOTICE  
OF  
MEETING

**CORPORATE OVERVIEW & SCRUTINY  
PANEL**

will meet on

**MONDAY, 20TH DECEMBER, 2021**

**At 7.00 pm**

**VIRTUAL MEETING - ONLINE ACCESS AND ON [RBWM YOUTUBE](#)**

TO: MEMBERS OF THE CORPORATE OVERVIEW & SCRUTINY PANEL

COUNCILLORS PHIL HASELER (CHAIRMAN), GARY MUIR (VICE-CHAIRMAN),  
JULIAN SHARPE, LYNNE JONES AND SIMON WERNER

ADDITIONAL MEMBERS NOMINATED BY GROUP LEADERS

COUNCILLORS HELEN PRICE, AMY TISI AND THREE CONSERVATIVE  
COUNCILLORS (TBC)

SUBSTITUTE MEMBERS

COUNCILLORS LEO WALTERS, GEOFF HILL, SHAMSUL SHELMIM,  
JOSHUA REYNOLDS AND SAYONARA LUXTON

Karen Shepherd – Head of Governance - Issued: 10<sup>th</sup> December 2021

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **Mark Beeley** 01628 796345 / [mark.beeley@rbwm.gov.uk](mailto:mark.beeley@rbwm.gov.uk)

**Recording of Meetings** – In line with the council's commitment to transparency the Part I (public) section of the virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video, you are giving consent to being recorded and acknowledge that the recording will be in the public domain. If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest.	3 - 4
3.	<u>DRAFT BUDGET 2022/23 - SCRUTINY CHALLENGE</u> <ul style="list-style-type: none"><li>• Introduction by the Chairman including outline of the procedures (2 min)</li><li>• Officer Introduction (Executive Director of Resources and Head of Finance) (10 min)</li><li>• Public speaking (15 min)</li><li>• Panel Member* questions to officers/discussion on topics identified from pre-Panel questions (1 hr 30 min)</li><li>• Discussion of potential recommendations (30 min)</li><li>• Vote on recommendations to Cabinet and any referrals to another O&amp;S Panel (5 min)</li><li>• Chairman to close the meeting</li></ul> <p><i>*Please note that non-Panel Members will not have an opportunity to speak at the Panel meeting, as set out in the scoping document. Non-Panel Members can submit questions in advance to which a written response will be published. The deadline for submission of such questions is 10am Tuesday 14<sup>th</sup> December. The Chairman has agreed this approach using his discretion as set out in the constitution.</i></p>	5 - 88

## MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

### Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a Disclosable Pecuniary Interest (DPI) or Other Registerable Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

### Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

*DPIs (relating to the Member or their partner) include:*

- *Any employment, office, trade, profession or vocation carried on for profit or gain.*
- *Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses*
- *Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.*
- *Any beneficial interest in land within the area of the council.*
- *Any licence to occupy land in the area of the council for a month or longer.*
- *Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.*
- *Any beneficial interest in securities of a body where:*
  - a) *that body has a place of business or land in the area of the council, and*
  - b) *either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.*

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

### Disclosure of Other Registerable Interests

Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

*Other Registerable Interests (relating to the Member or their partner):*

*You have an interest in any business of your authority where it relates to or is likely to affect:*

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority*
- b) any body*
  - (i) exercising functions of a public nature*
  - (ii) directed to charitable purposes or*

*one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)*

### **Disclosure of Non- Registerable Interests**

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter **affects** your financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

**You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

### **Other declarations**

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

## Royal Borough of Windsor and Maidenhead

### Overview and Scrutiny Panels

#### Scrutiny Review – Scoping and Planning Document

<b>Title of the Review</b>	<i>Draft Budget 2022/23 Challenge</i>
<b>Panel Name</b>	<i>Corporate O&amp;S Panel</i>
<b>Panel Members</b>	<p><i>Cllrs Haseler (Chairman), Muir (Vice Chairman), Sharpe, L. Jones and Werner</i></p> <p><i>5 others to be nominated by relevant Group Leader (3 Conservative, 1 Liberal Democrat, 1 Local Independent): tbc</i></p>
<b>Support Officer(s)</b>	<i>Mark Beeley (Clerk to the Panel), David Cook (Scrutiny Officer)</i>
<p><b>Purpose of the Review</b></p> <ul style="list-style-type: none"> <li>Specify exactly which Outcome(s) the review is examining?</li> <li>Also being clear what the review is not looking at</li> <li>What is the Scrutiny Review seeking to achieve?</li> <li>Where possible refer to VFM issues of service cost, service performance and/or customer satisfaction.</li> </ul>	<p><i>To consider the draft council budget for 2022/23 and to provide recommendations to Cabinet for consideration.</i></p> <p><i>To take into account any early feedback from the public consultation.</i></p> <p><i>To review the underlying assumptions in the budget; to review the council's ability to deliver any savings proposed</i></p>
<p><b>Criteria for Selection</b></p> <ul style="list-style-type: none"> <li>Why has this particular topic been considered to be a priority issue for scrutiny?</li> <li>Which of the criteria promoted by the Centre for Governance and Scrutiny does it satisfy?</li> </ul>	<p><i>Four core principles have been established (by the Centre for Governance and Scrutiny) to help people understand the most important qualities of scrutiny and accountability;</i></p> <ol style="list-style-type: none"> <li><i>1. Constructive 'critical friend' challenge</i></li> <li><i>2. Amplifies the voices and concerns of the public</i></li> <li><i>3. Led by independent people who take responsibility for their role.</i></li> <li><i>4. Drives improvement in public services</i></li> </ol>

	<p><i>Scrutiny review prioritisation assessment criteria;</i></p> <p><i>1. Is the topic/issue likely to have a significant impact on the delivery of council services? Yes</i></p> <p><i>2. Is the issue included in the Corporate Plan (e.g. of strategic importance to the council or its partners/stakeholders), or have the potential to be if not addressed? Yes</i></p> <p><i>3. Is a focused scrutiny review likely to add value to the performance of its services? Yes</i></p> <p><i>4. Is a proactive scrutiny process likely to lead to efficiencies / savings? Yes</i></p> <p><i>5. Has other review work been undertaken which is likely to result in duplication? No</i></p> <p><i>6. Do sufficient scrutiny resources already exist, or are readily available, to ensure that the necessary work can be carried out in a timely manner? Yes</i></p>
<p><b>Terms of Reference</b></p>	<p><i>Challenge session</i></p> <p><i>To challenge the underlying assumptions and review proposed efficiency savings for robustness</i></p> <p><i>Membership: 5 Members of the Corporate O&amp;S Panel plus 5 additional Members nominated by Group Leaders reflecting political balance</i></p> <p><i>Non-Panel Members will be able to submit questions in advance and will receive written responses before the meeting.</i></p> <p><i>Public speaking as per the rules in the constitution</i></p>
<p><b>What are the anticipated outcomes of the review? Key Lines of Enquiry</b></p>	<p><i>Supporting Key Lines of Enquiry (KLOE) –</i></p> <p><i>To challenge the underlying assumptions and review proposed efficiency savings for robustness. Are there alternative savings</i></p>

<p>What factors / outcomes will demonstrate that this Scrutiny Review has been a success?</p>	<p><i>proposals that could be recommended to Cabinet?</i></p>
<p><b>Sources of Information/Evidence</b></p>	<p><i>Draft budget report</i></p> <p><i>Savings proposals</i></p> <p><i>Early feedback from the public consultation</i></p> <p><i>Feedback from any stakeholders affected by savings proposals</i></p> <p><i>Officer evidence</i></p> <p><i>Cabinet Member for Finance</i></p>
<p><b>Resource &amp; budget requirements;</b></p> <ul style="list-style-type: none"> <li>• specialist staff</li> <li>• any external support</li> <li>• site visits</li> <li>• consultation</li> <li>• research</li> </ul>	<p><i>Scrutiny Officer</i></p> <p><i>Finance Officers</i></p> <p><i>Heads of Service</i></p> <p><i>Directors</i></p>
<p><b>Corporate Risks associated with this Review?</b></p> <p>Identify any weaknesses and barriers to success</p>	<p><i>Yes - the draft budget will be prepared prior to full information if provided to Local Government around the financial settlement from all central government departments. Although a direction of travel will be presented in the comprehensive spending review on 27/10/2021, the date at which detailed information will be provided at authority level is as yet unknown, but the earliest this will be is December 2021. However, delaying for that information will reduce the opportunity for scrutiny and engagement on the budget with key stakeholders, residents and businesses so officers will need to be clear about the assumptions that have been made within the model</i></p>
<p><b>Who will receive the review conclusions and any resultant recommendations?</b></p>	<p><i>Cabinet, who will recommend a budget to full Council for approval</i></p>

<p><b>What is the Review Timescale?</b> • Identify key meeting dates and any deadlines for reports, recommendations or decisions.</p>	<p><i>Draft budget presented to cabinet on 25<sup>th</sup> November as well as the Tax Base reports that underpin the budget.</i></p> <p><i>Other key documents include the draft Treasury Management and Capital Strategy which were considered at Audit and Governance committee on October 21<sup>st</sup>.</i></p> <p><i>The underpinning Medium Term Finance Strategy was considered at cabinet in July 2021.</i></p> <p><i>The final Medium Term Financial Strategy and Budget will be considered at cabinet on 10<sup>th</sup> February and Council on 22<sup>nd</sup> February 2022</i></p>
<p><b>Lead Member/Officer</b></p> <p>Identify a nominated: - Elected Member - Lead Officer</p>	<p><i>Andrew Vallance (Head of Finance)</i></p> <p><i>Cllr David Hilton (Cabinet Member for Finance and Ascot)</i></p>
<p><b>How could a review be publicised?</b></p> <p>Do we need to publicise the review to encourage community involvement? • What sort of media coverage do we want? (e.g. Flyers, leaflets, radio broadcast, press release, etc.)</p>	<p><i>Public consultation on the draft budget</i></p> <p><i>Communications plan (Head of Comms)</i></p>
<p><b>Completed by/ Date:</b></p>	<p><i>Karen Shepherd, Emma Duncan, Adele Taylor, Andrew Vallance – 4/11/21</i></p>
<p><b>Approved by Scrutiny Panel / Date:</b></p>	<p><i>Corporate O&amp;S Panel November 2021</i></p>



Report Title:	<b>Draft Revenue Budget 2022/23</b>
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Finance and Ascot
Meeting and Date:	Cabinet – 25 November 2021
Responsible Officer(s):	Adele Taylor, Executive Director of Resources & Section 151 Officer Andrew Vallance Head of Finance and Deputy S151 Officer
Wards affected:	All

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## **REPORT SUMMARY**

This report sets out the Council’s proposed draft revenue budget for 2022/23 based on information as we currently know it.

The draft revenue budget provides the spending envelope and framework for how the Council will deliver upon its priorities for 2022/23, including those within the Corporate Plan, subject to its adoption, as well as the Interim Strategy and other strategic policy documents.

Like many other councils the Royal Borough continues to face significant financial pressures in the short to medium term. These pressures include continued growth in demand for a number of services, particularly Children’s Services and Adult Social Care, being two of the most significant areas impacted by demographic demands.

The Council approved robust budgets in February 2020 and February 2021, which started and continued to stabilise the Council’s financial position and address the issues required for longer term financial sustainability, supported by in-year robust financial management against those budgets.

There remain a number of risk areas that have the potential to increase costs and reduce income both in the short and medium term as well as opportunities to transform the way we do things to support our most vulnerable residents in the Royal Borough. These risks include:

- The ongoing impact of Covid-19 which may change the shape of services not just in the short-term, but potentially on an on-going basis
- Uncertainty around the future of central government reform on local government finances
- Historically low levels of reserves, which should steadily increase to cover both specific areas as well as to generally smooth out the impact of future risks, still need to be strengthened
- General inflationary pressures that all residents and businesses are experiencing

Despite the challenges, the budget proposes significant levels of investment and growth into key areas and to support the delivery of corporate plan priorities. The

budget also details steps the Council are taking to look to alternative sources of funding and revenue generation.

The proposals in this paper will be consulted upon in the period between this Cabinet meeting and the February 2022 budget meetings of Cabinet and Full Council. They will also be reviewed by an Overview and Scrutiny panel in December 2021. The results of consultations will be reported to Cabinet in February 2022, to inform final budget proposals. Further consultations and engagement will be undertaken with our affected stakeholders including residents, businesses and partner organisations.

It should be noted that at the time of writing this report we are awaiting the final details of the finance settlement for Local Government following on from the October comprehensive spending review. We have made best estimates as to what the impact of the settlement will be, but this is subject to potentially significant change that will be detailed in the final budget reports in February.

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION: That Cabinet agrees the draft budget that will be consulted upon prior to final budget setting during February 2022 including:**

- i) The draft budget and revised Medium Term Financial Plan set out in Appendix A.**
- ii) The proposed investment and growth proposals set out in Appendix B.**
- iii) The proposed savings and income generation proposals set out in Appendix C.**

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

- 2.1 This report sets out the draft 2022/23 revenue budget for the Royal Borough of Windsor and Maidenhead.
- 2.2 A range of assumptions around the recommended draft budget are set out in paragraph 5.2.
- 2.3 The current situation is extremely volatile, and the total savings requirement may change, especially when the Government announces funding for next year as part of the Local Government Financial Settlement following the Comprehensive Spending Review (CSR) announced in October 2021. This is likely to be around the middle of December at the earliest. However, this draft budget is being presented as early as possible to provide as much certainty as we can to partners, as well as giving residents and businesses a longer opportunity in which to comment on the proposals.
- 2.4 Finer details of the CSR and subsequent settlement remain uncertain at the time of writing this report. We do not have a confirmed date when the detailed local government financial settlement will be announced. The settlement will include funding from several central Government departments. Even then, the

final local government settlement is unlikely to be confirmed until February 2022, in line with prior years announcement timetables.

## Options

**Table 1: Options arising from this report**

Option	Comments
Cabinet is requested to agree the draft budget that will be consulted upon prior to final budget setting during February 2022	<b>This is the recommended option</b>

## 3. KEY IMPLICATIONS

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2023

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

### 4.1 Introduction

4.1.1 Like many other councils, the Royal Borough of Windsor and Maidenhead continues to face significant financial pressures including the ongoing impact of the Covid-19 pandemic as well as other national inflationary factors. We are experiencing increased costs and reductions in some income sources that started during 2020/21 and have continued into 2021/22. Uncertainty around the continued duration of these impacts and the cessation of additional funding, that we received from central government during the height of the pandemic, to mitigate the ongoing impact means that there remains more potential volatility in the forecasts for the next financial year than was usual prior to the pandemic.

4.1.2 The position of the Royal Borough is more acute than some other councils, due to its historically very low level of reserves. These were barely adequate to cover its usual financial risks and a plan had been put in place as part of budget 2020 and budget 2021 to start to address this over the medium term. However, primarily due to the impact of, and uncertainty surrounding, the pandemic these are insufficient to cover future projected funding shortfalls in 2023/24 and beyond without significant further savings, or increased revenue generation through greater commercialisation being identified and delivered as part of putting together a proposed draft budget. This draft budget addresses

those concerns in full for 2022/23 and starts to address the medium-term financial gap.

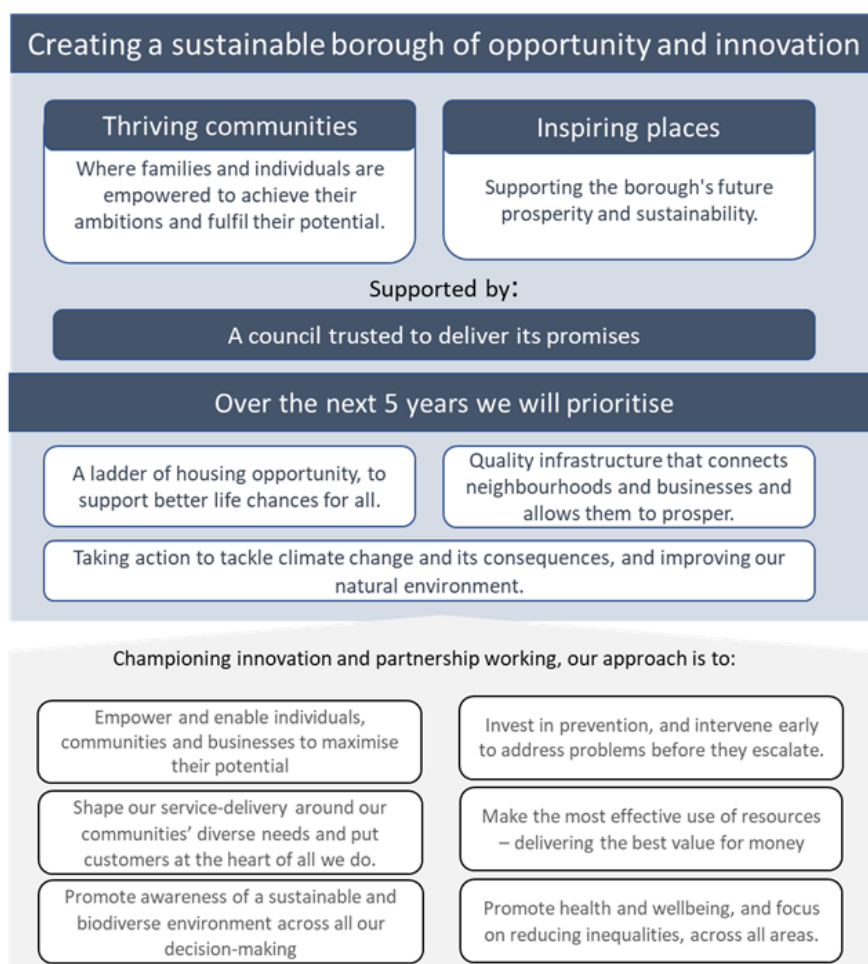
- 4.1.3 For all councils, reserves are set aside to mitigate and smooth out the impact of financial shocks in the short term. Given that such reserves are one-off sources of funding sustainable savings would always need to be found to address ongoing increases in levels of activity. There remains further uncertainty around future central government funding despite the multi-year comprehensive spending review as well as further delays to the new funding regime for local government. It means that consideration still needs to be given to an ongoing volatile risk profile.
- 4.1.4 The Council continues to have increasing levels of planned borrowing, particularly over the shorter term to both deal with inherited, long-term debt prior to RBWM's existence as well as to tackle our corporate priorities around regeneration. This contributes to the delivery of much needed housing growth as well, to ensure that there is an investment in our infrastructure and to look to enhance our opportunities to maintain revenue streams from our income generating assets
- 4.1.5 This document sets out the draft budget for 2022/23. Once agreed, it will be consulted upon in order to inform the final budget proposals in February 2022. The final budget will take account of the responses to the consultation process, as well as final funding settlements from the Government.

## 4.2 **Corporate Priorities**

- 4.2.1 The Council's new Corporate Plan for the period 2021-2026, "Creating a sustainable borough of opportunity and innovation", was agreed at Cabinet on 28<sup>th</sup> October. The Plan is now proceeding to Full Council on 23<sup>rd</sup> November, with the recommendation that it is formally agreed and adopted.
- 4.2.2 The Corporate Plan forms the overarching strategy for the Council for the next five years and replaces the Interim Strategy 2020-21, which was developed as a temporary plan in response to the pandemic. The Corporate Plan sets out the Council's new objectives, and the specific goals to be achieved in support of those objectives, over the 2021-26 period.
- 4.2.3 The Corporate Plan has been designed to crystallise focus on where the Council most needs to drive change. It recognises that the Council has to make difficult choices about where it focuses its resources. The Plan acts as a strategic framework to guide resource allocation decisions.
- 4.2.4 Finance is both the enabler that allows the Council to deliver its goals and objectives, and the constraint within which the Council needs to work as it makes tough decisions on what it can deliver. The goals within the Plan have been formulated to be deliverable within current and expected future resource levels.
- 4.2.5 In addition to setting out what we aim to achieve, the Plan also sets out the Council's approach to achieving change – how it will work as well as what it

will focus on. 'Making the most effective use of resources – delivering the best value for money' is included as an underpinning principle of our approach in order to emphasise its importance across every area of the Council's work. This includes making best use of the opportunities offered by digital technologies, working in closer partnership with communities, and maximising income generated. The Plan also includes a focus on prevention and early intervention, which can help to reduce demand on the most cost-intensive services.

Corporate Plan overview:



### 4.3 Financial Climate

- 4.3.1. Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. At the same time pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care, as well as housing and homeless services, especially within the south east of England.
- 4.3.2. This has placed considerable pressure on discretionary and other services budgets as they are reduced to ensure we are able to meet our statutory responsibilities. This is as well as the increased need to look for efficiencies,

genuine transformation in the way services are delivered and alternative sources of funding and revenue generation to support the work we do.

4.3.3. Given every council, including RBWM, has to consider its own local circumstances when setting a budget, we have looked to consider the most appropriate package of responses when considering this budget.

#### 4.4 **RBWM Financial Context**

4.4.1 RBWM is, on the face of it, better placed than some councils to meet the financial challenges that it faces.

- Relatively low levels of deprivation mean that it does not have the same level of pressure on Adult Care and Children's Services that some councils have experienced although this does mean that any increases can appear relatively large even when actual numbers of clients are not significant.
- Significant capital assets have enabled it to continue to fund its capital programme at a time when government support for capital schemes has diminished.
- Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others. This does mean, however, that a focus on developing other income streams using both the Council's asset base and regeneration activities, unlike many councils, has not left the authority overexposed to fluctuations in market conditions
- Despite our geographical location and proximity to London, many of our unit costs to deliver services are comparatively low to similar authorities through previous efficiency reviews and the transformation journey that we are on.

4.4.2 RBWM has still had to make significant savings and has already delivered around £65m savings from 2010. It has also been able to protect local non-statutory services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models where this makes sense to do so in terms of not just cost but also working in partnership with others for better outcomes for those who use our services.

4.4.3 In more recent years RBWM has also embarked on significant investment in regenerating the borough which will in the medium to long term provide significant financial benefits overall, which are important when considering longer term financial sustainability. This regeneration is also likely to help us in terms of our commitments to reducing our impact on our climate, a high priority having declared a climate emergency in June 2019. By looking to support our local areas through investment, we are also considering the broader determinants of health and well-being including delivering housing, improved active travel and investment in the local economy and with our local businesses.

4.4.4 When prioritising our financial and other resources, RBWM recognises that it needs to manage a number of significant risks and consider them as part of its budget and medium-term financial plans and any potential mitigations identified, where possible.

- **Council Reserves are under considerable pressure** – without Covid-19 the Council was beginning to build back its reserves with revenue underspends delivered in 2019/20 and 2020/21, but in the current situation they are insufficient to absorb the full financial pressure projected for 2023/24 and beyond, unless additional significant savings or increased income are achieved on an ongoing and sustainable basis.

Reserves should only be used to smooth and mitigate short term impacts as they are one-off sources of funding so should never be relied upon in lieu of a financially sustainable budget. The proper application of reserves can ensure management of short-term risks whilst longer-term, often transformative, solutions are put in place and this budget looks to strike a right balance between setting aside generic funding for overall risks as well as ensuring that potential risks and pressures are included in medium term modelling

- **The Pension fund deficit** means that a growing share of council funding is required to cover pension deficits in the future, before any money is spent on council services. This is not just an issue for RBWM and is part of wider sector and national risks. There has been investment in additional resources by the Berkshire Pension Fund to improve governance over the last 18 months and we are looking to maximise the opportunities to improve investment returns and ensure that the fund is efficiently run to mitigate as far as possible the impact over the longer term.
- **Substantial levels of borrowing** mean that an increasing share of the Council's budget is required to service debt before money can be spent on revenue services. Getting the balance right between ensuring that sufficient money is spent on longer term capital projects to generate sustainable income or to reduce ongoing pressures is an important part of the consideration that the Council needs to make when determining how to utilise its resources. This budget reflects that balance with investment and our capital strategy considers how to fund the schemes we have to do, with those that generate additional revenue or support the reduction of costs to the council of delivering our services prioritised.
- **Maintaining a low level of council tax**, whilst this has undoubtedly been very beneficial for residents, it does mean that the Council has missed out on additional revenue from raising council tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on council tax capping has also meant that our ability to increase our funding has been difficult, which is particularly pertinent to RBWM given a significant proportion (approximately 80%) of our funding comes from council tax that we collect.

- **Growing pressures around Children and Adult Services and other demand led services** have been widening the budget gap further. Placement costs for children continue to increase more rapidly than the inflation rate and both case numbers and complexity continue to grow. There are significant changes around Adult Social care and its funding that will be coming forward in future years and this could have further impact in the medium term. Whilst details of changes in national policy are still emerging, the budget and medium-term model reflect current policy and service delivery.
- **The Covid-19 pandemic has increased costs and reduced income.** Additional Government funding has mitigated some of this in 2021/22, but this support will not be repeated in subsequent years. Some of the income loss may be permanent as the world of work has changed significantly. This has been closely monitored during the financial year and efforts have been made to assess the impact in future years of more permanent reductions, but this will be an area that needs continued monitoring and management.
- **Many potential consequences of the pandemic are not yet fully apparent.** As Government support such as the furlough scheme ends, the full economic and health impacts of the pandemic may yet still be revealed. This may lead to impacts on the Council's budget such as increased council tax support, more homelessness and lower business rates income. We have used the best estimates as we know them to model impacts in this budget.



#### 4.5 Proposed Draft Revenue Budget 2022/23

4.5.1 The proposed draft revenue budget is set out in the table below:

Proposed Draft Revenue Budget	Base Budget 2021/22 £000	Changes £000	Savings and Income £000	Investment and Growth £000	Proposed Budget 2022/23 £000
Directorate:					
Chief Executive Governance, Law & Strategy	(981)	(1,680)	(216)	348	(2,529)
Childrens Services	2,990	782	(313)		3,459
Adults, Health & Housing	24,364	(248)	(587)	3,138	26,667
Resources	39,795	1,431	(942)	60	40,344
Place	8,355	(614)	(227)	142	7,656
Contingency & Corporate	15,970	(3,378)	(761)	1,186	13,017
All - Pay Award	4,558	(1,965)	(350)	500	2,743
				913	913
<b>Total Service Budgets</b>	<b>95,051</b>	<b>(5,672)</b>	<b>(3,396)</b>	<b>6,287</b>	<b>92,270</b>
Capital Financing	6,310	(1,336)			4,974
Pension Deficit Recovery	4,199	134			4,333
Other Non-service budgets	165	3			168
<b>Total Non-Service Budgets</b>	<b>10,674</b>	<b>(1,199)</b>	<b>0</b>	<b>0</b>	<b>9,475</b>
<b>Net Council Spend</b>	<b>105,725</b>	<b>(6,871)</b>	<b>(3,396)</b>	<b>6,287</b>	<b>101,745</b>
Financed by:-					
Income from trading companies	210	0			210
Education Services Grant	315	0			315
Social Care Grant	2,621				2,621
Government Grants(un-ringfenced)	179				179
Covid / SFC	5,583	(5,583)			0
Use of earmarked reserves	3,170	(3,170)			0
Assumed additional Government Grant (Settlement)		2,997			2,997
New Homes Bonus	473	(253)			220
Transfer (surplus)/deficit to Council Tax Collection Fund	300	(300)			0
Transfer (surplus)/deficit to NNDR Collection Fund	(1,600)				(1,600)
Locally retained business rates	15,004	(708)			14,296
Special Expenses	1,216	24			1,240
Council Tax	78,254	3,013			81,267
<b>Total Financing</b>	<b>105,725</b>	<b>(3,980)</b>	<b>0</b>	<b>0</b>	<b>101,745</b>

#### 4.6 Budget Pressures

4.6.1 Next year's investment and growth are driven by a number of factors:

a) **Covid-19** – continuing pressures on some income budgets

- b) **Previous spending decisions prior to 2020/21** – for example funding costs from the Revenue budget instead of through the Capital Programme.
- c) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase.
- d) **Investment in Children’s Services and Adult Social Care and other services for our vulnerable residents** based on the most up-to-date information we have about our current and future likely service users. Investment in early help and advice services to support these key areas as well other demand led services
- e) **External changes beyond the Council’s control**, such as changes to grant allocations from central government, and additional responsibilities through legislation change.
- f) **Changes in service delivery or change of assumptions for some services** – some changes to services or reduction in costs of some services have had to be revised post Covid-19 or due to changes in economic circumstances such as increasing inflation
- g) **Investment in our climate change response and other corporate priorities** – investing in our leadership role around our response to the climate emergency as well as ensuring that our stated corporate priorities are adequately resourced
- h) **Realignment of income targets with market conditions** – in some cases it has not been possible to deliver increased income even by setting higher charges due to adverse market conditions or changes in our responsibilities.

4.6.2 The table below summarises the main cost pressures that are reflected in the 2022/23 budget and exceed £100,000. Further detail is provided in Appendix B.

<b>Investment and Growth Above £100k</b>	<b>2022/23</b>
<b>Directorate / Description</b>	<b>£'000</b>
<b>Chief Executive</b>	
Commercial income budget reduction	225
<b>SUB-TOTAL</b>	<b>225</b>
<b>Children's Services</b>	
Existing provision	1,041
Future Demand	985
Workforce Transformation	465
Practice Transformation	325
Compliance Capacity	156
<b>SUB-TOTAL</b>	<b>2,972</b>
<b>Place</b>	
RBWM Climate Partnership	250
Bus Service Support	300
Waste Contract	500
<b>SUB-TOTAL</b>	<b>1,050</b>
<b>All Directorates</b>	
<b>Employers NIC increase</b>	500
<b>SUB-TOTAL</b>	<b>500</b>
<b>Pressures under £100k</b>	<b>627</b>
<b>Total Investment and Growth</b>	<b>5,374</b>

#### 4.7 Proposed Savings

4.7.1 In total the Council proposes to deliver £3,012,000 of savings. The main areas of proposed savings over £100,000 are set out below and all savings are shown in detail in Appendix C.

4.7.2 A draft equality impact assessment for each saving has been undertaken. These savings will be consulted upon between now and the budget setting Cabinet in February 2022. The results of the consultation and any amendments to EQIAs will be reported to that meeting. A draft EQIA for the total impact of the budget is also included and again following consultation on all proposals as well as the inclusion of the full detail of government funding once it has been announced will be considered prior to the final budget being presented in February.

<b>Savings and Income Generation Above £100k</b>	<b>2022/23</b>
<b>Directorate / Description</b>	<b>£'000</b>
<b>All</b>	
Cross-council savings e.g. travel, printing	350
<b>SUB-TOTAL</b>	<b>350</b>
<b>Adults, Health &amp; Housing</b>	
Review of packages and right sizing	275
Review of resourcing	250
Transitions	200
<b>SUB-TOTAL</b>	<b>725</b>
<b>Chief Executive</b>	
Property Services – rental income	101
<b>SUB-TOTAL</b>	<b>101</b>
<b>Children's Services</b>	
Health Contribution	101
Refocus of parenting work to edge of care	114
Full year effect of home to school transport reprocurement	165
<b>SUB-TOTAL</b>	<b>380</b>
<b>Place</b>	
Planning Fees	125
<b>SUB-TOTAL</b>	<b>125</b>
<b>Resources</b>	
Weddings Income	100
<b>SUB-TOTAL</b>	<b>100</b>
<b>Savings under £100k</b>	<b>1,615</b>
<b>Total Savings and Income Generation</b>	<b>3,396</b>

#### 4.8 Spending Review and Balancing the Budget

- 4.8.1 The Comprehensive Spending Review (CSR) was announced on October 27<sup>th</sup>. It revealed a surprise change in direction of local government funding from just council tax increases to additional grant funding as well.
- 4.8.2 The Government announced that the referendum for council tax increases is likely to remain at 1.99%, plus an additional 1% Adult Social Care precept. It is not yet clear whether there will be increases in the Adult Social Care precept in future years. Council tax increases will, therefore, be less than likely inflation rates of 4% or more and compared to the allowed increase in 2021/22 of 5%

4.8.3 Increased grant funding includes an additional £4.8 billion of grant funding nationally across the next three years (£1.6bn per annum). Some is likely to be distributed through additional social care grants and the remainder via the Settlement Funding Assessment (SFA) which applies to all types of authority, not just those with social care services.

4.8.4 It has not yet been announced how this additional funding of approximately £1.6 billion per year will be distributed. This will be announced as part of the Provisional Funding Settlement in December

4.8.5 Nationally Core Spending Power (CSP) for councils is expected to rise by around 6.2%. CSP includes Council Tax and government grants. If RBWM was to receive a 6.2% increase this would mean additional grant funding of just over £3 million once the assumptions made nationally around council tax are taken into account. This figure has been included in the Medium Term Financial Plan in Appendix A, and would lead to a balanced budget if this assumption is correct. It is not clear yet whether all councils will receive the same increase. This will also form part of the Provisional Funding Settlement in December.

4.8.6 Other announcements included:

- The Business Rates multiplier will remain frozen at 49.9p in 2022/23. Authorities will be fully compensated for this.
- The costs of the 1.25% increase in employer's national insurance announced as part of the Health and Social Care levy is funded within the £1.6 billion funding. The cost of this increase has been built into service budgets.
- There will be additional funding for SEND although this is likely to be through capital funding
- The Public Health Grant will be maintained in real terms
- There is funding for a new Supporting Families programme although this will come with new responsibilities
- There is a new Household Support Fund. This was already announced to start in October 2021 and replaces some funding that we receive for existing responsibilities

4.8.7 No further Covid-19 funding was announced.

4.8.8 It is impossible to calculate precisely how much additional funding RBWM will receive until the provisional settlement. No date for this was announced but it will not be until December at the earliest and has been as late as Christmas Eve previously.

#### 4.9 **Funding Settlement and Council Tax**

4.9.1 Current assumptions included in the draft budget in Appendix A are therefore:

- Council tax referendum limit remaining at 2% per annum every year with an additional social care precept of 1% in 2022/23 only.
- Expected changes to funding streams including Fairer Funding, Business Rate Retention and Better Care Fund potentially delayed until at least 2025/26
- Protection in 2022/23 for councils including RBWM, who would otherwise have to repay revenue support grant, through something known as negative Revenue Support Grant. This has not yet been confirmed.
- New Homes Bonus Funding: £220k in 2022/23 and zero from then on.

4.9.2 In short, there is still a considerable level of uncertainty around financial plans for 2022/23 and beyond, that will continue to be revised as more information becomes available.

4.9.3 Assuming a council tax increase of 2%, and a social care precept of 1%, Band D council tax would increase by £33.38 from £1,131.73 to £1,165.11. This is the equivalent of just less than £0.64 per week. It should be noted this is only the RBWM element of Council Tax with relevant Parish precepts Fire and Rescue precept and Police and Crime Commissioner precepts on top of this amount.

4.9.4 Our neighbouring Berkshire authorities charge much higher rates of Council Tax:

	Band D 2021/22	Band D 2022/23 (assumes 3% increase)
Bracknell Forest	£1,403.19	£1,445.29
<b>RBWM</b>	<b>£1,131.73</b>	<b>£1,165.11</b>
Slough	£1,490.30	£1,535.01
Wokingham	£1,620.14	£1,668.74

#### 4.10 Income

4.10.1 The Council's top ten estimated fees and charges for 2022/23 are shown in the table below. Revisions to fees and charges will be approved as part of the final budget process, after consultation and equality impact assessments are undertaken.

<b>Fees and Charges - Proposed Budgets (top 10)</b>	<b>Base Budget 2021/22 £000</b>	<b>Changes £000</b>	<b>Proposed Budget 2022/23 £000</b>
Parking - daily and season ticket income	7181	2591	9772
Planning & Development	1464	125	1589
Green waste collection	912	37	949
Street works Inspections / Permits	755	39	794
Hackney Carriage Licences	480		480
Cemeteries and Churchyards	321	15	336
Marriage and Civil Partnership Ceremonies	320	115	435
Local Land charges	257	63	320
Temporary Traffic Regulation orders	224	10	234
Highways Licences	210	10	220
Building Control	0	515	515

4.10.2 Changes in the table above include growth and savings budget revisions that may relate to volumes as well as inflationary increases. The increase in the parking budget mainly represents the reversal of Covid-19 budget reductions in place in 2021/2 so that the budget returns to close to the normal level. This is a notable risk for the Council and will be closely monitored during the year.

4.10.3 Building control was a shared service in 2020/21 and there was no base budget for income when the budget was set in February 2021. From 1<sup>st</sup> July 2021 the service has been provided by an in-house team.

4.10.4 The Council provides a wide range of services and the ability to charge for some of these services has always been a key funding source to support the cost of providing the service.

4.10.5 Some charges are statutory, such as planning fees which are set nationally. Other charges are discretionary, and the Council can choose to set the level. Charges are based on the cost of providing the service and what is reasonable. In determining reasonableness, the Council compares the charges made for the same service by other councils and the private sector.

4.10.6 There are other circumstances where a charge is set to manage demand to meet the Council's overall objectives such as mitigating the impact of climate change. An example of this might be increasing parking charges to encourage the use of public transport

4.10.7 Most other fees and charges are proposed to increase by inflation, using August's inflation figure of 4.8%,

## **5. Medium Term Financial Plan**

5.1 The Council approved a medium-term financial plan on July 14<sup>th</sup> 2021. This report shows the latest revisions to that forecast. Further revisions will be made

as part of the final budget proposals in February 2022 once more information on Council Tax and Government funding is available.

The table below shows the projected savings required during the period of the latest MTFS

<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
£	£	£	£
2,593	2,015	2,590	2,562

5.2 Key assumptions included above are that:

- (i) Council tax levels increase in line with national limits 3% for 2022/23 (2% + 1% Adult Social Care precept) and 2% core growth thereafter.
- (ii) Average interest rates payable on borrowings have been estimated at 0.5% in 2022/23 rising thereafter as advised by our Treasury Management advisers in light of the current economic situation.
- (iii) Adult Social Care Grant continues at current levels.
- (iv) Inflation is in line with current government projections i.e. c4%.
- (v) Projected savings are fully delivered.
- (vi) The Council does not make any further substantial capital investments which are not funded from future receipts, section 106, CIL or central government money.
- (vii) Inclusion of demographic pressures for Children's and Adults social care equivalent to £1.5 million per annum from 2023/24.

### 5.3 Sensitivity Analysis

5.3.1 Projecting the future financial challenge is not an exact science and many factors are beyond the control of the Council. The overall scale of the financial challenge is heavily influenced by Government decisions around funding levels and council tax limits.

5.3.2 It is impossible to predict accurately how long the impact of the current pandemic will last and any further associated costs likely to be incurred by the Council.

5.3.3 As part of the budget process, officers were asked to offset any additional pressures they identified by compensating savings wherever possible.

5.3.4 The Council does have control over some key factors that will influence the financial projection and scale of the financial gap that it faces. These include decisions on:-

- (i) Council Tax levels – council tax contributes to approximately 80% of net council expenditure. If the Council does not increase council tax up to the maximum level, then this has a significant impact on the



scale of the financial gap that it faces unless offset by other recurring income sources or further efficiencies.

- (ii) Capital investment – if the Council chooses to invest significantly in capital projects, which are not fully funded or do not deliver savings, then this will have a noticeable impact on the financial gap. The impact will be even greater if interest rates have risen. The Capital Strategy sets out the Council’s focus on capital investment.
- (iii) Service Costs – none of the above scenarios provide for significant changes in the level of service provision unless we can evidence legislative or other relevant change. Any other changes the Council wishes to make to increase, grow or significantly improve services will significantly increase the size of the budget gap. These should all be in line with corporate priorities

## **6. Principles for Delivering a Sustainable Budget**

- 6.1 There is little doubt that RBWM continues to face considerable short to medium term financial pressures. The uncertainty is around the scale of the financial pressures. Despite the impact of Covid-19 during the financial years of 2020/21 and 2021/22, the underlying financial pressures the Council faces over the medium term are much more related to the impact of capping on a very low council tax charge. It would be wrong to characterise the current fragility of our finances as anything other than a funding challenge which is why the Council has set revenue generation as one of its priorities. The overall impact of Covid-19 costs has exacerbated that pre-existing challenge and will continue to do so in the future with ongoing potential pressures for some services unable to be quantified as the long term impacts of the pandemic are still emerging.
- 6.2 All councils are having to make some tough choices around the way they manage their finances in order to remain financially viable, RBWM is no different in that aspect.
- 6.3 This section sets out some key principles that the Council will continue to follow in the short and medium term to manage the financial uncertainty that it faces. These were agreed by Council as part of the medium term financial plan in October 2021.

### **Principle 1 – an adequate level of reserves**

- 6.4 RBWM faces considerable financial risks that can have a potentially significant and immediate impact on its finances.
- 6.5 Reserves are currently at or close to the minimum levels required to protect the Council from these financial risks as well as potential service risks that it may also face. The Month 6 Budget Monitoring Report to Cabinet indicated that the Council is predicted to be above minimum levels of reserves by year end, and the current assumption is that RBWM will be above the minimum

level of reserves at the start of the 2022/23 financial year. The Council has also continued to review its use of specific, earmarked reserves appropriately.

- 6.6 Across the medium term financial plan, the assumption is that RBWM will identify sustainable savings and sustainable income generation opportunities, so that it can invest as appropriate against its corporate priorities. A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. The assumption is that anything unspent in each year would be added to the general reserves which will improve the Council's financial sustainability going forwards, or be set aside for future, specific purposes to mitigate risks over the longer-term.
- 6.7 Reserve levels will be reviewed on an annual basis as part of the budget setting process and the Council's S151 officer reports on the adequacy of these as part of the final proposed budget to Council each year, as well as the robustness of assumptions made to develop the budget.
- 6.8 Any proposals that are presented when setting the budget should be supported by robust evidence, analysis and realistic timelines to mitigate any risks of non-delivery.

### **Principle 2 – raise council tax in line with Government limits**

- 6.9 Council Tax contributes to a large share of the Council's budget. The Council already faces the potential need to make further reductions to services and scale back investment. This position will only be made more challenging if it does not increase council tax in line with the assumptions in the MTFS
- 6.10 The Council should, therefore, remain committed to increasing council tax in line with the MTFP and within the limits set by central government. Assumptions on grant funding and calculations that central government make on other funding, assumes that the council will be raising their taxes by that limit, and in some cases using an average council tax level. Therefore the Council would be at a further disadvantage than it already is by being significantly below average council tax levels if it chooses not to increase in line with those assumptions.
- 6.11 The Medium Term financial forecast demonstrates the need to take advantage of any flexibility that the Government offers to increase council tax further if the Council is to remain financially viable.

### **Principle 3 – Optimise Income Generation**

- 6.12 The Council should continue to develop opportunities to generate sustainable income including rents from, or sales of, its property portfolio and through further regeneration opportunities. Opportunities should be suitably risk assessed for their sustainability and appropriate risk mitigations put in place to avoid shocks to council finances from unexpected events.
- 6.13 The Council should aim to ensure that its fees and charges are set at levels that are appropriate and proportionate to the costs of the service they are delivering and the market within which they operate. The expectation should be that these will keep pace with inflation, should be appropriately benchmarked with other similar authorities and services, and should be

reviewed on an annual basis to ensure that they at least cover the cost of services when appropriate.

**Principle 4 – Continued enhanced scrutiny of capital investment**

- 6.14 Funding capital investment represents a significant pressure on the revenue budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the investment:-
- (i) meets the Council's policy objectives
  - (ii) is self-funding
  - (iii) delivers a realistic pay back in the case of invest to save schemes
  - (iv) Appropriate external funding routes need to be considered
  - (v) All capital investment must be supported by appropriately detailed up to date business cases with clear measures of return on investments at both a financial and community level
- 6.15 Over time the Council should continue to ensure that it funds more of its ongoing maintenance and equipment replacement from its revenue budget.

**Principle 5 – the Council maintains tight financial control of in year budgets and the delivery of savings programmes.**

- 6.16 The Council has recognised the need to keep tight control of its spending to ensure that the scale of the financial challenge does not worsen even further. Historically the Council did not always deliver on promised savings. During 2020/21 improved budget monitoring reports to committee meetings were introduced and this allowed challenge of any new spending pressures at an early stage. The CIPFA report recommendations have been implemented and a cultural shift within the organisation continues.
- 6.17 The Council needs to deliver substantial savings or sustainable generation of income to balance its budget again so there needs to be a continued focus on monitoring and delivering against agreed proposals in 2022/23 and on an ongoing basis.

**Principle 6 – the Council should keep the level of short term borrowing under review**

- 6.18 In recent years borrowing has increased substantially to enable the Council to invest in the regeneration of the borough and core services.
- 6.19 Potentially a lot of this investment can be funded through asset sales, although this can take time. Accordingly, the Council has a relatively high level of short term borrowing, which exposes it to the risk of interest rate increases.
- 6.20 The Council is keeping short term borrowing under review and has already started to move some borrowing to longer terms options. As appropriate we will consider the potential to further fix rates in the medium to long term to manage the risk and potential financial impact of interest rate increases. The Council continues to consult specialist advice to keep this under review.

## **Principle 7 – Lobby for relaxation of capping to give RBWM the Freedom to Recover and additional grant funding**

- 6.21 The Council should maintain pressure on Central Government to deliver a fairer funding model for RBWM that provides:
- (i) Additional grant to support the service pressures that it faces for Children, Adults and other services
  - (ii) Assurance that any legislative changes are recognised with adequate new burdens funding
  - (iii) Greater flexibility to increase council tax and other income sources and external funding

## **7. Closing the Budget Gaps**

- 7.1 The immediate challenge has been to close the budget gap for 2022/23 to enable the Council to set a balanced budget for 2022/23. Legally, the Council has to balance the financial year in which it is going into (in this case 2022/23) and should consider the resources it has over the medium term.
- 7.2 There is considerable uncertainty around the size and scale of future budget gaps and a lot of this will depend on final Government funding decisions.
- 7.3 While there is always room to be more efficient, RBWM is already a low spending council which constrains it from reducing costs easily.
- 7.4 On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service.
- 7.5 Future savings plans will need to continue to focus on more transformative savings measures and the Council has recently agreed a transformation strategy.
- 7.6 There will also be a focus on revenue generation.
- 7.7 The Council also continues to develop its 5 year resourcing strategy to ensure that the balance is right between investment in corporate priorities, generation of additional income, sourcing of other external funding, transformation and efficiency of services as well as opportunities to save money.

## **8. Next Steps**

- 8.1 The proposals contained in this report will be subject to consultation in order to inform final decisions at Cabinet and Council in February 2022.
- 8.2 The Council will consult with residents, businesses, partners and its own staff.

- 8.3 An Equality Impact Assessment of the whole budget will be undertaken, as well as individual EQIAs for each saving proposal. These will be amended if necessary in the light of consultation responses and reported to the February meeting.
- 8.4 This draft budget will be amended once the Local Government Finance Settlement and council tax information is published in December.
- 8.5 An Overview and Scrutiny Panel will review the proposals in December 2021.
- 8.6 Final budget proposals will be considered by Cabinet on 4<sup>th</sup> February 2022, with recommendations to Full Council on 23<sup>rd</sup> February 2022.

## **9. LEGAL IMPLICATIONS**

- 9.1 None at this stage of the budget process.

## **10. RISK MANAGEMENT**

- 10.1 Failure to identify sufficient savings as part of the budget process would risk the Council being unable to maintain minimum levels of reserves. Failure to deliver the planned savings would have the same effect.

## **11. POTENTIAL IMPACTS**

- 11.1 **Equalities.** A full EQIA will be undertaken on the budget submitted to Council in February 2022. Each individual saving proposal will also have an EQIA undertaken. All EQIAs will be revised in the light of any relevant consultation responses. Draft EQIAs have been published to support this consultation paper.
- 11.2 **Climate change/sustainability.** The potential impact of budget recommendations will be considered once details of budget submissions are published.
- 11.3 **Data Protection/GDPR** – not applicable

## **12. CONSULTATION**

- 12.1 The draft budget approved by Cabinet in November 2021 will be fully consulted on before final proposals are made to Cabinet and Council in February 2022.

## **13. TIMETABLE FOR IMPLEMENTATION**

- 13.1 This proposed draft budget will be consulted on between now and the end of January 2022. The final budget will be approved in February 2022 for implementation from 1<sup>st</sup> April 2022.

## 14. APPENDICES

14.1 This report is supported by three appendices:

- Appendix A Draft revenue budget 2022/23 and revised MTFP
- Appendix B Investment and Growth
- Appendix C Savings and Income Generation Opportunities

## 15. BACKGROUND DOCUMENTS

15.1 None

## 16. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officers (or deputy)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer	10/11/21	11/11/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	10/11/21	12/11/21
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	10/11/21	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	10/11/21	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	29/10/21 10/11/21	02/11/21 11/11/21
Andrew Durrant	Executive Director of Place	10/11/21	10/11/21
Kevin McDaniel	Executive Director of Children's Services	10/11/21	10/11/21
Hilary Hall	Executive Director of Adults, Health and Housing	10/11/21	11/11/21
<i>Heads of Service (where relevant)</i>			
Louisa Dean	Head of Communications	10/11/21	16/11/21
Nikki Craig	Head of HR, Corporate Projects & IT	10/11/21	16/11/21

Confirmation relevant Cabinet Member(s) consulted	Cllr Hilton, Cabinet Member for Finance & Ascot	Yes
	Cllr Johnson, Leader of the Council	Yes

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	Not applicable

Report Author: Andrew Vallance, Head of Finance.
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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	***NOTES
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Total Service Base budget</b>	<b>86,506</b>	<b>95,051</b>	<b>92,270</b>	<b>92,939</b>	<b>94,428</b>	<b>95,930</b>	1
Pay Award	895	913	931	950	969	988	2
Contract, General and Fees and Charges Inflation	1,454	1,937	1,662	1,693	1,893	1,893	3/4
Corporate capacity	850	-	-	-	-	-	5
Demographic Growth	-	750	1,500	1,500	1,500	1,500	6
Virements to Non service budgets(unringfenced grants)	814	-	-	-	-	-	
Contingency	(69)	-	-	-	-	-	7
Revenue Investment and Growth ( <b>Appendix B</b> )	3,124	5,374	(183)	(262)	(250)	-	8
Full year effects of prior years pre-approved decisions	38	108	-	-	-	-	11
COVID effect pressures	9,251	(8,159)	(1,092)	-	-	-	12
Grant effects as a result of the December 20 settlement	(47)	-	-	-	-	-	
Revenue Savings and Income Generation ( <b>Appendix C</b> )	-	(3,396)	444	(377)	(20)	(50)	13
Base budget savings	-	(86)	-	-	-	-	
Savings Identified since April 2020	(5,630)	(289)	-	-	-	-	
Efficiency Savings - Existing plans from February 20	(2,135)	67	-	-	-	-	
<b>Service Net Expenditure Before Savings Target</b>	<b>95,051</b>	<b>92,270</b>	<b>95,532</b>	<b>96,443</b>	<b>98,520</b>	<b>100,261</b>	
<b>Efficiency Savings - TO BE IDENTIFIED</b>	<b>0</b>	<b>0</b>	<b>(2,593)</b>	<b>(2,015)</b>	<b>(2,590)</b>	<b>(2,562)</b>	
<b>Service Net Expenditure</b>	<b>95,051</b>	<b>92,270</b>	<b>92,939</b>	<b>94,428</b>	<b>95,930</b>	<b>97,699</b>	
<b>Total Non Service Base budget</b>	<b>10,389</b>	<b>10,674</b>	<b>9,476</b>	<b>10,195</b>	<b>11,909</b>	<b>12,028</b>	
Environment Agency Levy	3	3	3	3	3	3	
Interest on balances net of Bank charges	49	-	(4)	-	-	-	
Interest Payments	(1,355)	(527)	(389)	718	(872)	(1,080)	15
Capitalised debt interest on specific projects	157	(9)	(44)	-	-	-	
Minimum revenue provision on capital cashflow	1,049	877	994	828	828	828	16
Revenue contribution to Capital	400	-	-	-	-	-	
Corporate Savings and Contribution to / from Earmarked Reserves	-	(1,676)	-	-	-	-	
Movement on Pension Reserve (Deficit Contribution)	(18)	134	159	165	160	160	17
<b>Non Service Net Expenditure</b>	<b>10,674</b>	<b>9,476</b>	<b>10,195</b>	<b>11,909</b>	<b>12,028</b>	<b>11,939</b>	
<b>TOTAL EXPENDITURE</b>	<b>105,725</b>	<b>101,745</b>	<b>103,134</b>	<b>106,337</b>	<b>107,957</b>	<b>109,637</b>	
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
<b>FUNDING</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
NNDR	(15,004)	(14,296)	(13,588)	(12,879)	(12,129)	(11,379)	18
Use of NNDR Provision	-	-	-	-	-	-	
Income from trading companies	(210)	(210)	(210)	(210)	(210)	(210)	
Education Services Grant	(315)	(315)	(315)	(315)	(315)	(315)	
Parish Equalisation Grant	-	-	-	-	-	-	
Social Care Grant	(2,621)	(2,621)	(2,621)	(2,621)	(2,621)	(2,621)	19
Government Grants(unringfenced)	(179)	(179)	(179)	(179)	(179)	(179)	20
Assumed additional Government Grant (Settlement)	-	(2,997)	(2,997)	(2,997)	(2,997)	(2,997)	21
COVID-19 Tranche 5 funding	(3,118)	-	-	-	-	-	
Additional COVID-19 funding for SFC compensation Quarter 1	(1,359)	-	-	-	-	-	
Potential additional COVID-19 funding for SFC compensation Quarter 2	(1,106)	-	-	-	-	-	
New Homes Bonus	(473)	(220)	-	-	-	-	22
Use of Earmarked Reserve	(3,170)	-	-	-	-	-	
Use of General Reserve	-	-	-	-	-	-	
Transfer (surplus)/deficit to Council Tax Collection Fund	(300)	-	-	-	-	-	
Transfer (surplus)/deficit to NNDR Collection Fund	1,600	1,600	1,600	-	-	-	23
<b>TOTAL FUNDING</b>	<b>(26,255)</b>	<b>(19,238)</b>	<b>(18,310)</b>	<b>(19,201)</b>	<b>(18,451)</b>	<b>(17,701)</b>	
<b>Total Council Tax Requirement</b>	<b>79,470</b>	<b>82,507</b>	<b>84,824</b>	<b>87,136</b>	<b>89,506</b>	<b>91,936</b>	
<b>Council Taxbase(Band D)</b>	<b>69,179</b>	<b>69,736</b>	<b>70,289</b>	<b>70,789</b>	<b>71,289</b>	<b>71,789</b>	
Adult Social Care Precept(increased by 3% in 21/22 only)	127.78	<b>139.09</b>	139.09	139.09	139.09	139.09	24
Council Tax at Band D	1003.39	<b>1026.02</b>	1049.21	1072.85	1096.97	1121.57	25
<b>Council Taxbase(Unparished areas)</b>	<b>35,861</b>	<b>36,361</b>	<b>36,861</b>	<b>37,361</b>	<b>37,861</b>	<b>38,361</b>	
Special Expenses	33.90	34.57	35.26	35.96	36.68	37.41	
<b>Council Tax income using Taxbase</b>	<b>79,470</b>	<b>82,507</b>	<b>84,824</b>	<b>87,136</b>	<b>89,506</b>	<b>91,936</b>	



	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	***NOTES
	£'000	£'000	£'000	£'000	£'000	£'000	

This Medium term financial plan highlights the efficiency savings yet to be identified. The Expenditure summary shows the movements from the 2020/21 base budgets in both services and non services. The funding table shows the total projected for the year and not the movement. This in turn calculates the Total Council Tax requirement using the Average band D Council Tax, Adult Social care precept and special expenses.

#### NOTES

- 1 Service base budget from Annex A of the February 2021 budget report
- 2 Potential pay award of 2% for all RBWM staff including AFC and Optalis
- 3 Utilities inflated - Electricity 11%, Gas 59%, other contracts based on rates specified in the contract.
- 4 Fees and Charges inflation applied to all discretionary income targets where possible @4.8% RPI (Aug 21)
- 5 Corporate capacity - ongoing new budget of £850,000 (2021/22) now in base.
- 6 Demographic growth Adults £750,000, growth from 23/24 relates to Childrens Services
- 7 Contingency budget
- 8 New Revenue Growth Bids Submitted 2022/23
- 9 New Revenue Growth Bids Submitted 2022/23 - Children's Services
- 10 New Revenue Growth Bids Submitted 2022/23 - Waste Contract - reflecting changes to contract terms and conditions.
- 11 Recognition of annual pressure of growth from prior years.
- 12 Covid-19 growth added to budget in 2021/22, released over 2022/23 and 2023/24
- 13 New Revenue Savings Proposals Submitted 2022/23
- 14 New Corporate Revenue Savings 2022/23
- 15 Interest on borrowing- assumes 0.5% on short term borrowing in 22/23.
- 16 Provision for repayment of debt - interest and principal where appropriate
- 17 Assumes annual prepayment of pension deficit payments - estimates provided
- 18 Reflects the regeneration of Maidenhead and the reduction in projected business rates as a result (Estimated)
- 19 Assumes the £2,621,000 unringfenced social care grant continues through the period of this plan
- 20 Assumes the £179,000 unringfenced lower services tier grant continues through the period of this plan.
- 21 Assumed additional Government Grant (Settlement), based on CSR 27th October 2021 (Estimated)
- 22 Phasing out of the New homes bonus as suggested in previous settlements from government, no new scheme built in as yet
- 23 Collection fund projections assume that the nndr deficit can be taken over 3 years as a result of COVID
- 24 Assumes 0.99% increase in 22/23 only
- 25 Assumes 1.99% increase in Ctax annually

Ref:	Bid Title	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>Bids - for Decision</b>										
1	<b>Commercial income budget reduction</b>	Chief Executive	Property Services	Cllr Johnson	Realignment of rental income after loss of rental at Siena Court.	225	225	225	225	225
2	<b>Property repair &amp; maintenance contingency</b>	Chief Executive	Property Services	Cllr Johnson	Budget for parcels of land/boundary fences and tree maintenance across the borough.	40	40	40	40	40
3	<b>Building Services - unachievable income target</b>	Chief Executive	Property Services	Cllr Johnson	Align income target with achievable target for maintained schools and academies. (£114k split between maintained schools £73k and academies £41k. A reduction of £83k.	83	83	83	83	83
4	<b>Private Rented Sector Officer - invest to save</b>	Adults, Health & Housing	Housing	Cllr McWilliams	A Private Rented Sector Officer will reduce temporary accommodation spend by assisting homeless households into settled accommodation.	60	60	60	60	60
5	<b>VRU Coordinator</b>	Place	Communities	Cllr Cannon	Provide one -off funding for a Violence Reduction Coordinator. A Bill, currently going through parliament, will place a new duty on all LA's to work on an ongoing basis to reduce violence and work with partners to share information and coordinate work to achieve a reduction in serious violence the local area.	40	0	0	0	0
6	<b>Paving Maintenance Cleaning</b>	Place	Neighbourhood Services	Cllr Clark	Currently under the street cleansing contract there are a few cleans which can leave Maidenhead and Windsor town centres looking neglected and unkempt. This can lead to a negative perception of the town and a lack of funding from new ad existing businesses.	21	21	21	21	21
7	<b>Section 81 works extra resource - self funding from year 2</b>	Place	Neighbourhood Services	Cllr Clark	This spend to save initiative aims to enhance resources relating to enforcement/management of Sections 81 works, this should be self funding in future years.	75	0	0	0	0
8	<b>Bus Service Support Investment</b>	Place	Infrastructure, Sustainability & Transport	Cllr Clark	This additional investment to support the alignment of our approach with the national bus strategy and our environment and climate strategy	300	300	300	300	300
9	<b>Laptop warranty extension - modern workplace devices</b>	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Extension of the current 3 year warranty with Dell for modern workplace devices to 5 years.	46	52	0	0	0
10	<b>IT post - Technology Solutions Architect</b>	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Ensuring that the IT team can work across the whole council in the delivery of the IT strategy, providing strategic technological insight to all services and working collaboratively with all teams when identifying suitable technology solutions for the delivery of improved services.	96	96	96	96	96
11	<b>Client Support Officers (2) -invest to save</b>	Adults, Health & Housing	Housing	Cllr McWilliams	Two new Client Services Officers will be recruited to support vulnerable households with debt management and budgeting issues. Invest to save proposal, cost neutral.	0	0	0	0	0
12	<b>Housing benefit recovery officer and Property Inspector post - fully funded.</b>	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	Invest to save bid covering two areas: Housing Benefit Overpayment Recovery, increased resource by 1fte and upgrading existing postholder in recognition of the management responsibility they have to enable enhanced recovery of £4m outstanding debt. Property Inspector - to assist existing postholder inspect 65k CTAX properties, and 5k business premises. This would maximise the tax base. Both posts proposed for a 2 year fixed term contract.	0	0	0	0	0
13	<b>Council Tax Senior - fully funded</b>	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	Council Tax Senior: a new position to reflect similar positions in Debt Recovery and Business Rates ensuring further capacity supporting the aim to increase the collection rate.	0	0	0	0	0
14	<b>R&amp;B Control team single points of failure - fully funded</b>	Resources	Revenues, Benefits, Library & Resident Services	Cllr Hilton	To mitigate the risk associated with two potential single points of failure within the R&B Control team: System Administration and Subsidy.	0	0	0	0	0
15	<b>Cost of provision for open cases</b>	Childrens Services	Childrens Services	Cllr Carroll	The expected increase in costs to manage the care and support for the cohort of children currently open to the Council's services, inclusive of inflation and savings related to the process of regular placement reviews.	1,041	1,041	1,041	1,041	1,041
16	<b>Estimated future demand</b>	Childrens Services	Childrens Services	Cllr Carroll	The estimated costs to manage the likely future demand, including the continued impact of the pandemic and maintaining the domestic abuse support service to mitigate the level of demand.	985	985	985	985	985

Ref:	Bid Title	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
17	Workforce transformation	Childrens Services	Childrens Services	Cllr Carroll	Three year plan to reduce reliance on agency workers by offering strong professional development in a highly supportive environment with lower than average case holding levels. Transformation supported by short-term stability incentives.	465	555	345	345	345
18	Practice Transformation	Childrens Services	Childrens Services	Cllr Carroll	Investment in an edge of care team and continued support for domestic abuse services to support families from reaching point of crisis.	325	161	161	161	161
19	Lost income (Covid)	Childrens Services	Childrens Services	Cllr Carroll	Lost income relating to education welfare regulations and use of group facilities	55	55	55	55	55
20	Increases in volume of children with additional needs	Childrens Services	Childrens Services	Cllr Carroll	Additional posts required within the education and disability services to support the ability to respond within the statutory timescales for processing reviews and changes in education, health and care plans.	92	92	92	92	92
21	Increased costs of compliance	Childrens Services	Childrens Services	Cllr Carroll	Additional capacity to respond to information requests (Subject Access Requests), health and safety, insurance and apprenticeship levy.	156	156	156	156	156
<b>Total Bids - for Decision</b>						<b>4105</b>	<b>3922</b>	<b>3660</b>	<b>3660</b>	<b>3660</b>
<b>Bids- to Note</b>										
22	Waste Contract	Place	Neighbourhood Services	Cllr Clark	Contractual amendments	500	500	500	500	500
23	Increase in Employers National Insurance from 2022/23	All	Corporate	Cllr Hilton	The increase in employers national insurance of 1.25% from April 2022 will have an impact on direct and indirect employees costs, this budget is to cover those costs.	500	500	500	500	500
24	Grant changes	Childrens Services	Childrens Services	Cllr Carroll	Implications of regulatory changes on the amounts of money that can be used from the ring-fenced Dedicated Schools Grant for school improvement.	19	19	19	19	19
25	RBWM Climate Partnership	Place	Infrastructure, Sustainability & Transport	Cllr Stimson	The proposals, set out in further detail in a paper to cabinet on 30 September 2021, will set up a new independent RBWM Climate Partnership to lead on the delivery of the Borough Wide Environment and Climate Strategy. This will better engage the private sector and community organisations to support delivery for the goals of the strategy and enable the council to focus on its own commitments to deliver carbon reductions on its own estate, deliver biodiversity recovery in its green spaces	250	250	250	0	0
<b>Total Bids - to Note</b>						<b>1269</b>	<b>1269</b>	<b>1269</b>	<b>1019</b>	<b>1019</b>
<b>All Service / Directorates - all Bids</b>						<b>5,374</b>	<b>5,191</b>	<b>4,929</b>	<b>4,679</b>	<b>4,679</b>
<b>Incremental Bids included in MTFP</b>						<b>5,374</b>	<b>(183)</b>	<b>(262)</b>	<b>(250)</b>	<b>0</b>

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>Proposals - for Decision</b>											
1	Supported Accommodation Savings	Contract Change	Adults, Health & Housing	Housing	Cllr McWilliams	A 10% cost saving is being sought on supported accommodation schemes in the borough	41	41	39	39	39
2	Temporary Accommodation Management	Service Redesign/change	Adults, Health & Housing	Housing	Cllr McWilliams	The outsourced temporary accommodation management function is to be brought in-house to reduce costs by 10%	65	65	65	65	65
9	Review Maintenance provision for Estate Shops	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Reduce budget by £7K to reflect actual level of likely costs. Saving linked to capital bids for Commercial Investment Property Portfolio-Repairs	7	7	7	7	7
10	Therapy Provision	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Further transform the therapy provision for children in care	10	10	10	10	10
11	Health Contribution	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Review health contributions for continuing health care	101	101	101	101	101
12	Multi Agency Safeguarding Hubs (MASH)	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Review MASH working and partnership arrangement including partner contributions	37	37	37	37	37
13	Refocus of parenting work to edge of care	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Develop edge of care approach to work with families	114	114	114	114	114
14	Sale of advertising and sponsorship on website	Income Generation	Governance, Law & Strategy	Communications & Marketing	Cllr McWilliams	Income from sale of advertising and sponsorship on website and other areas - income generation to be identified	50	50	50	50	50
15	Land Charges Income	Income Generation	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Amend fees to bring the council more into line with neighbouring authorities.	13	13	13	13	13
16	Set up and facilitate local good causes lottery	Transformation	Governance, Law & Strategy	Democratic Services	Cllr Rayner/Cllr Hilton	Set up local good causes lottery and replace revenue funded small grants to local organisations, set up costs in year one - estimated £25k have reduced the saving in 22/23	25	50	50	50	50
17	Remove parish elections budget	Service Redesign/change	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Costs to be fully recharged to parishes.	10	10	10	10	10
18	Review of resources within Civic Services	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Review of resources within Civic Services	15	15	15	15	15
19	Review of resources within Facilities	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Review of resources within Facilities Services	27	27	27	27	27
20	Commercialisation	Income generation	Governance, Law & Strategy	Deputy Director of Law & Strategy	Cllr Rayner	Identification and maximisation of income generating opportunities. A fixed term post initially would be required to review all council current fees and charges with a view to maximising sponsorship, advertising and identifying new opportunities. £100k growth, rising to £150k in 2026/27.	50	100	100	100	150
21	Review of resources within Communities	Service Redesign/change	Place	Communities	Cllr McWilliams	Review of resources within Communities	73	73	73	73	73
22	Allotments - operating model	Income Generation	Place	Neighbourhood Services	Cllr Stimson	Review of operating model for allotments to increase charges and/or reduce cost of operating with the aim to be self-financing over time.	10	10	15	20	20
23	Energy	Service Redesign/change	Place	Infrastructure, Sustainability & Transport	Cllr Clark	We currently spend £330k on energy for street lighting and close to £20k on powering water fountains in the borough. Turning lights and fountains off overnight could help to reduce energy bills as well as other carbon and biodiversity benefits.	20	35	35	35	35
24	Review of resourcing of Insurance and Risk service	Service Redesign/change	Resources	Finance	Cllr Hilton	Review of funding and resourcing of Insurance and Risk service	47	47	47	47	47
<b>Total Proposals - for Decision</b>							<b>1551</b>	<b>1641</b>	<b>1644</b>	<b>1649</b>	<b>1699</b>
<b>Proposals - to Note</b>											

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Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
25	Subjective Savings	Service Redesign/change	All	All	Cllr Hilton	Savings from cross council budgets no longer required.	350	350	350	350	350
26	Rental Income-Clyde House	Income Generation	Chief Executive	Property Services	Cllr Johnson	Clyde House in occupation by external tenant - Agreed rental income £101K p.a. Termination of agreement scheduled for March 2023. Assumes building demolished 24/25 and related property costs saved of £68k	101	0	68	68	68
27	Development & Regeneration-Removal of revenue professional fees	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Removal of provision for RBWM Property Company project management fees - these are now mainly capitalised against relevant projects	40	40	40	40	40
28	Review of NDRD provision-G10-G12 Alma Rd, Windsor & St Edmunds House, M'head	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Reduce budget provision by £10k to match actual costs	10	10	10	10	10
29	Town Hall Electricity costs	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Review Town Hall electricity / utilities budgets given reduced levels of occupation - electricity outturn anticipated saving £20k	20	20	20	20	20
30	Demolition of Waldeck House	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Waldeck House to be vacated by 31-12-2021 as part of Maidenhead regeneration programme-net current budget £20K. Budget required 2022/23 to secure and maintain site until property demolished	0	20	20	20	20
31	St Mary's House-Utilities costs	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Review St Mary's House - electricity / utilities budgets given reduced levels of occupation, £6k saving anticipated	6	6	6	6	6
32	St Mary's House-Occupation / Lease expiry	Service Redesign/change	Chief Executive	Property Services	Cllr Johnson	Termination of St Mary's lease - expires July 23, early surrender to be investigated.	0	90	141	141	141
33	Rental Income	Income Generation	Chief Executive	Property Services	Cllr Johnson	Rental income budget from estate shops brought into line with actual expected income.	24	24	24	24	24
34	Corporate Subscriptions	Service Redesign/change	Chief Executive	Chief Executive	none	Reduction of corporate subscriptions budget in line with actual costs .	8	8	8	8	8
35	External Legal Costs	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Increased internal Legal triage to support consistent thresholds for seeking legal advice	25	25	25	25	25
36	Staff Transport Costs	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Reduction in mileage budget to reflect new hybrid way of working	30	30	30	30	30
37	Traded services scope and cost	Income Generation	Childrens Services	Childrens Services	Cllr Carroll	Increase in fees for services traded with schools, and other local authorities	67	67	67	67	67
38	Full year effect of home to school transport reprocurement	Contract Change	Childrens Services	Childrens Services	Cllr Carroll	Following policy updates in 2021 and full contract retender process further efficiencies have been achieved.	165	165	165	165	165
39	Cross-skill role development	Transformation	Childrens Services	Childrens Services	Cllr Carroll	Increase resilience and flexibility of internal support teams including finance	18	18	18	18	18
40	Printing	Service Redesign/change	Childrens Services	Childrens Services	Cllr Carroll	Reflects increased use of digital information in Children's Services	20	20	20	20	20
41	Printing	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Reduction in printing requirements by officers	30	30	30	30	30
42	Centralised Stationery	Service Redesign/change	Governance, Law & Strategy	Civic and Facilities	Cllr Rayner	Reduced demand for stationery by officers	5	5	5	5	5
43	Legal services saving	Service Redesign/change	Governance, Law & Strategy	Law	Cllr Rayner	Services delivered by shared service now provided by the Monitoring Officer and Deputy Director of Law & Strategy	30	30	30	30	30
44	Magistrates Court	Service Redesign/change	Governance, Law & Strategy	Law	Cllr Rayner	Reducing loan repayment liability	8	8	9	9	9
45	Land Charges Income	Income Generation	Governance, Law & Strategy	Electoral and Information Governance	Cllr Rayner	Increase income target for 22/23 only, in recognition of current economic activity.	50	(50)	0	0	0
46	Building control	Income Generation	Place	Planning Services	Cllr Johnson	BC fees to be set to contribute to reasonable RBWM overheads	45	45	45	45	45
47	Berkshire records office	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Clark	There is £13.8k of S106 one-off funding available that could be put towards our revenue funding of the Berkshire Records office	14	(14)	0	0	0

Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
48	Public transport funding	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Clark	Use of S106 funding to cover some of the growth bid for public transport subsidy during 2022/23	84	(84)	0	0	0
49	Waste Management	Income Generation	Place	Neighbourhood Services	Cllr Coppinger	There is S106 funding under waste management (£11.2k) that could be used as one-off support for the waste budget	11	(11)	0	0	0
50	Cemetery Income	Income Generation	Place	Neighbourhood Services	Cllr Stimson	Income budget increase for one year only	20	(20)	0	0	0
51	Christmas Lights - Sponsorship	Income Generation	Place	Infrastructure, Sustainability & Transport	Cllr Rayner	Obtain sponsorship income to cover contract costs for installing and taking down Christmas Lights	69	69	69	69	69
52	Review of resources	Service Redesign/change	Place	Executive Director of Place	none	Surplus staff budget identified no longer required	15	15	15	15	15
53	Planning Fees	Income Generation	Place	Planning Services	Cllr Coppinger	Income target increased to align with anticipated activity levels, subject to annual review.	125	125	125	125	125
54	Street Lighting	Service Redesign/change	Place	Neighbourhood Services	Cllr Clark	Align expenditure budgets with actual expected costs	30	30	30	30	30
55	Cash Collection costs	Contract Change	Place	Neighbourhood Services	Cllr Cannon	Reduced cash collection requirements as customers increase use of pay by phone and card methods of payment	25	25	25	25	25
56	Cash Collection costs	Contract Change	Place	Neighbourhood Services	Cllr Cannon	Reduce cash collection costs - Libraries service - maintain cashless strategy	30	30	30	30	30
57	Increased parking enforcement	Service Redesign/change	Place	Neighbourhood Services	Cllr Cannon	Increase parking enforcement - two new officers within the NSL contract, expected to significantly improve enforcement around the borough. Income raised in penalties should fund this service and allow a contribution towards overheads.	50	50	50	50	50
58	Public Toilets	Service Redesign/change	Place	Neighbourhood Services	Cllr Coppinger	Council tax expenditure budget no longer required	20	20	20	20	20
59	Waste Mobilisation	Service Redesign/change	Place	Neighbourhood Services	Cllr Coppinger	Budget no longer required	50	50	50	50	50
60	Concessionary Fares	Service Redesign/change	Place	Infrastructure, Sustainability & Transport	Cllr Clark	Align expenditure budgets with actual expected costs	30	30	30	30	30
61	Planning Policy	Service Redesign/change	Place	Planning Services	Cllr Coppinger	Align expenditure budgets with actual expected costs	40	40	40	40	40

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Ref:	Proposals	Category	Directorate	Service Area	Lead Member	Brief Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
62	Telephony Savings	Contract Change	Resources	Human Resources, Corporate Projects & IT	Cllr Rayner	Savings generated by moving to new telephony technologies and a reduction in mobile phones.	70	70	70	70	70
63	Contract re-negotiation saving - bank charges (One-off)	Contract Change	Resources	Finance	Cllr Hilton	Bank charges one-off sign up 18 month fee reduction £30k then £5k ongoing - reduction in 22/23 included in MTFP financing (Lloyds)	0	15	(10)	5	5
64	Weddings Income	Income Generation	Resources	Library & Resident Services	Cllr Rayner	Income from delayed weddings - one off impact as a result of the Covid-19 emergency restrictions.	100	(100)	0	0	0
65	Corporate - Business Development	Income Generation	Resources	Finance	none	Income target increased to align with activity levels	10	10	10	10	10
<b>Totals Proposals - to Note</b>							<b>1,845</b>	<b>1,311</b>	<b>1,685</b>	<b>1,700</b>	<b>1,700</b>
<b>All Service / Directorates - all Proposals</b>							<b>3,396</b>	<b>2,952</b>	<b>3,329</b>	<b>3,349</b>	<b>3,399</b>
<b>Incremental Proposals included in MTFP</b>							<b>3,396</b>	<b>(444)</b>	<b>377</b>	<b>20</b>	<b>50</b>

Report Title:	Draft Capital Programme 2022/23 – 2024/25
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Finance and Ascot
Meeting and Date:	25 November 2022
Responsible Officer(s):	Andrew Vallance – Head of Finance and Deputy S151 Officer
Wards affected:	All

## REPORT SUMMARY

This report details the draft capital programme for 2022/23 onwards including proposed new capital bids and planned expenditure for bids previously approved by Council.

Together with the capital strategy and capital cashflow, it provides a picture of the Council's proposed capital planning and expenditure.

### 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION:** That Cabinet notes the report and comments on:

- i) The draft Capital Strategy 2022/23 – 2024/25 as set out in Appendix A
- ii) The draft consolidated capital programme for 2022/23 – 2024/25 in Appendix B.
- iii) The capital cash flow in Appendix E

### 2. REASONS FOR RECOMMENDATIONS AND OPTIONS CONSIDERED

2.1 This report sets out the draft Capital Strategy and proposed capital programme for 2022/23 – 2024/25. Once agreed the Council can confirm the implications on its future borrowing and the implications on its final revenue budget and Medium Term Financial Strategy.

2.2 The report links very closely to two other strategies:

**The Treasury Management Strategy** that sets out how the Council will fund and afford its planned level of capital investment in 2022/23 and beyond. This also assesses the affordability of capital investment plans in the context of the revenue budget and its Prudential Indicators. A draft strategy was reviewed by Audit and Governance Committee at its October meeting held on 21<sup>st</sup> October.

**The Budget Report 2022/23 and Medium Term Financial Strategy 2022/23 – 2026/27.** This sets out the Council's revenue spending for 2022/23 and indicative spending plans for 2023/24 - 2026/27. The financial position of the Council sets the context for the affordability of the capital programme. Given the challenging financial context, the Council is now operating within its means and no new discretionary spending is included as an addition to the proposed



capital programme. New schemes are either self-funded or considered essential to maintain service provision.

## Options

**Table 1: Options arising from this report**

Option	Comments
Note the report in preparation for formal approval at February 2022 Council <b>This is the recommended option</b>	This will allow essential capital schemes to progress

## 3. KEY IMPLICATIONS

3.1 Table 2 below outlines key implications.

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2025

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

### 4.1. Introduction

4.1.1. The draft Capital Strategy as set out in Appendix A provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are fully integrated. The draft strategy was reviewed by Audit and Governance Committee at its October meeting on 21st October.

Like many councils, RBWM has chosen to capitalise certain council spending e.g. replacement of equipment to ease the pressure on its Revenue Budget. The Council has also invested heavily in the regeneration of the Borough as well as schemes that will help to generate future income.

The Capital Review Board (an officer board overseeing delivery of the capital programme) has met regularly to review the existing capital programme, ensuring unnecessary schemes are dropped, and optimal financing arrangements are made to reduce the pressure on the revenue budget.

The strategy has been assisted by a continued period of unprecedented low interest rates, which has made the cost of substantial investment more affordable.

The Council has recognised the impact that this level of investment is having on its revenue budget through servicing this increased borrowing, albeit at low interest rates. It has therefore sought to continue to restrict its capital investment in 2022/23 and beyond.

4.1.2. For 2022/23 this means that the Council has had to focus on:

- **Fully-funded schemes**, where the cost of the scheme is fully or largely met by external funding.
- **Unavoidable capital investment** – predominantly relating to immediate requirements to replace or enhance essential fixed assets for service delivery.

4.1.3. The Capital Programme, using this strategy, is prioritised into four key areas:

1. Regeneration schemes
2. Major Strategic Acquisitions
3. Efficiency Projects
4. Operational schemes

4.1.4. These are funded from the following sources:

- capital grants
- developer contributions in the form of s106 & CIL
- partner contributions,
- capital receipts
- prudential borrowing; the cost of which is funded from the revenue budget.

**Table 3** below shows the 2022/23 Capital Programme in detail together with the sources of funding in 2022/23 as shown in **Appendix B**. It also provides indicative figures for the cost of the relevant capital schemes in the following two years.

**Table 3: Summary of the 2022/23 Capital Programme**

Proposed Capital Bids 2022/23	Funding				
	Gross Cost	S106	CIL	Grant	Net
	£'000	£'000	£'000	£'000	£'000
Estimated Slippage to 2022/23	11,121	-	-	-	11,121
Ongoing Major Schemes Approved by Council in Previous Years	23,907	-	-	-	23,907
Fully funded schemes	12,712	(926)	(5,916)	(5,870)	-
Corporately Funded Essential Schemes	7,074	(464)	-	-	6,610
Capitalised Debt charges	248	-	-	-	248
<b>Total</b>	<b>55,062</b>	<b>(1,390)</b>	<b>(5,916)</b>	<b>(5,870)</b>	<b>41,886</b>

4.1.5. The total Capital Programme for 2022/23 is £55,062,000, of which the largest share (£23,907,000) relates to the ongoing cost of existing capital schemes. New capital investment amounts to £12,712,000 for fully funded schemes and

£7,074,000 for corporately funded schemes which are partly funded from external sources. After taking into account funding from a range of sources, the net cost of the 2022/23 programme to be funded from borrowing is £41,886,000.

- 4.1.6. The overall three-year Capital Programme will increase borrowing by £64,124,000, of which the largest share of £44,732,000 relates to schemes approved in previous years and forecast prior year slippage of £11,121,000. Note this forecast slippage position will be updated at outturn to reflect the actual position. At this stage, expected year-end slippage to 2022/23 has been estimated at 20% of the net 2021/22 capital programme.
- 4.1.7. The above figures are reflected in the Revenue Budget and Medium-Term Financial Projections, which also assume additional essential capital investment of £6,610,000 in 2022/23 and £5,000,000 in the next two financial years. £11,121,000 of proposed capital spending relates to spending that was originally expected in 2021/22 and is forecast to slip into 2022/23. This has had a positive impact on the Revenue Budget for 2021/22 of £10,000 based on a short term borrowing rate of 0.09%.
- 4.1.8. Since 2020/21, major schemes of over a year's duration now have their interest costs capitalised until the scheme is complete to recognise that the value of the asset will not be realised until complete. This reduces the impact on the revenue budget whilst the asset is under construction. If the project is delayed or interest rates fluctuate there is the possibility that interest costs could exceed the budget.
- 4.1.9. Minimum Revenue Provision (MRP), essentially the principal repayment, is calculated on an annuity basis over the life of the asset starting in the year following completion. This is in line with the approved Treasury Management Policy for RBWM and the statutory guidance on minimum revenue provision

## **4.2. Developer Contributions**

- 4.2.1 Developer Contributions in the form of S106 and CIL income are playing an increasing role in helping to fund the Capital Programme.
- 4.2.2 The 2022/23 Capital Programme includes the use of £1,390,000 of s106 & £5,916,000 CIL funding. In total the Council has the following resources as set out in **Table 4** below.

**Table 4 – S106 and CIL contributions**

<b>S106 &amp; CIL October 2021</b>		<b>£'000</b>
<b>Developer Contributions by Service Area</b>		
Special Protection Area (SPA)		517
Allotments		10
Landscape		3
Archiving		14
Biodiversity		0
Air Quality		7
Admin Costs		8
Waste Management		11
Economic Development		16
Indoor Sports		26
Public Art		168
Town Centre Enhancements		10
Library Services		344
Community Facilities		93
Education		462
Workplace Travel Plans		9
Highways		1,427
Open Space		670
Affordable Housing		601
Public Transport		84
<b>Community Infrastructure Levy</b>		
CIL - Windsor		722
CIL - Maidenhead		1,533
CIL - RBWM		10,206
<b>Total</b>		<b>16,942</b>

4.2.3 It is important that there is transparency in the way that these developer contributions are used. These funds can only be used once to fund capital priorities in line with the capital strategy. CIL collected separately for Windsor town and Maidenhead town is applicable to those urban areas; RBWM CIL is useable borough wide.

#### **4.3. Major Schemes in Programme**

4.3.1 The Programme includes major schemes budgeted at £23,907,000 in 2022/23. These schemes are linked to the corporate plan priorities. They are of major importance to the Borough and are listed below with further detail in **Appendix C**.

- Affordable Housing
- Broadway Car Park, Maidenhead
- Vicus Way Car Park

- River Thames.

4.3.2 The total cost of these schemes over the next three years is £44,732,000. Some will enable the generation of future Capital Receipts. Other schemes will generate future revenue income, after taking into account debt financing costs, e, g, and Broadway and Vicus Way car parks.

#### **4.4. Fully Funded Schemes £12,712,000**

4.4.1 These schemes are either funded from s106 & CIL allocations from developers or specific grant and have no net cost to the Council but need to be approved and monitored through the year to ensure spending is within budget and the scheme is delivered as planned. These are set out in **Appendix D**.

#### **4.5. Borough Funded Schemes £6,610,000**

4.5.1 These schemes are mostly funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes. The gross value of these schemes totals £7,074,000 and are partly funded by grant and developer contributions where available.

4.5.2 In previous years the Council has also approved a number of discretionary schemes that have added to borrowing costs and impacted on the revenue budget but due to affordability only essential schemes are being proposed for 2021/22 as additions to the programme. These are set out in **Appendix D**.

4.5.3 Ideally the Council would fund the bulk of these schemes from revenue due to their repetitive and ongoing requirement and has done so in the past. This has been in the region of £1,700,000 funded from capital reserves as a contribution from revenue in prior years and ceased in 2018. For affordability reasons, it will take some time before the Council is in a position to include an annual allocation for these works as a revenue contribution to capital.

4.5.4 All expenditure below £20,000 is de Minimis for capital purposes and expenditure below this amount is funded from within revenue budgets. This decision has the benefit of a reducing the number of capital projects, enabling more focus on larger schemes when approving and monitoring spend.

4.5.5 Further information on the Council's longer term plans are included in the Capital cash flow as detailed in **Appendix E**.

## **5. LEGAL IMPLICATIONS**

5.1 None.

## **6. RISK MANAGEMENT**

6.1 Funding maintenance and assets with a short life from capital means that an increasing share of the capital programme is required for essential day to day

capital spending. This spending is often unavoidable with the need to maintain key buildings along with the need to update and replace obsolete technology.

- 6.2 This creates a risk that the Council will have even less money to invest in major new schemes.
- 6.3 Over time the Council needs to look to fund its more immediate capital needs from its revenue budget rather than using capital resources to fund them. Whilst all expenditure meets the criteria of qualifying as capital expenditure, having an annual revenue budget or reinstating a revenue contribution to capital of £1,700,000 per annum in future years will decrease borrowing costs which place additional pressure on the revenue budget. Due to current interest rates being low, the risk is low; however this may change should interest rates increase in future years.
- 6.4 At this stage it is not feasible to do this, given the pressures on the revenue budget but this is something that the Council will need to address.

## **7. POTENTIAL IMPACTS**

- 7.1 Equality impact assessments have been completed for each proposed capital bid.
- 7.2 The Council's Capital Review Board is in the development stages of considering the impact of climate change/sustainability for each capital scheme and will enhance this process further in future.

## **8. CONSULTATION**

- 8.1 Extensive consultation will take place on the budget. Consultation will take place with the local Chambers Of Commerce in February 2022. The Lead Member for Finance and Ascot attends, together with officers. The meetings serve to consult on the proposals within this paper.
- 8.2 Consultation will also take place with the Leader of the Opposition, the Lead for Finance and Ascot, Cabinet and officers. These meetings serve to consult on the proposals within this paper.
- 8.3 Consultations will take place with an Overview and Scrutiny Panel in December. The feedback from these panels will be included in the Budget Report 2022/23 which will be presented to February 2022 Council.

## **9. TIMETABLE FOR IMPLEMENTATION**

- 9.1 Final Capital Programme will be presented to Cabinet and Council in February 2022, for implementation from April 2022.

## **10. APPENDICES**

- 10.1 This report is supported by five appendices:

- Appendix A Draft Capital Strategy
- Appendix B Draft Capital Programme
- Appendix C Major Schemes
- Appendix D Proposed New Schemes
- Appendix E Capital Cashflow

## 11. BACKGROUND DOCUMENTS

11.1 None

## 12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officers (or deputy)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer	12/11/21	12/11/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	12/11/21	15/11/21
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	12/11/21	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	12/11/21	16/11/21
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	12/11/21	15/11/21
Andrew Durrant	Executive Director of Place	12/11/21	
Kevin McDaniel	Executive Director of Children's Services	12/11/21	12/11/21
Hilary Hall	Executive Director of Adults, Health and Housing	12/11/21	15/11/21

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Finance and Ascot	Yes
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## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key Decision	No	No

Report Author: Andrew Vallance, Head of Finance
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# CAPITAL STRATEGY 2022/23 – 2026/27

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Royal Borough  
of Windsor &  
Maidenhead



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## 1 EXECUTIVE SUMMARY

- 1.1 RBWM's capital strategy forms the basis for long-term planning of capital investment. It builds upon processes implemented for the delivery of the Council's varied and aspiring capital programme. Thorough asset and resource planning has further facilitated the making of informed decisions.
- 1.2 Local authorities continue to face financial pressures and the impact of Covid-19 has exacerbated the situation. With this in mind, a balanced approach must be taken when assessing affordability and service needs.
- 1.3 Looking ahead, together with our partners, we will continue to improve our Borough's infrastructure with ambitious regeneration planned in the forthcoming years.
- 1.4 We will ensure that the Council employs sufficiently qualified and experienced staff to be able to deliver our Capital Strategy, including asset managers, development managers, legal and accountancy support staff.
- 1.5 Through our Corporate Plan, we have identified a number of priorities for the Borough, These will be built into the capital programme as the years proceed and funding streams become available.
- 1.6 In conjunction with the Medium Term Financial Plan, Treasury Management Policy and the Borough's Strategic plans, the Capital Strategy paves the way for making infrastructure improvements across the Borough.

## 2 BACKGROUND AND KEY FACTS

- 2.1 The Royal Borough of Windsor and Maidenhead covers an area of 76.6 square miles. Situated in Berkshire at the heart of the Thames Valley, it is less than 30 miles west of central London and is one of the most affluent areas in the country. It comprises three main settlements: Ascot, Maidenhead and Windsor; and enjoys a predominantly rural setting, including Green Belt, Crown Estate and National Trust land, with 60 parks and open spaces.
- 2.2 The estimated population of the Borough is 151,422 in 2019. Based on the Index of Multiple Deprivation 2019, the borough is ranked 304 out of 317 local authorities. Although no wards within the borough fall within the 10% most deprived wards nationally, there are areas of relative deprivation, such as Clewer East. **Table 1** provides further data.
- 2.3 Table 1

<b>At a glance:</b>	
<b>Population:</b>	151,422, expected to rise to 159,700 by 2041. (ONS Population Estimates)
<b>Size:</b>	76.6 square miles
<b>Qualifications and training:</b>	53.1% of population qualified to and above degree-level or equivalent (compared to South East 37.6% and England 35.8%) 2.9% with no qualifications (GCSE) (compared to South East 4.9% and England 6.3%) (ONS APS Dec-2020)
<b>Employment:</b>	Unemployment rate 2.8% compared to South East 4.0%, and England 4.8% (ONS APS, Dec-2020)
<b>Ethnicity:</b>	13.9% non-white British (ONS Census 2011)
<b>Median house price:</b>	£499,475 compared to South East £327,500 and England £249,000. (year ending Sep-2020, ONS House Price Statistics for Small Areas)

- 2.4 The Royal Borough delivers essential services to the community: the residents, businesses and partners of Windsor and Maidenhead every day. Services range from those that the Royal Borough is required to carry out by law (statutory duties) such as street cleaning, waste collection, planning and building control, education and social care, through to discretionary services, such as sport and leisure, tailored to local priorities and needs.

- 2.5 Adults and Children's services are managed on behalf of the Borough by Optalis Ltd and Achieving for Children (AFC) respectively. The Council shares ownership of these organisations with other partner authorities and group accounts are prepared annually including the Council's equity share of these associates.
- 2.6 As a council we measure how well we are performing through a range of indicators as well as our residents' survey. Everything we do has to be provided within the challenge of reduced central grant to local government and increasing demand on service areas as the population grows and ages.
- 2.7 The Royal Borough is committed to providing high quality services that offer value for money. Our corporate priorities guide our spending, alongside our statutory roles looking after the most vulnerable people in society and protecting the environment. Our capital strategy must balance the growing demands for services such as adult social care and children's services with our commitment to protect the environment and promote a buoyant and diverse economy.
- 2.8 An increasing proportion of our expenditure is being spent on services that support individual and vulnerable people. In all the services we either commission or deliver we will strive to achieve the best outcomes for our residents achieving the best value for money.
- 2.9 Our low council tax means our expenditure spent on all services, but in particular non-statutory services provided to our community, is under particular pressure. The Royal Borough has committed to a significant savings programme and is continually working to ensure that the services it delivers are subjected to rigorous value for money testing. We will continue to seek out opportunities to deliver efficiencies, savings and ways to increase our income.
- 2.10 The Royal Borough has an on-going transformation plan, which will aid delivery of the increased efficiencies and savings requirement.

2.11 Our commitment to delivering high quality services is rooted in our commitment to providing value for money. Outside of London the Royal Borough has the lowest level of Council Tax in England.

### 3 WHAT IS CAPITAL INVESTMENT?

3.1 Capital investment can be categorised into the following:

- **Major Projects** – After option appraisal; this can include the provision of a new school, library or leisure centre, or major highways investment.
- **Invest to Save Schemes** – where the Council invests in a project on the understanding that it will pay for itself over a reasonable period of time.
- **Equipment Replacement** – where the Council is required to replace certain equipment e.g. IT assets when they become obsolete.

3.2 In some cases, projects may be fully funded by Government Grants or partner contributions.

3.3 The main sources of capital funding are:

- **Capital Grants** – either general grants or specific grants towards specific projects e.g. highways and schools.
- **Developer Contributions** – towards the costs of local infrastructure stemming from new development. This includes S106 & Community Infrastructure Levy (CIL).
- **Partner Contributions** – Council partners may make a contribution towards the cost of capital projects.
- **Revenue Contributions** – where the revenue budget meets the cost of ongoing capital spending e.g. maintenance of buildings etc.
- **Capital Receipts** – from the disposal of council assets.

- **Prudential Borrowing** – this enables councils to borrow to fund capital investment provided that it is affordable. This is largely undertaken through the Public Works Loan Board (PWLB). The debt financing costs are also met by the Revenue Budget.
- 3.4 There is a fine dividing line when deciding whether spending should be charged as day-to-day revenue spending or included within the Capital Programme:
- **Spending less than £20,000** is considered as revenue spending. This is the de minimis level that the Council sets.
  - **Annual maintenance** is considered to be revenue spending
- 3.5 Ideally, RBWM aims to cover recurring spending from its Revenue Budget and fund short life assets from external income sources. Borrowing is used to fund spending on longer life assets e.g. buildings and infrastructure.

## 4 NATIONAL FINANCIAL CONTEXT

- 4.1 Over recent years all unitary authorities have faced significant cuts as a result of austerity. This has had a significant impact on major investment decisions. The impact of Covid-19 has further impacted councils at unprecedented levels and continues to be experienced in a number of areas of the Council's operations
- 4.2 Government capital grants for funding capital projects have been cut significantly.
- 4.3 Material pressures on revenue budgets mean that councils are finding it harder to meet significant borrowing costs stemming from capital investment.
- 4.4 Council budgets have come under significant pressure resulting in some councils capitalising certain spending. This has allowed them to borrow to spread the cost of this spending over a number of years and ease the immediate pressure on the revenue budget e.g. capitalising debt interest.

- 4.5 Some councils have taken a more commercial approach to their assets. For example, building or expanding car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.
- 4.6 Unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. To address the issue of councils borrowing purely for commercial investment, PWLB lending terms have been modified in relation to that.
- 4.7 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment and this is an option open to RBWM.

## 5 RBWM FINANCIAL CONTEXT

- 5.1 RBWM has the advantage of substantial and valuable land and buildings holdings. In compliance with its asset management plan, the Borough continues to be pro-active and innovative in using these holdings to generate capital receipts for new investment.
- 5.2 As a general principle, land no longer required for its existing use is declared surplus so that options for its future use or sale can be considered by the Property Services team and members of the Capital Review Board prior to proceeding for a formal decision.
- 5.3 Capital receipts are used to finance capital expenditure. In future, capital receipts will also be utilised for debt redemption in accordance with the Council's Minimum Revenue Provision (MRP) Policy.
- 5.4 Where appropriate, the Council has used the capital receipts generated from the closure of a facility to largely fund its replacement. Disposals can only take place once the new facility is built, which means that
- The Council needs to borrow to fund the new facility initially

- The Council carries the risk of holding and disposing of the previous asset.
- 5.5 In other cases, RBWM has been able to use s106 & CIL contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.
- 5.6 RBWM has also invested in its assets to generate income to support its Revenue Budget. This has included:
- Converting and investing in council land to generate additional income from car parking provision.
  - Modest investment in commercial property to maintain a revenue income stream.
- 5.7 This has resulted in significant capital investment in recent years. Council borrowing is projected at £213,000,000 for 2022/23.
- 5.8 When building the Capital Programme for 2022/23 the cost of borrowing has been kept as low as possible by investing in essential schemes only. This is in addition to the schemes approved in previous years by Council. For 2022/23 debt financing costs, including MRP, are estimated at £6.2m. This will reduce in future years as disposals of council assets are used to repay short term debt. At the same time the investment will also have generated considerable income that will help the Council repay this debt.
- 5.9 Overall, RBWM has sought to keep Council tax levels to a minimum. This has meant that it has tightly controlled spending within its Revenue Budget, which in turn has had consequences for its capital budget, such as needing to:
- Fund significant spending on maintaining assets from borrowing rather than funding this from within its Revenue Budget
  - Use capital to fund a number of short-term asset replacements.



- Prioritise spending that generates future income to contribute to its Revenue Budget.

5.10 In the short term this has helped to spread the cost of this investment over a number of years and reduce the impact on the Revenue Budget.

5.11 However, in the longer term as borrowing increases, this places more and more pressure on the Revenue Budget, through increasing the level of debt financing costs. For 2022/23 it is estimated that for every £1,000,000 borrowed MRP & debt costs are in the region of £30,000.

## 6 DEVELOPING CAPITAL PLANS

6.1 Decisions around future capital investment should not be taken lightly as it often involves significant sums of money, which has a significant future impact on council finances.

6.2 The Council faces some tough choices against competing priorities and therefore always needs to balance the immediate benefit of investing in a new capital asset against the future financial sustainability of council finances. One of these tough choices will be whether to borrow to develop council assets to create long term revenue streams or whether to dispose of assets to help to reduce borrowing costs.

6.3 To strike this tough balance the Council will:

- **Have clear capital investment priorities for all of its key services** – this will allow it to balance the needs of individual services against one another.
- **Develop clear business cases for major projects** – so that there is a clear understanding about the benefits that the project will deliver and whether these are worth the level of investment required.
- **Set clear objectives** – for example it needs to be clear about the payback period it expects from commercial invest to save schemes.
- **Develop a pipeline of projects** that fit in with the longer term plan for capital investment.

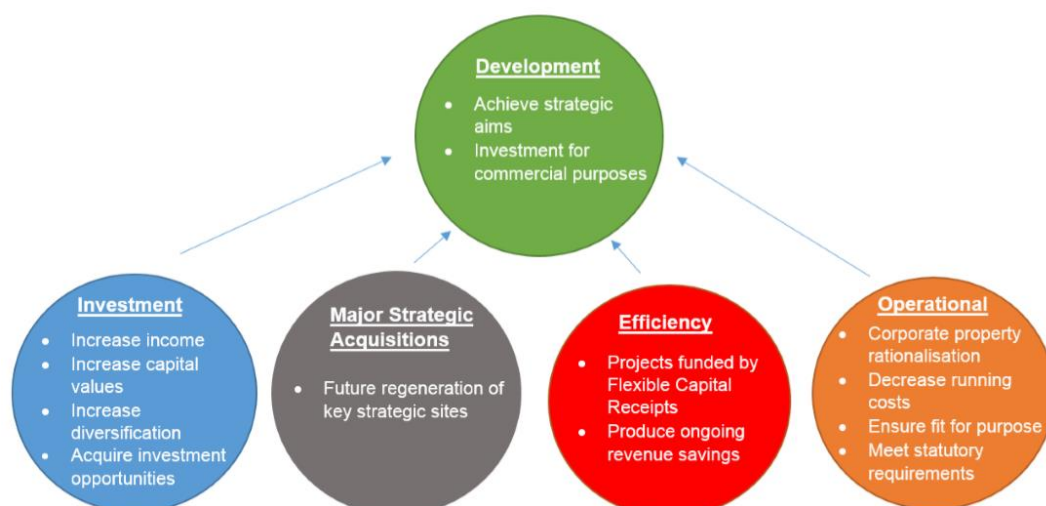
6.4 This prioritisation will be assisted by having:

- **Surveys of all council assets** that set out maintenance requirements over time
- **Clear replacement strategies** – that show when assets need to be replaced and updated e.g. IT equipment and systems.

- 6.5 Given the long-term nature of capital investment, the Council should be able to plan ahead effectively and avoid the need for capital schemes to emerge at the last minute.
- 6.6 Above all, there is a need for an effective process to assess competing capital priorities and develop more long-term capital plans.

## 7 RBWM'S PRIORITIES

- 7.1 The Council's priorities are paramount to the capital strategy. A new Corporate Plan is currently under development, but this strategy reflects the objectives of the plan. This strategy will be updated to reflect any changes to the plan.
- 7.2 Finance is both the enabler that allows the Council to deliver these key priorities and the constraint that the Council needs to work within as it makes tough decisions between those priorities.
- 7.3 The Council's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



## 8 CORPORATE PLAN

8.1 The Corporate Plan articulates the Council's priorities for the period 2021-2026 and sets the strategic direction in order to ensure efforts and resources are directed to the right areas. This is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough, including: climate change; the recovery from the COVID-19 pandemic and wider changes in the shape of the economy; a growing and ageing population; persistent pockets of deprivation and inequalities; and the high costs of housing in the borough. In addition, to setting out what we aim to achieve, the Plan also sets out the Council's approach to achieving change – how it will work as well as what it will focus on. The overarching aim of the Corporate Plan is to create a sustainable Borough of innovation and opportunity

8.2 Corporate plan objectives that impact the Capital Strategy and will be taken into consideration when prioritising future year capital projects are:

### 8.3 Thriving Communities

- Improvement in outcomes for children leaving our care – increased proportions supported to live locally (at least 95%) and in education, training or employment (at least 75%), supported by a Corporate Parenting service, judged good or better.
- An increase in the number of adults undertaking activity in line with the UK Chief Medical Officer's physical activity guidelines, particularly in those groups where current activity is likely to be lower; linking in to Leisure Centre provision.
- A minimum of three pilots of new Technology Enabled Care (TEC) delivered within 12 months.

8.4 A ladder of **housing opportunity**, to support better life chances for all.

- Enable over 3,000 new homes by 2026, of which at least 1,000 will be affordable housing (of mixed tenures and affordable housing types).

- 2,000 households helped into new and existing affordable homes, prioritising social and affordable rent.
- More people with learning disabilities to live in their own homes or with their families, increasing the proportion by 10 percent points by 2025.
- A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.
- Ensure that no one sleeps rough in the borough through necessity.

## 8.5 Inspiring Places

- Supporting the borough's future prosperity and sustainability
- An increase in the number of new and surviving businesses within the borough, including the expansion of Creative industries.
- An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration.
- An increase in the proportion of women and girls who feel safe in the Borough, including through a safe, thriving night time economy.
- Undertake a master planning exercise for central Windsor by 2023 and submit a business case for Government funding for identified improvements along Ascot High Street.

- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
- Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junction improvements.
- Investment along the A308 corridor to deliver on the recommendations of the corridor study.
- An increase in full fibre to 95% of properties by 2025; eliminate 4G “not-spots” in rural areas; and establish a test-bed and small cell roll out for 5G.
- Deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfield and Windsor.
- Increase walking and cycling by 50% by 2025, including investing in new cycle infrastructure through the North-South Green Spine in Maidenhead, and improved cycle ways in Ascot, Sunningdale, Sunninghill and Windsor.
- Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs.
- Increase the passenger satisfaction and the number of bus journeys per head of population to close the gap with neighbouring Berkshire authorities as well as establishing trials to deliver better rural bus service connectivity.

- Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the BLP), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.
- Review the collection of Community Infrastructure Levy and Section 106 funding, in order to increase developer investment in sustainable, community infrastructure.

#### 8.6 Taking action to tackle climate change and its consequences, and improving our natural environment.

- A decrease in the borough and council's own emissions by 50% by 2025 – and net zero by 2050, at the latest.
- The Council commits to spend £1 million on reducing emissions through energy efficiency improvements over the period, and will seek external funding to accelerate the plans.
- Achieve the National Air Quality Objective (AQO) across all Air Quality Management Areas (AQMAs) by 2025.
- Increase the percentage of residents who enjoy the borough's green spaces on a regular basis and feel that they are able to access quality green spaces easily.
- Drive energy efficiency improvements through our social housing providers, increasing the proportion of homes at EPC rating C to 100% by 2030.
- Adopt a new, best practice Supplementary Planning Document (SPD) to drive forward our climate and environmental goals in all new developments.

- Enable an increase in renewable energy generation in the Borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).
- Enable the delivery of electric vehicle charging infrastructure to meet growing demand through a new EV implementation plan.
- Increase biodiversity across the borough, supporting the Berks, Bucks and Oxfordshire Wildlife Trust vision for 30% of land for nature by 2030. We will ensure a minimum of 10% biodiversity net gain through the planning system and new Suitable Alternative Natural Greenspaces (SANGs) to mitigate the impact of new developments on the Thames Basin Heath Special Protected Area (SPA).
- Increase recycling to 50% of waste by 2025, and to 65% by 2035, with an overall reduction in waste generated.
- Invest £10m on flooding prevention within Datchet, Horton and Wraysbury, and Old Windsor wards, working in partnership with the Environment Agency. Alongside further investment, borough-wide, in protection against surface water flooding as part of delivering our climate adaptation plan.



## 9 SERVICE PRIORITIES FOR INVESTMENT

9.1 The Council's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, see **Table 2**.

Table 2

<b>Directorate</b>	<b>Service priorities</b>	<b>Link to statutory or other plan</b>	<b>Link to Council priority/Corporate Plan</b>
<b>Chief Executive</b>	Maintenance and improvement of existing accommodation provision for the Council and its tenants to ensure statutory requirements met and rental income is maintained and enhanced.	Asset Management Plan	Climate Strategy
	Improvement in energy efficiency to reduce environmental impact.		Values
			Safe Places
<b>Resources</b>	Continued investment in use of mobile technologies to enabling the workforce to deliver in efficient and effective ways	IT strategy	Make most effective use of resources
	Investment in telephony solutions that realise benefits of mobile devices.		
	Investment in network redesign and replacement.		
	Investment for improvements in library buildings and facilities to support a sustainable and resilient Library Service	Library transformation strategy	Inspiring Places
<b>Place</b>	Investment in essential highways infrastructure, including bridges and footpaths	Local Transport Plan	Safe and vibrant communities
	Investment in "Active Travel" and alternative transport linked to climate change	Bus Service Improvement Plan	Attractive, well connected borough

<b>Directorate</b>	<b>Service priorities</b>	<b>Link to statutory or other plan</b>	<b>Link to Council priority/Corporate Plan</b>
	Investment in road safety, where clear evidence identifies intervention required	Local cycling and walking plan	
		Climate Strategy	
	One off pump priming investment in digital and communications infrastructure.		
	Maintain & improve accessibility to our community assets that have a measurable and direct positive impact on residents Health & Wellbeing		
	Town Centre enhancements as part of local master planning exercises that supports vision charters across Maidenhead & Windsor, with a business case developed for identified improvements along Ascot High Street, which leverage external investment		
<b>Adults, Health &amp; Housing</b>	New accommodation provision for vulnerable people.	Adult Social Care Transformation Programme	
<b>Children's Services</b>	Education: Mainstream and SEND capacity to keep up with growth in population in partnership with all state schools.	Inclusion Strategy	Healthy, skilled and independent residents
	Education: maintenance of community and voluntary controlled school buildings, including investment in carbon reductions.		Well managed resources, delivering value for money
	Social Care: 18-25 supported accommodation for care leavers and those with additional needs.	Council Transformation Strategy	
	Social Care: 5-10 residential children's home places to challenge the marketplace.	Sufficiency Strategy	
	Office accommodation for services.		
	Modern technology platform for mobile and partnership working.		

9.2 The Council also needs to be flexible enough to respond to opportunities to lever in additional external funding or grant that could partially fund an additional project alongside some capital investment from the Council.

## 10 DELIVERING CAPITAL PROJECTS

10.1 All capital projects over £100,000 are subject to a gateway process that requires them to set out:

- A procurement Strategy for the project
- A project timetable and delivery plan
- An updated financial assessment including the revenue implications
- A clear assessment of project benefits and how these will be delivered and assessed.

10.2 The Council has established a Capital Review Board (CRB) which oversees the delivery of the capital programme. CRB is an officer working group. It is an advisory / monitoring body and takes any decision-making power from the delegated authority of officers attending as set out in the scheme of delegation and the financial procedure rules within the Council's Constitution. It makes decisions where priorities and budgets are already agreed within the Council's Policy and Budget Framework. Any proposal that is outside the approved Policy and Budget framework will be referred to Cabinet and/or Council in accordance with the Constitution. The following summarises the terms of reference of the board:

## **Membership**

- Executive Director of Place
- Head of Finance (chair)
- Head of HR, Corporate Projects and IT
- Head of Infrastructure, Sustainability and Economic Growth
- Head of Neighbourhood Services
- Head of Capital Projects and Asset Management, RBWM Property Company Limited
- School Places and Capital Team Leader
- Corporate Accountant (Capital)

### **10.3 Support to the Board**

- Project Manager – Corporate Projects
- Executive Assistant to Executive Director of Place

### **10.4 Frequency**

CRB normally meets every 2 months but more frequently as required e.g. in the lead up to budget setting.

### **10.5 Overall Responsibilities**

- Advise on the Council's Capital Strategy in line with the Council's priorities.
- Ensure the effective development and delivery of the Capital Programme in line with the Council's Capital Strategy and Council priorities.

- Identify and monitor the resources available to fund the Capital Programme in the most efficient way.
- Oversee the gateway process for the Capital Programme.
- Monitor the progress of the Capital programme and key variances between plans and performance.
- Encourage and enable the development of learning, skills and capacity in the management of capital projects across the organisation.

### **10.6 Priority Outcomes**

- An effective Capital Strategy and Capital Programme that optimises the resources available to deliver the Council's priorities.
- Continuous improvement in the development and delivery of the capital programme and that strategic capital investment is planned and delivered in the most efficient and effective way.
- Review completed of the previously approved Capital Programme in light of the 'new normal' environment the Council will operate in.
- Better management of capital projects, in line with best practice, ensuring benefits are realised.
- Effective bidding for external capital funding.
- Enhanced cross-service strategic working and partnerships with other organisations on the development and management of capital projects.

- That the Capital Strategy and Programme is funded in the most efficient way and fully integrated into the Medium-Term Financial Strategy of the Council.
- That lessons are learnt from capital projects undertaken by the Council.

10.7 The Working Group is able to approve the delivery of all projects up to £250,000, while projects above this level will be approved by Cabinet.

10.8 Cabinet receives a report on the delivery of capital schemes which is included within the regular Financial Update.

## 11 FINANCIAL RISKS

11.1 Planning for the future can never be an exact science. There are many factors that the Council cannot control completely, Covid-19 being a prime example, which can have a significant impact on the viability of future capital plans.

- **Revenue Budget** – ultimately the cost of borrowing to fund capital investment has to be met by the revenue budget. This means that the sustainability of the revenue budget as set out within the Budget Strategy is a key risk factor that impacts on the affordability of capital spending.
- **Government Grants**– although Government Grants have reduced over time this still makes a significant contribution towards the cost and viability of major schools and highways schemes. This may improve further should the government award additional capital grant for infrastructure in future years.

- **Interest Rates** – although currently at a very low level, any rise in interest rates will impact on the affordability and viability of key future capital projects.
- **Project Creep** - projects delivered over a period of time are inherently risky. Tight cost control is needed to ensure that the project keeps within the spending envelope.
- **Contractual Risk** – the cost of major projects can be heavily dependent on the level of competition that influences bids to deliver the scheme.

11.2 Capital Projects are inherently risky. There are significant risks that the costs of capital schemes can exceed the original capital programme allocation. There is also a delivery risk that projects can be late. Effective project planning and due diligence, project management and budget control is essential in mitigating delivery risks along with the selection of skilled delivery partners.

11.3 Funding capital investment represents a significant pressure on the Revenue Budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the project:

- Meets the Council's objectives
- Is self-funding
- Delivers a realistic pay back in the case of invest to save schemes

## 12 SUMMARY AND CONCLUSION

- 12.1 Capital investment decisions involve substantial sums of money and represent a long-term plan, which can extend well beyond the term of the existing Council.
- 12.2 Decisions on future capital investment therefore need to balance a range of different long-term priorities, often within tight financial constraints.
- 12.3 The strategy sets out some clear criteria for determining capital spending and deciding on the competing priorities.
- 12.4 The strategy also sets out a key delivery mechanism designed to deliver effective implementation of capital plans.



## CAPITAL PROGRAMME 2022/23 &amp; ONWARDS

		Revised Budget 2021/22			First Estimate 2022/23			2023/24 Indicative			2024/25 Indicative		
		Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
<b>Portfolio Summary</b>													
<b>Chief Executive</b>													
	Property	32,651	(2,763)	29,888	27,949	(684)	27,265	12,675	0	12,675	500	0	500
	<b>Total Chief Executive</b>	<b>32,651</b>	<b>(2,763)</b>	<b>29,888</b>	<b>27,949</b>	<b>(684)</b>	<b>27,265</b>	<b>12,675</b>	<b>0</b>	<b>12,675</b>	<b>500</b>	<b>0</b>	<b>500</b>
<b>Law &amp; Strategy</b>													
	Corporate Communications	84	0	84	0	0	0	0	0	0	0	0	0
	Democratic Representation	361	0	361	0	0	0	0	0	0	0	0	0
	<b>Total Law &amp; Strategy</b>	<b>445</b>	<b>0</b>	<b>445</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>													
	Library & Resident Services	543	(16)	527	190	(190)	0	0	0	0	0	0	0
	Revenues & Benefits	30	0	30	0	0	0	0	0	0	0	0	0
	Finance	1,629	0	1,629	248	0	248	413	0	413	0	0	0
	Technology & Change Delivery	437	0	437	590	0	590	0	0	0	0	0	0
	<b>Total Resources</b>	<b>2,639</b>	<b>(16)</b>	<b>2,623</b>	<b>1,028</b>	<b>(190)</b>	<b>838</b>	<b>413</b>	<b>0</b>	<b>413</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Adults, Health &amp; Housing</b>													
	Housing	1,118	(1,063)	55	1,800	(1,000)	800	600	(600)	0	600	(600)	0
	Adult Social Care	200	(200)	0	185	(185)	0	0	0	0	0	0	0
	<b>Adults, Health &amp; Housing</b>	<b>1,318</b>	<b>(1,263)</b>	<b>55</b>	<b>1,985</b>	<b>(1,185)</b>	<b>800</b>	<b>600</b>	<b>(600)</b>	<b>0</b>	<b>600</b>	<b>(600)</b>	<b>0</b>
<b>Children's Services</b>													
	Non Schools	592	(118)	474	0	0	0	0	0	0	0	0	0
	Schools - Non Devolved	5,459	(4,428)	1,031	1,420	(1,420)	0	0	0	0	0	0	0
	Schools - Devolved Capital	613	(613)	0	194	(194)	0	194	(194)	0	194	(194)	0
	<b>Total Children's Services</b>	<b>6,664</b>	<b>(5,159)</b>	<b>1,505</b>	<b>1,614</b>	<b>(1,614)</b>	<b>0</b>	<b>194</b>	<b>(194)</b>	<b>0</b>	<b>194</b>	<b>(194)</b>	<b>0</b>
<b>Place</b>													
	Communities	859	(410)	449	400	(25)	375	0	0	0	0	0	0
	Local Enterprise Partnership Schemes	11,527	(4,596)	6,931	0	0	0	0	0	0	0	0	0
	Planning Service	1,305	(312)	993	0	0	0	0	0	0	0	0	0
	Neighbourhood Services	8,740	(4,674)	4,066	8,523	(7,036)	1,487	8,650	0	8,650	0	0	0
	Infrastructure, Sustainability & Transport	2,285	(1,306)	979	2,150	(2,150)	0	0	0	0	0	0	0
	Green Spaces & Parks	308	(50)	258	292	(292)	0	0	0	0	0	0	0
	<b>Total Place</b>	<b>25,024</b>	<b>(11,348)</b>	<b>13,676</b>	<b>11,365</b>	<b>(9,503)</b>	<b>1,862</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Forecast net slippage</b>		<b>(11,121)</b>	<b>0</b>	<b>(11,121)</b>	<b>11,121</b>	<b>0</b>	<b>11,121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Programme Portfolio Total</b>		<b>57,620</b>	<b>(20,549)</b>	<b>37,071</b>	<b>55,062</b>	<b>(13,176)</b>	<b>41,886</b>	<b>22,532</b>	<b>(794)</b>	<b>21,738</b>	<b>1,294</b>	<b>(794)</b>	<b>500</b>

	£000	£000	£000	£000
<b>External Funding</b>				
Government Grants	(11,030)	(5,870)	(794)	(794)
Developers' Contributions	(9,494)	(7,306)	0	0
Other Contributions	(25)	0	0	0
<b>Total External Funding Sources</b>	<b>(20,549)</b>	<b>(13,176)</b>	<b>(794)</b>	<b>(794)</b>
<b>Total Corporate Funding</b>	<b>37,071</b>	<b>41,886</b>	<b>21,738</b>	<b>500</b>

## CHIEF EXECUTIVE

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23 incl slippage			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Property</b>													
CC78	Vicus Way Car Park	7,930	(1,108)	6,822	2,824	0	2,824	0	0	0	0	0	0
CC80	Temp Parking Provision-Maidenhead Regeneration	312	0	312	0	0	0	0	0	0	0	0	0
CI29	Broadway Car Park & Central House Scheme	3,814	(1,630)	2,184	13,756	0	13,756	10,231	0	10,231	0	0	0
CI33	Clyde House	50	0	50	0	0	0	0	0	0	0	0	0
CIXX	Demolition Waldeck House	0	0	0	450	0	450	0	0	0	0	0	0
CI49	Maidenhead Golf Course	16,050	0	16,050	0	0	0	0	0	0	0	0	0
CI60	Regeneration Improvement Projects	85	0	85	0	0	0	0	0	0	0	0	0
CI73	York Road, Maidenhead-Affordable Housing	100	0	100	0	0	0	0	0	0	0	0	0
CI75	York House-Leasing & Building Adaption Costs	39	0	39	0	0	0	0	0	0	0	0	0
CX40	Operational Estate Improvements	475	0	475	0	0	0	0	0	0	0	0	0
CX41	Commercial Investment & Corporate Estate Portfolio Repairs	217	0	217	2,997	(39)	2,958	0	0	0	0	0	0
CX43	Affordable Housing-St Edmunds	140	0	140	1,793	0	1,793	1,200	0	1,200	0	0	0
CX45	Affordable Housing - 16 Ray Mill Ave East, MHead	0	0	0	4,234	0	4,234	735	0	735	0	0	0
CX46	Affordable Key Worker Housing-Riverside Mokattam RM	0	0	0	843	0	843	9	0	9	0	0	0
CX50	Guildhall-Render Repair & Redecoration	94	0	94	0	0	0	0	0	0	0	0	0
CX54	Cedar Tree Guest House, Windsor-Purchase	1,612	0	1,612	7	0	7	0	0	0	0	0	0
CX60	Nicholson Shopping Centre Development	418	0	418	0	0	0	0	0	0	0	0	0
CX61	Fire Compartmentalisation Works-Maintained Schools	84	0	84	0	0	0	0	0	0	0	0	0
CX62	Guildhall-Repairs & Heating	70	0	70	545	(545)	0	0	0	0	0	0	0
CX67	18-20 Ray Mill Rd East-Family Centre Relocation	271	0	271	0	0	0	0	0	0	0	0	0
CX70	Regeneration-Legal & Consultancy Fees	500	0	500	0	0	0	500	0	500	500	0	500
CX71	Affordable Housing-106 Westborough Rd Refurb	25	(25)	0	0	0	0	0	0	0	0	0	0
CX72	Community Options, Maidenhead-Lease Surrender	365	0	365	0	0	0	0	0	0	0	0	0
CX73	MEES Compliance-Minimum Energy Efficiency Standard	0	0	0	100	(100)	0	0	0	0	0	0	0
CX74	Commercial Estates-Compliance	0	0	0	400	0	400	0	0	0	0	0	0
	<b>Total Property</b>	<b>32,651</b>	<b>(2,763)</b>	<b>29,888</b>	<b>27,949</b>	<b>(684)</b>	<b>27,265</b>	<b>12,675</b>	<b>0</b>	<b>12,675</b>	<b>500</b>	<b>0</b>	<b>500</b>
	<b>TOTAL CHIEF EXECUTIVE CAPITAL PROGRAMME</b>	<b>32,651</b>	<b>(2,763)</b>	<b>29,888</b>	<b>27,949</b>	<b>(684)</b>	<b>27,265</b>	<b>12,675</b>	<b>0</b>	<b>12,675</b>	<b>500</b>	<b>0</b>	<b>500</b>

## LAW &amp; STRATEGY

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	<b>Corporate Communications</b>												
CN80	CRM Upgrade / Jadu Contract	84	0	84	0	0	0	0	0	0	0	0	0
	<b>Corporate Communications</b>	84	0	84	0	0	0	0	0	0	0	0	0
	<b>Democratic Representation</b>												
CM60	Grants - Outside Organisations	361	0	361	0	0	0	0	0	0	0	0	0
		361	0	361	0	0	0	0	0	0	0	0	0
<b>TOTAL LAW &amp; STRATEGY CAPITAL PROGRAMME</b>		445	0	445	0	0	0	0	0	0	0	0	0

## RESOURCES

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Library &amp; Resident Services</b>													
CC53	Contact Centre - Ventilation & Back-up Generator	62	0	62	0	0	0	0	0	0	0	0	0
CC65	Refurbishment M'head, Windsor, Ascot , Eton Libs	19	0	19	0	0	0	0	0	0	0	0	0
CC97	Eton Wick Library - General Repairs	3	0	3	0	0	0	0	0	0	0	0	0
CC99	Eton Library – Open Access and Shop Front Repair	37	0	37	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Extension	18	0	18	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library Lease Repairs	18	0	18	0	0	0	0	0	0	0	0	0
CLE1	Cox Green Lib - Building Repairs Etc	10	0	10	0	0	0	0	0	0	0	0	0
CLE2	Dedworth Lib - Payment Kiosk, Replace Public PCs	1	0	1	0	0	0	0	0	0	0	0	0
CLE4	Cookham Library - Entrance Canopy & Repairs	1	0	1	0	0	0	0	0	0	0	0	0
CLE5	Maidenhead Lib - Redesign Reception & Repairs	3	0	3	98	(98)	0	0	0	0	0	0	0
CLE6	Upgrade Public PCs	48	0	48	0	0	0	0	0	0	0	0	0
CLE9	Windsor Lib - Replacement Public PC and Laptops	6	0	6	0	0	0	0	0	0	0	0	0
CLF5	Registrars Office - Redecoration	13	0	13	0	0	0	0	0	0	0	0	0
CLG3	General Library Improvements	38	0	38	0	0	0	0	0	0	0	0	0
CLG5	Maidenhead Library-Public Toilet Refurbishment	16	(16)	0	0	0	0	0	0	0	0	0	0
CLG6	Maidenhead Library-Heating	250	0	250	0	0	0	0	0	0	0	0	0
CLG7	Libraries-Upgrade of Self Serve Kiosks	0	0	0	44	(44)	0	0	0	0	0	0	0
CLG8	Pop Up Libraries-Equipment	0	0	0	48	(48)	0	0	0	0	0	0	0
<b>Total Library &amp; Resident Services</b>		<b>543</b>	<b>(16)</b>	<b>527</b>	<b>190</b>	<b>(190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues &amp; Benefits</b>													
CM00	Revenues & Benefits-Document Management System	30	0	30	0	0	0	0	0	0	0	0	0
<b>Total Revenues &amp; Benefits</b>		<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Finance</b>													
CA14	Transformation Projects	1,347	0	1,347	0	0	0	0	0	0	0	0	0
CA15	Capitalised Debt Charges	282	0	282	248	0	248	413	0	413	0	0	0
<b>Total Finance</b>		<b>1,629</b>	<b>0</b>	<b>1,629</b>	<b>248</b>	<b>0</b>	<b>248</b>	<b>413</b>	<b>0</b>	<b>413</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Technology &amp; Change Delivery</b>													
CA12	Modern Workplace Project-Phase 2	90	0	90	0	0	0	0	0	0	0	0	0
CA13	Key Infrastructure Upgrades & Hardware	117	0	117	0	0	0	0	0	0	0	0	0
CN00	Key Systems Infrastructure & Hardware Upgrades	8	0	8	0	0	0	0	0	0	0	0	0
CA16	MHR Pension Data Service Implementation	22	0	22	0	0	0	0	0	0	0	0	0
CA17	Delivery of IT Strategy	200	0	200	100	0	100	0	0	0	0	0	0
CA18	Additional Devices	0	0	0	40	0	40	0	0	0	0	0	0
CA19	Network Hardware Replacement	0	0	0	450	0	450	0	0	0	0	0	0
<b>Total HR Corporate Projects &amp; IT</b>		<b>437</b>	<b>0</b>	<b>437</b>	<b>590</b>	<b>0</b>	<b>590</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES CAPITAL PROGRAMME</b>		<b>2,639</b>	<b>(16)</b>	<b>2,623</b>	<b>1,028</b>	<b>(190)</b>	<b>838</b>	<b>413</b>	<b>0</b>	<b>413</b>	<b>0</b>	<b>0</b>	<b>0</b>

## ADULTS, HEALTH &amp; HOUSING

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Housing</b>													
CE08	Air Quality Monitoring	162	(107)	55	0	0	0	0	0	0	0	0	0
CT29	Low Cost Housing (S106 Funding)	161	(161)	0	0	0	0	0	0	0	0	0	0
CT51	Key Worker DIYSO	195	(195)	0	0	0	0	0	0	0	0	0	0
CT52	Disabled Facilities Grant	600	(600)	0	600	(600)	0	600	(600)	0	600	(600)	0
CT66	John West House	0	0	0	1,200	(400)	800	0	0	0	0	0	0
	<b>Total Housing</b>	<b>1,118</b>	<b>(1,063)</b>	<b>55</b>	<b>1,800</b>	<b>(1,000)</b>	<b>800</b>	<b>600</b>	<b>(600)</b>	<b>0</b>	<b>600</b>	<b>(600)</b>	<b>0</b>
<b>Adult Social Care</b>													
CT62	Adult Services Case Management System	200	(200)	0	0	0	0	0	0	0	0	0	0
CT67	Homestead- Winston and Hub	0	0	0	185	(185)	0	0	0	0	0	0	0
	<b>Total ADULT SOCIAL CARE</b>	<b>200</b>	<b>(200)</b>	<b>0</b>	<b>185</b>	<b>(185)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL ADULTS, HEALTH &amp; HOUSING CAPITAL PROGRAMME</b>	<b>1,318</b>	<b>(1,263)</b>	<b>55</b>	<b>1,985</b>	<b>(1,185)</b>	<b>800</b>	<b>600</b>	<b>(600)</b>	<b>0</b>	<b>600</b>	<b>(600)</b>	<b>0</b>

## CHILDREN'S SERVICES

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Non Schools</b>													
CKVH	2Yr old capital entitlement	6	(6)	0	0	0	0	0	0	0	0	0	0
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	0
CKVR	Youth Centres Modernisation Programme	75	(75)	0	0	0	0	0	0	0	0	0	0
CKVX	Pinkneys Green Storage Facility	7	(7)	0	0	0	0	0	0	0	0	0	0
CKVY	Youth Voice Youth Choice	15	0	15	0	0	0	0	0	0	0	0	0
CT61	AfC Case Management System	459	0	459	0	0	0	0	0	0	0	0	0
<b>Total Non Schools</b>		<b>592</b>	<b>(118)</b>	<b>474</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools - Non Devolved</b>													
CSDQ	Urgent Safety Works Various Schools	39	(39)	0	0	0	0	0	0	0	0	0	0
CSEX	Feasibility/Survey Costs	249	(249)	0	0	0	0	0	0	0	0	0	0
CSGS	Larchfield Primary Safeguarding & Entrance Works	157	(157)	0	0	0	0	0	0	0	0	0	0
CSGV	Cox Green School Expansion Year 1 of 3	50	(28)	22	0	0	0	0	0	0	0	0	0
CSGW	Furze Platt Senior expansion Year 1 of 3	8	0	8	0	0	0	0	0	0	0	0	0
CSGX	Dedworth Middle School Expansion Year 1 of 3	1	0	1	0	0	0	0	0	0	0	0	0
CSHG	Bisham General Refurbishment	19	0	19	0	0	0	0	0	0	0	0	0
CSHW	Secondary Expansions Risk Contingency	183	0	183	0	0	0	0	0	0	0	0	0
CSJB	Roofing Replacement at Various Schools	0	0	0	0	0	0	0	0	0	0	0	0
CSJR	Works to explore expansions for all Schools	114	0	114	0	0	0	0	0	0	0	0	0
CSJX	St Peters Middle	684	0	684	0	0	0	0	0	0	0	0	0
CSKA	Alexander School Kitchen Refurbishment	158	(158)	0	0	0	0	0	0	0	0	0	0
CSKM	Wessex Primary Window & Door Replacement	225	(225)	0	0	0	0	0	0	0	0	0	0
CSKR	Kitchen Extract Cleaning and Hatchworks	25	(25)	0	0	0	0	0	0	0	0	0	0
CSKS	Dedworth Campus Resource Base	178	(178)	0	0	0	0	0	0	0	0	0	0
CSKT	Furze Platt Federation Resource Base	355	(355)	0	0	0	0	0	0	0	0	0	0
CSKU	Windsor Girls School Expansion 2022	791	(791)	0	0	0	0	0	0	0	0	0	0
CSKV	Charters PD Works	200	(200)	0	0	0	0	0	0	0	0	0	0
CSLA	School Kitchen Oven Upgrades	36	(36)	0	0	0	0	0	0	0	0	0	0
CSLB	Alwyn Air Conditioning Upgrade	34	(34)	0	0	0	0	0	0	0	0	0	0
CSLC	Boyne Hill Water System and Electrical Upgrade	157	(157)	0	0	0	0	0	0	0	0	0	0
CSLD	South Ascot Village Primary SEN Unit	200	(200)	0	0	0	0	0	0	0	0	0	0
CSLE	Boiler Replacement Programme	700	(700)	0	0	0	0	0	0	0	0	0	0
CSLF	All Saints Water Pipework Replacement	100	(100)	0	0	0	0	0	0	0	0	0	0
CSLG	Hilltop Boiler Replacement and Pipework Upgrade	218	(218)	0	0	0	0	0	0	0	0	0	0
CSLH	Larchfield Heating Pump and Emitter Upgrade	145	(145)	0	0	0	0	0	0	0	0	0	0
CSLI	Maidenhead Nursery Mains Water Connection	8	(8)	0	0	0	0	0	0	0	0	0	0
CSLJ	Wraysbury Primary Resourced Provision	400	(400)	0	0	0	0	0	0	0	0	0	0
CSLK	Waltham St Lawrence Cold Water Tank	21	(21)	0	0	0	0	0	0	0	0	0	0
CSLL	Hilltop Subsidence Scheme	4	(4)	0	0	0	0	0	0	0	0	0	0
CSXX	School Condition Allocation	0	0	0	770	(770)	0	0	0	0	0	0	0
CSLN	New Primary School Places	0	0	0	650	(650)	0	0	0	0	0	0	0
<b>Total Schools - Non Devolved</b>		<b>5,459</b>	<b>(4,428)</b>	<b>1,031</b>	<b>1,420</b>	<b>(1,420)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Schools - Devolved Capital</b>													
CJ77	Budget Only NDS Devolved Capital	613	(613)	0	194	(194)	0	194	(194)	0	194	(194)	0
<b>Total Schools - Devolved Capital</b>		<b>613</b>	<b>(613)</b>	<b>0</b>	<b>194</b>	<b>(194)</b>	<b>0</b>	<b>194</b>	<b>(194)</b>	<b>0</b>	<b>194</b>	<b>(194)</b>	<b>0</b>
<b>TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME</b>		<b>6,664</b>	<b>(5,159)</b>	<b>1,505</b>	<b>1,614</b>	<b>(1,614)</b>	<b>0</b>	<b>194</b>	<b>(194)</b>	<b>0</b>	<b>194</b>	<b>(194)</b>	<b>0</b>

## PLACE

Project	Description of Scheme	2021/22 Revised Budget			First Estimate			2023/24 First Estimate			2024/25 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Indicative Income	Estimate	Gross	Indicative Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Neighbourhood Services</b>													
CC25	M4 Smart Motorway	71	(50)	21	0	0	0	0	0	0	0	0	0
CC47	CCTV Replacement	126	0	126	50	0	50	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	13	0	13	0	0	0	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	0	0	0	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	9	0	9	0	0	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	204	(112)	92	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	14	(6)	8	0	0	0	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	10	0	10	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	0	0	0	0	0	0	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance	305	(200)	105	250	(250)	0	0	0	0	0	0	0
CC86	VMS Support and Maintenance	42	(42)	0	0	0	0	0	0	0	0	0	0
CC89	Elizabeth Bridge	887	0	887	0	0	0	0	0	0	0	0	0
CC90	Boulters Lock Car Park Extension	164	0	164	0	0	0	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	2	0	2	0	0	0	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	911	0	911	2,000	(2,000)	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	0	0	0	50	0	50	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	2,019	(1,907)	112	1,910	(1,910)	0	0	0	0	0	0	0
CD13	Bridge Assessments	311	(150)	161	220	(220)	0	0	0	0	0	0	0
CD14	Bridge Parapet Improvement Works	1	0	1	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	44	(44)	0	0	0	0	0	0	0	0	0	0
CD37	Car Park Improvements	117	(11)	106	0	0	0	0	0	0	0	0	0
CD43	Flood Prevention	151	(100)	51	0	0	0	0	0	0	0	0	0
CD45	Public Conveniences-Refurbishment 2015-16	10	0	10	0	0	0	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	450	0	450	450	0	450	8,650	0	8,650	0	0	0
CD72	Preliminary Flood Risk-Assessments	18	(18)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Waltham	25	(25)	0	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	1	(1)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	9	(9)	0	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	14	0	14	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	34	(34)	0	0	0	0	0	0	0	0	0	0
CD83	LED Traffic Upgrades	221	(125)	96	120	(120)	0	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	0	0	0	528	(528)	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	6	0	6	0	0	0	0	0	0	0	0	0
CD86	Vicus Way & Tinkers Lane – Site Works	0	0	0	0	0	0	0	0	0	0	0	0
CD87	Pothole Action Fund-DfT Grant	875	(875)	0	0	0	0	0	0	0	0	0	0
CD92	Telemetry System Replacement	45	0	45	0	0	0	0	0	0	0	0	0
CF02	Emergency Active Travel Measures	56	(56)	0	0	0	0	0	0	0	0	0	0
CF05	Waste Vehicles	235	0	235	395	0	395	0	0	0	0	0	0
CI41	Fifield Lane - Major Carriageway Works	0	0	0	80	(80)	0	0	0	0	0	0	0
CI50	Brill Close Flood Alleviation Scheme	0	0	0	416	(416)	0	0	0	0	0	0	0
CI51	Windsor and Maidenhead Surface Water Flood Risk Engagem	0	0	0	100	(100)	0	0	0	0	0	0	0
CI52	Fifield, Holyport, Oakley Green and Bray Lake Catchment Stud	0	0	0	60	(60)	0	0	0	0	0	0	0
CI53	Marlow Road - Vehicle Restraint System Replacement	0	0	0	627	(627)	0	0	0	0	0	0	0
CI61	Street Lighting Belisha Pedestrian Crossing Refurbishment	0	0	0	152	(152)	0	0	0	0	0	0	0
CI71	Street Lighting Structural Failure Replacement	0	0	0	42	(42)	0	0	0	0	0	0	0
CI76	Drift Road - Major Carriageway Works	0	0	0	250	(250)	0	0	0	0	0	0	0
CI83	Ditch Clearance and Soakway Improvement Programme	100	(100)	0	0	0	0	0	0	0	0	0	0
CI84	Eton High Street Unsafe Electrical Boxes Removal	125	(125)	0	31	(31)	0	0	0	0	0	0	0
CI85	Column Replacement Safety Improvements	150	(150)	0	0	0	0	0	0	0	0	0	0
CI86	Bridge Strengthening Scheme	100	(100)	0	250	(250)	0	0	0	0	0	0	0
CI87	Street Lighting Structural Testing	191	(191)	0	72	0	72	0	0	0	0	0	0

Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CI88	Car Park Lighting	50	(50)	0	0	0	0	0	0	0	0	0	0
CI89	Car Park Surfacing and Lining	100	(100)	0	0	0	0	0	0	0	0	0	0
CI90	Soakaway/Manhole Clearance Programme	100	(10)	90	0	0	0	0	0	0	0	0	0
CI91	Car Park Signage	30	(21)	9	0	0	0	0	0	0	0	0	0
CI92	Parking Reviews	75	(5)	70	0	0	0	0	0	0	0	0	0
CI93	Highway Drainage Schemes	200	(32)	168	400	0	400	0	0	0	0	0	0
CI94	Vicus Way Waste Transfer Station Site Works	70	(25)	45	70	0	70	0	0	0	0	0	0
CY20	Community Warden Vehicles	49	0	49	0	0	0	0	0	0	0	0	0
CX63	Town Hall Cooling System	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Neighbourhood Services</b>		<b>8,740</b>	<b>(4,674)</b>	<b>4,066</b>	<b>8,523</b>	<b>(7,036)</b>	<b>1,487</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Local Enterprise Partnership Schemes</b>													
CC62	Maidenhead Missino Links (LEP Match Funded)	2,294	(955)	1,339	0	0	0	0	0	0	0	0	0
CD42	Maidenhead Station Interchange & Car Park	1,770	(888)	882	0	0	0	0	0	0	0	0	0
CD90	Maidenhead LP Housing Site Enabling Works - LEP	5,185	(1,053)	4,132	0	0	0	0	0	0	0	0	0
CD91	Windsor Town Centre Package - LEP	2,278	(1,700)	578	0	0	0	0	0	0	0	0	0
<b>Local Enterprise Partnership Schemes</b>		<b>11,527</b>	<b>(4,596)</b>	<b>6,931</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning Service</b>													
CI22	Tree Planting & Maintenance	258	0	258	0	0	0	0	0	0	0	0	0
CI32	Borough Local Plan-Examinations / Submissions	87	0	87	0	0	0	0	0	0	0	0	0
CI43	Ascot High Street Public Realm & Highway Imps	15	(15)	0	0	0	0	0	0	0	0	0	0
CI47	Neighbourhood Plan-Consultation/Exams/Referendums	65	0	65	0	0	0	0	0	0	0	0	0
CI56	Design Quality – Planning Service	171	(145)	26	0	0	0	0	0	0	0	0	0
CI57	Joint Minerals and Waste Plan	96	0	96	0	0	0	0	0	0	0	0	0
CI59	Traveller Local Plan	193	0	193	0	0	0	0	0	0	0	0	0
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	14	0	14	0	0	0	0	0	0	0	0	0
CI67	Wider Area Growth Study	152	(152)	0	0	0	0	0	0	0	0	0	0
CI69	Supplementary Planning Documents-SPDs	40	0	40	0	0	0	0	0	0	0	0	0
CI82	Highways Works Programme-Tree replacement	200	0	200	0	0	0	0	0	0	0	0	0
CX66	Oak Processionary Moth Treatment	14	0	14	0	0	0	0	0	0	0	0	0
CI74	Energy Performance Certificates	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Planning Service</b>		<b>1,305</b>	<b>(312)</b>	<b>993</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Communities</b>													
CC47	CCTV Replacement	126	0	126	50	0	50	0	0	0	0	0	0
CC6B	Hostile Vehicle Mitigation Measures-Windsor Ph 1B	25	(25)	0	0	0	0	0	0	0	0	0	0
CI14	Maidenhead Waterways Construction phase 1	33	(32)	1	0	0	0	0	0	0	0	0	0
CI54	Maidenhead Waterways-Weir Project	70	0	70	0	0	0	0	0	0	0	0	0
CR24	Windsor Squash Courts	284	(284)	0	0	0	0	0	0	0	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	34	(40)	(6)	0	0	0	0	0	0	0	0	0
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	19	(19)	0	0	0	0	0	0	0	0	0	0
CX64	Windsor Coach Park Lift Upgrade	35	(10)	25	0	0	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	20	0	20	0	0	0	0	0	0	0	0	0
CZ18	Braywick Leisure Centre	46	0	46	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	293	0	293	400	(25)	375	0	0	0	0	0	0
<b>Total Communities</b>		<b>859</b>	<b>(410)</b>	<b>449</b>	<b>400</b>	<b>(25)</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Project	Description of Scheme	2021/22 Revised Budget			First Estimate 2022/23			2023/24 First Estimate Indicative			2024/25 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
<b>Infrastructure, Sustainability &amp; Transport</b>													
CC27	Permanent Traffic Counter Sites	2	(2)	0	0	0	0	0	0	0	0	0	
CC60	Hostile Vehicle Mitigation Measures for Windsor	482	(15)	467	0	0	0	0	0	0	0	0	
CC54	Electric Vehicle Charging Points-Pilot	120	(95)	25	0	0	0	0	0	0	0	0	
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	
CD93	Ascot High Street-Upgrade	0	0	0	200	(200)	0	0	0	0	0	0	
CD01	LTP Feasibility Studies/Investigation/Develop	41	(42)	(1)	0	0	0	0	0	0	0	0	
CD10	Traffic Management	341	(294)	47	0	0	0	0	0	0	0	0	
CD23	Local Safety Schemes	210	(195)	15	0	0	0	0	0	0	0	0	
CD27	Cycling Capital Programme	15	(4)	11	0	0	0	0	0	0	0	0	
CD97	Cycling Action Plan-Delivery	405	(405)	0	1,500	(1,500)	0	0	0	0	0	0	
CD98	A308 / Holyport Road Junction-Improvements	0	0	0	300	(300)	0	0	0	0	0	0	
CD99	Traffic Monitoring-Replacement Counters	0	0	0	150	(150)	0	0	0	0	0	0	
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	176	(47)	129	0	0	0	0	0	0	0	0	
CLC5	Heritage Education Space Old Windsor 2016-17	20	(20)	0	0	0	0	0	0	0	0	0	
CLF4	WRBM Audio Upgrade	18	0	18	0	0	0	0	0	0	0	0	
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	18	0	18	0	0	0	0	0	0	0	0	
CY33	Climate Strategy-Projects	165	(27)	138	0	0	0	0	0	0	0	0	
CY34	Major Scheme Business Case Development	265	(160)	105	0	0	0	0	0	0	0	0	
<b>Total Infrastructure, Sustainability &amp; Transport</b>		<b>2,285</b>	<b>(1,306)</b>	<b>979</b>	<b>2,150</b>	<b>(2,150)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Green Spaces &amp; Parks</b>													
CC44	Allotments Windsor & Maidenhead	21	(1)	20	0	0	0	0	0	0	0	0	
CC87	Public Rights of way - General	40	0	40	40	(40)	0	0	0	0	0	0	
CF08	Ray Mill Island Access Works	25	0	25	0	0	0	0	0	0	0	0	
CV03	Parks Improvements	50	0	50	50	(50)	0	0	0	0	0	0	
CV30	Play Areas - Replacement Equipment	40	(40)	0	40	(40)	0	0	0	0	0	0	
CV39	Ockwells Park-Phase 3 Improvements	30	(9)	21	0	0	0	0	0	0	0	0	
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	27	0	27	0	0	0	0	0	0	0	0	
CV45	Parks & Open Spaces- Access / Security Measure	75	0	75	75	(75)	0	0	0	0	0	0	
CV46	Nature Recovery Strategy (NRS)	0	0	0	31	(31)	0	0	0	0	0	0	
CV47	Kidwells Park-Play Area	0	0	0	56	(56)	0	0	0	0	0	0	
<b>Total Green Spaces &amp; Parks</b>		<b>308</b>	<b>(50)</b>	<b>258</b>	<b>292</b>	<b>(292)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL PLACE CAPITAL PROGRAMME</b>		<b>25,024</b>	<b>(11,348)</b>	<b>13,676</b>	<b>11,365</b>	<b>(9,503)</b>	<b>1,862</b>	<b>8,650</b>	<b>0</b>	<b>8,650</b>	<b>0</b>	<b>0</b>	

## Previously approved Major Schemes 2021/22 onwards

No.	Scheme Name	Date Council Approved	2021/22 Net Cost £000k	2022/23 Net Cost £000k	2023/24 Net Cost £000k	2024/25 Net Cost £000k	Total Net Cost
1	RBWM Affordable Housing - St Edmunds	July 2018	140	1,793	1,200	-	3,133
2	RBWM Affordable Housing - School House	July 2018	52	843	9		904
3	Broadway Car Park, Maidenhead	August 2018	3,541	13,756	10,231	-	27,528
4	Vicus Way Car Park, Maidenhead	June 2018	7,766	2,824	-	-	10,590
5	Family Centre Relocation	December 2020	264	7			271
6	Maidenhead Development	February 2016	15,950	-	-	-	15,950
7	Land at Ray Mill Rd East		-	4,234	735		4,969
8	River Thames Scheme	April 2015	450	450	8,650	-	9,550
	<b>Total</b>		<b>28,163</b>	<b>23,907</b>	<b>20,825</b>	<b>-</b>	<b>72,895</b>

2022/23 CORPORATELY FUNDED ESSENTIAL BIDS										
No.	Directorate		Title	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant£'000	Net £'000	Cumulative Borrowing £'000
1	Managing Director	Property Services	Commercial Estate Compliance	To ensure the Council's Corporate & Commercial Estate is compliant with regards to Fire, Asbestos, Legionella and Electrical governance.(Non Educational)	400				400	400
2	Managing Director	Property Services	Commercial Property Necessary Repairs	The Asset Review and Action Plan approved by Cabinet highlighted the lack of investment in repairs and maintenance to the Council's commercial property portfolio over a prolonged period which has led to a deterioration in the assets. Asset condition surveys were carried out by chartered surveyors which identified works required over a 5 year period to address the backlog of repairs. The surveys identified essential works that were required to meet health and safety shortcomings that are the Council's responsibility as Landlord and the Council is now therefore in breach of its repairing liabilities under the terms of the leases. There is a plethora of legislation that applies to the operation of commercial property. The most significant and relevant ones to highlight are the Corporate Manslaughter and Homicide Act; Occupiers Liability Act; Health & Safety at Work Act; Defective Premises Act and the Landlord & Tenant Act.	1,625				1,625	2,025
3	Managing Director	Property Services	Corporate Portfolio Necessary Repairs	The Asset Review and Action Plan approved by Cabinet highlighted the lack of investment in repairs and maintenance to the Council's corporate estate portfolio over a prolonged period which has led to a deterioration in the assets. Asset condition surveys were carried out by chartered surveyors which identified works required over a 5 year period to address the backlog of repairs. There is a plethora of legislation that applies to the operation of property the most significant and relevant ones to highlight are the Corporate Manslaughter and Homicide Act; Occupiers Liability Act; Health & Safety at Work Act; Defective Premises Act which place responsibility on the corporate body and executive officers	1,372	39			1,333	3,358
4	Adults, Health & Commissioning	Housing	John West House	To redevelop John West House to provide a day centre provision for rough sleepers and individuals with support needs, along with accommodation provision for Stage 2 of the Rough Sleeper Pathway. The day centre provision will provide communal space for socialising and group training sessions to take place in addition to separate meeting rooms for 1:1 work to take place with relevant agencies. John West House is owned by RBWM and has been partially converted to provide four bedrooms, a kitchen and bathroom facilities which are currently used by individuals on Stage 2 of the Rough Sleeper Pathway. Redeveloping the rest of the warehouse unit will provide essential community facilities and enable a designated space for internal and external professionals to work effectively with rough sleepers and individuals with support needs. The site has potential to create up to 13 additional bedrooms and a good range of communal and meeting room space. £400k of s106 funding has already been committed to the project, however an estimated additional £800k is required to enable the redevelopment to take place. Several external funding streams have been considered over the last two years, however funding programmes have either been unsuitable for this type of bid or bids have been unsuccessful.	1,200	400			800	4,158
5	Place	Neighbourhood Services	Road Marking Safety Programme	This programme is for the review, replacement or upgrade of lining on major roads, junctions, crossings and other potential 'hazard' locations for road safety reasons. Also provides for replacement and upgrading of road studs and high-friction surfaces. This element is not included within the lump sum of the existing Volker's contract.	50				50	4,208
6	Place	Neighbourhood services	Street Lighting Structural Testing	Continuation of periodic structural Testing for High Amber rated lighting columns for safety and compliance, through the borough. The red columns have been tested in previous years, so now we have the ambers left to test.	72				72	4,280
7	Place	Neighbourhood services	Highway Drainage Schemes	Annual programme of highway drainage improvement schemes	400				400	4,680
8	Place	Neighbourhood services	Regular annual maintenance of 5 leisure centres	Replacement water pumps, air valves; Building management controls system upgrade; Windsor LC roof and wall glazing replacement; Windsor LC all weather pitch surface replacement; Charters LC hall lighting; Charters LC squash court playing wall replacement; drainage issues, all sites; Cox Green LC boiler and automatic door replacement; Cox Green LC fire and burglar alarm replacement	400	25			375	5,055
9	Place	Neighbourhood services	Vicus Way waste transfer station site works	Improvements and upgrades to waste transfer station	70				70	5,125
10	Place	Communities	Replacement programme for CCTV	To provide a fund to enable an annual programme for the replacements to the borough's CCTV network of equipment which is beyond economical repair.	50				50	5,175
11	Resources	IT	IT Strategy Delivery	A request for a capital fund of £200k is being requested to cover projects detailed in the IT strategy such as cloud migration, remote access, telephony, corporate device operating system maintenance, new IT contract implementations and essential maintenance (hardware or software upgrades). In addition continual work on cyber security and public service network compliance also require elements of capital funding.	100				100	5,275
12	Resources	IT	Additional Devices	There has been an increase in the demand for laptop devices since the initial Modern Workplace requirements gathering due to an increase in the establishment and also our new ways of working. To date IT Services have been able to manage these new requirements from within current stocks but we are now at capacity and therefore need to request funds for additional laptops to meet these demands.  CLT have recently confirmed the need for approximately 36 additional laptops between now and March 2023. We also need to replenish the buffer stock so request an additional 14 are also being requested. The latest model is approximately £800 per device and so a total of £40,000 is being requested for these additional devices.	40				40	5,315
13	Resources	IT	Network hardware Replacement	Funding is required to support the design, procurement and implementation of new network switches, routers and firewalls, around the council's internal infrastructure. This is to replace existing equipment that is end-of-life. A hardware audit has conducted in Q1 2021 and indicative prices obtained for 'like-for-like' network hardware. The hardware audit forms the basis for this funding request. A network redesign will be completed by IT staff during Q4 2021 to finalise requirements. Any costs incurred will be covered by 2021/22 capital. The project may roll into 2023/24 in terms of implementation, if this were the case there would be a request made to slip a small proportion of the budget. The new network design will provide additional resilience, capacity and improvements to data traffic. Through the procurement process, we will ensure that the new hardware is secure, and supported. The implementation will include replacement to network equipment at the main council sites, and satellite locations like libraries, community centre and care centres.	450				450	5,765
14	Managing Director	Property Services	Demolition of Waldeck House	Waldeck House is included in the development agreement with Countryside Properties and over the last 2 years RBWM has been organising the leases of the occupiers to expire in December 2021 to allow the building to be vacated and passed to Countryside with vacant possession. Once vacated it may be a significant period before the redevelopment can proceed. When the property is vacant RBWM will become responsible for empty property rates and the costs of security for a vacant building which will become a target for vandals and squatters. The demotion of the building will reduce the costs and risks of managing an empty building. There is also a cost to RBWM relating to statutory compensation and removal costs for some of the tenants. These are estimated at £52,000, which is made up of £16,350 for two tenants entitled to statutory compensation and the remainder for 4 tenants who were promised help with their removal costs when the redevelopment of Waldeck House was first proposed in 2016.	450				450	6,215

2022/23 CORPORATELY FUNDED ESSENTIAL BIDS										
No.	Directorate		Title	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant£'0 00	Net £'000	Cumulative Borrowing £'000
15	Place	Neighbourhood services	Waste Vehicles	The hybrid fortnightly general waste collection solution introduced October 2022 means that residual waste will be collected fortnightly while collections of recycling and food waste will remain weekly. Green waste remains fortnightly. To deliver this model, the contractor requires six additional waste vehicles; two vehicles to be purchased in 2021/22 and a further four vehicles in 2022/23.	395				395	6,610

2022/23 FULLY FUNDED ESSENTIAL CAPITAL BIDS										
No.	Directorate	Service Area	Title	Description	Capital Value £'000	£106 £'000	CIL £'000	Grant£'000	Net £'000	Cumulative Borrowing £'000
1	Adults, Health & Commissioning	Housing	Disabled Facilities Adaptations	Adaptation work can reduce care needs and enable service users to remain in their own homes for longer, delaying the requirement for more expensive alternatives.	600			600	-	-
2	Place	ISEG	Ascot High Street	A scheme to significantly upgrade Ascot High Street has been developed to business case level and ranked joint 2nd during a Local Enterprise Partnership triage of bid submissions. This funding would be to drive this business case into a high level design phase with an indicative programme, consultation and more detailed project costs completed.	200			200	-	-
3	Place	ISEG	A308 / Holyport Road Junction	To improve the capacity of the A308/Holyport Road junction to support the forecast growth from development proposed in the Borough Local Plan.	300		300		-	-
4	Place	ISEG	Traffic monitoring	RBWM inherited a set of 58 permanent traffic counters from the Berkshire Authority in 1999. Despite best efforts nearly all of these have failed and no longer provide the valuable data they should. This project is to implement the results of a full review as to how many and where replacement counters should be located and ensure the right long term, cost effective devices are purchased. The benefit of this data is to have greater clarity when judging future transport strategy and schemes.	150			150	-	-
5	Place	ISEG	Cycling Action Plan and LCWIP Delivery	In 2019, RBWM adopted a cycling action plan which set out plans to increase cycling across the Borough. This set out an ambition to invest £1,500,000 a year to improve cycling infrastructure and deliver this over a ten year period. This funding will support delivery of schemes within the plan over the next financial year. Accelerated delivery of these plans is set out in the Environment and Climate Strategy, which was adopted in December 2020.  The council is in the process of developing this strategy into a Local Cycling and Walking Infrastructure Plan, to bring it up to date with current Government Guidance, which will increase the chances of success in future bids for Government funding.	1,500	500	250	750	-	-
6	Place	Neighbourhood services	Footway Maintenance & Construction	Footways form a vital link for pedestrian access around the borough and it is essential that they are maintained in a safe condition. There are number of footways beyond their design life and require refurbishment to maintain the highway asset in an acceptable condition, and protect residents from potential trips, which will reduce insurance risks. The works will also make provision for providing disabled crossing points where appropriate, and will help to enhance the visual appearance of the environment benefitting local residents, pedestrian, and people with disabilities.	250			250	-	-
7	Place	Neighbourhood services	Highway Resurfacing Programme - This bid is a contractual commitment	The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks.	1,910			1,910	-	-
8	Place	Neighbourhood services	Bridge Assessments/ Inspections and Scour Assessment	The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. These inspections include assessing roads that are frequently taking abnormal loads, column impact assessments, as well as carrying out further detailed inspections that have been highlighted from the principal and general inspection that are highlighting a potential safety issue. These assessments allow the council to plan a works programme for essential capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Also the inspections may identify a structure in need of more extensive strengthening works.	220			220	-	-
9	Place	Neighbourhood services	Bridge Strengthen Schemes	The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. These inspections may highlight essential minor capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Following these inspections it has identified certain structures are currently structurally weak and if work is not carried out to them they will require a weight restriction enforced on them. All the structures concerned are on the boroughs main network and would have a detrimental impact if repairs are not carried out. The objective of the project is to introduce measures to mitigate and minimise any potential current safety risk and reduce insurance risks.	250			250	-	-
10	Place	Neighbourhood Services	Brill Close Flood Alleviation Scheme	Brill Close FAS is a project looking to protect approximately 48 homes from surface water flooding. Currently the project is at the option stage with the most favourable option is to create a detention basin or swale in a large agricultural field west of Cox Green Road. This will be alongside a large detention basin located within Desborough Park. Subject to stakeholder engagement, landowner agreement and planning consent.	416			416	-	-
11	Place	Neighbourhood Services	Windsor and Maidenhead Surface Water Flood Risk Engagement	The aims of the project are to utilise innovative means of engaging with areas of Windsor and Maidenhead where residents/businesses may not be aware that they are at significant surface water flood risk. Through use of social media and hyper local networks the project will raise awareness of flood risk and what mitigation options individual residents/businesses can employ to reduce the consequence of flooding. The engagement activities will also help identify which properties have historically suffered from surface water flooding. This will aid in RBWM developing flood risk mitigation options and business cases to address the risk.	100			100	-	-
12	Place	Neighbourhood Services	Fifield, Holyport, Oakley Green and Bray Lake Catchment Study	This bid is for a catchment study, which will inform the project to install measures in the upstream areas of the hydraulic catchments of Fifield, Holyport and Oakley Green to attenuate flow rates using Natural Flood Management solutions such as leaky dams. Areas to the south of the B3024 and Drift Road are proposed to be used as these storage areas. The NFM measures will not only reduce flood risk, but will create habitat and improve the water quality downstream.	60			60	-	-
13	Resources	Revs and Bens	Pop Up Libraries	To equip and furnish pop up libraries to operate from the Sunningdale Parish Council Community Room and from locations yet to be identified in Holyport and Furze Platt to serve the residents of Sunningdale, Holyport and Furze Platt when the Container Library stops visiting as recommended by the re-shaping of the Library Service in line with the Library Transformation Strategy. Sunningdale: £14,000 Holyport: £17,000 Furze Platt: £17,000 Total: £48,000  The slight increase at Holyport and Furze Platt is to cover the requirement for a storage facility and hydraulic jack. No revenue is required as staffing costs will be covered by partners.	48	48			-	-
15	Childrens Services	Childrens Services	School condition allocation (maintenance)	Grant funded programme of planned maintenance and improvements for buildings at community and voluntary controlled schools in the borough.	770			770	-	-
16	Managing Director	Property Services	MEES Compliance	The Asset Review and Action Plan approved by Cabinet in June 2020 highlighted the requirement for properties lease could only be completed if there was a valid Energy Performance Certificate that had been lodged. The majority of the Council's commercial portfolio did not have an EPC and surveys were undertaken subsequently. MEES (minimum Energy Efficiency Standards) were introduced by the Energy Efficiency Regulations 2015: Landlords responsibility to obtain Energy Performance Certificate (EPC) on every unit - from April 2018 each lettable unit has to achieve a rating higher than 'E' to be let. Failure to comply can lead to a fine of between £5,000 to £50,000 for letting non compliant property. From April 2023 the requirements stiffen and no building can be leased with an EPC below an E result in commercial income halting. The surveys identified an number of leased income producing assets that would cease to be income producing without improvements.	100			100	-	-
17	Adults, Health & Commissioning	Adults Social Care	Homestead, Winston and Hub	To bring Homestead and Winston Care Homes for people with a learning disability up to a decent living standard and meet the needs of the residents of the Windsor and Maidenhead area. Details of works required are appended (Appendix 1). The facilities to be improved include Winston House - ( Bathrooms, bedrooms, kitchens laundry facilities), Homestead - (bathrooms, bedrooms, kitchens and laundry facilities, The Wellbeing Hub - changing beds, toileting facilities, kitchens.	185		185		-	-
18	Managing Director	Property Services	Gulldhall repairs	The Gulldhall is a Grade 1 listed building. A recent condition survey identified a number of essential repairs to the structure and fabric of the building. This includes a replacement heating system as the current system is at the end of its economic life, it is inefficient and unreliable with regular failures which has a negative impact on the building fabric and its visitors. The survey highlighted deterioration and staining to the stonework along with the need to repair and redecorate the external surfaces including the need to install pigeon preventative measures. The Gents toilet facility is in need of modernisation and the ladies and disabled would need some minor works carried out. The floor covering to the Council Chamber, Ascot Room, Mayors Parlour and Vestibule are also threadbare in places and pose health and safety concerns and therefore need to be replaced.	545		545		-	-
19	Place	ISEG	Parks Improvements (CV03)	Essential works to ensure that the Councils 64 parks and open spaces are in a fit and safe condition for public use	50	50			-	-
20	Place	ISEG	Play Areas-replacement equipment (CV30)	Essential works to ensure that the Councils 43 equipped childrens play areas are in a fit and safe condition for public use	40	40			-	-
21	Place	ISEG	Parks and Open Spaces- Security measures (CV45)	Site boundary and access works required to ensure the protection of the Council's parks and open spaces from unauthorised incursions	75	75			-	-
22	Place	ISEG	Public Rights of Way-general (CC87)	Essential works to ensure that the Council's 310km of public footpaths, bridleways and byways are in a safe and fit condition for public use.	40	40			-	-

2022/23 FULLY FUNDED ESSENTIAL CAPITAL BIDS										
No.	Directorate	Service Area	Title	Description	Capital Value £'000	£106 £'000	CIL £'000	Grant£'000	Net £'000	Cumulative Borrowing £'000
23	Place	ISEG	Nature Recovery Strategy (NRS)	The Nature Recovery Strategy (NRS) which includes a Nature Recovery Network (NRN) is a major commitment in the UK Government's 25-Year Environment Plan, intended to improve, expand and connect habitats to address wildlife's decline and provide wider environmental benefits for people.	31	31			-	-
24	Place	ISEG	Kidwells Park Play Area	Full replacement of worn out safety surface at childrens play area in Kidwells Park. The current safety surface was installed approximately 15 years ago, and is becoming unfit for purpose. Localised repairs have been carried out in recent years but the surface requires complete replacement in order ensure the safety of users. Full replacement of the surface will avoid the need for localised repairs, saving approximately £2000 per year maintenance costs.	56		56		-	-
25	Resources	Revs and Bens	Maidenhead High Level Maintenance and Repointing	Maidenhead Library is an iconic Grade II Listed Building on land covered by Covenants with the Carnegie and Nicholson Trusts. It receives visits from all over the world, including from international Architecture students, due to its architectural significance and beauty. The high level space frame and pointing is long overdue for maintenance work. The previous Administration took the decision to delay this work until after the surrounding regeneration and development works had been completed as these works would inevitably lead to dirt and dust and slight movements in the building. The adjoining works have now been completed and comments have been made on social media about the poor state of the painting and pointing. This bid is therefore to request the funding to go ahead with the improvement of the existing asset (painting and touch-up) of the high level space frame and re-pointing of the external brickwork. The internal work and work on the low level space frame has already been completed (in 2011). The costs have come down significantly as an alternative access approach has been designed using ropes which will reduce the need for costly scaffolding.	98	98			-	-
26	Place	Neighbourhood Services	Fifield Lane - Major carriageway works	A combination of installation of concrete channels, carriageway edge haunching, resurfacing and cutting of new drainage grips to significantly improve the condition of Fifield Lane. To the benefit of all highway users, mitigating against personal injury collision risk, reduced risk of claims arising from collisions and protecting and enhancing the highway as an asset.	80		80		-	-
27	Place	Neighbourhood Services	Marlow Road - Vehicle Restraint System replacement	There are three sections of vehicle restraint system (VRS) on the A308 Marlow Road within the first 500m of the road to the south of the A404 junction. One section (77m) is recommended for assessment only as part of this bid to identify the condition and inform a decision on a potential future request for funding. One section (74m in length) on approach to the bend immediately south of the A404 junction is recommended for replacement, and a third section is recommended for replacement (79.5m) as well as extension (an additional 44m). The VRS is provided to reduce the potential severity of injury collisions in the event of vehicles exiting the carriageway on bends where there is considered to be a heightened risk due to the horizontal alignment of the road and steep embankments. A formal assessment of the VRS, risk assessing the condition, provision and need for a VRS system was carried out in June 2021. The assessment identified that the VRS system is damaged in places, is non-compliant with current standards and is recommended for replacement to ensure that the system performs as required in the event of a vehicle losing control and colliding with the VRS, how at present is noted as medium risk against the DfT standards, and suggested work as highlighted in the assessment needs to be carried out.	627		627		-	-
28	Place	Neighbourhood Services	Traffic signal LED updates	Replacement of Traffic Signal equipment which uses halogen lamps which are not longer manufactured. Across our existing portfolio this equals to 693 lamps. This bid is for the switch out of these old units to the new units. This bid also includes the lorry watch sim cards and maintenance for the HVV monitoring camera in Sunningdale. A camera was installed a few years to monitor and prosecute those vehicles breaking the weight/tonne limit following a Cllr request. The prosecutions are carried out through the licensing team, but the maintenance of the camera sits with the highways budgets. This camera is now not maintained, nor does it have the new sim cards for transmission of data which are needed every year.	120		120		-	-
29	Place	Neighbourhood Services	Drift Road - Major carriageway works	A combination of installation of concrete channels, carriageway edge haunching, sections of full depth reconstruction, resurfacing and cutting of new drainage grips to improve the condition of Drift Road. To the benefit of all highway users, mitigating against personal injury collision risk, reduced risk of claims arising from collisions and protecting and enhancing the highway as an asset. £1m covers the worst areas only, and requires a continued commitment to improve this road for all users.	250		250		-	-
30	Place	Neighbourhood services	Eton High Street Electrical Scheme	Second Phase of Eton Electrical Supply and Lighting Improvement scheme. DNO disconnections and removal of lighting units including lighting, cabling and power supply boxes.	31		31		-	-
31	Place	Neighbourhood services	Streetlighting upgrade LED review/swap out and Street Lighting Column Replacements/Safety Improvements - This is a contractual commitment	To upgrade the remaining non-LED assets to LED allowing for a reduction in energy consumption and maintenance costs for outdated street lighting assets including lanterns, subway and illuminated signs. The column replacements for 294 damaged assets including existing stumped columns, remaining concrete columns and misaligned columns for safety and compliance that cannot be actioned via the current street lighting maintenance budget due to the quantity. This is linked to the streetlighting upgrade review paper produced July 2021. The total funding needed to complete this project is £2,637,738.10 and is to be phased over 5 years - £527,547.62	528		528		-	-
32	Place	Neighbourhood Services	Street Lighting Belisha Pedestrian Crossing Refurbishment	To supply and install 178 new LED Globes and 50 LED lanterns to light existing crossings that are over 10 years and at present risk of failure due to their. The lifespan for the average belisha crossing pole is 8 years. The refurbishment will help prevent health and safety risks such as injury or worse for the pedestrian and road user. This will also prevent any potential legal action against RBWM for accidents caused due to the falling of the belisha beacons.	152		152		-	-
33	Place	Neighbourhood Services	Street Lighting Structural Failure Replacement	The replacement of 1727 structurally failed street lighting column assets for pedestrian and road safety. The overall cost of the project is £168, 728.00. Due to the cost implication this can be completed in phases over a 4 year period, meaning a contribution from the council of £42,182.00 per yr. for the next 4 yrs.	42		42		-	-
34	Place	Neighbourhood services	Cookham Bridge Refurbishment & Structural Repair	A general inspection has been carried out in May 2017 and has highlighted that the paint system in place is no longer protecting the steel structure. This highlights a significant risk in terms of the structure capacity of the bridge. In addition to this the waterproofing and expansion joint on the deck requires replacement, the parapet needs repair along with this handrail. The bridge was last refurbished in 2000, where it received a new paint system and complete refurbishment. These works are required in order to keep the bridge to a safe standard operational to delivery vehicles and buses. Continuous assessments are being undertaken to monitor this structure. This is the second part to the previous funding which was allocated which enabled surveys, inspections and scheme designs to be carried out.	2,000		2,000		-	-
35	Resources	Revs and Bens	Upgrade of Self Serve Kiosks	Replacement of seven Self-serve kiosks at Datchet, Sunninghill, Old Windsor, Cox Green, Maidenhead and Windsor libraries. The Library Transformation Strategy requires that the Library Service takes advantage of digital technology to enable service improvements, greater reach, cost-effectiveness and greater accessibility.	44	44			-	-
36	Childrens Services	Childrens Services	Schools Devolved Formula Capital	Devolved Formula Capital grant allocated to individual schools	194			194	-	-
37	Childrens Services	Childrens Services	New school expansions	Funding for new primary school expansions in Maidenhead, if demand for school places is higher than currently anticipated.	650		650		-	-

## Major Capital Cashflows - Proposed & Agreed

Based on a Short term interest rate of 0.09%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Receipts</b>	<b>0.09%</b>	<b>0.50%</b>	<b>0.80%</b>	<b>1.30%</b>	<b>1.50%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	
1 CIL - Projections	6,536	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	44,936
2 Use of s106	2,490	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	8,490
3 Use of capital receipts carried forward	1,347																1,347
4 Use of Capital Fund	400																400
5 Capital Receipt - Ray Mill Road East	-	8,050	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,050
6 Development partnership receipts	5,980	19,663	12,013	10,963	50,250	23,394	25,235	32,161	24,168	20,312	21,455	20,693	19,562	24,381	19,169	10,136	339,534
7 Land north of Ransworth, Oakley Green Road, Windsor				500													500
<b>Total Capital Receipts</b>	<b>16,753</b>	<b>31,413</b>	<b>15,713</b>	<b>15,163</b>	<b>53,950</b>	<b>27,094</b>	<b>28,935</b>	<b>35,861</b>	<b>27,868</b>	<b>24,012</b>	<b>25,155</b>	<b>24,393</b>	<b>23,262</b>	<b>24,381</b>	<b>19,169</b>	<b>10,136</b>	<b>403,257</b>
<b>Capital Expenditure</b>																	
8 Broadway Car Park expansion	3,541	13,756	10,231	-	-	-	-	-	-	-	-	-	-	-	-	-	27,528
9 Nicholsons shopping centre	132	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	132
10 Braywick Leisure Centre	46	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	46
11 Maidenhead Golf Club - Lease Surrender Purchase	15,950	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,950
12 LEP Front of Maidenhead Station	1,770	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,770
13 Capital Programme	2,560	6,610	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	74,170
14 Affordable housing development St Edmunds	140	1,793	1,200	-	-	-	-	-	-	-	-	-	-	-	-	-	3,134
15 Affordable Key Worker Housing School House	52	843	9	-	-	-	-	-	-	-	-	-	-	-	-	-	904
16 Maidenhead Golf Course Framework Fee	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
17 St Cloud Way - Framework Fee	213	200	200	200	200	-	-	-	-	-	-	-	-	-	-	-	1,013
18 York Road - RVS/MCC	365	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	365
19 106 Westborough Road	21	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23
20 Land at Ray Mill Road East (CALA)	-	4,234	735	-	-	-	-	-	-	-	-	-	-	-	-	-	4,969
21 Family Centre relocation	264	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	271
22 Vicus Way Car Park	7,766	2,824	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,590
23 River Thames Scheme	450	450	8,650	-	-	-	-	-	-	-	-	-	-	-	-	-	9,550
24 Investment need - Education primary and secondary	-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	-	50,000
25 LEP Maidenhead Local Plan Housing Site Enabling Works	5,185	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,185
26 LEP Windsor Town Centre Package	1,428	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,428
27 St Peters Middle	684	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	684
28 Regen Improvement Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
29 Legal & Consultancy fees	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500
30 York Rd Ph 2 - Access rights	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
31 Modern Workplace Project	90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90
32 Braywick Pedestrian crossing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
33 LEP Missing links	1,966	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,966
34 Hostile vehicle mitigation measures for Windsor	481	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	481
35 Capitalised debt charges	231	248	413	-	-	-	-	-	-	-	-	-	-	-	-	-	892
36 Capital Programme slippage in	11,169	11,121	8,518	7,091	2,558	2,652	2,630	2,626	2,625	2,625	2,625	2,625	2,625	2,525	2,505	-	66,520
37 Capital Programme slippage out	(11,121)	(8,518)	(7,091)	(2,558)	(2,652)	(2,630)	(2,626)	(2,625)	(2,625)	(2,625)	(2,625)	(2,625)	(2,525)	(2,505)	(1,501)	-	56,852
<b>Total Capital Expenditure</b>	<b>44,483</b>	<b>34,070</b>	<b>28,365</b>	<b>10,233</b>	<b>10,607</b>	<b>10,521</b>	<b>10,504</b>	<b>10,501</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>	<b>10,100</b>	<b>10,020</b>	<b>6,004</b>	<b>0</b>	<b>227,408</b>

<b>Borrowing</b>															
L.T. debt at the start of the year	57,049	81,264	81,264	81,264	81,264	81,264	81,264	81,264	81,264	71,264	56,264	56,264	56,264	51,264	51,264
Increases/reductions in debt	24,215	0	0	0	0	0	0	0	(10,000)	(15,000)	0	0	(5,000)	0	0
<b>Total debt at year end</b>	<b>81,264</b>	<b>81,264</b>	<b>81,264</b>	<b>81,264</b>	<b>81,264</b>	<b>81,264</b>	<b>81,264</b>	<b>81,264</b>	<b>71,264</b>	<b>56,264</b>	<b>56,264</b>	<b>56,264</b>	<b>51,264</b>	<b>51,264</b>	<b>51,264</b>
Average level of L.T. debt	64,145	71,265	71,265	63,771	56,265	56,265	56,265	56,265	48,902	39,539	31,265	31,265	28,703	26,265	26,265
Net ST debt at start of year	134,732	131,000	133,657	146,309	141,381	98,038	81,465	63,035	37,675	30,307	31,795	17,140	3,247	(4,916)	(19,276)
Increases/Reductions in Debt	(3,732)	2,657	12,652	(4,930)	(43,343)	(16,573)	(18,430)	(25,360)	(7,368)	1,488	(14,655)	(13,893)	(8,162)	(14,361)	(13,165)
<b>Total S.T debt at year end</b>	<b>131,000</b>	<b>133,657</b>	<b>146,309</b>	<b>141,381</b>	<b>98,038</b>	<b>81,465</b>	<b>63,035</b>	<b>37,675</b>	<b>30,307</b>	<b>31,795</b>	<b>17,140</b>	<b>3,247</b>	<b>(4,916)</b>	<b>(19,276)</b>	<b>(32,441)</b>
Average Level of S.T. debt	109,981	132,329	139,983	143,844	119,710	89,752	72,250	50,355	33,991	31,051	24,467	10,193	(835)	(12,096)	(25,859)
<b>Total Debt</b>	<b>212,264</b>	<b>214,921</b>	<b>227,573</b>	<b>222,645</b>	<b>179,302</b>	<b>162,729</b>	<b>144,299</b>	<b>118,939</b>	<b>101,571</b>	<b>88,059</b>	<b>73,404</b>	<b>59,511</b>	<b>46,348</b>	<b>31,988</b>	<b>18,823</b>
Capitalised debt interest on specific projects	(231)	(248)	(413)	0	0	0	0	0	0	0	0	0	0	0	0
Interest on L.Term Debt	2,769	2,807	2,807	2,738	2,669	2,669	2,669	2,669	2,293	1,847	1,472	1,472	1,349	1,232	1,232
Revenue cost of S.T. debt interest	99	662	1,120	1,870	1,796	1,795	1,445	1,007	680	621	489	204	(17)	(242)	(517)
Broker Fees	95	146	153	148	120	90	72	50	34	31	24	10			
Interest charge per MTFP	2,732	3,367	3,667	4,756	4,585	4,554	4,186	3,726	3,007	2,499	1,985	1,686	1,332	990	715
MRP	2,920	2,892	3,133	3,614	3,750	3,543	3,191	2,751	2,503	2,236	1,837	1,638	1,449	1,234	1,271
<b>Total cost of Capital Finance</b>	<b>5,652</b>	<b>6,259</b>	<b>6,800</b>	<b>8,370</b>	<b>8,336</b>	<b>8,098</b>	<b>7,378</b>	<b>6,478</b>	<b>5,510</b>	<b>4,734</b>	<b>3,822</b>	<b>3,324</b>	<b>2,781</b>	<b>2,224</b>	<b>1,986</b>