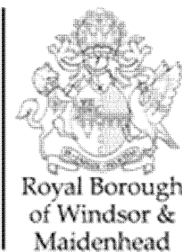


Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet – 22 November 2018
Responsible Officer(s):	Robert Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

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REPORT SUMMARY

- 1 This report sets out the Council's financial position to date for the financial year 2018-19. Current pressures are being partially mitigated resulting in a net service pressure of £3,044,000 along with an additional £1,500,000 from the Business Rates Pilot, leaving a financial pressure across the Council of £1,544,000, see Appendix A.
- 2 A fundamental cross cutting review of all services is now underway to ensure a sustainable budget is in place for 2019/20. This review will cover all services of the council's provision including;
 - Commissioned services,
 - Support services,
 - Discretionary services and
 - Statutory services.
- 3 The Council's base budget is £85,344,000. Aggregated usable reserves are in a healthy position at £8,545,000 (10% of budget) which remains in excess of the £5,860,000 (6.87% of budget) recommended minimum level set at Council in February 2018, see Appendix A.

2 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) Notes the Council's projected outturn position for 2018-19 and notes work undertaken to identify mitigations to deal with pressures.
- ii) Approves a capital budget of £50,000 to fund the Eton Brook and Barnes Pool restoration project. See paragraph 3.2.
- iii) Approves an additional grant funded budget of £476,500 for Adult Social Care Winter Funding 2018-19. This grant has been awarded from the Department of Health and Social Care to the Council to alleviate winter pressures on the NHS, getting patients home quicker and freeing up hospital beds. See paragraph 5.18.

3 REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 3.1 Cabinet are required to note the council's financial position and the work undertaken to identify mitigations to offset the financial pressures the council faces.

- 3.2 A capital budget of £50,000 is required for 2018-19 to fund the Eton Brook and Barnes Pool restoration project. Phase one of the work to clear a blocked culvert linking two parts of the River Thames by Eton College to create a stream has already been completed. The funding for 2018-19 is requested to allow the landscaping and planting for the next phase to happen in the autumn season rather than wait for the spring.

4 KEY IMPLICATIONS

- 4.1 During the current year significant pressures have emerged resulting in two budget exercises taking place prior to July and November cabinet meetings. The exercises involved considering all known pressures within the services along with potential areas where opportunity existed to mitigate pressures across the council.
- 4.2 These exercises have resulted in the identification of a total of £7,418,000 pressures and £4,374,000 of mitigations and underspends (see Appendix A1) to offset the pressures identified.
- 4.3 This work, along with the fundamental review of service expenditure currently underway, will contribute to the budget setting process for 2019/20. In doing so it will ensure that across the council financial resources are in the correct place to enable a sustainable and prudent budget to be set by Council in February 2019.

Table 1: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£5,900,000	£5,900,000 to £6,000,000	£6,000,001 to £6,900,000	> £6,900,000	31 May 2019

5 FINANCIAL DETAILS / VALUE FOR MONEY

Council outturn position

- 5.1 The expected outturn position for the Council shows an overspend of £3,044,000 on service budgets of £79,055,000. After a non-service budget adjustment for additional income from the Berkshire-wide business rate pilot this results in a Council overspend of £1,544,000. All figures are net of mitigations.

Table 2: Outturn position

Directorate	£000
Managing Director	2,935
Executive Director – Communities	570
Executive Director - Place	(461)
Non service expenditure	(1,500)
Council overspend	1,544

Acting Managing Director's Directorate

- 5.2 The Acting Managing Director reports a projected outturn figure for 2018-19 of £74,108,000 against a net controllable budget of £71,173,000, showing an overspend

of £2,935,000. The overspend is net of mitigations totalling £2,670,000 for the directorate.

Communications

5.3 Communications reports an overspend of £138,000, which includes:

- Unachievable income of £60,000 from the Guildhall. The income target has not been achieved since 2013/14 as a consequence of the loss of the coroner contract in 2014/15 which generated £80k of income.
- Unbudgeted cost of £60,000 relating to the maintenance contract for our website and customer relationship management platforms.

Human Resources

5.4 Human Resources reports an overspend of £280,000, this consists of the following variances:

- Staffing overspend of £102,000 of which £56,000 relates to a post saving which has not been progressed. Historically this has been mitigated by offsetting underspend in the training budget which has been reduced following savings removed in 2018/19.
- Lower than anticipated take up of the additional voluntary pension contributions £48,000.
- Unachievable saving against planned contract change of the learning and development system of £50,000.
- Income underachievement of £80,000, main areas of pressure is where budgets exceed income being available from maintained schools and academies. Historically this has been mitigated by offsetting underspend of training budget which has been reduced following savings removed in 2018/19.

Law & Governance

5.5 Law and Governance reports an overspend of £100,000 which relates to insufficient budget to meet shared legal service contract value. Budgets for legal services were centralised to allow expenditure on legal service to be monitored as one budget. Once complete the exercise identified that the sum of budgets transferred was insufficient to meet contract obligations, suggesting other one-off underspends were used to meet costs.

Commissioning & Support

5.6 Commissioning and Support reports an underspend of £396,000 which relates increased usage of block contract provision instead of single purchase arrangements.

Commissioning – Communities

5.7 Commissioning Communities reports an overspend of £1,538,000, this is an increase of £1,385,000 from the last reported position. The overspend is made up of the following:

- Approved expenditure of £153,000 to support the bus routes covering Maidenhead, Wraysbury and links between Maidenhead and Windsor for which offsetting savings have not proved achievable.
- Agreed increases to parking fees to bring rates in line with statistical comparators has not had generated the expected income levels resulting in an overspend of £560,000. Further mitigations are being explored to reduce this pressure and further detail is provided in Appendix H.

- Increasing levels of waste tonnages together with an increasing number of dwellings requiring services has driven an overspend of £200,000 within the service.
- Non-achievement of £325,000 savings target allocated to penalty charge notice (PCN) income as a result of the expected change relating to a different delivery model for car parks not being progressed. In addition, there was optimistic budgeted expectations set, relating to increased volumes of PCN notices which have not been achieved contributing to further overspend against budget of £300,000. This creates a total pressure relating to PCN of £625,000.

Children's Services – Achieving for Children & Retained

- 5.8 Children's Services has an overspend of £3,945,000. This reflects an adverse movement of £2,864,000 to the previously reported position. This movement is as a result of the centralisation of Directorate mitigations and savings of £2,105,000 along with an increase in the number of children in the care of the local authority across the summer totalling £929,000. The increase in the cost of children's services mirrors trends across the country.
- 5.10 From 25 May to 30 September 2018, 26 new young people have come into the care of the local authority. This growth in demand has increased the expected external costs in the current year by £579,000 (see appendix G). Over the same period, 17 young people have left the care of the local authority in line with established care plans and thus financial forecast. The net headline position is an increase of 9 young people, which is a growth of 8.3%.
- 5.11 In addition to these new young people, it is likely that more young people will require accommodation before the end of the year it is forecast that this future demand will require a further £350,000. The total reported movement is £929,000.
- 5.12 The current in-year savings plan includes £920,000 of reductions from Children's Services and are included in the Managing Director's Directorate mitigations and savings.

AfC Contract - Dedicated Schools Grant & Dedicated Schools Grant Retained

- 5.13 There is a net in year deficit of £365,000 relating to the dedicated schools grant funded services consisting of £52,000 within the Achieving for Children contract and £313,000 within the retained element. The net in year deficit consists of:
- High Needs top up funding pressure £436,000
 - Special School top up and place funding pressure £352,000
 - Early Years 2017/18 unallocated nursery provider funding underspend following the Education and Skills Funding Agency recalculation £258,000
 - Contingency provision greater challenge resulting in reduced allocations resulting in an underspend of £97,000
 - Inclusion Fund first term lower take up underspend of £45,000
 - Sensory Consortium Service underspend of £20,000
 - Other minor variances net underspend of £3,000
- 5.14 The net overspend will be an additional pressure on the dedicated schools grant reserve which as at 31 March 2018 stood at £1,212,000. The revised projected deficit as at 31 March 2019 will be increased to £1,577,000.
- 5.15 At the Schools Forum in September 2018 the projected deficit carry forward of £1,577,000 was noted. If this is not offset over a period all schools will contribute to the overspend.

Communities Directorate

5.16 Communities Directorate reports a projected outturn figure for 2018-19 of £4,872,000 against a net controllable budget of £4,302,000, showing an overspend of £570,000. The overspend is net of mitigations totalling £527,000 for the directorate.

Revenues and Benefits

5.17 Revenues and benefits are projecting an overspend of £505,000, this is an increase of £111,000 from the last reported position. This comprises:

- £394,000 for Housing benefit subsidy. The budgeted recovery rate for subsidy has been over 100% since 2014-15, and in 2017-18 was 101%. Over the period £2.5 million of budgeted subsidy has not been recovered, the vast majority of which, has been covered by a release in bad debt provision, or a positive move in debtors, which is no longer achievable.
- Agency costs relating to revenues and benefits assessments and advice service £65,000.
- Unbudgeted cost of delivering the annual billing of council tax and business rates £18,000.
- One off cost of commission paid for creating additional NNDR opportunities £28,000.

Communities, Enforcement and Partnerships

5.18 Communities, Enforcement and Partnerships projects an overspend of £418,000 which is an increase of £302,000 from the last reported position. This includes:

- £90,000 of unachievable income for printing as a result of external income not being generated.
- Due to service backlogs, inspection requirements and introduction of new regulations the Environmental health and residential services team needs to be strengthened. Additional costs of £60,000 have been incurred to offer a number of fixed term appointments.
- Additional work required as a result of highway and park inspections in the Tree team of £27,000.
- Operational review (Environmental Health, Licensing and Trading Standards). A delivering differently proposal was explored but not progressed in 2015-16 resulting in an unachievable saving of £50,000.
- Delay in achievement of savings relating to CCTV costs of £98,000. Slippage in procurement to a later date than originally planned has meant continuation in the requirement to provide BT lines for a further 12 months as part year contracts are not available for these Redcare lines.
- Leisure Contract – no contractual inflation was to be applied from year four onwards of the contract, this results in an overspend of £67,000 on the contract in 2018/19.

Library and Resident Services

5.19 Library and Resident Services projects an overspend of £174,000, this is an increase of £154,000 from the last reported position. This is made up of the following variances:

- One-off overspend of £20,000 associated with employment of agency staff to cover vacancies to maintain performance levels in the call centre.
- Unachievable income of £104,000 including fines, internet access, fax income and café rental income as a result of the closure of the café in the Maidenhead Library.
- Further unachievable income of £50,000 relating to parking permits and vouchers.

Place Directorate

5.20 Place Directorate reports a projected outturn figure for 2018-19 of £3,119,000 against a net controllable budget of £3,580,000, showing an underspend of £461,000. This position includes mitigations totalling £303,000 for the directorate.

Finance

5.21 The finance service is projecting an underspend of £68,000 as a result of maintaining vacancies.

Planning Service

5.22 The planning service projects an underspend of £90,000, this is made up of a one-off £50,000 surplus planning application income and £40,000 income for CIL (Community Infrastructure Levy) administration.

Transfers to and from the General fund reserves

5.23 Further analysis of the Berkshire business rate pilot has determined additional income of £1,500,000.

Adult Social Care Winter Funding 2018-19

5.24 The Council has been notified of additional grant funding to spend on adult social care services of £476,500. This grant is to help the Council alleviate winter pressures on the NHS, getting patients home quicker and freeing up hospital beds.

Cash balances projection

5.25 Throughout the year the council's cash balances have been revised, see Appendix C twelve monthly capital cash flow which is based on the assumptions contained in the 2018-19 budget report.

Capital programme

5.26 The approved 2018-19 capital estimate is £74,238,000, see table 3. The projected outturn for the financial year is £74,213,000, see table 4 for capital programme status, with further information in Appendices D - F.

Table 3: Capital outturn

	Exp.	Inc.	Net
Approved estimate	£74,238,000	(£20,522,000)	£53,716,000
Variances identified	(£25,000)	£25,000	£0
Slippage to 2019-20	(£0)	£0	£0
Projected Outturn 2018-19	£74,213,000	(£20,497,000)	£53,716,000

Table 4: Capital programme status

	October 2018
Number of schemes in programme	246
Yet to start	17%
In progress	53%
Completed	7%
Ongoing programmes e.g. Disabled Facilities Grant	23%
Devolved formula capital grant schemes budgets devolved to schools	0%

Business rates

5.27 Business rate income at the end of September 2018 was 58.56% against a target of 57.8%. The annual collection target for 2018-19 is 98.8%.

5.28 To date business rate revaluation support to the value of £287,949 (87.5%) has been awarded from a total resource of £329,000.

6 LEGAL IMPLICATIONS

6.1 In producing and reviewing this report the Council is meeting its legal obligations to monitor its financial position.

7 RISK MANAGEMENT

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

8 POTENTIAL IMPACTS

8.1 None.

9 CONSULTATION

9.1 Overview & Scrutiny will review the report prior to Cabinet. Comments will be reported to Cabinet.

10 TIMETABLE FOR IMPLEMENTATION

10.1 Implementation date if not called in: immediately.

11 APPENDICES

11.1 There are seven appendices to the report:

- Appendix A Revenue Monitoring Statement
- Appendix A1 Pressures and mitigations
- Appendix B Revenue movement statement
- Appendix C 12 month cash flow
- Appendix D Capital budget summary
- Appendix E Capital monitoring report
- Appendix F Major capital scheme progress
- Appendix G Children's placements
- Appendix H Car parking income

12 BACKGROUND DOCUMENTS

12.1 The background document relating to this report is detailed below.

- Budget Report to Council February 2018.

13 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Saunders	Lead Member for Finance	25/10/2018	26/10/2018
Russell O'Keefe	Acting Managing Director	22/10/2018	23/10/2018
Andy Jeffs	Executive Director	22/10/2018	24/10/2018
Nikki Craig	Head of HR and Corporate Projects	22/10/2018	24/10/2018
Louisa Dean	Communications	22/10/2018	23/10/2018
Hilary Hall	Deputy Director Strategy and Commissioning	22/10/2018	23/10/2018

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
For information	No	No
Report Author: Robert Stubbs, Deputy Director and Head of Finance, 01628 796222		

Revenue Monitoring Statement 2018/19 for November 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Management	660	400	0
Communications	412	485	138
Human Resources	883	946	280
Law & Governance	2,350	2,335	100
Commissioning & Support	3,872	2,870	(396)
Commissioning - Communities	8,182	8,034	1,538
AfC Contract - Children's Services	21,356	20,821	3,358
AfC Contract - Dedicated Schools Grant	12,196	11,311	52
Children's Services - Retained	(2,118)	(2,539)	587
Dedicated Schools Grant - Retained	50,385	51,374	313
Adult Social Care - Optalis Contract	29,443	29,305	0
Adult Social Care - Spend	15,461	15,780	0
Adult Social Care - Income	(10,658)	(11,116)	0
Better Care Fund	12,033	12,103	0
Public Health	4,780	4,733	0
Grant Income	(78,166)	(78,339)	(365)
Budget Extracted in Year		2,670	(2,670)
Total Managing Director's Directorate	71,071	71,173	2,935
Executive Director of Communities	229	202	0
Revenues & Benefits	(109)	(158)	505
Communities, Enforcement & Partnerships	732	645	418
Library & Resident Services	3,019	3,086	174
Budget Extracted in Year	0	527	(527)
Total Communities Directorate	3,871	4,302	570
Executive Director of Place	298	304	0
Housing	1,370	1,262	0
Planning Service	1,344	1,380	(90)
Property Service	(2,577)	(2,660)	0
Finance	1,269	1,311	(68)
ICT	1,133	1,680	0
Budget Extracted in Year	0	303	(303)
Total Place Directorate	2,837	3,580	(461)
TOTAL EXPENDITURE	77,779	79,055	3,044

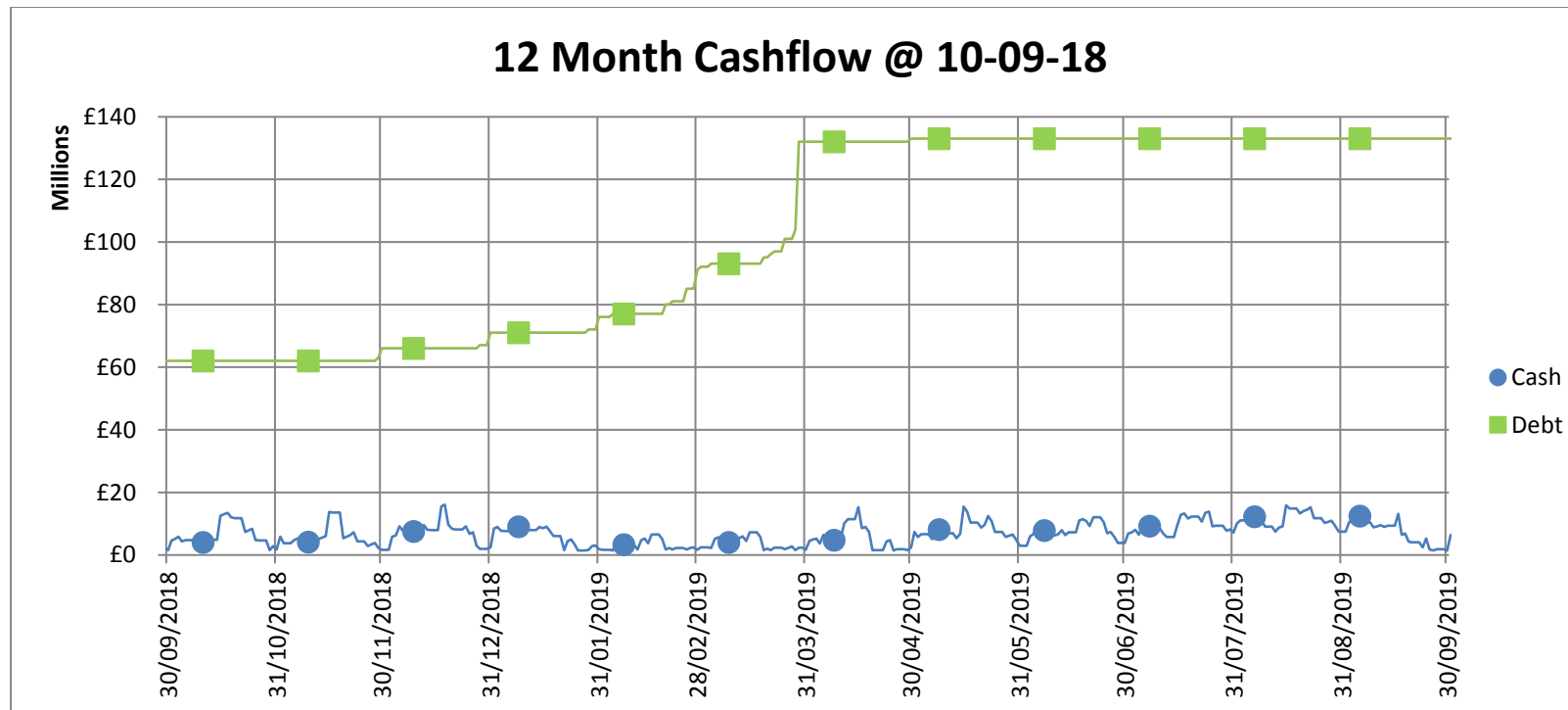
Revenue Monitoring Statement 2018/19 for November 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	77,779	79,055	3,044
Contribution to / (from) Development Fund	5	5	0
Pensions deficit recovery	2,428	3,176	0
Pay reward	500	(6)	0
Transfer from Provision for Redundancy	0	(450)	0
Environment Agency levy	156	156	0
Variance on Business Rates income		(2,896)	(1,500)
Capital Financing inc Interest Receipts	5,523	5,523	0
	<u> </u>	<u> </u>	<u> </u>
NET REQUIREMENTS	86,391	84,563	1,544
Less - Special Expenses	(1,047)	(1,047)	0
Transfer to / (from) balances	0	1,828	(1,544)
	<u> </u>	<u> </u>	<u> </u>
GROSS COUNCIL TAX REQUIREMENT	85,344	85,344	0
General Fund			
Opening Balance		8,925	10,753
Transfers to / (from) balances		1,828	(1,544)
		<u> </u>	<u> </u>
		<u>10,753</u>	<u>9,209</u>
Estimated year end redundancy provision			(664)
Projected General Fund outturn			<u> </u>
			8,545

Revenue Monitoring Statement 2018/19						
	Funded by the General Fund (1)	Funded by Provision (2)	Funded by the Capital Fund (3)	Included in the original budget (4)	Total	Approval
	£'000	£'000	£'000	£'000	£'000	
Original Budget					77,779	
1 Empty homes supplementary	32				32	May 2018 Cabinet
2 RBFRS Inspections	0		130		130	May 2018 Cabinet
3 Pay Reward				561	561	Feb 2018 Cabinet
4 Early retirement		36			36	Jun 2018 cabinet
5 Severance pay		65			65	Jun 2018 cabinet
6 Heathrow judicial review			100		100	July 2018 cabinet
7 Severance Pay & Early Retirement		349			349	August 2018 cabinet
8 Optalis Redundancy payment		3			3	Optalis/RBWM meeting
Changes Approved	32	453	230	561	1,276	
Approved Estimate November Cabinet					79,055	

NOTES

- 1 If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve. Transactions in column 1 are funded by the General Fund.
- 2 A provision for future redundancy costs is created every year and this is used to fund additional budget in services for the costs of redundancy they incur during the year. Transactions in column 2 are redundancy costs funded by the provision for redundancy.
- 3 When additional budget is approved, a funding source is agreed with the Lead Member of Finance. Transactions in column 3 have been funded from a usable reserve (Capital Fund).
- 4 Transactions in column 3 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year. An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



Note 1. Capital expenditure is projected to increase steadily throughout 2018-19. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

	2018/19 Original Budget			New Schemes – 2018/19 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2018/19 Projected	2019/20 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
Portfolio Summary														
Communities Directorate														
Revenues & Benefits	0	0	0	0	0	0	69	0	69	69	0	69	0	
Communities, Enforcement & Partnerships	3,098	(635)	2,463	8,533	(720)	7,813	4,369	(1,597)	2,772	12,902	0	12,902	0	0%
Library & Resident Services	435	0	435	720	0	720	930	(171)	759	1,650	0	1,650	0	0%
Total Communities Directorate	3,533	(635)	2,898	9,253	(720)	8,533	5,368	(1,768)	3,600	14,621	0	14,621	0	0
Place Directorate														
ICT	360	0	360	360	0	360	38	0	38	398	0	398	0	0%
Property	1,045	0	1,045	8,745	0	8,745	8,567	(282)	8,285	17,312	0	17,312	0	0%
Housing	0	0	0	0	0	0	881	(856)	25	881	0	881	0	
Planning	1,010	(50)	960	1,182	(222)	960	468	(185)	283	1,650	0	1,650	0	0%
Total Place Directorate	2,415	(50)	2,365	10,287	(222)	10,065	9,954	(1,323)	8,631	20,241	0	20,241	0	0
Managing Director														
Human Resources	0	0	0	0	0	0	64	0	64	64	0	64	0	
Adult Social Care	0	0	0	85	(85)	0	6	(6)	0	91	0	91	0	
Commissioning – Communities	7,156	(4,613)	2,543	9,091	(4,828)	4,263	3,987	(1,622)	2,365	13,078	0	13,078	0	0%
Law and Governance	0	0	0	63	0	63	26	0	26	89	0	89	0	
Green Spaces & Parks	183	(93)	90	155	(65)	90	173	(80)	93	328	0	328	0	0%
Non Schools	246	(46)	200	256	(56)	200	261	(146)	115	517	0	517	0	0%
Schools – Non Devolved	4,025	(875)	3,150	4,075	(925)	3,150	20,494	(8,034)	12,460	24,544	0	24,544	(25)	-1%
Schools – Devolved Capital	197	(197)	0	195	(197)	(2)	445	(445)	0	640	0	640	0	0%
Total Managing Director	11,807	(5,824)	5,983	13,920	(6,156)	7,764	25,456	(10,333)	15,123	39,351	0	39,351	(25)	(0)
Total Committed Schemes	17,755	(6,509)	11,246	33,460	(7,098)	26,362	40,778	(13,424)	27,354	74,213	0	74,213	(25)	(0)

Portfolio Total	(£'000)	17,755	(£'000)	74,238	(£'000)	74,213
External Funding						
Government Grants	(5,060)		(10,443)		(10,418)	
Developers' Contributions	(674)		(3,806)		(3,806)	
Other Contributions	(775)		(6,273)		(6,273)	
Total External Funding Sources	(6,509)		(20,522)		(20,497)	
Total Corporate Funding	11,246		53,716		53,716	

Capital Monitoring Report - October 2018/19

At 31st October 2018, the approved estimate stood at £74.238m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	74,238	(20,522)	53,716
Variances identified	(25)	25	0
Slippage to 2019/20	0	0	0
Projected Outturn 2018/19	74,213	(20,497)	53,716

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £74.213m

Variances are reported as follows.

CSDQ	Urgent Safety Works Various Schools	100	(100)	0	Expenditure on urgent schemes.
CSJN	Homer School - Electrical Re-Wire	(125)	125	0	Budget no longer required. This is now partly used for other urgent works.
		(25)	25	0	

There is no slippage to report this month.

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	41	17%
In Progress	131	53%
Completed	16	7%
Ongoing Programmes e.g.. Disabled Facilities Grant	57	23%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	246	100%

Major Capital Scheme Progress		October 2018 @ 04/10/18																	
Project	CAPITAL SCHEME	2018/19				APPROVED SLIPPAGE			TOTAL BUDGET			PROJECTIONS		PROJECT STATUS					
		TOTAL SCHEME VALUE		APPROVED ESTIMATE		FROM PRIOR YEARS			2018/19			2018/19 Projected Variance <i>Underspend as negative</i>	2019/20 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion	
		Gross	Income	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income								Estimate
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000						
Communities Directorate																			
Communities, Enforcement & Partnerships																			
CT52	Disabled Facilities Grant	600	600	(600)	0	0	0	0	600	(600)	0	0	0						
CZ18	Braywick Leisure Centre	33,756	4,975	0	4,975	862	0	862	5,837	0	5,837	0	0						
CC60	Hostile Vehicle Mitigation Measures for Windsor	1,850	0	0	0	1850	(908)	942	1,850	(908)	942	0	0						
CC47	CCTV Replacement	1,302	1,300	0	1,300	2	0	2	1,302	0	1,302	0	0						
Place Directorate																			
Property																			
CI29	Broadway Car Park & Central House Scheme	35,313	0	0	0	2230	(140)	2090	2,230	(140)	2,090	0	0						
CI21	Windsor Office Accommodation	6,839	0	0	0	3898	(142)	3756	3,898	(142)	3,756	0	0						
CI62	Hines Meadow CP – Dilapidations	700	0	0	0	523	0	523	523	0	523	0	0						
CX40	Operational Estate Improvements	600	600	0	600	0	0	0	600	0	600	0	0						
Housing																			
CT55	Brill House Capital Funding	500	0	0	0	500	(500)	0	500	(500)	0	0	0						
Managing Director																			
Schools – Non Devolved																			
CSGR	Charters Expansion	4,560	380	0	380	2,556	(1,878)	678	2,936	(1,878)	1,058	0	0						
CSGV	Cox Green School Expansion Year 1 of 3	5,800	420	0	420	2821	(455)	2366	3,241	(455)	2,786	0	0						
CSGW	Furze Platt Senior expansion Year 1 of 3	8,000	750	0	750	6571	(2,033)	4538	7,321	(2,033)	5,288	0	0						
CSGX	Dedworth Middle School Expansion Year 1 of 3	4,700	420	0	420	3490	(1,791)	1699	3,910	(1,791)	2,119	0	0						
Commissioning – Communities																			
CC62	Maidenhead Missing Links (LEP Match Funded)	733	733	(633)	100	0	0	0	733	(633)	100	0	0						
CC67	Replacement Payment Equipment for Car Parks	775	775	(775)	0	0	0	0	775	(775)	0	0	0						
CD84	Street Lighting–LED Upgrade	5,100	0	0	0	600	0	600	600	0	600	0	0						

Subject:	Cost of Children's Services in 2018/19
Reason for briefing note:	The forecast position for children's services has moved adversely by £929,000 since the last report to cabinet. This note sets out the detailed increase in demand, the likely further demand and actions already in place to minimise the year on year growth of those already in our care.
Responsible officer(s):	Kevin McDaniel, Director of Children's Services James Norris, Head of Finance (AfC)
Senior leader sponsor:	Kevin McDaniel Director of Children's Services
Lead Member:	Councillor Natasha Airey
Date:	7 November 2018

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SUMMARY

1. On the 25 May 2018 there were 107 children in the care of the local authority and following cross council mitigation work, the 2018/19 net budget pressure was reported at £911,000. This position reflects the forecast level of spend on Children's services being £3,016,000 above budget while accounting for children's services committing to £920,000 of in-year reductions as part of the recovery plan agreed with Achieving for Children. The remaining mitigations have been made across the council as in previous years.
2. From 25 May to the 30 September 2018, 26 new young people have come into the care of the local authority. This growth in demand has increased the actual external costs in the current year by £579,000. Over the same period, 17 young people have left the care of the local authority. The vast majority of these were in line with established care plans and thus financial forecast. The net headline position is an increase of 9 young people, which is a growth of 8.3%.
3. Increased demand is typically met from the demographic growth fund. That budget is completely committed in 2018/19 and therefore any new children coming into the care of the authority before the end of March 2019 will add further pressure. We estimate that this cost is likely to be £350,000 which raises the total adverse movement to £929,000 in 2018/19.

1 BACKGROUND

- 1.1 The growth in demand for Children's Services is a national issue, highlighted again recently by the Children's Commissioner publishing a report, [A Crying Shame](#), which highlights the risks to babies and younger children and seeks increasing national funding for children's services. On 7 November, the Association of Directors of Children's Services published the sixth [Safeguarding Pressures Report](#) which shows a ten year trend for national demand led pressures.

- 1.2 Appendix A sets out a summary of the national context for children's services, including the demand profile. This data indicates that the Royal Borough continues to have a rate of Children in Care that is lower than all comparator groups and the current level maintains that trend despite the recent increase.
- 1.3 Appendix B sets out the anonymised list of the 26 children who have come into the care of the local authority since 25 May 2018, including both a sense of the need and the financial cost to the Royal Borough for 2018/19.
- 1.4 The financial pressures reported in May 2018 demonstrated that the in year pressures on children's services were £3,016,000, spread across a number of budget lines in AfC and RBWM. Analysis of the expenditure recognised that the overall budget for 2019/20 would face pressures of £2,575,000, with mitigations totalling £1,630,000 in year. The new demands outlined in appendix B are estimated to have a full year cost of £840,000, taking the lower cost for the most complex case. The risk of new growth in 2019/20 is covered by the demographic growth fund held by the commissioning team which covers both children's and adult's growth.

2. KEY IMPLICATIONS

- 2.1 Despite concerted efforts to reduce the cost of accommodating children, the continuing demand is putting pressure on the budget for statutory services. The demographic growth fund for 2018/19 is already fully committed and there is little sign of further central government funding in these areas.

3. DETAILS

New arrivals

- 3.1 Appendix B details the 26 children who have come into the care of the local authority since 25 May 2018. This shows a range of ages and causes. It is of note that 16 of the 26 children were referred to social care for the first time in this incident.
- 3.2 The use of Emergency Placement Orders (EPO) and Police Protection Orders (PPO) is also uncommon for the Royal Borough, however we are aware of a general increase in the recent use of PPOs in East Berkshire. Two children were placed in Police Protection and two children were removed from home on an emergency basis (EPO).
- 3.3 Three children were unaccompanied asylum seekers who arrived in the Royal Borough as their first location in the UK and we have a statutory duty to look after them.
- 3.4 Two became looked after on a voluntary basis (Section 20) on the grounds of their mental health / self-harming behaviour and a further 10 were accommodated on a voluntary basis under Section 20 of the Children's Act 1989 where the threshold for risk of significant harm was reached, although three of these are now subject to Interim Care Orders.
- 3.5 Six were made subject of Interim Care Orders due to significant safeguarding issues and one was an adoptive placement breakdown.
- 3.6 Six children were placed with extended family, 11 have been accommodated with in-house foster carers, 4 moved in with foster carers purchased through an Independent Fostering

Agency (IFA) and 4 moved into residential provision. The final young person was moved into semi-independent accommodation due to their age.

Potential Mitigations

- 3.7 The current in-year plan includes £920k of reductions from Children's Services which have been agreed with Achieving for Children. The reductions do not reduce services to residents and take the form of:
- reducing the cost of existing care placements in line with care plans;
 - focus recruitment on statutory posts including social workers;
 - drive increased management efficiency;
 - extend ICT equipment lifetimes;
 - seek delivery efficiency by increasing the use of volunteers to support professional staff where appropriate.
- 3.8 The mitigations include reducing the cost of placements for children who were in our care before 25 May 2018 by a net £470,000. To date we have a net achievement estimated at c£200,000, however we continue to see volatility in prices and placements which makes forecasting this progress uncertain.
- 3.9 Nine of the most recent cohort have come into care under section 20, which means the parents have said they cannot cope and, because we believe the risk to the child meets the threshold of significant harm, we agree to take them in to our care. The intention then is to undertake a full assessment to establish an appropriate plan for the care of the child, ideally back with the family. We incur all of the costs for the placement of that child during this process. We have a means-tested charging policy for this scenario however to date we have not chosen to deploy this measure in any cases.

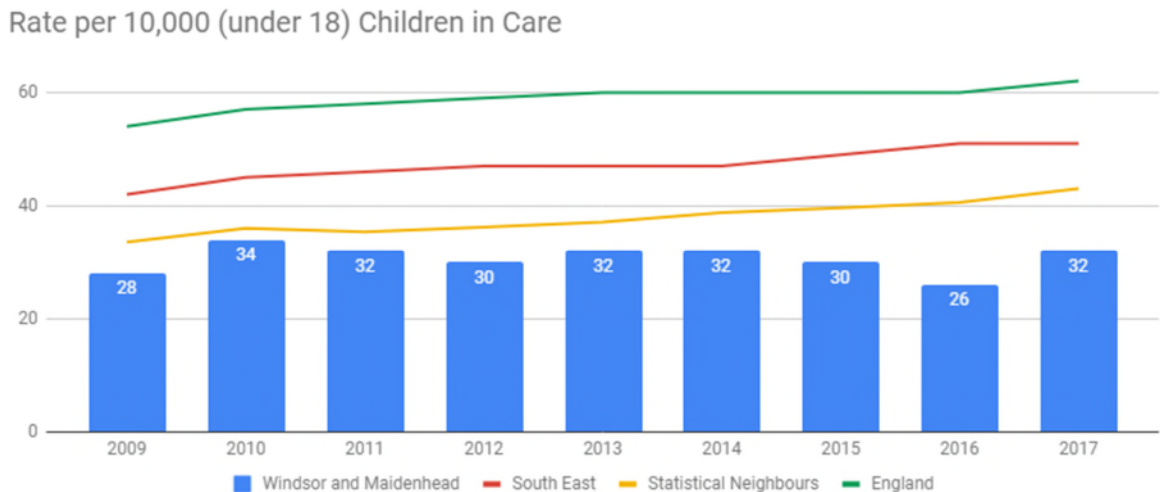
4. RISKS

- 4.1 The current plan assumes that Children's Services will complete £930,000 of reductions in year. There are two risks with this:
- It is becoming increasingly challenging to retain service delivery at current levels across all areas of the Royal Borough without relying on increasingly expensive locum rates of pay.
 - National costs for placements are rising rapidly and holding out for reductions is becoming more challenging.

Appendix A – Children’s Services Context

- A.1 The numbers of looked after children in England has steadily increased since 2013. In 2013 there were 68,060 looked after children, 70,440 in 2016 and 72,670 in 2017 and this trend is reflected in the South East benchmarking data over the same period.
- A.2 The percentage change in the South East between 2014-17 was 10.4%. For example the percentage change 2014-17 for Bucks was 3.4%, Hampshire 13.8%, Isle of Wight 18.4%, Kent 4.4%, Medway 2.6%, Reading 26.8%, Wet Berks 3.2%, Wokingham 7.1% and Windsor and Maidenhead 4.8%.

Graph A.1: RBWM Rate of Children in Care



(South East Sector Led Improvement Programme (SESLIP) last annual benchmarking report 2016/17.

- A.3 The data suggests that the variation we are experiencing is not significantly unusual however it is higher than the 2016/17 rates from which the current base budget is derived. The growth in population also drives the actual number higher.
- A.4 There is a nationally recognised pressure of upwards costs on the provision of services, especially in the commercial sector, driven by national minimum wage, heightened sensitivity to regulators and a dearth of supply.
- A.5 The LGA have estimated a funding shortfall of £2bn by 2020 and have commissioned Newton Europe to explore the variation in local authority funding. The [report](#), published in July 2018, indicated the factors which most impact spending and provided an indication that the Royal Borough might reasonably expect to spend approximately £3.2m more than the 2016/17 budget based on the data they have analysed.

Appendix B – Children taken into the care of RBWM since 25 May 2018

B.1 The following notes relate to the table of children in care:

- Shading alternates between families, so the 26 children are in 21 families with the largest sibling group of three.
- The weekly cost is net new to the service and assumes the grant received for UASC minors will cover the costs incurred in the cases we have to-date.
- All young people have appropriate care plans which seek to support them to leave the care system where possible.
- Extended family payments cover a range of payment and court order types.
- The 2018/19 cost assumes the current arrangement until 31/3/2019 unless comments say otherwise. We would expect some of the more recent cases to change as the plan develops.

Table B.1 – Children taken into the care of RBWM since 25 May 2018

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
1	24/05/2018	Interim Care order following Emergency Protection Order	In house foster carers	Emergency Protection order granted following child protection medical as a result of referrals of bruising to face. First time contact.	400	17,200
16	30/05/2018	UASC	Independent Fostering Agency	Unaccompanied minor from middle east. Statutory duty to treat as a Child in Care. First time contact. Grant funding expected.	0	0
12	04/06/2018	section 20	In house foster carers	Mother of A has significant mental health difficulties and is unable to care for and keep A safe. No family care option and threshold for significant harm met due to A's choices.	400	16,800
17	18/06/2018	section 20	Semi - Independent accommodation	After extensive support as a Child in Need, A's relationship with mother broke down and due to A's age no family alternative.	850	27,929

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
6 mths	15/06/2018	Interim Care order following Emergency Protection Order	In house foster carers	Interim care order granted after A was admitted to hospital with unexplained burns on her buttocks. First time contact	400	16,000
6 mths	15/06/2018	Interim Care order following Emergency Protection Order	In house foster carers	Sibling of harmed child. First time contact.	400	16,000
13	27/06/2018	section 20	In house foster carers	Relationship breakdown between parents leading to ongoing emotional & verbal abuse. No family/friends able/willing to care for her, rapid escalation of risk required decision to make a Child in Care.	400	1,600
11	27/06/2018	Police Protection Order	In house foster carers	Child too scared to return home after being thrown out. Returned home within days after intervention by social work teams. Recorded as Child in Care due to PPO. First time contact.	400	400
15	05/07/2018	section 20	Residential	Authority accommodated A on discharge from Hospital for extreme self-harm as it was not safe for her to return home. Case learning review with health being pursued.	3,650	119,407
14	12/07/2018	Interim Care order	Extended Family	Interim care order granted due to physical and emotional abuse while in care of father. First time contact.	200	7,000
11	12/07/2018	Interim Care order	Extended Family	Interim care order granted due to physical and emotional abuse while in care of father. First time contact.	200	7,000

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
8	12/07/2018	Interim Care order	Extended Family	Interim care order granted due to physical and emotional abuse while in care of father. First time contact.	200	7,000
17	12/07/2018	section 20	Residential	Child with life long disability and challenging behaviour no longer manageable at home by Mother. Development of sustainable adulthood plan underway.	2,550	89,250
15	19/07/2018	section 20	Independent Fostering Agency	Unaccompanied minor from middle east. Statutory duty to treat as a Child in Care. First time contact. Grant funding expected.	0	0
16	19/07/2018	section 20	Independent Fostering Agency	Unaccompanied minor from middle east. Statutory duty to treat as a Child in Care. First time contact. Grant funding expected.	0	0
13	03/08/2018	section 20	In house foster carers	A self-referred about mother's care and risks to themselves. Following assessment, considered threshold was met. First time contact.	400	13,600
14	08/08/2018	section 20	In house foster carers	Adoptive placement breakdown with no family options to consider.	400	13,600
17	09/08/2018	section 20	Residential	Young person with life-long disability becoming unmanageable by parents. Joint funding with Health for 9 week intervention to seek reunify home.	1,313	11,813
2	15/08/2018	Interim Care order	In house foster carers	Voluntary extended family placement broke down. Interim care order granted as unsafe to return home. First time contact.	400	13,200

Current Age	Date came into care	Status	Placement	Reason	Weekly Cost £	Cost 18/19 £
15	17/08/2018	section 20	Residential	Extreme thoughts of self harm and suicide with rapid escalation for known Child in Need.	3,650 / 6,900	149,936
9	28/08/2018	Interim Care order following Police Protection Order	In house foster carers	Disclosed physical abuse by parents and substance misuse - police removed under police protection and care order granted. First time contact.	400	12,400
5	28/08/2018	section 20/interim care order	Extended Family	Older sibling disclosed significant physical abuse, care order granted. First time contact.	300	8,800
2	28/08/2018	section 20/interim care order	Extended Family	Older sibling disclosed physical abuse, care order granted. First time contact.	300	8,800
13	13/09/2018	section 20	In house foster carers	A previous care order was discharged back to parent. Relationship breakdown once again raises safeguarding issue. Exploring options for long term care.	400	11,600
Newborn	27/09/2018	section 20/interim care order	Independent Fostering Agency	Significant drug use of mother identified at birth of child with immediate referral from Health colleagues. Mother and Baby assessment underway for 12 weeks. Plan to return home. First time contact.	400	4,800
10	27/09/2018	section 20/interim care order	Extended Family	Mother in assessment placement with newborn child, A placed for 12 weeks. Plan to return home. First time contact.	400	4,800
						578,934

Subject:	Parking income pressure (Update 29 th October 2018) – Appendix H
Reason for briefing note:	To provide further detailed analysis and data with respect to parking income where a likely in-year pressure of £800k has been identified.
Responsible officer(s):	Ben Smith, Head of Commissioning – Communities
Senior leader sponsor:	Hilary Hall – Deputy Director, Strategy and Commissioning
Date:	29 October 2018

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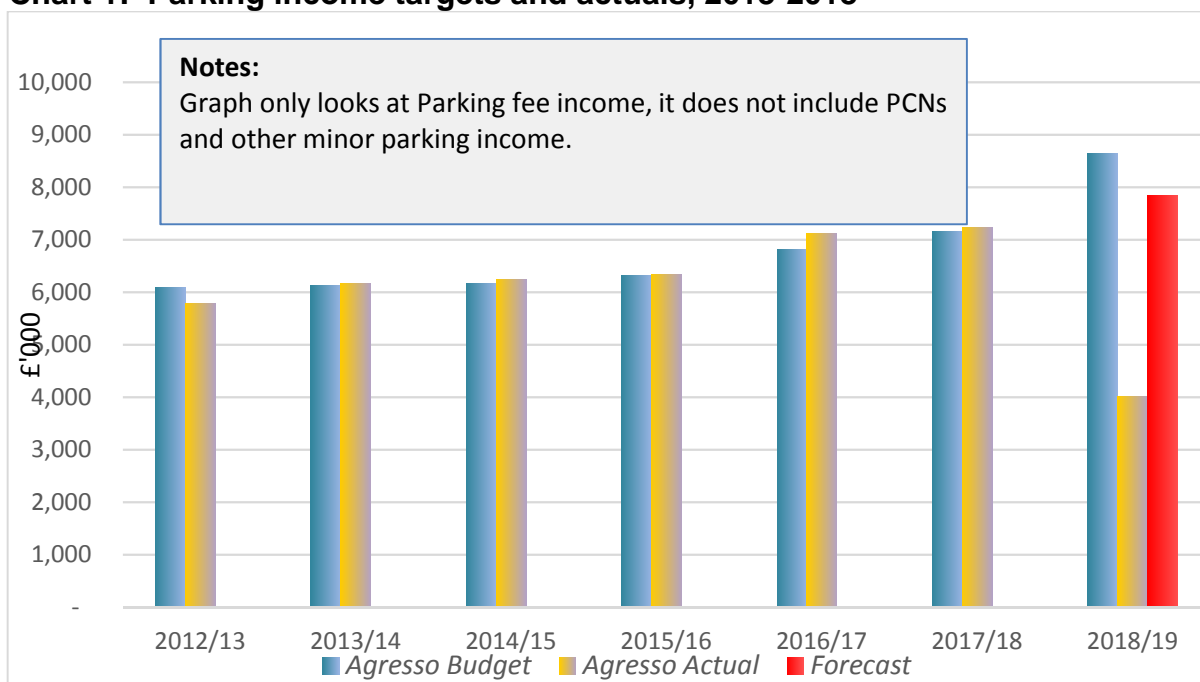
**SUMMARY:**

1. An in-year pressure of £800k is projected comprising a range of one-off items (£231k) and underachievement of parking revenue (£569k)
2. Analysis has been undertaken to understand the reasons for underachievement of income which relate to:
 - Increased use of discounted tariffs and a reduction in standard tariff use.
 - A reduction in usage in Maidenhead.
 - Increased season ticket sales on certain car parks which detrimentally impact on daily charge income.
3. In-year mitigations equating to £240k have been agreed reducing the pressure to £560k.
4. A range of further in-year mitigations have been proposed based around removing fraudulent activity and releasing additional season tickets for sale as spare capacity exists in Maidenhead

1. INTRODUCTION

- 1.1 The Royal Borough operates 52 car parks across the borough, 25 of which are income generating. A briefing note (dated 18 October 2018) identified a projected in-year pressure of £800k.
- 1.2 Analysis of the period 2012/19 indicates that parking income has broadly met target each year, see chart 1 and Appendix PK-1 for analysis by car park. It was, therefore, realistic to assume that a reasonable increase in car park charges would not have a detrimental impact on usage. However, this is not the projected position for 2018/19 and analysis has been conducted to understand the reasons for the variance.

Chart 1: Parking income targets and actuals, 2013-2018



- 1.3 For 2018-2019, the actuals shown on the chart are to the end of September 2018 (Quarter 2). The red, third, bar in 2018/19 illustrates the projected income to year end which leaves a shortfall in income of £569k. The projected income for the year, £7.85m, is based on income received to date up to the end of Quarter 2. Whilst it is clear that income is projected to increase, it is not in line with the new target of £8.65m.
- 1.4 The pressure of £800k comprises a range of one-off items amounting to £231k and underachieved income of £569k.

2. ANALYSIS

- 2.1 Analysis of the projected unachieved income is attributable to the following factors:
- 2.2 **Factor 1:** There has been a significant increase in the take up of the Advantage Card rates since 1 April 2018 - around 5%.
- 2.3 Based on the corresponding period last year, there has been a 2% shift in Maidenhead (28% of overall usage compared to 26%) and in Windsor a 6% shift (22% of overall usage compared to 16%).
- 2.4 The differential between discounted (Advantage Card) tariffs and the standard tariffs range from an average discount in Victoria Street, Windsor of 67% to an average at the Magnet Leisure Centre of 18%. In addition, new discounted tariffs were introduced from April 2018.
- 2.5 Table 2 sets out example tariffs and volumes of usage to assist in understanding the differential. Appendix PK-1 sets out activity and cost analysis.
- 2.6 The uplift in usage of Advantage Card tariffs between 2017/18 and 2018/19 has contributed towards reduced income of between £150k and £200k.

Table 2: Example Tariffs and Volumes

Car Park	Tariff Band	Tariff (Core)	Core Tariff Usage	Tariff (Discounted)	Discounted Tariff Usage	% Increase in Discounted Tariff Usage	Reduced Revenue
Victoria Street, Windsor	Up to 2 hours	£ 3.20	34,000	£ 1.00	30,000	8%	£6k
Victoria Street, Windsor	Up to 3 hours	£ 5.00	25,000	£ 1.50	29,000	6%	£5k
Nicholsons, Maidenhead	Up to 4 hours	£ 4.10	58,000	£ 2.00	40,000	4%	£6k

2.7 **Factor 2:** Overall usage in car parks in Maidenhead is down by 17% on the same period last year. There is also a far more modest decline in the footfall figure of 2.6%. Appendix A sets out the activity and cost analysis which highlights where income has reduced.

Examples include:

- Nicholsons: usage down by 22% / income reduced by 10%
- Hines Meadow: usage down by 13% / income reduced by 3.5%

2.8 In addition, Windsor is experiencing an average reduction in usage of 15% with an increase in income of 2%.

2.9 **Factor 3:** The financial benefits of purchasing a season ticket against paying the daily charge are now significant (for example: a season ticket at Romney Lock, Windsor is £1075 per annum (£4.80 per day – based on 225 days usage per year) against the daily charge of £8.00).

2.10 There has been an overall shift from daily charges to season ticket sales, primarily in Windsor, of 6%.

2.11 The most advantageous financial position is for the car park to be full and predominantly used by motorists paying the daily charge. If this is not the case it is preferable to encourage use by any users (for example: season ticket holders) rather than retain empty spaces. This is reflected in the in-year mitigations (section 3. below) by recommending the release of additional season tickets where spare capacity exists.

3. IN-YEAR MITIGATIONS

3.1 The following mitigations have previously been agreed reducing the in-year pressure to £560k.

Item	Mitigations	Value
1	Invoice rental income for radio equipment at Victoria Street car park (excluded from projections)	£30k
2	Capitalise car park improvement works	£50k
3	Release highway bonds from balance sheet	£100k
4	Utilise capital funding from Communities budget for energy savings to offset the scheduled debtors for 2017/18	£60k
	Total	£240k

3.2 In addition, the following are highlighted for consideration.

- 3.3 Fraudulent activity is taking place at River Street car park relating to abuse of the discounted (Advantage Card) tariff. Measures have been taken to curtail this practice with immediate effect on an interim basis.
- 3.4 There is a 'cap' on the number of season tickets which are sold in each car park which is in place to ensure that customers purchasing season tickets are able to be guaranteed a parking space. The maximum quota for Stafferton Way and Hines Meadow have been sold and a waiting list is in held should season tickets become available.
- 3.5 There is spare capacity at both of these car parks and it is recommended that a further 30 season tickets be released at Hines Meadow and a further 50 season tickets be released at Stafferton Way. Those on the waiting list will be contacted and advised accordingly. Additional revenue of approximately £50k is projected based a mix of annual, 6-month and 3-month sales.
- 3.6 The primary risk of this approach is that space for daily users will be unavailable in the future should demand for daily parkers increase in the future.
- 3.7 Work with interested parties with respect to bulk season tickets in Maidenhead and consider dedicating specific areas / floors for exclusive use. If this can be realised, a premium charge will be applied which is projected to realise additional income (subject to negotiation).

Appendix PK-1 – analysis by car park

Maidenhead:

	2017/18 Q1- Q2			2017/18 Q1- Q2			2017/18 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2		
	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income			
Nicholsons	88,000	268,100	356,100	101,920	488,200	590,120	66,900	210,710	277,610	69,790	461,428	531,218	69,790	461,428	531,218			
Hines Meadow	59,310	124,100	183,410	58,358	269,265	327,623	58,300	100,100	158,400	55,630	260,880	316,510	55,630	260,880	316,510			
Town Hall	-	-	-	-	-	-	6,315	6,896	13,211	2,378	14,156	16,533	2,378	14,156	16,533			
Stafferton Way	-	41,831	41,831	-	218,730	218,730	100	30,826	30,926	-	222,497	222,497	-	222,497	222,497			
Grove Road	31,230	33,462	64,692	23,369	45,422	68,791	18,570	21,580	40,150	12,855	34,887	47,742	12,855	34,887	47,742			
Magnet LC	-	95,000	95,000	-	138,030	138,030	12,100	59,800	71,900	14,400	108,290	122,690	14,400	108,290	122,690			
West Street	30,410	45,590	76,000	22,722	63,540	86,262	23,240	32,625	55,865	16,625	50,959	67,584	16,625	50,959	67,584			
Boulters Lock	-	-	-	-	-	-	7,200	19,800	27,000	-	12,150	12,150	-	12,150	12,150			
Braywick	-	-	-	-	-	-	-	3,480	3,480	-	2,500	2,500	-	2,500	2,500			
Season Tickets	-	550	550	-	428,930	428,930	-	473	473	-	447,805	447,805	-	447,805	447,805			
Maidenhead Total	208,950	608,633	817,583	206,369	1,652,117	1,858,486	192,725	486,290	679,015	171,678	1,615,552	1,787,229	171,678	1,615,552	1,787,229			

Windsor:

	2017/18 Q1- Q2			2017/18 Q1- Q2			2017/18 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2			2018/19 Q1- Q2		
	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff Volumes	Normal Tariff Volumes	TOTAL Tariff Volumes	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income	Adv. Card Tariff £ Income	Normal Tariff £ Income	TOTAL Tariff £ Income			
River Street	12,060	76,103	88,163	36,400	571,057	607,457	10,510	66,070	76,580	32,500	568,580	601,080	32,500	568,580	601,080			
Victoria Street	44,000	72,970	116,970	48,435	296,655	345,090	40,300	62,050	102,350	40,750	329,360	370,110	40,750	329,360	370,110			
East Berkshire College	608	34,550	35,158	169	70,355	70,524	4,808	17,770	22,578	7,319	50,298	57,617	7,319	50,298	57,617			
Eton Court	2,620	8,000	10,620	2,680	19,980	22,660	4,600	9,339	13,939	4,550	26,862	31,412	4,550	26,862	31,412			
Windsor LC	-	120,850	120,850	-	198,575	198,575	19,500	76,649	96,149	25,280	169,010	194,290	25,280	169,010	194,290			
Coach Park	3,260	7,800	11,060	45,640	149,000	194,640	2,620	3,650	6,270	52,400	63,600	116,000	52,400	63,600	116,000			
Meadow Lane	5,360	32,020	37,380	6,046	92,520	98,566	5,800	44,450	50,250	6,750	154,300	161,050	6,750	154,300	161,050			
Alma Road (including Windsor Dials)	18,900	45,770	64,670	17,910	162,425	180,335	12,460	29,323	41,783	11,630	138,052	149,682	11,630	138,052	149,682			
Alexandra	15,460	76,080	91,540	16,610	265,260	281,870	12,290	59,560	71,850	13,185	292,502	305,687	13,185	292,502	305,687			
King Edward VII	778	47,800	48,578	309	160,820	161,129	7,924	36,416	44,340	16,651	159,693	176,344	16,651	159,693	176,344			
Romney Lock	950	31,080	32,030	250	104,995	105,245	3,315	14,960	18,275	5,905	79,030	84,935	5,905	79,030	84,935			
York House	-	-	-	-	-	-	600	7,300	7,900	-	27,450	27,450	-	27,450	27,450			
Home Park	-	8,120	8,120	-	29,742	29,742	-	7,980	7,980	-	31,110	31,110	-	31,110	31,110			
Season Tickets	-	204	204	-	181,050	181,050	-	215	215	-	224,590	224,590	-	224,590	224,590			
Windsor Total	103,996	561,347	665,343	174,449	2,302,434	2,476,883	124,727	435,732	560,459	216,920	2,314,437	2,531,357	216,920	2,314,437	2,531,357			
Windsor & Maidenhead Combined	312,946	1,169,979	1,482,925	380,818	3,954,551	4,335,369	317,452	922,022	1,239,474	388,598	3,929,988	4,318,586	388,598	3,929,988	4,318,586			