

Report Title:	Capital Programme 2020/21 – 2022/23
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Full Council - 25 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim S151 Officer
Wards affected:	All

REPORT SUMMARY

1. The report sets out the Council's proposed Capital Programme for 2020/21 – 2022/23 and Capital Strategy 2020/21 – 2024/25.

1. DETAILS OF RECOMMENDATION(S)

That Full Council approves:

- i) The Capital Strategy 2020/21 – 2022/23 as set out in Appendix A
- ii) The proposed additions to the capital programme 2020/21 – 2022/23 as detailed in appendix B, C and D and summarised in table 4.1.8.
- iii) Approves an additional capital budget of £489,000 in 2019/20 that represents capitalised debt charges on schemes with a construction period greater than one year.
- iv) Approves fully funded capital budget of £100,000 in 2019/20 for Ascot High Street Public Realm and Highway Improvements Design Study as set out in 4.3.8.

That Full Council Notes:

- a) The estimated spending against the capital programme in 2019/20 set out in Appendix E and the planned spend proposed to be carried forward to 2020/21 in para 4.1.8
- b) The consolidated capital programme for 2020/21 – 2022/23 in appendix E including previously approved schemes and the proposed new schemes in section i) above
- c) The progress against major schemes in appendix F
- d) The capital cashflow in appendix G

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

- 2.1 This report sets out the proposed capital programme for 2020/21 – 2022/23 and the capital strategy. Once agreed the Council can confirm the implications on its future borrowing and the implications on its revenue budget and Medium Term Financial Strategy.
- 2.2 The report links very closely to two other reports on this agenda.
 - a) **The Treasury Management Strategy** that sets out how the council will fund and afford its planned level of capital investment in 2020/21 and beyond This also assesses the affordability of capital investment plans in the context of the revenue budget and its Prudential Indicators
 - b) **The Budget Report 2020/21 and Medium Term Financial Strategy 2020/21 – 2024/25.** This sets out the Council’s revenue spending for 2020/21 and indicative spending plans for 2021/22 - 2024/25 and the challenging financial position the Council is in that sets the context for the affordability of the capital programme.
- 2.3 The financial context the Council is now operating within means that no new discretionary spending is included as an addition to the proposed capital programme with new schemes either self-funded or essential to maintain service provision.

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 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 **Introduction**
 - 4.1.1 The Capital Strategy, 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 integrated.
 - 4.1.2 Like many councils, RBWM has chosen to capitalise certain council spending e.g. on maintenance and 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 for the borough,

- 4.1.3 This strategy has been assisted by a period of unprecedented low interest rates, which has made the cost of substantial investment more affordable.
- 4.1.4 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 restrict its capital investment in 2020/21 and beyond.
- 4.1.5 For 2020/21 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.
 - Income generating schemes – where the business case confirms a substantial return that more than offsets the borrowing cost in the short and medium term.
 - Unavoidable capital investment – predominantly relating to immediate maintenance requirements and replacement of essential equipment.
- 4.1.6 The capital programme, using this strategy, is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational.
- 4.1.7 These are funded from either Capital Grants, Developer Contributions, Partner Contributions, Revenue Contributions, Capital Receipts or Prudential Borrowing the cost of which is funded from the revenue budget.
- 4.1.8 The table below shows the 2020/21 capital programme in detail together with the sources of funding in 2020/21. It also provides indicative figures for the cost of the relevant capital schemes in the following two years.

Proposed Capital Programme 2020/21 - 2022/23	Scheme Cost Gross	S106	Grant	Other Income	2020/21 Net Cost	2021/22 Net Cost	2022/23 Net Cost	Net Cost over three years
	£000	£000	£000	£000	£000	£000	£000	£000
Estimated Slippage to 2020/21	14,198	(300)	(3,558)	-	10,340			10,340
Pre-approved Schemes 2020/21	28,747	(6)	-	(12,836)	15,905	27,024	10,567	53,496
Fully Funded Schemes 2020/21	4,833	(80)	(4,753)	-	-			-
Income generating schemes	820				820			820
Pre-approved /Fully Funded Total	48,598	(386)	(8,311)	(12,836)	27,065	27,024	10,567	64,656
New Bids 2020/21								
Transformational 2020/21	1,000				1,000			1,000
Capitalised debt charges	475				475	509	656	1,640
Annual maintenance/statutory schemes	2,986	(161)		(137)	2,688	1,866	1,816	6,370
Refurbishment & enhancement schemes	2,411	(77)		(26)	2,308	1,500	-	3,808
ICT renewal schemes	1,190	(40)		-	1,150	-	-	1,150
New Bids 2020/21 Total	8,062	(278)	-	(163)	7,621	3,875	2,472	13,968
Total Capital Programme	56,660	(664)	(8,311)	(12,999)	34,686	30,899	13,039	78,624

- 4.1.9 The total capital programme for 2020/21 is £56.6m, of which the largest share (£48.598m) relates to ongoing cost of existing capital schemes. New capital investment amounts to £8.062m. After taking into account funding from a range of sources, the net cost of the 2020/21 programme to be funded from borrowing is £34.6m.
- 4.1.10 The overall three-year capital programme will increase borrowing by £78.6m, of which again the largest share (£64.6m) relates to schemes approved in

previous years. The remaining cost of £13.9m relates to proposed new schemes in 2020/21.

4.1.11 The above figures are reflected in the revenue budget and medium term financial projections, which also assume additional capital investment of £5m in the next two financial years. £10.3m of proposed capital spending relates to spending that was originally expected in 2019/20 and has been slipped to 2020/21. This has had a positive impact on the revenue budget for 2019/20.

4.1.12 From 2019/20, 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. A capital budget approval of £489,000 is required in 2019/20 to capitalise debt charges on schemes within this category. This creates a revenue saving of the equivalent amount.

4.1.13 MRP, essentially the principal repayment is calculated on an annuity basis over the life of the asset starting in the year following completion in line with the Treasury Management Policy.

Developer Contributions

4.1.14 Developer Contributions in the form of S106 money and CIL contributions are playing an increasing role in helping to fund the capital programme.

4.1.15 The 2020/21 capital programme includes £0.7m of s106 funding. In total the Council has the following resources as set out in the table below.

S106 & CIL January 2020		Income £'000
Developer Contributions by Service Area		
Admin Costs		6.5
Affordable Housing		3,134.3
Air Quality		98.2
Allotments		24.5
Archiving		15.6
Biodiversity		2.6
Community Facilities		228.1
Economic Development		16.4
Education		1,382.4
Highways		1,731.1
Indoor Sports		249.6
Landscape		2.8
Library Services		448.6
Open Space		1,366.5
Public Art		233.3
Public Transport		29.3
Special Protection Area (SPA)		1,118.1
Town Centre Enhancements		10.9
Community Infrastructure Levy		4,591.2
Total		14,689.9

4.1.16 It is important that there is transparency in the way that these developer contributions are used. They can only be used once to fund capital priorities in line with the capital strategy.

4.2. Major schemes in Programme

4.2.1. The Programme includes 11 Major Schemes totalling £53.4m. These schemes are of major importance to the borough and are listed below with further detail in Appendix F.

- Braywick Leisure Centre
- Affordable Housing – commencing in 2021/22
- Vicus Way Car Park
- Nicholsons' Walk Shopping Centre and Central House – sale of freehold interest
- Braywick Road Pedestrian Crossing
- Maidenhead Local Plan (LEP) – Housing Site Enabling Works
- Maidenhead Station (LEP)
- Maidenhead Missing Links (LEP)
- River Thames – Environment Agency Scheme.

4.2.2. The total cost of these schemes is £124.9m, some will enable the generation of future capital receipts, such as the Braywick Leisure centre. Other schemes will generate future revenue income, after taking into account debt financing costs, e.g, Broadway and Vicus way car parks.

4.2.3. Larger schemes are mostly for regeneration of the Borough. All larger schemes above £1m in value are described below.

4.3. Proposed Additions to the Capital Programme requiring Approval

Fully Funded Schemes £4.8m – Appendix B

4.3.1. These schemes are either funded from s106 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. They are set out in appendix B.

Income Generating/Spend to Save Schemes £0.820m – Appendix C

4.3.2. These schemes will enable future capital receipts to repay elements of council borrowing and are set out in Appendix C

Borough Funded Schemes £6.146m – Appendix D

- 4.3.3. These schemes are mostly funded from additional borrowing, Annual maintenance/statutory schemes, refurbishment or enhancement schemes and ICT renewal schemes. The total value of these schemes will be £10.787m over three years.
- 4.3.4. 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 so but due to affordability only essential schemes are being proposed for 2020/21 – 2022/23 as additions to the programme. These are set out in appendix D.
- 4.3.5. 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. However, for affordability reasons, it will take some time before the Council is in a position to include an annual allocation for these works within the revenue budget.
- 4.3.6. It has been agreed that all expenditure below £20k is de minimis for capital purposes and expenditure below this amount must now be 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.

Transformational Schemes

- 4.3.7. A sum of £1m has been set aside to be funded from capital receipts to fund further transformational costs that the council will incur over the next year as it moves to a more sustainable budget. The transformation plan is set out within the revenue budget report.

Ascot High Street Public Realm and Highway Improvements

- 4.3.8. The Borough is seeking to deliver a public realm improvement scheme for Ascot High Street. The scheme aims to enhance the High Street to give it a greater 'sense of place' and coordinate it with the emerging development for new housing and community buildings to the north and south of the High Street. With this study, the council is seeking to develop an outline design to demonstrate the potential of the High Street. TVLEP have made available £100,000 of Business Rates Retention Funding in 2019/20 for the development of an outline proposal and business case.

It is recommended that £100,000 of fully funded budget is added to the 2019/20 capital programme.

4.4 Key Schemes within the Capital Programme

- 4.4.1 The Capital Programme represents a substantial investment in the regeneration and development of the Royal Borough coupled with the transformation within the Council.

Regeneration Schemes

4.4.2 Many of these projects relate to either new Highways schemes, Town Centre regeneration or Leisure and further detail is provided below on a number of these key projects.

I. Maidenhead Station Interchange and Car Park £4.6m

The construction of a multi-modal transport interchange on Maidenhead Station forecourt in preparation for Cross-Rail. The project includes improved pedestrian and cycle links, with environmental enhancements on the forecourt. It will also include the construction of replacement commuter parking at Vicus Way, a multi-storey car park. Traffic management improvements (converting Broadway to two-way operation) are also included in the project. Planned completion 2020/21, part funded by the Thames Valley Local Enterprise Partnership (LEP).

II. Maidenhead Missing Links £2.8m.

A package of measures to improve cycling facilities, connecting residential areas to the north of Maidenhead across the A4 to Maidenhead Town Centre and links in with proposed improvements at Maidenhead Railway Station. Completion is due during 2020/21 with £2.2m funded by the LEP.

III. Maidenhead Housing Site Enabling Works £5.2m.

A package of traffic management measures to deliver additional capacity at eight key junctions around Maidenhead where modelling has indicated that peak hour congestion is likely to occur as a result of planned development and regeneration activities. Planned completion 2020/21, entirely LEP funded.

IV. Windsor Town Centre £1.5m.

A package of measures to support the visitor economy in Windsor by improving pedestrian priority and the streetscape around Windsor Castle to improve security and visitor facilities, and support expansion of outdoor seating for restaurants, cafes and pubs. Planned completion 2020/21, entirely LEP funded.

V. Vicus Way Car Park £5.6m

The construction of this car park at a total cost of £13m is part of a wider parking masterplan for the town, designed to ensure adequate and appropriate provision is made in the short, medium and long term to support local business, future planned growth and anticipated increases in rail demand. The proposals at Vicus Way will form an important part of this strategy and provide c. 500 long-stay spaces, primarily for use by commuters and town centre employees, supporting local businesses and freeing up other town centre parking. Planned completion 2021/22. The scheme will provide a revenue return to the Council on an ongoing basis.

VI. Braywick Leisure Centre £3.3m.

The new iconic Leisure facility will replace the existing Magnet Leisure Centre in the centre of Maidenhead that will release a major development site that will enable further regeneration of the town. When complete in the summer of 2020, at a total cost of £36.3m, it will feature a 10-lane swimming pool, larger training and splash pools, a 200-station gym, four squash courts, a larger sports hall and improved accessibility for disabled users. It will also use 70% less energy than the existing leisure facility.

Operational Schemes

4.4.3 Roads Resurfacing-Transport Asset & Safety £2m.

This annual scheme is essential to improve road safety through surface skid resistance treatment and prevent further deterioration to preserve the structure and serviceability of the highway asset.

Efficiency Schemes

4.4.4 HR, Corporate Projects and IT

I. Modern Workplace Project-Phase 2 - £800k

This project will replace all obsolete computer hardware and software and is planned to complete during 2020/21.

II. Transformation Programme - £1m

The transformation programme will enable the council to reduce its costs while meeting its overall objectives, full details are set out in the revenue budget for 2020/21. Although the spending is revenue related the government, under its Capitalisation flexibility, have permitted Councils to fund prescribed transformation spending from capital receipts.

5. RISK MANAGEMENT

5.1.1 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 repair and maintain key buildings along with the need to update and replace obsolete technology.

5.1.2 This creates a risk that the Council will have even less money to invest in major new schemes.

5.1.3 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.

5.1.4 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.

6 POTENTIAL IMPACTS

- 6.1.1 This report contains a number of proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

7 CONSULTATION

- 7.1.1 Consultations have taken place with the local chambers of commerce in February 2020. The Lead member for Finance and Ascot attended, together with officers. The meetings served to consult on the proposals within this paper.
- 7.1.2 Consultation has also taken place with the Leader of the Opposition, the Lead Member for Finance and Ascot, Cabinet and officers, this meeting served to consult on the proposals within this paper.
- 7.1.3 Consultations have taken place with the following Overview and Scrutiny Panels;

Communities - 28/01/20

Adult, Children and Health – 29/01/20

Infrastructure – 03/02/20

Corporate – 04/02/20

The feedback from these panels can be found in Appendix N to the Revenue Budget Report 2020/21

8 TIMETABLE FOR IMPLEMENTATION

- 8.1.1 Residents will be notified of their council tax in March 2020. Budgets will be in place and managed by service managers from 1 April 2020.

Table 3: Implementation timetable

Date	Details
By 31 March 2020	Residents notified of their council tax.
1 April 2020	Budgets will be in place and managed by service managers.

9 APPENDICES

- 9.1 The table below details the Annexes to this report

Annex	
A	Capital Strategy
B	Capital Programme – Fully funded schemes

C	Capital Programme - Income generating schemes
D	Capital Programme – Borough funded schemes
E	Full Capital Programme 2019/20 – 2022/23
F	Pre-approved major Schemes
G	Capital Cashflow

10 BACKGROUND DOCUMENTS

10.1 None

11 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	23/01/20	28/01/20
Cllr Johnson	Leader of the Council	23/01/20	27/01/20
Duncan Sharkey	Managing Director	23/01/20	27/01/20
Russell O'Keefe	Director of Place	23/01/20	24/01/20
Terry Neaves	Interim Section 151 Officer	23/01/20	23/01/20
Elaine Browne	Head of Law	23/01/20	28/01/20
Nikki Craig	Head of HR, Corporate Projects & ICT	23/01/20	28/01/20
Louisa Dean	Communications	23/01/20	28/01/20
Kevin McDaniel	Director of Children's Services	13/01/20	28/01/20
Hilary Hall	Director of Adults, Commissioning & Health	13/01/20	28/01/20
Karen Shepherd	Head of Governance	13/01/20	23/01/20
	Other		

REPORT HISTORY

Decision type: Key decision	Urgency item? No	To Follow item? Not applicable
Report Author: Terry Neaves, Interim S151 Officer, 01628 796222		

Royal Borough of Windsor and Maidenhead Medium Term Capital Strategy 2020/21 – 2024/25

1. Introduction

- 1.1 The Royal Borough of Windsor and Maidenhead has ambitious plans to invest in the regeneration of the borough and deliver high quality facilities to its residents.
- 1.2 The Capital Strategy 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 integrated.

The Strategy is informed by the Council's priorities and links to other key strategy documents notably the Council Plan, Medium Term Financial Plan, Treasury Management Strategy.

- 1.3 The document also provides an overview of the delivery mechanisms and decision processes that RBWM will use to determine and deliver its future capital priorities.

2. What is Capital Investment?

- 2.1 Capital investment can be put into a number of different categories as follows:-
- (i) **Major Projects** – this can include the provision of a new school, library or leisure centre or a major highways investment.
 - (ii) **Invest to Save Schemes** – this can be where the council invests in a project on the understanding that it will pay for itself over a reasonable period of time.
 - (iii) **Equipment Replacement** – the council needs to replacement certain equipment e.g. IT when it becomes obsolete.
 - (iv) **Repairs and Maintenance** – most assets need to be repaired and maintained on a regular basis.
- 2.2 In some cases projects may be fully funded by Government Grants or partner contributions.
- 2.3 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.

- (i) **Spending less than £20,000** is considered to be revenue spending. This is the de minimis level that the council sets.
- (ii) **Annual maintenance** is considered to be revenue spending

2.4 Ideally, RBWM should aim to cover recurring spending from its revenue budget and only borrow to fund spending of a longer term lasting nature.

3. RBWM Council Priorities

3.1 The Council's priorities must be at the heart of any capital strategy. In many ways they inform one another.

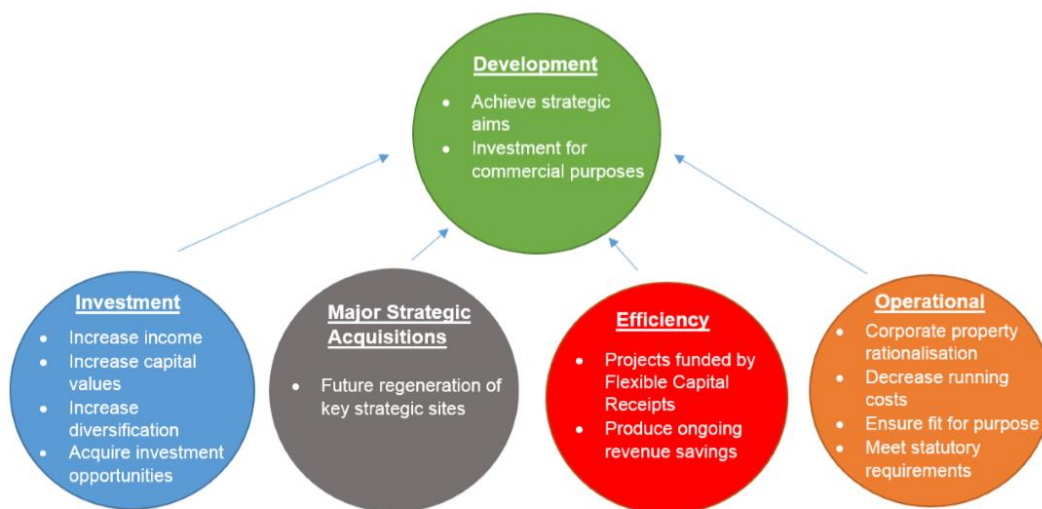
3.2 Finance is both the enabler that allows the Council to deliver these key priorities and the constraint that the Council needs to work within as it makes tough decisions between those priorities.

3.3 The key priorities for Windsor and Maidenhead are:-

- Protecting the Vulnerable
- Healthy, skilled and independent residents
- Safe and vibrant communities
- An excellent customer experience
- Growing economy, affordable housing
- Attractive and well-connected borough that recognises its environmental footprint.
- Well-managed resources delivering value for money

3.4 A number of these priorities involve long term capital investment in the Royal Borough.

3.5 The Council's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



4. National Financial Context

4.1 The main sources of capital funding are:-

- (a) **Capital Grants** – either general grants or specific grants towards specific projects e.g. highways and schools.
- (b) **Developer Contributions** – towards the costs of local infrastructure stemming from new development.
- (c) **Partner Contributions** – council partners may make a contribution towards the cost of capital projects.
- (d) **Revenue Contributions** – where the revenue budget meets the cost of ongoing capital spending e.g. maintenance of buildings etc.
- (e) **Capital Receipts** – from the disposal of council assets.
- (f) **Prudential Borrowing** – this enables councils to borrow to fund capital investment provided that it is affordable.

4.2 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

- (i) Government capital grants for funding capital projects have been cut significantly
- (ii) Pressures on revenue budgets mean that councils are finding it harder to meet significant borrowing costs stemming from capital investment.

- 4.3 Council budgets have come under unprecedented pressure. Some councils have capitalised 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.
- 4.4 Some councils have taken a more commercial approach to their assets. For example they may have built or expanded car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.
- 4.5 Unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment.
- 4.6 While this position has not changed substantially, recent increases in PWLB rates, the main source of council borrowing, indicate future borrowing costs are starting to increase.
- 4.7 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment.

5. Financial Context RBWM

- 5.1 RBWM has the advantage of substantial and valuable land holdings. It has been pro-active and innovative in using these land holdings to generate capital receipts for new investment.
- 5.2 In some cases the Council has used the capital receipt generated from the closure of a facility to largely fund its replacement. Unfortunately the disposal can only take place once the new facility is built, which means that
 - (i) The Council needs to borrow to fund the new facility initially
 - (ii) The Council carries the risk of holding and disposing of the previous asset.
- 5.3 In other cases RBWM has been able to use developer contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.
- 5.4 RBWM has also invested in its assets to generate income to support its revenue budget. This has included:-
 - (i) Converting and investing in council land to generate additional income from car parking provision.
 - (ii) Investing in commercial property to increase council rents

- 5.5 This has resulted in significant capital investment in recent years. Council borrowing is projected to rise by some £60m in 2019/20 to some £160m.
- 5.6 In turn the cost of funding this borrowing will add some £1m to the revenue budget in 2020/21, although this may reduce in future years as disposals of council assets are used to repay some of this borrowing. At the same time this investment has also generated considerable income that will help the Council repay this debt.
- 5.7 The Council recognises that it cannot continue to support this level of investment and has restricted its capital investment in 2020/21 to only essential works and committed schemes.
- 5.8 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.
- (i) The council has funded significant spending on maintaining assets from borrowing rather than funding this from within its revenue budget
 - (ii) The council has used capital to fund a number of short term asset replacements.
 - (iii) The council has prioritised spending to generate future income to contribute to its revenue budget.
- 5.9 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.
- 5.10 In the longer term as borrowing increases, this places more and more pressure on the revenue budget.
- 5.11 This also means that as the Council tries to control borrowing costs, most of its capital programme is devoted to short term asset maintenance and replacement rather than longer term capital investment.
- 5.12 Currently some £3m of ongoing regular capital investment is within the Capital Programme. Over time the Council needs to aim to meet a larger share of this spending from a revenue contribution. This will enable it to allocate a larger share of its capital programme to long term projects.

- 5.13 Given the current pressures on the revenue budget, it will take some time to redress this balance. The Council has a longer term aim to fund this spending from its revenue budget.

6. Financial Risks

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

(a) **Revenue Budget** – ultimately the cost of funding 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.

(b) **Government Grants** – although Government Grants have reduced over time they still make a significant contribution towards the costs and viability of major schools and highways schemes.

(c) **Interest Rates** – although currently at a very low level, any rise in interest rates will impact on the affordability and viability of key capital projects.

(d) **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.

(e) **Contractual Risk** – the cost of major projects can be heavily dependent on the level of competition that influences bids to deliver the scheme.

- 6.2 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.

- 6.3 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:

- (i) meets the council's objectives
- (ii) is self-funding
- (iii) delivers a realistic pay back in the case of invest to save schemes

7. RBWM Capital Strategy

Developing Capital Plans

- 7.1 Decisions around future capital investment should not be taken lightly as they often involve significant sums of money, which has a significant future impact on council finances.
- 7.2 The Council therefore always needs to balance the immediate benefit of investing in a new capital asset against the future financial sustainability of council finances.
- 7.3 To strike this tough balance the council will:-
- (a) **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.
 - (b) **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.
 - (c) **Set clear objectives** – for example it needs to be clear about the payback period it expects from commercial invest to save schemes.
- 7.4 This prioritisation will be assisted by having
- (a) **Surveys of all council assets** that set out maintenance requirements and the level required over time
 - (b) **Clear replacement strategies** – that show when assets need to be replaced and updated e.g. IT equipment and systems.
- 7.5 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.
- 7.6 The council faces some tough choices against competing priorities. 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.
- 7.7 Above all, there is a need for an effective process to assess competing capital priorities and develop more long term capital plans.

Delivering Capital Projects

- 7.8 The Council has established a Capital Programme Working Group which will oversee the delivery of the capital programme. I think we need more detail about what the working group will actually do – what decision making powers does it actually have, who will sit on it, some draft terms of reference?
- 7.9 All capital projects over £100,000 will be subject to a gateway process that requires them to set out:-
- (a) Procurement Strategy for the project
 - (b) Project timetable and delivery plan
 - (c) An updated financial assessment including the revenue implications
 - (d) A clear assessment of project benefits and how these will be delivered and assessed.
- 7.10 The Working Group will be able to approve the delivery of all projects up to £250,000, while projects above this level will be approved by cabinet.
- 7.11 Cabinet will receive a quarterly report on the delivery of capital schemes.

8. Service priorities for investment

- 8.1 The council's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, see table 1.
- 8.2 The council also needs to be flexible enough to respond to external funding and grant opportunities that arise for which some capital investment from the council will be required in order to lever in the additional funding.

Table 1: RBWM service priorities for investment

Directorate	Service priorities	Link to statutory or other plan	Link to Council priority
Adults, Health and Commissioning	<ul style="list-style-type: none"> • New accommodation provision for vulnerable people • Maintenance and 	Adult Social Care Transformation Programme	Healthy, skilled and independent residents

	improvement of existing accommodation provision.		
	<ul style="list-style-type: none"> Investment in highways infrastructure, including bridges and footpaths Investment in alternative transport linked to climate change Investment in road safety 	Local Transport Plan Asset Management Plan Cycling Strategy	Safe and vibrant communities Attractive, well connected borough
	<ul style="list-style-type: none"> One off pump priming investment in digital and communications infrastructure. 	Council Transformation Strategy	Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Office accommodation provision for commissioned services 		Well managed resources, delivering value for money
Children's Services	<ul style="list-style-type: none"> Education: capacity to keep up with growth in population in partnership with Academy schools 	Infrastructure Plan	Healthy, skilled and independent residents, Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Education: capacity for children with additional needs in mainstream schools 	Inclusion Strategy	Healthy, skilled and independent residents, Well managed resources
	<ul style="list-style-type: none"> Social Care: 18-25 supported accommodation for care leavers and those with additional needs 	Inclusion Strategy, Sufficiency Strategy,	Healthy, skilled and independent residents, Well managed resources

		Council Transformation Strategy	
	<ul style="list-style-type: none"> Social Care: 5-10 residential children's home places to challenge the marketplace 	Sufficiency Strategy, Council Transformation Strategy	Healthy, skilled and independent residents, Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Office accommodation for services 		Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Modern technology platform for mobile and partnership working 	Council transformation Strategy	Well managed resources, delivering value for money

9. Summary and Conclusion

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

Terry Neaves
Interim s151 officer

Fully funded Capital schemes to be approved 2020/21

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
1	Resurfacing of roads to maintain transport asset and improve safety - main programme	The highway network is assessed annually through condition surveys to establish a priority list of roads that require a more significant treatment beyond basic maintenance. 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. The increased budget also includes a provision for find and fix.	1,900	-	1,900	-
2	Traffic Management	This funding is an essential part of improving traffic management throughout the borough. We currently received no funding in 19/20, and have a backlog of schemes to progress. The Local Transport plan is a key RBWM strategic plan that sets out our objectives for the medium-term. We report our performance against targets to government each year. Annual capital programmes of approx. £4m need to be delivered to support these targets and objectives. Currently no funding is available to carry out feasibility studies, investigations, consultations and develop programmes for future years. This funding would enable RBWM to prepare schemes and better target programmes for the next year in parallel to the delivery of the current year's programmes. In addition, suitable schemes would be developed that may attract grant funding. Benefits - efficient and delivery of targeted projects that: maintain our assets, improve safety, address congestion, improve access. In addition, capacity improvements developed as part of the Borough Local Plan will need to be developed from an outline concept stage through to costed outline designs. This is a contractual commitment.	225	15	210	-
3	Traffic Management Control System & Traffic Signal Improvements	This capital bid is essential for hosting and improving the background system which controls the borough car park VMS, traffic counting, traffic signals and links to other LA's equivalent equipment. This system counts car parks spaces and controls the number of spaces shown on the car park signs. This system also controls the boroughs traffic counting systems and allows access to the on line data. This system will also be used for interlinking the various systems to allow them to control one another to provide automatic displays such as queue warnings, delays and event notifications. Without this, the systems will not function and the existing car park VMS will go blank or continue to show the incorrect number of free spaces we currently have.	85	-	85	-
4	LTP Feasibility Studies, Investigation and Scheme Development	Currently no funding is available in revenue for the development of traffic and road safety projects. This budget is necessary in order to carry out feasibility studies, investigations, consultations and develop programmes for future years. This funding would enable RBWM to prepare schemes and better target programmes for the next year in parallel to the delivery of the current year's programmes. In addition, suitable schemes would be developed that may attract grant funding. Benefits - efficiency and delivery of targeted projects that: maintain our assets, improve safety, address congestion, improve access. In addition, capacity improvements developed as part of the Borough Local plan will need to be developed from an outline concept stage through to costed outline designs.	150	25	125	-
5	Local Safety Schemes	Programme to improve road safety and reduce the number of personal injuries as a result of road crashes. Road crash data is analysed in order to identify a prioritised schedule of sites. Casualty numbers have fallen to a historic all-time low but innovation is required to contribute to on-going casualty reduction.	175	10	165	-

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
6	Cycling	<p>The manifesto makes commitments to "develop and maintain cycle routes" and "provide more cycle racks at our parks and other places to encourage cycling". The Local Transport Plan contains policies to:</p> <ul style="list-style-type: none"> Develop high quality and continuous cycle networks with appropriate levels of segregation or priority over the motor traffic on busy roads, Create traffic conditions that are appropriate for cycling, Work with partner organisations to provide cycle parking at key destinations, <p>The Cycling Strategy (Action Plan) has been approved by cabinet in January 2019 in conjunction with the cycle forum, identifies cycling schemes across the borough. These have been prioritised on the basis of:</p> <ul style="list-style-type: none"> Modelled impact of the scheme in terms of increased cycling number by 20%, - adopted by cabinet Increased satisfaction to 60% - adopted by cabinet Improved connectivity for cyclists, Improved road safety and predicted reductions in cycle casualties by 20% - adopted by cabinet, Improved cycle security and predicted reductions in the number of cycle thefts. 	50	20	30	-
7	Disabled Facilities Grants	<p>Local Authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs adaptations fund and provide an essential mechanism for supporting people with disabilities to live independently within their home. Common adaptations include providing residents access to their bedrooms, bathroom and undertaking tasks such as cooking within the home. Ramps, widening doorways, and, stair lifts.</p> <p>Adaptations prevent admissions to hospital and residential care. DFGs are also able to prevent or decrease social care costs as the number of carers and the frequency of carers attending the property is likely to be decreased following an adaptation that allows the resident to undertake the task independently.</p> <p>DFGs also improve quality of life by enabling disabled people to live independently in their homes, to be more active in their community and maintain and sustain employment.</p>	650	-	650	-
8	Resurfacing of roads to maintain transport asset and improve safety - Find & Fix programme	<p>The highway network is assessed annually through condition surveys to establish a priority list of roads that require a more significant treatment beyond basic maintenance. 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. The increased budget also includes a provision for find and fix.</p>	100	-	100	-
9	Bus Stop Waiting Areas	<p>To provide new/enhanced bus shelters and bus stop infrastructure (including signing, lighting, seated, information displays etc.). This will support the manifesto commitment to "continue to improve bus stops". It also aims to improve the passenger experience and satisfaction with public transport as measured by the annual residents survey. There is a list of potential locations of required works including Sheet Street outside York House.</p>	20	10	10	-
10	Electric Vehicle Charging Points. OLEV grant funding may be available.	<p>To continue the roll out of electric vehicle charging points across the borough on street and in our car parks</p>	85		85	-

No.	Scheme Name	Scheme Description	Scheme Cost £'000k	S106 £'000	Grant £'000	Net
11	Reducing Congestion & Improving Air Quality	This programme incorporates a number of different initiatives to help reduce congestion and improve air quality for residents. This includes a review of traffic measures in areas with identified air quality issues and initiatives to improve traffic flow, where this does not impact road safety. Measures can include introducing MOVA control systems to existing traffic signals to increase traffic flows at existing signalised junctions, also fitting modern equipment such as LEDs in signal heads to help towards energy and carbon reduction. This programme can also include removing existing traffic signals where improvements in traffic flow can be demonstrated without impacting upon road safety.	60		60	-
12	VMS Support & Traffic Counter Maintenance	On going software support is required to support the free flow of traffic throughout the borough and to provide driver information/messages. This will be through reactive and preventative maintenance on all 23 of the boroughs VMS, 14 car park variable messaging systems, 47 traffic monitoring counters and 14 car parking counting systems to name a few. This capital bid will also include the maintenance of our fixed traffic counter sites through out the borough	50		50	-

CHILDRENS SERVICES 2020/21 BIDS - December 2019 Cabinet

13	Alexander School Kitchen Refurbishment	Kitchen Feasibility and commencement of works. The floor in the kitchen is uneven and is a trip hazard. Some of the equipment is inadequate. The kitchen needs to be remodelled to improve operations and refurbished and some of the equipment replaced.	100		100	-
14	School kitchen safety works	The school kitchens need upgrading to meet current safety standards: Filters, CO2 detection systems and access for cleaning ducting. Programme of investigation and implementation of recommendations from the reports.	50		50	-
15	School Feasibility / Survey works	Preparatory and investigative works for schemes and projects in the capital programme.	180		180	-
16	School water pipework: Oakfield school and The Lawns Nursery	School has rotten pipework, with underground leaks and high costs. The project will replace pipework.	40		40	-
17	Urgent school safety works	To respond to emergency works required and not yet identified.	50		50	-
18	School Boiler upgrade works: Boyne Hill school	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	100		100	-
19	School boiler upgrade: Wraysbury	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	87		87	-
20	School boiler upgrade: Maidenhead Nursery	The boilers are at the end of their useful life and need replacing. The boilers will be replaced with an up-to-date system that is more efficient, economical and sustainable.	30		30	-
21	Roof Works in schools 2020-21:	School roof repairs and replacements	110		110	-
22	Structural Works / building fabric: Homer school	The screed under the hall flooring has perished and the floor needs replacing / repairing.	40		40	-
23	Internal upgrade: Wessex Nursery	The nursery lighting, ceiling and general ambiance of this building is now very out-dated and unsuitable for teaching young nursery children. It needs considerable improvement. This project would investigate options to upgrade the building and begin works to improve the learning environment.	60		60	-
24	School window and door replacements	Continuing programme of window replacements	90		90	-
25	Schools Devolved Formula Capital	DFC allocation	196		196	-
26	Fire Compartmentalisation Works for Maintained Schools	Works relating to fire safety compliance, and health/safety works at community and voluntary controlled schools.	150		150	-
	GRAND TOTAL		4,833	80	4,753	-

Income generating schemes to be approved 2020/21

No.	Scheme Name	Scheme Description	Scheme Cost £'000k
1	Regeneration Improvement Projects (York Rd, St Cloud Way, West St & Reform Rd)	Associated fee to enable JV partner to deliver sites for development - Legal fees & consultant fees. Fees in relation to regeneration schemes, including RBWM PropCo, to enable sites for development. Costs will be recouped through future capital receipts from 2023/24. To be applied to individual projects during the year.	720
2	York Rd Ph2 (JV Countryside) - Purchase of 'Access Rights' from Shanly Homes	Purchase of Access Rights over road for Ph2 redevelopment for York Rd Town Centre Regen. Required secure land receipt from Countryside.	100
TOTAL			820

Borough funded capital schemes to be approved 2020/21 - 2022/23

No.	Scheme Name	Scheme Description	Gross Scheme Total Cost £000	2020/21			2021/22 Cost £000k	2022/23 Cost £000k	Total Net Cost £000	
				Gross Cost £000s	S106	Other Income £000s				Net Cost £000
1	Commercial Investment Property Portfolio	Fire, Legionella and Asbestos Compliance Surveys and remedial works	750	400			400	200	150	750
2	Library and Resident Reactive Maintenance	Funding to cover essential maintenance and security,, statutory service contracts and furniture and equipment essential replacement and repair for Borough Libraries to ensure libraries can continue to meet their statutory requirements in terms of building safety and repair, and replace furniture and equipment as required, ensuring essential maintenance is carried out and that the Council's health and safety obligations are met. With over sixty thousand visits per month, this high level of footfall results in wear and tear and deterioration of buildings, furniture and equipment. The Council prides itself in its libraries and residents have high standards, expecting public spaces to be safe, legally compliant and enjoyable to use.	174	58	8	-	50	58	58	166
3	Operational Estate Improvements	Remedial Works resulting from the EPC's & Condition Surveys	1,100	500			500	300	300	1,100
4	Annual programme of repair and replacement for Leisure Centres	To maintain the RBWM aspects of the leisure centre contract, repairing and replacing the buildings - Magnet, Windsor, Charters, Furze Platt and Cox Green Leisure Centres (CZ42)	600	200	19	-	181	200	200	581
5	Street lighting column replacement, improvements and new lighting schemes	The capital bid is part of the contractual commitment to replace a proportion of the street lighting stock yearly to ensure they meet the safety standards required. Street lighting is essential for the reduction of accidents on our roads and to help combat actual crime and perceived fear of crime. This project is aimed at replacing columns in the Borough which are identified as hazardous, along with life expired columns and light units. It therefore contributes to both the Getting About and Safe and Secure themes. Our Highways stocks, particularly in Urban areas are getting old and in many cases well beyond its design life and below current lighting standards. As a consequence equipment is obsolete and columns are becoming structurally unsound and a risk to the public. Following a survey carried out in 2019-20, it was highlighted that the replacement of columns is significant (approx. 2000 columns)and will need to be looked at over the next 3 years. this budget reflects the first phase of replacement.	626	300	18	137	145	163	163	471
6	Telemetry System Replacement	RBWM has a radio telemetry system which was installed in the mid-nineties to monitor water levels at 5 critical locations on watercourses in the Windsor / Old Windsor area, 6 pedestrian subway pumping stations (4 in Maidenhead and 2 at Clarence Road roundabout in Windsor) and 2 surface water pumping stations in Ascot (Winkfield Road and Prides Crossing). A review of the current system and an options assessment is underway with the aim of installing a replacement system initially monitoring the critical watercourse locations in 2020-21.	50	50	9		41			41
7	Bridge Assessments & Minor Strengthen Schemes	We have a statutory duty to undertake specific inspections of bridges and highways structure 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 issues. 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 assessments may identify a structure in need of more extensive strengthening works.	825	275	4	-	271	275	275	821
8	Elizabeth Bridge strengthening works, Royal Windsor Way	Funding was allocated in 2019-20 to carry out essential strengthening works to this structure. The detailed design has been produced and it is found that there are additional structural repairs that need to be accommodated following further assessments. Therefore the total cost of the scheme is now £1.2m leaving a shortfall of £400k. This bid is a supplementary budget to complete the works. Works are planned to take place in January 2020 due to the potential disruption from the traffic management, and co-ordination with Highways England M4 Smart Motorway works.	400	400	29	-	371			371
9	Maidenhead Library Public Toilet Refurbishment and installation of water coolers or fountains	Maidenhead Library which opened in 1973 currently has over 300,000 physical visits per year. Regeneration around the library is likely to increase footfall further. The public toilet facilities, which are already heavily used, are in need of refurbishment. The current sink units are too small and often fail to effectively contain the volume of water generated during hand washing. This excess water presents a potential slip hazard. Flooring also needs to be upgraded to a modern slip resistant surface. The facilities are old fashioned and difficult to keep clean. A modern public toilet would utilise features to discourage misuse of the facilities and to ensure the library remains effective as a designated safe space for children and vulnerable people. New facilities would also make it more environmentally friendly. Water is currently sold at Maidenhead Library by the bottle and this facility is very popular. As the Council turns to more sustainable options, a water fountain or cooler that allows town centre visitors to fill up their own re-usable water bottle would be more in line with Council ambitions and commitments. This bid also includes water fountain or coolers at other appropriate library locations across the Borough.	16	16		16	-			-
10	Maidenhead Library Heating	The heating at Maidenhead Library (public areas and staff areas) is very poor and not fit for purpose. During winter the working conditions often drop below 16°C and on occasion below 12°C. The service has purchased fleeces for library staff for the past two years but staff occasionally still have to work in their outdoor Winter coats and last winter a number of customers have made complaints to staff as well. Due to the nature of the building and its listed status, it is not easy to supply heating. The space frame, brick and metal structure does not hold in heat. Design work is currently being undertaken which has been commissioned by Shared Building Services to ascertain the best option to provide heat in Maidenhead Library and a number of options have been reviewed in discussion with the Conservation Officer.	250	250			250			250
11	Maintenance and improvement of waste transfer station, depot & household waste and recycling centre	Ongoing maintenance of waste transfer station and household waste and recycling centre - at Vicus Way, Maidenhead & Tinkers Lane, Dedworth. Contract requirement.	65	65			65			65
12	Highway fencing, safety barrier and bridge parapet works	We have a statutory duty to undertake specific inspections of bridges and highways structure 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 issues. 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 assessments may identify a structure in need of more extensive strengthening works.	300	100	24	-	76	100	100	276

No.	Scheme Name	Scheme Description	Gross Scheme Total Cost £000	2020/21			2021/22 Cost £000k	2022/23 Cost £000k	Total Net Cost £000	
				Gross Cost £000s	S106	Other Income £000s				Net Cost £000
13	Major Footway Construction/Maintenance	Footways are assessed annually to ensure that they are at a safe standard for pedestrians and cyclists. This bid is for footways that are beyond basic maintenance and require a more significant treatment. This bid is necessary to maintain the standard of footways throughout the borough and is essential that they are maintained in a safe condition, as well as adjoining footpaths to create a footpath to fill the 'missing link'. The works will also make a provision for providing disabled crossing points where appropriate and will help to enhance the visual appearance of the environment benefiting local residents, pedestrian, and people with disabilities. This funding will be used borough wide to tackle footways that are beyond minor repair, protect residents from potential trips, which will reduce insurance claims. There is a list of schemes of potential locations of required works.	600	200	19	-	181	200	200	581
14	Guildhall Heating	Design & Spec for the replacement of the existing heating system	70	70	3	-	67			67
15	Library Public PCs Replacement Programme	The IT equipment needs moving to Windows 10 as the current software will soon be unsupported. Many of the old PCs cannot support Windows 10. This is a bid to continue the replacement of all public PCs. The libraries affected will be: Boyn Grove, Cookham, Cox Green, Datchet, Eton, Eton Wick, Old Windsor and Sunninghill. This follows the replacements that are due to be installed during the current year at Windsor, Maidenhead, Ascot and Dedworth libraries. Replace 62 Public PCs.	40	40	40	-	-			-
16	Town Hall Cooling System	Design & Spec for the upgrade of the existing cooling system ground floor office space	100	100			100			100
17	Cookham Bridge	A feasibility and detailed design is currently undertaken for the refurbishment of this bridge (£200k allocated in 2019-20). This bid to fund the works element of this scheme. The cost of the scheme is estimated at £2.5m, which can be split over two financial years. £950k in 2020-21 and £1500k in 2021-22.	2,450	950	4	-	946	1,500		2,446
18	Goswell Hill (and surrounding) Night Time Economy - measure to reduce ASB and Noise impacts on local residents	Measures to address antisocial behaviours linked to the night-time economy, causing significant impacts on residents in Bridgewater Terrace and adjacent properties, including railway arches and flats, and to revise public right of way to time restricted permitted path.	50	50	1	-	49			49
19	Flood Prevention & Highway Drainage schemes	The Flood Prevention budget is used for further investigations and works arising from flood events as part of the Boroughs ongoing management of flood risk. The budget makes provision for urgent flood risk management works and ongoing extended maintenance of flood risk assets and monitoring systems.	510	170	10	-	160	170	170	500
20	Oak Processionary Moth (OPM) - removal/ treatment	OPM caterpillars have been found on private trees within the Borough, and are spreading moving from the east. Nest removal and chemical treatment likely to be required on our Oaks in high risk public areas next summer, to deal with public health hazard.	20	20		-	20			20
21	Grants to Voluntary Organisations	The Council operates an annual scheme, administered by Democratic Services, and supported and operated by Grants Officers in the various service directorates. Decisions relating to the amount of grant funding awarded to individual organisations are taken by the Grants Panel; recommendations are made to Cabinet for consideration as part of the overall Council budget, followed by delegated authority to the Grants Panel for the remainder of the financial year to consider interim grants.	500	200			200	150	150	500
22	Registered Provision for Vulnerable Adults	Kitchens - Winston Ct & Homeside	20	20			20			20
23	Key Infrastructure Upgrades and Hardware + NEW for implementation of Websense and Farm replacements	Capital investment for project support to deliver the IT strategy and supporting partners IT strategies.	200	200		-	200			200
24	Road marking safety programme	This programme includes the review and replacement of lining at major junctions in order to improve junction operation and road safety. Also provides for the replacement and upgrading of coloured safety surfaces and high-friction surfaces. There are also potential insurance risks if not maintained effectively. If this bid is no funded there will be a pressure on the revenue budget.	150	50	8		42	50	50	142
25	Customer Relationship Management (CRM) system	Investment for the new replacement CRM system following the contract coming to an end with the current supplier as well as ongoing as other associated costs including development.	150	150			150			150
26	Tree works for Highways Year 3	Tree works for Highways Year 3 - Following inspections being restarted	200	200			200			200
27	Traffic signal replacement & refurbishment	Annual programme for prioritisation	168	168	30	-	138			138
28	Car Park Essential Annual Maintenance	There is currently no planned maintenance schedule for the councils 52 car parks and in order to keep all car parks to an acceptable standard for users, it is essential that planned maintenance is carried out. The planned maintenance will include repairs and replacement of damaged signs, fences, lighting, posts, lining and will also enable redecoration of stairwells, entrances and exits.	100	100	21	-	79			79
29	M4 Smarter Motorways	The construction of the M4 Smarter motorway project has started with anticipated completion in Spring 2022. The scheme is likely to have a significant impact upon traffic within RBWM as a result of the construction activity. In order to minimise the risk of traffic disruption, additional resources will be required in order to maintain dialogue with Highways England and their contractors throughout the construction period. As well as assessment of drainage implications, the reconstruction of the existing hard shoulder as a traffic lane, the scheme involves replacement bridges at a number of locations across the Borough.	35	35	22	-	13			13
30	Windsor Coach Park Lift Upgrade	Improvements to lift mechanisms to bring in line with current standards. This will include a new safety gear assembly to prevent uncontrolled lift movement by locking lift into position. The main reason for the improvements is reliability and support, but as part of the proposed works we recommend the lift is brought in line with current standards where possible.	85	85	9	10	66			66
31	Borough Local Plan	Progression of plan making. Improves the value of all the land and assets in the plan including those owned by the Council.	95	95			95			95
32	Mineral and Waste Joint Plan	Progression of plan making. Improves the value of all the land and assets in the plan including those owned by the Council.	120	120			120			120
33	Supplementary Planning Documents	Production of SPD's e.g. Parking/Affordable Housing to support plan implementation. Part of local plan.	75	75			75			75
34	Energy Performance Certificates	EPC Surveys for the commercial estate to assist Asset Management Strategy. Improves the value of the commercial assets as they can't be let without them beyond a certain date.	75	75			75			75
35	Phase 2 Modern Workplace Project	This project will replace all obsolete computer hardware and software and is planned to complete during 2020/21.	800	800	-		800			800
			11,769	6,587	278	163	6,146	3,366	1,816	11,328

CAPITAL PROGRAMME 2020/21 & ONWARDS

	Total Budget 2019/20			2020/21 (including Slippage)			2021/22			2022/23		
	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
Portfolio Summary												
Managing Director												
Head of Governance	67	0	67	0	0	0	0	0	0	0	0	0
Total Managing Director	67	0	67	0	0	0	0	0	0	0	0	0
Resources Directorate												
Revs & Bens, Lib & Residential Svcs	1,164	(103)	1,061	713	(64)	649	58	0	58	58	0	58
HR, Corporate Projects & IT	2,379	0	2,379	2,475	0	2,475	509	0	509	656	0	656
Total Resources Directorate	3,543	(103)	3,440	3,188	(64)	3,124	567	0	567	714	0	714
Adults, Health & Commissioning Directorate												
Head of Commissioning - Infrastructure	14,044	(5,885)	8,159	25,975	(19,935)	6,040	2,908	0	2,908	1,408	0	1,408
Head of Commissioning - People	220	(200)	20	20	0	20	0	0	0	0	0	0
Total Adults, Health & Commissioning	14,264	(6,085)	8,179	25,995	(19,935)	6,060	2,908	0	2,908	1,408	0	1,408
Children's Services Directorate												
Non Schools	1,058	(162)	896	200	0	200	150	0	150	150	0	150
Schools - Non Devolved	11,116	(2,359)	8,757	2,987	(1,087)	1,900	0	0	0	0	0	0
Schools - Devolved Capital	938	(938)	0	196	(196)	0	196	(196)	0	196	(196)	0
Total Children's Services Directorate	13,112	(3,459)	9,653	3,383	(1,283)	2,100	346	(196)	150	346	(196)	150
Place Directorate												
Communities & Enforcement & Partnerships	33,203	(2,565)	30,638	4,417	(690)	3,727	200	0	200	200	0	200
Housing	416	(391)	25	0	0	0	0	0	0	0	0	0
Planning Service	2,370	(594)	1,776	410	0	410	0	0	0	0	0	0
Property Service	24,225	(159)	24,066	19,268	(3)	19,265	27,074	0	27,074	10,567	0	10,567
Green Spaces & Parks	610	(181)	429	0	0	0	0	0	0	0	0	0
Total Place Directorate	60,824	(3,890)	56,934	24,095	(693)	23,402	27,274	0	27,274	10,767	0	10,767
Total Committed Schemes	91,810	(13,537)	78,273	56,661	(21,975)	34,686	31,095	(196)	30,899	13,235	(196)	13,039

External Funding	£000	£000	£000	£000
Government Grants	8,966	8,311	196	196
Developers' Contributions	2,328	665	0	0
Other Contributions	2,243	12,999	0	0
Total External Funding Sources	13,537	21,975	196	196
Total Corporate Funding	78,273	34,686	30,899	13,039

RESOURCES

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Revs & Bens, Lib & Residential Svcs													
CY98	Eton Information Centre-Library&Resident Services	50	0	50	0	0	0	0	0	0	0	0	
CC15	Del Diff - Imp and Intro of SS at Datchet Library	17	0	17	0	0	0	0	0	0	0	0	
CC16	Del Diff - Imp & Prov of SS at Eton Library	8	0	8	0	0	0	0	0	0	0	0	
CC22	Del Diff - Digitisation of Historic Registers	4	0	4	0	0	0	0	0	0	0	0	
CC23	New Container Library	87	0	87	0	0	0	0	0	0	0	0	
CC39	Old Court Improvements	63	0	63	0	0	0	0	0	0	0	0	
CC45	Annual IT Replacement Budget for L&RS	16	0	16	0	0	0	0	0	0	0	0	
CC53	Contact Centre - Ventilation & Back-up Generator	112	0	112	74	0	74	0	0	0	0	0	
CC65	Refurbishment M/head, Windsor, Ascot , Eton Libs	148	0	148	0	0	0	0	0	0	0	0	
CC68	Royal Borough Ambassador Equipment	8	0	8	0	0	0	0	0	0	0	0	
CC97	Eton Wick Library - General Repairs	9	0	9	0	0	0	0	0	0	0	0	
CC98	Datchet Lib - External Signage and Internal Decor	11	0	11	0	0	0	0	0	0	0	0	
CC99	Eton Library – Open Access and Shop Front Repair	39	0	39	21	0	21	0	0	0	0	0	
CL87	Old Windsor Library-Extension	119	(12)	107	20	0	20	0	0	0	0	0	
CLB2	Sunninghill Library Lease Repairs	10	0	10	17	0	17	0	0	0	0	0	
CLB6	MALS Digital Offer	29	(29)	0	0	0	0	0	0	0	0	0	
CLB8	Improvements at Cookham Library 2016-17	4	0	4	0	0	0	0	0	0	0	0	
CLC2	Collection Care and Storage	24	(24)	0	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	
CLE1	Cox Green Lib - Building Repairs Etc	4	0	4	11	0	11	0	0	0	0	0	
CLE2	Dedworth Lib - Payment Kiosk, Replace Public PCs	23	0	23	0	0	0	0	0	0	0	0	
CLE4	Cookham Library - Entrance Canopy & Repairs	2	0	2	2	0	2	0	0	0	0	0	
CLE5	Maidenhead Lib - Redesign Reception & Repairs	84	0	84	0	0	0	0	0	0	0	0	
CLE6	Upgrade Public PCs	25	0	25	40	(40)	0	0	0	0	0	0	
CLE7	Ascot Library - Installation of Security System	0	0	0	0	0	0	0	0	0	0	0	
CLE8	Container Library 1 – Power Post Move at Shifford	5	0	5	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	
CLF4	WRBM Audio Upgrade	20	0	20	0	0	0	0	0	0	0	0	
CLF5	Registrars Office - Redecoration	0	0	0	50	0	50	0	0	0	0	0	
CLG3	General Library Improvements	0	0	0	58	(8)	50	58	0	58	58	0	
CLG5	Maidenhead Library-Public Toilet Refurbishment	0	0	0	16	(16)	0	0	0	0	0	0	
CLG6	Maidenhead Library-Heating	0	0	0	250	0	250	0	0	0	0	0	
CM00	Revenues & Benefits-Document Management System	170	0	170	0	0	0	0	0	0	0	0	
CN80	CRM Upgrade / Jadu Contract	0	0	0	150	0	150	0	0	0	0	0	
CYKH	York House - Customer Services	23	0	23	0	0	0	0	0	0	0	0	
CZ77	P&OS-WW1 & MC800 Commemoration Prjs (2014/15)	6	0	6	0	0	0	0	0	0	0	0	
CZ95	WRBM Improvements	4	(4)	0	0	0	0	0	0	0	0	0	
CZ96	Archive Exhibitions	13	(13)	0	0	0	0	0	0	0	0	0	
CZ97	Arts in the Park	1	(1)	0	0	0	0	0	0	0	0	0	
CZ98	Heritage Signage	0	0	0	4	0	4	0	0	0	0	0	
Total Revs & Bens, Lib & Residential Svcs		1,164	(103)	1,061	713	(64)	649	58	0	58	58	0	
HR, Corporate Projects & IT													
CA11	Desktop PC Replacement Project	935	0	935	0	0	0	0	0	0	0	0	
CA12	Modern Workplace Project-Phase 2	0	0	0	800	0	800	0	0	0	0	0	
CA13	Key Infrastructure Upgrades & Hardware	0	0	0	200	0	200	0	0	0	0	0	
CN00	Key Systems Infrastructure & Hardware Upgrades	255	0	255	0	0	0	0	0	0	0	0	
CNXY	Capitalised Debt charges	489	0	489	475	0	475	509	0	509	656	0	
CNXX	Transformation projects	700	0	700	1,000	0	1,000	0	0	0	0	0	
Total HR Corporate Projects & IT		2,379	0	2,379	2,475	0	2,475	509	0	509	656	0	
TOTAL RESOURCES CAPITAL PROGRAMME		3,543	(103)	3,440	3,188	(64)	3,124	567	0	567	714	0	

ADULTS, HEALTH & COMMISSIONING

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Head of Commissioning - Infrastructure													
CC25	M4 Smart Motorway	23	0	23	50	(22)	28	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	11	(11)	0	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	86	0	86	0	0	0	0	0	0	0	0	0
CC49	Courthouse Rd/St Marks Rd Junction and Pedestrian	32	0	32	0	0	0	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	18	0	18	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	60	0	60	0	0	0	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	55	(55)	0	115	(90)	25	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	180	(180)	0	200	0	200	0	0	0	0	0	0
CC61	Local Flood Risk Management Strategy Review	1	(1)	0	0	0	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (LEP Match Funded)	301	(729)	(428)	3,969	(3,342)	627	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	280	(280)	0	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	0	0	0	18	(10)	8	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	14	0	14	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	5	(5)	0	30	(23)	7	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance	300	(150)	150	200	(19)	181	200	0	200	200	0	200
CC86	VMS Support and Maintenance	35	(35)	0	50	(50)	0	0	0	0	0	0	0
CC88	Junction works -Dedworth Rd/Hatch Ln/Pasonage Ln	150	(6)	144	0	0	0	0	0	0	0	0	0
CC89	Elizabeth Bridge	500	(50)	450	750	(29)	721	0	0	0	0	0	0
CC90	Boulton Lock Car Park Extension	210	0	210	0	0	0	0	0	0	0	0	0
CC91	Fly Tipping Reduction Measures	2	0	2	18	0	18	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	10	(5)	5	0	0	0	0	0	0	0	0	0
CC93	Bridge Scour Risk Assessments	5	0	5	5	0	5	0	0	0	0	0	0
CC94	Clarence Road Roundabout Safety Battery Back-up	15	0	15	0	0	0	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	100	0	100	950	(4)	946	1,500	0	1,500	0	0	0
CD01	LTP Feasibility Studies/Investigation/Develop	85	(85)	0	150	(150)	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	50	(25)	25	50	(8)	42	50	0	50	50	0	50
CD10	Traffic Management	0	0	0	225	(225)	0	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	1,900	(1,750)	150	2,000	(2,000)	0	0	0	0	0	0	0
CD13	Bridge Assessments	267	(100)	167	305	(4)	301	275	0	275	275	0	275
CD14	Bridge Parapet Improvement Works	29	(29)	0	120	(44)	76	100	0	100	100	0	100
CD17	Replacement Street Lighting	402	(402)	0	300	(155)	145	163	0	163	163	0	163
CD18	Highway Drainage Schemes	60	0	60	0	0	0	0	0	0	0	0	0
CD22	Safer Routes to School	44	0	44	0	0	0	0	0	0	0	0	0
CD23	Local Safety Schemes	263	(26)	237	175	(175)	0	0	0	0	0	0	0
CD27	Cycling Capital Programme	30	(20)	10	50	(50)	0	0	0	0	0	0	0
CD28	School Cycle / Scooter Parking	5	0	5	25	0	25	0	0	0	0	0	0
CD32	Verge Parking Measures	43	0	43	0	0	0	0	0	0	0	0	0
CD34	Winter Service Community Facilities	100	(100)	0	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	50	(28)	22	60	(60)	0	0	0	0	0	0	0
CD37	Car Park Improvements	75	(25)	50	100	(21)	79	0	0	0	0	0	0
CD39	Decriminalised Parking Enforcement Review	50	0	50	0	0	0	0	0	0	0	0	0
CD42	Maidenhead Station Interchange & Car Park	1,442	(1,442)	0	5,638	(4,750)	888	170	0	170	170	0	170
CD43	Flood Prevention	175	0	175	170	(10)	160	170	0	170	170	0	170
CD45	Public Conveniences-Refurbishment 2015-16	25	0	25	0	0	0	0	0	0	0	0	0
CD50	Waste Transfer Station Apron-Refurbishment	0	0	0	65	0	65	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	285	0	285	450	0	450	450	0	450	450	0	450
CD72	Preliminary Flood Risk-Assessments	33	(33)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	34	(34)	0	0	0	0	0	0	0	0	0	0
CD74	Footways-Assessments	3	0	3	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	12	(12)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	0	0	0	20	(20)	0	0	0	0	0	0	0
CD77	Real-Time Bus Information Improvements	26	0	26	0	0	0	0	0	0	0	0	0
CD78	PAVE Dedworth	29	0	29	0	0	0	0	0	0	0	0	0
CD79	A329 London Rd/B383 Roundabout-Scheme Development	316	0	316	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	80	0	80	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	40	(20)	20	85	(85)	0	0	0	0	0	0	0

ADULTS, HEALTH & COMMISSIONING

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD83	Traffic Signal Review	0	0	0	168	(30)	138	0	0	0	0	0	0
CD84	Street Lighting-LED Upgrade	107	(21)	86	0	0	0	0	0	0	0	0	0
CD86	Vicus Way & Tinkers Lane – Site Works	225	0	225	0	0	0	0	0	0	0	0	0
CD87	Pothole Action Fund-DfT Grant	121	(121)	0	0	0	0	0	0	0	0	0	0
CD90	Maidenhead LP Housing Site Enabling Works - LEP	0	0	0	5,281	(5,281)	0	0	0	0	0	0	0
CD91	Windsor Town Centre Package - LEP	0	0	0	1,563	(1,563)	0	0	0	0	0	0	0
CD92	Telemetry System Replacement	0	0	0	50	(9)	41	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	40	(40)	0	0	0	0	0	0	0	0	0	0
CF03	Braywick Road Crossing	20	0	20	130	(6)	124	0	0	0	0	0	0
CF04	Pelican Crossing at Eton Wick	55	0	55	0	0	0	0	0	0	0	0	0
CF05	Waste Vehicles	4,100	0	4,100	400	0	400	0	0	0	0	0	0
CF06	£965k Local Highways Fund	965	0	965	0	0	0	0	0	0	0	0	0
CF09	Maidenhead Local Plan Site Works	65	(65)	0	2,040	(1,700)	340	0	0	0	0	0	0
Total Head of Commissioning - Infrastructure		14,044	(5,885)	8,159	25,975	(19,935)	6,040	2,908	0	2,908	1,408	0	1,408
Head of Commissioning - People													
CT36	Boyn Grove - Air Conditioning	20	0	20	0	0	0	0	0	0	0	0	0
CTXX	Registered Provision for Vulnerable Adults	0	0	0	20	0	20	0	0	0	0	0	0
CT62	Adult Services Case Management System	200	(200)	0	0	0	0	0	0	0	0	0	0
Total Head of Commissioning - People		220	(200)	20	20	0	20	0	0	0	0	0	0
TOTAL ADULTS, HEALTH & COMMISSIONING CAPITAL PROGRAMME		14,264	(6,085)	8,179	25,995	(19,935)	6,060	2,908	0	2,908	1,408	0	1,408

CHILDREN'S SERVICES

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	938	(938)	0	196	(196)	0	196	(196)	0	196	(196)	0
	Total Schools - Devolved Capital	938	(938)	0	196	(196)	0	196	(196)	0	196	(196)	0
TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME		13,112	(3,459)	9,653	3,383	(1,283)	2,100	346	(196)	150	346	(196)	150

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	680	(80)	600	0	0	0	0	0	0	0	0	0
CI67	Wider Area Growth Study	164	(164)	0	0	0	0	0	0	0	0	0	0
CI68	Windsor Placemaking-Public Realm Improvements	30	0	30	0	0	0	0	0	0	0	0	0
CI69	Supplementary Planning Documents-SPDs	75	0	75	75	0	75	0	0	0	0	0	0
CI74	Energy Performance Certificates	0	0	0	75	0	75	0	0	0	0	0	0
Total Planning Service		2,370	(594)	1,776	410	0	410	0	0	0	0	0	0
Communities & Enforcement & Partnerships													
CV35	WLC-Replacement of Flumes	353	0	353	0	0	0	0	0	0	0	0	0
CZ18	Braywick Leisure Centre	25,486	0	25,486	3,341	0	3,341	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	511	0	511	200	(20)	180	200	0	200	200	0	200
CZ44	Charters & Oaks L.C. Project	350	0	350	0	0	0	0	0	0	0	0	0
CKVT	Marlow Rd Youth Centre Roofing & Maintenance Work	36	0	36	0	0	0	0	0	0	0	0	0
CR24	Windsor Squash Courts	20	(20)	0	0	0	0	0	0	0	0	0	0
CV21	New Power Points-High Street Events	6	0	6	0	0	0	0	0	0	0	0	0
CV22	New Power Points-Ascot High Street Events	10	0	10	0	0	0	0	0	0	0	0	0
CX29	Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	10	0	10	0	0	0	0	0	0	0	0	0
CX64	Windsor Coach Park Lift Upgrade	0	0	0	85	(19)	66	0	0	0	0	0	0
CX65	Goswell Hill-Night Time Economy Measures / ASB	0	0	0	50	(1)	49	0	0	0	0	0	0
CX66	Oak Processional Moth Treatment	0	0	0	20	0	20	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	20	0	20	0	0	0	0	0	0	0	0	0
CY12	Social Enterprise Grant	10	0	10	0	0	0	0	0	0	0	0	0
CY13	Economic Development	22	(22)	0	0	0	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	25	0	25	0	0	0	0	0	0	0	0	0
CY15	Bright Ideas Competition	5	0	5	0	0	0	0	0	0	0	0	0
CI01	Acquisition of Land off Lower Cookham Rd, M'head	122	0	122	0	0	0	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	92	(92)	0	0	0	0	0	0	0	0	0	0
CI22	Tree Planting & Maintenance	388	0	388	0	0	0	0	0	0	0	0	0
CLC8	Paintings Collection Conservation	27	0	27	0	0	0	0	0	0	0	0	0
CLF1	Desborough Theatre Improvements	8	0	8	0	0	0	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	136	(136)	0	0	0	0	0	0	0	0	0	0
CV29	Shurlock Row - Communities Open Space	52	0	52	0	0	0	0	0	0	0	0	0
CV36	Ockwells Park-Thriftwood Scheme & Bridge	19	0	19	0	0	0	0	0	0	0	0	0
CV37	4, Marlow Road-Essential Annual Maintenance	20	0	20	0	0	0	0	0	0	0	0	0
CV38	Advantage Card System-Replacement	40	0	40	0	0	0	0	0	0	0	0	0
CV39	Ockwells Park-Phase 3 Improvements	350	(80)	270	0	0	0	0	0	0	0	0	0
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	150	0	150	0	0	0	0	0	0	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	350	0	350	0	0	0	0	0	0	0	0	0
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	375	(375)	0	0	0	0	0	0	0	0	0	0
CV43	Braywick Park-Sports Pitch Improvements	200	(200)	0	0	0	0	0	0	0	0	0	0
CZ49	Playing Pitch Improvements, Ascot United Football	151	(151)	0	0	0	0	0	0	0	0	0	0
CC47	CCTV Replacement	1,107	0	1,107	0	0	0	0	0	0	0	0	0
CC60	Hostile Vehicle Mitigation Measures for Windsor	1,691	(908)	783	0	0	0	0	0	0	0	0	0
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	0
CD46	Alley Gating	0	0	0	10	0	10	0	0	0	0	0	0
CD47	Replace DPPO's with Public Space PO Signage	0	0	0	5	0	5	0	0	0	0	0	0
CD56	Night Time Economy Enforcement Equipment	0	0	0	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	(1)	0	(1)	7	0	7	0	0	0	0	0	0
CE07	Digitalisation-Environmental Health Documentation	18	0	18	0	0	0	0	0	0	0	0	0
CE08	Air Quality Monitoring	146	(86)	60	0	0	0	0	0	0	0	0	0
CT52	Disabled Facilities Grant	495	(495)	0	650	(650)	0	0	0	0	0	0	0
CY03	Energy Savings Initiative	75	0	75	0	0	0	0	0	0	0	0	0
CY04	Water Meters	29	0	29	0	0	0	0	0	0	0	0	0
CY17	Adopt a Highway Scheme / Street Scheme	10	0	10	0	0	0	0	0	0	0	0	0
CY20	Community Warden Vehicles	0	0	0	49	0	49	0	0	0	0	0	0

Project	Description of Scheme	2019/20 Approved			2020/21 First Estimate			2021/22 First Estimate			2022/23 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
CY21	Pop-up Market Stalls Programme	12	0	12	0	0	0	0	0	0	0	0	0
CY22	Highway Barriers & Floral Towers	40	0	40	0	0	0	0	0	0	0	0	0
CY23	Maidenhead Wayfinding	20	0	20	0	0	0	0	0	0	0	0	0
CY26	Christmas Lights-Old Windsor	33	0	33	0	0	0	0	0	0	0	0	0
CY28	AV Systems	45	0	45	0	0	0	0	0	0	0	0	0
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	50	0	50	0	0	0	0	0	0	0	0	0
CY30	Tinkers Lane Depot-Updates Site Management	60	0	60	0	0	0	0	0	0	0	0	0
CY31	Victoria Street MSCP-Measures to Reduce ASB	12	0	12	0	0	0	0	0	0	0	0	0
CY32	Marketing Strategy-Make Maidenhead	10	0	10	0	0	0	0	0	0	0	0	0
Total Communities & Enforcement & Partnerships		33,203	(2,565)	30,638	4,417	(690)	3,727	200	0	200	200	0	200
Green Spaces & Parks													
CC13	North Town Moor Open Space-Car Park Improvements	1	(1)	0	0	0	0	0	0	0	0	0	0
CC28	Ockwells Park Extension - Phase 1	7	0	7	0	0	0	0	0	0	0	0	0
CC44	Allotments Windsor & Maidenhead	15	(15)	0	0	0	0	0	0	0	0	0	0
CC64	Prevention of Unauthorised Encampments	122	0	122	0	0	0	0	0	0	0	0	0
CC77	Purchase of Land-Cooley's Meadow, Eton Wick	36	0	36	0	0	0	0	0	0	0	0	0
CC82	Braywick Compound Works	77	(77)	0	0	0	0	0	0	0	0	0	0
CC87	Public Rights of way - General	40	0	40	0	0	0	0	0	0	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	40	0	40	0	0	0	0	0	0	0	0	0
CF08	Ray Mill Island Access Works	40	0	40	0	0	0	0	0	0	0	0	0
CLC9	Nicholas Winton Memorial	14	0	14	0	0	0	0	0	0	0	0	0
CV03	Parks Improvements	194	(74)	120	0	0	0	0	0	0	0	0	0
CV30	Play Areas - Replacement Equipment	10	0	10	0	0	0	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Ph 2 (2014/15)	14	(14)	0	0	0	0	0	0	0	0	0	0
Total Green Spaces & Parks		610	(181)	429	0	0	0	0	0	0	0	0	0
TOTAL PLACE CAPITAL PROGRAMME		60,824	(3,890)	56,934	24,095	(693)	23,402	27,274	0	27,274	10,767	0	10,767

Pre-approved Major Schemes 2020/21 onwards

Scheme Name	2020/21			Net 2020/21 £'000	2021/22 Net Cost £000k	2022/23 Net Cost £000k	Total Net Cost	Expenditure to Q3 2019/20 £'000	Total scheme cost including previous years £'000
	Scheme Cost £'000k	S106 £'000	Other Income £'000						
Braywick Leisure Centre	3,341	6		3,335	-		3,335	25,172	36,386
RBWM Affordable Housing	-			-	4,490	7,017	11,507	-	13,599
Broadway Car Park, Maidenhead	6,100			6,100	16,384	3,000	25,484	5,482	34,843
Vicus Way Car Park, Maidenhead	5,600			5,600	5,600		11,200	-	13,207
Sale of Freehold Interest in Nicholsons Walk Shopping Centre and Central House, Maidenhead	270			270	100	100	470	116	470
Braywick Road Pedestrian Crossing	150			150	-	-	150	20	150
Maidenhead Local Plan Housing Site Enabling Works - LEP - Cabinet Decision Already Made	5,281		5,281	-			-	-	5,758
Windsor Town Centre Package - LEP	1,563		1,563	-			-	-	1,563
Maidenhead Station - LEP	3,750		3,750	-			-	1,603	4,265
Maidenhead Missing Links - LEP	2,242		2,242	-			-	257	4,630
River Thames EA - Council Decision	450	-	-	450	450	450	1,350	1,204	10,000
Total	28,747	6	12,836	15,905	27,024	10,567	53,496	33,854	124,871

Major Capital Cashflows - Proposed & Agreed

Based on a Short term interest rate of 1.5%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7 to 17	
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 to	Total
	£'000	£'000	£'000	£'000	£'000	£'000	2035/36	£'000
							£'000	
Capital Receipts								
Maidenhead station	625	-	-	-	-	-	-	625
CIL - Projections	2,750	3,200	3,200	3,200	3,200	3,200	28,800	47,550
Development Partnerships Receipts	1,288	10,199	23,595	20,199	10,006	29,750	246,900	341,937
Front of Maidenhead Station	1,442	4,750	-	-	-	-	-	6,192
Missing links	301	3,342	-	-	-	-	-	3,643
Maidenhead Local Plan Housing Site								
Enabling Works - LEP Roadworks	-	5,281	-	-	-	-	-	5,281
Police funding of hostile vehicle mitigation measures for Windsor	250	-	-	-	-	-	-	250
Windsor Town Centre Package - LEP	-	1,563	-	-	-	-	-	1,563
Total Capital Receipts	6,656	28,335	26,795	23,399	13,206	32,950	275,700	407,041
Capital Expenditure								
Development Partnerships								
Expenditure	7,770	1,290	100	14,200	-	-	-	23,360
Broadway Car Park expansion	4,664	6,100	16,384	3,000	-	-	-	30,148
Braywick Leisure Centre	25,486	3,341	-	-	-	-	-	28,827
Front of Maidenhead Station	1,442	5,638	-	-	-	-	-	7,080
Net Capital Programme	5,983	6,346	5,000	5,000	5,000	5,000	55,000	87,329
RBWM affordable housing development	3,287	5,113	4,490	7,017	-	-	-	19,907
Vicus Way Car Park	3,307	5,600	5,600	-	-	-	-	14,507
River Thames Scheme	-	450	450	450	8,650	-	-	10,000
Investment need - Education	-	-	-	-	-	-	50,000	50,000
Schools expansion projects July 2016 Cabinet	6,579	-	-	-	-	-	-	6,579
Maidenhead Local Plan Housing Site								
Enabling Works - LEP	-	5,281	-	-	-	-	-	5,281
Windsor Town Centre Package - LEP	-	1,563	-	-	-	-	-	1,563
St Peters Middle	2,061	-	-	-	-	-	-	2,061
Modern Workplace Project	900	800	-	-	-	-	-	1,700
Braywick Pedestrian crossing	-	150	-	-	-	-	-	150
Missing links	301	3,969	-	-	-	-	-	4,270
Temporary parking provision	1,617	-	-	-	-	-	-	1,617
CCTV Replacement	1,107	-	-	-	-	-	-	1,107
Hostile vehicle mitigation measures	1,691	-	-	-	-	-	-	1,691
Waterways	863	-	-	-	-	-	-	863
Waste Vehicles	4,500	-	-	-	-	-	-	4,500
Eton Info Centre	50	-	-	-	-	-	-	50
Capitalised debt charges	489	475	509	656	-	-	-	2,129
Capital Programme slippage in	8,791	11,072	20,000	20,000	20,000	20,000	20,000	119,863
Capital Programme slippage out	(11,072)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(131,072)
Total Capital Expenditure	69,816	37,188	32,533	30,323	13,650	5,000	105,000	293,510
Increases/Reductions in Debt	63,160	8,853	5,738	6,924	444	(27,950)	(170,700)	(113,531)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7 to 17	
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26 to 2035/36	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Borrowing								
Cumulative L.T. debt	57,049	57,049	57,049	57,049	57,049	57,049	57,049	
New L.T. borrowing	0	0	0	0	0	0	0	
Debt repayment	0	0	0	0	0	0	0	
Total debt at year end	57,049	57,049	57,049	57,049	57,049	57,049	57,049	
Cumulative S.T. debt	71,952	135,112	143,965	149,703	156,627	157,071	129,121	
Increases/Reductions in Debt	63,160	8,853	5,738	6,924	444	(27,950)	(170,700)	
Repayment of S.T. debt	-	-	-	-	-	-	-	
Total S.T debt at year end	135,112	143,965	149,703	156,627	157,071	129,121	(41,579)	
Total Debt	192,161	201,014	206,752	213,676	214,120	186,170	15,470	
Capitalised debt interest on specific projects	(489)	(475)	(509)	(656)	0	0	0	
Interest on L.Term Debt	2,600	2,600	2,600	2,600	2,600	2,600	28,600	
Revenue cost of S.T. debt interest - B/Fwd whole year	720	2,027	2,159	2,246	2,349	2,356	4,780	
Revenue cost of S.T. debt interest assuming four months new debt	211	30	19	23	1	(93)	(569)	
MRP	1,652	1,829	1,954	1,817	2,388	2,462	24,034	
Total cost of Capital Finance	4,693	6,010	6,224	6,030	7,339	7,325	56,845	