

APPENDIX 3 – CAPITAL

1. INTRODUCTION

- 1.1 This Appendix sets out the proposed Capital Strategy and the proposed Capital Programme for 2022/23 – 2025/26. Once agreed the Council can confirm the implications on its future borrowing and the implications on its Revenue Budget and Medium-Term Financial Strategy.
- 1.2 The report links very closely to two other appendices within this budget report:
- a) **The Revenue Budget Report 2023/24 (Appendix 1)**. This sets out the Council's revenue spending for 2023/24 and indicative spending plans for 2024/25 - 2027/28. It is the challenging financial position the Council is in that sets the context for the affordability of the Capital Programme.
 - b) **The Treasury Management Strategy (Appendix 4)** sets out how the Council will fund and afford its planned level of capital investment in 2023/24 and beyond. This also assesses the affordability of capital investment plans in the context of the Revenue Budget and its Prudential Indicators
- 1.3 The Council is now operating within its means and 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.

2. FINANCIAL DETAILS / VALUE FOR MONEY

2.1 Capital Strategy

- 2.1.1 The Capital Strategy as set out in **Annex 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.
- 2.1.2 Like many councils, RBWM has chosen to capitalise certain council spending e.g. replacement of equipment to ease the pressure on its Revenue Budget. The Council has also invested heavily in the regeneration of the Borough as well as schemes that will help to generate future income.
- 2.1.3 This strategy has been assisted by a period of unprecedented low interest rates, which has made the cost of substantial investment more affordable.
- 2.1.4 The Council has recognised the impact that this level of investment is having on its revenue budget through servicing this increased borrowing, now at much higher interest rates compared to previous years. It has therefore sought to continue to restrict its capital investment in 2023/24 and beyond.

2.1.5 For 2023/24 this again means that the Council has had to focus on:

- (a) **Fully-funded schemes**, where the cost of the scheme is fully or largely met by external funding.
- (b) **Income generating schemes** – where the business case confirms a substantial return that more than offsets the borrowing cost in the short and medium term.
- (c) **Unavoidable capital investment** – predominantly relating to immediate requirements to replace or enhance essential fixed assets for service delivery.

2.2 Capital Programme

2.2.1 The Capital Programme, using this strategy, is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational.

2.2.2 These are funded from either capital grants, developer contributions in the form of s106 & CIL, partner contributions, capital receipts or prudential borrowing; the cost of which is funded from the Revenue Budget.

2.2.3 **Table 1** below shows the 2023/24 Capital Programme in detail together with the sources of funding in 2023/24 as shown in **Annex B1**. It also provides indicative figures for the cost of the relevant capital schemes in the following two years.

Table 1: Summary of the 2023/24 Capital Programme

Proposed Capital Bids 2023/24	Funding				
	Gross Cost £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000
Currently reported slippage from 2022/23 to 2023/24	11,260	(1,424)	-	(6,171)	3,665
Ongoing Major Schemes Approved by Council in Previous Years	14,156	-	-	-	14,156
Fully funded schemes	15,697	(330)	(4,080)	(11,287)	-
Corporately Funded Essential Schemes	4,410	-	-	-	4,410
Capitalised Debt charges	471	-	-	-	471
Total	45,994	(1,754)	(4,080)	(17,458)	22,702

2.2.4 The total Capital Programme for 2023/24 is £45,994,000, of which the largest share (£14,156,000) relates to ongoing cost of existing capital schemes. New capital investment amounts to £20,107,000. After taking into account funding from a range of sources, the net cost of the 2023/24 programme to be funded from borrowing is £22,702,000.

2.2.5 The overall three-year Capital Programme will increase borrowing by £34,383,000, of which the largest share of £29,318,000 relates to schemes approved in previous years and forecast prior year slippage of £3,665,000.

Note this forecast slippage position will be updated at outturn to reflect the final position.

- 2.2.6 The above figures are reflected in the Revenue Budget and Medium-Term Financial Projections, which also assume additional capital investment of £58,358,000 in the next two financial years. £11,260,000 of proposed capital spending relates to spending that was originally expected in 2022/23 and is forecast to slip into 2023/24. The detail is shown in **Annex B6**. This has had a positive impact on the Revenue Budget for 2022/23.
- 2.2.7 Since 2020/21, major schemes of over a year's duration now have their interest costs capitalised until the scheme is complete to recognise that the value of the asset will not be realised until complete. This reduces the impact on the revenue budget whilst the asset is under construction.
- 2.2.8 MRP, essentially the principal repayment, is calculated on an annuity basis over the life of the asset starting in the year following completion. This is in line with the Treasury Management Policy (**Appendix 4 to this budget report**).

2.3 Developer Contributions

- 2.3.1 Developer Contributions in the form of S106 and CIL income are playing an increasing role in helping to fund the Capital Programme.
- 2.3.2 The 2022/23 Capital Programme includes the use of £9,755,000 of s106 & CIL funding. An additional £5,834,000 is earmarked for use in 2023/24. In total the Council has the following resources as set out in **Table 2** below.

Table 2: Developer Contributions

S106 & CIL Balances January 2023	Current Balances £'000
	a
Developer Contributions by Service Area	
Carbon Offset Contribution - Lifestyle	426
Carbon Offset Contribution - Building Emissions	527
Carbon Offset Contribution	7
Special Protection Area (SPA)	731
Allotments	-
Landscape	3
Archiving	14
Air Quality	7
Waste Management	-
Economic Development	-
Indoor Sports	12
Public Art	211
Town Centre Enhancements	-
Library Services	207
Community Facilities	81
Education	367
Workplace Travel Plans	14
Highways	1,598
Open Space	602
Affordable Housing	4,940
Public Transport	351
Community Infrastructure Levy	
Windsor	758
Maidenhead	981
RBWM	11,311
Total s106 & CIL	23,147

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

2.4 Major Schemes

2.4.1 The Programme includes major schemes budgeted at £14,156,000 in 2023/24. These schemes are of major importance to the Borough and are listed below with further detail in **Annex B4**.

- Affordable Housing
- Broadway Car Park, Maidenhead
- Vicus Way Car Park
- Maidenhead Development
- Land at Ray Mill Road East
- River Thames infrastructure project.

2.4.2 The **Affordable Housing** schemes propose to develop sites that will enable new affordable homes to be added to the property company portfolio to help to meet housing need in the Borough at a budgeted cost of £4,481,000 over the next two financial years.

- 2.4.3 The **Broadway Car Park** scheme will build a new Multi-Storey Car Park to replace the current Broadway Car Park. This was approved in September 2018. The project is being delivered as part of the wider Nicholsons Quarter Masterplan and is projected to spend a net amount of £23,987,000 over the next two financial years.
- 2.4.4 The **Maidenhead Development** project of £15,950,000 will provide a range of benefits to residents including new homes and affordable housing close to the town centre.
- 2.4.5 The **River Thames Environment Agency Scheme** is the recommended way forward emerging from the Lower Thames Flood Strategy 2010 developed by the Environment Agency. The aim of the project is to protect communities, secure the economy and enhance the Thames. This scheme was first agreed by Full Council in April 2015 at a cost of £10,000,000. There is budget provision of £850,000 over the next two financial years with major works due to commence from 2027.
- 2.4.6 The total cost of these schemes over the next three years is £52,448,000. Some will enable the generation of future Capital Receipts. Other schemes will generate future revenue income, after taking into account debt financing costs, e, g, and Broadway car park.

2.5 Highways Capital Programme

- 2.5.1 The 2023-24 road and footway programme has been included in the capital budget report. It allows for a much earlier start on the works programme with appropriate notice to utility providers and better liaison and coordination with the community and those who also work on the highway, for example, Highways England. The earlier start on site also gives rise to the possibility of additional schemes being undertaken if resources allow and as such reserve schemes have been included in the Annex. Details are shown in **Annex B2 and B3**.

2.6 Discretionary Schemes

- 2.6.1 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. 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.
- 2.6.2 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. Therefore, due to affordability, only essential schemes are being proposed for 2023/24 as additions to the programme. These are set out in **Annex B5**.
- 2.6.3 **Fully Funded Schemes £15,697,000**
These schemes are either funded from s106 & CIL allocations from developers or specific grant and have no net cost to the Council but need to be approved and monitored through the year to ensure spending is within budget and the scheme is delivered as planned.

2.6.4 Borough Funded Schemes £4,410,000

These schemes are mostly funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes.

2.7 De Minimis

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

3. ANNEXES

3.1 The table below details the Annexes to this Appendix:

Annex	Details
A	Capital Strategy
B1	Proposed Capital Programme Summary
B2	Block Allocation – Highways Resurfacing
B3	Block Allocation – Highways Scheme Detail
B4	Major Schemes
B5.1	Proposed Capital Programme Detail – Corporately funded bids
B5.2	Proposed Capital Programme Detail – Fully funded bids
B6	2022/23 Forecast Slippage carried into 2023/24

Capital Strategy

2023/24 to 2026/27

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Royal Borough
of Windsor &
Maidenhead

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1. Introduction

1.1 Overview

CIPFA's Prudential Code requires Councils to have a capital strategy. The Code states that "In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

1.2 Objectives

The purpose of the strategy as per the Code is that it is "intended to give a high-level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services, along with an overview of how associated risk is managed and what the implications might be for future financial sustainability."

The Council must demonstrate that it takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability giving due consideration to both risk and reward and the impact on outcomes.

The strategy aims to balance capital expenditure needs and expectations (e.g., replacement of business-critical IT systems) with the scarcity of available resources to enable the identification and optimisation of all sources of capital funding and also be flexible enough in order to respond to emergencies and changes in priorities.

The Capital Strategy is a collective document involving various departments within the organisation. It is not purely a finance function; all the relevant officers should review this document periodically and update it accordingly.

1.3 Capital Strategy Framework

The strategy maintains a strong and current link to the Council's priorities and to other key strategy documents such as












- Treasury Management Strategy (Including strategies on Investments and Borrowings)
- RBWM Property Company Business Plan
- Asset Management Strategy





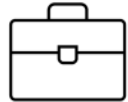



2. The Royal Borough

2.1 The Royal Borough of Windsor and Maidenhead covers an area of 76.6 square miles. Located in the heart of the Thames Valley, the borough is rich in areas of natural beauty and green space. The River Thames flows through the borough for 25 miles, forming a significant landscape feature and wildlife corridor. Distinct towns and villages, each with their own identity and character but all related by an attractive countryside, create a high-quality environment in which to live, work and visit. Our unique and long association with the Crown has also gifted the borough with a rich portfolio of heritage assets, attractions, and world-class events.

2.2 Situated less than 30 miles from the west of Central London, and close to Heathrow Airport, the borough is on the M4 corridor and is served by a combination of main line and branch line rail services. Our location is a key factor in attracting businesses to invest in the borough, and we are part of a dynamic regional economy. The borough is home to an impressive range of local, national, and international businesses and our residents are able to take advantage of employment opportunities across the Thames Valley region and in the capital.

2.3 Some key facts

Icon image	People: Description
	In 2020 an estimated 151,273 people live in the borough. (<i>ONS MYE 2020</i>). By 2043 this is estimated to be 155,348 (ONS projections 2018-based edition)
	In 2020 an estimated: 20.1% of the local population are aged 0-15 . (2043 estimate: 17.4%) 61% are aged 16-64 . (2043 estimate: 56.1%) 18.9% are aged 65+ . (2043 estimate: 26.5%). (<i>ONS</i>)
	In 2020 the estimated median age of the local population is 42.6 , an increase on 2001 estimates (38.69) (<i>ONS</i>).
	The 2011 Census indicates 86.1% of the local population is White and 13.9% is BAME . The Royal Borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show rise in the BAME population.
	In 2020 an estimated: 5,131 people aged 18-64 have impaired mobility (predicted to rise to 5,323 by 2030). 2,129 people aged 18-64 have a learning disability (predicted to decrease to 2,093 by 2030). (<i>PANSI</i>)
	In 2020 there is an estimated 770 people per sq.km , a 13.2% increase since 2001 (680 people per sq.km) (<i>ONS</i>)
	Life expectancy at birth is 81.8 (males) ↑ <i>SE average (80.6) and England average (79.4)</i> Life expectancy at birth is 84.7 (females) ↑ <i>SE average (84.1) and England average (83.1) (2018-20, ONS)</i>
	The Royal Borough has a Score of 8.4 on the Index of Multiple Deprivation (IMD 2019) ↓ <i>SE (15.5) and England (21.7) (MHCLG)</i> . However, the borough has some areas ranked as most deprived (scores 1-4)
	The Royal Borough has 70 parks , open spaces and play areas, covering a total area of around 295 hectares 25 miles of River Thames
	Over 950 Listed Buildings , 17 Scheduled Monuments (including Windsor Castle) 12 registered historic parks and gardens , and world-class attractions and events
	27 Conservation Areas 11 sites designated by Natural England as very best wildlife and geological sites in the country

Icon image	People: Description
	66 state schools
	6 leisure centres (externally managed)
	11 libraries
	10,785 active businesses (IDBR, 2020) Highest proportion (24.6%) of local businesses are in the professional, scientific, and technical industry (2021, ONSIDBR)
	82% economic activity rate ↑ SE (80.8%) and ↑ England (78.7%) 77.5% of economically active employed ↓ SE (77.6%) and ↑ England (75.1%) 3.6% of economically active unemployed ↓ SE (3.8%) and England (4.5%) (Dec-21, APS, ONS)
	58.6% of working population educated to NVQ4 level and above ↑ SE (45.1%) and England (43.1%) (Dec-21, APS, ONS)
	£32,240 median annual salary for all workers (excluding self-employed) ↑ SE (£28,200) and England (£26,192) (ONS, ASHE 2021)
	£515,000 median price of a property ↑ SE (£365,000) and England (£285,000) (ONS, Dec-21)

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

2.5 Adults and Children's services are managed on behalf of the Borough by Optalis Ltd and Achieving for Children (AFC) respectively. The Council shares ownership of these organisations with other partner authorities and group accounts are prepared annually including the Council's share of these joint ventures.

2.6 Everything we do has to be provided within the challenge of reduced central grant to local government and increasing demand on service areas as the population grows and ages.

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

2.8 Council Tax is 39% below the national average (including adult social care and parish precepts (Band D) as well as significantly below neighbouring Berkshire councils. This presents challenges to service provision.

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

3. Corporate Plan

- 3.1 The Corporate Plan articulates the Royal Borough's priorities for the period 2021-2026 and sets the strategic direction in order to ensure efforts and resources are directed to the right areas. This is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough as highlighted in the previous section. The overarching aim of the Corporate Plan is to create a sustainable Borough of innovation and opportunity.
- 3.2 A key driver of the Capital Strategy is our Corporate Plan 2021-26, which was adopted by Full Council in November 2021 with a headline vision of "Creating a sustainable borough of opportunity and innovation". The Plan sets three overarching objectives: thriving communities, inspiring places and a council trusted to deliver its promises. These include 50 related goals for achievement in the period 2021-2026.
- 3.3 The Council has included in its priorities for the next five years, a ladder of housing opportunity, to support better life chances for all.
- Over 3,000 new homes by 2026, of which at least 1,000 will be affordable housing (of mixed tenures and affordable housing types).
 - 2,000 households helped into new and existing affordable homes, prioritising social and affordable rent.
 - More people with learning disabilities to live in their own homes or with their families, increasing the proportion by 10 percent points by 2025.
 - A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.
 - Ensure that no one sleeps rough in the borough through necessity.
- 3.4 Inspiring Places is one of the fundamental goals of the Corporate Plan and includes: -
- Supporting the borough's future prosperity and sustainability
 - An increase in the number of new and surviving businesses within the borough, including the expansion of Creative industries.

- An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration.
- An increase in the proportion of women and girls who feel safe in the Borough, including through a safe, thriving night-time economy.
- Undertake a master planning exercise for central Windsor by 2023 and submit a business case for Government funding for identified improvements along Ascot High Street.
- Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
- Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junction improvements.
- Investment along the A308 corridor to deliver on the recommendations of the corridor study.
- An increase in full fibre to 95% of properties by 2025; eliminate 4G “not-spots” in rural areas; and establish a test-bed and small cell roll out for 5G.
- Deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfield and Windsor.
- Increase walking and cycling by 50% by 2025, including investing in new cycle infrastructure through the North-South Green Spine in Maidenhead, and improved cycle ways in Ascot, Sunningdale, Sunninghill and Windsor.
- Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs.
- Increase the passenger satisfaction and the number of bus journeys per head of population to close the gap with neighbouring Berkshire authorities as well as establishing trials to deliver better rural bus service connectivity.
- Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the BLP), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.
- Review the collection of Community Infrastructure Levy and Section 106 funding, in order to increase developer investment in sustainable, community infrastructure.

3.5 Taking action to tackle climate change and its consequences and improving our natural environment will be achieved by:

- A decrease in the borough and council's own emissions by 50% by 2025 – and net zero by 2050, at the latest.
- The Council commits to spend £1 million on reducing emissions through energy efficiency improvements over the period and will seek external funding to accelerate the plans.
- Achieve the National Air Quality Objective (AQO) across all Air Quality Management Areas (AQMAs) by 2025.
- Increase the percentage of residents who enjoy the borough's green spaces on a regular basis and feel that they are able to access quality green spaces easily.
- Drive energy efficiency improvements through our social housing providers, increasing the proportion of homes at EPC rating C to 100% by 2030.
- Adopt a new, best practice Supplementary Planning Document (SPD) to drive forward our climate and environmental goals in all new developments.
- Enable an increase in renewable energy generation in the Borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).
- Enable the delivery of electric vehicle charging infrastructure to meet growing demand through a new EV implementation plan.
- Increase biodiversity across the borough, supporting the Berks, Bucks and Oxfordshire Wildlife Trust vision for 30% of land for nature by 2030. We will ensure a minimum of 10% biodiversity net gain through the planning system and new Suitable Alternative Natural Greenspaces (SANGs) to mitigate the impact of new developments on the Thames Basin Heath Special Protected Area (SPA).
- Increase recycling to 50% of waste by 2025, and to 65% by 2035, with an overall reduction in waste generated.

- Invest £10m on flooding prevention within Datchet, Horton and Wraysbury, and Old Windsor wards, working in partnership with the Environment Agency. Alongside further investment, borough-wide, in protection against surface water flooding as part of delivering our climate adaptation plan.

4. Strategic Direction of the Royal Borough

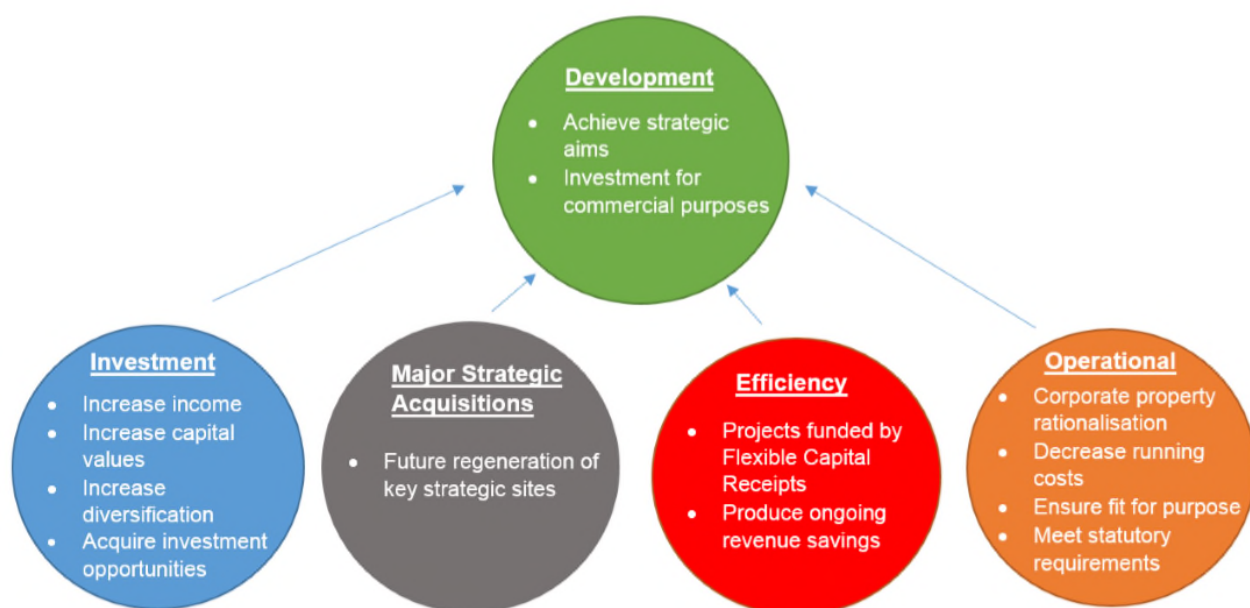
- 4.1 Through our Corporate Plan, we have identified a number of priorities for the Borough, these will be built into the capital programme as the years proceed and funding streams become available.
- 4.2 The Royal Borough's Capital Strategy forms the basis for long-term planning of capital investment. It builds upon processes implemented for the delivery of the Royal Borough's varied and aspiring capital programme. Thorough asset and resource planning has further facilitated the making of informed decisions.
- 4.3 Local authorities continue to face financial pressures with the impact of high inflation and interest rates continuing to exacerbate the economic situation post-covid. The Royal Borough is also required to take a balanced approach when assessing affordability and service needs.
- 4.4 Looking ahead, together with our partners, we will continue to improve our Borough's infrastructure with ambitious regeneration planned in the forthcoming years.
- 4.5 We will ensure that the Royal Borough employs sufficiently qualified and experienced staff to be able to deliver our Capital Strategy, including asset managers, development managers, legal and accountancy support staff.
- 4.6 In conjunction with the Medium-Term Financial Plan, Treasury Management Policy and the Borough's Strategic plans, the Capital Strategy paves the way for making infrastructure improvements across the Borough.

5. The Royal Borough's Priorities

- 5.1 The Royal Borough's priorities are paramount to the capital strategy. The Corporate Plan was approved by Council in November 2021. The Plan recognises that we must make choices about where we focus resources, and it is a key component of good governance. Setting strategic direction in order to ensure efforts and resources are directed to the right areas is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough, including:
- climate change
 - the recovery from the Covid-19 pandemic and wider changes in the shape of the economy
 - a growing and ageing population
 - persistent pockets of deprivation and inequalities
 - and the high costs of housing in the borough.

The Plan also sets out our approach to achieving change. The Capital Strategy will help support informed decision making in the delivery of Corporate Plan.

- 5.2 Finance is both the enabler that allows the Royal Borough to deliver these key priorities and the constraint that the Royal Borough needs to work within as it makes tough decisions between those priorities.
- 5.3 The Royal Borough's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



6. Service Priorities for Investments

6.1 The Royal Borough's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, in the table below: -

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
Resources	Maintenance and improvement of existing accommodation provision for the Council and its tenants to ensure statutory requirements met and rental income is maintained and enhanced.	Asset Management Plan	Make most effective use of resources
	Improvement in energy efficiency to reduce environmental impact.	Environment and Climate strategy	Values and Taking Action on Climate
	Continued investment in use of mobile technologies to enabling the workforce to deliver in efficient and effective ways	IT strategy (currently being updated)	Make most effective use of resources
	Investment in telephony solutions that realise benefits of mobile devices.	IT strategy (currently being updated)	Make most effective use of resources
	Investment in network redesign and replacement.	IT strategy (currently being updated)	Make most effective use of resources
	Investment in technologies that support service transformation.	IT strategy (currently being updated)	Make most effective use of resources
	Investment for improvements in library buildings and facilities to support a sustainable and resilient Library Service	Library transformation strategy	Inspiring Places

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
Place	Investment in essential highways infrastructure, including bridges and footpaths	Local Transport Plan	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	Investment in “Active Travel” and alternative transport linked to climate change	Local Transport Plan Local cycling and walking infrastructure plan	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper and Taking Action on Climate
	Investment in road safety, where clear evidence identifies intervention required	Local Transport Plan	Taking Action on Climate
	Electric Vehicle Charging infrastructure to support transition to electric vehicles and tackle transport emissions	Environment and Climate Strategy and Local Transport Plan.	Taking Action on Climate
	One off pump priming investment in digital and communications infrastructure.	Berkshire Recovery and Renew	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	Maintain & improve accessibility to our community assets that have a measurable and direct positive impact on residents Health & Wellbeing	Berkshire Recovery and Renew	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
	Town Centre enhancements as part of local master planning exercises that supports vision charters across Maidenhead & Windsor, with a business case developed for identified improvements along Ascot High Street, which leverage external investment	Berkshire Recovery and Renew	Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper
Adults, Health & Housing	New accommodation provision for vulnerable people.	Adult Social Care Transformation Programme	Healthy, skilled and independent residents
Children’s Services	Education: Mainstream and SEND capacity to keep up with growth in	Inclusion Strategy	Healthy, skilled and independent residents

Directorate	Service priorities	Related statutory or other plan	Related to the Council priority/Corporate Plan
	<p>population in partnership with all state schools.</p> <p>£3.7m investment in new/improved SEND/AP provision from the High Needs Provision Capital Allocation.</p> <p>New special school on the land west of Windsor.</p> <p>£2.2m investment in the five oil boiler replacement schemes, part funded by the Public Sector Decarbonisation Scheme.</p>		
	Education: maintenance of community and voluntary controlled school buildings, including investment in carbon reductions.		Well managed resources, delivering value for money
	Social Care: 18-25 supported accommodation for care leavers and those with additional needs.	Council Transformation Strategy	
	Social Care: 5-10 residential children's home places to challenge the marketplace.	Sufficiency Strategy	
	Office accommodation for services.		Well managed resources, delivering value for money
	Modern technology platform for mobile and partnership working.		Well managed resources, delivering value for money

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

7. Capital Strategy

7.1 Scope

Capital expenditure is strictly defined by statute and accounting principles and is principally expenditure incurred in buying, constructing or improving assets such as land, buildings, vehicles, plant, machinery and intangibles (e.g. computer software). It also includes grant and advances to be used for capital purposes, such as Disabled Facility Grants.

The Royal Borough's policy on capitalisation in accordance with the Royal Borough's approved accounting policies and procedures, is that expenditure on land, buildings, vehicles, plant, machinery, and intangibles over £20,000 will be capitalised, expenditure under these limits is deemed to be a revenue cost.

Ideally, the Royal Borough aims to cover recurring spending from its Revenue Budget and fund short life assets from external income sources. Borrowing is used to fund spending on longer life assets e.g. buildings and infrastructure.

The Capital Strategy sets out the Council's approach to:

- Working with partners
- Asset management planning
- RBWM Property Company Business Plan
- Risk appetite
- Governance and decision making
- Capital financing & affordability
- Invest to Save
- Managing borrowing
- Leasing
- Monitoring & project evaluation
- Capital investment in 2022/23 to 2026/27

7.2 Working with Partners

The Royal Borough is committed to work with its partners to carry out its objectives. Given the financial challenges faced by the Royal Borough, it is particularly important that it works closely with regional and other local authority partners to deliver investment across the Borough which otherwise would not be deliverable or affordable. This is through central government grants and town council/Parish contributions or through delivering schemes in partnership with neighbouring authorities. The Partners have the freedom to propose and identify the schemes but those will need the approval from the members on the basis of council priorities and affordability.

7.3 Community Engagement

The Royal Borough engages with residents and the local community when making decisions that impact capital investment. Examples include Highway consultations, the Residents' survey 2022 and the Active Travel consultations.

The future SEND and AP Capital Strategy consultation will guide capital investment in new and improved provision for children and young people with EHCPs and/or in Alternative Provision.

7.4 Asset Management Planning

The Royal Borough has the responsibility for a range of assets. The asset management strategy establishes the priorities for asset management planning. It is essential to understand the need, utilisation, condition, income generating potential and the investment and operating cost requirements of assets, whether owned or leased. The Council has a Capital Review Board in place to make appropriate decisions and ensure that proper practices are followed.

The core asset management programme which deals with General Fund assets is now supplemented with additional budget as a result of a review of the condition of the Royal Borough's General Fund assets. This revealed that after years of under investment that significant funding would be required to ensure that assets are maintained at an acceptable standard to allow the Royal Borough to continue to deliver its services.

7.5 RBWM Property Company Business Plan

This function is carried out by the RBWM Property Company. Further details are set out in the table:

<p>To help develop and regenerate the Council's assets to create a Borough of Opportunity and Innovation by:</p>
<p>Identifying and helping to deliver low carbon solutions on all new projects wherever possible</p>

Facilitating the delivery of new homes, indirectly with the Council and Joint Venture partners and directly investing as the Prop Co in residential development.
Ensuring greater access to quality affordable housing for those in housing need.
Support the regeneration of the Borough's Town Centres and 'Place Making', working alongside Council colleagues and Stakeholders at an early stage of development to ensure optimal outcomes.
To grow Prop Co as an asset of value for the Council with a portfolio of residential, retail, and commercial properties.
To provide the Council with cost savings, a dividend on its investment and/or other value towards the cost-of-service provision, both financial and social.

7.6 IT

Utilising IT solutions for local authority service delivery and digital enablement is crucial for the Royal Borough.

Following the rollout of Windows 10 laptop devices IT Services have been able to promote remote working for staff and leverage the investment of the Microsoft Office 365 Suite. As Office 365 is cloud-based, the full-featured experience can be accessed from anywhere, on any device, as long as staff are online, allowing them to create, collaborate and communicate more efficiently and effectively. Microsoft Teams is now a fundamental part of the organisation allowing staff to instant 'chat' message, collaborate on files and create/attend audio and video meetings with internal colleagues and external partners. This has reduced costs associated with corporate telephony and legacy conference calling facilities.

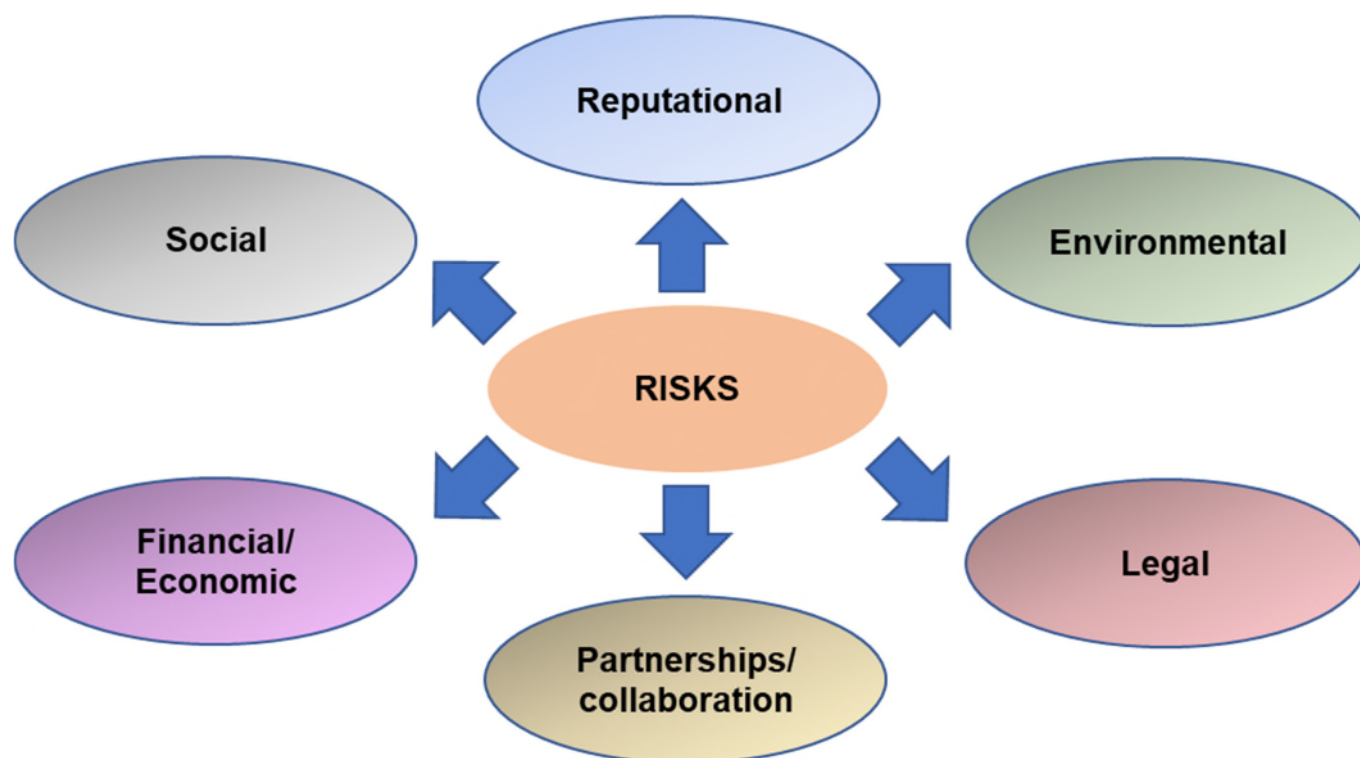
Additional Microsoft Teams phone system licenses were also introduced in 2021 to give staff the ability to utilise Microsoft Teams as a fully functional softphone via their devices. This allows calls to be made and received via existing council direct dial extension and service numbers and ceased the costly and traditional ISDN lines and PBX solution.

Future IT projects includes work on the network redesign and broadband which will further improve business continuity as well as investigations of enhancements to the Teams Cloud Telephony solution to migrate additional services over to this solution. These works will form part of the Corporate IT and Digital Strategy that is being developed. Major systems replacements of the Adult Social Care and Children's IT systems are also planned.

The IT strategy is currently under development. Investment in IT to allow business continuity forms part of the capital plans and further investment is planned during 2023/24.

7.7 Risk Appetite

Any new proposed capital scheme should be supported by a sound business case/options appraisal and should include a full evaluation of risk:



This should have regard to the whole life costing methodology, “the systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.” In practical terms this means that any appraisal will need to consider not just the initial outlay, but all costs/income associated with the project that are likely to occur in future years, including possible replacement. This is vital to ensure that the Royal Borough is not committing itself to future liabilities that are unsustainable.

7.8 Governance & Decision Making

It is important that those charged with governance understand the long-term context in which investment decisions are made and the financial risks to which the Royal Borough is exposed. The strategy should therefore contain sufficient detail to allow members and officers to understand how stewardship, value for money, prudence, sustainability and affordability will be achieved.

In common with other local authorities, The Royal Borough is facing a challenging financial climate and it is therefore essential that systems are in place to ensure that scarce resources are allocated in the most effective possible way and therefore expenditure needs to be prioritised:

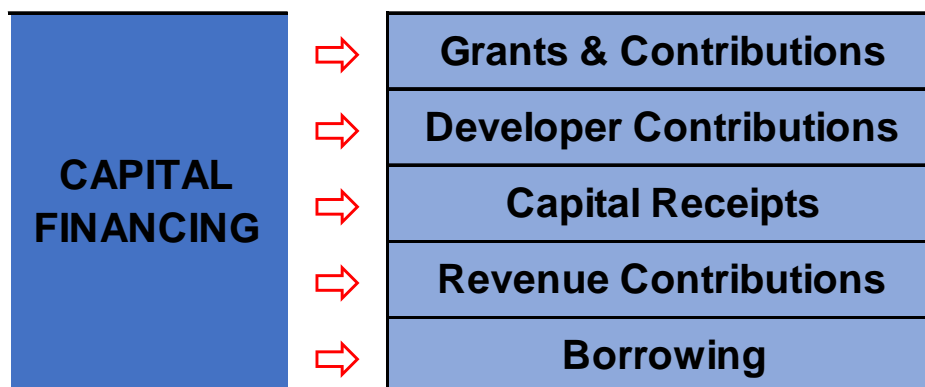
Priority	Type of Projects to deliver strategic outcomes as per the Royal Borough’s vision
Highest Priority	Unavoidable capital expenditure due to an emergency such as one affecting service continuity or business critical infrastructure
	Projects necessary to deliver statutory, mandatory and legal/contractual obligations
	Projects that give rise to revenue savings or income generation. These can be developed as invest to save projects
to	Projects attracting additional external funding
Lowest Priority	Projects which improve the Royal Borough assets and reduce the need for revenue maintenance

7.9 Capital Financing & Affordability

The Royal Borough will need to assess the overall affordability of any new scheme, having regard to the availability of resources, existing financial commitments and the projected level of balances forecast in the medium-term financial strategy.

The prudential code requires ‘the local authority shall ensure that all of its capital and investment plans and borrowing are prudent and sustainable.’

Capital expenditure can be funded in a variety of ways:



Grants and developer contributions are generally used to fund specific capital schemes linked to the conditions imposed by the relevant grant or contribution. There is little, if any, latitude in the way grant funding can be applied. Capital receipts are derived from the sale of the Royal Borough’s non-assets. The Royal Borough’s asset management planning identifies all the opportunities available for capital receipts, However, asset disposals are infrequent.

Revenue contributions are a flexible source of funding, but they put an immediate strain on the General Fund balance and can therefore only be used to a limited extent.

Borrowing spreads the cost over a number of years but loan servicing costs and the overall level of debt exposure both need to be considered and clearly flagged in a business case including the impact of minimum revenue provision requirements.

7.10 Invest to save

Invest to save is investment now to transform and reshape services to reduce running costs/generate efficiency savings or earn income to pay back the initial outlay. Priority should be given to these projects providing that they are supported by a sound business case and financial appraisal.

7.11 Managing Borrowing

The Royal Borough will have £218m of total current borrowing both long term and short term as at 31 March 2023. This is funded from Public Works Loan Board (PWLB), other local authorities and financial institutions for a number of schemes/projects previously approved by members. It should be noted that due to the cost of borrowing in the current economic climate and outstanding debt liabilities, the Royal Borough should only consider it as a last resort after all other sources of financing have been exhausted. At the time of writing, the cost of local authority borrowing from the Public Works Loan Board (PWLB) has increased significantly. This follows the recent financial uncertainty.

Rapid changes in the economic and political situation during 2022 lead to sharp increases in interest rates during the second half of the year. The Authority's treasury management adviser, Arlingclose, forecasts that the bank rate will continue to rise in 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target. These changes have significantly increased the cost of new borrowing available to the Authority.

An increase in interest rates has significantly increased the cost of borrowing available to the Authority. This significantly impacts capital spending plans for the foreseeable future.

7.12 Leasing

Leasing obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning such asset itself.

By 1 April 2024, the Royal Borough is required to implement IFRS 16 (International Financial Reporting Standard), although it has an option to implement earlier. This accounting standard sets out the guidelines for recognising and disclosure requirements for accounting for leases and will replace previously in place requirements under IAS 17 (International Accounting Standard). This means from this date the way the Royal Borough accounts for assets it leases from third parties will change as assets will be shown on the Royal Borough's Balance Sheet as Right to Use Asset with a corresponding liability.

The definition of a lease has been adapted for the public sector as being 'a contract, or part of a contract, that conveys the right to use an asset for a period of time.'

The Royal Borough currently leases some assets including land, buildings, vehicles and photocopiers.

Under these changes these right of use assets will be disclosed on the balance sheet except for leases with a term of 12 months or less or if the asset is of low value. The accounting standard does not include intangible assets (e.g. computer software licences) or where a contract contains use of an asset but the supplier has the ability to substitute alternative assets throughout the period (e.g. hygiene bins).

When the asset is recognised in the balance sheet a corresponding liability is then created, representing the obligation to make lease payments. When the Royal Borough makes a lease payment rather than it showing as an expense against the relevant cost centre, it is split between paying off this liability and interest payments. The asset is depreciated in the same way as similar assets of that class, usually over the life of the lease unless the asset useful life is lower.

In preparation, a data gathering exercise has already been undertaken to record all the leases the Royal Borough has, including those at peppercorn/nil consideration (where the Royal Borough pays little or no rental payments at any point during the duration of the lease). The Royal Borough is required to evidence to its external auditors that it is prepared for these changes. The accounting policies will be amended to reflect the move to IFRS 16 and the threshold for low value will be determined in the year of its implementation.

Finance should be consulted on all new leases and contracts which includes the use of an asset (whether this is directly by the Royal Borough or by the contractor) to deliver obligations under a contract so that it can be assessed to see if the contract contains an embedded lease.

7.13 Treasury Management

The Royal Borough undertakes borrowing for two main purposes:

- Meeting its daily cashflow commitments, and
- Financing its capital programme

Treasury Management is the management of the Royal Borough's borrowing, investments and cashflows and is essential in particular when accessing the affordability of a capital project, the Treasury Management Strategy includes:

- The borrowing strategy
- The authorised limit for external debt

Where capital expenditure has been incurred without a specific funding stream to meet the expenditure, there will be an increase in the Royal Borough's Capital Financing Requirement (CfR) which is a determinant of the Royal Borough's underlying need to borrow. The Royal Borough is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget, this known as minimum revenue provision (MRP). CFR is calculated below:

	Opening CFR	
	+	
	Capital expenditure for the year	
	-	
	Grants, contributions, reserves, capital receipts funding new capital expenditure	
	-	
	Minimum Revenue Provision and other debt repayment	
	=	
	Closing CFR	

At 31 March 2022, the Royal Borough's CFR was £225.3m, subject to audit, compared to its total borrowing of £206.6m reflecting under borrowing of £18.7m.

7.14 Monitoring & Project evaluation

It is the responsibility of the relevant budget holder and their team to manage costs and to provide explanations for any variations or slippages from the approved budget as soon as they become known. Budget monitoring statements are presented to senior management and to Cabinet regularly through the bi-monthly Financial Update report.

Major capital projects are reviewed at the Capital Review Board meetings throughout the project. The board has representation from across the services teams including Finance. These meetings discuss progress, including cost projections.

A post project evaluation is required to be undertaken to measure delivery against required project outcomes, not just time and cost. It is again the responsibility of the budget holder to undertake this review. This will help the Royal Borough for the future as lessons learned can be transferred to new projects and help with such things as benchmarking.

8. National Financial Context

- 8.1 Over recent years all local authorities have faced significant reductions in government funding because of austerity measures put in place. This has had a significant impact on major investment decisions. The financial sustainability of local government has faced successive challenges, including increased demand for services, notably social care and the Covid-19 pandemic. Current economic developments that have caused inflationary pressures and a significant increase in interest rates will further impact the Borough significantly.
- 8.2 Government capital grants for funding capital projects have been materially reduced over the years. This leaves councils in an unenviable position to finance essential capital schemes using debt where other funding options have been exhausted.
- 8.3 Material pressures on revenue budgets mean that councils are finding it much harder to meet significant borrowing costs stemming from capital investment.
- 8.4 Council budgets have come under significant pressure resulting in some councils capitalising certain spending. This has allowed them to borrow to spread the cost of this spending over a number of years and ease the immediate pressure on the revenue budget e.g., capitalising debt interest in respect of specific capital developments.
- 8.5 Some councils have taken a more commercial approach to their assets. For example, building or expanding car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.
- 8.6 In past years, unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. However, the situation has recently reversed causing significant pressures to council finances nationwide. To address the issue of councils borrowing purely for commercial investment, PWLB lending terms have been modified to limit a council's liability to borrow purely for investment purposes.
- 8.7 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment. As with most other councils, the Royal Borough has an asset disposal plan in place.

9. The Royal Borough Financial Context

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

9.5 In other cases, the Royal Borough has been able to use s106 & Community Infrastructure Levy contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.

9.6 The Royal Borough has also invested in its assets to generate income to support its Revenue Budget. This has included:

- Converting and investing in the Royal Borough land to generate additional income from car parking provision.
- Modest investment in commercial property to maintain a revenue income stream.

9.7 In addition, the Royal Borough has invested in building and enhancing assets for residents, including the secondary schools expansions programme, libraries and leisure centres. This has resulted in significant capital investment in recent years. The Royal Borough's borrowing is projected to be £202m by 31 March 2024.

9.8 When building the Capital Programme for 2023/24 the cost of borrowing will be kept as low as possible by investing in essential schemes only. For 2023/24 debt financing costs, including MRP, are estimated at £9.2m. Short-term borrowing rates are expected to increase to 4.19% in 2023/24 which places considerable financial pressure on the Council's revenue budget. To minimise this financial burden, the treasury management team will consider the best borrowing options between short and long-term borrowing. An asset disposal plan to reduce debt is in place, however, most capital receipts are projected to be received after this turbulent period which places additional pressure on Council finances.

9.9 Overall, the Royal Borough has sought to keep Council tax levels to a minimum. This has meant that it has tightly controlled spending within its Revenue Budget, which in turn has had consequences for its capital budget, such as needing to:

- Fund significant spending on refurbishing assets from borrowing rather than funding this from within its Revenue Budget
- Use capital to fund a number of short-life asset replacements e.g. Software.
- Prioritise spending that generates future income to contribute to its Revenue Budget.

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

However, in the longer term as borrowing and interest rates increase, more and more pressure is placed on the Revenue Budget, through increasing the level of debt financing costs. Interest rates were at 0.75% at the beginning of 2022/23, and are now projected to rise to 4.19% by the beginning of 2023/24.

10. Developing Capital Plans

10.1 Decisions around future capital investment should not be taken lightly as this often involves significant sums of public spending, which has a significant future impact on the Royal Borough's finances.

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

10.3 To strike this tough balance the Royal Borough will:

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

10.4 This prioritisation will be assisted by having:

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

10.5 Given the long-term nature of capital investment, the Royal Borough should be able to plan effectively and avoid the need for capital schemes to emerge at the last minute.

10.6 Above all, there is a need for an effective process to assess competing capital priorities and develop more long-term capital plans.

11. Delivering Capital projects

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

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

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

Membership

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

Support to the Board

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

Frequency

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

Overall Responsibilities

- Advise on the Royal Borough's Capital Strategy in line with the Council's priorities.
- Ensure the effective development and delivery of the Capital Programme in line with the Royal Borough's Capital Strategy and Council priorities.
- Identify and monitor the resources available to fund the Capital Programme in the most efficient way.
- Oversee the gateway process for the Capital Programme.
- Monitor the progress of the Capital programme and key variances between plans and performance.
- Encourage and enable the development of learning, skills and capacity in the management of capital projects across the organisation.

11.3 Priority Outcomes

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

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

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

12. Financial Risks

Planning for the future can never be an exact science. There are many factors that the Royal Borough cannot control, the war in Ukraine and recent economic developments being prime examples. External factors have been shown to have a significant impact on costs and the viability of future capital plans.

Interest rates were at 0.75% at the beginning of 2022/23 and are now projected to rise to 4.19% by the beginning of 2023/24. With interest rates at 4.19% a £10m reduction in capital expenditure would result in a reduction in annual borrowing costs of £419,000 and the capital programme has been reviewed to minimise revenue costs to the council.

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

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

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

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

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

13. Summary and Conclusion

13.1 Capital investment decisions involve substantial sums of money and represent a long-term plan, which can extend well beyond the term of the existing Council.

13.2 Decisions on future capital investment therefore need to balance a range of different long-term priorities, often within tight financial constraints.

13.3 The strategy sets out some clear criteria for determining capital spending and deciding on the competing priorities.

13.4 The strategy also sets out a key delivery mechanism designed to deliver effective implementation of capital plans.

13.5 The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates and a deteriorating economic outlook, are major influences on the Authority's capital strategy for 2023/24.

CAPITAL PROGRAMME 2023/24 & ONWARDS

		Revised Budget 2022/23			First Estimate 2023/24			2024/25 Indicative			2025/26 Indicative		
		Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
Portfolio Summary													
Law & Strategy													
	Corporate Communications	59	-	59	387	(387)	-	-	-	-	-	-	
	Democratic Representation	230	-	230	-	-	-	-	-	-	-	-	
	Total Law & Strategy	289	-	289	387	(387)	-	-	-	-	-	-	
Resources													
	Library & Resident Services	596	(189)	407	30	(30)	-	-	-	-	-	-	
	Property	36,085	(2,098)	33,987	14,256	-	14,256	10,731	-	10,731	500	-	
	Revenues & Benefits	22	-	22	-	-	-	-	-	-	-	-	
	Finance	845	-	845	471	-	471	-	-	-	-	-	
	Technology & Change Delivery	699	-	699	1,756	-	1,756	-	-	-	-	-	
	Total Resources	38,247	(2,287)	35,960	16,513	(30)	16,483	10,731	-	10,731	500	-	
Adults, Health & Housing													
	Housing	2,306	(1,451)	855	1,032	(1,032)	-	1,000	(1,000)	-	1,000	(1,000)	
	Adult Social Care	385	(385)	-	1,150	-	1,150	-	-	-	-	-	
	Adults, Health & Housing	2,691	(1,836)	855	2,182	(1,032)	1,150	1,000	(1,000)	-	1,000	(1,000)	
Children's Services													
	Non Schools	503	(57)	446	1,004	0	1,004	-	-	-	-	-	
	Schools - Non Devolved	9,337	(7,977)	1,360	6,041	(6,041)	0	-	-	-	-	-	
	Schools - Devolved Capital	786	(786)	-	180	(180)	0	180	(180)	-	180	(180)	
	Total Children's Services	10,626	(8,820)	1,806	7,225	(6,221)	1,004	180	(180)	-	180	(180)	
Place													
	Communities	1,095	(319)	776	500	(500)	-	-	-	-	-	-	
	Local Enterprise Partnership Schemes	7,265	(1,467)	5,798	-	-	-	-	-	-	-	-	
	Planning Service	1,158	(255)	903	80	(80)	-	-	-	-	-	-	
	Neighbourhood Services	9,382	(7,528)	1,854	4,990	(4,990)	-	-	-	-	-	-	
	Infrastructure, Sustainability & Transport	4,849	(3,499)	1,350	2,750	(2,350)	400	450	-	450	-	-	
	Green Spaces & Parks	520	(261)	259	110	(110)	-	-	-	-	-	-	
	Total Place	24,269	(13,329)	10,940	8,430	(8,030)	400	450	-	450	-	-	
	Slippage from 2022/23 to 2023/24	(11,260)	7,595	(3,665)	11,260	(7,595)	3,665	-	-	-	-	-	
	Capital Programme Portfolio Total	64,862	(18,677)	46,185	45,997	(23,295)	22,702	12,361	(1,180)	11,181	1,680	(1,180)	
External Funding		£000			£000			£000			£000		
	Government Grants	(8,647)			(17,461)			(1,180)			(1,180)		
	Developers' Contributions	(9,755)			(5,834)			-			-		
	Other Contributions	(275)			-			-			-		
	Total External Funding Sources	(18,677)			(23,295)			(1,180)			(1,180)		
	Total Corporate Funding	46,185			22,702			11,181			500		

LAW & STRATEGY

Project	Description of Scheme	2022/23 Approved Incl Slippage			First Estimate 2023/24			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Corporate Communications												
CN80	CRM Upgrade / Jadu Contract	59	-	59	-	-	-	-	-	-	-	-	-
CNXX	Berkshire Records Office				387	(387)	-						
	Corporate Communications	59	-	59	387	(387)	-	-	-	-	-	-	-
	Democratic Representation												
CM60	Grants - Outside Organisations	230	-	230	-	-	-	-	-	-	-	-	-
		230	-	230	-	-	-	-	-	-	-	-	-
	TOTAL LAW & STRATEGY CAPITAL PROGRAMME	289	-	289	387	(387)	-	-	-	-	-	-	-

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate			2025/26 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
Infrastructure, Sustainability & Transport													
CC51	Datchet Barrel Arch Drainage Repairs	220	-	220	-	-	-	-	-	-	-	-	
CC54	Electric Vehicle Charging Points-Pilot	117	(92)	25	200	(200)	-	-	-	-	-	-	
CC60	Hostile Vehicle Mitigation Measures for Windsor	261	(15)	246	-	-	-	-	-	-	-	-	
CC63	Major Incident Resource Kit	3	-	3	-	-	-	-	-	-	-	-	
CD01	LTP Feasibility Studies/Investigation/Develop	26	(26)	-	-	-	-	-	-	-	-	-	
CD10	Traffic Management	59	(50)	9	-	-	-	-	-	-	-	-	
CD23	Local Road Safety Schemes	86	(84)	2	200	(200)	-	-	-	-	-	-	
CD27	Cycling Capital Programme	6	-	6	1,500	(1,500)	-	-	-	-	-	-	
CD54	River Thames Scheme Infrastructure Project	230	-	230	400	-	400	450	-	450	-	-	
CD92	Telemetry System Replacement	45	-	45	-	-	-	-	-	-	-	-	
CD93	Ascot High Street-Upgrade	200	(200)	-	-	-	-	-	-	-	-	-	
CD94	Maidenhead Town Centre-Street Environment Imps	0	-	-	150	(150)	-	-	-	-	-	-	
CD97	Cycling Action Plan-Delivery	1,570	(1,570)	-	-	-	-	-	-	-	-	-	
CD98	A308 / Holyport Road Junction-Improvements	300	(300)	-	-	-	-	-	-	-	-	-	
CD99	Traffic Monitoring-Replacement Counters	150	(150)	-	-	-	-	-	-	-	-	-	
CF02	Emergency Active Travel Measures	37	(37)	-	-	-	-	-	-	-	-	-	
CI50	Brill Close Flood Alleviation Scheme	416	(416)	-	-	-	-	-	-	-	-	-	
CI51	Windsor and Maidenhead Surface Water Flood Risk Engagemen	100	(100)	-	-	-	-	-	-	-	-	-	
CI52	Fifield, Holyport, Oakley Green and Bray Lake Catchment Study	60	(60)	-	-	-	-	-	-	-	-	-	
CI76	Drift Road - Major Carriageway Works	250	(250)	-	-	-	-	-	-	-	-	-	
CI93	Highway Drainage Schemes	456	-	456	300	(300)	-	-	-	-	-	-	
CV39	Ockwells Park-Phase 3 Improvements	27	(5)	22	-	-	-	-	-	-	-	-	
CV46	Nature Recovery Strategy (NRS)	31	(31)	-	-	-	-	-	-	-	-	-	
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	11	-	11	-	-	-	-	-	-	-	-	
CY34	Major Scheme Business Case Development	188	(113)	75	-	-	-	-	-	-	-	-	
Total Infrastructure, Sustainability & Transport		4,849	(3,499)	1,350	2,750	(2,350)	400	450	-	450	-	-	
Green Spaces & Parks													
CC87	Public Rights of way - General	40	(40)	-	-	-	-	-	-	-	-	-	
CF08	Ray Mill Island Access Works	25	-	25	-	-	-	-	-	-	-	-	
CV03	Parks & Countryside Improvements	50	(50)	-	110	(110)	-	-	-	-	-	-	
CV30	Play Areas - Replacement Equipment	40	(40)	-	-	-	-	-	-	-	-	-	
CV45	Parks & Open Spaces- Access / Security Measure	86	(75)	11	-	-	-	-	-	-	-	-	
CV47	Kidwells Park-Play Area	56	(56)	-	-	-	-	-	-	-	-	-	
CX36	Purchase of LandThriftwood	223	-	223	-	-	-	-	-	-	-	-	
Total Green Spaces & Parks		520	(261)	259	110	(110)	-	-	-	-	-	-	
TOTAL PLACE CAPITAL PROGRAMME		24,269	(13,329)	10,940	8,430	(8,030)	400	450	-	450	-	-	

ADULTS, HEALTH & HOUSING

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Housing													
CE08	Air Quality Monitoring	150	(95)	55	-	-	-	-	-	-	-	-	-
CT29	Low Cost Housing (S106 Funding)	161	(161)	-	-	-	-	-	-	-	-	-	-
CT51	Key Worker DIYSO	195	(195)	-	-	-	-	-	-	-	-	-	-
CT52	Disabled Facilities Grant	600	(600)	-	1,032	(1,032)	-	1,000	(1,000)	-	1,000	(1,000)	-
CT66	John West House	1,200	(400)	800	-	-	-	-	-	-	-	-	-
	Total Housing	2,306	(1,451)	855	1,032	(1,032)	-	1,000	(1,000)	-	1,000	(1,000)	-
Adult Social Care													
CTXX	Adult Social Care System	200	(200)	-	1,150	-	1,150	-	-	-	-	-	-
CT67	Homestead- Winston and Hub	185	(185)	-	-	-	-	-	-	-	-	-	-
	Total Adult Social Care	385	(385)	-	1,150	-	1,150	-	-	-	-	-	-
	TOTAL ADULTS, HEALTH & HOUSING CAPITAL PROGRAMME	2,691	(1,836)	855	2,182	(1,032)	1,150	1,000	(1,000)	-	1,000	(1,000)	-

CHILDREN'S SERVICES

Project	Description of Scheme	2022/23 Approved Incl Slippage			First Estimate 2023/24			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
CSMM	Boyne Hill Infants Toilets	121	(121)	-	-	-	-	-	-	-	-	-	
CSMN	Wessex Primary Toilets	51	(51)	-	-	-	-	-	-	-	-	-	
CSMO	Riverside Primary LED Lights	20	(20)	-	-	-	-	-	-	-	-	-	
CSMP	Significant Maintenance and Upgrade of Schools	-	-	-	1,100	(1,100)	-	-	-	-	-	-	
CSMQ	Provision Improvement for Special Education Needs	-	-	-	3,421	(3,421)	-	-	-	-	-	-	
CSMR	High Needs Provision Design Works	100	(100)	-	-	-	-	-	-	-	-	-	
Total Schools - Non Devolved		9,337	(7,977)	1,360	6,041	(6,041)	-	-	-	-	-	-	
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	786	(786)	-	180	(180)	-	180	(180)	-	180	(180)	
Total Schools - Devolved Capital		786	(786)	-	180	(180)	-	180	(180)	-	180	(180)	
TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME		10,626	(8,820)	1,806	7,225	(6,221)	1,004	180	(180)	-	180	(180)	

RESOURCES

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Library & Resident Services													
CC53	Contact Centre - Ventilation & Back-up Generator	62	-	62	-	-	-	-	-	-	-	-	
CC65	Refurbishment M'head, Windsor, Ascot , Eton Libs	14	-	14	-	-	-	-	-	-	-	-	
CLB2	Sunninghill Library Lease Repairs	14	-	14	-	-	-	-	-	-	-	-	
CLE1	Cox Green Lib - Building Repairs Etc	5	-	5	-	-	-	-	-	-	-	-	
CLE5	Maidenhead Library-External Works	98	(98)	0	-	-	-	-	-	-	-	-	
CLE6	Upgrade Public PCs	39	-	39	-	-	-	-	-	-	-	-	
CLG3	General Library Improvements	23	-	23	-	-	-	-	-	-	-	-	
CLG6	Maidenhead Library-Heating	250	-	250	-	-	-	-	-	-	-	-	
CLG7	Libraries-Upgrade of Self Serve Kiosks	44	(44)	-	30	(30)	-	-	-	-	-	-	
CLG8	Pop Up Libraries-Equipment	47	(47)	-	-	-	-	-	-	-	-	-	
Total Library & Resident Services		596	(189)	407	30	(30)	-	-	-	-	-	-	
Property													
CC78	Vicus Way Car Park	4,236	-	4,236	-	-	-	-	-	-	-	-	
CC80	Temp Parking Provision-Maidenhead Regeneration	297	-	297	-	-	-	-	-	-	-	-	
CI29	Broadway Car Park & Central House Scheme	2,944	(1,189)	1,755	13,756	-	13,756	10,231	-	10,231	-	-	
CI33	Clyde House	50	-	50	-	-	-	-	-	-	-	-	
CI49	Maidenhead Golf Course	15,950	-	15,950	500	-	500	500	-	500	500	-	
CI73	York Road, Maidenhead-Affordable Housing	84	-	84	-	-	-	-	-	-	-	-	
CI75	York House-Leasing & Building Adaption Costs	27	-	27	-	-	-	-	-	-	-	-	
CI77	Waldeck House, Demolition	450	-	450	-	-	-	-	-	-	-	-	
CX40	Operational Estate Improvements	475	-	475	-	-	-	-	-	-	-	-	
CX41	Commercial Investment Property Portfolio-Repairs	3,184	(39)	3,145	-	-	-	-	-	-	-	-	
CX43	Affordable Housing-St Edmunds	1,879	-	1,879	-	-	-	-	-	-	-	-	
CX45	Affordable Housing - 16 Ray Mill Ave East, MHead	2,734	-	2,734	-	-	-	-	-	-	-	-	
CX46	Affordable Key Worker Hsing-School House	843	-	843	-	-	-	-	-	-	-	-	
CX50	Guildhall-Render Repair & Redecoration	76	-	76	-	-	-	-	-	-	-	-	
CX54	Cedar Tree Guest House, Windsor-Purchase	320	-	320	-	-	-	-	-	-	-	-	
CX55	Property-Finance Leases	209	(209)	-	-	-	-	-	-	-	-	-	
CX60	Nicholson Shopping Centre Development	293	-	293	-	-	-	-	-	-	-	-	
CX61	Fire Compartmentalisation Works-Maintained Schools	28	-	28	-	-	-	-	-	-	-	-	
CX62	Guildhall-Repairs & Heating	615	(545)	70	-	-	-	-	-	-	-	-	
CX67	18-20 Ray Mill Rd East-Family Centre Relocation	19	-	19	-	-	-	-	-	-	-	-	
CX70	Regeneration-Legal & Consultancy Fees	500	-	500	-	-	-	-	-	-	-	-	
CX71	Affordable Housing-106 Westborough Rd Refurb	16	(16)	-	-	-	-	-	-	-	-	-	
CX72	Community Options, Maidenhead-Lease Surrender	356	-	356	-	-	-	-	-	-	-	-	
CX73	MEES Compliance-Minimum Energy Efficiency Standard	100	(100)	-	-	-	-	-	-	-	-	-	
CX74	Commercial Estates-Compliance	400	-	400	-	-	-	-	-	-	-	-	
Total Property		36,085	(2,098)	33,987	14,256	-	14,256	10,731	0	10,731	500	-	500

RESOURCES

Project	Description of Scheme	2022/23 Approved Incl Slippage			2023/24 First Estimate			2024/25 First Estimate Indicative			2025/26 First Estimate Indicative		
		Gross	Income	Estimate	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Revenues & Benefits													
CM00	Revenues & Benefits-Document Management System	22	-	22	-	-	-	-	-	-	-	-	
	Total Revenues & Benefits	22	-	22	-	-	-	-	-	-	-	-	
Finance													
CA14	Transformation Projects	486	-	486	-	-	-	-	-	-	-	-	
CA15	Capitalised Debt Charges	359	-	359	471	-	471	-	-	-	-	-	
	Total Finance	845	-	845	471	-	471	-	-	-	-	-	
Technology & Change Delivery													
CA12	Modern Workplace Project-Phase 2	2	-	2	-	-	-	-	-	-	-	-	
CA13	Key Infrastructure Upgrades & Hardware	28	-	28	-	-	-	-	-	-	-	-	
CA16	MHR Pension Data Service Implementation	14	-	14	-	-	-	-	-	-	-	-	
CA17	Delivery of IT Strategy	205	-	205	100	-	100	-	-	-	-	-	
CA19	Network Hardware Replacement	450	-	450	200	-	200	-	-	-	-	-	
CA20	Network Broadband Deployment	-	-	-	180	-	180	-	-	-	-	-	
CA22	Firewall Renewal	-	-	-	96	-	96	-	-	-	-	-	
CA23	HR System Procurement	-	-	-	396	-	396	-	-	-	-	-	
CA24	Replacement Laptops	-	-	-	242	-	242	-	-	-	-	-	
CA25	Wireless Access Point (WAP) Replacement	-	-	-	42	-	42	-	-	-	-	-	
CA26	Customer Relationship Management System	-	-	-	500	-	500	-	-	-	-	-	
	Total HR Corporate Projects & IT	699	-	699	1,756	-	1,756	-	-	-	-	-	
TOTAL RESOURCES CAPITAL PROGRAMME		38,247	(2,287)	35,960	16,513	(30)	16,483	10,731	-	10,731	500	-	500

2023-24 RESURFACING PROGRAMME - ROADS

Road name	Extents	Proposed Treatment & Notes	Area m2 (estimate)	Budget Estimate £'000
Foundry Lane, Horton	Full length	350mm deep reconstruction, 300mm CBM base and 50mm of HRA 10mm Surface Course; PSV 60	530	90
A308 / A332 Maidenhead Rd / Royal Windsor Way Roundabout, Windsor	Circulatory and sections of approaches	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65	4,200	180
A308M / A330 Braywick Roundabout, Maidenhead	Circulatory	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65.	5,500(sma)	260
A30 London Road, Sunningdale	Sections from B383 Broomhall Lane to Waitrose Supermarket entrance	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 65	3,300	133
B3018 Binfield Road, Shurlock Row	Approaches on both sides of M4 overbridge - approx 120m north side of bridge & 150m south side of bridge	PRS 40mm / 100mm - 60mm binder & 40mm SMA, PSV 65	2000	85
A308 Furze Platt Road, Maidenhead	Sections between Switchback Road South & Pinkneys Drive	Surface treatments / PRS	4,500	140
A308 Kings Street, Maidenhead	Northbound from Railway Bridge to Traffic Lights at Maidenhead Station raised table zebra)	PRS 40mm of 14mm SMA PSV 68	475	20
Stanwell Road, Horton	Sections between Horton Road to Coppermill Road	PRS 40mm of 14mm SMA, PSV 60 & reconstruct some road humps and speed cushions	3,500	125

**Total Works
Cost (A) 1,033**

Additional costs

Fees	100
Assessments	10
Legal Services/Traffic Orders	20
Minor Patching	20
Major Patching Schemes/Repairs	48
Highway asset repairs / upgrades	15
Extreme Weather Damage Repairs	15

**228
Additional costs (B)**

Total A+B 1,261

POTHOLE REPAIR / MAJOR PATCHING

Road name	Extents	Proposed Treatment & Notes	Area m2 (estimate)	Budget Estimate £'000
A332 Royal Windsor Way, Windsor	Sections between B3026 flyover to Borough boundary	Pre-patching and Proprietary Asphalt Preservation Treatment by RMS	TBC	260
B4447 Cookham Road, Maidenhead	J/w Kennet Road to zebra crossing	PRS 40mm of 14mm SMA, PSV 68	1,010	38
Lime Walk, Maidenhead	Near No. 7 to No. 7A & outside no. 10	Patching / 40mm of AC10, PSV 55	195	8
Bolton Road, Old Windsor	St Leonards Road to western junction with Victoria Road (no. 35)	PRS 40mm of 14mm SMA PSV 60 & reconstruct 1no. round topped road hump	1,050	30
Vicus Way, Maidenhead	50m from its junction with Stafferton Way, south for approximately 120m	PRS 40mm of 14mm SMA, PSV 60	830	25
Gorse Road, Cookham	1) from no. 31 to 21/26 = c.530m2. 2) from no.2 to no. 9 = c. 325m2	PRS 40mm of AC14 + some areas of deeper repair - Reserve of 2021	855	23
Smiths Lane, Windsor	3 sections: From A308 to north of Sawyers Close. South of Sawyers Close to no. 137. No. 125 to Mansell Close	PRS 40mm of 14mm SMA, PSV 60 & reconstruct 7no. Round topped road humps in total.	4,090	115
Lesters Road, Cookham	Full length	Edge plane & 25mm of AC10 overaly - further to joint sealing done in previous years	1,200	20
B3020 High Street, Sunninghill	Between Bridge Road & Bowden Road (across bridge) NOTE: Network Rail to supervise	PRS 40mm of 14mm SMA, PSV 65	720	26
Fane Way, Maidenhead	Sections - joint sealing	Specialist joint & crack seal by 'Rhino'	N/A	112
Cox Green Lane, Maidenhead	Sections between Mercia Road and Cox Green Road	PRS 40mm of 14mm SMA, PSV 60	1,200	45
General pothole repair and patching	Borough wide	TBC	TBC	507

**Total Works
Cost (C)**

1,209

RESERVE LIST

Road name	Extents	Proposed Treatment & Notes	Area m2 (estimate)	Budget Estimate £'000
Station Road, Wraysbury	Section over railway bridge - NOTE: Network Rail to supervise. Trial holes needed prior to confirming treatment.	PRS 100mm binder + surface course & area of PRS 40mm of 14mm SMA surface course, PSV 68	374	25
A4 Bad Godesberg Way, Maidenhead	Sections Between Castle Hill Roundabout & Cookham Rd Roundabout	PRS 40mm of 14mm SMA PSV 65.	2,170	81
Shoppenhangers Rd, Maidenhead	East of Manor Lane to Linkside	PRS 40mm of 14mm SMA, PSV 65	2,040	70
A308 Windsor Rd, Maidenhead	2 sections: 1 near Little Paddocks. 2: Near Hotel & Down Place)	PRS 40mm of 14mm SMA, PSV 65	1,570 + 3,000	165
Alma Road, Windsor	Claremont Road to Goslar Way	PRS 40mm of 14mm SMA, PSV 65	3,000	85
Victoria Street, Windsor	Peascod Street to Sheet Street	PRS 40mm of 14mm SMA, PSV 65	4,070	115
Cannon Court Road, Maidenhead	Nightingale Lane to Malders Lane	TBC - Overlay or 100mm PRS	860	50
Vicus Way, Maidenhead	50m from its junction with Stafferton Way, south for approximately 120m	PRS 40mm of 14mm SMA, PSV 60	830	25
Spring Lane, Cookham Dean	Pudsey Close to Choke Lane	PRS 40mm of 14mm SMA, PSV 60	3,500	100
B470 High Street, Datchet	Full length from B3021 Windsor Rd / Southlea Rd to Manor Hotel - NOTE: Extents include area of level crossing, Network Rail to supervise	PRS 40mm of 14mm SMA, PSV 65	1,640	60
Henley Road /A404/ Burchetts Green roundabout	Southern half circulatory of roundabout	PRS 40mm of 14mm SMA, PSV 65	2,300	80
Smiths Lane, Windsor	3 sections: From A308 to north of Sawyers Close. South of Sawyers Close to no. 137. No. 125 to Mansell Close	PRS 40mm of 14mm SMA, PSV 60 & reconstruct 7no. Round topped road humps in total.	4,090	115
Westborough Rd, Maidenhead	From no. 143 to no. 21	PRS 40mm of 14mm SMA, PSV 60 + reconstruct 4no. Round topped road humps	2,640	74
Smithfield Road, Woodlands Park	from j/w Cannon Lane to j/w Woodlands Park Road	Patching	TBC	30
A308 Windsor Road, Windsor	junction area with Oakley Green Road (exclude some central hatching)	PRS 45mm of 35/14 Hot Rolled Asphalt Surface Course (Clause 911), PSV 68 & replace buff high friction surfacing through right turn lane.	2,350	110
Clewer Hill Rd, Windsor	From j/w Perrycroft to no. 103	PRS 40mm of 14mm SMA, PSV 65 & 68	2,630	75
Bolton Road, Windsor	Bolton Avenue to Kings Road	PRS 40mm of 14mm SMA PSV 60 & reconstruct 3no. round topped road humps	1,700	48
Cheapside Rd, Ascot	New Mile Ride to Silwood Park Entrance (north), approx 50m long	Patching / PRS 40mm of 14mm SMA, PSV 65	250	95
Wraysbury Road, Wraysbury	South of M25 bridge to borough boundary near Lammas Drive - note central hatching is in worst condition	Central hatching repair - treatment type TBC	1,150	30
William Street, Windsor	Victoria Street to the Post Office	PRS 40mm of 14mm SMA, PSV 60	750	22
Linden Avenue, Maidenhead	Whole Road	Patching / PRS 10mm	-	60
Oaken Grove, Maidenhead	Outside the school	Major patching and structural repairs	-	100

**Total Works
Cost (D)**

1,615

Footway Programme 2023-24

Road Name	Description	Cost (£)	
Bridle Road, Maidenhead	Harrow Lane to 20m south of Mossy Vale (west footway) - Replace slab paving with asphalt	£	22,000
Smithfield Road, Maidenhead	Footway repairs / reconditioning - various sections	£	27,000
High Street, Cookham	Footway repairs / reconditioning - various sections	£	28,000
Southwood Road, Cookham	Footway reconditioning	£	47,000
Barry Avenue, Windsor	Footway repairs / slabs to asphalt in sections as needed due to root heave	£	17,000
Bouldish Farm Road, Ascot	Footway repairs / reconditioning (north footway) sections in length from junction of All Souls Road through to junction leading to Liddell Way	£	13,000
Accessibility upgrades	In year requests	£	20,000
Minor capital improvement schemes	In year requests	£	46,000
Fees		£	30,000
		£	250,000

Previously approved Major Schemes 2022/23 onwards

No.	Scheme Name	Date Council Approved	2022/23 Net Cost £'000	2023/24 Net Cost £'000	2024/25 Net Cost £'000	2025/26 Net Cost £'000	Total Net Cost £'000
1	RBWM Affordable Housing - School House	July 2018	-	-	947		947
2	RBWM Affordable Housing - St Edmunds	July 2018	-	-	2,763	771	3,534
3	Broadway Car Park, Maidenhead	August 2018	2,944	13,756	10,231		26,931
4	Vicus Way Car Park, Maidenhead	June 2018	4,236	-	-		4,236
5	Maidenhead Development	February 2016	15,950		-	-	15,950
6	River Thames Scheme	April 2015	-	400	450		850
	Total		23,130	14,156	14,391	771	52,448

No.	Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000	Cumulative Borrowing £'000
2023/24 BOROUGH FUNDED SCHEMES											
1	IT1	Network Broadband Deployment	Resources	HR, Corporate Projects and IT	Estimated implementation costs for deploying to new provider contract. £180k required in 2023/24, £60k required in 2024/25.	180	-	-	-	180	180
2	IT2	Network Hardware Replacement	Resources	HR, Corporate Projects and IT	An initial bid was submitted for £480,000 for 2022/23. Market prices for the hardware have significantly increased and, incorporating the new network design, we now seek to secure additional funding for this project. Funding is required to support the design, procurement and implementation of new network switches, routers and firewalls, around the council's internal infrastructure. This is to replace existing equipment that is end-of-life. The new network design will provide additional resilience, capacity and improvements to data traffic. Through the procurement process, we will ensure that the new hardware is secure, and supported. The implementation will include replacement to network equipment at the main council sites, and satellite locations like libraries, community centre and care centres.	200	-	-	-	200	380
3	IT3	Firewall Renewal	Resources	HR, Corporate Projects and IT	To purchase and replace the firewalls used to protect the councils sites that are reaching end of life and support.	96	-	-	-	96	476
4	IT4	HR System Procurement	Resources	HR, Corporate Projects and IT	Capital costs for the HR system procurement. Project approved by Cabinet on 26 May 2022. Request for Council to approve budget for full scheme implementation.	396	-	-	-	396	872
5	IT5	Replacement Laptops	Resources	IT Services	Having purchased extended warranties for the laptop devices purchased as part of the Modern Workplace project, analysis suggests that the extended warranty model is the most cost effective option for repairs (excluding accidental damage) giving any laptop device five years support and maintenance. There are currently circa 1200 RBWM corporate laptop devices being used with the first phase laptops due to go end of life in June 2024. We recommend purchasing 1/5th of the estate every year to allow for replacements to ensure employees are supported in service delivery; using functioning, secure, up to date and enabling IT infrastructure. The request is being made at this time in order to carry out a compliant appropriate procurement exercise and ensure devices can be secured, delivered, built and deployed to staff with the devices due to go end of life from June 2024. Additionally in preparation for the Borough and Parish council elections taking place in May 2023, new laptop devices are required to replace any iPads that existing Councillors may use which are now entering end of life and are very IT support intensive. Laptops will ensure a consistent device offering. Total estimated costs for these devices of £242,250	242	-	-	-	242	1,114
6	IT6	Wireless Access Point (WAP) Replacement	Resources	HR, Corporate Projects and IT	Replacement of end-of-life Wireless Access Points across all council operated sites.	42	-	-	-	42	1,156
7	IT7	IT Strategy Delivery	Resources	HR, Corporate Projects and IT	A request for a capital fund of £100k is being requested to cover projects detailed in the IT strategy such as cloud migration, remote access, telephony, corporate device operating system maintenance, new IT contract implementations and essential maintenance (hardware or software upgrades). In addition, continual work on cyber security and compliance also require elements of capital funding.	100	-	-	-	100	1,256
8	IT8	Customer relationship management system	Resources	HR, Corporate Projects and IT	Purchase and implementation of replacement customer relationship management system	500	-	-	-	500	1,756
9	PR1	RBWM Property Company management fees for Maidenhead development	Resources	RBWM Property Company	Annual RBWM Property Company management fees for Maidenhead development.	500	-	-	-	500	2,256
10	AS1	Adult Social Care system replacement	Adults, Health & Housing	Adult Social Care	A new Adult Social Care system is required to automate processes, allow effective interrogation of data, facilitate good case management, and to allow the Council to implement the Care Reforms from October 2023. Procurement is scheduled to complete by the end of December so it may be that some initial payments to the provider will be required at the end of the 21/22 financial year.	1,150	-	-	-	1,150	3,406
11	ED3	Children's IT system	Children's Services	AFC Support Services	Implementation (project management, data migration, training) and ongoing support and maintenance of a new children's social care system	1,004	-	-	-	1,004	4,410

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000	
2023/24 FULLY FUNDED ESSENTIAL CAPITAL BIDS										
1	NS1	Footway Maintenance & Construction	Place	Neighbourhood Services	Footways form a vital link for pedestrian access around the borough and it is essential that they are maintained in a safe condition. There are number of footways beyond their design life and require refurbishment to maintain the highway asset in an acceptable condition, and protect residents from potential trips, which will reduce insurance risks. The works will also make provision for providing disabled crossing points where appropriate, and will help to enhance the visual appearance of the environment benefitting local residents, pedestrian, and people with disabilities.	250	-	-	(250)	-
2	NS2	Pothole Action Fund DFT Grant	Place	Neighbourhood Services	This is additional maintenance funding from the DFT specifically to fix potholes, but will also be available to undertake longer-term road resurfacing works to prevent potholes from appearing.	1,209	-	-	(1,209)	-
3	IS1	Highway Drainage Schemes	Place	Infrastructure, Sustainability & Economic Growth	Annual programme of highway drainage improvement schemes	300	-	(300)	-	-
4	IS4	Maidenhead Town Centre Streets	Place	Infrastructure, Sustainability & Economic Growth	Improvements to Maidenhead town centre street environment to better facilitate trips into and around town by bike and on foot	150	-	-	(150)	-
5	IS6	Road Safety Schemes	Place	Infrastructure, Sustainability & Economic Growth	Addressing road safety measures historically has required the investment of £200k per annum. This is a recurring bid funded through the Integrated Transport Block to provide safety measures such as the provision of in year requests for road safety measures to be implemented. These will include measures such as pedestrian crossings, traffic calming and speed limit reviews that have been reported as residents concerns for safety. All requests will be triaged and if action is needed prioritised for in year or future years implementation.	200	(200)	-	-	-
6	LL1	Self Service Kiosk Upgrade	Resources	Library and Res Contact	4 D-Tech Self Service Kiosks to replace the old equipment. This includes cash and card payment options for Council Services including Council Tax and Business Rates as well as self service library transactions	30	(30)	-	-	-
7	HH2	Disabled Facilities Grant	Adults, Health & Housing	Housing, Environmental Health & Trading Standards	We have a several large-scale adaptations in progress that will require significant funding next year. Coupled with the new DFG policy, which will also be in place next year and which includes the potential for discretionary funding above the £30k mandatory grant limit, we will require the additional funds to ensure the works can be completed.	1,032	-	-	(1,032)	-
8	ED1	School Condition Allocation 2023/24	Children's Services	School Places and Capital Team	Grant funded programme of significant maintenance and upgrades for buildings at community and voluntary controlled schools in the borough. The DFE is not expected to announce the level of grant available to the borough in 2023/24 until March 2023. The level of grant is likely to be reduced as Woodlands Park Primary School is converting to an academy on 1st November. All Saints CE Junior School is also expected to convert before the end of the financial year. An estimated £1.1m grant is therefore expected. An adjustment to the budget may need to be taken to Council in Spring 2023 following confirmation of the grant amount. No specific projects have yet been identified. This work will commence, in partnership with Property, once the currently vacant Capital Projects Officer post is filled. This grant is specifically for addressing school maintenance issues.	1,100	-	-	(1,100)	-
9	ED2	High Needs Provision Capital Allocation 2023/24	Children's Services	School Places and Capital Team	This is for capital works to improve the provision available to children and young people with Special Educational Needs (SEND) and/or in Alternative Provision (AP). This grant is specifically for new SEND and AP provision.	3,421	-	-	(3,421)	-
10	NS4	Highway Resurfacing Programme - This bid is a contractual commitment	Place	Neighbourhood Services	The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan targets/objectives. The resurfacing of roads is essential to improve road safety, through surface skid resistance treatment and prevent further deterioration therefore preserving the structural and serviceability of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduces insurance risks.	1,261	-	-	(1,261)	-
11	NS5	Bridge Strengthening Schemes	Place	Neighbourhood Services	The Royal Borough has a statutory duty to undertake specific cyclic inspections of bridge and highway structures to ensure basic safety responsibilities are being delivered. These inspections may highlight essential minor capital works (e.g. safety repairs to the structure, parapet walls, weight and height limit signing, pedestrian facilities). Following these inspections it has identified certain structures are currently structurally weak and if work is not carried out to them they will require a weight restriction enforcement on them. All the structures concerned are on the boroughs main network and would have a detrimental impact of repairs are not carried out. The objective of the project is to introduce measures to mitigate and minimise any potential current safety risk and reduce insurance risks.	300	0	(300)	-	-

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000
12 NS41	Street Lighting replacement	Place	Neighbourhood Services	To facilitate the ongoing structural testing of the remaining 10008 street lighting structurally rated amber(close to failing) rated units as required by Contract.	200	0	(200)	-	-
13 NS17	Regular annual maintenance of 5 leisure centres - contractual commitment	Place	Neighbourhood Services	Replacement water pumps, air valves; Building management controls system upgrades; Windsor LC roof and wall glazing replacement; Windsor LC all weather pitch surface replacement; Charters LC hall lighting; Charters LC squash court playing wall replacement; drainage issues, all sites; Cox Green LC boiler and automatic door replacement; Cox Green LC fire and burglar alarm replacement; Braywick Park astro pitch light replacement (to LED), Windsor/Braywick fitness equipment replacement and maintenance.	450	0	(450)	-	-
14 NS7	Cookham Bridge Refurbishment & Structural Repair	Place	Neighbourhood Services	A general inspection has been carried out in May 2017 and has highlighted that the paint system in place is no longer protecting the steel structure. This highlights a significant risk in terms of the structure capacity of the bridge. In addition to this the waterproofing and expansion joint on the deck requires replacement, the parapet needs repair along with this handrail. The bridge was last refurbished in 2000, where it received a new paint system and complete refurbishment. 22/23 funding to the value of £2million was received for carrying out these works. However since the capital bid last year the cost of the materials has increased, and as such additional funding is being requested to fill this short fall. The works are due to be spread over 22/23 & 23/24 capital programmes due to restrictions placed on us by the Environment Agency and channel closes.	600	0	(600)	-	-
15 NS27	Car Park Improvements	Place	Neighbourhood Services	Essential Improvements to the councils car parks of which we currently have 4 multi storeys and 42 surface car parks. Including works that will improve the life span of structures as well as improving safety.	200	0	0	(200)	-
16 NS3	Road Marking Safety & Signing Safety Programme	Place	Neighbourhood Services	This programme is for the review, replacement or upgrade of lining on major roads, junctions, crossings and other potential 'hazard' locations for road safety reasons. Also provides for replacement and upgrading of road studs and high-friction surfaces. This element is not included within our lump sum of the existing Volker contract.	100	0	(100)	-	-
17 NS10	Traffic Signal upgrades	Place	Neighbourhood Services	Replacement of Traffic Signal equipment which uses halogen lamps which are not longer manufactured. Across our existing portfolio this equals to 693 lamps. This bid is for the switch out of these old units to the new units. This bid also includes the lorry watch sim cards and maintenance for the HVV monitoring camera in Sunningdale. A camera was installed a few years to monitor and prosecute those vehicles breaking the weight tonne limit following a Cllr request. The prosecutions are carried out through the licencing team, but the maintenance of the camera sits with the highways budgets. This camera is now not maintained, nor does it have the new sim cards for transmission of data which are needed every year	130	0	(130)	-	-
18 NS11	Drift Road Resurfacing	Place	Neighbourhood Services	A combination of installation of concrete channels, carriageway edge haunching, sections of full depth reconstruction, resurfacing and cutting of new drainage grips to improve the condition of Drift Road. To the benefit of all highway users, mitigating against personal injury collision risk, reduced risk of claims arising from collisions and protecting and enhancing the highway as an asset. This work is phased over 4 years, asking for £250 per year to carry out the necessary works.	150	0	(150)	-	-
19 NS8	Streetlighting LED upgrade, incl. Street Lighting Column/sign safety improvements/ Deillumination of signposts - This is a contractual commitment	Place	Neighbourhood Services	To upgrade the remaining non-LED assets to LED allowing for a reduction in energy consumption and maintenance costs for outdated street lighting assets including lanterns, subway and illuminated signs. The column replacements for damaged assets including existing stumped columns, remaining concrete columns and misaligned columns for safety and compliance that cannot be actioned via the current street lighting maintenance budget due to the quantity. This is linked to the streetlighting upgrade review paper produced July 2021. The total funding requested is £2million, however this is suggested to be split over 4 years.	500	0	(500)	-	-
20 IS3	Electric Vehicle ChargePoint Implementation Plan Rollout (Phase 1)	Place	Infrastructure, Sustainability & Economic Growth	Installing electric vehicle charge points on street and in our car parks, spread across the borough, to provide for the transition to zero/low emission vehicles	200	0	(200)	-	-
21 IS5a	LCWIP Delivery (Local Cycling & Walking Infrastructure Plans)	Place	Infrastructure, Sustainability & Economic Growth	Walking and cycling improvements in neighbourhoods to the north of Maidenhead town centre, and a corridor linking them together, through to the town centre as well as Ascot Station to Heatherwood Hospital - (CIL and S106 applied to leverage external grant funding for the council)	1,500	(100)	(900)	(500)	-
22 NS19	New CCTV equipment	Place	Neighbourhood Services	To purchase and install some additional CCTV cameras in new locations across the Borough linked to the Control Room at Tinkers Lane, to extend the community network and coverage to provide new coverage in identified areas of either none or weak coverage with a view to increasing the impact of the CCTV network with regards to combatting crime and increasing community safety.	50		(50)		-
23 NS50	Public conveniences	Place	Neighbourhood Services	Capital works for the refurbishment to upgrade the existing toilets in the Royal Borough. Every year the Borough seems a high number of visitors to its towns, which use this facilities, which need to be in good working order.	30		(30)		-
24 NS13	Vicus Way waste transfer station site works	Place	Neighbourhood Services	Vicus Way waste transfer station site works	60		(60)		-

Bid No.	Title	Directorate	Service Area	Description	Capital Value £'000	S106 £'000	CIL £'000	Grant £'000	Net £'000
25	NS14	Parks, open spaces and rights of way improvements	Place	Neighbourhood Services	Essential works to ensure that the Councils 64 parks and open spaces (including play areas) and 310km of public footpaths, bridleways and byways are in a fit and safe condition for public use	110		(110)	-
26	PL1	Development and adoption of Development Plan Document and Supplementary Planning Documents	Place	Planning	Traveller Local Plan, Maidenhead TC SPD, Climate Change SPD, Affordable Housing SPD, Parking SPD development funded by capital grant.	80		(80)	-
27	ED10	Schools Devolved Formula Capital	Children's Services	School Places and Capital Team	Annual DFC grant allocation to schools	180		(180)	-
28	ED11	Public Sector Decarbonisation Scheme	Children's Services	School Places and Capital Team	The Royal Borough has been successful in a further bid for funding from the Public Sector Decarbonisation Scheme (PSDS) to reduce emissions from public sector buildings. The additional funding will allow for decarbonisation works at The Lawns Nursery School and at the Chiltern Road primary school site. In both cases the schemes will involve the replacement of gas-fired boilers with Air Source Heat Pumps, plus building fabric improvements to improve energy efficiency. The additional PSDS grant is £1,024,835. The local authority is required to make a contribution to the projects totalling £496,017. This will be funded from unallocated School Condition Allocation (SCA). This contribution is similar to the saving made to the SCA in 2022/23 as a result of the previous PSDS successful bid.	1,025		(1,025)	-
29	ED12	Chiltern Rd Primary School site	Children's Services	School Places and Capital Team	Works to the Chiltern Road primary school site are already in the capital programme under cost centre CSLN. It is proposed that the budget for this cost centre be increased by £1,028,836. Works to The Lawns Nursery School will be carried out alongside similar works at the co-located Oakfield First School, which is already in the capital programme (together with boiler replacement works at four other schools) under cost centre CSKC. It is proposed that the budget for this cost centre be increased by £492,016.	492		(492)	-
30	LS01	Berkshire Records Office	Law & Strategy	Corporate Communications	The Royal Borough's contribution to the extension of the existing building, The Berkshire Records Office, situated in Coley Avenue, Reading and established in 1948, is a joint arrangement between the six Berkshire authorities following the abolition of Berkshire County Council in 1998. The Records Office holds the archives of the Royal County of Berkshire, amounting to nearly nine hundred years of the County's history, including parish registers, electoral registers from 1839 and access to national resources.	387		(387)	-
Total					15,697	(330)	(4,080)	(11,287)	-

Council is recommended to approve the following slippage to 2023/24		£'000	£'000	£'000	Commentary
Property					
CI33	Clyde House	50	0	50	Demolition scheduled 2023/24
CX55	Property-Finance Leases	209	(209)	0	Implementation of lease accounting deferred nationally by CIPFA
CX43	Affordable Housing-St Edmunds	1,826	-	1,826	Budget rephased to 2024/25
CX46	Affordable Key Worker Hsing- School House	768	-	768	Budget rephased to 2024/25
Infrastructure, Sustainability & Transport					
CI50	Brill Close Flood Alleviation Scheme	416	(416)	-	Slippage to 2023-24
CI51	Windsor and Maidenhead Surface Water Flood Risk Engagement	100	(100)	-	Scheme on hold
CD98	A308 / Holyport Road Junction-Improvements	300	(300)	-	Slippage to 2023/24
CD97	Cycling Action Plan-Delivery	1,000	(1,000)	-	Scheme to progress in 2023/24
Neighbourhood Services					
CC95	Cookham Bridge Refurbishment & Structural Repair	2,000	(2,000)	-	Scheme to proceed in 2023/24.
Schools - Non Devolved					
CSMA	Furze Platt Infants Heating Upgrade	80	(80)	-	Works scheduled for Summer 2023
CSMB	Furze Platt Junior Heating Investigations and Upgrade	175	(175)	-	Slippage to 2023/24
CSMC	Alwyn Infants Heating Upgrade	100	(100)	-	Slippage to 2023/24
CSKU	Windsor Girls School Expansion 2022	2,000	(2,000)	-	Slippage to complete in 2023/24
Library & Resident Services					
CC53	Contact Centre - Ventilation & Back-up Generator	62	0	62	Slippage to 2023/24
CLB2	Sunninghill Library Lease Repairs	4	0	4	Slippage to 2023/24
CLE5	Maidenhead Library-External Works	98	(98)	0	Slippage to 2023/24
CLG8	Pop Up Libraries-Equipment	31	(31)	0	Slippage to 2023/24
CLG6	Maidenhead Library-Heating	100	0	100	Slippage to 2023-24
Housing					
CE08	Air Quality Monitoring	100	(45)	55	Slippage to 2023/24
CT29	Low Cost Housing (S106 Funding)	161	(161)	-	Slippage to 2023/24
CT51	Key Worker DIYSO	195	(195)	-	Slippage to 2023/24
CT66	John West House	1,100	(300)	800	Slippage to 2023/24
Head of Commissioning - People					
CT62	Adult Services Case Management System	200	(200)	-	Slippage to 2023/24
CT67	Homestead- Winston and Hub	185	(185)	-	Slippage to 2023/24
Total Slippage		11,260	(7,595)	3,665	