



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE** will be held in David Hicks 1 - Civic Offices, Shute End, Wokingham RG40 1BN **WEDNESDAY 24 NOVEMBER 2021 AT 7.00 PM**

Susan Parsonage
Chief Executive
Published on 16 November 2021

The role of Overview and Scrutiny is to provide independent “critical friend” challenge and to work with the Council’s Executive and other public service providers for the benefit of the public. The Committee considers submissions from a range of sources and reaches conclusions based on the weight of evidence – not on party political grounds.

Note: Although non-Committee Members and members of the public are entitled to attend the meeting in person, space is very limited due to the ongoing Coronavirus pandemic. You can however participate in this meeting virtually, in line with the Council’s Constitution. If you wish to participate either in person or virtually via Microsoft Teams, please contact Democratic Services. The meeting can also be watched live using the following link:
<https://youtu.be/qACOjRhfl0Q>



WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, learn, work and grow and a great place to do business

Enriching Lives

- Champion outstanding education and enable our children and young people to achieve their full potential, regardless of their background.
- Support our residents to lead happy, healthy lives and provide access to good leisure facilities to complement an active lifestyle.
- Engage and involve our communities through arts and culture and create a sense of identity which people feel part of.
- Support growth in our local economy and help to build business.

Safe, Strong, Communities

- Protect and safeguard our children, young and vulnerable people.
- Offer quality care and support, at the right time, to prevent the need for long term care.
- Nurture communities and help them to thrive.
- Ensure our borough and communities remain safe for all.

A Clean and Green Borough

- Do all we can to become carbon neutral and sustainable for the future.
- Protect our borough, keep it clean and enhance our green areas.
- Reduce our waste, improve biodiversity and increase recycling.
- Connect our parks and open spaces with green cycleways.

Right Homes, Right Places

- Offer quality, affordable, sustainable homes fit for the future.
- Build our fair share of housing with the right infrastructure to support and enable our borough to grow.
- Protect our unique places and preserve our natural environment.
- Help with your housing needs and support people to live independently in their own homes.

Keeping the Borough Moving

- Maintain and improve our roads, footpaths and cycleways.
- Tackle traffic congestion, minimise delays and disruptions.
- Enable safe and sustainable travel around the borough with good transport infrastructure.
- Promote healthy alternative travel options and support our partners to offer affordable, accessible public transport with good network links.

Changing the Way We Work for You

- Be relentlessly customer focussed.
- Work with our partners to provide efficient, effective, joined up services which are focussed around you.
- Communicate better with you, owning issues, updating on progress and responding appropriately as well as promoting what is happening in our Borough.
- Drive innovative digital ways of working that will connect our communities, businesses and customers to our services in a way that suits their needs.

MEMBERSHIP OF THE COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

Councillors

Guy Grandison (Chairman)
Anne Chadwick
Clive Jones

Sam Akhtar
Phil Cunnington
Alison Swaddle (Vice-Chairman)

Shirley Boyt
Paul Fishwick

Substitutes

Rachel Burgess
Rebecca Margetts
Rachelle Shepherd-DuBey

Pauline Helliar-Symons
Barrie Patman
Caroline Smith

Norman Jorgensen
Jackie Rance

ITEM NO.	WARD	SUBJECT	PAGE NO.
48.		<p>APOLOGIES To receive any apologies for absence.</p>	
49.	None Specific	<p>MINUTES OF PREVIOUS MEETINGS To confirm the Minutes of the meeting held on 6 October 2021 and the minutes of the Extraordinary meeting held on 3 November 2021.</p>	5 - 24
50.		<p>DECLARATION OF INTEREST To receive any declarations of interest.</p>	
51.		<p>PUBLIC QUESTION TIME To answer any public questions</p> <p>A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice.</p> <p>The Council welcomes questions from members of the public about the work of this committee.</p> <p>Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions</p>	
52.		<p>MEMBER QUESTION TIME To answer any member questions.</p>	
53.	None Specific	<p>VEGETATION MAINTENANCE To receive a presentation regarding vegetation maintenance.</p>	25 - 30

54.	None Specific	MTFP 2022-25 - COMMUNITIES, INSIGHT & CHANGE; RESOURCES & ASSETS; AND PLACE & GROWTH PROPOSED CAPITAL AND REVENUE BIDS To consider the proposed Capital and Revenue bids for the Communities, Insight & Change; Resources & Assets; and Place & Growth Directorates.	31 - 168
55.	None Specific	WORK PROGRAMME To consider the work programme for the remainder of the municipal year.	169 - 172

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading

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MINUTES OF A MEETING OF THE COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 6 OCTOBER 2021 FROM 7.00 PM TO 10.30 PM

Committee Members Present

Councillors: Guy Grandison (Chairman), Sam Akhtar, Shirley Boyt, Anne Chadwick, Phil Cunnington, Paul Fishwick and Clive Jones

Committee Members in Attendance

Councillors: Alison Swaddle

Executive Members Present

Councillors: Parry Batth, John Kaiser and Bill Soane

Officers Present

Susan Bentley (Prevention Manager), Stephen Brown (Interim Assistant Director - Place), Neil Carr (Democratic & Electoral Services Specialist), Graham Ebers (Deputy Chief Executive (Director of Resources and Assets)), Joseph Howorth (Commercial Activity Manager), Beverley Thompson (Sport & Leisure Manager), David Thrall (Interim Public Protection Consultant) and Callum Wernham (Democratic and Electoral Services Specialist)

32. APOLOGIES

There were no apologies for absence.

Alison Swaddle attended the meeting virtually and was therefore marked as in attendance, and was unable to propose, second or vote on items.

33. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 1 September 2021 were confirmed as a correct record and signed by the Chairman.

34. DECLARATION OF INTEREST

There were no declarations of interest.

35. PUBLIC QUESTION TIME

There were no public questions.

36. MEMBER QUESTION TIME

There were no Member questions.

37. MEDIUM TERM FINANCIAL PLAN (MTFP) 2022-2025

The Committee considered a report, set out in agenda pages 15 to 38, which gave a strategic overview of the draft Medium Term Financial Plan (MTFP) 2022-2025.

John Kaiser (Executive Member for Finance and Housing) and Graham Ebers (Deputy Chief Executive (Director of Resources and Assets)) attended the meeting to answer Member queries.

It was stated that this was the third year of the budget scrutiny process, of which the previous years had helped the overall budget setting process. This was a challenging time for local authority finances, with issues including inflation and social care costs providing

increasing pressures on budgets. It was likely that the upcoming Local Government finance settlement would be a three year settlement, which would add an element of certainty with regards to funding. The potential impact of social care reforms could see severe pressures placed on Wokingham Borough Council (WBC) finances, as Wokingham had self-funding and partial self-funding social care users contribute around £8.5m per annum. Children's Services were still on their journey to a 'Good' OFSTED rating, whilst the increases to building costs and materials had meant that some capital projects were being reviewed with regards to a temporary hold whilst costs stabilised.

During the ensuing discussions, Members raised the following points and queries:

- What were the concerns in relation to CIL and S106 contributions? Deputy Chief Executive response – WBC's approach was to provide the funding upfront to unlock future development. S106 and CIL contributions were then received later from developers. Where a developer was struggling, or there was a significant time gap between the upfront funding and receipt of contributions, WBC could see pressures on its finances. The general reserve was there to cushion any impact, however if several large developers all started struggling simultaneously then reserves may not be enough.
- What was the worst case scenario financially for WBC with regards to the adult social care reforms? Deputy Chief Executive response – In very crude terms, the better the NHS was funded the better their throughput of patients would be, which would mean more clients entering the social care sector. If there was no forthcoming funding whatsoever, these reforms could place a £20m burden on WBC in several years' time.
- It was noted that Members were appreciative of taking both capital and revenue proposals together this year.
- Were WBC being penalised for having a good collection rate of Council Tax, how confident were WBC that a 3 year Local Government settlement would be forthcoming, and should a three year settlement be agreed what could be done mid-settlement to improve the terms for WBC? Executive Member and Deputy Chief Executive response – When looking at grants, WBC were good in many areas and subsequently received smaller grants. The only way that central Government could improve struggling Councils was by providing them with additional funding. WBC needed to be very alive to the levelling up agenda and the impact that this might have on the Borough. Officers were more confident than not with regards to a three year settlement, and it was not unheard of for representations to be heard and changes to be made mid-settlement, for example negative revenue support grants.
- Which staff were included within calculations relating to contractual inflation? Deputy Chief Executive response – This would include all directly employed staff with a best estimate for the level of contractual inflation. Currently, budget had not been assigned for a pay award, however there were indications that it could be around a 1.75% award.
- Why was the assumed additional council tax base increase 2.25% for year one and 1.5% for year 2? Deputy Chief Executive response – This was a statutory calculation which included forecasts and officers tended to be fairly cautious. The further on officers looked, the more speculative they had to be and there was no confidence that there would be an increase above 1.5%, however this would be reviewed.

- Who exactly were WBC engaging with within Central Government with regards to receiving a fair funding settlement? Executive Member response – John Redwood had been spoken to publically with regards to this, and this would be done with all of the Borough's MPs in a simple and logical way. It was then hoped that the Borough's MPs would lobby Ministers on WBC's behalf. The second stage would involve writing to Michael Gove (Secretary of State for Levelling Up, Housing and Communities and Minister for Intergovernmental Relations) to try and persuade him to provide a fair funding settlement. It was important that the levelling up policy was not at the detriment of the Wokingham Borough.
- It was noted that draft bid sheets would be provided to the Committee earlier than the publishing dates of future agendas where possible and practicable.
- How realistic was it to balance the capital funding gap? Executive Member and Deputy Chief Executive response – WBC would have to set a balanced budget, and therefore it was a definite realistic prospect to balance the budget. The real issue would be how many 'pinch points' would be involved, and identifying source income and when schemes would be delivered. The budget for year 1 would have to be balanced, and preferably year 2 and year 3 in addition. The capital programme had already been reduced by approximately £9m in the past three weeks, and the funding gap would be achieved however there may be some pain in doing so.
- Had any further impacts of Brexit been budgeted for? Executive Member and Deputy Chief Executive response – This had been flagged up as there were a number of potential issues including interest rates, staff shortages, and supply chain issues. Best estimates were always used for the budget setting process, regardless of where those pressures came from.
- Had any percentage increases been included within the capital programme with regards to the increased costs of materials, inflation, or labour issues? Executive Member and Deputy Chief Executive response – A very modest amount had been budgeted in for the moment, and it was a work in progress with regards to uplifting figures.
- Were the significant savings targets achievable? Deputy Chief Executive response – Many of the savings proposals were efficiency savings, whereby a simultaneous service improvement and service cost reduction could be achieved. Some savings goals were more complicated going forwards, for example using the Public Loans Board to invest and receive a return. New regulations had reduced the ability of Local Authorities to borrow to invest, which had been laid out in a recent Executive paper.
- What was the current Council Tax collection rate, and how far would it have to fall for a significant or catastrophic impact on WBC's finances? Executive Member and Deputy Chief Executive response – The current Council Tax collection rate was around 99%, with a similar rate for business rates collection. A similar trajectory was developing and was expected for collection rates this year. Each 1% of Council Tax not collected would cost WBC approximately £1.2m, which would be significant in and of itself and therefore there was not a lot of leeway. The Council Tax reduction scheme had been extended this year, and WBC was working positively with residents to help them avoid getting into debt in general.

- What could the national levelling up agenda mean for WBC? Executive Member response – Everybody should be entitled to a decent wage and opportunities. As Wokingham was seen to be at the top of the pile in terms of Local Authorities, it would be hard for the Government to level it up further. Levelling up appeared to be a good idea, but not at the expense of Local Authorities such as WBC. It was a great ambition, but it was yet to be seen what this would mean for WBC.
- How much of the split of services delivered by WBC was moving from discretionary to statutory? Executive Member and Deputy Chief Executive response – WBC tried to make discretionary services self-funding so that they did not impinge on the budget as much. For example, the town centre regeneration would provide funding for other services.
- The Committee gave their thanks to officers and Executive Members for their hard work in already being in a better position with regards to a budgetary gap than this time last year. The Deputy Chief Executive commented that WBC compared much better than a lot of Local Authorities in terms of a budgetary funding gap, however it was important that WBC were not penalised for having a strong Council Tax collection rate in terms of future settlement deals.
- Would there be any delays to the capital programme as a result of increasing building material costs? Executive Member and Deputy Chief Executive response – It was wise to pause or change some projects where savings could currently be made and where it was palatable to do so. WBC was robust enough to be able to challenge and review projects where it made sense to do so. An example of this was the change of focus on WBC's investment strategy to instead focus on affordable housing, which would take time including waiting for construction costs to fall.
- Members commented that it was fantastic to see that the Citizens Advice Council Tax protocol had been adopted. The Deputy Chief Executive commented that the Council Tax team had done fantastic work to achieve a high collection rate whilst working positively with residents.
- Would the capital templates be brought up to the same high standard of the revenue bid templates this year? Deputy Chief Executive response – It had been stressed to Directors and officers that it was important for the scrutiny process that each template was correctly filled out.
- It was suggested that a section of Equalities obligations might be placed on bid sheets to remind officers and Executive Members at an early stage of potential full equality impact assessments that might later be required.

RESOLVED That:

- 1) John Kaiser and Graham Ebers be thanked for attending the meeting;
- 2) Revenue and capital bids be presented at future meetings of the Committee by each Directorate;
- 3) Officers endeavour to circulate bids to Committee Members via email prior to agenda publication where possible.

38. LEISURE SERVICE PROVISION UPDATE

The Committee considered a report, set out in agenda pages 39 to 72, which gave an update on Leisure Service provision within the Borough.

The report outlined the investment that had been made to a variety of facilities within the Borough, including the Cantely Park enhancements and the new outdoor activity centre at Dinton Pastures. A variety of specialised programmes were in place, including the SHINE programme for over 60's and Wokingham active holiday camps for children. A draft revised Leisure Strategy had been developed, and the associated action plan was appended to the report for consideration.

Parry Batth (Executive Member for Environment and Leisure), Graham Ebers (Deputy Chief Executive (Director of Resources and Assets)), Susan Bentley (Prevention Manager), Joseph Howorth (Commercial Activity Manager), and Beverley Thompson (Sport & Leisure Manager) attended the meeting to answer Member queries.

During the ensuing discussions, Members raised the following points and queries:

- Were the 1.3 million fitness attendances for the 2019/20 year, and was the 1700 figure for the walking for health programme the total number of walkers or attendances? Officer response – The 1.3 million fitness attendances were for the 2019/20 year, and there were 1700 walkers for the walking for health programme in that year.
- How were the views of residents who were not currently using leisure facilities being captured? Officer response – A consultation had been undertaken and publicised online, and a number of wants had taken place in a variety of locations across the Borough.
- How was the free membership for children in receipt of free school meals being advertised? Officer response – These passes were given directly to schools within the Borough to distribute to eligible children. These children could then attend as many sessions as they wished to attend.
- The SHINE programme had seen the unlimited sessions pass rise from £180 to £780 per annum, which could be very off-putting for a number of residents. Had officers noticed any fall off in attendances of SHINE sessions as a result of these changes? Officer response – This programme had been reduced as a result of Covid-19, and in order to maintain the original programme and offer more variety the price was increased. Splitting the fee into monthly instalments had been investigated, and officers were working hard to procure a new booking system. There had been a slight decrease in member take-up, however there had not been much of a decrease in attendance of sessions. Approximately 76% of the total offering was being taken up by members.
- There was some concern that the increase in the unlimited session SHINE fees was very large and could be at the detriment of many residents within the Borough. Officers noted that this offering was still cheaper than that offered by other Local Authorities via benchmarking.
- Would spending be split up in future to show where Wokingham Borough Council (WBC) had invested in services rather than where third parties or grants had been used, for example the Loddon Valley Leisure Centre upgrade? Deputy Chief Executive

response – WBC were still paying for the Loddon Valley Leisure Centre upgrade as the contract with Places Leisure required them to invest in WBC facilities. Grants were only awarded via the effort and commitment of officers in winning bids to enable projects to be delivered.

- How much did the new boxing studio cost to develop? Officer response – The boxing studio costed £630k in total.
- The Committee commented that the Sports and Leisure Service did a fantastic job and delivered a diverse range of services for residents to enjoy.
- How was the boxing studio going to be advertised to appeal to a variety of demographics? Officer response – This had been identified as a hole within the overall sports and leisure offering within the borough, and there was a desire for boxing, kickboxing, and combat sports sessions. A variety of classes would be on offer including a young offender offering. The goal was to get a diverse range of people signing up to sessions, and there had already been a good signup rate from women and whole families for a variety of different sessions and classes on offer. A variety of different membership and pay as you go options were available. The Executive Member added that this was a demand driven service which would be welcomed by a wide variety of people as this was the only such offering within the Borough.
- Why was there a difference in expenditure between the Bulmershe and Carnival Pool leisure centre redevelopments? Executive Member and officer response – Carnival pool was a larger overall facility, whilst Bulmershe was physically restricted due to the overall space and footprint of the site. Carnival Pool was also being used as a cultural hub for the Borough, which would cater for aspects other than sports and fitness.
- What was being done to improve bus travel availability to and from leisure centres, and were more cycle routes planned to avoid the need for as many car journeys? Officer response – Officers were aware of the need for improved bus provision and cycle route provision as a result of the consultation responses. Officers were working with My Journey and the Cleaner and Greener team to try and improve upon these areas.
- It was noted that whilst the provision of additional car parking spaces at leisure centres went against the Climate Emergency Action Plan, this was a key piece of feedback from the consultation which officers were working to address.
- How were the views of Town and Parish Council's being incorporated into the draft Strategy and action plan? Officer response – Town and Parish Councils would be represented in the ongoing working group, and an addition could be made to the action plan to highlight this. It was noted that this issue could also be raised at the Borough Parish Liaison Forum.
- Were there any plans to broker a deal with the bus service operators to offer a discount on entry to leisure centres including the Bulmershe leisure centre? Officer response – Places Leisure could be liaised with regards to exploring options for all facilities.
- Could a specific section be added to the action tracker specifically for over 60's? Officer response – A section could be added to action tracker with regards to this.

- Was there a good take-up for cardiac rehabilitation classes, and were there sessions on offer for those diagnosed with diabetes? Officer response – There was still a good take-up for the cardiac rehabilitation sessions, and sessions were offered for those diagnosed with diabetes via GP referrals.
- Were swimming lessons receiving a good take-up? Officer response – Swimming lessons were very popular within the Borough, and there were waiting lists for sessions. These lessons were paid for by the parent or guardian of the child. Officers were looking to work with leisure centres and swim centres to help attract more teachers in order to reduce any waiting lists.
- Were the holiday classes run by WBC? Officer response – Yes, these offerings were run by WBC and were used by approximately 4000 children.
- How much pupil premium funding was spent on sports and leisure? Officer response – This was decided by each school on a case by case basis.
- Had Town and Parish Council's been consulted regarding any potential outdoor gyms? Officer response – This was in the process of final designs, after which Town and Parish Council's would be consulted on the designs and proposals.
- What was done to help attract hard to reach groups into health and fitness environments? Officer response – There were a number of programmes for people with disabilities, and outreach to a wide variety of potential users would be linked in with the Health and Wellbeing Board Action Group.
- The Committee wished to thank the Service for continuing to do a fantastic job, whilst offering a diverse range of classes, activities, and sessions.
- How was the low uptake of swimming lessons by people within the BAME community being addressed? Officer response – This was being worked on by the Health and Wellbeing Action Group.
- Had local religious centres been contacted to help advertise the Service's offering to a variety of potential users? Officer response – This could be added to the action tracker alongside additional marketing opportunities.
- The Executive Member commented that the credit for the fantastic service offering went to the officers and staff who went out of their way to meet residents' needs. The Committee commended this sentiment.

RESOLVED That:

- 1) Parry Batth, Graham Ebers, Susan Bentley, Joseph Howorth, and Beverly Thompson be thanked for attending the meeting;
- 2) Suggestions relating to a specific section on over 60's and marketing opportunities be added to the action tracker;
- 3) Officers and staff be thanked for delivering a diverse, well-used, and much appreciated service.

39. BRINGING THE PUBLIC PROTECTION SERVICE BACK IN-HOUSE

The Committee considered a report, set out in agenda pages 73 to 78, which gave an update on the process of bringing the Public Protection Service back in-house.

The report outlined that the majority of associated regulatory services would be brought back in-house, with a minority of services with more regional significance being provided by West Berkshire Council. Examples of services to be provided by West Berkshire Council included Trading Standards, air quality, and farm animal welfare. The exit plan was likely to be signed off via delegated decision after 8 October 2021.

Bill Soane (Executive Member for Neighbourhood and Communities), Stephen Brown (Interim Assistant Director – Place), and David Thrall (Interim Public Protection Consultant) attended the meeting to answer Member queries.

During the ensuing discussions, Members raised the following points and queries:

- It was noted that the PowerPoint slide pack would be circulated to the Committee.
- Was the exit plan on target? Officer response – Yes, this was on track and the goal was to enhance the overall service provision. Staff were doing a fantastic job to enable the transition back in-house to run smoothly.
- Were any costs in relation to bring the service back in house being kept as low as possible? Officer response – Costs were being kept as low as possible for all parties during negotiations. Negotiations were difficult as the partnership feel that they were losing out by Wokingham Borough Council (WBC) leaving, however officers were working as hard as possible to get a fair deal for both WBC and the partnership.
- Were there any concerns that critical milestones may not be met on time? Officer response – There had been concerns earlier on in the process with regards to some deadlines, however officers were now more confident as the process moved forwards.
- Were issues relating to the pension scheme for staff on target to be addressed? Officer response – Parity would be assured for all staff, and allowances would be made for staff who were expected to work antisocial hours.
- Were negotiations relating to jointly owned partner assets going smoothly? Officer response – The key assets were vehicles, and WBC were looking to take a number from the partnership to eliminate the liability aspect for vehicles. The remainder of joint assets were fairly low level.
- Had meaningful discussions taken place with the police with regards to antisocial behaviour, and the move on this aspect of the service back in-house? Officer response – Discussion had been had with the police since the beginning of this process, and discussions had also taken place with the Community Safety Partnership. The aim of the service was to build better partnerships, and it was expected that this would be beneficial for the police service, the Community Safety Partnership, and WBC.
- Who would produce the report in relation to air quality for DEFRA? Officer response – This would be provided by the partnership for WBC, as it was felt better value to pay

towards the cost of the expert that was writing this report rather than paying solely for an expert.

- The Executive Member commented that this was driven by a desire to offer residents a better service. Antisocial behaviour was just one aspect where benefits would be seen, for example by working closely within communities to address issues early and use less police resources. Ward Members and Town and Parish Councils would be a great help in feeding in local knowledge to assist with antisocial behaviour, food hygiene, and licensing issues. Officers were working very hard on very difficult and complicated tasks, for the purposes of providing residents with a better service.
- It was noted that there were project costs associated with this area, and it was accepted that West Berkshire would be reimbursed for associated project costs. £250k had been allocated to cover costs associated with bringing the service back in-house.

RESOLVED That:

- 1) Bill Soane, Stephen Brown, and David Thrale be thanked for attending the meeting;
- 2) A further verbal update be considered by the Committee in January 2022.

40. WORK PROGRAMME

The Committee considered their work programme, which was set out in agenda pages 79 to 82.

It was noted that whilst Council owned companies were not currently scheduled for an upcoming Overview and Scrutiny Committee meeting, these were still on the wider work programme and could be looked at in the next municipal year.

Officers commented that the provisional plan was to receive an interim update on the BME forum at the extraordinary meeting of the Committee on 3rd November, with a more substantive update then planned for March 2022.

It was noted that the item on overgrown pavements would be widened to include how the Council managed a range of contracts including street cleansing and highways issues.

It was commented that the Council's strategy for lowering transport emissions alongside the electric vehicle strategy would be out for consultation after Christmas 2021. It was suggested that these issues be taken to either the 5th January 2022 meeting or a further extraordinary meeting.

Officers noted that an update on the Domestic Abuse Strategy would be considered by the Overview and Scrutiny Management Committee on 18 October, and the intention was to invite Community and Corporate Overview and Scrutiny Members to listen to the presentation and ask questions.

Members asked that an update report be produced with regards to any updates relating to the proposed in-Borough Crematorium.

RESOLVED That:

- 1) Callum Wernham be thanked for attending the meeting;

- 2) Items relating to scrutiny of Council owned companies be provisionally scheduled for the next municipal year;
- 3) The item on overgrown pavements be widened to include how the Council managed a range of contracts including street cleansing and highways issues;
- 4) The provisional plan be to receive an interim update on the BME forum at the extraordinary meeting of the Committee on 3rd November, with a more substantive update then scheduled for March 2022;
- 5) Officers explore the options regarding scheduling an item relating to the consultations on the Council's strategy for lowering transport emissions alongside the electric vehicle strategy;
- 6) The Domestic Abuse Strategy be considered by the Overview and Scrutiny Management Committee on 18 October, with the intention to invite Community and Corporate Overview and Scrutiny Members to listen to the presentation and ask questions;
- 7) An update report be produced with regards to any updates relating to the proposed in-Borough Crematorium.

**MINUTES OF AN EXTRAORDINARY MEETING OF THE
COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD ON 3 NOVEMBER 2021 FROM 7.00 PM TO 9.43 PM**

Committee Members Present

Councillors: Sam Akhtar, Anne Chadwick, Phil Cunnington, Paul Fishwick, Clive Jones, Jackie Rance (Substitute) and Alison Swaddle (Vice-Chairman, in the Chair)

Committee Member in Attendance

Councillors: Shirley Boyt

Executive and Deputy Executive Members Present

Councillors: Graham Howe (Executive Member for Children's Services), Charles Margetts (Executive Member for Health, Wellbeing, and Adult Services) and Shahid Younis (Deputy Executive Member for Insight and Change)

Officers Present

Carol Cammiss (Director of Children's Services), Neil Carr (Democratic & Electoral Services Specialist), Graham Ebers (Deputy Chief Executive (Director of Resources and Assets)), Deana Humphries (Community Engagement Lead), Matt Pope (Director of Adult Services), Mark Redfearn (Head of Localities Service) and Callum Wernham (Democratic and Electoral Services Specialist)

41. APOLOGIES

An apology for absence was submitted from Guy Grandison. Jackie Rance attended the meeting as a substitute.

Shirley Boyt attended the meeting virtually and was therefore marked as in attendance, and was unable to propose, second, or vote on items.

42. DECLARATION OF INTEREST

A declaration of interest was submitted from Paul Fishwick relating to agenda item 46, on the grounds that his wife worked with Citizen's Advice Wokingham. Paul added that he came into the meeting with an open mind and would participate in the discussion.

A prejudicial declaration of interest was submitted from Phil Cunnington relating to agenda item 46, on the grounds that he was the Deputy Executive Member for Health, Wellbeing and Adult's Services. Phil stated that he would leave the room for the portion of the item where the proposed Adult's Services budget was being discussed.

43. PUBLIC QUESTION TIME

There were no public questions.

44. MEMBER QUESTION TIME

There were no Member questions.

45. BME FORUM PROGRESS UPDATE

The Committee considered a presentation, set out in agenda pages 5 to 10, which gave an update on progress made with regards to the BME forum.

The presentation outlined that there was a clear passion within the Borough for the forum to succeed within our communities. The desire was to evolve the forum into an

independent organisation which sought to progress equality and build capacity within the Borough's ethnic minority communities. The forum would work with external organisations to help develop new and evolving structures and guiding principles that were more compatible with changing communities. Wokingham Borough Council (WBC) welcomed the development of such a model which would help to foster a greater independence and a conversational approach between the Council and all of the ethnic minority communities within the Borough through the forum.

Shahid Younis (Deputy Executive for Insight and Change), Deana Humphries (Community Engagement Lead), and Mark Redfearn (Head of Localities Service) attended the meeting to answer Member queries.

During the ensuing discussions, Members raised the following points and queries:

- It was noted that the report had been received by WBC officers in consultation with Lead Members rather than by Full Council.
- What evidence was there that VCS/Local Authority type models work? Officer response – Projects in neighbouring authorities such as Acre-Reading and Community Matters in West Berkshire were examples of organisations that were independent of the Local Authority but worked very much in the way that WBC were hopeful that the BME Forum would work in the future. The Acre-Reading organisation had been running for many years, and this was the next step of independence for the forum.
- It was noted that officers had looked at a range of best practice examples, including organisations in London and Birmingham where there was a diverse range of different people and groups from a range of cultures and communities.
- What were the goals and priorities of the forum? Officer response – This would be for the future Forum to decide and agree.
- How many people were consulted by Judeline Nicholas Associates (JNA) and how many different ethnic backgrounds were reached via the consultation? Officer response – The full report would be circulated to Members to give them more background regarding these points. Data relating to how many different backgrounds were reached was not available at the moment, although less people with an Afro-Caribbean background responded than was expected.
- Which Local Authorities retained a bespoke forum model? Officer response – Not all Local Authorities were researched, however Local Authorities within Berkshire and examples of best practice from London and the North West were included within the research. This research had suggested that the former model for the forum was an outlier, and that many others were taking different approaches.
- Had officers referred back to recommendations made during the previous Committee meeting where the BME Forum was discussed when producing this presentation? Officer response – JNA had been made aware of the background information, and an article celebrating Black history month had been published within the most recent edition of the Borough News. In some senses progress had been overtaken by the fact that BME Forum had been paused whilst the review was ongoing, but this would not stop the Forum in deciding how it wanted to progress next. The Council's overall new

Equality Strategy was picking up a variety of other actions, and there was an ethnically diverse staff group which were involved with the development of this strategy.

- How many groups and communities would officers ideally like to engage with? Officer response – Ideally all groups and communities across the Borough would be engaged with. All groups had been reached out to and contacted, and there had certainly been the opportunity for everybody to participate if they wanted to.
- How many groups had been engaged with as part of this consultation? Officer response – A list of consultees could be provided, however for privacy reasons not every group involved could be stated.
- Were the actions being undertaken hoped to achieve some active and positive engagement from different groups? Officer response – The BME Forum would be truly independent of WBC and would have a platform and the opportunity to be as inclusive as possible.
- Was there a small budget to support the work surrounding the BME Forum? Officer response – There was a small budget as part of the overall Equality Strategy in order to carry out this work.
- Was the July 2021 report regarding the BME Forum on the WBC website? Officer response – The report was on the WBC website and could be found by searching for the Wokingham BME Forum. A copy of the report could be circulated to the Committee.
- How much confidence was there that this review had reached out to a diverse range of groups and individuals? Officer response – There was high confidence that a wide range of persons and groups had been reached out to, however there was less confidence that they had all fed back into the consultation process.
- Would the new structure within the Borough be significantly different? Officer response – Officers did not wish to pre-determine the Forum's wishes, however a lot of people did value many aspects of the previous approach, for example many liked meeting in the Shute End Council Chamber as they felt that it gave the Forum additional status.
- Had all age groups and genders been engaged with? Officer response – There had perhaps been a heavier focus on youth groups and activities, however the last forum meeting had a diverse range of adult ages and it was hoped that a wide variety of age groups were reached out to. The understanding was that there was a good mix of genders consulted, and the BME Forum had historically helped facilitate a number of programmes such as the healthy lifestyle project which included a good ranged of age groups and genders.
- The Committee were very interested in the progress of the Forum, and requested that a further update return to the Committee when the new model was ready to be shared.
- Were there a typical range of issues that were discussed in other Forums and groups in other areas? Officer response – Issues routinely looked at included educational attainment, policing and community safety, and health and wellbeing.

RESOLVED That:

- 1) Shahid Younis, Deana Humphries and Mark Redfearn be thanked for attending the meeting;
- 2) Data relating to the range of groups and individual consultees be shared with the Committee;
- 3) The July 2021 report be circulated to the Committee;
- 4) A further update return to the Committee once the new Forum structure was in place.

46. MTFP 2022-25 - ADULT'S AND CHILDREN'S SERVICES CAPITAL AND REVENUE BUDGET PROPOSALS

The Committee considered a report, set out in agenda pages 11 to 62, which set out the revenue and capital bid proposals for both Adult's and Children's Services Directorates for the 2022-25 Medium term Financial Plan (MTFP).

Graham Ebers (Deputy Chief Executive (Director of Resources and Assets)) attended the meeting to give an overview of the current draft budgetary position. The financial landscape was very difficult to determine, and there would be some changes to the currently presented figures which would be taken back to the Committee as and when changes occurred. Areas of uncertainty included utility costs, construction costs, general inflation, National Insurance contribution increases, Adult Social care costs and NHS funding review, the Local Government Finance Settlement, the new homes bonus, minimum wage increases, and the ongoing impact of Covid-19 (C-19).

Adult's Services

Phil Cunnington left the room for this portion of the item.

Charles Margetts (Executive Member for Health, Wellbeing, and Adult Services) and Matt Pope (Director of Adult's Services) attended the meeting to answer Member queries. The financial consequences of the Government's Adult Social Care reforms were unknown until the white paper was published early 2022. Savings to be achieved within the service would predominantly come from the demand management programme coming into fruition, whilst much of the forecasted growth was from inflationary costs. Fully utilising the voluntary sector and giving customers the specialist care that they needed were also measures whereby savings and better service provision would be achieved. On the capital programme, the proposed new dementia care home would help more residents get specialist care within the Borough.

During the ensuing discussions, Members raised the following points and queries:

- Would the proposed care home be filled from within the opening year of 2024/25 or would there be an additional cost if it was not filled? Executive Member and Director response – the hope was to fill the care home within the opening year, and many residents would move over from Suffolk Lodge which would help the transitional period.
- What provision was in place for current increases in construction costs in relation to the new dementia care home? Executive Member and Director response – What was proposed was the current budget figure and a range of demand modelling was taking

place. It was believed that the figure was correct however this would be adjusted if necessary. There was a detailed business case and there was confidence that this would stand up, and there was a real need for a facility such as this within the Borough.

- Could some additional commentary be provided with regards to the Mosaic system? Executive Member and Director response – Systems had to be kept up to date to the latest standards and specifications. There was scope for some customer requests and evidence provision to be done online in the future. The system would give better data and report management for staff and senior officers. There was no specific bid for this item as it had been re-profiled from the 2021/22 MTFP and was therefore already approved.
- Members commented that they were pleased to see that each bid was being considered against the Public Sector Equality Duty prior to finalisation of the bid.
- Were savings proposals within the Service on track? Director response – Yes, savings proposals were on target and targets were met in the last financial year. Members congratulated officers and the Lead Member for meeting these targets, which showed that their forecasts were robust.
- Was there capacity within the voluntary sector to achieve approximately £2.75m worth of savings for WBC? Executive Member and Director response – The voluntary sector was a key part of these savings proposals, however there were also other key elements in place. The current model spent most of the time and resources on giving people care and treatment later down the line when they were in real need of support, and the new model would aim to intervene earlier in the process, providing a better service and using less overall resources whilst keeping more people in their own homes for longer.
- Relating to bid ASC.2, demand management, had funding been identified as the bid sheet on agenda page 44 indicated that it had not? Director response – Funding had been identified, and the information on page 44 stating otherwise was a misprint.
- Was there a bid for proposing funding for the purposes of purchasing properties and converting them for adults with learning difficulties? Executive Member and Director response – Yes there was, and this would be made clearer within future versions of bid proposals.
- In relation to bid ASC.4 (Review of application of Continued Health Care Claims) on agenda page 34, what uncertainty remained around this bid? Executive Member response – The uncertainty centred on particular individuals with specific care needs, and whether they would be funded by WBC or the Health Service. If these individuals were not funded by the Health Service then WBC was the safety net.
- Was there confidence that savings relating to Optalis could continue to be made without a detriment to the service provided considering the previous savings that had already been achieved? Executive Member and Director response – These savings were deliverable and were smaller than the savings that had been achieved in the past few years comparatively. Some of the proposed savings were related to the renegotiation of overhead costs with the Royal Borough of Windsor and Maidenhead.

- Were the savings related to bid ASC.4 (Review of application of Continued Health Care Claims) on agenda page 34 an indication that WBC had been paying too big a share in the past? Executive Member and Director response – WBC had to be the ‘safety net’ for residents in need, and therefore WBC always had to be proactive to identify other appropriate funding sources.
- Bid ASC.5 (Care & Support – manage increasing demand in numbers and complexity) was a significant growth bid nearing £6m. Was there any funding available from Central Government to help cover these costs? Executive Member response – These were significant costs, and this was a sector that had been nationally underfunded for a long time and this was the consequence of that underfunding. The Executive Member and the Leader were in conversations with officials relating to an appropriate Adult Social Care funding settlement, and any other involvement would be welcomed. Discussions had been had in the past with the Association of Directors of Adult Social Care (ADAS) and with BOB ICS, and the Deputy Executive Member was very involved in assisting the Executive Member which freed up additional time to discuss funding proposals with local MPs and other bodies.
- Relating to bid ASC.6 (Prevention – Investment in preventative services) on agenda page 36, was this funding being provided to local voluntary groups and if so was it only lasting for two years? Executive Member and Director response – This was additional funding which was going to the voluntary sector over and above previous funding. There was potential to review this funding amount in future years to ascertain whether this would be enough funding. The move to longer term contracts with the voluntary sector would give them more security and tenure. Part of this strategy involved investing in the voluntary sector hub. The current proposal was for two years of additional funding, but there was certainly the will to continue this far beyond that timeframe.
- Would the funding to Wokingham Healthwatch be restored, if not already, to the levels from a few years prior? Executive Member and Director response – The £500k was not all allocated, and the voluntary sector had received a three percent uplift this year. There was a genuine effort to provide more long term assurances for the voluntary sector. Healthwatch Wokingham did a fantastic job, and there was likely a way forwards in terms of meeting their funding needs, as the demand management programme could not be delivered without the help and support of the voluntary sector.
- Relating to bid ASC.9 (transitions – additional assessment capacity) on agenda page 39, would the Service manage without these additional posts in 2024/25? Director response – The extra posts were bid for to enable additional work and to work with younger children as they transitioned into adulthood. At the moment there was confidence that these posts would not be needed past the funding date, however this would be kept under review.

Children’s Services

Phil Cunnington re-joined the meeting.

Graham Howe (Executive Member for Children’s Services) and Carol Cammiss (Director of Children’s Services) attended the meeting to answer Member queries. The overall message was that the Service was on a journey of continuity of improvement with over

£3m proposed to be invested over three years and proposed savings of £2.8m over the same period. Unpredictability within the Service came from the unknown arrival of one complex case from out-of-Borough which could cost over £100k and was unpredictable. Elements of the Service such as Home to School Transport (HTST) and the Corporate Transport Unit were examples of the Service being streamlined and transformed.

During the ensuing discussions, Members raised the following points and queries:

- Relating to HTST and the expected four percent increase in demand, were the proposed increases in funding over and above the four percent figure relating to something specific, and would there be smaller increases in future as a result of the review into HTST? Executive Member response – There was a two percent increase in demand anticipated for mainstream schools, and a nine percent increase anticipated for Special Educational Needs (SEND) pupils. There were expected savings in future as a result of the ongoing review into HTST delivery and operations.
- How did WBC compare to other Local Authorities with regards to increasing demand on care services? Director response – Looked after children numbers were lower within the Borough than in neighbouring Local Authorities, and WBC had a good set of preventative measures in place. The predicted percentage increase was as a result of modelling which involved line-by-line reviews of each child and tracking to ensure that each placement was the most cost effective and suitable for each child. The increased costs were not related to an expected increase in the number of looked after children, but instead related to the increasing cost of existing placements year-on-year.
- Had lessons been learnt from the issues relating to HTST experienced by a couple of schools at the start of the academic year? Executive Member and Director response – There was a commitment to plan earlier, plan deeper, and communicate better going forwards. Community transport sat outside of Children’s Services, however Children’s Services commissioned these services. In looking to implement a route optimisation system both SEND and mainstream transport methods were assessed. Some of the decisions were made on very good intelligence around how transport could be optimised, however once schools had gotten in touch to voice some concerns the situations were reviewed and one of the decisions was reverted.
- What impact would the potential delay to the construction of the recently approved Winnersh SEND school have on WBC and how many families could be affected? Executive Member and Director response – A more detailed answer in relation to this would be available within the next few weeks, and this issue was being worked on a daily basis.
- What model was used in relation to bid CS.R3 (Transforming Children’s Services) on agenda page 47? Director response – This bid was about looking at the ways in which services were delivered as part of the continuation of transformation for the Service. This was about creating efficiencies, for example via changing providers and commissioning services in different ways. Each of the savings and activities had been worked through and had detail associated with them.
- The recent CQC and OFSTED progress assessment deemed that five of six significant weaknesses had been addressed sufficiently. Given savings proposals, was the Service still on track to address the last weakness? Director response – This visit, and the six target areas, were in relation to SEND. There was a good program in place

within the sixth area but not yet deemed as sufficient. All of the SEND service, as well as the whole of Children's Services, were truly making good progress and were in the process of making changes to become more effective whilst containing costs.

- In relation to bid CS.R5 (Growth in children in care and care leavers (placements)) on agenda page 49, how many places were to be available provisionally? Director response – The Service was planning to develop a number of care leaver accommodation units to allow care leavers to stay local. Approximately six or seven places would be provided.
- In relation to CS.R9 (Delay in capitalisation of system contract) on agenda page 53, was this previously on a one-year rolling contract? Director response – Yes, this was on a rolling one-year contract and as such this could not be added to the capital programme. This would now be changed to a two-year contract, which allowed the cost to be capitalised.
- In relation to bid CS.R2 (Placements Review – Strategy Review and Edge of Care Demand Management) on agenda page 46, how would those children staying at home be educated? Director response – These children would be accessing mainstream education, and if they were looked after children then they would get additional support from the virtual school. Just because a child might remain at home did not necessarily mean that Children's Services would not be working with them, it would just mean that they would not have looked after status, whilst they might be subject to a child protection plan or they could be a child in need.
- What assurances were there that lessons had been learnt in relation to the issue with HTST at two schools at the beginning of the academic year? Director response – Lessons had been learnt across the organisation and there were now robust processes in place to ensure that this would not happen again.
- In relation to bid CS.R5 (Growth in children in care and care leaves (placements)) on agenda page 49, could some commentary be given as to the analysis undertaken? Director response – Line-by-line analysis was carried out for each child in care, and a child would only be moved from a placement if that was the best decision for their wellbeing and not based on any financial implications. These costs were based on the increases in cost of current provision and not additional children being placed into care.
- How much was being spent on children in care? Director response – Slightly under £10m was spent annually on children in care, with placements being the biggest cost whereby one week in a secure placement could cost £7k per week.
- Members commented that the overall reduction in agency workers had been good to see. The Director commented that WBC had seen a reduction in agency workers within Children's Services from 36% to 15%.
- How long were the assessment times for CAHMS referrals? Director response – This depended on the pathway, with assessments for ASD still taking too long at approximately thirty weeks, however support was available for children whilst on the waiting list via the CCG. Other referrals took around six to eight weeks which was a big improvement on previous times.

- When was the next OFSTED inspection likely to take place? Director response – This was unlikely to take place until after 2022, as if the June 2021 meeting was graded then a ‘Good’ or ‘Outstanding’ rating would have been awarded. The Service knew the areas where further work was needed, and strategies were in place to facilitate this.
- Which secondary schools were proposed to receive funding for additional places, and was this mainly focussed on 6th forms? Executive Member and Director response – The secondary school strategy was being finalised, and the Service had to make sure that no school was disproportionately disadvantaged. All secondary schools within the Borough were now at least rated ‘Good’, and an additional 6th form was not required until 2024/25. Dialogue was underway with all school head teachers in a productive and collaborative way
- It was noted that a survey was being undertaken to ensure that schools were in a good condition, which was a statutory requirement. If an academy had a major issue, WBC would have a responsibility to ensure that those children were supported. Minor issues were the responsibility of each academy to address and pay for.
- Were more parents choosing to choose The Forest School as a higher preference? Director response – The early indication was that The Forest was proving to be more popular, and the Head was engaged with the Local Authority to help support the future of the school.
- Were conversations ongoing with the DfE regarding grant funding for 2023/24 and why grants appeared to be decreasing in value? Executive Member and Director response – The missing figures may come to light within the Local Government Finance Settlement in December. Grants were determined via a funding formula and were based on perceived need.
- The Executive Member, Director, and all staff within the service were thanked for all of their hard work in retaining staff and keeping social workers with the same children.

RESOLVED That:

- 1) Charles Margetts, Graham Howe, Matt Pope, and Carol Cammiss be thanked for attending the meeting;
- 2) Changes to bids be taken back to the Committee when future financial lockdown versions had been internally agreed;
- 3) Directorates consider the Committee’s comments when finalising proposals within their Service areas.

47. WORK PROGRAMME

The Committee considered their work programme, set out in pages 63 to 66.

Members commented that some recent reports to the Committee had been light on information, with a more detailed verbal presentation than given at the meeting, whilst the opposite should be the case.

RESOLVED That the above point be noted.

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Vegetation Maintenance

Emma pilgrim &
Richard Bisset

Place Clienting

Contracts
involved with
26 overgrown
vegetation

Grounds Maintenance – Tivoli Group Ltd

Council vegetation in parks, open spaces and on highway verges.

Highway Reactive Maintenance – Volker Highways

Highway safety inspections and enforcement for private vegetation.

Street Cleansing – Volker Highways, sub-contracted to Urbaser Ltd

Road and footpath cleansing and weed control.

Challenges



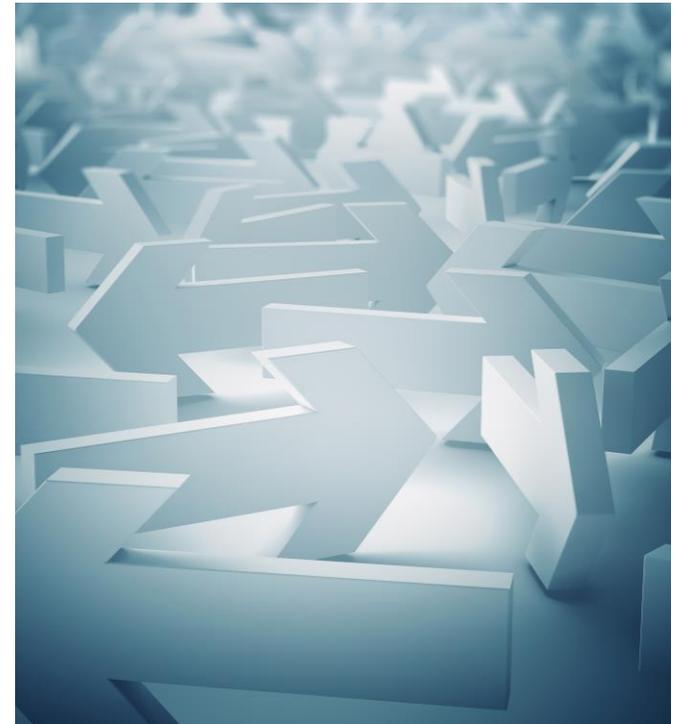
Long term sickness absence



Unpredictable weather and
vegetation growth



Reporting systems and website
content



28 Opportunities & progress made



Reviewing Clienting model



Highways contract management realigned



Established contracts monitoring officer



Utilised Environmental Localities



Proactive works underway for vegetation reduction



Street cleansing contract review



Addressing encroachment issues

Next steps

Improved reporting system & integration

Map accessibility for residents

MTFP bid for additional resource

Dedicated officer areas focused on Grounds Maintenance & Street Cleansing

Offer proactive and robust contract management

30

Thank you



TITLE	Medium Term Financial Plan 2022-25: Revenue and Capital Budget
FOR CONSIDERATION BY	Community and Corporate Overview and Scrutiny Committee on 24 November 2021
WARD	None Specific;
LEAD OFFICER	Deputy Chief Executive - Graham Ebers

OUTCOME / BENEFITS TO THE COMMUNITY

Financially sustainable Council and value for money services in accordance with priorities.

RECOMMENDATION

To consider the report and identify areas of productive exploration.

SUMMARY OF REPORT

This report presents to CCOSC the revenue and capital bids for the Resources and Assets, Communities, Insight and Change and Place and Growth directorates. Detailed bid templates for revenue bids of £50,000 or more and capital bids are now provided for scrutiny.

Background

The Council annually undertakes its budget setting process for all its financial activities including General Fund Revenue Account (funded primarily by Council Tax), Housing Revenue Accounts (funded by tenants), Schools (funded by Government) and Capital (funded by various capital resources).

On the 06 October 2021, the committee were briefed on the strategic context, summary of the latest revenue and capital position, risks, and the timetable for future committee meetings for the budget setting period 2022/2023. On the 03 November 2021, the committee were presented with the revenue and capital bids for Children's Services and Adult Social Care.

The committee are presented with revenue and capital bids for the Resources and Assets, Communities, Insight and Change and Place and Growth directorates. To allow the committee to have a greater focus on the budget submissions, business case templates are presented for revenue and capital. For revenue, this will focus on a threshold of over £50k. For capital, bids have been evaluated using the following criteria to establish which business cases should be presented to this committee.

The criteria for Capital is:

1. De-minimis level of £200k – business cases under this level are not presented as considered de-minimis.
2. Re-profiled from current year – business cases not presented if the budget is re-profiled from the current financial year. These will have already been

approved in the last MTFP process and the re-profiling also agreed through the quarterly capital monitoring reports to Executive.

3. In previous MTFP – business cases that were identified in the previous MTFP for 22/23 onwards have not been presented. For these items, an additional slide has been included in the presentation pack which explains these bids in more detail. These are typically rolling programme bids or future placeholder bids.
4. Business cases are included for new bids and are represented for previously supported bids over £1m and are not included the slide referenced above.

All revenue and capital business case templates have been agreed by the relevant director and lead member.

The Council still awaits details of the provisional finance settlement, due December 2021. Any significant changes arising from this will be reported to the O&S committee on 05 January 2022.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council continues to face severe financial challenges over the coming years as a result of reductions to public sector funding and growing pressures in our statutory services. It is estimated that Wokingham Borough Council will be required to make budget reductions of approximately £20m over the next three years and all Executive decisions should be made in this context

	How much will it Cost / (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	See other financial implications	Y	Both
Next Financial Year (Year 2)	See other financial implications	Y	Both
Following Financial Year (Year 3)	See other financial implications	Y	Both

Other financial information relevant to the Recommendation/Decision
There are no financial implications associated with the scrutiny process, however, the full MTFP, when submitted to Council in February 2022, will have to represent a balanced budget, and the 2022/23 capital programme will be fully funded.

Cross-Council Implications
This is in respect of budgets across all Council services.

Public Sector Equality Duty
Equality Impact Assessments have not been undertaken at this stage, however initial consideration has been included in the capital bids where appropriate. A full equalities appraisal will be required before specific proposals are agreed and implemented.

Reasons for considering the report in Part 2
N/A

List of Background Papers
None

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MTFP 2022-25

Overview and Scrutiny Committee

24 November 2021

Revenue and Capital Budget

Resources and Assets, Communities, Insight and Change and Place & Growth

35



WOKINGHAM
BOROUGH COUNCIL

Agenda

- Place and Growth – Revenue
- Place and Growth – Capital
- Communities, Insight and Change – Revenue
- Communities, Insight and Change – Capital
- Resources and Assets – Revenue
- Resources and Assets – Capital

36

To allow the committee to have a greater focus on the budget submissions, business case templates will be presented where budget submissions are new and / or have changed significantly from what was approved in the last MTFP process. For revenue, this will focus on a threshold of over £50k and for capital, in accordance with the stated criteria.



Areas Of Uncertainty

- Utilities inflation
- Construction inflation
- General inflation
- NI Increase
- ASC & NHS Review
- Local Government Finance settlement
- New Homes Bonus
- Impact of minimum wage increases
- Long term impact of COVID



Place and Growth Revenue



Revenue Summary

	2022/23	2023/24	2024/25
Place and Growth (including CIC/PG) - Revenue	£'000	£'000	£'000
Savings	(1,401)	(1,511)	(1,611)
Growth P&G	1,198	1,688	1,868
Growth CIC/P&G	462	462	462
Total Net Growth (cumulative)	259	639	719
Special Items - one off	1,194	724	159



Revenue Bids

	2022/23	2023/24	2024/25	Bid Reference	Lead Member
Place and Growth - Savings	£'000	£'000	£'000		
Optimise parking income	(500)	(500)	(500)	PG.R1	Pauline Jorgensen
Increase revenue as a result of additional Civil Parking Enforcement (dependent on a growth bid)	(241)	(241)	(241)	PG.R3	Pauline Jorgensen
Income from Park & Ride Sites (dependent on a growth bid)	(200)	(300)	(400)	PG.R4	Pauline Jorgensen
Increase in planning pre-application fee income	(10)	(20)	(20)		Wayne Smith
Increase of garden waste bin subscription by £5 per bin (increase from £65 to £70)	(100)	(100)	(100)	PG.R5	Parry Batth
Food waste diversion from blue bags to food waste caddies through comms and engagement campaign	(350)	(350)	(350)	PG.R6	Parry Batth
Total Savings (cumulative)	(1,401)	(1,511)	(1,611)		



Revenue Bids

Place and Growth - Growth	2022/23 £'000	2023/24 £'000	2024/25 £'000	Bid Reference	Lead Member
Carriageways and footways - growth in network	39	78	117	PG.R7	Pauline Jorgensen
Highway drainage increased maintenance costs due to additional network length	15	30	45		Pauline Jorgensen
Highway structures - growth in network	10	20	30		Pauline Jorgensen
Integrated transport capital scheme - growth in network	21	42	63	PG.R8	Pauline Jorgensen
Winter Service - growth in network	10	20	30		Pauline Jorgensen
Additional Staff Resources in the Traffic Management Team	95	95	95	PG.R9	Pauline Jorgensen
Traffic Signals & Intelligent Transport Systems Asset Management Costs	30	30	30		Pauline Jorgensen
Meeting Operating Costs of Park & Ride Sites (results in savings bid)	205	321	401	PG.R10	Pauline Jorgensen
Increase Civil Parking Enforcement Officers (results in a savings bid)	187	187	187	PG.R11	Pauline Jorgensen
Permanent staffing for Development Management & Enforcement team 1 x Business Support Manager (to lead & manage the 20 staff that were transferred from CIC without a Manager)	59	59	59	PG.R12	Wayne Smith
Regrading of existing posts - Additional Budget for Development Management & Enforcement officer salaries	114	114	114	PG.R13	Wayne Smith
Waste and recycling - increase in property numbers	0	250	250	PG.R14	Parry Batth
Trees and Landscapes Team additional resource	100	100	100	PG.R15	Parry Batth
Green Infrastructure Team additional resource	109	109	109	PG.R16	Parry Batth
Permanent staffing for Place Clienting	147	151	156	PG.R17	Parry Batth
SDL Solicitor Budget Growth Bid	0	25	25		Stuart Munro
CIL implementation cost recovery	57	57	57	PG.R18	John Kaiser
Total Growth P&G (cumulative)	1,198	1,688	1,868		
Temporary accommodation	350	350	350	CIC / PG.R19	John Kaiser
Strategic Review of Domestic Abuse	35	35	35		Gregor Murray
Community Safety	77	77	77	CIC / PG.R20	Bill Soane
Total Growth CIC / P&G (cumulative)	462	462	462		



Revenue Bids

	2022/23	2023/24	2024/25	Bid Reference	Lead Member
Place and Growth - Special Items	£'000	£'000	£'000		
Local Transport Plan 4 and Delivery Plan	150	0	0	PG.R21	Pauline Jorgensen
Concessionary Passes - Bulk Renewal	80	0	0	PG.R22	Pauline Jorgensen
Development management - appeals	0	350	0	PG.R23	Wayne Smith
Local plan update	0	175	0	PG.R24	Wayne Smith
Planning appeals and enforcement	265	100	0	PG.R25	Wayne Smith
Resource to support development / revision of supplementary planning policy	0	40	0		Wayne Smith
Temporary increase in planning application fee income	(100)	(100)	0	PG.R26	Wayne Smith
Temporary staffing for Development & Enforcement team - 1 x CDO validation officer (Grade 5), 1 x planning officer (Grade 6).	69	69	69	PG.R27	Wayne Smith
Re-integration of Trading Standards and Environmental Health to WBC control - implementation costs	250	0	0	PG.R28	Parry Batth
Ecology officer resource for comments on planning applications and new responsibilities under the Environment Bill.	45	0	0		Parry Batth
Resource to support local business post lockdown recovery phase - job protection, businesses and prosperity	45	0	0		Stuart Munro
Deliberative Process	90	90	90	PG.R29	Gregor Murray
Reintegration of PPP	300	0	0	PG.R30	Bill Soane
Total Special Items - one off	1,194	724	159		



Place and Growth Capital



Capital Summary

**Please note reprofiling is already approved

Place and Growth - Capital	Year 1 2022/23			Year 2 2023/24			Year 3 2024/25				
Project Name	Reprofile from 2021/22 £,000	MTFP / New Bid £,000	Total £,000	Reprofile from 2021/22 £,000	MTFP / New Bid £,000	Total £,000	Reprofile from 2021/22 £,000	MTFP / New Bid £,000	Total £,000	O&S Bid Ref	Lead Member
Managing Congestion	2,000	0	2,000	2,000	0	2,000	0	0	0		Pauline Jorgensen (ALL)
Highways Carriageways Structural Maintenance	0	2,280	2,280	0	2,280	2,280	0	2,280	2,280	PG.C1	
Bridge Strengthening - Earley Station Footbridge	2,797	0	2,797	0	3,800	3,800	0	0	0	PG.C2	
New foot and cycle structures in borough (note 1)	0	1,500	1,500	0	1,500	1,500	0	1,500	1,500		
Warren House Road Embankment Stabilisation	0	3,000	3,000	0	0	0	0	0	0	PG.C3	
Safety / Crash Barriers (note 2)	0	250	250	0	500	500	0	750	750		
Integrated Transport Schemes (note 3)	0	250	250	0	400	400	0	400	400		
Highway Infrastructure Flood Alleviation Schemes	1,200	500	1,700	0	0	0	0	0	0		
Denmark Street Environmental Improvements	801	340	1,141	0	470	470	0	0	0		
Traffic Signal Upgrade Programme (note 4)	0	250	250	0	250	250	0	250	250		
Bridge Strengthening (note 5)	0	225	225	0	225	225	0	225	225		
Wokingham Town Centre Regeneration Environmental Improvements	630	200	830	0	200	200	0	0	0		
New Bid - The Ridges	0	1,000	1,000	0	0	0			0	PG.C4	
Transport corridor improvements - Shepherds Hill to TVP P&R	950	0	950	0	0	0	0	0	0		
New Bid - Safer Routes to Schools	0	150	150	0	150	150	0	150	150	PG.C5	
Highways Footway Structural Maintenance Programme	0	100	100	0	100	100	0	100	100		
Winnersh Triangle Parkway	450	0	450	0	0	0	0	0	0		
New Bid - VRS Priority Sites	0	190	190	0	0	0	0	0	0		
Strengthening Approach Embankments to Bridges	0	20	20	0	20	20	0	20	20		
Coppid Beech Northbound on-slip widening	0	0	0	97	0	97	0	0	0		

Capital Summary

**Please note reprofiling is already approved

Place and Growth - Capital	Year 1 2022/23			Year 2 2023/24			Year 3 2024/25			O&S Bid Ref	Lead Member
	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total		
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000		
Street Lighting Column Structural Testing	0	0	0	20	20	40	0	0	0		Pauline Jorgensen (ALL)
Traffic Signal Schemes - Shute End/Rectory Rd	41	0	41	0	0	0	0	0	0		
Street lighting column structural testing - Structural safety testing of street lighting columns	20	0	20	0	0	0	0	0	0		
Local Cycling and Walking Infrastructure Plans	0	1,200	1,200	0	1,200	1,200	0	0	0	PG.C6	
Electric Vehicle Charge Points	0	600	600	0	1,200	1,200	0	1,200	1,200	PG.C7	
California Crossroads	5,698	0	5,698	0	350	350	0	0	0		
Completed Road Schemes Retention	337	62	399	0	64	64	0	66	66		
Shinfield Eastern Relief Road (note 6)	7,986	2,751	10,737	0	1,308	1,308	0	654	654		
Payment of commuted sum to WHL	3,000	0	3,000	0	0	0	0	0	0		
A327 Cycleway	0	750	750			0			0	PG.C8	
Wokingham Borough Cycle Network	500	1,000	1,500	0	1,000	1,000	0	1,000	1,000	PG.C9	
Bus Stop Infrastructure Works to Support North Arborfield SDL Bus Strategy	0	0	0	0	30	30	0	30	30		
SCAPE - Road infrastructure (distribution roads etc) initial costs	12,227	35,000	47,227	6,090	2,200	8,290	0	0	0	PG.C10	
Nine Mile Ride Extension	0	3,310	3,310	0	0	0	0	0	0	PG.C11	
Wokingham Highways Investment Strategy (WHIS)	0	2,300	2,300	0	3,419	3,419	0	3,120	3,120	PG.C12	
Toutley Highways Depot Modernisation	3,985	0	3,985	0	0	0	0	0	0		
Street Lighting - LED Project	39	0	39	39	0	39	39	0	39		

Capital Summary

**Please note reprofiling is already approved

Place and Growth – Capital	Year 1			Year 2			Year 3				
	2022/23			2023/24			2024/25				
Project Name	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total	O&S Bid Ref	Lead Member
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000		
Highway Drainage Schemes (road subsided)	0	200	200	0	200	200	0	200	200		Wayne Smith
Supplementary Estimate - Carbon Capture Planting Trees (note 7)	0	271	271	0	0	0	0	0	0		
Library Offer	157	0	157	0	0	0	0	0	0		John Kaiser
New Bid - Berkshire Records Office	0	303	303	0	0	0	0	0	0	PG.C16	
Gypsy Roma, Traveller (GRT) Additional Pitches	1,500	0	1,500	0	0	0	0	0	0		
Gorse Ride Regeneration Project	0	9,568	9,568	0	60	60	0	60	60	PG.C15	
Mandatory disabled facility grants (note 8)	0	1,070	1,070	0	1,100	1,100	0	1,100	1,100		
Waste Schemes - Recycling	0	89	89	0	89	89	0	89	89		Parry Batth
Public Rights of Way Network (note 9)	500	737	1,237	730	737	1,467	0	737	737		
Food Waste Collection	0	20	20	0	20	20	0	20	20		
New Bid – Planning + PPP Civica APP replacement	0	200	200	0	100	100	0	0	0	PG.C14	
Greenways	968	742	1,710	1,484	1,000	2,484	0	1,000	1,000	PG.C17	
Sports Provision to Serve North & South SDL's	2,140	4,080	6,220	0	0	0	0	0	0	PG.C18	
Urgent works to the memorials in 2 x Open cemeteries and 2 x closed cemeteries	15	0	15	10	0	10	0	0	0		
New Eco-Crematorium	3,035	0	3,035	0	2,700	2,700	0	0	0	PG.C19	
Place and Growth Total	50,975	74,675	125,649	10,470	26,775	37,245	39	14,950	14,988		

Capital Bids – Place and Growth

	Policy and Growth Capital		
Note	Lead Member	Project Name	Explanation as to why bid not presented
1	Pauline Jorgensen	New Foot and Cycle Structures in borough	Project identified to be removed and updated in revised version at a later O&S meeting
2		Safety / Crash Barriers	Rolling programme to maintain / enhance safety barriers on the highway network.
3		Integrated Transport Schemes	Rolling programme to enhance integrated transport schemes in the borough (e.g. road safety, cycling + walking).
4 47		Traffic Signal Upgrade Programme	Rolling programme to invest in traffic signals.
5		Bridge Strengthening	Rolling programme to maintain / enhance bridges on the highway network.
6		Shinfield Eastern Relief Road	Budget to passport agreed developer receipts for the constructions of the Shinfield Eastern Relief Road to Reading University who built the road.
7	Wayne Smith	Carbon Capture Planting Trees	As per the business case in the Executive report in July 2021.
8	John Kaiser	Mandatory disabled facility grants	Rolling programme for mandatory means tested grant for adapting the homes of people with disabilities, to enable them to live independently.
9	Parry Batth	Public Rights of Way Network	Rolling programme to invest and promote all public rights of way and other non-motorised routes.

Communities, Insight and Change Revenue



Revenue Summary

	2022/23	2023/24	2024/25
Communities, Insight and Change - Revenue	£'000	£'000	£'000
Savings	(35)	(35)	(35)
Growth	780	1,010	1,930
Total Net Growth (cumulative)	745	975	1,895
Special Items - one off	1,832	1,431	300



Revenue Bids

	2022/23 £'000	2023/24 £'000	2024/25 £'000	Bid Reference	Lead Member
Communities, Insight and Change - Savings					
Introduction of paperless Borough News	(35)	(35)	(35)		Gregor Murray
Total Savings (cumulative)	(35)	(35)	(35)		

	2022/23 £'000	2023/24 £'000	2024/25 £'000	Bid Reference	Lead Member
Communities, Insight and Change - Growth					
Additional resources across Customer Delivery	210	210	210	CIC.R1	Gregor Murray
Land charges shortfall in income	45	115	125	CIC.R2	Gregor Murray
Netcall customer facing telephony	17	17	17		Gregor Murray
Human Resources Target Operating Model	245	245	245	CIC.R3	John Halsall
5 Data and insight - systems implementation and resources	30	60	60	CIC.R4	John Kaiser / Shahid Younis
New Content Management System	0	70	70	CIC.R5	John Kaiser
ReCustomer APP for Council Tax and Selected services	0	60	60	CIC.R6	John Kaiser
Revenue support for Capital Bids - Telephony, security, fibre, IDS	233	233	283	CIC.R7	John Kaiser
Budget required to deliver sustainable organisational change	0	0	860	CIC.R8	John Kaiser
Total Growth (cumulative)	780	1,010	1,930		



Revenue Bids

	2022/23	2023/24	2024/25		
Communities, Insight and Change - Special Items	£'000	£'000	£'000	Bid Reference	Lead Member
Govmetric - tool to measure and track customer satisfaction	13	13	0		Gregor Murray
Customer experience improvement team	52	52	0	CIC.R9	Gregor Murray
Human Resources Target Operating Model	252	51	0	CIC.R10	John Halsall
Equalities and Anti Poverty Communication and Engagement	115	115	0	CIC.R11	John Halsall
Budget required to deliver sustainable organisational change	1,400	1,200	300	CIC.R12	John Kaiser
Total Special Items - one off	1,832	1,431	300		



Communities, Insight and Change Capital



Capital Summary

**Please note reprofiling is already approved

Community Insight & Change - Capital	Year 1 2022/23			Year 2 2023/24			Year 3 2024/25				
Project Name	Reprofile from 2021/22 £,000	MTFP / New Bid £,000	Total £,000	Reprofile from 2021/22 £,000	MTFP / New Bid £,000	Total £,000	Reprofile from 2021/22 £,000	MTFP / New Bid £,000	Total £,000	O&S Bid Ref	Lead Member
Split external VLAN to own switches	0	15	15	0	0	0	0	0	0		John Kaiser (ALL)
IT Infrastructure: WAN connectivity	50	0	50	0	0	0	0	0	0		
Replace wireless access points	60	0	60	0	0	0	0	0	0		
Intranet refresh	0	60	60	0	0	0	0	0	0		
Cyber security improvements	0	50	50	0	50	50	0	0	0		
IMT security & infrastructure / networking / licences	120	0	120	0	0	0	0	0	0		
Telephony improvements - move to teams	0	150	150	0	0	0	0	0	0		
Digital tools customer App for selected services	0	160	160	0	0	0	0	0	0		
ADFS replacement with Azure AD adoption	0	80	80	0	80	80	0	0	0		
New website - content management system	0	200	200	0	0	0	0	0	0		
Smart phone refresh	0	300	300	0	0	0	0	0	0		
Network hardware replacement	0	100	100	0	100	100	0	100	100		
Laptop refresh	0	0	0	0	350	350	0	0	0		
Maintaining an enhanced level of IT infrastructure	200	300	500	0	300	300	0	300	300		
Microsoft E5	0	553	553	0	648	648	0	890	890	CIC.C1	
New Bid - IMT infrastructure, networks & security	0	420	420	0	330	330	0	250	250	CIC.C2	
New Bid - digital tools - replace CMS	0	0	0	0	100	100	0	0	0		
New Bid - digital tools - single booking system	0	60	60	0	0	0	0	0	0		
New Bid - IMT devices	0	200	200	0	200	200	0	200	200	CIC.C3	
New Bid - IMT corporate applications – upgrades	0	103	103	0	105	105	0	50	50	CIC.C4	
Community, Insight & Change Total	430	2,751	3,181	0	2,263	2,263	0	1,790	1,790		



Resources and Assets

Revenue

54



WOKINGHAM
BOROUGH COUNCIL

Revenue Summary

	2022/23	2023/24	2024/25
Resources and Assets - Revenue	£'000	£'000	£'000
Savings	(2,170)	(3,145)	(3,325)
Growth	669	852	852
Total Net Growth (cumulative)	(1,501)	(2,293)	(2,473)
Special Items - one off	0	0	0



Revenue Bids

	2022/23	2023/24	2024/25		
Resources and Assets - Savings	£'000	£'000	£'000	Bid Reference	Lead Member
Commercialisation - crematorium	0	(100)	(200)	RA.R1	John Kaiser
Income generation in excess of financing costs - Commercial Properties	(700)	(700)	(700)	RA.R2	John Kaiser
Rationalisation process of corporate accommodation	(270)	(600)	(600)	RA.R3	John Kaiser
Contracts and commissioning reviews	(250)	(400)	(400)	RA.R4	John Kaiser
Delivery intention of 1,000 houses over 4 years at 5%	(250)	(250)	(250)	RA.R5	John Kaiser
Early payment programme	(100)	(145)	(145)	RA.R6	John Kaiser
Benefit realisation from commercial activities	(153)	(303)	(383)	RA.R7	John Kaiser
Benefit realisation from commercial activities - Boxing income	(87)	(87)	(87)	RA.R8	Parry Batth
Benefit realisation from commercial activities - Laurel Park 3G	(15)	(15)	(15)		Parry Batth
Benefit realisation from commercial activities - Outdoor Gyms	(45)	(45)	(45)		Parry Batth
Income generation from Solar Farms	(300)	(500)	(500)	RA.R9	Gregor Murray
Total Savings (cumulative)	(2,170)	(3,145)	(3,325)		



Revenue Bids

	2022/23	2023/24	2024/25		
Resources and Assets - Growth	£'000	£'000	£'000	Bid Reference	Lead Member
Internal audit and investigation redesign to set up an in house service, with external clients	241	241	241	RA.R10	John Kaiser
Delivering on our procurement strategy (additional resources & contracts register)	210	210	210	RA.R11	John Kaiser
Dissolution of Shared Legal Services	100	100	100	RA.R12	John Kaiser
Emergency Planning	65	65	65	RA.R13	John Kaiser
Decrease in uptake of schools kitchen contract	33	66	66	RA.R14	John Kaiser
Data protection compliance	20	20	20		John Kaiser
Insurance Premiums (value of asset portfolio increasing and market inflation)	0	150	150	RA.R15	John Kaiser
Total Growth (cumulative)	669	852	852		



Resources and Assets Capital



Capital Summary

****Please note reprofiling is already approved**

Resources & Assets - Capital	Year 1			Year 2			Year 3			O&S Bid Ref	Lead Member
	2022/23			2023/24			2024/25				
Project Name	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total		
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000		
Central contingency (Note 1)	0	1,500	1,500	0	1,500	1,500	0	1,500	1,500		John Kaiser (ALL)
Property maintenance and compliance (Note 2)	0	350	350	0	350	350	0	350	350		
Improvement to WBC commercial properties	0	0	0	0	100	100	0	0	0		
New bid - BWO income manager replacement	0	150	150	0	0	0	0	0	0		
Councillors laptops	0	50	50	0	0	0	0	0	0		
Community investment	32,976	6,833	39,809	0	26,500	26,500	0	0	0	RA.C1	
New bid - Work place re-imagined	0	1,400	1,400	0	1,222	1,222	0	100	100	RA.C2	
Investment fund - general project costs	190	0	190	0	0	0	0	0	0		
Carnival pool area redevelopment (incl. library & leisure fit out)	11,989	1,841	13,830	2,700	0	2,700	0	0	0	RA.C3	
Town centre regeneration (excl. Carnival)	5,282	0	5,282	0	0	0	0	0	0		
WBC (Holdings) Ltd Loan (Note 3)	0	10,000	10,000	0	6,000	6,000	0	6,000	6,000		

Capital Summary

****Please note reprofiling is already approved**

Resources & Assets - Capital	Year 1			Year 2			Year 3			O&S Bid Ref	Lead Member
	2022/23			2023/24			2024/25				
Project Name	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total	Reprofile from 2021/22	MTFP / New Bid	Total		
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000		
Leisure centre refurbishments & upgrades	0	100	100	0	100	100	0	100	100		
New pool at Arborfield	0	0	0	0	1,000	1,000	0	6,000	6,000	RA.C4	
New Bulmershe leisure centre	551	0	551	551	0	551	0	0	0		Parry Bath
3G Pitch at Laurel Park	200	600	800	0	0	0	0	0	0		
New bid - outdoor gyms x 3 locations	0	75	75	0	0	0	0	0	0		
Renewable energy infrastructure projects (e.g. solar farms)	4,100	8,000	12,100	0	0	0	0	0	0	RA.C5	
Energy reduction projects	1,000	1,500	2,500	0	1,500	1,500	0	1,500	1,500	RA.C6	Gregor Murray
Solar farms (Barkham) (Note 4)	2,400	2,000	4,400	0	0	0	0	0	0		
Support services energy reduction schemes (Note 5)	0	500	500	0	250	250	0	250	250		
Resources & Assets Total	58,688	34,899	93,587	3,251	38,522	41,773	0	15,800	15,800		

Capital Bids – Resources and Assets

Resources & Asset Capital			
Note	Lead Member	Project Name	Explanation as to why bid not presented
1	John Kaiser	Central Contingency	Annual central contingency to help meet any unavoidable costs across the whole capital programme.
2		Property Maintenance and Compliance	Rolling programme to meet annual planned maintenance on Council non school properties (e.g. heating and mechanical works, etc).
319		WBC (Holdings) Ltd Loan	Budget to grant capital loans to the Council's housing companies as required, subject to a business case that makes a return after covering the costs of capital financing
4	Gregor Murray	Solar Farms (Barkham)	Barkham Solar Farm project as agreed per Council report in September 2021.
5		Support Services Energy Reduction Schemes	Rolling programme to invest in energy reduction schemes e.g. lighting, insulation, which deliver energy bill savings across the Councils property portfolio.



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Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
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Bid Name	Optimise parking income
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Summary of Bid - for CLT slides	Restructuring car parking charges to reflect actual value especially around long stay parking
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	In order to recover lost revenue derived from off-street parking operations and enable the effective management of both on-street/off-street control through CPE, changes to the Council's Parking Operations are proposed, which will increase income from parking.
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Supporting Evidence / Trend Analysis / Business Case ref	Draft Parking Revenue Recovery Plan (being developed)
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Impact if bid not successful	Lost opportunity to recover parking income
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Preparedness for implementation of savings	
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Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£500,000)	(£200,000)	£0
<i>Cumulative movement from 21/22 budget</i>		(£500,000)	(£700,000)	(£700,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Amber

Comments regarding RAG Status	Actual achievable income is dependent on agreement to implement options in parking revenue recovery plan which is still to be completed
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Matt Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate

Place & Growth

Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Increase revenue as a result of additional Civil Parking Enforcement (dependent on growth bid)	
Summary of Bid - for CLT slides	Increased (ring fenced) revenue as a result of increasing the number of Civil Parking Enforcement operatives	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To further aid with road safety, to allow the service to respond to the increases in demand for enforcement across the borough, actively address issues raised by our residents particularly around schools and ensure the service is more responsive an increase of 4 CPE officers is required. It is forecast that additional income from the extra enforcement activities will ensure this is cost neutral.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful		
Preparedness for implementation of savings	The increase in costs associated with additional CPE officers is predicted to achieve a net income of £98,723 which is ringfenced for parking enforcement related costs including offsetting the payroll costs of Parking Services staff - to be reinvested in parking associated service delivery.	

Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£241,280)	£0	£0
<i>Cumulative movement from 21/22 budget</i>		(£241,280)	(£241,280)	(£241,280)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	Income derived from current contract costs, forecasts based on Wokingham levels of enforcement requirement.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Matthew Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
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Bid Name	Income from Park & Ride Sites (dependent on a growth bid)
Summary of Bid - for CLT slides	Additional revenue generated from the use of our new Park and Ride sites
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Potential Income generated from the use of our new Park and Ride sites, namely Thames Valley P&R, Coppid Beech P&R and the extended Winnersh P&R

Supporting Evidence / Trend Analysis / Business Case ref	
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Impact if bid not successful	There is a risk that slow income recovery, due to changed working patterns and parking patronage, coupled with increased operating costs will result in an income deficit
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Preparedness for implementation of savings	
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Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£200,000)	(£100,000)	(£100,000)
<i>Cumulative movement from 21/22 budget</i>		(£200,000)	(£300,000)	(£400,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Amber

Comments regarding RAG Status	Based on pre-COVID income and forecast P&R patronage levels.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Unit costs derived at 2019/20 levels and factored using RCI, together with known rateable values and operating costs
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Sign Off

Service Manager	Matthew Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
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Bid Name	Increase cost of garden waste bins by £5 per bin (increase from £65 to £70)
Summary of Bid - for CLT slides	Increase cost of garden waste bins by £5 per bin (increase from £65 to £70)
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Increasing the cost of garden waste bin subscription to generate more income for the service. It will also allow cover for the increase of inflation which is around 5% which is double that of last year.

Supporting Evidence / Trend Analysis / Business Case ref	Following an increase in demand of garden waste services and subscription of approximately 25,600 users in 2021/2022, increasing the cost of garden waste bin annual subscription will help cover the cost of the service and to improve recycling rates.
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Impact if bid not successful	If this bid id not successful and we do not get the proposed increase, then there will be a loss of income and therefore a budget deficit for 2022/23.
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Preparedness for implementation of savings	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£100,000)	£0	£0
<i>Cumulative movement from 21/22 budget</i>		(£100,000)	(£100,000)	(£100,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	As comparison to nearest neighbours and other authorities the price of £70 per annum for this service is comparable. Some authorities ie. Hart Council are higher at £81 per year. The cost per collection over a two week period is £2.70 which is likely to be cheaper than going to the HWRC and also saves time
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Sign Off

Service Manager	Richard Bisset
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Parry Bath

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Food waste diversion and increased recycling capture by moving this material from the blue bags to food waste caddies/green recycling via comms and engagement campaign	
Summary of Bid - for CLT slides	Savings generated through diversion of food waste and recycling disposal from energy from waste to anaerobic digestion/recycling	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Following composition assessment of the blue bag around 55% of contents were found to be food waste/recyclables which could be diverted rather than go to energy recovery/landfill. This will also help meet our climate change targets.	
Supporting Evidence / Trend Analysis / Business Case ref	For the year 2019/20 savings of £500k were achieved through diverting 5000 tonnes of food waste from the blue bags to anaerobic digestion. With an average of 1.58kg of food waste per property engaging with the service	
Impact if bid not successful	If the recycling tonnage is not realised then there will be a budget deficit but we will do all we can to deliver.	
Preparedness for implementation of savings	Low performing areas will be identified and using targeted communications plan and other engagement methods we aim to increase food waste and general recycling participation.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£350,000)	£0	£0
<i>Cumulative movement from 21/22 budget</i>		(£350,000)	(£350,000)	(£350,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	We are currently recycling over 55% of our rubbish which is great news but we need to do more. It is clear that there are still some residents not using either the food waste caddy or green recycling bags which needs to change. In addition it is evident that residents are not recycling everything they can and there is a large amount of recyclables still in blue bags (55%) which needs to be captured. It is a significant challenge but through a comms campaign and focussed work it is anticipated the target will be achieved.
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Sign Off

Service Manager	Richard Bisset
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Parry Batth

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Carriageways and footways - growth in network	
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Summary of Bid - for CLT slides	Annual uplift to reflect growth in the network	
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To cover the impact of increased maintenance costs due to additional network length as a result of housing growth in the borough	
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Supporting Evidence / Trend Analysis / Business Case ref		
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Impact if bid not successful	In year budget pressure that would reduce the Council's ability to maintain the carriageways and footways. A general deterioration of the council highway asset.	
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Additional comments		
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Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£39,000	£39,000	£39,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£39,000	£78,000	£117,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Matt Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Integrated transport capital scheme - growth in network
Summary of Bid - for CLT slides	Annual uplift to reflect growth in the network
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To cover the impact of increased maintenance costs due to additional integrated transport assets as a result of the new assets as part of our capital schemes.

Supporting Evidence / Trend Analysis / Business Case ref	
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Impact if bid not successful	In year budget pressure that would reduce the Council ability to maintain the integrated transport assets
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£21,000	£21,000	£21,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£21,000	£42,000	£63,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Matt Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Additional Staff Resources in the Traffic Management Team
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Summary of Bid - for CLT slides	Increase staff resources in Traffic Management Team in order to improve customer experience, meet members expectations to increase our responsiveness and to ensure we meet statutory requirements
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The bid is to provide for a permanent increase in the Traffic Management teams budget to establish two additional permanent posts; a Senior Specialist L2 (Grade 8) and Specialist L1 (Grade 5-7).</p> <p>Currently the Traffic Management team consist of 4.5FTE. Since 21C restructure the team have consistently struggled to keep up with service delivery demands from our customers while meeting our statutory requirements. Due to the level of demand and limited resources we are bordering on being non statutory i.e. we do not currently have an up to date Road Safety Plan (should be refreshed every 5 years), our ability to effectively analysis and respond to accidents and undertake a programme of local safety schemes in not as proactive as it should be. In addition we are experiencing very high levels of demand for parking restrictions, the currently level of resource means that our ability to complete the required statutory process is leading to significant dissatisfaction with our customers and councillors, in addition this demand is impacting on the teams ability to undertake other service requests in a timely manner. It is a member expectation that we increase our responsiveness, as well as address the statutory pressures therefore additional FTE's are required.</p>
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Supporting Evidence / Trend Analysis / Business Case ref	Service Planning process & SWOT has identified a requirement to have additional resource to assist in the day to day functions of the traffic management team to ensure we meet statutory requirements, the expectations of our customers and to improve the overall customer experience.
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Impact if bid not successful	The team will continue to be reactive, current customer experience will not improve, service delivery demands will not be met and we will continue to fall behind on our statutory duties
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£94,770	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£94,770	£94,770	£94,770

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	Figures based on 1x grade 8 and one grade 7 both with on costs.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Matt Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25**Directorate**

Place & Growth

Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Meeting Operating Costs of Park & Ride Sites (results in savings bid)	
Summary of Bid - for CLT slides	P&R Operating Costs	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Bid required to cover increased rateable value, operating costs and additional equipment required at Council new and upgraded P&R sites.	

Supporting Evidence / Trend Analysis / Business Case ref	The Council's Parking Services continue to be liable for business rates at all of its car parks. The rateable value is based on income potential from both ticket sales AND penalty charge income, despite the latter being ringfenced for only parking enforcement purposes. In 22/23 there is likely to be a significant reduction in off-street parking income to offset these costs, as post-COVID19 impacts on employment patterns, the closure of Winnersh P&R for a year to build additional parking capacity. A full parking revenue recovery plan is being developed to support a steady return to pre-covid income levels, however, this does not include the costs associated with running the borough's Park & Ride sites where rateable charges and service operating costs have increased and additional equipment is required to bring new sites at Thames Valley & Coppid Beech into operation. The additional costs per site in 22/23 are Winnersh P&R £87.5k / Thames Valley Park P&R £75k / MereOak - £2.5K. Coppid Beech P&R is currently under construction and will impose operating costs in 23/24 of £156k. It is forecast that the net operating costs across all P&R sites will reduce to £80,250/yr from 2024/25 and that this could be met from other revenue streams.
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Impact if bid not successful	There is a likelihood that slower parking income recovery, due to changed working patterns and parking patronage, coupled with increased operating costs will result in an income deficit in 22/23 and 23/24
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Additional comments	The P&R car park operating costs for matters such as maintenance, cleaning,
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£205,000	£116,000	£80,250
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£205,000	£321,000	£401,250

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" **Amber**

Comments regarding RAG Status	Based on pre-COVID income and forecast P&R patronage levels
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Unit costs derived at 2019/20 levels and factored using RCI, together with known rateable values and operating costs
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Sign Off

Service Manager	Matthew Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate

Place & Growth

Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Increase Civil Parking Enforcement Officers (results in a savings bid)
Summary of Bid - for CLT slides	Increase in the number of Civil Parking Enforcement operatives to meet parking enforcement demands across the borough
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To further aid with road safety, to allow the service to respond to the increases in demand for enforcement across the borough, actively address issues raised by our residents particularly around schools and ensure the service is more responsive an increase of 4 CPE officers has is required plus an additional WBC grade 5-7 admin post in the Car parks team to deal with the increase in correspondence at the Notice to Owner stage of the process.. It is forecast that additional income form the extra enforcement activities will ensure this is cost neutral

Supporting Evidence / Trend Analysis / Business Case ref	
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Impact if bid not successful	Reduced level of civil parking enforcement against forecast for years 4/5 of the programme
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Additional comments	The increase in costs associated with additional CPE officers is predicted to achieve a net income of £98,723 which is ringfenced for parking enforcement related costs including offsetting the payroll costs of Parking Services staff - to be reinvested in parking associated service delivery.
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£186,526	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£186,526	£186,526	£186,526

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	Costs derived from current contract costs, forecasts based on Wokingham levels of enforcement requirement.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Forecasts on revenue outturn from increased enforcement based on our supplier's experience of operating a variety of similar local authority contracts UK-wide
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Sign Off

Service Manager	Matt Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate

Bid Details

Bid Type	Growth
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Bid Name	Permanent staffing for Development Management & Enforcement team 1 x Business Support Manager (to lead & manage the 20 staff that were transferred from CIC without a Manager)
Summary of Bid - for CLT slides	Introduction of permanent staffing to ensure key services are delivered.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Bid for two additional permanent posts (1 x grade 5 + 1 x grade 6) because planning application numbers have increased by 53% in the first 5 months of this year over the same period in 2020. Bid for one additional grade 9 post to lead and manage the 20 staff who transferred from CIC on 4 January 2021. Planning is a statutory service. There is significant pressure to validate and determine planning applications as quickly as possible and to stimulate the post covid economic recovery through construction.

Supporting Evidence / Trend Analysis / Business Case ref	1. Business support manager 1 x Grade 9 (£58k) (Permanent) Currently there is a Business Support Manager on an 18 month fixed term contract. The customer delivery officers transferred to Development Management with a team manager (G7) who has no planning background and a manager of sufficient experience and gravity is required to lead the team and ensure planning application targets are met and to drive service improvements and focus on customer focused behaviours. This permanent role will allow for this key service to take place, more face-to-face communication with residents and analysing data to identify trends.
	2. Customer delivery validation officer - 1 x grade 5 (£32k) (Permanent) There is currently a grade 5 validation officer on a 12 month fixed term contract. This has been required to meet the increase in planning applications submitted for the first 5 months of 2021, which are 53 % higher than the same period in 2020.
	3. Customer delivery planning officer - 1 x grade 6 (£38k) (Permanent) There is currently a grade 6 validation officer on a 12 month fixed term contract. This has been required to meet the increase in planning applications submitted for the first 5 months of 2021, which are 53 % higher than the same period in 2020.
	The increase in planning applications is mainly made up of householder planning applications for which the fee is £206. Planning applications fees are set nationally and there is no scope to increase the fees. The increase in application numbers has not been matched by an increase in fee income. The Planning Portal (through which electronic planning applications are submitted nationally) issues a regular market insight reports which identifies a 36% increase in planning applications nationally in 2020 over 2019 figures and a 41% increase in February 2021 over February 2020.

Impact if bid not successful	Failure to validate and determine planning applications within the statutory timeframe could lead to a reduction in application performance and failure to meet statutory targets. This could result in the Council becoming a failing Authority and taken into special measures. Delays will lead to customer dissatisfaction, complaints and reputational damage. Delays could lead to an increase in appeals on non-determination and the associated appeal costs.
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Additional comments	
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Finance Information

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25
Amount needed per year	Expenditure	£59,000	£0
	Income	£0	£0

Cumulative movement from 21/22 budget £59,000 £59,000 £59,000

RAG Status (Certainty around financial request and project delivery)	 High certainty on figures and project delivery
	 Some certainty on figures and project delivery
	 Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Marcia Head
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Wayne Smith

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Re-grading of existing posts - Additional Budget for Development Management & Enforcement officer salaries
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Summary of Bid - for CLT slides	Additional budget required to provide attractive, competitive salaries which fairly remunerate work undertaken and for staff recruitment and retention
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>Bid for regrading of 12 x grade 5 officers who validate planning applications to grade 6 because current grade does not remunerate them for the complexity of the work undertaken and 7 officers have left the team this year for higher paid jobs. Need to recruit and retain staff. Planning is a statutory service.</p> <p>Bid to facilitate upgrade for planning officers, dependant on qualifications and experience to ensure recruitment and retention (3 x grade 6 planners to grade 7). Bid to upgrade specialist planning officers to bring salaries in line with planners in other Council Teams and for recruitment and retention.</p> <p>Upgrade 3 x grade 8 senior planners to grade 9 Upgrade 3 x grade 9 principal planners to grade 10 Upgrade 5 x grade 10 Team Managers to grade 11 Upgrade 2 x grade 11 to operational lead planners to SM1 Upgrade service manager from SM1 to SM2 (this post has already been re-evaluated and regraded)</p>
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Supporting Evidence /Trend Analysis / Business Case ref	<p>There are 12 x grade 5 customer delivery officers in the validation team on establishment plus one additional 12 month fixed term contract post (see bid 24). One will be changed to an apprenticeship post leaving Total 12. Seven of the have left this year moving on to higher paid jobs, many in the Council. An 8th officer has an interview pending. The validation of planning applications is technically complex and requires planning knowledge and IT skills. Judgement has to be used to determine whether the quality of plans and documents is sufficient. A recent advert for 4 vacancies has only yielded three applicants. The posts should be re-evaluated and upgraded to a grade 6 to ensure 1) fair remuneration and 2) retention and 3) recruitment.</p> <p>There are 6 x grade 6 customer and localities officers on establishment, plus one additional 12 month FTC (see bid 24), Total 7 (one is on maternity leave and a replacement has been recruited)</p> <p>1 x Grade 8 senior planner has recently been recruited to a senior planner post in another WBC Planning Team on Grade 9. Development Management deals with a wide variety of work and trains its staff meaning that they are very employable by other Council teams. Upgrading specialist salaries will bring them in line with planning specialist salaries in other WBC teams.</p> <p>It has historically been difficult to recruit Planning staff in WBC probably due to the high cost of housing in the Borough.</p> <p>The team continues to "grow its own planners" but other Councils are facing similar recruitment issues and Hastings and Croydon Councils are both currently advertising for planners and offering market supplements. We need to offer competitive salaries. Development Management currently has one L1 planning specialist studying for a planning qualification through the apprenticeship scheme and it is likely that another will commence the course in September 2021.</p> <p>The Team has strengthened links with Universities and attended a recruitment careers fair in March 2020 at Reading University (just before March lockdown 2020).</p> <p>The Team has introduced a planning intern scheme and currently employs 4 interns on placement year as part of their degree with the hope that they may seek employment with the Council once they complete their degrees.</p>
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Impact if bid not successful	Staff will continue to leave for higher paid jobs and time will be wasted on recruitment and training. High staff turnover leads to delays and complaints and failure to maintain current performance. There could be an increase in appeals on non-determination and associated appeal costs.
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Additional comments

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£113,630	£0	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£113,630	£113,630	£113,630

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	<p>There is an increasing number of job adverts for planners both nationally and locally as the country emerges from lockdown. Given the increase in planning applications identified by locally and nationally (see bid 24) it is essential that planning staff can be recruited and retained.</p> <p>Hillingdon Borough Council has recently advertised for graduate planners on £32,418-£34,209 whereas WBC offers new graduates grade 6 £24,982.</p> <p>Hastings Borough Council is currently offering a "staff allowance" of £1,959 over and above salary for planning officers.</p>
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Sign Off

Service Manager	Marcia Head
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Wayne Smith

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Waste and recycling - increase in property numbers	
Summary of Bid - for CLT slides	Contract cost for additional resource (crew and vehicle) due to increase in property numbers	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Additional costs of collecting waste for each new home in the borough	
Supporting Evidence / Trend Analysis / Business Case ref	Local Plan property growth projections 2021/22 = 1002, 2022/23 = 894, 2023/24 = 713	
Impact if bid not successful	Budget pressure	
Additional comments	This is an annual increase to reflect additional housing in the borough. There is an agreement with our contractor for an uplift of £51k for each new home in the borough. This is funded through additional council tax collected from new homes	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£250,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£0	£250,000	£250,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Amber

Comments regarding RAG Status	Agreed methodology in contract - each additional household increases the cost of collection by £51 per year. Estimates above are based on local plan new household projections but this could be adversely impacted by Covid and Brexit resulting in uncertainty
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Collection rate increases = £51 per house on a continuous basis. No. new homes expected 2021/22 - 1002 x £51 = £50,100, 2022/23 - 894 x £51 = £45,594, 2023/24 - 713 x £51 = £35,650
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Sign Off

Service Manager	Peter Baveystock
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Parry Batth

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth			
Bid Details				
Bid Type	Growth	Permanent increase in expenditure or reduction in income budget		
Bid Name	Trees and Landscapes Team additional resource			
Summary of Bid - for CLT slides	STATUTORY OBLIGATION AND MEMBER DRIVEN: Additional budget required to fund 2 additional posts needed to cover increase in statutory responsibilities.			
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The Trees and Landscapes team, consisting of 4.5 FTEs (reduced from 6FTE as a result of 21st Century Council), are responsible for exercising the Council's statutory powers under the Town and Country Planning Act 1990 in respect of protection of valuable trees. This includes serving and confirming Tree Protection Orders (TPOs), determining Tree Works Applications (TWA) for works on TPO trees, and enforcement where unapproved works have taken place to TPO trees. The team are also responsible for providing specialist advice in response to planning applications and to a wide number of teams within the council, WBC residents and other stakeholders.</p> <p>Additional resource requirements include:</p> <ul style="list-style-type: none"> - 1x Grade 10 (£60,373pa) Trees Team Manager to support the team in managing the strategic and operational priorities of the council in relation to tree protection. This will include supporting the team in managing the current TPO register of 1,500 TPOs, managing the remaking of old TPO's, to lead on taking enforcement action against TPO breaches, to support with the serving and confirmation of new TPOs requested by Councillors and members of the public, to lead on the management of tree subsidence cases (the borough is seeing a rise in the number of subsidence insurance claims as a result of TPO trees), and to manage the operational trees team in their responsibilities to inspect and maintain the Councils stock of trees. It is hoped that this post will also assist to reduce the time and money spent by the Council in relation to insurance claims. - 1 x Grade 7 (£35,387pa) Tree Officer to assist in determining Tree Works Applications (the numbers of applications each year has doubled in the last 3 years and is likely to increase even more as we serve more TPOs to protect valuable trees in the borough). This post will also provide business continuity for the team as currently there is only 1 officer serving TPOs and 1 officer determining TWA's and when they are on leave there is no resource to cover the workload. 			
Supporting Evidence / Trend Analysis / Business Case ref	<p>In 2016 the number of TWAs submitted was 286. In 2020, the number of applications was more than double at 563. The resourcing has not increased to reflect this, which has led to delays in determinations, budget overspend to fund consultancy support to get through the applications, as well as staff absence due to work stress.</p> <ul style="list-style-type: none"> -The number of applications to serve TPOs during 2016 was 28. In the first 6 months of this year (2021) officers have received over 60 TPO applications already, more than double that of 2016. Staff numbers have not increased to reflect this increase. -Since 2016 the number of planning applications the team is consulted on has not decreased from over a 1000pa, however the team lost resource during 21st Century Council and therefore there were 2.5FTE staff dedicated to reviewing planning applications and now there are only 2FTE. -The team are currently spending £260 a day (1 day a week) to cover any leave that the senior tree officer takes and to support with increase in Tree Works Applications. This is costing on average £12,480 a year but still does not provide the resource required to deal with the increased workload and to provide business continuity for the team. -The number of planning applications submitted to WBC this year has increased by 89%. This has a knock-on impact on the Trees and Landscape Team as this increase in planning applications means an increase in specialist advice required from the team in relation to the planning applications. -The number of planning officers and enforcement officers has also increased by 7FTE since 2018 to reflect the increase in planning applications and enforcement cases, however this has not been the case for the Trees and Landscape team and they continue to have only 4.5FTE despite the direct correlation between increased planning apps, enforcement cases, and planning enforcement officers, leading to an increase in workload for the T + L team. 			
Impact if bid not successful	<p>The team will be unable to serve and confirm more TPOs in the borough to protect valuable trees from harm. They will also be unable to determine Tree Works Applications within the designated 8-week period, which will give applicants the opportunity to appeal to the Planning Inspectorate on non-determination and leaves the Council liable to costs. In addition, the 34007 revenue cost code will continue to overspend as the team will need to pay a tree consultant to provide support with TWAs whilst the senior tree officer is on leave. There will continue to be issues with plant failure on new development sites as there is currently not enough resource to monitor tree and landscape compliance and to ensure that any failed planting is replaced within a 5 year period.</p>			
Additional comments				
Finance Information				
Amount needed per year		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
	Expenditure	£99,760	£0	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£99,760	£99,760	£99,760
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
Select "RAG Status"	Green			
Comments regarding RAG Status	There is a high certainty on the figures and the fact that TWAs and TPO requests will increase even further moving forward.			
Benchmarking				
Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Nationally, the number of Tree Works Applications submitted to Local Planning Authorities has increased by 49% over the last year. This is likely to increase further as Local Authorities continue to announce Climate Emergencies and continue to protect valuable trees.			
Sign Off				
Service Manager	Francesca Hobson			
Assistant Director	Mark Cupit			
Director	Steve Moore, Director of Place & Growth			
Lead Member	Parry Bath			

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Green Infrastructure Team additional resource
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Summary of Bid - for CLT slides	STATUTORY OBLIGATIONS AND MEMBER DRIVEN: Additional budget required to fund resource and maintenance costs in order to ensure WBC fulfils its statutory responsibilities in relation to Green Infrastructure.
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The Green Infrastructure team provides specialist ecology, public rights of way, heritage and landscape design advice on planning applications, as well as delivering a number of capital schemes including the Greenways Programme, and the operational management of the boroughs public right of way network. All of the responsibilities listed below are statutory obligations that the Council must fulfil.</p> <p>Additional resource requirements include:</p> <p>£23,000pa to assist with heritage planning applications whilst giving the heritage officer time to complete additional responsibilities relating to listed buildings and heritage. Whilst the number of planning applications requiring specialist built heritage responses has not increased over the last few years, there are other responsibilities that the built heritage is required to complete, however due to the high number of planning applications, they are not able to do this. These responsibilities include:</p> <ul style="list-style-type: none"> •Advice and investigation into applications for buildings to be recognised on the Local List of Heritage Assets. This requires investigation, liaison with landowners and the preparation of executive reports. (1 outstanding). The published timeframe for these is 12 months but we have not been able to meet this service standard with current backlog of applications. •Undertake a programme to review/update of conservation areas •Undertake a programme to review/update Buildings of Traditional Local Character/Non Designated Heritage assets <p>The level of planning applications (251 applications per year) has meant that there is little scope for the role to concentrate on any other elements of the built heritage role and there is currently no resilience within the team to handle applications or provide built heritage advice in times of sickness or annual leave. We are therefore requesting approval for the recruitment of a heritage consultant for 1 day a week to assist with the applications and free up time for the other work to be delivered effectively.</p> <p>£80k pa PROW Revenue Growth to cost code 34007 to allow for necessary</p>
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Supporting Evidence / Trend Analysis / Business Case ref	Please see attached document.
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Impact if bid not successful	<p>The team will also be unable to carry out its responsibilities in relation to heritage and listed buildings potentially leading to a loss of heritage assets within the borough.</p> <p>The team will also be unable to maintain the public rights of way in the borough to an adequate standard which may lead to an increase in insurance claims where people have injured themselves on dangerous footpaths. As a result of Covid-19 pandemic we have seen a large increase in footfall on the public rights of way in the borough and this is showing no signs of decreasing as social distancing restrictions are lifted.</p>
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Additional comments	
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Finance Information		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£109,000	£0	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£109,000	£109,000	£109,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	There is a high certainty on the figures.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Planning applications submitted to WBC have increased by 89% over the last year.
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Sign Off

Service Manager	Francesca Hobson
Assistant Director	Mark Cupit
Director	Steve Moore, Director of Place & Growth
Lead Member	Parry Bath

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Permanent staffing for Place Clienting	
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Summary of Bid - for CLT slides	Making temporary staff permanent and employing additional staff to drive forward contract management for street cleansing and grounds maintenance and deliver effective management of our parks & open spaces	
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The Place Clienting team is going through a transitional phase as it integrates new responsibilities into the service. The universal services which the team provides, impact all residents and visitors to the borough. Servicing our expanding highway network and managing over 200 hectares of public open space across the borough, the Place Clienting team in partnership with our contractors are relied upon to make sure our borough is safe, clean, presentable and provides good amenity areas for the public. These highly visible services come under scrutiny from our customers and councillors who have high expectations of how the public realm is kept green and clean. This bid aims to make sure the right resource is in place to allow us to meet the demands of these services and serve our residents. The purpose of this bid is to:</p> <ul style="list-style-type: none"> - Provide much needed resource to monitor existing contracts for street cleansing and grounds maintenance services to make sure that these services provide good value for money and contractors are held to account. - Make sure the council is upholding its duty to keep our 100 play areas and over 200 hectares of public open space assets that we manage, safe for all that use them, and to offer well maintained recreation and amenity spaces that meet the needs of our residents and customers. 	
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Supporting Evidence / Trend Analysis / Business Case ref	<p>Wokingham Borough is an exceptional place to live and work. It is prosperous and residents are rightly proud of the street scene which includes clean streets, cut grass verges, trees and public open spaces. We have currently one monitoring officer in place (1 year FTC) and one Climate Change & Recycling Specialist (FTC) however, there is a need for a further positions to effectively manage these services and provide good value for our residents and visitors:</p> <ol style="list-style-type: none"> 1. Public Realm Monitoring Officer x 2 (Permanent), Grade 6 (£33,082 - £38,142) Currently we have one monitoring officer in place (1 year FTC) there is a need for 2 permanent monitoring officers to undertake the day-to-day monitoring of the streets/grounds contracts, answer and resolve queries from residents/Councillors and deliver projects as required. 2. Team Administrator x 1 (Permanent) Grade 5 (£29,233 - £32,411) A multidisciplinary Officer who will support the Place Clienting team in delivering their work, provide excellent customer experience and add resilience to the team. 3. Parks and Open Spaces Specialist x 1 - Grade 6 (£33,082 – £38,142) (Permanent) The Borough as over 100 play areas and over 200 hectares of public open spaces which serve the community. It is critical to ensure the safety of children and adults using these facilities and that the play areas and parks are regularly monitored in conjunction with Tivoli the grounds maintenance contractor. This is currently a fixed term position for one year but recruitment for this is exceptionally difficult as there have not been any candidates which are suitable to undertake this high profile safety role. Therefore making the position permanent will help attract more suitably qualified and experienced staff. 	
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Impact if bid not successful	Not making the Parks and Open Spaces Officer permanent would leave this position unfilled and this puts the authority at high risk if there is an accident at one of the parks and the correct processes have not been followed. The services provided by the Place Clienting team are visible and impact all residents and visitors to the borough not having these important posts in place will result in additional pressure on existing staff and potentially high numbers of customer interactions due to the contractors not being monitored which results in poor performance.	
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Additional comments		
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Finance Information	Based on top of grade	Yr 1	Inflation (3%)	Inflation (3%)
		2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£146,837	£4,400	£4,530
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£146,837	£151,237	£155,767

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	There is high certainty of the figures and inflation has been added for the following years at 3%
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Customer enquiries to the council are increasing each year with an additional 5000 more email interactions annually expected into the team which puts pressure on customer delivery and other departments. The majority of this interaction can be avoided if a more proactive approach is undertaken. With the growth of the borough additional play areas, public open spaces and highway areas have come under the responsibility of Place Clienting with more expected over the next year.
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Sign Off

Service Manager	Richard Bisset
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Parry Bath

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	CIL implementation cost recovery
Summary of Bid - for CLT slides	When CIL was set up the regulations allowed us to recover initial pre-CIL adoption costs on revenue from CIL as a retrospective topslice. That reimbursement at £57kpa is now recovered and cannot be continued.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	When CIL was set up the regulations allowed us to recover initial pre-CIL adoption costs on revenue from CIL as a retrospective topslice. That reimbursement at £57kpa is now recovered and the income line must therefore be deleted. There is no legal basis for the cost recovery to exceed the amount spent prior to CIL adoption.

Supporting Evidence / Trend Analysis / Business Case ref	Regulation 61(3)(a) of the CIL regulations refers. There is no legal basis to continue the payment.
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Impact if bid not successful	We would be in breach of the CIL regulations.
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£57,000	£0	£0
	Income	£0	£0	£0

Cumulative movement from 21/22 budget £57,000 £57,000 £57,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	We have no basis to continue the payment as cost is recovered.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	This is a regulatory matter over which there is no discretion. CIL spend is published thus any and all deductions from CIL are published.
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Sign Off

Service Manager	Judy Kelly
Assistant Director	Mark Cupit
Director	Steve Moore, Director of Place & Growth
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25**Directorate**

Place & Growth

Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Community Safety	
Summary of Bid - for CLT slides	Support for delivery of the new Community Safety Strategy and Priorities 2021-24.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	In March 2020 CLT agreed a 3 year CSP Strategy. A gap analysis of the CSP highlighted a resource gap to enable the delivery of the agreed priorities. Longer term resources to address the ability to deliver across the life of the strategy were agreed. This resource will allow for the clear delivery against the statutory priorities set out as part of the 2021-24 CSP strategy.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful	The Community Safety Strategy and related statutory duties will not be delivered resulting in a failure to undertake and discharge set responsibilities and reputational damage to the Council	
Additional comments		

Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£77,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£77,000	£77,000	£77,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Narinder Brar
Assistant Director	Simon Price
Director	Interim Director - Steve Moore
Lead Member	Bill Soane

Revenue Budget Setting 2022/23 to 2024/25

Directorate

Bid Details

Bid Type	Growth
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Bid Name	Temporary Accommodation
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Summary of Bid - for CLT slides	To support the increased costs in temporary accommodation as result of increasing statutory homeless demand
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The Council has a statutory duty to accommodate households who present as homeless under the Homeless Reduction Act 2018. Over the last 18 months the Council has seen a dramatic rise in homelessness demand and the numbers being accommodated in temporary accommodation. As a result temporary accommodation (TA) levels have reached to an all time high with almost 100 clients in TA at present. The lack of alternative accommodation and move on accommodation means that projections show that demand will continue to rise and the current level of expenditure and budget for TA needs to be increased to ensure the Council is able to fulfil its statutory duties which means the base budget needs to be increased.
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Supporting Evidence / Trend Analysis / Business Case ref	
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Impact if bid not successful	
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Additional comments	
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Finance Information

		Year 1 2022/23	Year 2 2023/24	Year 3 2024/25
Amount needed per year	Expenditure	£350,000	£0	
	Income	£0	£0	£0

Cumulative movement from 21/22 budget £350,000 £350,000 £350,000

RAG Status (Certainty around financial request and project delivery)		High certainty on figures and project delivery
		Some certainty on figures and project delivery
		Low certainty on figures and project delivery

Select "RAG Status" Red

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Quarterly government statistics published at for the end of September 2021 indicate that the trend of rising numbers on homeless presentatations and temporary accommodation is regional and national trend and has accelerated since the government has lifted the ban on evictions from the private rented sector that it had imposed during the covid 19 pandemic .Projections show that the increased in demand is likely to continue for the foreseeable future.
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Sign Off

Service Manager	Danille Wilmott
Assistant Director	Simon Price /Interim Housing Specialist Zulfiqar Mulak
Director	Interim Director - Steve Moore
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Bid Name	Local Transport Plan 4 and Delivery Plan
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Summary of Bid - for CLT slides	
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	WBC's current Local Transport Plan 3 was completed in 2011; we have a statutory duty to keep the LTP current and it is therefore in need of updating. Work has commenced on a new plan, though the scale of work means that this will span over further financial years. The previous LTP does not have a delivery plan which should identify all of the necessary projects required to deliver the strategy, this will be produced as part of this project, setting out the key projects for the Highways and Transport Team for the period to 2036.
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Supporting Evidence / Trend Analysis / Business Case ref	Will support MTFP sub categories as follows; Climate Emergency - CO2 Reduction Environment - Alternative Transport Investment and Regeneration - Housing delivery Roads and Transport - Alternative Transport / Road Improvements Reducing Congestion
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Impact if bid not successful	The scale of the project and its outputs means it exceeds our current level of budget available in the service. If the bid does not proceed existing revenue funds will need to be allocated to this work which would have a significant impact of normal service delivery or the production of the LTP4 would need to be stalled/timescales extended meaning the completion may not coincide with the Local Plan Update.
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Additional comments	This will set out our strategy for the next 15 years, defining our major schemes and projects identifying key areas for the teams to focus on; this will therefore be directly link, and based upon, other key strategies and plans across all services of the council as appropriate.
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£150,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£150,000	£0	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	Cost and timescales are based on fee estimates from our highway alliance partners, timescales are partly dependant on the Local Plan Update as these are being programmed to be delivered in parallel.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Matt Gould
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Bid Name	Concessionary Passes - Bulk Renewal	
Summary of Bid - for CLT slides	Renewal of all Concessionary Passes	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	During 2022 there will be 25000 Concessionary Bus Passes expiring, therefore during the year there will be a program of replacement will need to be undertaken. This is a legislative requirement - all concessionary passes must be reissued every 4 years. - Written into the contract with our provider is the requirement to undertake a bulk reissue of all concessionary passes - The bid is for the cost of the cards at £1.65 each (circa 25,000 cards) and a fee to ACT to undertake the reissue.	
Supporting Evidence / Trend Analysis / Business Case ref	Tasks to be preformed by our provider 1)review of data and cleansed where needed 2)Produce necessary scripts to identify the impacted customers and perform a mailing to those customer inviting them to renew via the portal 3)Updated the CMS and Portal configuration to ensure the new card expiry date was in place moving forward 4)Managed the card production	
Impact if bid not successful	Concessionary Passes will not be reissued and we won't meet legislative requirements	
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£80,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£80,000	£0	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	Costs based on previous bulk renewal and recent discussions with provider
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Rebecca Brooks
Assistant Director	Andy Glencross
Director	Steve Moore, Director of Place & Growth
Lead Member	Pauline Jorgensen

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Bid Name	Development management - appeals
Summary of Bid - for CLT slides	Development Management – appeal legal costs
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To fund increased appeals against refusals of applications for housing development and enforcement notices served

Supporting Evidence / Trend Analysis / Business Case ref	In 2019 there were 6 public inquires costing approx. £100k per Inquiry. With the poor housing land supply position going forward and the delay of the local plan, this number is likely to increase as more speculative unplanned housing applications are submitted and refused. Further, 10 enforcement notices have been served March - June 2020 and likely to end up at appeal
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Impact if bid not successful	Lack of legal/consultant support at planning and enforcement appeals
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£350,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£0	£350,000	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	The number of appeals is unknown. In 2019 there were 6 Public inquiries but with the poor 5 year HLS position 2020 + and delay in the local plan this is likely to be higher. This is based on 10 appeals using an experienced Junior Barrister but this could be an underestimation.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Marcia Head
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Wayne Smith

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Bid Name	Local plan update
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Summary of Bid - for CLT slides	Strong likelihood that additional consultancy support will be required to revise current draft Local Plan Update to address emerging local challenges as well as potential national changes to housing requirements and planning system
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>Additional budget to support the preparation and adoption of a new local plan - known as the Local Plan Update.</p> <p>The council is required under the Planning and Compulsory Purchase Act to prepare and maintain up-to-date local plans. The council has started the process of reviewing the adopted plans - the Core Strategy (2014) and the Managing Development Delivery (2014) local plans, setting the special item budget 28422 (Major inquiry for sites allocations). Since originally set, the programme for the preparation of the new local plan has changed and increased evidence requirements have resulted from this and changes in national planning policy.</p> <p>It is estimated that £175k will be required in 2022/23.</p> <p>Budget 28422 relates solely to the preparation of the local plan and associated evidence base. It does not cover supplementary planning policy work such as the Borough Design Guide, or other activities such as neighbourhood development plans.</p>
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Supporting Evidence / Trend Analysis / Business Case ref	An estimate of future spend has been undertaken. Costs are estimated using comparable projects and the previous costs associated with the adopted Core Strategy and MDD local plans.
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Impact if bid not successful	<p>Unable to meet statutory requirement of maintaining up-to-date local plans.</p> <p>The consequence of not having an up-to-date local plan include:</p> <ul style="list-style-type: none"> -the loss of ability to manage development, including where it occurs and the impacts; -increased costs associated with appeal proceedings relating to speculative developments; -the loss of ability to introduce carbon neutral building standards; -reduced ability to collect planning obligations and Community Infrastructure Levy (CIL) towards infrastructure improvements; -reduce ability to require a proportion of affordable homes from developments; and -Government intervention regarding the plan-making function.
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Additional comments	<p>The preparation of the Local Plan Update is a corporate priority.</p> <p>Capacity funding accessed via Homes England has been secured. Additional conversations are taking place seeking to secure additional funds. These are in addition to those expressed in this bid.</p>
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£175,000	£0
	Income	£0	£0	£0

Cumulative movement from 21/22 budget

£0 £175,000 £0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	An estimate of future spend has been undertaken. Costs are estimated using comparable projects and the previous costs associated with the adopted Core Strategy and MDD local plans.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Costs are estimated using comparable projects and the previous costs associated with the adopted Core Strategy and MDD local plans.
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Sign Off

Service Manager	Ian Bellinger
Assistant Director	Rhian Hayes
Director	Steve Moore, Director of Place & Growth
Lead Member	Wayne Smith

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Bid Name	Planning appeals and enforcement
Summary of Bid - for CLT slides	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Retention of 2 additional senior professional staff to support planning appeals and 2 additional enforcement officers (appointed through previous supplementary estimate 2019/20).

Supporting Evidence / Trend Analysis / Business Case ref	Local Plan delays and 5 year housing land supply projections, number of speculative planning applications being submitted and enforcement notices being served April/May = 10) (see attached brief)
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Impact if bid not successful	Unsuccessful/lack of defence of planning and enforcement appeals
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Additional comments	See attached briefing note
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£265,000	£100,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£265,000	£100,000	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	Posts have been created/recruited to funded by the previous special item in 2019. These have been costed to give certainty
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Recent increases in appeals and 5 year HLS projections (see briefing note)
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Sign Off

Service Manager	Marcia Head
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Wayne Smith

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Bid Name	Temporary increase in planning application fee income	
Summary of Bid - for CLT slides	Temporary increase in planning application fee income	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The market insight report produced by the Planning Portal indicates sustained growth for 2021/22 and potential plateauing at higher application level for 2022/23.	

Supporting Evidence / Trend Analysis / Business Case ref	https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fissuu.com%2Fplanning.portal%2Fdocs%2Fplanning_market_insight_report_july_2021%3Ffr%3DsZDEyZiMzMjI1MjY&data=04%7C01%7CMarcia.Head%40wokingham.gov.uk%7C522d310516cf4bb45c6f08d946add53a%7C996ee15c0b3e4a6f8e65120a9a51821a%7C0%7C0%7C637618534680181036%7CUnknown%7CTWFpbGZsb3d8eyJWljiMC4wLjAwMDAilCjQljoiv2luMzliLCBtil6lk1haWwiLCjXVCl6Mn0%3D%7C1000&sddata=PSKSBZvsqoi7k0YZHe2DOx6HX9062gJ5t28uaLkBpc4%3D&reserved=0		
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Impact if bid not successful	
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Additional comments	
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Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£100,000)	(£100,000)	£0
<i>Cumulative movement from 21/22 budget</i>		(£100,000)	(£100,000)	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Amber
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Marcia Head
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Wayne Smith

Revenue Budget Setting 2022/23 to 2024/25**Directorate****Bid Details**

Bid Type	Special Item
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Bid Name	Temporary staffing for Development & Enforcement team - 1 x CDO validation officer (Grade 5), 1 x planning officer (Grade 6).
Summary of Bid - for CLT slides	Introduction of permanent staffing to ensure key services are delivered.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Bid for two additional permanent posts (1 x grade 5 + 1 x grade 6) because planning application numbers have increased by 53% in the first 5 months of this year over the same period in 2020. Bid for one additional grade 9 post to lead and manage the 20 staff who transferred from CIC on 4 January 2021. Planning is a statutory service. There is significant pressure to validate and determine planning applications as quickly as possible and to stimulate the post covid economic recovery through construction.

Supporting Evidence / Trend Analysis / Business Case ref	1. Business support manager 1 x Grade 9 (£58k) (Permanent) Currently there is a Business Support Manager on an 18 month fixed term contract. The customer delivery officers transferred to Development Management with a team manager (G7) who has no planning background and a manager of sufficient experience and gravity is required to lead the team and ensure planning application targets are met and to drive service improvements and focus on customer focused behaviours. This permanent role will allow for this key service to take place, more face-to-face communication with residents and analysing data to identify trends.
	2. Customer delivery validation officer - 1 x grade 5 (£32k) (Permanent) There is currently a grade 5 validation officer on a 12 month fixed term contract. This has been required to meet the increase in planning applications submitted for the first 5 months of 2021, which are 53 % higher than the same period in 2020.
	3. Customer delivery planning officer - 1 x grade 6 (£38k) (Permanent) There is currently a grade 6 validation officer on a 12 month fixed term contract. This has been required to meet the increase in planning applications submitted for the first 5 months of 2021, which are 53 % higher than the same period in 2020.
	The increase in planning applications is mainly made up of householder planning applications for which the fee is £206. Planning applications fees are set nationally and there is no scope to increase the fees. The increase in application numbers has not been matched by an increase in fee income. The Planning Portal (through which electronic planning applications are submitted nationally) issues a regular market insight reports which identifies a 36% increase in planning applications nationally in 2020 over 2019 figures and a 41% increase in February 2021 over February 2020.

Impact if bid not successful	Failure to validate and determine planning applications within the statutory timeframe could lead to a reduction in application performance and failure to meet statutory targets. This could result in the Council becoming a failing Authority and taken into special measures. Delays will lead to customer dissatisfaction, complaints and reputational damage. Delays could lead to an increase in appeals on non-determination and the associated appeal costs.
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Additional comments	
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Finance Information

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25
Amount needed per year	Expenditure	£69,000	£69,000
	Income	£0	£0

Cumulative movement from 21/22 budget £69,000 £69,000 £69,000

RAG Status (Certainty around financial request and project delivery)		High certainty on figures and project delivery
		Some certainty on figures and project delivery
		Low certainty on figures and project delivery

Select "RAG Status" 

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Marcia Head
Assistant Director	Stephen Brown
Director	Steve Moore
Lead Member	Wayne Smith

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Bid Name	Re-integration of Trading Standards and Environmental Health to WBC control - implementation costs	
Summary of Bid - for CLT slides	To allow for the costs of reintegrating Building Control Services into the new Environment and Safety Service	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	In June 2021 Windsor and Maidenhead left the tri-Borough Building Control Service, and West Berks indicated that they to were leaving the service. The stand alone BC service will therefore need to be integrated into the new Environment and Safety service with a much reduced ability to generate income and associated potential redundancy costs.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful		
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£250,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£250,000	£0	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Amber
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Richard Bisset
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Parry Bath

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Bid Name	Deliberative Process
Summary of Bid - for CLT slides	Support for climate emergency behaviour change programme and deliberative process
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Resource to support additional work required to deliver climate emergency behaviour change programme and deliberative process. Report going to Council in July recommending that the development of a business case in support of a deliberative process. This will need both staff resource (x2 FTE Grade 8 posts)

Supporting Evidence / Trend Analysis / Business Case ref	Behaviour change and deliberative process are actions within the Climate Emergency Action Plan which has been approved by Council
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Impact if bid not successful	Behaviour change is key to reducing carbon emission. With out this additional resource there is a risk targets for carbon reduction within the CEAP
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£90,324	£90,324	£90,324
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£90,324	£90,324	£90,324

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Rhian Hayes
Assistant Director	Rhian Hayes, Acting Assistant Director, Growth and Place
Director	Steve Moore, Director of Place & Growth
Lead Member	Gregor Murray

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Place & Growth
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Bid Name	Reintegration of PPP	
Summary of Bid - for CLT slides	To support the set up costs of the new enhanced Environment and Safety Service	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The new service will require an out of hours, enhanced Anti social behaviour unit together with the assimilation of other services from the existing PPP. There will be additional costs associated with the disaggregation of the existing service and the creation of the new sovereign service.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful	The new service will not deliver the enhanced service requested by Council.	
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£300,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£300,000	£0	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Amber

Comments regarding RAG Status	The recruitment of staff to the new service is a fluid process and costs will be determined by the shape of the final structure, and the success or otherwise of the recruitment methods available. Best endeavours are being used to keep the project within budget
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	David Thrale
Assistant Director	Stephen Brown
Director	Steve Moore, Director of Place & Growth
Lead Member	Bill Soane

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New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways & Transport	Budget Manager *	Aivaras Jasiunas
Project Managed By *	TBC	Rolling Programme *	Yes

Project Title * Highways Carriageway Structural Maintenance

Project Description *
Resurfacing of carriageways (roads) to repair damage beyond the scope of filling potholes. This work extends the life of the asset, improves its condition, such as increasing skid resistance, surface water run-off and ride quality thereby improving highway safety.

Has Operational Property been consulted? (see guidance tab) N/A Date consulted? N/A

Names of Operational Property Officer consulted N/A

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category	Road & Transport
MTFP Sub Category	Road Improvements

Outline Business Case

- The following benefits are realised through this rolling programme
- Improved performance indicators.
 - Reduction in insurance claims (caused by trip hazards, potholes etc).
 - Visual improvements to the street scene – enhanced living conditions.
 - Arrest further degradation of road/footway surface and substructure.
 - Reduction in the demands for remedial work (patching).
 - Potential for improvements in road safety due to increased skidding resistance, improved surface condition etc.
 - Improved highway condition, drainage, and life of asset.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval** 11,400

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Highways Carriageway Structural Maintenance	2,678	2,280	2,280	2,280	2,280	2,280	11,400

equals cell g75

Project Total (Info only) £'000 14,078

Funding Identified *

Funding identified? No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	11,400	11,400	11,400		
Funding Shortfall	11,400	11,400	11,400		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

The risks of not undertaking the programme include:

- Serious difficulty in continuing to meet statutory/legal requirements to maintain a safe highway due to gradual degradation of general highway condition through reduced or deferred investment,
- Increased risk of fatal incidents resulting from highway defects thereby increasing the risk of Corporate Manslaughter
- Inability to adequately address risks described in Highways Asset Management Risk Register
- Increased frequency and severity of highway defects occurring leading to increased exposure to Third Party claims and reduced ability to secure a defence under Section 58 of the Highways Act
- Consequential increase in insurance premiums and insurance excess amounts, and potential for insurance companies to withdraw or refuse insurance
- Continued depreciation of the council's asset.
- Potential need to impose speed restrictions, lane closures or road closures in order to safeguard users of a deteriorating highway network
- Strong criticism and possible legal action by Department for Transport (DfT) for lack of action to adequately maintain the highway network, which is the largest and most visible community asset for which local authorities are responsible (estimated value in WBC of £550 million).
- Consequential loss of highway capacity, loss of highway network links, increased congestion and adverse media attention
- Need for more frequent inspections and increased reactive maintenance as highway assets deteriorate more rapidly
- Possible legal action for failure to ensure expeditious movement of traffic (Statutory duty under TMA)
- Public/businesses dissatisfaction and reduced perception of a quality service and the council's apparent performance, to the detriment of the whole community.
- Reduction in perceived living conditions in the Borough with potential further impact on the housing market.

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross / Highways & Transport	Budget Manager *	Aivaras Jasiunas
Project Managed By *	TBC	Rolling Programme *	Yes
Project Title *	Earley Station Footbridge Replacement		

Project Description *

The footbridge was constructed circa 1972 as part of A3290 dual carriageway connecting the A4 at Sutton Seeds roundabout in the west with Bracknell in the east. It comprises 7 no. spans of twin steel girders supporting in-situ concrete deck panels, supported on reinforced concrete piers and pad foundations. There are precast concrete stepped ramps at each end, and the deck has a usable width of 1.8m. The proposed structure will reduce the number of supports (removing a vulnerable support within the central reservation of the A3290) and include smooth grade ramps making the bridge amenable to all users. The deck width will be increased and parapet height increased to allow safe use by pedestrians and cyclists.

Has Operational Property been consulted? (see guidance tab)	N/A	Date consulted?	N/A
Names of Operational Property Officer consulted	N/A		

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Amber

Comments regarding RAG Status

Currently at preliminary stage but it's being held up by SGN due the position of the high pressure main. The cost estimate is based on QS estimate completed recently.

Please select the appropriate MTFP category for the bid *

MTFP Category	Road & Transport
MTFP Sub Category	Alternative Transport

Outline Business Case

The proposed project centres on replacement of an existing footbridge which has suffered serious deterioration and is now subject to monitoring by quarterly inspections. The economic benefits of undertaking these works is removing the cost of ongoing remedial measures and the quarterly monitoring. The environmental benefits of scheme will be improved access to cyclist and wheelchair users as the current configuration is stepped ramp which is impossible for the wheelchair users to cross the structure. The scheme provides the opportunity to enhance and improve the transport links and the network infrastructure, as it has incorporated necessary highway improvements works to deliver the council's core values of safe for use and fit for purpose infrastructure.

Risks of not proceeding with the bid : The structure is in poor condition which requires the quarterly monitoring. The main risk is to close the structure removing the main access from Woodley to Earley including to the Earley train station.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval** **3,800**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Earley Station Footbridge Replacement	3,000	0	3,800	0	0	0	3,800

equals cell g75

Project Total (Info only) £'000 **6,800**

Funding Identified *

Funding identified? No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	3,800	3,800	3,800		
Funding Shortfall	3,800	3,800	3,800		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (savings in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

The asset is at the end of service life. It is anticipated that various defects will become more frequent and severe, which can be observed through the various piers of both the ramps and main footbridge. Furthermore, there are various repairs undertaken to the parapet and netting installed to the concrete soffit to prevent spalling concrete from falling onto A3290. This has resulted in increasing the cost and frequency of the remedial repair works and will cause ongoing disruption to road users. It is therefore recommended to prioritise this replacement structure.

The proposed works are consistent with Wokingham Highway Highways Investment Strategy. This will help to contribute to its overall strategic goals including safety, economic growth and a local transport infrastructure. The site forms an increasingly important link for residents for the Woodley and Earley.

Additional info about the budget : The total estimated scheme cost is £ 6.8m

The revised Earley Station footbridge total cost currently is £6.8m and the extra £ 3.8m is required, having in mind that the latest MTFP P1692-100 Bridge Strengthening value is £3m. Hence, additional funding of £3.8m is needed and this value is used in the attached capital bid.

The above estimate was provided by recent QS study. The cost is likely to reduce due to current stage of the project. There are uncertainty with SGN HP gas main that is stopping the consultant to progress further. As it stands, a construction material contingency of 10% and overall contingency of 30% have been allowed.

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways & Transport	Budget Manager *	Aivaras Jasiunas
Project Managed By *	TBC	Rolling Programme *	
Project Title *	Warren House Road Embankment Stabilisation		

Project Description *

The section of the failed embankment measures approx. 120m in length and has a slope height of up to 7m, supporting the carriageway. Since 2006, there have been numerous study reports undertaken to assess the condition of the asset, as the slope had been showing signs of failure. The most recent Ground Investigation Report (GIR) of 2014 concluded that the northern-east embankment had deteriorated further where geotechnical features of slope instability were observed, and it was recommended to stabilise the failed embankment flank as a priority item.

The total estimated scheme cost for the project £ 3,000,000.

Monitoring study and minor remedial works to the road surfacing are necessary until the embankment being stabilised. Embankment failure is likely to cause a carriageway failure in a gradual manner. It is therefore recommended an early intervention to avoid any costly repair works at later stage. The asset is currently under monitoring on a quarterly basis with use of multiple topographical survey markers to observe any slope movements.

Has Operational Property been consulted? (see guidance tab)	N/A	Date consulted?	N/A
Names of Operational Property Officer consulted	N/A		

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status	N/A as green RAG status
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Please select the appropriate MTFP category for the bid *

MTFP Category	Road & Transport
MTFP Sub Category	Service improvement

Outline Business Case

Justification : The stabilisation works will deliver a safe for use and fit for purpose solution that restores the long-term safety of this route. This route provides key access link for the recent housing developments and secures access to an area that is identified within the Local Plan for significant housing development. Undertaking this work now will prevent much greater potential disruption and cost in the future.

Additionally, the replacement of the safety barrier system along with surface treatment for the section of the road which is already in the pipeline would be brought forward to coincide with the embankment stabilisation works scheme, thereby minimising both the traffic management cost and disruption to road users.

The economic benefits of undertaking these works is removing the cost of ongoing remedial measures which have a relatively short life.

The environmental benefits of scheme will be less disruption for road users, and less use of materials required for short-term remedial measures.

The scheme provides the opportunity to enhance and improve the transport links and the network infrastructure, as it has incorporated necessary highway improvements works to deliver the council's core values of safe for use and fit for purpose infrastructure.

Risks of not proceeding with the bid : The only alternative solution would delay the works programme and continue monitoring the slope movements. Ongoing reactive measures in the form of sealing cracks to the carriageway as and when needed until the permanent measures have taken place would be required, placing a drain on funding for other activities. There is an increasing risk associated with this option of a significant carriageway failure resulting in enforced closure of the road and implementation of reactive emergency measures. If delayed further, the cost of remedial works will inevitably be higher and cause more disruption to road users because it will be un-planned.

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval 3,000

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Warren House Road Embankment Stabilisation		3,000					3,000

equals cell g75

Project Total (Info only) £'000 3,000

Funding Identified *

Funding identified? No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	3,000	3,000	3,000		
Funding Shortfall	3,000	3,000	3,000		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

-21

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing	0.0	0.0	0.0	0.0	0.0	0
Annual on going revenue savings after financing	-4.2	-4.2	-4.2	-4.2	-4.2	-21
Net Revenue Implications (savings in brackets)	-4	-4	-4	-4	-4	-21

equals cell C99

Details of Net Revenue Implications

Details of Costs : The monitoring works entails setting up various monitoring points to observe the progress of the embankment movements. Total monitoring cost for all 5 sites is £20,912. So per site is £4,182.40.
Details of Savings : The monitoring works won't be needed to observe the progress of the embankment movements. Probability of carriageway potential failure and road closure in case of any major embankment movement will be minimised.

Additional Details *

Additional Information

The asset is at the end of service life. It is anticipated that the slope movements will become more frequent and severe, manifesting through large longitudinal cracks and depressions in the carriageway. Furthermore, the slope failure presents severe risks to the public walking and driving on the verge and carriageway respectively. This has resulted in increasing the cost and frequency of the resurfacing works and temporary remedial measures, and will cause ongoing disruption to road users. It is therefore recommended to prioritise the remedial works to restore the condition of the asset.
 The proposed works are consistent with Wokingham Highway Highways Investment Strategy. This will help to contribute to its overall strategic goals including safety, economic growth and a local transport infrastructure. The site forms an increasingly important link for residents in the newly built housing developments along the south of the A329(M) providing access into and out of Wokingham.
Details of Cost : The total estimated scheme cost is £ 3,000,000
 Monitoring study and minor remedial works to the road surfacing are necessary until the embankment is stabilised. Embankment failure is likely to cause a carriageway failure in a gradual manner. It is therefore recommended an early intervention to avoid any costly repair works at later stage.

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways & Transport	Budget Manager *	Aivaras Jasiunas
Project Managed By *	Im Kiat Hong	Rolling Programme *	No
Project Title *	The Ridges - Embankment Repair Scheme		

Project Description *

The road known as The Ridges (B3348) in Finchampstead failed unexpectedly in March 2021 and as a result, the road has been shut since. This funding bid will be use to implement the repair/stabilisation scheme following the investigation which is currently on-going.

Has Operational Property been consulted? (see guidance tab) Not applicable Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Red

Comments regarding RAG Status
 We do not know what had caused the failure as there are too many variables. A contractor has been selected and is mobilizing to start Geotechnical Investigation in mid July 2021. Once the results and findings are known the design process will start to establish a solution, construction duration and construction cost.

Please select the appropriate MTFP category for the bid *

MTFP Category	Roads & Transport
MTFP Sub Category	Service improvements

Outline Business Case

This project is to carry out the repair/stabilisation for the failed road known as The Ridges, Finchampstead. The road is now shut with no vehicular access. Currently there are no information relating to the failure of the road but geotechnical investigation (GI) has been commissioned to identify the possible reason(s) and provide the data required for the design. Options study will commence following the interpretation of the GI results. The risk for not getting the funding for this will mean that, the road will need to be shut for an even longer period.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval** 1,000

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
The Ridges - Embankment Repair Scheme		1,000					1,000

equals cell f70

Project Total (Info only) 1,000

Funding Identified *

No funding identified No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	1,000	1,000	1,000		
Funding Shortfall	1,000	1,000	1,000		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

0

Net Revenue Impact (saving in brackets) *

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Once Geotechnical Investigation is completed and a solution found and designed, the cost might change.

Additional Details *

Additional Information

Once Geotechnical Investigation is completed and a solution found and designed, the cost might change.

Links to other useful documents (e.g. business cases)

Link	Comments

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways and Transport	Budget Manager *	Robert Curtis
Project Managed By *	Robert Curtis	Rolling Programme *	Yes
Project Title *	Safer Routes to Schools		

Project Description *

This project will work with schools to identify most commonly used routes and then make infrastructure changes to help them to make their journey by sustainable modes. This is separate to the pan-Wokingham Walking and cycling project to ensure that funding is ringfenced to schools. It will also encourage schools to sign up to Modeshift STARS which is a national scheme which helps schools to create travel plans and promote sustainable travel for students and staff.

Has Operational Property been consulted? (see guidance tab) Not applicable Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status The initial funding of £150k/year will potentially support three schools over the next 3 years, we can evaluate the success of the project as it progresses and amend the funding request based on this.

Please select the appropriate MTFP category for the bid *

MTFP Category	Roads & Transport
MTFP Sub Category	Alternative transport

Outline Business Case

What is the project. The project will enable improvements for walking and cycling across the borough to be implemented to a high standard in future, leading to increased walking and cycling for commuting, business, educational and retail purposes. The LCWIP process is being used to identify our key routes and the measures required to bring them up to a new national standard. This is a recognised process, introduced by the Department for Transport, and schemes funded by DfT are now often required to have been identified through the a LCWIP. DfT and Transport across the country are shifting towards more active travel and, with public transport, should be considered as the first choice for many making shorter journeys.

How it benefits the Council and aligns to the Council's strategy. This assists the councils aims of keeping the borough moving and its ambitions to be net zero Carbon by 2030. In addition there are significant physical and mental health and wellness benefits as well as improving air quality and quality of life for residents and visitors to the borough. The Local Transport Plan commits to increasing walking and cycling (LTP4 currently in development will further emphasise this and set more tangible targets).

What are the do minimum / do nothing options. Do nothing would mean that we would maintain status quo, we are aware that there is an emerging call from parents/residents for improved routes to schools and this would help reduce traffic during the school run and help us deliver all of the objectives above.

What options have been considered and rejected. Options will be considered in detail for each school location selected.

What are the risks of the bid. Potential objections where there might be competition for road space

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval** 750

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Capital Scheme							
Safer Routes to Schools		150	150	150	150	150	750

equals cell f70

Project Total (Info only) 750

Funding Identified *

No funding identified No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	750	750	750		
Funding Shortfall	750	750	750		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *		0				
Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Business case for active travel is normally based on savings in congestion/journey time and Health service - not cashable savings to the council.

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways and Transport	Budget Manager *	Robert Curtis
Project Managed By *	TBC	Rolling Programme *	Yes
Project Title *	Local Cycling and Walking Infrastructure Plans (LCWIP)		
Project Description *	The Department for Transport introduced a new methodology for identifying and implementing improvements for walking and cycling called LCWIP. This project covers development and delivery of schemes across the LCWIP network to make improvements for both pedestrians and cyclists to enable more people to make the choice to travel by foot or cycle more regularly.		

Has Operational Property been consulted? (see guidance tab) N/A Date consulted? N/A

Names of Operational Property Officer consulted N/A

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Amber
Comments regarding RAG Status	The completed LCWIP will provide more detailed scheme proposals and cost estimates, a rolling programme is anticipated which will compliment the existing "borough wide cycle network" programme

Please select the appropriate MTFP category for the bid *

MTFP Category	Road & Transport
MTFP Sub Category	Alternative Transport

Outline Business Case

Justification: LCWIPs are aimed at increasing cycling and walking and reducing dependence on private car ownership. This will help to reduce congestion and improve our facilities for walking and cycling in the borough in a manner using data and stakeholder information to ensure that the funding is best used to produced the biggest impact. This has benefits to the environment in terms of CO2 emissions and Air quality as well as health improvements from increased physical activity. **Risks of not proceeding with the bid :** DfT are in the process of reviewing their Local Cycling and Walking Investment Strategy and this is expected to release funding to some of the existing recommended measures in authority's LCWIP studies. The more studies we can complete will mean more of the borough is covered by the approach and that more schemes will be identified that will be eligible for this funding as well as other funding as opportunities arise (e.g. S106, LGF and BRRP funding from the LEP, etc). The use of this approach to our infrastructure for cycling and Walking is expected to be adopted by our emerging Local Transport Plan and so will be a required from our own Strategy.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval** 2,400

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Local Cycling and Walking Infrastructure Plans (LCWIP)	300	1,200	1,200	0	0	0	2,400

equals cell g75

Project Total (Info only) £'000 2,700

Funding Identified *

Funding identified Yes

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
DfT - Cycling and Walking fund	1,500	n	n	Announcement anticipated for call for bids in 2020	
Developer Contributions - S106 & CIL	500	n	n	S106 to be requested as developments come forward, once schemes have been identified	
Total Funding Available	2,000	0	0		
Total Project Costs	2,400	2,400	2,400		
Funding Shortfall	400	2,400	2,400		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

There are no additional revenue implications expected except potential changes to maintenance or operation of the highway/public realm

Additional Details *

Additional Information

Work on existing highways land, or adjacent to it so planning not required

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
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New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen	Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways and Transport	Budget Manager *	Robert Curtis	
Project Managed By *	Robert Curtis	Rolling Programme *	Yes	

Project Title *	Electric Vehicle Charge Points
Project Description *	

Electric Vehicles will play a major part in the reduction of CO2 emissions from transport. We are continuing to encourage modal shift and reduced car use where possible, however private car use will remain important to many residents and if these are powered by internal combustion engines this will impact on the borough's ability to become carbon neutral by 2030.

The market is expected to deliver many charge points on private land, in shopping centre car parks and businesses, and there are some grants available from government for this. The Council needs to identify where there are gaps in this provision which is preventing its residents from purchasing their first electric vehicle.

Has Operational Property been consulted? (see guidance tab)

N/A

Date consulted?

N/A

Names of Operational Property Officer consulted

N/A

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *	Amber
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Comments regarding RAG Status	Cost and timescales are based on discussions with suppliers and experts in the field, further development and feasibility work will refine the costs once the scale of the solution is known.
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Please select the appropriate MTFP category for the bid *

MTFP Category	Climate Emergency
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MTFP Sub Category	Clean energy generation
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Outline Business Case	
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In order to meet our commitment to the Climate Emergency and support the Climate Emergency Action Plan, charge points are required across the borough to encourage the uptake of Electric Vehicles. A small scale project is due to comment in late 2021/22 which will test suppliers' ability to roll out efficiently and also gauge the level of interest and usage of these initial charge points.

This initial project will stipulate that the project must at least return the total funds borrowed by the council in the form of revenue income from the usage of the charge points. It is anticipated that this model will continue throughout the programme of EV Charge Point deployment and so effectively be cost neutral to the council. A detailed strategy for the development of the charge point network and deployment of charge points is in development, expected in 2022.

Equality Impact Considerations	
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An EqlA has been completed for the initial deployment of Charge Points and this does not highlight any concerns around Equality.

Budget Requested in £'000

Total of scheme approval **4,000**

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Electric Vehicle Charge Points		600	1,200	1,200	1,200	1,600	5,800

equals cell f70

Project Total (Info only) **5,800**

Funding Identified *

Funding identified?

Yes

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details	
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Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Please select available type(s) of funding:-	100			Current fund allows for up to £100k to be bid for pilot projects, bid to be completed in next few months	OLEV (Central Government)
Please select available type(s) of funding:-	2,000			Potential future funding opportunities (anticipated)	OLEV (Central Government)
Please select available type(s) of funding:-	2,000			Potential future funding opportunities (anticipated)	LEP (LGF4/other)
Developer Contributions - S106 & CIL	2,000			This could potentially be requested from forthcoming developments; they will be required to provide onsite charge points but could also contribute to wider EV in order to ensure new residents are able to adopt EV's	S106/CIL(?)
Total Funding Available	6,100	0	0		
Total Project Costs	4,000	4,000	4,000		
Funding Shortfall	-2,100	4,000	4,000		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

TBC - there will be costs associated with maintenance and management of the charge points. This will be offset by the level of use by EV owners. This is likely to mean a cost in the early years as EV ownership increases, with a profit in later years; the focus of the project is currently assumed to be service provision rather than revenue generation to give the council the power and control to set tariffs and ensure expedient repair and assistance.

Additional Details *

Additional Information

Positive Implications : The Climate Emergency Action Plan has identified this as a key action within the Transport Sector of our Carbon footprint.
Risk in bid not progressing: Electric Vehicles comprise more than half of the CO2 reduction from Transport emissions outlined in the Climate Emergency Action Plan. If we do not act this will impact on our ability to deliver the required CO2 reduction.
Potential Saving : See above, potential income in future years.
Extra Comments : Initial feasibility will help to shape the programme, and future feasibility studies will be on a site by site basis. We need to have the majority of infrastructure in place by 2025/26 in order to assist people with changing well in advance of the 2030 target.

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
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New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways and Transport	Budget Manager *	Robert Curtis
Project Managed By *	Robert Curtis	Rolling Programme *	Yes

Project Title * A327 Cycleway

Project Description *

This is a project which was originally awarded funding in the 2021/22 MTFP - with £250k being allocated in 21/22 and a further £350k for 2022/23.

The project will link the shared footway implemented on the Arborfield Cross Relief Road (Observer Way) to Shinfield. The new cycleway has been designed and the latest cost estimates have identified a total required budget of £1,000,000; this increase is due to a need for additional crossings and widening.

Has Operational Property been consulted? (see guidance tab) Not applicable Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status This has been designed at high level and potential risks and issues identified and are being managed throughout the design process.

Please select the appropriate MTFP category for the bid *

MTFP Category	Roads & Transport
MTFP Sub Category	Alternative transport

Outline Business Case

This project was approved in 2021/22, this bid requests an increase of £400k bringing 2022/23 allocation to £750k and total scheme cost to £1,000,000. Funding is from existing CIL.

The project fills a gap in the network which will enable people to cycle between the new development at Arborfield into Reading without having to cycle on carriageway along this busy section of the A327. This will encourage Modal shift, reduce dependence on the private car and deliver our commitment to the Climate Emergency Action Plan whilst contributing to reducing congestion.

Equality Impact Considerations

The design will need to ensure that it meets LTN 1/20 guidance standards, this will in turn ensure that all types of cyclist is catered for and that pedestrians are not negatively impacted by the project.

Budget Requested in £'000

Total of scheme approval 750

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
A327 Cycleway	250	750	0	0	0	0	750

equals cell f70

Project Total (Info only) 1,000

Funding Identified *

No funding identified Yes

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save (secured borrowing)					
Ringfenced Capital Grant					
Developer Contributions - S106 & CIL	750	750	750	Funding identified and agreed	
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Total Funding Available	750	750	750		
Total Project Costs	750	750	750		
Funding Shortfall	0	0	0		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Business case for active travel is normally based on savings in congestion/journey time and Health service - not cashable savings to the council.

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross, Highways & Transport	Budget Manager *	Robert Curtis
Project Managed By *	TBC	Rolling Programme *	Yes
Project Title *	Wokingham Borough Cycle Network		
Project Description *	Capital project to enhance and extend the existing cycle network in Wokingham Borough and support MyJourney Travel Plan Activities. The project will continue the legacy of the Dft funded LSTF programme and build upon successfully implemented infrastructure improvements including the Dft funded cycle scheme along Lower Early Way and the LSTF funding cycleway improvements along Fairwater Drive, Woodley.		

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Green
Comments regarding RAG Status	N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category

MTFP Sub Category

Outline Business Case

Positive Implications : Enhanced provision for cyclist; introduction of cycle friendly infrastructure; More formal (controlled) crossing points across the highway network (Toucan Crossings). Improvements to road safety with specific regard to cyclists. Increase in the use of Active travel options (cycling and walking) with a corresponding reduction in private car trips and increase in residents health. Less trips by car; congestion reduced at peak times; reduce impact on the environment. Infrastructure provided to support the activities of the MyJourney boroughwide travel plan.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Wokingham Borough Cycle Network	500	1,000	1,000	1,000	1,000	1,000	5,000

equals cell g75

Project Total (Info only) £'000

Funding Identified *

Funding identified?

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	5,000	5,000	5,000		
Funding Shortfall	5,000	5,000	5,000		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

		£'000					
Net Revenue Impact (saving in brackets) *		10					
Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000	
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0	
Annual on going revenue costs after financing	10					10	
Annual on going revenue savings after financing						0	
Net Revenue Implications (savings in brackets)	10	0	0	0	0	10	

equals cell C99

Details of Net Revenue Implications

As a result of increasing our stock of bollards, traffic signal installations and road signing there will be an increase in maintenance costs. However, the amount required will be reduced by the use of recycled materials where appropriate, low energy equipment such as LEDs and the use of high visibility un-illuminated bollards where possible

Additional Details *

Additional Information

Funding Details : There is no identified external funding at this time. However as schemes progress and S106 contributions are received, the capital budget will be supplemented or swapped with such funding as appropriate within the conditions of the S106 agreement.

Risks of not

proceeding with the bid : Without appropriate investment in improving and extending the provision of cycle infrastructure within the borough the success of the MyJourney service being provided by the council - and contributed to by developers in lieu of residential travel plans - would be a risk. Developers are providing funds to the council and devolving responsibility for promoting sustain travel to us. There maybe a requirement to return the funds to the developer.

Additional Details : MyJourney: A travel Plan for the Borough of Wokingham.

MyJourney promotes sustainable travel in the borough. This promotion needs to be supported by infrastructure and a programme of promotions and training.

MyJourney is the council's brand promoting and realising sustainable travel in the borough. It is a wide-ranging service providing travel information and journey planning advice in and around Wokingham, training and promotions and assistance with travel plans for businesses, schools, residential and commercial development.

Developers of residential developments are required to provide a residential travel plan to support their planning application. This would require the developer to detail and support sustainable transport from its proposed development from the outset, detailing the cost and mechanisms to realise the travel plan, and to attribute a monitoring and survey programme for up to five years to include targets and financial penalties should those targets not be achieved.

Such a travel plan can be onerous on developers as, although a requirement for a successful planning application, it is not part of its core business; a travel plan is usually managed by a consultant or other third party on behalf of the developer.

The council can provide this service on behalf of the developer as part of the wider MyJourney package. Accordingly the council requires all developers to pay a charge to MyJourney in lieu of a residential travel plan.

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Mark Cupit, Delivery & Infrastructure	Budget Manager *	Ian Haller
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	SCAPE Road Infrastructure		
Project Description *	Delivering the road schemes associated with the SDL sites will ensure that the new housing development does not have a negative impact upon the Borough's road network.		

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Green
Comments regarding RAG Status	N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category

MTFP Sub Category

Outline Business Case

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
SCAPE Road Infrastructure	60,267	35,000	2,200	0	0	0	37,200

equals cell g75

Project Total (Info only) £'000

Funding Identified *

Funding identified?

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	37,200	37,200	37,200		
Funding Shortfall	37,200	37,200	37,200		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Mark Cupit, Delivery & Infrastructure	Budget Manager *	Ian Haller
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	Nine Mile Ride Extension		
Project Description *	Delivering the road schemes associated with the SDL sites will ensure that the new housing development does not have a negative impact upon the Borough's road network.		

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category

MTFP Sub Category

Outline Business Case

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Nine Mile Ride Extension	12,020	3,310	0	0	0	0	3,310

equals cell g75

Project Total (Info only) £'000

Funding Identified *

Funding identified?

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	3,310	3,310	3,310		
Funding Shortfall	3,310	3,310	3,310		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Pauline Jorgensen - Highways and Transport
Assistant Director / Service *	Andy Glencross - Highways & Transport	Budget Manager *	Aivaras Jasiunas
Project Managed By *	TBC	Rolling Programme *	Yes
Project Title *	Wokingham Highways Investment Strategy (WHIS)		
Project Description *	<p>"Wokingham Highways Investment Strategy" known as the WHIS is a "Needs Based" approach to maintaining Wokingham's highways network valued at £1.13B, aligned to the Council's and stakeholder's priorities in the most efficient manner possible. The WHIS supports the Local Transport Plan and Transport Vision to 2036. The highways network was split into the following asset classes each with a defined asset owner:</p> <ol style="list-style-type: none"> 1. Carriageways & Footways 2. Structures 3. Drainage 4. Street Furniture 5. Traffic Management 6. Street Lighting <p>The asset owner for each asset group has developed a 30-year investment profile based on supporting Wokingham's corporate and stakeholder priorities. This is based on achieving a targeted level of improved asset condition (Good, Fair, Poor) using government promoted asset management best practice and whole life principles. From the 30-year profiles the first 5 years have been extracted into this MTFP capital bid.</p>		

Has Operational Property been consulted? (see guidance tab)

N/A

Date consulted?

N/A

Names of Operational Property Officer consulted

N/A

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Green
Comments regarding RAG Status	N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category	Roads & Transport
MTFP Sub Category	Service improvements

Outline Business Case

Investment across the six highway asset groups will deliver a number of benefits including:

1. Promotes reputation of Wokingham Borough Council as "A Great Place to Live, an even Better Place to Do Business"
2. Aligned to the Council's corporate and stakeholder priorities
3. Supports the Local Transport Plan and Transport Vision to 2036
4. Delivers the most cost effective sustainable maintenance regime for Wokingham's 736km highway network
5. Delivers the government promoted approach to risk based highways asset management
6. Delivers visible improvement in network condition
7. Improves Member, T&P Councils, residents & customers satisfaction.

Measurement of these benefits will be carried out through the Performance Management Framework in the new Highways contracts, commencing 1st April 2019.

Risks of not proceeding with the bid: As part of the investment profiles the six asset owners have considered the implications of not receiving the requested level of capital investment. Each asset group has calculated the impact on asset condition assuming the current level of capital funding continues over the 30-year period. The impacts are summarised as:

1. Further deterioration of asset condition and an increase in the % of assets in a Poor condition and which require treatment at a later stage
2. Increased capital investment (to the current bid) in later years
3. Increase level of safety defects on the network putting highway users at increased risk
4. Increase in revenue budgets to maintain deteriorating network
5. Increased risk of network failure
6. Stakeholder, Member, T&P Council, business, resident (customer) dissatisfaction at highways network and reputational damage to Wokingham Borough Council

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval

11,839

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Wokingham Highways Investment Strategy (WHIS)	2,968	2,300	3,419	3,120	3,000	0	11,839

equals cell g75

Project Total (Info only) £'000

14,807

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	11,839	11,839	11,839		
Funding Shortfall	11,839	11,839	11,839		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Details of cost : Without additional capital investment revenue budgets will be under pressure in future years to meet service requirements.
Details of savings : Without additional capital investment highways revenue budgets will be under pressure in future years.

Additional Details *

Additional Information

Wokingham's highway network is by far the Council's most valuable asset at 736km and £1.13B. It is used by most residents on a daily basis and essential for business and economic prosperity. Sustainable investment of the highway is required to meet the Council's corporate objectives, and its stakeholder's requirements including: Promotes reputation of Wokingham Borough Council as "A Great Place to Live, an even Better Place to Do Business"

The Council's Transport Vision to 2036 is "to deliver and maintain a safe, reliable and joined-up transport system that connects new and existing communities, businesses, commercial centres while providing leisure opportunities. The vision will future-proof the transport network for new and emerging technology; reduce social exclusion; improve network resilience; accommodate climate change; reduce congestion and improve productivity"

The WHIS has been developed using best practice asset management principles promoted by government and aligned to the Wokingham Highway Asset Management Framework. Investment will reduce reactive works, promote planned, co-ordinated and well communicated works and improve customer satisfaction including Members, T&P Councils and residents. Investment will also deliver efficiency and value for money within the new highway contracts and provide project certainty from 1st April 2019.

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Parry Bath - Environment and Leisure
Assistant Director / Service *	Stephen Brown	Budget Manager *	Glynn Davies
Project Managed By *	Glynn Davies	Rolling Programme *	No

Project Title * Civica APP - PPP & Planning

Project Description *
 New Civica system with mobile functionality required to support PPP service coming back in-house & also to support existing Planning service (£300k Planning, £250k PPP).

Has Operational Property been consulted? (see guidance tab) Not Applicable Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category	Environment
MTFP Sub Category	Service improvements

Outline Business Case
 New Civica system with mobile functionality required to support PPP service coming back in-house & also to support existing Planning service (£300k Planning, £250k PPP)

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval** 550

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Capital Scheme							
Civica APP - PPP & Planning		367	183				550

equals cell f70

Project Total (Info only) 550

Funding Identified *

Funding identified? No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Total Funding Available	0	0	0		
Total Project Costs	550	550	550		
Funding Shortfall	550	550	550		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	John Kaiser - Deputy Leader of the Council
Assistant Director / Service *	Housing & Place Commissioning	Budget Manager *	Rhian Hayes
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	Gorse Ride Regeneration Phase 2		
Project Description *			

To regenerate Gorse Ride - replacing the existing houses with high quality sustainable new homes set in a high quality environment with new shared spaces. Gorse Ride was first built in the 1970s with buildings only expected to last around 20 years. As a result the existing houses are in poor condition with poor insulation and high running costs for residents living there. There are wider problems with general poor drainage and lack of open public spaces for the community to enjoy. Phase 1 (Arnett Avenue) is due for completion in April 2021 with Phase 2 following on with the development of 249 new homes with the vast majority being affordable and all designed to be more eco-friendly. The scheme was developed in full consultation with existing residents and local community representatives and approved by the Council's Planning Committee in December 2020. Contractor selection is underway.

Has Operational Property been consulted? (see guidance tab)	N/A	Date consulted?	N/A
Names of Operational Property Officer consulted	N/A		

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status	Funding projections based on latest cost plans produced by project consultants - to be amended once contractor appointed.
-------------------------------	---

Please select the appropriate MTFP category for the bid *

MTFP Category	Investment and Regeneration
MTFP Sub Category	New facilities

Outline Business Case

The project will result in better quality housing , improved sustainability, high quality public realm and external environment based on a scheme designed in full consultation with residents and local community representatives. **Risk of not proceeding with the bid** : The overall project and funding has previously been agreed through Executive and throughout its planning and design has continued to receive encouragement and support from councillors and senior officers. If the regeneration was not to proceed then many families would continue to live in poor quality accommodation and the costs to maintain and running those properties would continue to grow.

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval 9,508

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Gorse Ride Regeneration Phase 2	5,000	9,508	0	0	0	0	9,508

equals cell g75

Project Total (Info only) £'000 14,508

Funding Identified *

Funding identified? No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	9,508	9,508	9,508		
Funding Shortfall	9,508	9,508	9,508		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

There is a full project governance structure for the Gorse Ride regeneration

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
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New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Bill Soane - Neighbourhood and Communities
Assistant Director / Service *	Simon Price	Budget Manager *	Richard Alexander
Project Managed By *	Richard Alexander	Rolling Programme *	No
Project Title *	Berkshire Record Office - Extension		
Project Description *			

Extension to the Berkshire Record Office building. This is a shared service across Berkshire, the building is located in Reading. Berkshire Chief Executives agreed the project at their July 2021 meeting. The Berkshire Record Office was built in 2000 with planned accrual space for 15 years. The joint service has managed space to comfortably exceed this, but the current estimate is that storage will be full by 2028.

Although archives are increasingly in electronic form, The National Archives advises local services to plan for accruing hard copy archives until the end of the 21st century.

Has Operational Property been consulted? (see guidance tab)

No

Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Green

Comments regarding RAG Status

N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category	Internal Services
MTFP Sub Category	Service improvements

Outline Business Case

The Berkshire Record Office was built in 2000 with planned accrual space for 15 years. It is a statutory service. The joint service has managed space to comfortably exceed this, but the current estimate is that storage will be full by 2028. The Berkshire Record Office is sited at 9 Coley Avenue, Reading. It is owned by West Berkshire on behalf of the six unitary authorities and occupies land leased from Reading Borough Council until 2099. The need for additional storage remains to meet legal, risk management and policy requirements relating to the joint archives service.

Although archives are increasingly in electronic form, The National Archives advises local services to plan for accruing hard copy archives until the end of the 21st century. This need was recognised at the Berkshire Public Services' Network meeting on 4 March 2021.

An extension to the existing Berkshire Record Office is the lowest cost and most viable way of meeting this need.

Equality Impact Considerations

The paper considered by Chief Execs in July 2021 was prepared by West berks Council, they assessed the project as neutral.

Budget Requested in £'000

Total of scheme approval

303

Budget Phasing *

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Berkshire Record Office - Extension		303					303

equals cell g75

Project Total (Info only) £'000

303

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	303	303	303		
Funding Shortfall	303	303	303		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

There may be a minor impact in revenue, estimated at £20k per annum shared between the 6 unitary authorities

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Parry Bath - Environment and Leisure
Assistant Director / Service *	Mark Cupit, Delivery & Infrastructure	Budget Manager *	Francesca Hobson
Project Managed By *	TBC	Rolling Programme *	Yes

Project Title * Greenways

Project Description *

To develop a network of 'Greenways' pedestrian-cycle route throughout the borough.

Greenway Routes are a combination of existing and proposed new Public Rights of Way routes which when connected will deliver a comprehensive and connected series of traffic free routes for pedestrians, cyclists and potentially equestrian users away from main roads.

Positive Implications :

- Increase in number walking and cycling trips in the Wokingham Borough area
- Reduction in vehicle trips / congestion
- Improvement in the health of those residents who chose not to use their private car.
- Improve air quality
- Increase levels pf physical activity

Has Operational Property been consulted? (see guidance tab) Date consulted?

N/A N/A

Names of Operational Property Officer consulted N/A

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category	Climate emergency
MTFP Sub Category	Alternative transport

Outline Business Case

The Wokingham Borough Council's aspiration is to have Greenways (which are continuous generally traffic-free multiuser routes) linking the major Strategic Development Locations (SDL's) in the borough (Arborfield Garrison, Shinfield, North Wokingham and South Wokingham) to each other and also to the existing communities and places of interest/employment. Linked to the Core Strategy (CP10 policy CP10 items 20 and 21 and SDL policies CP18-21). Greenways has also been highlighted in ROWIP 2020-30, Local Transport Plan and LCWIP (in progress).

The Wokingham Greenways project will:

- Stage 1 greenways network is an SDL-focused network to satisfy the requirements of the current Core Strategy to deliver the traffic free commuting and leisure routes connecting the existing and new settlements and point of interest.
- The Project will link with and align to additional greenways and paths proposed to improve the connectivity within the Borough and to adjoining boroughs, for example: River Loddon Long Distance Path project, 'Wokingham Wheel' project, An Urban Network, MyJourney Project.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval** 4,742

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Greenways	2,952	742	1,000	1,000	1,000	1,000	4,742

equals cell g75

Project Total (Info only) £'000 7,694

Funding Identified *

Funding identified? No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	4,742	4,742	4,742		
Funding Shortfall	4,742	4,742	4,742		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Parry Bath - Environment and Leisure
Assistant Director / Service *	Mark Cupit, Delivery & Infrastructure	Budget Manager *	Francesca Hobson
Project Managed By *	TBC	Rolling Programme *	

Project Title * Sports provision to serve North & South Wokingham SDLs

Project Description *

The project involves development of an open air sports hub to enable delivery of the North and South Wokingham Strategic Development Locations and the associated requirements for playing pitches, which are to be met at this offsite facility at Grays Farm. The delivery of the hub is anticipated to be ahead of 2026, prior to completion of the housing developments, with the updated masterplan for the proposals to be completed in 2021.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status N/A as green RAG status

Please select the appropriate MTFP category for the bid *

MTFP Category	Environment
MTFP Sub Category	New facilities

Outline Business Case

The site has been identified for the development of sports and leisure provision, and the council has committed to creating a major new sports hub providing playing pitches and other facilities to support largescale housing development within the borough's South Wokingham and North Wokingham Strategic Development Locations (SDL). Early feasibility studies were undertaken in 2014 and officers are now conducting more detailed masterplanning exercises including preparation of the development brief and vision for the site. This will feed in to outline planning and detailed design.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Sports provision to serve North & South Wokingham SDLs	2,440	4,080	0	0	0	0	4,080

Project Total (Info only) £'000

equals cell g75

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	4,080	4,080	4,080		
Funding Shortfall	4,080	4,080	4,080		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

N/A

Additional Details *

Additional Information

None

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Place & Growth	Lead Member *	Parry Bath - Environment and Leisure
Assistant Director / Service *	Rhian Hayes	Budget Manager *	Frances Haywood
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	Feasibility Case for Developing New Crematorium		

Project Description *

To undertake a feasibility work (2019/20) and prepare a planning application (2019/20) to develop and run a crematorium in Wokingham borough. With the aim of carrying out the construction of the crematorium in 2020/21. The outcome will be a fully operational crematorium facility in the borough by 2022 that provides an optimum service for local residents and the best financial return for the council.

The budget of £400,000 will be used to commission a consultant to carry out the

• Feasibility Stage 2019/20. This will include developing the project objectives and project outcomes, project budget and develop initial project brief. Also, preparing the concept design, including outline proposals for structural design, outline specifications and preliminary cost information along with relevant project strategies in accordance with the design programme and issue the final project brief. This corresponds to work phase 1 'Preparation and Brief' and phase 2 'Concept Design' of the RIBA Plan of Work 2013.

• Planning Stage first half of 2021. During this stage, the consultant will prepare a developed design, including coordinated and updated proposals for structural design, building services systems, outline specifications, cost information and project strategies in accordance with design programme. Also, prepare the technical design and project strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with the design programme. This corresponds to phase 3 'Developed Design' and phase 4 'Technical Design' of the RIBA Plan of Work 2013.

The construction of the crematorium will take place from end of 2021/2022 through to early 2023 in line with the construction programme and resolution of design queries from site as they arise. Corresponding to phase 5 'construction' of the RIBA Plan of Work 2013. A very early estimate of the construction cost is in the region of £3,600,000

Has Operational Property been consulted? (see guidance tab)

TBC

Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Green

Comments regarding RAG Status	N/A as green RAG status
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Please select the appropriate MTFP category for the bid *

MTFP Category Investment & Regeneration

MTFP Sub Category New facilities

Outline Business Case

There are currently no crematorium facilities in Wokingham Borough and residents must travel to Reading or Bracknell for this service. In 2017 the council commissioned Cemetery Development Services to assess the need for a new crematorium in the borough. This study considers the likely demand for a crematorium considering trends in death rates, population projections and the location of competing facilities. The balance of evidence supports the contention that a crematorium would be viable as a commercial enterprise as well as providing important community infrastructure for a growing local population.

Risks of not proceeding with the bids: Needs analysis has identified that there is considerable income potential for the council from developing a crematorium. Particularly, with the amount of growth anticipated for the borough. There is a risk that if the council does not capitalise on this opportunity then it will be lost. Either to private investors within the borough or through adjacent local authorities with existing crematoria expanding their services. Equally, the commercial environment could change at any time during the feasibility and planning stages to make the project unviable. The most likely scenario would be new entrants to the market. To mitigate risk the project should be treated as confidential, proceed at pace and monitor the competitive environment.

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval 2,700

Budget Phasing *

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Feasibility Case for Developing New Crematorium	3,635	0	2,700				2,700

equals cell g75

Project Total (Info only) £'000 6,335

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	2,700	2,700	2,700		
Funding Shortfall	2,700	2,700	2,700		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

-1947.348

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - Invest to save schemes only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing	-139	-266	-420	-503	-620	-1,947
Net Revenue Implications (savings in brackets)	-139	-266	-420	-503	-620	-1,947

equals cell C99

Details of Net Revenue Implications

Above is the potential net income generated by operating the crematorium. However, for the first eight years it has been assumed that this will be used to pay off the original capital investment. If the council chose to pay off the loan over a longer time period, a revenue income could be generated from the outset.

Additional Details *

Additional Information

The possibility of developing a crematorium in the borough was initially reviewed in 2017 when a needs assessment, options appraisal and basic business plan were prepared. The initial findings were supportive of perusing the project but further work was postponed during the council's restructure during the 21st Century Council change programme. Now the project is being restarted with the emphasis on commercialisation and income generation. A further barrier to development has been the difficulty identifying an appropriate site on which to develop the crematorium. This is now close to being resolved

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

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Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Additional people resources across Customer Delivery	
Summary of bid - for CLT slides	Additional people resources are required across Customer Delivery to meet increasing customer demand across a number of areas, and enable delivery around improvements in customer experiences.	
and	There is an increasing number of households and population to serve, 2% year on year over the last 3 years. Additional resources are required in order to meet growing demand as a result of ongoing population increases, and to give capacity to deliver on outcomes within the Corporate Plan around improving customer experiences when they interact with us.	

Supporting Evidence / Trend Analysis / Business Case ref	<p>EXAMPLE INCREASES IN DEMAND ACROSS THE SERVICE</p> <p>Whilst digital offers have been maximised where possible, the answering of calls and management of case work needs human intervention.</p> <ol style="list-style-type: none"> 1. Call volumes into Customer Delivery have increased year on year - 17/18 by 5%, 18/19 by 5% and 19/20 by 8%. Average call duration has increased by 1 minute per call, meaning calls are taking longer, which impacts on customer wait times. Impact on people resources of longer call duration over the year, equates to an additional 52 hours per week talk time - based on 80% of calls into the Council being dealt with by Customer Delivery. 2. Blue Badge applications have increased year on year - 17/18 by 50%, 18/19 by 20%, 2020 saw relaxation in rules for Blue Badge renewals, however we are predicting at least another 20% increase for 21/22. 3. In line with the increasing number of households, this had led to increased demand for our universal services such as Waste and Council Tax. Since 2017/18 Garden Waste subscribers have increased by 150% to 25,000 and the number of households to serve for Waste services has increased by 6%. 4. Benefits processing time as increased, due to the increasing demand, compounded by the lack of resilience in the team to absorb work if someone leaves. Following a resourcing gap left by leavers, and the time taken to recruit, we have exceeded the DWP acceptable standard for processing time - from on average 18 days to 28 days. Further resilience needs to be built into the team to stop this happening again. 5. The reporting of complaints across the service has increased, as we have been successful in raising awareness. As a result, there is increasing pressure on the complaints team to log, accurately report and analyse data and provide advice and guidance on complaint cases.
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Impact if bid not successful	We will not be able to deliver on all of our statutory responsibilities, leading to financial loss, or improve our customer experiences and overall satisfaction levels when they interact with us - due to longer wait times for us to answer calls and repeat chasing or an increase in complaints as backlogs will begin to build. We may see an increase in sickness as extra pressure is put on existing team members.
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Additional comments	<p>BREAKDOWN OF EXTRA PEOPLE RESOURCES REQUIRED - 8.5 FTE</p> <p>Frontline calls and case management - x2 FTE grade 5 Benefits Assessor - x1 FTE grade 6 Registrar / Case Management - x1 FTE grade 5 Complaints Officer - x1 FTE grade 5 Council Tax and Recovery Officers - x2 FTE grade 5</p>
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£210,000	£0	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£210,000	£210,000	£210,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	Statistically evidenced by comparing increases in demand versus time/resource required to deliver, within targets and SLA's. Figures include oncosts.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Jackie Whitney
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	Gregor Murray

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Land Charges shortfall in income	
Summary of bid - for CLT slides	Shortfall in income for Land Charges	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Whilst the stamp duty relief has helped increase revenue in the short term, once this has been reinstated, income levels will drop once again as the Council competes for business with Personal Search Agents. Whilst they do not offer official council searches, conveyancers will use them to conduct searches for them as a 'package', in and out of the borough at a reduced cost.	
Supporting Evidence / Trend Analysis / Business Case ref	The same downturn has been seen by other LA's across the country.	
Impact if bid not successful	Underachievement of income target.	
Additional comments	Mitigating actions have been taken - marketing our services as a 'one stop shop' to local conveyancers whilst regular keeping in touch, creation of an expediated service and easy to use digital offer.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£45,000	£70,000	£10,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£45,000	£115,000	£125,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Jackie Whitney
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	Gregor Murray

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	HR - new Target Operating Model
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Summary of bid - for CLT slides	New Operating model introduced to support directorates and Corporate Delivery Plan of the Council
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The proposed HR TOM sets out to address the underperformance of the current HR model and improve relationships between the HR function the wider Council across all levels of leadership, managers, and employees. The proposed TOM takes the approach of 'fixing the basics and build'. The Growth Bid seeks to fund the new structure which is needed to enable the deliverables it sets out to address and build a solid foundation from which to add additional enhanced services. The foundations the proposed TOM sets to build are:</p> <ul style="list-style-type: none"> > Strategic HR leadership with a focus on operational excellence > Efficient, easy to use and technology led transactional processes > Utilisation of self-service functionality for managers and employees > Easy to find and use policy guidelines > Accurate and trusted HR data and analysis, with single source of establishment data Timely and accurate payroll data and transactions > Clear and understood roles & responsibilities > Bring in specialist expertise in Pay & Reward, Data expertise, upskill current existing team
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Supporting Evidence / Trend Analysis / Business Case ref	Feedback from Line Managers and senior stakeholders support the view, outside of the Covid response work, that the existing HR model has become very disconnected from the work and focus of directorates and managers across the Council. The 21st Century model implemented a Self Service model that the HR function has been unable to support with the required technology, workflows, processes and policies. Historically this has driven a disconnect between the wider Council and HR in its relationship, involvement, support and confidence which has increased employee relation cases & risks.
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Impact if bid not successful	Colleagues at WBC will not be effectively recruited, trained and developed to deliver front lineservices to residents. HR will be unable to support the organisation beyond its current capabilities and there will remain a disconnect and low trust & confidence of HR across the wider Council
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Additional comments	The Corporate Plan for 2020-2024 has commitment to 'be the best we can' and change the way we work to support delivery of services to residents . For this to happen the people of WBC need to be the best. The new operating model for HR changes the focus from being a reactive to a proactive service with more support for strategic directors and corporate initiatives. The new operating model also strives for operational excellence ensuring the administrative activities of HR are efficient and effective.
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£245,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£245,000	£245,000	£245,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Christine Bennett
Assistant Director	Christine Bennett
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Halsall

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Data and insight - systems implementation and resources
Summary of bid - for CLT slides	Systems implementation plus 2*Data and insight resources (RSCB)
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Resource required to support implementation of data insight systems such as Power BI. This is a demand and efficiency driven priority which will enable more effective and timely reporting as well as better intelligence to inform decision making.

Supporting Evidence / Trend Analysis / Business Case ref	Engagement across the council demonstrates the desire to implement Power BI as an improved tool for enabling performance management at all levels. This requires additional capacity to work on the programme corporately, learn from our specialists and enable effective and coordinated implementation of the tool to support more active performance management at all levels. Services are eager to engage and recognise the value and opportunities of this initiative.
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Impact if bid not successful	The bid provides for a minimum amount of additional resource, through the appointment of a graduate with progression opportunities, to help deliver the Data & Insight Strategy which is in development and will underpin the changes needed to ensure that we are able to become an intelligence led organisation. Without this minimal additional resource there will be impact on the ability to deliver the improvements required and the programme within the timescales anticipated.
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£30,000	£30,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£30,000	£60,000	£60,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	The Data & Insight programme and development of a strategy is a priority in order to provide more efficient and effective performance management across the council. If the funding is provided it will provide increased capacity to deliver the programme.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	The data and insight, or corporate performance, function is very lean compared to many other similar sized councils operating under a devolved performance management model. With this resource, it would provide a Data & Insight function with 2 Full-time and the added graduate post creating increased capacity, but still a lean structure.
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Sign Off

Service Manager	Mark Gwynne
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser / Shahid Younis

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	New Content Management System	
Summary of bid - for CLT slides	Replacement of WBC Website (RSCB)	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>Revenue support for capital bids - new more modern CMS will have increased running costs for from a third party partner for hosting, maintenance and support annually.</p> <p>The current CMS is now end of life and must be replaced to mitigate the risk that the system will be de-supported by the supplier. Once de-supported this risk would increase to leave the Council's main website vulnerable to catastrophic failure with no supplier to fix the site.</p> <p>An improved website is an organisational priority and aligned to Digital and Technology strategy.</p>	
Supporting Evidence / Trend Analysis / Business Case ref	The Council has paid similar running costs for it's website CMS for the last 10 years. In that time CMS products have become more modern and the running costs for a modern CMS have increased proportionally. Increased revenue is needed to cover the future running costs for a more modern website CMS once the new system has been implemented.	
Impact if bid not successful	Unable to fund annual running costs of new more modern CMS once implemented. This would risk 24/7 target of running main Council website and services due to hosting, maintenance or support costs not being adequate.	

Additional comments**Finance Information**

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£0	£70,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£0	£70,000	£70,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Amber
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Comments regarding RAG Status

Estimate based on research with other Local Authorities using modern CMS.

Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Business Case is underway as part of pre-procurement activity. Extra 70K running costs is a realistic estimate from consultation with Local Authorities with best practice websites.
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Sign Off

Service Manager	Nicholas Spencer
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	ReCustomer APP for Council Tax and Selected services	
Summary of bid - for CLT slides	New Customer APP for Council Tax and Selected services (RSCB)	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>Revenue support for capital bids.</p> <p>Customer feedback (including from Gov Metrics) is highlighting our existing APP has usability issues and usage figures show the APP has had low take up.</p> <p>The existing APP is also built on low technology that simply re-presents website pages as an APP which is basic and creates user issues.</p>	
Supporting Evidence / Trend Analysis / Business Case ref	From research average cost for support, hosting and maintenance of standalone, cross platform customer APPs with flexibility to provide good user experience.	
Impact if bid not successful	Unable to fund annual running costs of newly implemented customer APP and keep it customer focused, easy to use and up-to-date.	
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£60,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£0	£60,000	£60,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Red
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Comments regarding RAG Status	Best estimate based on research.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Estimated running costs come from comparison with other Local Authorities.
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Sign Off

Service Manager	Nicholas Spencer
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Revenue support for Capital Bids - Telephony, security, fibre, IDS
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Summary of bid - for CLT slides	Revenue growth bid to support the ongoing operational running of a series of capital funded projects to ensure the WBC IT estate is secure and supports modern ways of working and Councils desire to utilise its data to make strategic decisions.
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>(RSCB) - Revenue support for capital bids Required for the following capital funded projects:</p> <p>Moving legacy telephony services to Microsoft Teams telephony, ongoing costs will include:</p> <ul style="list-style-type: none"> - Core infrastructure annual running costs - SIP (Voice over Internet) telephony lines - Ongoing support from Microsoft partner - Ongoing upgrade costs, including integrations interdependant telephony systems - Annual software costs for reporting software - Call plans <p>Security and Resiliency projects:</p> <ul style="list-style-type: none"> - Increased Azure (Microsoft Cloud) storage costs - New annual connection costs for link between Shute End and Waterford House - Microsoft Sentinel annual costs to provide security analytics - Azure expenditure for virtual firewalls <p>Data and Insight platform:</p> <ul style="list-style-type: none"> - Annual Infrastructure and licencing costs for data engineering and data warehouse
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Supporting Evidence / Trend Analysis / Business Case ref	<p>The number of unsolicited attempts to access our estate continues and we see spikes in activity around political events such as election periods. Additional tools are required to continue to make the WBC IT estate as resilient as it can be. Funding is required to mitigate this corporate risk.</p> <p>Our current telephony infrastructure is outdated and does not support the current ways of working. Our telephony services are dependant on Shute End and are under pressure with an increased amount of remote workers. Funding is required to mitigate this corporate risk.</p>
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Impact if bid not successful	Would have to turn off services implemented as part of capital projects. This would leave our IT estate less resilient. We would have to scale back our telephony services this would impact the front line service that we can offer our residents. We would not be able to fund the ongoing use of a data warehouse for the Councils data and insight programme to use.
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£233,000	£0	£50,000
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£233,000	£233,000	£283,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	<p>We have support contracts in place with Micorsoft partners so support costs are known.</p> <p>We have used the Microsoft Azure calculator to understand the ongoing Azure consumption costs based on the fact we know.</p>
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Glynn Davies
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Budget required to deliver sustainable organisational change
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Summary of bid - for CLT slides	Estimated resource requirement to deliver sustainable WBC organisational change (Corporate Benefit)
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Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The funding incorporates the resource required to operate a Corporate Business Change function. Business Change leads on the development, implementation and delivery of Change Programmes that will to transform the way the council operates and requires funding to achieve the following benefits:</p> <ul style="list-style-type: none"> •Improved availability of, and access to, council services through digital channels; •Swifter resolution of customer issues and queries; •A greater focus on problem-solving and customer responsiveness; and, •A leaner, more efficient council costing significantly less to run <p>Change activity is managed through:</p> <ul style="list-style-type: none"> •Directorate led transformation programmes e.g. Adult Social Care and Children's Services Transformation programmes – including demand management •High priority change programmes that span cross council e.g. Community Transport/Accommodation/COVID Recovery •Governance via a corporate change methodology, that includes Programme Management Business Analysis and Business Change specialisms •Working in partnership with VS, Health, Schools etc to deliver sustainable services •Focussed on financial sustainability, with prevention of growth and MTFP deliverables
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Supporting Evidence / Trend Analysis / Business Case ref	<ul style="list-style-type: none"> •Successfully worked with ASC via the Continuous Improvement Programme model to deliver; <input type="checkbox"/> Project to deliver the creation of a new Adult Social Care Safeguarding Hub <input type="checkbox"/> Optalis Transfer Programme <input type="checkbox"/> Transitions service move from Childrens to Adults Project <input type="checkbox"/> Project to underpin the People Together (3Cs) pilot <input type="checkbox"/> Modernisation of IT for ASC (laptops/tablets/Android Phones) <input type="checkbox"/> Accommodation Improvement Project <input type="checkbox"/> Finance Improvement Project <input type="checkbox"/> LD Strategy development Project
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Impact if bid not successful	Inability to achieve pre determined outcomes of CIP plans projects approved
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£860,000
	Income	£0	£0	£0

Cumulative movement from 21/22 budget

	£0	£0	£860,000
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RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Red

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Lewis Borges
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Bid Name	Customer Experience Improvement Team
Summary of bid - for CLT slides	Creation of a new CX Improvement Team to support improvements in customer satisfaction, in line with the corporate plan.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Customer feedback and insight is pivotal in helping us understand customer experiences when they interact with us, overall satisfaction levels and improvement action driven as a result of feedback. Accurate insight derives from various areas - Gov Metric, complaints data, customer demand, service intelligence and customer focus groups. Dedicated resources are required to ensure that the flow of feedback and information is considered to produce the right insight that informs business decisions and drives service improvements with customers at the heart.

Supporting Evidence / Trend Analysis / Business Case ref	<p>Gov Metric data now integral to informing improvements. Increasing numbers of customers are engaging and giving us feedback. There is an increased demand internally for robust CX insight. Detailed analysis is required, with other forms of data (including intelligence gathered at the frontline), and a need to drive further actions and manage change and improvement initiatives as a result, working in partnership with services and UX Specialists.</p> <p>This team would bring together governance of Gov Metric, CX data and insight, Complaints, the CX Working Group actions and support in the management and delivery of CX improvements across the Council, and a CX Learning Programme to support cultural change. Currently, this activity is being absorbed by BAU resources, which is unsustainable going forward as BAU demand increases across Customer Delivery.</p>
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Impact if bid not successful	We may not be able to maximise the customer insight required, and fully deliver on our CX ambitions in the corporate plan, within the desired timescales.
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Additional comments	1 additional role required to resource the team and support changes: CX Improvement Manager - Grade 9 in years 1 and 2
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£52,000	£52,000	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£52,000	£52,000	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Jackie Whitney
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	Gregor Murray

Revenue Budget Setting 2022/23 to 2024/25

Directorate

Communities, Insight & Change

Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Bid Name	Implementation of new HR Target Operating Model	
Summary of bid - for CLT slides		
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The proposed HR TOM sets out to address the underperformance of the current HR model and improve relationships between the HR function the wider Council across all levels of leadership, managers, and employees. The proposed TOM takes the approach of 'fixing the basics and build'. The basics the proposed TOM sets out to address are:</p> <ul style="list-style-type: none"> > Strategic HR leadership with a focus on operational excellence > Efficient, easy to use and technology led transactional processes > Utilisation of self-service functionality for managers and employees > Easy to find and use policy guidelines > Accurate and trusted HR data and analysis, with single source of establishment data > Timely and accurate payroll data and transactions > Clear and understood roles & responsibilities > Bring in specialist expertise in Pay & Reward, managing data and upskill across current existing team 	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful	No progress in understanding metrics and how to use to support development of a high performing organisation. No progress in understanding total reward / remuneration and how they can support an organisation to develop a high performance culture. If there is no Project manager, progress on continual improvement is likely to stall and the function may make no further progress.	
Additional comments	The £252K is to fund three 18 month Fixed Term roles: Pay & Reward Lead, HRIS & Data Lead and HR Project Manager role. In addition it funds the continuation of 5 Case Workers for period of 7 months in 2022/23 to enable transition from current to future structure alongside development of the BWO system which is required to enable the new structure.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£252,000	£51,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£252,000	£51,000	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Christine Bennett
Assistant Director	Christine Bennett
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Halsall

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Bid Name	Equalities and Anti Poverty Communication and Engagement	
Summary of bid - for CLT slides		
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To ensure the Council has sufficient comms and engagement resource to support the Equality and Anti Poverty agenda. Focused on critical internal and external communication & engagement activities, working with the communities, VCS and other partner organisations. Providing critical support and expertise within each area to ensure the wider community is engaged at the right time & to support the development and implementation of both the Equalities and Anti Poverty strategies.	
Supporting Evidence / Trend Analysis / Business Case ref	Strong communications and engagement are recognised as key success criteria for the delivery of these programmes of work. Dedicated resources will provide continuity and expertise within highly complex subject matter areas.	
Impact if bid not successful	Not having adequate comms and engagement resources would impact the successful delivery of both programmes of work, resulting in the risk of poor community engagement and a lack of buy in.	
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£115,000	£115,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£115,000	£115,000	£0

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Will Roper
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Halsall

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Communities, Insight & Change
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Bid Details

Bid Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Bid Name	Budget required to deliver sustainable organisational change
Summary of bid - for CLT slides	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The funding incorporates the resource required to operate a Corporate Business Change function. Business Change leads on the development, implementation and delivery of Change Programmes that will transform the way the council operates and requires funding to achieve the following benefits:</p> <ul style="list-style-type: none"> •Improved availability of, and access to, council services through digital channels; •Swifter resolution of customer issues and queries; •A greater focus on problem-solving and customer responsiveness; and, •A leaner, more efficient council costing significantly less to run <p>Change activity is managed through:</p> <ul style="list-style-type: none"> •Directorate led transformation programmes e.g. Adult Social Care and Children's Services Transformation programmes – including demand management •High priority change programmes that span cross council e.g. Community Transport/Accommodation/COVID Recovery •Governance via a corporate change methodology, that includes Programme Management Business Analysis and Business Change specialisms •Working in partnership with VS, Health, Schools etc to deliver sustainable services •Focussed on financial sustainability, with prevention of growth and MTFP deliverables

Supporting Evidence / Trend Analysis / Business Case ref	<p>Successfully worked with ASC via the Continuous Improvement Programme model to deliver;</p> <ul style="list-style-type: none"> <input type="checkbox"/> Project to deliver the creation of a new Adult Social Care Safeguarding Hub <input type="checkbox"/> Optalis Transfer Programme <input type="checkbox"/> Transitions service move from Childrens to Adults Project <input type="checkbox"/> Project to underpin the People Together (3Cs) pilot <input type="checkbox"/> Modernisation of IT for ASC (laptops/tablets/Android Phones) <input type="checkbox"/> Accommodation Improvement Project <input type="checkbox"/> Finance Improvement Project <input type="checkbox"/> LD Strategy development Project
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Impact if bid not successful	Inability to achieve pre determined outcomes of CIP plans projects approved
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Additional comments	
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£1,400,000	£1,200,000	£300,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£1,400,000	£1,200,000	£300,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Lewis Borges
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

New Capital Bid Template 2022 / 2025

Details

Directorate *	Communities Insight & Change	Lead Member *	John Kaiser - Deputy Leader of the Council & Finance and Housing
Assistant Director / Service *	Sally Watkins	Budget Manager *	Glynn Davies
Project Managed By *	Glynn Davies	Rolling Programme *	No
Project Title *	Microsoft E5		
Project Description *	E5 is the top tier Microsoft licence that would negate the need to have add ons on existing E3 package. Licencing is a ramp licencing and discounted in years 1,2 and 3 in year 4 2024-25 the estimated cost would be £1,168,000		

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category	Please choose MTFP Category
MTFP Sub Category	Please choose MTFP Sub Category

Outline Business Case

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Microsoft E5	473	553	648	890	890	890	3,871

equals cell g75

Project Total (Info only) £'000

Funding Identified *

No funding identified

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save (secured borrowing)					
Please select available type(s) of funding:-					
Total Funding Available	0	0	0		
Total Project Costs	3,871	3,871	3,871		
Funding Shortfall	3,871	3,871	3,871		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. business cases)

Link	Comments
1	
2	
3	

New Capital Bid Template 2022 / 2025

Details

Directorate *	Communities, Insight & Change	Lead Member *	John Kaiser - Deputy Leader of the Council & Finance and Housing
Assistant Director / Service *	Sally Watkins	Budget Manager *	Glynn Davies
Project Managed By *	Glynn Davies	Rolling Programme *	No
Project Title *	IMT Infrastructure, Networks & Security		

Project Description *

IT Infrastructure, Networks & Security - Ensuring IT estate remains safe, secure & WBC retains PSN certification. Replacing server & core network infrastructure

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category	Internal Services
MTFP Sub Category	Service improvements

Outline Business Case

IT Infrastructure, Networks & Security - Ensuring IT estate remains safe, secure & WBC retains PSN certification. Replacing server & core network infrastructure

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval

Budget Phasing *

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
IMT Infrastructure, Networks & Security		420	330	250			1,000

equals cell f70

Project Total (Info only)

Funding Identified *

No funding identified

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Please select available type(s) of funding:-					
Total Funding Available	0	0	0		
Total Project Costs	1,000	1,000	1,000		
Funding Shortfall	1,000	1,000	1,000		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing	4,500	4,500	4,500			13,500
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	4,500	4,500	4,500	0	0	13,500

equals cell C99

Details of Net Revenue Implications

Increased support / hosting

Additional Details *

Additional Information

Links to other useful documents (e.g. business cases)

Link	Comments

New Capital Bid Template 2022 / 2025

Details

Directorate *	Communities, Insight & Change	Lead Member *	John Kaiser - Deputy Leader of the Council & Finance and Housing
Assistant Director / Service *	Sally Watkins	Budget Manager *	Glynn Davies
Project Managed By *	Glynn Davies	Rolling Programme *	No
Project Title *	IMT Devices		

Project Description *

Devices - Hardware needs to be refreshed on an ongoing basis e.g. laptops. Takes into account existing capital from 23/24 which is £350k. Even with that, £200k per annum is needed for the next 3 years

Has Operational Property been consulted? (see guidance tab)

Not Applicable

Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Green

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category	Internal Services
MTFP Sub Category	Service improvements

Outline Business Case

Devices - Hardware needs to be refreshed on an ongoing basis e.g. laptops. Takes into account existing capital from 23/24 which is £350k. Even with that, £200k per annum is needed for the next 3 years

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval **1,000**

Budget Phasing *

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
IMT Devices		200	200	200	200	200	1,000

equals cell f70

Project Total (Info only) **1,000**

Funding Identified *

No funding identified

No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Total Funding Available	0	0	0		
Total Project Costs	1,000	1,000	1,000		
Funding Shortfall	1,000	1,000	1,000		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (savings in brackets) *

0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing	0	0	0			0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

None

Additional Details *

Additional Information

Links to other useful documents (e.g. business cases)

Link	Comments

New Capital Bid Template 2022 / 2025

Details

Directorate *	Communities, Insight & Change	Lead Member *	John Kaiser - Deputy Leader of the Council & Finance and Housing
Assistant Director / Service *	Sally Watkins	Budget Manager *	Glynn Davies
Project Managed By *	Glynn Davies	Rolling Programme *	No
Project Title *	Corporate Applications		

Project Description *

Corporate Applications - Ensuring that Tier A apps that are used Council Wide remain in support. Ensure ongoing security of applications and data held in them.

Has Operational Property been consulted? (see guidance tab)

Not Applicable

Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Green

Comments regarding RAG Status	
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Please select the appropriate MTFP category for the bid *

MTFP Category	Internal Services
MTFP Sub Category	Service improvements

Outline Business Case

Corporate Applications - Ensuring that Tier A apps that are used Council Wide remain in support. Ensure ongoing security of applications and data held in them.

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval 258

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Corporate Applications		103	105	50	0	0	258

equals cell f70

Project Total (Info only) 258

Funding Identified *

No funding identified

No

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Please select available type(s) of funding:-					
Total Funding Available	0	0	0		
Total Project Costs	258	258	258		
Funding Shortfall	258	258	258		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

60000

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing	20,000	20,000	20,000			60,000
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	20,000	20,000	20,000	0	0	60,000

equals cell C99

Details of Net Revenue Implications

Increased support costs for applications across the Council's IT estate

Additional Details *

Additional Information

Links to other useful documents (e.g. business cases)

Link	Comments

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Commercialisation – crematorium	
Summary of bid - for CLT slides	Plan is to build an in-borough crematorium to meet increased demand. Will generate an income stream.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Income generation from building an in-borough crematorium to meet increasing demand. This will generate an income stream.	
Supporting Evidence / Trend Analysis / Business Case ref	A number of studies have shown there is a need and opportunity for a crematorium within the borough supporting the needs of residents. This is a viable commercial opportunity and one that the Council is pursuing.	
Impact if bid not successful	Residents charged out of borough fees from neighbouring authorities facilities	
Preparedness for implementation of savings	Covid-19 priorities have impacted on the delivery of this bid - previously submitted, but now delaying the expected benefits to 22/23 and beyond.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	£0	(£100,000)	(£100,000)
Cumulative movement from 21/22 budget		£0	(£100,000)	(£200,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Red

Comments regarding RAG Status	Volatility of this project is under review
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Rhian Hayes
Assistant Director	Bernie Pich
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Income generation in excess of financing costs - Commercial Properties	
Summary of bid - for CLT slides	Delivery of £200m available for regeneration, housing and commercial investment	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Delivery of £200m available for regeneration, housing and commercial investment. This is the revenue impact of the £200m investment for the current property investment programme, which is investing in both commercial properties and private market sales/rentals of housing stocks.	
Supporting Evidence / Trend Analysis / Business Case ref	This saving outlined here is net of the debt financing cost of borrowing and also a statutory provision for possible capital losses known as a minimum revenue provision (MRP). Net Income £2.3m p.a has already been budgeted for through previous MTFP versions and budget approvals. The amounts identified below are in addition to this.	
Impact if bid not successful	Loss of new 22/23 revenue stream.	
Preparedness for implementation of savings	Governance already in place for the utilisation of the first £200m. The Council's Property Investment Group is well established and functioning as per previous Council approval. The programme is already generating £1.73m p.a. (net of debt financing costs and MRP)	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£700,000)	£0	£0
Cumulative movement from 21/22 budget		(£700,000)	(£700,000)	(£700,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Red

Comments regarding RAG Status	Following changes in regulations, PWLB borrowing criteria and significant increases in building costs the achievability of achievement of this additional income is being reassessed.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Irene Kearns
Assistant Director	Bernie Pich
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Rationalisation process of Corporate Accommodation	
Summary of bid - for CLT slides		
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Savings produced by Rationalisation of Corporate Accommodation on three sites. Aldergrove (Vacated May 2021), Waterford House (June 2021) & The Forge (June 2021). All three sites have been vacated by WBC staff who (in the main) have been re- accommodated at Shute End. Savings at Aldergrove and the Forge have been made by not having to pay business rates, service charges etc. etc. Waterford House benefits from the reoccupation of the building by leasing the office accommodation to the Voluntary Care Sector who are all relocating there from Nov 2021.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful		
Preparedness for implementation of savings		

Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£270,000)	(£330,000)	£0
<i>Cumulative movement from 21/22 budget</i>		(£270,000)	(£600,000)	(£600,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Amber
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Comments regarding RAG Status	There is certainty around a substantial part of the saving however the full extent is being reviewed with Directorates.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	
Assistant Director	
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
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Bid Name	Contracts and Commissioning reviews
Summary of bid - for CLT slides	This is the revenue benefit from the review of the Procurement and Contract Management carried out through CIPFA.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	This is the revenue benefit from the review of the Procurement and Contract Management carried out through CIPFA. There are a large number of major re-procurements in the pipeline and it is expected that more efficient procurement and contract management will bring both corporate and in service benefits.

Supporting Evidence / Trend Analysis / Business Case ref	CIPFA procurement report and new Procurements and Contracts strategy.
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Impact if bid not successful	
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Preparedness for implementation of savings	Creation of a Procurement and Contracts strategy. Initiation of Strategic Procurement Board and Contract Management Learning and Support Working Group
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Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£250,000)	(£150,000)	£0
<i>Cumulative movement from 21/22 budget</i>		(£250,000)	(£400,000)	(£400,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Valentina Velcheva / Rob Bradfield
Assistant Director	Bob Watson AD Finance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Delivery intention of 1000 hours over 4 years at 5%	
Summary of bid - for CLT slides	Expected income from the Wokingham Housing companies housing provision project (1,000 houses over four years with £5m investment).	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	1,000 houses over four years with £5m investment, over and above the £200m investment fund. This is income from the development of housing within the borough by the Council through its wholly owned subsidiary companies and will be self-financing.	
Supporting Evidence / Trend Analysis / Business Case ref	The delivery plan is up to 1,000 homes over the next four years on a assumed Rol of 5%	
Impact if bid not successful		
Preparedness for implementation of savings	Building on our current activities, a phased pipeline will be introduced.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£250,000)	£0	£0
<i>Cumulative movement from 21/22 budget</i>		(£250,000)	(£250,000)	(£250,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Amber
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Comments regarding RAG Status	Alternative delivery models are being investigated which include joint ventures and disposal of land for developer build. The expectation is that there will be part year effects of the savings in 22/23
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Rhian Hayes
Assistant Director	Bernie Pich/Rhian Hayes
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Early payment programme	
Summary of bid - for CLT slides	WBC share of a gain-share with Oxygen Finance for an early payment discount scheme	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	WBC gain share from supplier early payment discount scheme. Partnership with Oxygen Finance is already in progress and this is the anticipated income stream. This is the continued revenue benefit of the partnership with Oxygen Finance. Non-tangible benefits in the speed of processing in the accounts payable process have already been achieved as well as improved control and rigour around the purchasing discipline within services (use of POs).	
Supporting Evidence / Trend Analysis / Business Case ref	The business model has an estimate of c.£1.2 million (being the WBC share) over its five year project life. This will also see an improvement in the Council's accounts payable processes and introduction of e-invoicing (a statutory requirement).	
Impact if bid not successful		
Preparedness for implementation of savings	Programme is already under implementation to deliver savings and improved ways of working in our accounts payable processes.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£100,000)	(£45,000)	£0
<i>Cumulative movement from 21/22 budget</i>		(£100,000)	(£145,000)	(£145,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	Move to a early payment discount scheme could be impacted by current level of support to local businesses due to Covid-19.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Diptesh Patel / Mark Thompson
Assistant Director	Bob Watson - AD Finance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Benefit realisation from Commercial activities	
Summary of bid - for CLT slides	Bid to be developed following work from commercialisation consultants and CIPFA contract review	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The Council has adopted its commercial strategy. This will generate efficiencies and benefits across the whole Council. Many of the financial benefits will remain in the services, but there will be a 'top slice' to achieve the Council's corporate savings target - this is that corporate target.	
Supporting Evidence / Trend Analysis / Business Case ref	Evidence from other councils that have followed this approach indicates that in-service and corporate targets can be achieved.	
Impact if bid not successful		
Preparedness for implementation of savings	The Council's commercialisation team will define and develop effective benefit realisation to allow the sharing of benefits to achieve the corporate target.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£153,000)	(£150,000)	(£80,000)
Cumulative movement from 21/22 budget		(£153,000)	(£303,000)	(£383,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Amber

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Lyndsey Kauder / Rob Bradfield
Assistant Director	Bob Watson - AD Finance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Boxing Hub	
Summary of bid - for CLT slides	Boxing Hub Savings	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	New Boxing Hub to open October 21 in peach place Wokingham, the boxing studio is an income generating programme. The estimated achievable income is shown below.	
Supporting Evidence / Trend Analysis / Business Case ref	Approved Executive report - June 21 which included benchmarking and research findings on the popularity of this programme of which we don't currently have in Wokingham and would be seen as a new and successful venture. Have completed leisure consultations in peach place and the interest has been high.	
Impact if bid not successful	Savings target will reduced or not met at all.	
Preparedness for implementation of savings	Executive approval, unit secured, marketing plan and pre-sales ready and due to take place in September, fit out of unit due for completion end of September ready opening in October 21.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£243,970	£0	£0
	Income	(£330,970)	£0	0
Cumulative movement from 21/22 budget		(£87,000)	(£87,000)	(£87,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	As detailed in approved executive report.
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Sign Off

Service Manager	Beverley Thompson
Assistant Director	
Director	Graham Ebers, Deputy Chief Executive
Lead Member	Parry Bath

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
Bid Name	Income generation from Solar Farms	
Summary of bid - for CLT slides	Creation of solar farm Barkham Farm generate green energy and thus an income stream.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Carbon reduction agenda - Income generation from new Solar Farm infrastructures in Barkham, generating green energy and thus an income stream.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful	Revenue loss. Major failing of net zero carbon targets / ambitions	
Preparedness for implementation of savings	Construction lead times mean that savings will not be realised until 22/23, but will be ongoing.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£300,000)	(£200,000)	£0
Cumulative movement from 21/22 budget		(£300,000)	(£500,000)	(£500,000)

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	Planning now confirmed. Awaiting secretary of state 'call - in'.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	As per additional spreadsheet
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Sign Off

Service Manager	Ian Gough
Assistant Director	Bernie Pich
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Internal Audit and Investigation Redesign to Set Up an In House Service, with External Clients	
Summary of bid - for CLT slides	Internal Audit and Investigation Service Redesign following RBWM's decision to terminate the Shared Service arrangement with WBC	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Bid to set up an in house Internal Audit and Investigation Service at WBC, with external clients, Proposal is that WBC creates an in-house team that is able to focus on WBC risks and develops an expertise in these areas, supported by a co-sourced arrangements and a guest auditor programme, to provide technical support and resilience. This is due to the dissolution of the Shared Audit and Investigation Service with RBWM on 31 March 2022. Reason for bid - Legislative (S151 Local Government Finance Act 1972 and Accounts and Audit (Amendment) (England)) Regulations 2015; part of Council Governance Framework	

Supporting Evidence / Trend Analysis / Business Case ref	Original cost of Internal Audit pre Shared Audit and Investigation Service (2014/15) £243k per Original Business Case was (Internal Audit); Investigations £115k. Total for WBC internal Audit and Investigation Service pre Shared Service was c£358k (inflationary increases to 2021/22 need to be added). New Re-design proposal cost £358k. 2021/22 WBC contribution to current Shared Audit and Investigation Service £117k. Shortfall £241k. In 2021/22, the Shared Audit and Investigation Service cost £638k; Splitting the Service into two would £319k. The additional cost to WBC of £39k would generate and income of £60k from external clients. This is an investment in internal audit to prevent future costs as part of the Council's relentless focus on Value for Money and to improve services to residents.
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Impact if bid not successful	Council statutory requirements to provide an internal audit service will not be met. to the required level.
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Additional comments	Redesign proposal establishes a more resilient Internal Audit and Investigation team with opportunity provide specialisms and expertise
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£241,000	£0	£0
	Income		£0	£0

Cumulative movement from 21/22 budget

£241,000

£241,000

£241,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Catherine Hickman, Lead Specialist, Audit and Investigation
Assistant Director	Andrew Moulton, Assistant Director Governance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Development of a sustainable procurement service	
Summary of bid - for CLT slides	Following the CIPFA review at the end of last year, the report highlighted that the Procurement Service was heavily under resourced.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	This bid creates a sustainably resourced Procurement team that addresses the issues highlighted in the CIPFA report commissioned by CLT and also corrects the shortfall in staffing budget when the service transferred from CIC last October.	
Supporting Evidence / Trend Analysis / Business Case ref	See CIPFA report on Procurement	
Impact if bid not successful	The Council will be exposed to a risk of improper procurement and possible challenge from unsuccessful tenderers. The ability to support improved contract management across the Council will not be available leading to potential cost overruns in contracts and procurements. The relentless pursuit of value for money could be compromised.	
Additional comments	This bid is in line with the procurement and management strategy	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£210,000	£0	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£210,000	£210,000	£210,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	This forms part of the Finance Target Operating Model; enhancements to the Procurement service have been agreed at CLT.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Rob Bradfield
Assistant Director	Bob Watson, AD Finance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	SLS dissolution - revenue costs	
Summary of bid - for CLT slides	Additional revenue costs due to loss of income from RBWM due to WBC ending shared service.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Prior to the decision to end the shared service, WBC was advised that there would be an additional revenue required as the joint funding of third party fixed costs would end..	
Supporting Evidence / Trend Analysis / Business Case ref	Fixed External Costs - the cost of external software, shortfalls in income and salary costs for employing to vacant posts.	
Impact if bid not successful	As a result of cessation of the shared service a substantial contribution to overall costs of the services has been lost (diseconomies of scale)	
Additional comments		

Finance Information

		Yr 1 2022/23	Yr 2 2023/24	Yr 3 2024/25
Amount needed per year	Expenditure	£100,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£100,000	£100,000	£100,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Sean O'Connor
Assistant Director	Andrew Moulton
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
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Bid Name	Emergency Planning	
Summary of bid - for CLT slides	Creation of a in-house emergency planning team following the dissolution of the shared service partnership with Reading Borough Council	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>This creates two posts to form an internal emergency planning team. 1 x Grade 10 and 1 x Grade 8.</p> <p>In July this year Reading Borough Council gave notice this it no longer wished to be in the shared service partnership for Emergency Planning. The existing staff were RBC employees. This has left Wokingham BC without any emergency planners.</p>	

Supporting Evidence / Trend Analysis / Business Case ref	Bid represents increase to existing budgets for in-house provision.	
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Impact if bid not successful	There will not be an emergency planning service. There will be no one available to provide guidance and oversight for the duty officers.	
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Additional comments		
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Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£65,000	£0	£0
	Income	£0	£0	£0

<i>Cumulative movement from 21/22 budget</i>	£65,000	£65,000	£65,000
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RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status		
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)		
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Sign Off

Service Manager	Bob Watson
Assistant Director	Bob Watson - AD Finance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Decrease in uptake up of schools kitchen contract	
Summary of bid - for CLT slides	This is a reduction in the income target for the schools catering contract due to a lower number of schools signing up.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	With the increasing number of schools converting to academy status, there is a lower take up of schools for the school meals contract. This will result in less income, but still makes a positive contribution to the Council's budgets. The contract is at the point of retender, and it is intended to continue to offer this service to schools, but it should be noted that those in academy trusts often have their own contracts in place already. The reduction in the revenue income target will enable the team to proactively canvas schools with an improved offer in quality and price.	
Supporting Evidence / Trend Analysis / Business Case ref	Executive report	
Impact if bid not successful	Income target will be unrealistic and unachievable. Early pressure on new year budgets.	
Additional comments	Contract will still continue to make a positive contribution to the overall Council budget and commercialisation targets. Every effort will be made to ensure that as many schools are signed up to the contract as possible.	

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£33,000	£33,000	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£33,000	£66,000	£66,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Valentina Velcheva
Assistant Director	Bob Watson - AD Finance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

Revenue Budget Setting 2022/23 to 2024/25

Directorate	Resources and Assets
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Bid Details

Bid Type	Growth	Permanent increase in expenditure or reduction in income budget
Bid Name	Insurance Premiums(value of asset portfolio)	
Summary of bid - for CLT slides	The insurance costs for our portfolio of assets and for our public/employers liability and other 'casualty' risks are increasing	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The insurance costs for our portfolio of assets and for our public/employers liability and other 'casualty' risks is increasing; the market for local authority business has experienced a high degree of volatility with premium rates rising significantly. This has been contained year on year by negotiation and by absorbing the costs, but there is a need to rebalance the budget with a growth bid to ensure the Council has sufficient funds to remain adequately insured and covered.	
Supporting Evidence / Trend Analysis / Business Case ref		
Impact if bid not successful	The level of insurance and excess premiums will have to be adjusted on a risk based approach. Some assets/risks may not be covered going forward.	
Additional comments		

Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£150,000	£0
	Income	£0	£0	£0
Cumulative movement from 21/22 budget		£0	£150,000	£150,000

RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green

Comments regarding RAG Status	
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	
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Sign Off

Service Manager	Dan Skinner / Mark Thompson
Assistant Director	Bob Watson, AD Finance
Director	Graham Ebers, Deputy Chief Executive
Lead Member	John Kaiser

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New Capital Bid Template 2022 / 2025

Details

Directorate *	Resources & Assets	Lead Member *	John Kaiser - Deputy Leader of the Council & Finance and Housing
Assistant Director / Service *	Graham Ebers	Budget Manager *	Bernie Pich
Project Managed By *	Bernie Pich	Rolling Programme *	No
Project Title *	Community Investment (formerly Commercial Investments and Housing 145)		

Project Description *

Delivering Housing and Regeneration across the borough primarily for community benefit of which is most likely to be supported by a strong financial business case. This could include properties purchased or built or other income generating assets such as solar farms.

Has Operational Property been consulted? (see guidance tab)

Yes

Date consulted?

09/11/2021

Names of Operational Property Officer consulted

Bernie Pich

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Red

Comments regarding RAG Status

Has become increasingly challenging with changes to PWLB regulations and building inflation

Please select the appropriate MTFP category for the bid *

MTFP Category	Investment and regeneration
MTFP Sub Category	Income generation

Outline Business Case

Business case on a project by project basis. May need s106 affordable housing commuted sums to make projects viable

Equality Impact Considerations

Will be undertaken on a project by project basis

Budget Requested in £'000

Total of scheme approval

33,333

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Investment (formerly Commercial Investments)	32,976	6,833	26,500	0	0	0	33,333

equals cell g75

Project Total (Info only) £'000

66,309

Funding Identified *

Yes

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save (secured borrowing)	54,400			Total invest to save all £ 54,400	
Developer Contributions	11,909	0	0	s106 may be required to make projects viable	
Total Funding Available	66,309	0	0		
Total Project Costs	33,333	33,333	33,333		
Funding Shortfall	-32,976	33,333	33,333		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

(950)

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - invest to save only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing	(950)					(950)
Net Revenue Implications (savings in brackets)	(950)	0	0	0	0	(950)

equals cell C99

Details of Net Revenue Implications

An additional revenue income target of £950,000 is a bid in 22/23, this is dependent on this capital project delivery.

Additional Details *

Additional Information

163

Links to other useful documents (e.g. business cases)

Link

Comments

New Capital Bid Template 2022 / 2025

Details

Directorate *	Resources & Assets	Lead Member *	John Halsall - Leader of the Council
Assistant Director / Service *	Bernie Pich	Budget Manager *	Bernie Pich
Project Managed By *	Phillip Osborne	Rolling Programme *	No

Project Title * Work Place Reimagined

Project Description *

Workplace Reimagined is now a significant corporate priority since the Covid-19 pandemic. Most organisations are now adopting a flexible/hybrid approach with regards to physically returning to the workplace and WBC is no different.
WBC needs to build a site that is fit for future with appropriate technology to support employees, councillors and Borough residents.
An external consultant has been engaged to assist with the redesign. We expect to see a shift away from a traditional desk-based approach and a move towards multi-use, flexible workspaces.
Workplace Reimagined does present a one-off 'invest to save' opportunity as money will be made from creating residential properties to sell in 24/25.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category

MTFP Sub Category

Outline Business Case

A corporate approach to a more flexible and fit for purpose culture/accommodation/digital solution. The project is happening from now into Quarter 4 but an assessment of cost on a per ft2 basis has been included herein. There is the opportunity to convert the Rectory to apartments (the space being made available due to the project itself) the overall scheme has the ability to return a positive position

Equality Impact Considerations

More flexible and modern accommodation together with the greater reliance on SMART working will lead to an improved accessibility of our buildings/systems

Budget Requested in £'000

Total of scheme approval

Budget Phasing *

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Work Place Reimagined		1,400	1,222	100			2,722

equals cell f70

Project Total (Info only)

Funding Identified *

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Ringfenced Capital Receipts - including HRA	3,150		0	Capital receipt to be received when asset constructed and sold in 2024/25 or surplus accommodation realised. Therefore will fund capital in years after construction completed. So project will need to be funded from WBC resources. This project estimates to create a net benefit to the capital programme of £428k.	N/A
Please select available type(s) of funding:-					
Total Funding Available	3,150	0	0		
Total Project Costs	2,722	2,722	2,722		
Funding Shortfall	-428	2,722	2,722		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - invest to save only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing	(270)	(600)	(600)			(1,470)
Net Revenue Implications (savings in brackets)	(270)	(600)	(600)	0	0	(1,470)

equals cell c99

Details of Net Revenue Implications

Includes revenue benefit of capital receipt and savings associated with running accommodation

Additional Details *

Additional Information

Estimated cost of capital receipt:-
Cost 4 x 3 bed apartments (£400k x 3) = £1200k
6 x 2 bed apartments (£300k x 6) = £1800k
1 x studio apartment = £150k
TOTAL = £3150k

*conservative estimate & could be more

Links to other useful documents (e.g. business cases)

Link Workplace Reimagined Capital Bids.pptx ~UNCLASSIFIED~.msg	Comments 164 There is a £50k capital budget agreed for Consultancy in the current year 2021/22 (not included in the bid figures)
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New Capital Bid Template 2022 / 2025

Details

Directorate *	Resources & Assets	Lead Member *	John Kaiser - Deputy Leader of the Council & Finance and Housing
Assistant Director / Service *	Bernard Pich	Budget Manager *	James Wilson
Project Managed By *	James Wilson	Rolling Programme	No

Project Title * Carnival Pool Area Redevelopment

Project Description *
Carnival Pool Phase II redevelopment - includes leisure centre, library, spaces for arts and culture and residential apartments

Has Operational Property been consulted? (see guidance tab) Yes Date consulted? on-going

Names of Operational Property Officer consulted Arnab Mukherjee

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" * Green

Comments regarding RAG Status
Leisure/Library build commenced on site October 20. Residential build commenced October 21. Both elements of project currently reporting within budget and on programme.

Please select the appropriate MTFP category for the bid *

MTFP Category Investment and regeneration

MTFP Sub Category New facilities

Outline Business Case
Scheme comprises final phase of the Wokingham Town Centre Regeneration programme; following on from the completions at Peach Place and Elmsfield.

Equality Impact Considerations
EQIA assessment completed and concluded that the design of the scheme has taken all reasonable steps to optimise inclusivity and accessibility.

Budget Requested in £'000 Total of scheme approval 1,841

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Carnival Pool Area Redevelopment	24,762	1,841	0	0	0	0	1,841

Project Total (Info only) £'000 26,603

equals cell g75

Funding Identified * Yes

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Ringfenced Capital Receipts - including HRA	4,644			Year 3	
Ringfenced Capital Receipts - including HRA	2,929			Year 4	
Ringfenced Capital Receipts - including HRA	6,214			Year 5	
Ringfenced Capital Receipts - including HRA	9,296			Year 6	
Total Funding Available	23,083	0	0		
Total Project Costs	1,841	1,841	1,841		
Funding Shortfall	-21,242	1,841	1,841		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) * 0

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - invest to save only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information
A new/improved leisure centre and library will provide improved facilities for existing Wokingham residents and help meet the additional demand generated by the SDLs and other development.
The residential apartments will help animate this town centre location and provide cross subsidy for the leisure centre delivery. This project is the final piece of the Town Centre Regeneration Programme. It will also open up the development opportunity for the existing library site - once the library has relocated.
Risk Information : Under the leisure contract with the leisure contractor WBC would be liable to weekly recurring penalty payments in the event that the leisure centre is not completed and handed over to the leisure contractor on programme.

165

Links to other useful documents (e.g. business cases)	
Link	Comments

New Capital Bid Template 2022 / 2025

Details

Directorate *	Resources & Assets	Lead Member *	Parry Bath - Environment and Leisure
Assistant Director / Service *	Graham Ebers	Budget Manager *	Beverley Thompson
Project Managed By *	Beverley Thompson	Rolling Programme *	No
Project Title *	New Pool at Arborfield		

Project Description *
 A new stand alone 4 lane 25m swimming pool to be build as a dual-use facility in proximity to the proposed new secondary school in the Arborfield SDL.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category	Investment and regeneration
MTFP Sub Category	New facilities

Outline Business Case
 Positive Implications : A new pool at Arborfield will meet the additional demand for swimming generated by the SDLs and other development. Building the pool at Arborfield would be commercially attractive on a site adjacent to the southern SDLs. This would deliver a good speed of facilities across the borough.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
New Pool at Arborfield	0	0	1,000	6,000	0	0	7,000

equals cell g75

Project Total (Info only) £'000

Funding Identified *

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Developer Contributions - S106 & CIL	4,700			Borough Wide SDL contributions for swimming pools	
Total Funding Available	4,700	0	0		
Total Project Costs	7,000	7,000	7,000		
Funding Shortfall	2,300	7,000	7,000		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - invest to save only	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. business cases)	
Link	Comments
<input type="text"/>	<input type="text"/>

New Capital Bid Template 2022 / 2025

Details

Directorate *	Resources & Assets	Lead Member *	Gregor Murray - Resident Services, Communications and Emissions
Assistant Director / Service *	Bernard Pich	Budget Manager *	Ian Gough
Project Managed By *	Ian Gough	Rolling Programme	No
Project Title *	Renewable Energy Infrastructure projects		

Project Description *
 One way of reducing our carbon emissions and helping to meet our carbon reduction targets (Climate Emergency) is through significant renewable energy generation infrastructure projects. This involves implementing renewable energy generating technologies i.e. solar panels and then either selling the energy (to third parties through a private wire agreement / 'sleeving') or supplying ourselves (including through battery storage opportunities). We may also wish to carry out battery storage, grid solutions, allowing us to make significant revenue from such arrangements. We will need to dedicate land to such projects but this, importantly, may include land where development potential is impossible i.e. floodplain. WBC benefit significantly from land in the local area and conversations have already taken place with other 'land strapped' authorities around buying energy generated. There is a commercialised service opportunity here, from revenue streams coming back from third party organisations. Finally, this will significantly help for us to achieve carbon reduction targets, as outlined in our Climate Emergency statements.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category	Climate Emergency
MTFP Sub Category	Clean energy generation

Outline Business Case
 Positive Implications: These projects will 'payback' from energy savings. Will help for us to meet our Climate Emergency ambitions, will improve our land profile, will reduce our carbon emissions and help to better local air quality. Will portray the authority as having 'Green credentials' and reduce energy consumption / costs associated to energy. Risk Information : There is a small risk of energy 'payback' being extended beyond the ten year period but this should be negated by good consultancy / energy 'payback' calculations. Additional Information : Various sites (land) is applicable for this.

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Renewable Energy Infrastructure projects	9,750	8,000	0	0	0	0	8,000

Project Total (Info only) £'000 equals cell g75

Funding Identified *

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details

Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save (secured borrowing)	8,000	8,000	8,000		
Total Funding Available	8,000	8,000	8,000		
Total Project Costs	8,000	8,000	8,000		
Funding Shortfall	0	0	0		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

Net Revenue Impact (saving in brackets) *

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing	832	1,247	1,247	1,247	1,247	5,821
Annual on going revenue savings after financing	(1,200)	(1,800)	(1,800)	(1,800)	(1,800)	(8,400)
Net Revenue Implications (savings in brackets)	(368)	(553)	(553)	(553)	(553)	(2,579)

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. business cases)
 Link Confidential

New Capital Bid Template 2022 / 2025

Details

Directorate *	Resources & Assets	Lead Member *	Gregor Murray - Resident Services, Communications and Emissions
Assistant Director / Service *	Bernard Pich	Budget Manager *	Ian Gough
Project Managed By *	Ian Gough	Rolling Programme *	No

Project Title * **Energy Reduction Projects**

Project Description *

One of the most effective ways of reducing our carbon emissions and helping to meet our carbon reduction targets (Climate Emergency) is through energy efficiency upgrades to the various properties that we have. This can occur through a whole host of measures including but not exclusive to : boiler replacements (with green technologies), insulation (to a significant standard), building controls, lighting upgrades, building fabric upgrades, apparatus upgrades and self - generating or renewable energy generation (possibly with storage) technologies. Any energy reduction project paying back against a reduction in energy costs and therefore a defined 'payback period' of anything under ten years should be considered for funding. This applies to our own corporate profile (properties) and third party (schools etc) where monetary savings can be paid back to us (as funder) directly. It is worth noting that energy costs are generally increasing by circa ten percent year on year and that any energy saving projects assessed on todays energy costs, against a ten year criteria, will save significant (increasing) cash beyond this. In addition, there is a commercialised opportunity here, to us as the service delivery, from revenue streams coming back from third party organisations. Our corporate profile already benefits from an average capital investment but with additional funding this could incorporate increasing and more projects to further benefit from energy reduction and reducing costs associated. Finally, this will significantly help for us to achieve carbon reduction targets, as outlined in our Climate Emergency statements.

Has Operational Property been consulted? (see guidance tab) Date consulted?

Names of Operational Property Officer consulted

RAG Status (Certainty around financial assessment and ability to deliver project)

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Green

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

MTFP Category	Climate Emergency
MTFP Sub Category	Clean energy generation

Outline Business Case

Equality Impact Considerations

Budget Requested in £'000 **Total of scheme approval**

Budget Phasing *	Previous Years Approved Budget £'000 (Info only)	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Energy Reduction Projects	2,506	1,500	1,500	1,500	1,500	1,500	7,500

equals cell g75

Project Total (Info only) £'000

Funding Identified *

Are there external funding streams identified to contribute towards or fully fund this bid? (if yes please add the details to the table below)

Funding Details	<input type="text"/>
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Please ensure you complete this section with as much information as is possible

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save (secured borrowing)	7,500	7,500	0		
Total Funding Available	7,500	7,500	0		
Total Project Costs	7,500	7,500	7,500		
Funding Shortfall	0	0	7,500		

If Invest to Save funding - see Invest to Save Calculator tab to check scheme is financially viable

Revenue Implications

Net Revenue Impact (saving in brackets) *

Revenue Implications	Year 1 2022/23 £'000	Year 2 2023/24 £'000	Year 3 2024/25 £'000	Year 4 2025/26 £'000	Year 5+ 2026/27 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing	58	133	208	208	358	967
Annual on going revenue savings after financing	(150)	(225)	(300)	(375)	(450)	(1,500)
Net Revenue Implications (savings in brackets)	(92)	(92)	(92)	(167)	(92)	(533)

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information
 Various corporate sites (assets) are applicable for this. SALIX will permit expenditure how we see fit.

Links to other useful documents (e.g. business cases)	<input type="text" value="168"/>
Link	Comments

COMMUNITY & CORPORATE OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
13 Dec 2021	Medium Term Financial Plan	To consider the draft Medium Term Financial Plan for 2022-25	Work Programme	Graham Ebers
	Work Programme	To consider the work programme for the Committee for 2020/21	Standing Item	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
5 Jan 2022	Medium Term Financial Plan	To consider the draft Medium Term Financial Plan for 2022-25	Work Programme	Graham Ebers
	Borough Wide Parking Management Strategy Update	To consider the Borough Wide Parking Management Strategy	Work Programme	Andy Glencross
	In-House Services Update (Customer journey/experience)	To consider an update on in-house public facing services and the customer experience thereof	Work Programme	Steve Moore
	Building Control & Planning Enforcement	To consider an item on the specific areas of operation in relation to Building Control and Planning Enforcement	Committee Request	Steve Moore
	Work Programme	To consider the work programme for the Committee for 2020/21	Standing Item	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
28 March 2022	Flood Risk Management Update	To consider an update relating to flood risk management within the Borough	Work Programme	Francesca Hobson
	Police & Fire Update	To receive an update from the Local Police and Fire Services	Work Programme	Simon Price
	New Domestic Abuse Contract 6 Month Update	To consider the implementation of the new Domestic Abuse Contract	Committee Request	Narinder Brah
	Work Programme	To consider the work programme for the Committee for 2020/21	Standing Item	Democratic Services

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