



# 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 **MONDAY 13 DECEMBER 2021 AT 7.00 PM**

Susan Parsonage  
Chief Executive  
Published on 3 December 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:  
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# 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.
56.		<p><b>APOLOGIES</b> To receive any apologies for absence.</p>	
57.		<p><b>MINUTES OF PREVIOUS MEETING</b> To confirm the Minutes of the meeting held on 24 November 2021</p>	5 - 16
58.		<p><b>DECLARATION OF INTEREST</b> To receive any declarations of interest.</p>	
59.		<p><b>PUBLIC QUESTION TIME</b> 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 <a href="http://www.wokingham.gov.uk/publicquestions">www.wokingham.gov.uk/publicquestions</a></p>	
60.		<p><b>MEMBER QUESTION TIME</b> To answer any member questions.</p>	

**61.** None Specific **MTFP 2022-25: PROPOSED CAPITAL AND REVENUE BIDS FOR THE COMMUNITIES, INSIGHT AND CHANGE AND RESOURCES AND ASSETS DIRECTORATES** **17 - 84**

To consider the proposed Capital and Revenue Bids for the Communities, Insight and Change and Resources and Assets Directorates

**62.** None Specific **WORK PROGRAMME** **85 - 86**

To consider the work programme for the remainder of the municipal year

**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 24 NOVEMBER 2021 FROM 7.00 PM TO 10.33 PM

### Committee Members Present

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

### Executive Members Present

Councillors: Parry Batth, Pauline Jorgensen, John Kaiser, Stuart Munro, Wayne Smith and Bill Soane (Executive Member for Neighbourhood and Communities)

### Officers Present

Christine Bennett (Interim Director of Human Resources and Organisational Development), Richard Bisset (Lead Specialist - Place Clienting), Neil Carr (Democratic & Electoral Services Specialist), Mark Cupit (Assistant Director, Delivery & Infrastructure), Graham Ebers (Deputy Chief Executive (Director of Resources & Assets)), Andy Glencross (Assistant Director - Highways and Transport), Marcia Head (Service Manager, Place and Growth), Francesca Hobson (Service Manager – Community, Heritage, Green & Blue Infrastructure), Steve Moore (Interim Director - Place & Growth), Emma Pilgrim (Specialist - Place Clienting), Sally Watkins (Assistant Director Digital & Change) and Callum Wernham (Democratic and Electoral Services Specialist)

### 48. APOLOGIES

There were no apologies for absence.

### 49. MINUTES OF PREVIOUS MEETINGS

The Minutes of the meeting of the Committee held on 6 October 2021, and the Minutes of the extraordinary meeting of the Committee held on 3 November 2021 were confirmed as a correct record and signed by the Chairman subject to the following points of clarification and minor amendments.

#### 6 October 2021

- Had MPs and Government Ministers been contacted regarding a fair funding settlement for Wokingham Borough Council (WBC)? Response – John Redwood, Theresa May and James Sunderland had been contacted, and a letter was being drafted with regards to adult social care funding. The Borough's MPs had also spoken to Ministers including Michael Gove, and further representations were being made.
- Were the proposed bids not inclusive of any potential costs relating to materials or labour? Response – The proposed bids were a 'lockdown one' version, which was consistent with the original summary presented to the Committee in July. Any changes as a result of the Local Government Finance Settlement would be taken back to the Committee at a later date.
- Agenda page 12, bullet point 7 should read "Had meaningful discussions taken place with the police with regards to antisocial behaviour, and the move of this aspect of the service back in-house? Officer response – Discussions ~~had been had with the police since the beginning of this process~~ **with the police were beginning to take place**, and discussions had also taken place with the Community Safety Partnership...."

### 3 November 2021

- Addition of the following comment into minute item 45 “Members commented that the inclusion of the full report reviewing the BME Forum would have been invaluable to aid the scrutiny of this item.”
- Addition to minute item 46 as follows “The financial consequences if the Government’s Adult Social Care reforms were unknown until the white paper was published early 2022, **however the financial implications on WBC could total £20m.**”
- More detail regarding the impacts on WBC regarding the delay of the special educational needs school in Winnersh would be sought. It was commented that the DfE had been overoptimistic regarding delivery of this project, as now the project would not be delivered until at least Easter 2022. The DfE would assess costs and WBC would submit alternate arrangements and associated costs to the DfE for recompense.
- Addition to the final bullet point of minute item 46 as follows: “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. **Special thanks were extended to Carol Cammiss for all of her hard work and effort as the Director of Children’s Services since 2018, and the Committee extended their best wishes to her as she moved on to work at a different Local Authority.**”

#### 50. DECLARATION OF INTEREST

There were no declarations of interest.

#### 51. PUBLIC QUESTION TIME

There were no public questions.

#### 52. MEMBER QUESTION TIME

There were no Member questions.

#### 53. VEGETATION MAINTENANCE

The Committee considered a presentation, set out in agenda pages 25 to 30, which gave an update on vegetation maintenance in the Borough.

The presentation outlined the different maintenance contracts, primarily the ground maintenance contract with Tovali Group Ltd, the highways reactive maintenance contract with Volker Highways, and the street cleansing contract with Volker Highways which was sub-contracted to Urbaser Ltd. The clienting model was under review, whilst the highways contract had been realigned. The next steps for these contracts included an improved reporting system and integration, map accessibility for residents, and a dedicated officer to be focussed on grounds maintenance and street cleansing.

Richard Bisset (Lead Specialist, Place Clienting), Andy Glencross (Assistant Director – Highways), Steve Moore (Interim Director – Place & Growth), and Emma Pilgrim (Specialist – Place Clienting) attended the meeting to answer Member queries.

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

- What more could be done to clarify which areas were deliberately designated as wilding areas, and which were in need of maintenance? Officer response – Officers were working with the Trees and Biodiversity Task and Finish Group to develop a clear plan to allow residents to know which areas were designated for wilding, and which were not.
- Could a page be placed on the Wokingham Borough Council (WBC) website or within the Borough News which outlined kerbside maintenance schedules? Officer response – Officers agreed that this was an issue for residents, and the past year had seen difficulties with weed spraying and officers were adjusting the timings for next year to prevent as many issues regarding this.
- Members commented that clearing the growth on the side of carriageways prior to the growing season commencing could help with some of the recurring issues associated with weed growth.
- Was the page on the website detailing when a road had been cleaned automatically updated, rather than manually updated by an officer once it was confirmed that the cleaning had taken place? Executive Member and officer response – Yes, the page updated on the day of the scheduled clean to state that the clean had taken place. Street cleaning was a very important issue, and if soil and debris were not swept up quickly it would lead to germination and the spread of weeds. The contract in place was of high quality, and the team was doing great work to reduce the likelihood of vegetation occurring in the first place. It could be that telling residents about the expected frequency of cleansing particular roads rather than naming specific dates would be more useful for all parties.
- Could vegetation maintenance become more proactive so that some sites would not be required to be repeatedly reported, and instead added to a schedule for maintenance? Officer response – Historically there had been issues with mapping highway hedges, which was now being proactively worked on to programme works over the winter period. Sites which had been reported over the past, including cycle ways, would be maintained over the winter period to reduce issues within the growing season. An aspect of reactive work was still expected in the summer due to the levels of growth experienced, however officers wanted to do as much works as possible during the winter period outside of the bird nesting season to prevent reoccurring issues where possible.
- It was commented that cycleway maintenance should be a priority to ensure that cyclists had enough room to use the routes safely.
- How were highway inspections and the enforcement of private hedges under the Highways Act 1980 processed by the highway inspection team? Officer response – When a report came in and was identified as private vegetation, the contractor would investigate and send a letter out to the resident. Should no improvement be received, this would be passed on to the highways asset team who could enforce if required.
- Did highway inspectors pick up on any issues with WBC vegetation and feed-back for processing? Officer response – If highways inspectors identified vegetation in need of maintenance as being WBC owned, works would be issued to the grounds maintenance contractors to cut back the vegetation.

- What did place clienting mean? Interim Director response – This encompassed contract management, compliance issues, and looked at where the service could be made more efficient and where improvements could be made.
- If a resident raised a request for private vegetation, however the occupier of the property was a tenant and not the owner, how would the request be processed? Officer response – A letter would be sent to the property regardless of whether it was rented accommodation or not, and if the owner did not respond then ultimately WBC would make direct contact with the owner. In a small number of cases once communications had been exhausted, WBC would eventually carry out the works to the private vegetation and then invoice the owner of the property for the works.
- Were there any plans to change the types of herbicide used to be more environmentally friendly and to encourage biodiversity? Interim Director response – This would be a decision for Members, as a number of authorities who had moved away from herbicide use had returned to the use of herbicides due to the numbers of complaints received. This was a budgetary issue as much as an environmental issue, as many alternative methods would incur substantial additional costs.
- What was being done to link up the two separate reporting systems? Officer response – Officers were working with IT to link the two systems, which should be completed by April 2022.
- What was environmental localities? Officer response – This was the enforcement team which dealt with issues such as fly tipping. In order to continue to improve the customer journey, two additional contract monitoring officers were proposed to be employed to increase the proactivity of the service.
- Had contract monitoring officers been employed within the service in the past? Officer response – This aspect had previously been carried out by the environmental localities team, however priorities had shifted during the pandemic.
- What were the typical Service Level Agreements (SLAs) for carrying out maintenance? Officer response – SLAs differed between street cleansing and grounds maintenance, and street maintenance varied between roads dependent on their usage. Grounds maintenance varied dependent on the priority of each area. Officers were committed to get the right services in the right areas.
- If an issue was not reported, how might this be picked up? Director response – There was a proactive schedule in place, which was being enhanced by GIS mapping. Officers did not want to rely only on reports, and more resources and equipment had been given to the contract for next year to try and stay ahead of many issues.
- Could residents be given additional garden waste bags where they went out of their way to trim WBC vegetation? Officer response – Officers supported community minded individuals, however it would be difficult to offer additional bags as it would be hard to ascertain where vegetation waste originated from. Where officers were informed of a community event taking place a collection service could be organised.
- Whose responsibility was it to collect leaf fall in residential gardens from WBC trees? Officer response – It was not the responsibility of a tree owner to clear leaf fall from

neighbouring properties. Residents had the right to cut back trees to their property boundary, bearing in mind any tree preservation orders.

- Did reports from the “Fix my street” app come through to WBC, did residents receive an incident number, and was an in-house app for WBC in the works? Officer response – Reports from “Fix my street” came through to the customer service teams, and then sent to the relevant service area. This process was a bit slower than direct reports to WBC, and the customer was not always re-contacted. Officers would speak with IMT with regards to any plans for an in-house app.
- What did the team need from Members and residents in order to receive more data? Officer response – Officers would encourage any Borough resident to report issues when they were noticed, to build a bigger pool of data.
- Members requested that the service return during the growing season to assess progress made, and to review the streamlining of the reporting system.

**RESOLVED** That:

- 1) Richard Bisset, Andy Glencross, Steve Moore, and Emma Pilgrim be thanked for attending the meeting;
- 2) Officers explore the possibility of developing a WBC app for reporting vegetation and street cleansing issues;
- 3) The service return to update the Committee in the growing season of 2022 to assess progress made, and to review the streamlining of the reporting system.

**54. MTFP 2022-25 - COMMUNITIES, INSIGHT & CHANGE; RESOURCES & ASSETS; AND PLACE & GROWTH PROPOSED CAPITAL AND REVENUE BIDS**

The Committee considered a report, set out in agenda pages 31 to 168, which set out the revenue and capital bids for the Directorates encompassing Communities, Insight and Change, Place and Growth, and Resources and Assets.

Due to time constraints, the Committee only considered the proposed revenue and capital bids for the Place and Growth Directorate. The proposed bids for the remaining Directorates would be considered at a future meeting of the Committee.

Parry Bath (Executive Member for Environment and Leisure), Pauline Jorgensen (Executive Member for Highways and Transport), John Kaiser (Executive Member for Finance and Housing), Wayne Smith (Executive Member for Planning and Enforcement), Bill Soane (Executive Member for Neighbourhood and Communities), Graham Ebers (Deputy Chief Executive (Director of Resources and Assets), Steve Moore (Interim Director – Place and Growth), Mark Cupit (Assistant Director, Delivery & Infrastructure), Andy Glencross (Assistant Director – Highways), Richard Bisset (Senior Specialist – Place Clienting), Marcia Head (Service Manager – Place and Growth), and Francesca Hobson (Service Manager – Community, Heritage, Green and Blue Infrastructure) attended the meeting to answer Member queries.

It was noted that many of the bids were returning bids from previous years' Medium Term Financial Plan (MTFP) versions.

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

- In relation to PG R1, optimise parking income, a Member expressed disappointment that the proposed increase of parking charges and benchmarking from other Councils were not included within the agenda pack.
- In relation to PG R1, optimise parking income, were there registered risks in case the budgeted income was not achieved? Executive Member and Interim Director response – Parking income was slowly recovering, with footfall back to normal levels within the town centres, however car parking was yet to reach pre-pandemic levels. The Denmark Street car park was now larger, and therefore there was potential for additional income from that car park. It was extremely difficult to forecast parking revenue, and supplementary estimates would be taken back to the Executive if required. The general fund balance included a comprehensive risk analysis, and would be available if necessary to cover any shortfall.
- What was the timeframe for the parking revenue recovery plan, and would there be an opportunity to scrutinise this plan once it was ready? Officer response – This was part of a wider piece of work which was being prepared and was hoped to be completed by the middle of 2022, and there were currently no envisaged issues with the plan being reviewed by the Committee when appropriate.
- In relation to PG R3, additional civil parking enforcement operatives, would the additional resource remain only on-street to tackle road safety issues, and how had the predicted additional income been calculated? Executive Member response – Civil parking enforcement was a cost neutral service of which income was ring-fenced. The additional resource would be used to target problem areas across the Borough. The predicted income was assessed on the current civil parking enforcement officers' work.
- In relation to PG R4, income from park and ride sites, did the predicted income include any predicted income from the Thames Valley Park and Ride? Executive Member response – The Thames Valley Park and Ride was going to be used to supplement the Winnersh Park and Ride during the extension of the Winnersh Park and Ride. Opportunities were being explored in relation to improve the park and ride usage and network via different usage of buses.
- Where would additional civil parking enforcement operatives be deployed? Executive Member and Interim Director response – The additional operatives would be deployed in a variety of problem areas around the Borough including specific schools. Operatives were deployed in areas where the local community had asked for support, and these were mostly areas where there were safety issues.
- In relation to PG R4, what was the predicted income of each park and ride site? Officer response – Robust estimates had been used including an element of expected recovery of the park and ride sites from the pandemic, and the current estimates predicted the park and ride sites to be cost neutral. A more detailed answer would be provided in writing.
- When considering PG R1 and R4 together, car parking income and park and ride income, additional income was expected to be at the level of £1.1m over three years. Was this achievable? Interim Director response – Parking income had near enough recovered to pre-pandemic levels, and the town centre income had recovered very

well. The proposed bids were working on the data available currently. In addition, three new park and ride sites were due to open which would provide part of this additional income.

- Had the previously suggested idea of allowing monthly payment for the garden waste bin been considered, to encourage more residents to recycle? Executive Member and officer response – The demand for garden waste bins had increased across the Borough from residents with a wide variety of different backgrounds. Officers would look at the possibility of a monthly charge option, for example via direct debit.
- In relation to PG R5 and R6, increase in cost of garden waste bins and increased recycling capture rate, had potential delays been factored into the predicted income? Executive Member response – Existing customers would see the increased charges from 1<sup>st</sup> June 2022, whilst new customers would pay the increased price from April 2022.
- Had a small discount to provision of a second bin for garden waste been considered? Interim Director and officer response – This option could be explored by officers, however the existing charge of £70 included collection and disposal of materials, and was benchmarked across the area.
- Had benchmarking of garden waste collection been benchmarked across the Berkshire Authorities as well as Hart Council? Officer response – Local benchmarking had been carried out with neighbouring authorities. Bracknell and Reading charged slightly less than Wokingham Borough Council (WBC), however they had a smaller number of vehicles going out and less operating costs. The charges for Bracknell and Reading would be sought for Members.
- In relation to PG R6, food waste diversion and increased recycling capture, what were the low performing areas, and was the £350k saving achievable? Interim Director and officer response – Some streets and neighbourhoods were not participating as fully as others, and uptake needed to be as high as possible. Those areas which were not participating as fully were being mapped and given extra support to encourage participation. There were potential savings of £1m per annum via encouraging residents to move food waste from blue bags to food caddies, and therefore the proposed saving of £350k per annum was very realistic.
- Would communications relating to which items should be recycled and how be circulated in a number of different languages to include as many residents as possible? Officer response – This was an equalities and accessibility issue, and this was a key point which would be looked at via some of the funding that had been secured from an outside organisation.
- Could a breakdown be provided for PG R10, meeting operating costs of park and ride sites? Executive Member response – This would be provided as a written answer.
- Members commented that it was very positive to see additional posts being bid for within the traffic management team.
- It was noted that PG R12, permanent staffing for Development Management and Enforcement Team, and PG R27, temporary staffing for Development Management

and Enforcement Team, should be considered together. In future, bids such as this would have a note referencing their accompanying bid.

- In relation to PG R13, re-grading of existing posts within Development Management and Enforcement, how close were WBC graduate salaries compared to competing Local Authorities such as Hillingdon? Officer response – Graduates started on Grade 6, approximately £25,000, and could move up to a maximum salary of £32,910 at the top of Grade 7. Other Local Authorities were being closely monitored, and it may be that next year a bid may be put in to increase the potential career grade to Grade 8, as a lot of time and effort was put in to training up staff and WBC did not want them to walk away once they hit their career grade ceiling.
- In relation to PG R12, permanent staffing for Development Management and Enforcement Team, was demand for pre-planning advice and planning applications expected to continue to rise? Executive Member response – Pre planning, planning, and commercial planning applications had risen unexpectedly last year, and there had been a further upturn this year. The data was not suggesting that this trend would slow down or reverse for the time being.
- In relation to bid PG R19, Community Safety, what was the additional funding going towards? Interim Director response – This would go towards 1.5 full time equivalent staffing to deliver the community safety action plan.
- In relation to PG R20, temporary accommodation, was the £350k sufficient considering the red RAG status? Executive Member response – A commitment had been made to keep homeless off of the Borough's streets. Should the proposed funding not be sufficient, officers could bring supplementary estimates for consideration.
- In relation to PG R21, Local Transport Plan 4 and Delivery Plan, could the plan be adapted in future? Executive Member and Interim Director response – This plan was kept in line with the Local Plan Update, and the best practice was to review both plans every five years.
- It was noted that the both PG R23 and PG R25, enforcement and planning appeals, should be read together.
- It was noted that the supporting evidence for PG R26 should be updated in future as it was currently a hyperlink, and the briefing note would be provided to the Committee.
- In relation to PG R23, development management appeals, what was WBC's position regarding the five year land supply? Executive Member response – WBC was still at 5.23 years of land supply, however reserve sites would have to be considered should this level be reduced further. The consultation for the updated Local Plan had been launched, which would address the issue of land supply within the Borough once a new Local Plan had been agreed.
- To help with comparison in relation to PG R23 and PG R25, appeals and enforcement, how many enforcement notices had been issued this year? Officer response – Nine notices had been served this year, and six more were likely before the end of the financial year. Most cases ended up at an appeal and a public enquiry.

- With regards to the bid for an ecology officer (note: this bid was under the £50k limit for an associated bid sheet), could additional details be given regarding this proposed post? Officer response – This was a special item for an additional officer to support the existing team and to respond to the Environment Bill over the next few years. Grant funding was likely to arrive for this post in future, however this bid would provide the immediate funding required to pay for the proposed post.
- In relation to PG R30, reintegration of the Public Protection Partnership, did this expenditure include any “divorce” settlement? Executive Member response – This bid did not include any such figures, which would hopefully be known in December. Currently, many staff had transferred over to WBC and the process was taking place smoothly. If an update on this figure materialised, this could be updated at the January meeting of the Committee.
- In relation to the managing congestion bid (note: this bid was a carryover from the previously agreed MTFP), had the spending been reduced? Officer response – This was a re-profiling as the initial expected pace of expenditure had changed. The overall spend (£20m) had not changed, however it would now be spread out over a longer period of time.
- In relation to PG C1, structural maintenance, with the expenditure remaining equal each year, would this result in less works being carried out due to rising costs? Executive Member and officer response – The budget for road repairs was split amongst several different areas. Additional funding, including Government funding, had been added to the overall budget, and there was no intention to reduce the overall maintenance budget.
- In relation to the previous bid for the highways infrastructure flood alleviation schemes (note: this was an agreed bid from a previous year), was this in relation to a specific scheme or a number of schemes? Officer response – The main amount of this funding was going towards reducing flooding at the Showcase roundabout, and a scheme was being developed south of the M4 to reduce flood risk on Lower Earley Way and the Showcase roundabout.
- In relation to PG C2, Earley station footbridge replacement, did this include an option for lifts at the footbridge and access to the London bound carriageway? Officer response – Currently the bid did not include a ramp to the London bound carriageway. Lifts had not been costed yet, and when the project reached that stage then this would be looked at.
- In relation to PG C8, A327 cycleway, why was the project requiring an additional £400k funding up to a total project cost of £1m? Officer response – More detail would be provided in writing.
- In relation to PG C6, local cycling and walking infrastructure plans (LCWIP), what would happen once the funding ceased? Executive Member and officer response – The funding from Central Government was uncertain, and this bid covered WBC for two years’ worth of delivery, and additional bids for year three could be expected in the future.
- It was agreed that the list of capital projects that included cycling and walking infrastructure investment would be circulated to the Committee.

- Did WBC make money from electric vehicle charging within the Borough? Executive Member and officer response – A commercial agreement was arranged with operators to achieve a cost neutral service, and possibly to generate income.
- In relation to PG C7, electric vehicle charging points, how many additional charging points would this funding provide? Officer response – This was a very immature market, and a pilot project was underway to provide around 70 charging points for approximately £240k of funding. The market may change in future years which could reduce costs.
- Were there different costs between “slow” and “fast” electric vehicle charging points? Officer response – The power supply used for on-street supplies usually came from lamp posts, and as a result these tended to be slower “trickle” charges. The infrastructure would require an overhaul to facilitate faster on-street charging.
- Had Scottish and Southern Electric been approached to ensure the additional 70 electric vehicle charging points could be facilitated? Officer response – The National Grid had presented to officers a year ago, and they were confident that the network could cope with “trickle” charging, and it was adoption of “fast” charging that could present an issue.
- What was SCAPE? Executive Member and officer response – This was the funding to deliver the major SDL roads.
- In relation to PG C17, greenways, why was the programme changing significantly? Officer response – One of the main routes planned for this project had been required to change due to resident feedback, despite previous consultations not indicating any such issues. The scheme would be delayed until further conversations had taken place with residents and the residents’ association, and amended plans could be taken forward.
- In relation to PG C19, feasibility case for developing new crematorium, what was the status of this? Executive Member response – A number of capital projects may be removed in future iterations of the bid process due to costings. Should this be the case, an explanation would be provided at the time.
- In relation to PG C14, Civica system, could more detail be provided with regards to this? Interim Director response – This was the IT software required for the new WBC enforcement safety colleagues including tablets and remote access software.
- In relation to PG C18, sports provision to serve North and South Wokingham SDLs, had thought been given to the types of facilities to be included? Officer response – Originally an outdoor only facility was considered, however indoor use was now also being considered. Much of the work of the newly recruited master planners would be to assess the requirements of the communities which would be served by these facilities.
- Why was the public rights of way network seeing significant change (note: this was not included within this years’ bid sheets)? Officer response – This was funding for the Loddon long distance path, which would run from Swallowfield up to the north of the Borough parallel to the River Loddon. The issue was that some of the land required

was privately owned, and therefore the permission of the landowners was required. Some serious issues in terms of landowner negotiations had been realised, and officers were working towards solutions and hoped to progress this within the coming year.

At this point in the meeting, a motion was proposed, seconded, and carried to extend the meeting to a maximum finish time of 11pm.

At this point of the meeting, it was agreed to defer the remaining directorates to the meeting of the Committee on 13 December 2021. It was suggested by a Member that points of clarification be sent to officers in advance to alleviate time constraints on the evening.

**RESOLVED** That:

- 1) Parry Batth, Pauline Jorgensen, John Kaiser, Wayne Smith, Bill Soane, Graham Ebers, Steve Moore, Mark Cupit, Andy Glencross , Richard Bisset, Marcia Head, and Francesca Hobson be thanked for attending the meeting;
- 2) The remaining two directorates capital and revenue bids be considered at the December meeting of the Committee, and Executive Members and officers associated with these directorates be thanked for their patience at this meeting;
- 3) A written answer be provided with regards to the income projected for each park and ride site, and the associated operating costs of each site;
- 4) Officers explore the option of offering green waste bins on a monthly payment model, splitting costs over a calendar year;
- 5) The Committee be provided with the charges for green waste collection services from both Bracknell Forest Council and Reading Borough Council;
- 6) The briefing note relating to PG R26, increase in planning application fee income, be circulated to the Committee;
- 7) Information be sought with regards to the project cost increase for the A327 cycleway;
- 8) The list of capital projects within the proposed capital programme relating to walking and cycling infrastructure be provided to the Committee.

**55. WORK PROGRAMME**

The Committee considered their work programme, set out in agenda pages 169 to 172.

It was noted that the agenda for the January 2022 Committee meeting may be required to be shortened to allow time to consider any changes to budgetary proposals following the outcome of the Local Government Finance Settlement at the end of 2021.

It was noted that a potential additional meeting in February 2022 may be required to consider upcoming items.

**RESOLVED** That the work programme be noted.

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<b>TITLE</b>	<b>Medium Term Financial Plan 2022-25: Revenue and Capital Budget</b>
<b>FOR CONSIDERATION BY</b>	Community and Corporate Overview and Scrutiny Committee on 13 December 2021
<b>WARD</b>	None Specific;
<b>LEAD OFFICER</b>	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, and the Communities, Insight and Change 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, and the Communities, Insight and Change 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

<b>Other financial information relevant to the Recommendation/Decision</b>
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.

<b>Cross-Council Implications</b>
This is in respect of budgets across all Council services.

<b>Public Sector Equality Duty</b>
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.

<b>Reasons for considering the report in Part 2</b>
N/A

<b>List of Background Papers</b>
None

<b>Contact</b> Graham Ebers	<b>Service</b> Resources and Assets
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# MTFP 2022-25

## Overview and Scrutiny Committee

13 December 2021

### Revenue and Capital Budget

### Resources and Assets, and Communities, Insight and Change

21



**WOKINGHAM**  
BOROUGH COUNCIL

# Agenda

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

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



# 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
<b>Total Net Growth (cumulative)</b>	<b>745</b>	<b>975</b>	<b>1,895</b>
Special Items - one off	1,832	1,431	300



# Revenue Bids

	2022/23 £'000	2023/24 £'000	2024/25 £'000	Bid Reference	Lead Member
<b>Communities, Insight and Change - Savings</b>					
Introduction of paperless Borough News	(35)	(35)	(35)		Gregor Murray
<b>Total Savings (cumulative)</b>	<b>(35)</b>	<b>(35)</b>	<b>(35)</b>		
	2022/23 £'000	2023/24 £'000	2024/25 £'000	Bid Reference	Lead Member
<b>Communities, Insight and Change - Growth</b>					
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
2 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
<b>Total Growth (cumulative)</b>	<b>780</b>	<b>1,010</b>	<b>1,930</b>		



# Revenue Bids

	2022/23	2023/24	2024/25		
<b>Communities, Insight and Change - Special Items</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>Bid Reference</b>	<b>Lead Member</b>
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
<b>Total Special Items - one off</b>	<b>1,832</b>	<b>1,431</b>	<b>300</b>		



# 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	
<b>Community, Insight &amp; Change Total</b>	<b>430</b>	<b>2,751</b>	<b>3,181</b>	<b>0</b>	<b>2,263</b>	<b>2,263</b>	<b>0</b>	<b>1,790</b>	<b>1,790</b>		

# Resources and Assets Revenue



# 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
<b>Total Net Growth (cumulative)</b>	<b>(1,501)</b>	<b>(2,293)</b>	<b>(2,473)</b>
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
<b>Total Savings (cumulative)</b>	<b>(2,170)</b>	<b>(3,145)</b>	<b>(3,325)</b>		



# Revenue Bids

	2022/23	2023/24	2024/25		
<b>Resources and Assets - Growth</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>Bid Reference</b>	<b>Lead Member</b>
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
<b>Total Growth (cumulative)</b>	<b>669</b>	<b>852</b>	<b>852</b>		



# Resources and Assets

## Capital

34



**WOKINGHAM**  
BOROUGH COUNCIL

# 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 <b>(Note 1)</b>	0	1,500	1,500	0	1,500	1,500	0	1,500	1,500		John Kaiser (ALL)
Property maintenance and compliance <b>(Note 2)</b>	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 <b>(Note 3)</b>	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		
<b>Resources &amp; Assets Total</b>	<b>58,688</b>	<b>34,899</b>	<b>93,587</b>	<b>3,251</b>	<b>38,522</b>	<b>41,773</b>	<b>0</b>	<b>15,800</b>	<b>15,800</b>		

# 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).
3C		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

<b>Directorate</b>	Communities, Insight & Change
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Additional people resources across Customer Delivery	
<b>Summary of bid - for CLT slides</b>	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.	
<b>and</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<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"> <li>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.</li> <li>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.</li> <li>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%.</li> <li>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.</li> <li>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.</li> <li>6. Council Tax calls and case work has increased substantially over the last 3 years. Call volumes have increased by 20%, with average call duration now at over 5mins 30sec - with some exceeding 20 minutes. The trend for volumes of case work is also on the increase.</li> </ol>	
<b>Impact if bid not successful</b>	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.	

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	<p><b>BREAKDOWN OF EXTRA PEOPLE RESOURCES REQUIRED - 8.5 FTE</b></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
<i>Cumulative movement from 21/22 budget</i>		£210,000	£210,000	£210,000

<b>RAG Status</b> (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

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

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Land Charges shortfall in income	
<b>Summary of bid - for CLT slides</b>	Shortfall in income for Land Charges	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	The same downturn has been seen by other LA's across the country.	
<b>Impact if bid not successful</b>	Underachievement of income target.	
<b>Additional comments</b>	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

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	
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### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
----------------------------------------------------------------------------------------------	--

### 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

<b>Directorate</b>	Communities, Insight & Change
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	HR - new Target Operating Model	
<b>Summary of bid - for CLT slides</b>	New Operating model introduced to support directorates and Corporate Delivery Plan of the Council	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<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"> <li>&gt; Strategic HR leadership with a focus on operational excellence</li> <li>&gt; Efficient, easy to use and technology led transactional processes</li> <li>&gt; Utilisation of self-service functionality for managers and employees</li> <li>&gt; Easy to find and use policy guidelines</li> <li>&gt; Accurate and trusted HR data and analysis, with single source of establishment data</li> <li>&gt; Timely and accurate payroll data and transactions</li> <li>&gt; Clear and understood roles &amp; responsibilities</li> <li>&gt; Bring in specialist expertise in Pay &amp; Reward, Data expertise, upskill current existing team</li> </ul>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p>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 &amp; risks.</p>	
<b>Impact if bid not successful</b>	<p>Colleagues at WBC will not be effectively recruited, trained and developed to deliver front lineserviceis to residents. HR will be unable to support the organisation beyond its current capabilities and there willremian a disconnect and low trust &amp; confidence of HR across the wider Council</p>	

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	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 admistarive 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>		<i>£245,000</i>	<i>£245,000</i>	<i>£245,000</i>

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	
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### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Data and insight - systems implementation and resources	
<b>Summary of bid - for CLT slides</b>	Systems implementation plus 2*Data and insight resources (RSCB)	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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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<b>Impact if bid not successful</b>	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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<b>Additional comments</b>	
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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

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	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

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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#### **Bid Details**

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	New Content Management System	
<b>Summary of bid - for CLT slides</b>	Replacement of WBC Website (RSCB)	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<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>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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.	
<b>Impact if bid not successful</b>	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.	
<b>Additional comments</b>		

#### **Finance Information**

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	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

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Amber
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<b>Comments regarding RAG Status</b>	Estimate based on research with other Local Authorities using modern CMS.
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#### **Benchmarking**

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	ReCustomer APP for Council Tax and Selected services	
<b>Summary of bid - for CLT slides</b>	New Customer APP for Council Tax and Selected services (RSCB)	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<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>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	From research average cost for support, hosting and maintenance of standalone, cross platform customer APPs with flexibility to provide good user experience.	
<b>Impact if bid not successful</b>	Unable to fund annual running costs of newly implemented customer APP and keep it customer focused, easy to use and up-to-date.	
<b>Additional comments</b>		

### 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

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Red
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<b>Comments regarding RAG Status</b>	Best estimate based on research.
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### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Revenue support for Capital Bids - Telephony, security, fibre, IDS	
<b>Summary of bid - for CLT slides</b>	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.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<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"> <li>- Core infrastructure annual running costs</li> <li>- SIP (Voice over Internet) telephony lines</li> <li>- Ongoing support from Microsoft partner</li> <li>- Ongoing upgrade costs, including integrations interdepenant telephony systems</li> <li>- Annual software costs for reporting software</li> <li>- Call plans</li> </ul> <p>Security and Resiliency projects:</p> <ul style="list-style-type: none"> <li>- Increased Azure (Microsoft Cloud) storage costs</li> <li>- New annual connection costs for link between Shute End and Waterford House</li> <li>- Microsoft Sentinel annual costs to provide security analytics</li> <li>- Azure expenditiure for virtual firewalls</li> </ul> <p>Data and Insight platform:</p> <ul style="list-style-type: none"> <li>- Annual Infrastructure and licencing costs for data engineering and data warehouse</li> </ul>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p>The number of 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>	
<b>Impact if bid not successful</b>	<p>Would have to turn off services implimented as part of capital projects. This would leave our IT estate less resilient. We would have to scale back our telphony 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.</p>	

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	
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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
<i>Cumulative movement from 21/22 budget</i>		£233,000	£233,000	£283,000

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	<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

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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### Bid Details

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

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	
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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
<i>Cumulative movement from 21/22 budget</i>		£0	£0	£860,000

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Red
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<b>Comments regarding RAG Status</b>	
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### Benchmarking

<b>Supporting benchmarking information</b> (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 &amp; Change

**Bid Details**

<b>Bid Type</b>	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
<b>Bid Name</b>	Customer Experience Improvement Team	
<b>Summary of bid - for CLT slides</b>	Creation of a new CX Improvement Team to support improvements in customer satisfaction, in line with the corporate plan.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<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>	
<b>Impact if bid not successful</b>	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.	
<b>Additional comments</b>	1 additional role required to resource the team and support changes: CX Improvement Manager - Grade 9 in years 1 and 2	

**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
<i>Cumulative movement from 21/22 budget</i>		£52,000	£52,000	£0

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	
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**Benchmarking**

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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#### Bid Details

<b>Bid Type</b>	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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<b>Bid Name</b>	Implementation of new HR Target Operating Model
<b>Summary of bid - for CLT slides</b>	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<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"> <li>&gt; Strategic HR leadership with a focus on operational excellence</li> <li>&gt; Efficient, easy to use and technology led transactional processes</li> <li>&gt; Utilisation of self-service functionality for managers and employees</li> <li>&gt; Easy to find and use policy guidelines</li> <li>&gt; Accurate and trusted HR data and analysis, with single source of establishment data</li> <li style="text-align: right;">&gt; Timely and accurate payroll data and transactions</li> <li>&gt; Clear and understood roles &amp; responsibilities</li> <li>&gt; Bring in specialist expertise in Pay &amp; Reward, managing data and upskill across current existing team</li> </ul>

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	
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<b>Impact if bid not successful</b>	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.
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<b>Additional comments</b>	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.
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#### 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

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	
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#### Benchmarking

<b>Supporting benchmarking information</b> (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 &amp; Change

**Bid Details**

<b>Bid Type</b>	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
<b>Bid Name</b>	Equalities and Anti Poverty Communication and Engagement	
<b>Summary of bid - for CLT slides</b>		
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	To ensure the Council has sufficient comms and engagement resource to support the Equality and Anti Poverty agenda. Focussed 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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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.	
<b>Impact if bid not successful</b>	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.	
<b>Additional comments</b>		

**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

<b>RAG Status</b> (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

<b>Comments regarding RAG Status</b>	
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**Benchmarking**

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Communities, Insight & Change
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**Bid Details**

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

<b>RAG Status</b> (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

<b>Comments regarding RAG Status</b>	
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**Benchmarking**

<b>Supporting benchmarking information</b> (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:-					
<b>Total Funding Available</b>	0	0	0		
<b>Total Project Costs</b>	3,871	3,871	3,871		
<b>Funding Shortfall</b>	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
<b>Net Revenue Implications (savings in brackets)</b>	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) 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

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 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
IMT Infrastructure, Networks & Security		420	330	250			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:-					
<b>Total Funding Available</b>	0	0	0		
<b>Total Project Costs</b>	1,000	1,000	1,000		
<b>Funding Shortfall</b>	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) \*

13500

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
<b>Net Revenue Implications (savings in brackets)</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>0</b>	<b>0</b>	<b>13,500</b>

*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)  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

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**

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)**

**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:-					
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:-					
<b>Total Funding Available</b>	0	0	0		
<b>Total Project Costs</b>	1,000	1,000	1,000		
<b>Funding Shortfall</b>	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) \***

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
<b>Net Revenue Implications (savings in brackets)</b>	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

**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)  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" *	<input type="text" value="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  
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**

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)**

**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 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:-					
<b>Total Funding Available</b>	0	0	0		
<b>Total Project Costs</b>	258	258	258		
<b>Funding Shortfall</b>	258	258	258		

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

**Revenue Implications**

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
<b>Net Revenue Implications (savings in brackets)</b>	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

<b>Directorate</b>	Resources and Assets
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Commercialisation – crematorium	
<b>Summary of bid - for CLT slides</b>	Plan is to build an in-borough crematorium to meet increased demand. Will generate an income stream.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	Income generation from building an in-borough crematorium to meet increasing demand. This will generate an income stream.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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.	
<b>Impact if bid not successful</b>	Residents charged out of borough fees from neighbouring authorities facilities	
<b>Preparedness for implementation of savings</b>	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

<b>Comments regarding RAG Status</b>	Volatility of this project is under review
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### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
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<b>Bid Name</b>	Income generation in excess of financing costs - Commercial Properties
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<b>Summary of bid - for CLT slides</b>	Delivery of £200m available for regeneration, housing and commercial investment
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<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.
-------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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.
-----------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<b>Impact if bid not successful</b>	Loss of new 22/23 revenue stream.
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<b>Preparedness for implementation of savings</b>	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)
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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	(£700,000)	£0	£0

*Cumulative movement from 21/22 budget*

(£700,000)	(£700,000)	(£700,000)
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<b>RAG Status</b> (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

<b>Comments regarding RAG Status</b>	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

<b>Supporting benchmarking information</b> (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

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Rationalisation process of Corporate Accommodation	
<b>Summary of bid - for CLT slides</b>		
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>		

### 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)

<b>RAG Status</b> (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

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

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
--------------------	----------------------

#### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Contracts and Commissioning reviews	
<b>Summary of bid - for CLT slides</b>	This is the revenue benefit from the review of the Procurement and Contract Management carried out through CIPFA.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	CIPFA procurement report and new Procurements and Contracts strategy.	
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>	Creation of a Procurement and Contracts strategy. Initiation of Strategic Procurement Board and Contract Management Learning and Support Working Group	

#### 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)	(£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

<b>Comments regarding RAG Status</b>	
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#### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Delivery intention of 1000 hours over 4 years at 5%	
<b>Summary of bid - for CLT slides</b>	Expected income from the Wokingham Housing companies housing provision project (1,000 houses over four years with £5m investment).	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	The delivery plan is up to 1,000 homes over the next four years on a assumed Rol of 5%	
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>	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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<b>Comments regarding RAG Status</b>	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 saving in 22/23
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### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Early payment programme	
<b>Summary of bid - for CLT slides</b>	WBC share of a gain-share with Oxygen Finance for an early payment discount scheme	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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).	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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).	
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>	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
Cumulative movement from 21/22 budget		(£100,000)	(£145,000)	(£145,000)

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	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

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Benefit realisation from Commercial activities	
<b>Summary of bid - for CLT slides</b>	Bid to be developed following work from commercialisation consultants and CIPFA contract review	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	Evidence from other councils that have followed this approach indicates that in-service and corporate targets can be achieved.	
<b>Impact if bid not successful</b>		
<b>Preparedness for implementation of savings</b>	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)

<b>RAG Status</b> (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

<b>Comments regarding RAG Status</b>	
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### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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#### Bid Details

<b>Bid Type</b>	Savings	Permanent reduction in expenditure or increase in income budget
<b>Bid Name</b>	Boxing Hub	
<b>Summary of bid - for CLT slides</b>	Boxing Hub Savings	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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.	
<b>Impact if bid not successful</b>	Savings target will reduced or not met at all.	
<b>Preparedness for implementation of savings</b>	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

<b>Comments regarding RAG Status</b>	
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#### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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### Bid Details

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

<b>Comments regarding RAG Status</b>	Planning now confirmed. Awaiting secretary of state 'call - in'.
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### Benchmarking

<b>Supporting benchmarking information</b> (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

**Bid Details**

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Internal Audit and Investigation Redesign to Set Up an In House Service, with External Clients	
<b>Summary of bid - for CLT slides</b>	Internal Audit and Investigation Service Redesign following RBWM's decision to terminate the Shared Service arrangement with WBC	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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	

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	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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<b>Impact if bid not successful</b>	Council statutory requirements to provide an internal audit service will not be met. to the required level.
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<b>Additional comments</b>	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

<b>RAG Status</b> (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

<b>Comments regarding RAG Status</b>	
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**Benchmarking**

<b>Supporting benchmarking information</b> (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

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Development of a sustainable procurement service	
<b>Summary of bid - for CLT slides</b>	Following the CIPFA review at the end of last year, the report highlighted that the Procurement Service was heavily under resourced.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	See CIPFA report on Procurement	
<b>Impact if bid not successful</b>	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.	
<b>Additional comments</b>	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
<i>Cumulative movement from 21/22 budget</i>		£210,000	£210,000	£210,000

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	This forms part of the Finance Target Operating Model; enhancements to the Procurement service have been agreed at CLT.
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### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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**Bid Details**

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	SLS dissolution - revenue costs	
<b>Summary of bid - for CLT slides</b>	Additional revenue costs due to loss of income from RBWM due to WBC ending shared service.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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..	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	Fixed External Costs - the cost of external software, shortfalls in income and salary costs for employing to vacant posts.	
<b>Impact if bid not successful</b>	As a result of cessation of the shared service a substantial contribution to overall costs of the services has been lost (diseconomies of scale)	
<b>Additional comments</b>		

**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

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	
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**Benchmarking**

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
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<b>Bid Name</b>	Emergency Planning	
<b>Summary of bid - for CLT slides</b>	Creation of a in-house emergency planning team following the dissolution of the shared service partnership with Reading Borough Council	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<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>	

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	Bid represents increase to existing budgets for in-house provision.	
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<b>Impact if bid not successful</b>	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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<b>Additional comments</b>		
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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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<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>		
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### Benchmarking

<b>Supporting benchmarking information</b> (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

<b>Directorate</b>	Resources and Assets
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#### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
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<b>Bid Name</b>	Decrease in uptake up of schools kitchen contract
<b>Summary of bid - for CLT slides</b>	This is a reduction in the income target for the schools catering contract due to a lower number of schools signing up.
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	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.

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	Executive report
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<b>Impact if bid not successful</b>	Income target will be unrealistic and unachievable. Early pressure on new year budgets.
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<b>Additional comments</b>	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.
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#### 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

<b>RAG Status</b> (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

<b>Select "RAG Status"</b>	Green
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<b>Comments regarding RAG Status</b>	
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#### Benchmarking

<b>Supporting benchmarking information</b> (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



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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

### 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
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	
<b>Total Funding Available</b>	<b>66,309</b>	<b>0</b>	<b>0</b>		
<b>Total Project Costs</b>	<b>33,333</b>	<b>33,333</b>	<b>33,333</b>		
<b>Funding Shortfall</b>	<b>-32,976</b>	<b>33,333</b>	<b>33,333</b>		

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)
<b>Net Revenue Implications (savings in brackets)</b>	<b>(950)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(950)</b>

*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

75

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)

n/a

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	Investment and regeneration
MTFP Sub Category	Income generation

#### 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 2,722

#### 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) 2,722

#### 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	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:-					
<b>Total Funding Available</b>	<b>3,150</b>	<b>0</b>	<b>0</b>		

<b>Total Project Costs</b>	<b>2,722</b>	<b>2,722</b>	<b>2,722</b>
<b>Funding Shortfall</b>	<b>-428</b>	<b>2,722</b>	<b>2,722</b>

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

### Revenue Implications

Revenue Implications	£'000					Total for Approval £'000
	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	
<b>Net Revenue Impact (saving in brackets) *</b>	<b>(270)</b>					
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)
<b>Net Revenue Implications (savings in brackets)</b>	<b>(270)</b>	<b>(600)</b>	<b>(600)</b>	<b>0</b>	<b>0</b>	<b>(1,470)</b>

*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	Comments
<a href="#">..\Workplace Reimagined Capital Bids.pptx ~UNCLASSIFIED~.msg</a>	There is a £50k capital budget agreed for Consultancy in the current year 2021/22 (not included in the bid figures)

## 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	
<b>Total Funding Available</b>	<b>23,083</b>	<b>0</b>	<b>0</b>		
<b>Total Project Costs</b>	<b>1,841</b>	<b>1,841</b>	<b>1,841</b>		
<b>Funding Shortfall</b>	<b>-21,242</b>	<b>1,841</b>	<b>1,841</b>		

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
<b>Net Revenue Implications (savings in brackets)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## 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.

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)

Not at this stage

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	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 7,000

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
New Pool at Arborfield	0	0	1,000	6,000	0	0	7,000

*equals cell g75*

Project Total (Info only) £'000 7,000

**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
Developer Contributions - S106 & CIL	4,700			Borough Wide SDL contributions for swimming pools	
<b>Total Funding Available</b>	<b>4,700</b>	<b>0</b>	<b>0</b>		
<b>Total Project Costs</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>		
<b>Funding Shortfall</b>	<b>2,300</b>	<b>7,000</b>	<b>7,000</b>		

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
<b>Net Revenue Implications (savings in brackets)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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Details of Net Revenue Implications

**Additional Details \***

Additional Information

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

79

Link Comments

**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**

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
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		
<b>Total Funding Available</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>		
<b>Total Project Costs</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>		
<b>Funding Shortfall</b>	<b>0</b>	<b>0</b>	<b>0</b>		

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

**Revenue Implications**

Revenue Implications	£'000					Total for Approval £'000
	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	
Net Revenue Impact (saving in brackets) *	(2,579)					
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)
<b>Net Revenue Implications (savings in brackets)</b>	<b>(368)</b>	<b>(553)</b>	<b>(553)</b>	<b>(553)</b>	<b>(553)</b>	<b>(2,579)</b>

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Details of Net Revenue Implications

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**Additional Details \***

Additional Information

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

Link	Comments

1

**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 today's 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

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
Energy Reduction Projects	2,506	1,500	1,500	1,500	1,500	1,500	7,500

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**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
Invest to Save (secured borrowing)	7,500	7,500	0		
<b>Total Funding Available</b>	<b>7,500</b>	<b>7,500</b>	<b>0</b>		
<b>Total Project Costs</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>		
<b>Funding Shortfall</b>	<b>0</b>	<b>0</b>	<b>7,500</b>		

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) \*

(533)

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)
<b>Net Revenue Implications (savings in brackets)</b>	<b>(92)</b>	<b>(92)</b>	<b>(92)</b>	<b>(167)</b>	<b>(92)</b>	<b>(533)</b>

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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)

Link	Comments

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**COMMUNITY & CORPORATE OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME**

<b>DATE OF MEETING</b>	<b>ITEM</b>	<b>PURPOSE OF REPORT</b>	<b>REASON FOR CONSIDERATION</b>	<b>CONTACT OFFICER</b>
5 Jan 2022	<b>Medium Term Financial Plan</b>	To consider the draft Medium Term Financial Plan for 2022-25	Work Programme	Graham Ebers
	<b>Building Control &amp; Planning Enforcement</b>	To consider an item on the specific areas of operation in relation to Building Control and Planning Enforcement	Committee Request	Steve Moore
	<b>Work Programme</b>	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
	<b>Work Programme</b>	To consider the work programme for the Committee for 2020/21	Standing Item	Democratic Services

**Items to be scheduled** – Borough Wide Parking Management Strategy; Customer Journey/Experience