



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 **THURSDAY 3 NOVEMBER 2022 AT 7.00 PM**



Susan Parsonage
Chief Executive
Published on 26 October 2022

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: Non-Committee Members and members of the public are welcome to attend the meeting or participate in the meeting virtually, in line with the Council’s Constitution. If you wish to participate either in person or virtually via Microsoft Teams please contact Democratic Services. The meeting can also be watched live using the following link: <https://youtu.be/zV365VUqJ4A>

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Our Vision
<i>A great place to live, learn, work and grow and a great place to do business</i>
Enriching Lives
<ul style="list-style-type: none"> • Champion excellent 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 enable healthy choices for everyone. • Engage and empower our communities through arts and culture and create a sense of identity for the Borough which people feel part of. • Support growth in our local economy and help to build business.
Providing Safe and Strong Communities
<ul style="list-style-type: none"> • Protect and safeguard our children, young and vulnerable people. • Offer quality care and support, at the right time, to reduce the need for long term care. • Nurture our communities: enabling them to thrive and families to flourish. • Ensure our Borough and communities remain safe for all.
Enjoying a Clean and Green Borough
<ul style="list-style-type: none"> • Play as full a role as possible to achieve a carbon neutral Borough, sustainable for the future. • Protect our Borough, keep it clean and enhance our green areas for people to enjoy. • Reduce our waste, promote re-use, increase recycling and improve biodiversity. • Connect our parks and open spaces with green cycleways.
Delivering the Right Homes in the Right Places
<ul style="list-style-type: none"> • Offer quality, affordable, sustainable homes fit for the future. • Ensure the right infrastructure is in place, early, 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, where it is needed most, to live independently in their own homes.
Keeping the Borough Moving
<ul style="list-style-type: none"> • Maintain and improve our roads, footpaths and cycleways. • Tackle traffic congestion and 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 in offering affordable, accessible public transport with good transport links.
Changing the Way We Work for You
<ul style="list-style-type: none"> • Be relentlessly customer focussed. • Work with our partners to provide efficient, effective, joined up services which are focussed around our customers. • Communicate better with customers, 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.
Be the Best We Can Be
<ul style="list-style-type: none"> • Be an organisation that values and invests in all our colleagues and is seen as an employer of choice. • Embed a culture that supports ambition, promotes empowerment and develops new ways of working. • Use our governance and scrutiny structures to support a learning and continuous improvement approach to the way we do business. • Be a commercial council that is innovative, whilst being inclusive, in its approach with a clear focus on being financially resilient. • Maximise opportunities to secure funding and investment for the Borough. • Establish a renewed vision for the Borough with clear aspirations.

MEMBERSHIP OF THE COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

Councillors

Peter Dennis (Chair)
Norman Jorgensen
Pauline Jorgensen

David Cornish (Vice-Chair)
Laura Blumenthal
Gregor Murray

Shirley Boyt
Chris Johnson
Alistair Neal

Substitutes

Chris Bowring
Andy Croy
Adrian Mather

Anne Chadwick
Michael Firmager
Beth Rowland

Gary Cowan
Abdul Loyes
Rachelle Shepherd-DuBey

ITEM NO.	WARD	SUBJECT	PAGE NO.
51.		APOLOGIES To receive any apologies for absence.	
52.		MINUTES OF PREVIOUS MEETING To confirm the Minutes of the meeting held on 3 October 2022.	5 - 12
53.		DECLARATION OF INTEREST To receive any declarations of interest.	
54.		PUBLIC QUESTION TIME To answer any public questions A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice. The Council welcomes questions from members of the public about the work of this committee. Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions	
55.		MEMBER QUESTION TIME To answer any member questions.	
56.	None Specific	WOKINGHAM DOMESTIC ABUSE UPDATE To consider an update on the support offered to victims of domestic abuse, and the measures in place to tackle instances of domestic abuse.	13 - 42

57.	None Specific	VIOLENCE AGAINST WOMEN & GIRLS AND WHITE RIBBON ACCREDITATION To consider the progress made to achieving White Ribbon Accreditation and actions taken to stop Violence Against Women and Girls.	43 - 54
58.	None Specific	MEDIUM TERM FINANCIAL PLAN 2023-26 - CHIEF EXECUTIVE'S OFFICE AND RESOURCES AND ASSETS To consider the proposed revenue and capital bids for the Chief Executive's Office and Resources and Assets Directorates.	55 - 136
59.	None Specific	WORK PROGRAMME To consider the Committee's work programme.	137 - 140

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 3 OCTOBER 2022 FROM 7.00 PM TO 9.55 PM

Committee Members Present

Councillors: Peter Dennis (Chair), David Cornish (Vice-Chair), Norman Jorgensen, Laura Blumenthal, Chris Johnson, Pauline Jorgensen, Gregor Murray, Alistair Neal and Andy Croy (Substitute)

Officers Present

Callum Wernham (Democratic and Electoral Services Specialist), Neil Carr (Democratic & Electoral Services Specialist), Graham Ebers (Deputy Chief Executive (Director of Resources and Assets)) and Zulfiqar Mulak (Interim Assistant Director Housing)

Executive Members Present

Clive Jones (Leader of the Council), Imogen Shepherd-DuBey (Executive Member for Finance) and Stephen Conway (Executive Member for Housing)

29. APOLOGIES

An apology for absence was submitted from Shirley Boyt. Andy Croy attended the meeting as a substitute.

30. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 5 September 2022 were confirmed as a correct record and signed by the Chair.

31. DECLARATION OF INTEREST

There were no declarations of interest.

32. PUBLIC QUESTION TIME

There were no public questions.

33. MEMBER QUESTION TIME

There were no Member questions.

34. HOMELESSNESS UPDATE

The Committee considered a report, set out in agenda pages 13 to 32, which gave an update on homelessness within the Borough and ongoing measures to support individuals.

The report outlined that reduction of homelessness remained a key priority for the Council, and homelessness levels had fluctuated over the past few years. The main reasons for homelessness continued to be the end of assured shorthold tenancies via section 21 notices, family and relationship breakdowns, with an increase in domestic abuse related cases. A number of achievements had been realised to date, including the adoption and delivery of the Council's Rough Sleeping Strategy and new allocations policy, whilst it was planned to maximise funding opportunities via the Government's Rough Sleeping Strategy and Homes England grant programmes.

Stephen Conway (Executive Member for Housing) and Zulfiqar Mulak (Interim Assistant Director Housing) attended the meeting to answer member queries.

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

- It was noted that additional refugees, including from Ukraine, was a situation to continue observing going forwards;
- It was noted that there was fluctuating demand for homelessness service requests between quarters;
- What were the key issues driving service demand? Office response – Private landlord evictions were on the increase, whilst domestic abuse and family and friends no longer willing to accommodate were also on the increase. Covid-19 had created the 'perfect storm' which had forced families together, whilst also creating tension within some households;
- It was noted that officers were always searching for alternate and innovative solutions to deal with increased levels of service demand;
- Was the target of 5 individuals living on the street a monthly, annual, or different timeframe target? Officer response – At any one time, the target was to have no more than 5 individuals on the street in the Borough. There were currently a couple of individuals who had been offered accommodation multiple times, with staff visiting them regularly each evening. In instances like these, individuals were choosing to remain on the street out of choice;
- Who could members and the public contact to try and get support for individuals living on the street? Officer response – There was an out of office service, whilst the service could be contacted directly during office hours;
- What local connection was required to be demonstrated for people to use the Borough's homelessness service? Officer response – There was a 5-year local connection requirement for the housing register, with a 3-year statutory local connection for homelessness. It was confirmed that individuals would retain access to their GP whilst using the service;
- Were homelessness service requests due to mortgage repossessions, currently at 0, a historic low? Officer response – Yes this was a historically low figure, and as these numbers were expected to increase officers were looking for solutions to help individuals and families in the future;
- It was noted that many families required 2-3 bedroom or 4-5 bedroom properties, which were difficult to offer. Properties had to be suitable for the individuals and families concerned;
- Was the family that had been in temporary accommodation since 2017 an exception rather than a norm? Officer response – Absolutely, this particular family had very specific needs that to date could not be addressed via a permanent housing placement;
- What solutions were there to addressing homelessness within the Borough? Executive Member and Officer response – Solutions included providing more social housing within the Borough and creating initiatives within the private rented sector to try and agree rents which were closer to the social housing sector than the open market;

- It was requested that data (a graph) be provided showing valid homelessness service requests within the Borough;
- It was requested that the data be provided with the long-standing family who had been in temporary accommodation being omitted, to see how many weeks on average a family was placed in temporary accommodation with that exception;
- What plans were in place to reduce homelessness numbers within the Borough? Officer response – The key was to prevent people becoming homeless in the first instance. Conversations were underway with the private rented sector to find alternative accommodation, whilst officers could also explore out of Borough placements;
- What were the common circumstances where family were no longer willing to accommodate? Officer response – Typically this was where parents would have a child, potentially a partner of the child and grandchildren living with them. It may get to the stage where parents felt that they could no longer accommodate. Mediation services were offered with a relatively good level of success;
- Was grant funding for the service fixed or demand driven? Executive Member and officer response - This was the first of a three-year settlement, which helped the service plan better. Funding had enabled the service to take on ambitious highly skilled staff;
- Were there processes in place for Ukrainian refugees hosts to contact the Council if they were no longer able to be sponsors? Executive Member and Officer response – There was a lot of support in place in this area, and officers spoke to hosts regularly to identify any emerging issues. There was a dedicated hotline available to discuss any issues, and the Borough was in a fortunate position where it had additional hosts ready to accept guests. Longer term solutions were also being looked into;
- Did the hostel for asylum seekers in Earley create demand on the Borough's homelessness service? Officer response – This was the responsibility of the home office, and as such there was no demand on the placed-on Wokingham Borough Council (WBC);
- Was the workload of 50 cases per officer a reasonable workload? Officer response – There were staff stresses within the service, and work was being done to look at some distribution of workload. There was some ongoing recruitment to ease pressure, and a caseload of 30 per officer was the target;
- Were people who could not demonstrate a local connection signposted to the correct Local Authority? Officer response – Yes, all requests that were not the responsibility of WBC were directed to the correct Borough;
- Were properties reviewed to ensure accommodation was kept to a proper standard? Officer response – A health and safety document was required to be completed for each property;
- Were physical inspections carried out, as there was a recent example of a family being sent to temporary accommodation in Slough where the property had cockroaches, whilst the property had the correct certificates? Officer response – Every person had a

named caseworker who could be contacted for any issues. Where problems did occur, inspections were organised and if issues were not resolved the accommodation and landlord would not be used again;

- It was noted that proactive conversations and relationship building was key with landlords who provided emergency and temporary accommodation;
- It was requested that the number of failures of landlords be recorded over a period of time;
- Were communications planned for existing residents, such as at Grovelands, to help facilitate integration into that community? Executive Member and officer response - Absolutely, a community welcome event was planned and regular communication was in place with residents. A lot of work had gone into addressing the legitimate concerns of existing residents. The standard of accommodation being provided at Grovelands was really high, and it was a very impressive scheme.

RESOLVED That:

- 1) Stephen Conway and Zulfiqar Mulak be thanked for attending the meeting;
- 2) The data and trends for valid homelessness requests be circulated to the Committee;
- 3) The data for the average time a family or individual spent in temporary accommodation, excluding major outliers, be circulated to the Committee;
- 4) Data be recorded to see how many landlords were failing to provide adequate facilities.

35. MEDIUM TERM FINANCIAL PLAN 2023-26 - STRATEGIC OVERVIEW

The Committee considered a report, set out in agenda pages 33 to 52, which set out the initial strategic overview for the draft Medium Term Financial Plan (MTFP) for 2023-26.

The report set out the unprecedented financial challenges facing Wokingham Borough Council (WBC), both nationally by Local Government and then subsequent impact on WBC. Inflationary pressures, including within utilities, construction, pay and contracts were placing pressure on WBC's finances, whilst Council Tax increases were presumed to be capped at 1.99%. Whilst budget managers, senior officers, the Corporate Leadership Team and Executive Members had already undertaken considerable work to provide proposals to be considered by Overview and Scrutiny, further work would be required to address the current estimated budget gap of £4m.

Clive Jones (Leader of the Council), Imogen Shepherd-DuBey (Executive Member for Finance), and Graham Ebers (Deputy Chief Executive (Director of Resources and Assets)) attended the meeting to answer member queries.

The Leader and Executive Member for Finance stated that this was to be the most difficult year for Local Authority Finances for the last 40 years, citing inflationary pressures, pressures from increasing numbers of refugees, and the looming Adult Social Care reform to name a few. Regular meetings were underway with a number of Council's in the South of England, who were also citing concerns around these pressures. Receipt of the Local Government Finance Settlement would occur around Christmas Eve, which was not an

appropriate way for Local Government to be able to set their budgets. Ministers had been written to, to ask for an earlier settlement for a period of longer than 1-year. Whilst WBC was in a much more favourable position than many other Local Authorities, it was still crucial for savings to be identified to address the current estimated budget gap of £4m.

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

- Was the budget gap cumulative? Deputy Chief Executive response – Yes, and gap which was not addressed in year one would carry over to year two. If the total revenue budget gap was addressed in year one it would place WBC in a good position going forwards. With regards to capital, part of the solution could be to passport projects to future years, find additional income to fund projects, or decide which projects were absolute priorities and which may be delayed or cut;
- What was the long-term plan to address our financial situation, as even if internal spending was addressed this year additional pressures could arise in future. Executive Member and Deputy Chief Executive response – In frank terms, if this situation carried on then it would push WBC towards delivery of only statutory services. Some Local Authorities had declared Section 114 notices, whilst the underlying funding arrangement systems for Local Government were broken as the maximum WBC could raise Council Tax by would be 1.99%, with inflationary pressures far exceeding this. This situation required a considerable amount of work from departments to review their spending and identify potential savings, whilst this was also an opportunity to be radical with income – for example the Town Centre regeneration project had risks associated however this will provide an eventual income to WBC after debts were paid off. The fundamental issue with a move towards only statutory service provision was that preventative measures would be cut back, and quite often reactionary measures were far more expensive than taking initial preventive actions (for example in Children’s and Adult’s Services);
- At what point would a total reshape of service delivery and financial structures need to be considered? Executive Member and Deputy Chief Executive response – Every Local Authority was in the same situation, and the overarching question for Central Government was what they wanted Local Authorities to look like in future. On a micro-level, WBC was reorganising the business all the time, and the more fundamental question was whether Local Authorities would become a facilitator of social community capital rather than a direct service provider;
- As WBC had focused on sound financial management and value creation for some time, whereas other authorities may be experiencing the urgent need to create value for the first time. As such, was WBC towards the bottom of the list of Local Authorities in terms of financial issues? Executive Member and Deputy Chief Executive response – WBC had focussed on sustainable change and value creation for many years, and WBC was in the top 20 Local Authorities on the CIPFA Local Authority resistance list. Whilst WBC was by no means in the worst position, we did have the issue of lower income per resident;
- Did each new home delivered in the Borough ‘break even’ in terms of the income received and services delivered? Deputy Chief Executive response – This was a very difficult calculation which would make a number of assumptions. An estimated answer would be provided at a future meeting;

- What assumptions had been built in with regards to the expected level of Local Government Settlement? Deputy Chief Executive response – The assumption was that the settlement would be the same as last year which was a £0 revenue support grant, retention of between £12m and £14m in business rates, and £3m in new homes bonuses;
- It was requested that the overall departmental budgets and existing budgets for services be provided alongside proposed bids;
- Was there an assumption that the new homes bonus and various grant supports would continue? Deputy Chief Executive response – Yes, there was a risk that the new homes bonus would begin to tail off at some point. Grants were built in to a number of bids, and officers were always exploring new opportunities for funding;
- If capital schemes were delayed, then the subsequent revenue income stream could be impacted. What effects might this have? Executive Member response – Capital schemes were being prioritised in terms of the biggest benefits to the community. A part of this included identifying schemes which would deliver a revenue stream, for example delivery of solar farms. Where these schemes were not delivered as expected then WBC could see a reduction in revenue funds;
- It was noted that expenditure for the Democratic Process also included the Chief Executive's Office, which was much broader than delivering elections and member support;
- It was agreed that the contractual inflation figure would be split into its component parts (for example: contractual inflation, national pay award, utilities etc.) and provided at a future meeting;
- It was agreed that the current budgets for staff pay would be provided at a future meeting;
- What assumptions had been made with regards to contract and procurement savings, as companies may be under pressure to seek increased income? Deputy Chief Executive response – This was one of the reasons that the £9m inflationary figure could pose a challenge. WBC was working with providers to see how we could help them in terms of preferred payment methods, and it was wholly responsible to explore any savings that could be made through contractual negotiations;
- It was noted that WBC spent a considerable amount of money on external consultants, some of which carried out very specialist work. It was noted that it would be useful to see how much money each department was spending on external consultants;
- It was noted that an assumption of growth of services delivered by Adult Services was built into the presented figures;
- There were a number of special items proposed for 2023/24. If there was a risk of this not being one-off spends, would it be prudent to budget for them accordingly? Deputy Chief Executive response – The General Fund Balance was there to be used for true unknown spends. The change infrastructure team had always been classed as a special item, and it was now being embedded into the revenue budget as an ongoing

service. There were also a number of major set pieces within the Planning service which would require a one-off spend;

- It was agreed that the capital budget and outturn for the previous financial year would be provided at a future meeting;
- It was noted that delivery of solar farms was certainly expected to pay for itself over their lifetime whilst providing a revenue income stream to WBC. Additional specialist works and investigations would be carried out by officers to ascertain what future delivery might be possible and feasible;
- What did reprofiling of capital schemes entail? Deputy Chief Executive response – This was where a scheme which, for example, was proposed to be delivered in 2022/23 would be moved to a later year such as 2023/24 either in part or in total. This could be for a number of reasons, including defraying costs or prioritisation of other major capital schemes;
- It was noted that it was much cheaper for WBC to borrow from itself where possible, rather than from the market;
- Were capital projects being prioritised which would generate a revenue income for WBC? Deputy Chief Executive response – Any scheme which would generate more income than its overall delivery costs was an attractive proposition, which could provide revenue income for many years;
- Was a £14m capital budget gap in Year 1 particularly abnormal? Deputy Chief Executive response – A gap of this magnitude was not uncommon for a Year 2 budget, however it was comparatively large for Year 1;
- It was noted that refugees and asylum seekers moving into the Borough were likely to continue. Officers would be monitoring the situation closely;
- What was the process for a growth bid being withdrawn – what were the criteria and how frequently did this occur? Deputy Chief Executive response – The process for bids being sent to Executive and then Council for approval began with a considerable amount of departmental and corporate wide work. Once proposals were more formalised, they were released to Overview and Scrutiny for consideration. At any stage prior to the February Budget Executive and Budget Council meeting, there was always the opportunity for a bid to be modified or pulled by the Executive Member in consultation with the relevant director;
- It was noted that officers were always looking at Government Bills which could impact on WBC's finances.

RESOLVED That:

- 1) Clive Jones, Imogen Shepherd-DuBey and Graham Ebers be thanked for attending the meeting;
- 2) The overall existing departmental budgets be outlined next to bids at future meetings;

- 3) The contractual inflation figure be split into its component parts (for example: contractual inflation, national pay award, utilities etc.) and provided at a future meeting;
- 4) The current budgets for staff pay be provided at a future meeting;
- 5) A calculation be provided as to whether the average new property being built in the Borough broke even in terms of the cost of the average service provided compared to the income provided for example by Council Tax;
- 6) The Capital budget and for the previous financial year and the capital outturn be provided at a future meeting;
- 7) The existing budgets for services be outlined next to bids at future meetings;
- 8) The timetable for scrutiny of each Directorate's proposed bids be noted.

36. WORK PROGRAMME

The Committee considered their work programme, set out in agenda pages 53 to 58.

RESOLVED That:

- 1) Callum Wernham be thanked for attending the meeting;
- 2) An extraordinary meeting be arranged for 17 October 2022 to consider the items of the postponed Extraordinary Committee which was scheduled for 19 September 2022, in addition to an update on the Borough's response to the Cost of Living Crisis;
- 3) A training session be arranged for the Committee during lunchtime on 1st November 2022 in relation to Domestic Abuse, ahead of their consideration of this item at an upcoming meeting.

TITLE	Wokingham Domestic Abuse Update
FOR CONSIDERATION BY	Community and Corporate Overview and Scrutiny Committee on 3 November 2022
WARD	None specific;
LEAD OFFICER	Director, Place and Growth - Steve Moore

OUTCOME / BENEFITS TO THE COMMUNITY

To provide an update on the Borough's domestic abuse delivery plan as requested by the Committee.

RECOMMENDATION

That the Committee consider the report and offer comment.

SUMMARY OF REPORT

Key information about the progress on the local domestic abuse strategy 2021-2024 is also outlined as requested by the committee. As part of the update, three local service providers Cranstoun, Berkshire Women's Aid and Kaleidoscopic will present to provide information about the service provision delivered by their respective organisations locally.

Domestic Abuse Strategy 2021- 2024 Update

The Wokingham Domestic Abuse Strategy 2021 – 2024 is underpinned by two action plans – one which is delivered via the Domestic Abuse Partnership Board focused on delivering the council's duties under the DA Act 2021 and the other which covers wider domestic abuse support and delivered via the Domestic Abuse Networking Group.

Key achievements (December 2021 – September 2022)

- Communications plan in place to drive awareness raising activities
- Suite of video clips created to aid accessibility and increase resident's awareness of support options - for use on social media and WBC website ([Domestic abuse information videos - Wokingham Borough Council](#)).
- Domestic Abuse Housing Specialist appointed and embedded in homelessness team
- Domestic Abuse Housing Alliance (DAHA) accreditation process commenced – best practice of housing providers
- Established a Thames Valley wide group to explore options linked to safe accommodation which are shared gaps in provision
- Formalised working agreement with BWA linked to support in the Wokingham DA refuge
- WBC and Multi agency training plan put in place to upskill practitioners responding to residents affected by domestic abuse (1089 practitioners accessed DA training 1/1/2022 – 30/9/2022)
- Creation of domestic abuse directory within main WBC Directory of services

- Review undertaken of literature, resources, website to ensure inclusive and accessible
- Increased working with Thames Valley Victim and Witness Group to improve experiences for Wokingham residents going through the civil and criminal courts
- Support for school staff in responding to notifications and disclosures of domestic abuse including creation of information booklet and attendance at designated safeguarding lead meetings
- Input on Suicide Prevention Toolkit to ensure the links between domestic abuse, mental health and suicide are covered
- Strong, focused and well supported Partnership Board and Networking Group meetings
- Increased domestic abuse support being brought into Wokingham – eg the Building Resilience and Valuing Emotions project (BRAVE) – a project working with victims of domestic abuse with additional emotional or psychological difficulties and a children’s therapist (CHiSVA) and PACT (from April 2023).
- Wokingham Partnership Board showcased as best practice by the DLUHC.

Challenges:

- **Referrals** into the local service is exceeding capacity in commissioned DA service. – It was hoped that this was a temporary surge created by the ending of lockdown restrictions. However, numbers of victims accessing the service continue to remain higher than anticipated. A growth item has been submitted to address this.
- **Adequate children & young persons provision** to support work with children and young people to ensure they are supported as victims within their own right. No specific funding was included in the domestic abuse new duties funding, that recognised the underdevelopment and lack of available resources for this area. A growth bid has also been submitted to help with this new challenge.
- There is a need to **increase the safe accommodation options** and number of refuge spaces available in the Borough (particularly for male and LGBT+ victims, those with larger families, people with disabilities or complex needs) Joint work with other LA’s in Thames Valley is being explored to look at a collaborative approach.
- Work to develop the **voice of the child** to ensure services are child centred is being further developed.
- **Perpetrator referrals** are low work to address this is underway to increase awareness of the programmes and to increase education and awareness amongst professionals about working to perpetrators and the vital contribution and impact this will have on reducing victims.
- **Embedding** good practice amongst all directorates to ensure that it becomes business as usual across all areas or council policy and practice.

Work with Refugee Communities

As part of the suite of video clips created to aid accessibility and increase resident’s awareness of support options, a specific targeted video has been produced in Ukrainian. Training sessions for the councils Refugee case workers on domestic abuse has been undertaken. This included information and support for those experiencing DA but also may be witnessing it in the households they are residing in. Training and information has also been provided about modern slavery, domestic servitude and information about police and policing in the UK.

Cranstoun - Wokingham Domestic Abuse Support Service

The following part of the report outlines some key data from Quarter 1 from the commissioned services provided by Cranstoun Domestic Abuse Service.

Outreach service – Quarter 1 2022/23.

A total of 96 referrals were made to the outreach victim/survivor service. The largest 2 referral sources were children social care including MASH (23 referrals) and self-referrals (23 referrals). There has also been an increase in the number of referrals from the council's homelessness unit demonstrating the increase of understanding and thought to be directly linked to the placement of a domestic abuse specialist now situated within the councils housing department. There has also been an increase in referrals from health professionals.

Of the 96 referrals risk assessments were completed with 87 of the cases, 35 were assessed as standard risk, 27 were medium risk and 25 were assessed as high risk.

All victims were offered bespoke one to one intervention which include safety planning, risk assessments, access to legal advice and support, support into refuge accommodation, emotional support and ongoing support with issues not relating to domestic abuse such as debt relief or management advice, access to foodbank, education training and employment and referral to health services.

Joint home visits with social care were arranged for those with particularly needs such as disability or inability to travel due to age or other constrictions. Face to face engagement continues and happens at range of venue spaces, including Cranstoun's Wokingham based location, coffee shops, children centres, garden centres. The majority of face to face is happening at the Cranstoun offices particularly now that a one stop shop and advice clinic is up and running every Thursday.

Perpetrator service

In Q1 Cranstoun received 7 referrals for the Men and Masculinities programme with no female referrals. Of the 7 referrals, 7 completed a suitability assessment and six have commenced the programme. One of clients referred was identified as a victim and was transferred to the outreach team. The referral numbers for Men and Masculinities were and continue to be extremely low, to address this, two training session have been arranged for September and October for perpetrator training awareness. The hope is that this will upskill and increase confidence in referrals for perpetrators. This will be closely monitored in Q2 and Q3.

Children & young person's service

In Q1 there was a total of 15 referrals, a total of 20 children and young people received interventions. The children and young people are offered a range of interventions including one to one, play therapy and art therapy. Interventions have continued through school summer holidays, something that has only been introduced this year and not previously offered.

Refuge service

The refuge element of the contract was separated out from the Cranstoun contract due to the fact an appropriate property could not be sourced. Berkshire Women's Aid is now managing this element of the contract. All Wokingham victims requiring refuge provision

are supported to identify appropriate accommodation this is done through Cranstoun's account to routes to support provided by the women aid federation. The Wokingham Domestic Abuse Support Service has supported 5 victims and 6 children into refuge in Q1. All victims that required refuge were successfully referred into refuge accommodation.

Service overview

Overall referral numbers remain consistently high with a current case load for the outreach team totalling 154 this equates to approximately 73.3 per full time case worker. The Safelives recommended safe caseload levels should be around 25-30.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£0	£0	£0
Next Financial Year (Year 2)	£0	£75K – growth bid pending	Revenue
Following Financial Year (Year 3)	£0	£75K – growth bid pending	Revenue

Other financial information relevant to the Recommendation/Decision
None

Cross-Council Implications
Domestic Abuse reaches across most council departments and can also impact directly and indirectly on the workforce. Workplace guidance is in place and training on domestic abuse responses are offered to all council departments.

Public Sector Equality Duty
An equalities assessment was undertaken in December 2021.

Climate Emergency – <i>This Council has declared a climate emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030</i>
There will be no impact as a result of this decision on the Council's carbon neutral objective.

Reasons for considering the report in Part 2
N/A

List of Background Papers
Domestic Abuse Action Plan 2021-24

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Wokingham Domestic Abuse Action Plan 2021-24

Domestic Abuse Networking Group

Priorities:

- 1) Awareness and early intervention
- 2) Support for victims, survivors and children
- 3) Minimising harm
- 4) Justice, recovery and ongoing protection
- 5) Drive change together
- 6) Deliver domestic abuse Act 2021 duties for local authorities

Priority 1: Awareness and Early Intervention				
Action	Key Agencies/Groups	Output	Outcome/Measure	Progress (RAG)
1a. Deliver awareness raising campaigns	Wokingham Borough Council (WBC) Communication lead Domestic Abuse Networking Group (DA NG) agencies Wokingham Employers	-Annual calendar of campaign dates to be produced -Agencies to advise of upcoming campaigns for cross promotion -Target diverse victim – survivor, perpetrator groups -Messaging to support friends, neighbours, family members and colleagues -Bystander campaigns	-Number of press releases and social media posts -Members of the public understand what domestic abuse is and where to get help -Number of people reporting domestic abuse -Number of agencies supporting campaigns -Number of employers with workplace policies / guidance	Comms plan developed and shared with partner organisations. Bystander training session delivered – additional work to be progressed linked to VAWG agenda

		-Employers DA workplace policies / guidance		<p>National campaigns publicised, including Your Best Friend aimed at 13 – 24 year olds.</p> <p>Initial scoping undertaken to ascertain which organisations have policies in place. Ongoing work</p>
<p>1b. Produce information in a range of formats and languages</p> <p>20</p>	<p>WBC Equalities and Diversity Lead</p> <p>WBC Sensory needs team</p> <p>WBC Communications lead</p> <p>WBC Website lead</p> <p>WBC Adult Social Care</p> <p>WBC Domestic Abuse Coordinator</p> <p>DA Networking Group members</p>	<p>-Inventory of information leaflets, posters and resources</p> <p>-Gaps analysis based on area demographics</p> <p>-Resources produced in a range of accessible formats as required, including in different languages</p>	<p>-Increased understanding of communication needs</p> <p>-Number of leaflets and information available in different formats</p>	<p>Independent review undertaken by Oxford Against Cutting to assess for inclusivity and accessibility. Recommendations implemented.</p>
<p>1c. Information to be made available in a range of community settings, including 'hubs' where there is co-location of services</p>	<p>WBC DA Coordinator</p> <p>WBC Library Service</p> <p>WBC Parish Councils</p> <p>Voluntary sector hub</p>	<p>-Identify community settings for posters and information</p> <p>-Information displayed</p>	<p>-Number of settings where DA posters and leaflets displayed</p> <p>-Increase in the number of self-referrals to DA services</p>	<p>Information gathered on suitable locations – ongoing work with library's</p>

	Health Leads (GP surgeries, hospitals, pharmacies, other health settings) Citizens Advice 'Bus' DA Networking Group	-Increase opportunities for co-location and access to services, including in voluntary sector hub	-Public feedback as to if they have seen information about domestic abuse support	National Board of Catholic Women information available in churches
1d. Support educational settings to raise awareness of domestic abuse	Kaleidoscopic Cranstoun DA service Safe! ARC Counselling Service Wokingham School PHSE Leads WBC DA Coordinator	-Consult school PHSE leads on sessions currently being delivered -Develop toolkit of resources to support educational settings -Delivery of Educate2Eradicate sessions	-Number of schools confident to deliver domestic abuse input -Number of settings accessing resources -Number of referrals to children and young people's domestic abuse support	Meetings held with school leads. Resource booklet produced and being consulted on (Oct 22) Working with schools to increase take up of Kaleidoscopic and Cranstoun delivery options
1e. Multi agency training needs to be identified and responded to	WBC DA Coordinator WBC Training Department DA Networking group members	-Training calendar to be produced -Training opportunities promoted -Training topic areas identified	-Number of training sessions delivered -Number of practitioners accessing training sessions -Increased confidence levels of practitioners -Feedback on learning, implementation and any difficulties identified	Training calendar produced. Training delivered

Priority 2: Support for Victims, Survivors and Children

Action	Key Agencies /Groups	Output	Outcome/Measure	Progress
2a. Ensure a wide range of holistic support options are available to meet individual	Cranstoun DA service WBC DA Coordinator Kaleidoscopic	-Map service provision, criteria for support and referral process to include diverse demographics	-Clear overview of services produced	Online directory of services created

victim-survivors and children's needs	DA Networking group members	-Identification of gaps in provision -Increase awareness of practical options, eg bank accounts for those with No Fixed Address; Cowshed; etc	-New options introduced to address identified gaps -Use of WBC directory of services and DA web page information	Gap analysis undertaken and responded to
2b. Ensure support is available at the earliest opportunity for victims, survivors and children and for as long as the individual needs this	Cranstoun DA Service Kaleidoscopic SupportU WBC Adult Social Care (ASC) manager WBC Children's Services (CS) manager DA Networking group members	-Domestic abuse support options clearly available to potential referral agencies -Clear pathways to support.	-Victim -survivors feedback -Agency dip sampling of cases to check if potential intervention points have been identified and responded to	Survivor feedback obtained via focus group.
				Met with WBC Youth Panel. Discussions ongoing as to how to canvas more detailed feedback from CYP.
2c. Tailor support to meet the individual's needs, empowering individuals to make safe choices	Cranstoun Kaleidoscopic WBC ASC manager WBC CS manager DA Networking Group members	-In depth analysis of intersectionality options including: mental health, child to parent abuse, Protected characteristics, substance use	-Number of support options available -Number of individuals accessing services - Feedback from individuals	Intersectionality embedded in training. Directory of DA services support identification of support options
2d. Increase the number of people who are currently 'under- represented' in services	Cranstoun Kaleidoscopic SupportU Victims First WBC Housing teams / Adult / Children's Services Health (CCG / BFHT/Hospital) DA Networking group members	-Baseline data collected -Data reviewed against Wokingham population demographics	-Increased representation in services of male, older, LGBTQIA+, people with a disability; minority ethnic victims.	Review of resources and information being undertaken to assess accessibility across protected characteristics. Agency data used to measure impact
2e. Create clear pathways to support	WBC Domestic abuse coordinator	-Create info-grams and pathways to map support options	-Increase in the number of referrals to services	Basic pathways created. Working on

	DA Networking group members	-Collate information on services, referral criteria and process in one location -Wider county and national support options publicised	-Feedback from agencies and individuals	creating additional pathways with more complex cases
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Priority 3: Minimising harm				
Action	Key Agencies/Groups	Output	Outcome/Measure	Progress
3a. Encourage those who are causing harm as a result of their abuse to access support to change through providing a range of responses; challenging abusive behaviour; taking positive action; removing barriers to accessing support to change and; education on the impact of abusive behaviours.	Cranstoun Probation Service Thames Valley Police DA Networking group members	-Agencies understand perpetrator intervention options and outcomes -Practitioners trained to recognise tactics used by perpetrators -Clear messaging to put the onus for change onto perpetrators and away from victim-survivors -Agencies promote, encourage and support perpetrators to access local commissioned intervention -Mental health, substance misuse and domestic abuse services work together to ensure joined up approach	-Number of perpetrators accessing change programmes -Number of perpetrators completing intervention -Number of victims reporting feeling safer	Comms messaging being undertaken to increase awareness of interventions. Training delivered to upskill practitioners on working with perpetrators
3b. Hold those who perpetrate domestic abuse to account	Thames Valley Police Crown Prosecution Service Cranstoun	-Increase reporting of incidents -Agencies gather evidence through keeping detailed records -Clear messaging on unacceptability of abuse -Support prosecutions and the giving of 'best evidence' -Support new police perpetrator educational intervention CARA (Conditional Cautioning Against Relationship Abuse)	-Number of reported incidents -Number of successful prosecutions -Number of CARA interventions delivered for Wokingham area -Number of DVPOs	Baseline data collected. Awaiting roll out of CARA in Wokingham area

		-DA Services provide intense support for victim-survivors when perpetrators subject to DVPO (Domestic Violence Protection Order)		
24 3c. Tackle the root cause of domestic abuse and break the cycle of abuse.	Kaleidoscopic Prevention & Youth Justice Service Cranstoun DA Service SAFE Schools DA Networking group members	-Deliver interventions in educational settings around healthy / unhealthy relationships -Ensure schools feel equipped to deliver their statutory duty linked to PHSE / relationship education -Support children and young people who are, or have lived with domestic abuse -Training for practitioners on child to parent abuse -Promote use of Domestic Violence Disclosure Scheme (DVDS / also known as 'Clare's Law')	-Number of education sessions delivered -Number of children and young people accessing help and support -Number of DVDS Right to Know and Right to Ask applications	Meetings held with schools as well as WBC education teams to discuss how to embed DA information and support schools with delivery of statutory duties DVDS baseline data 2020/2021 Regular updated data to be provided by TVP
3d. Monitor the effectiveness of interventions	Cranstoun Thames Valley Police Prevention & Youth Justice Service	-Agree outcome measures with DA commissioned service -Promote positive outcomes to encourage others	-Number of people completing interventions -Re-offending data -Feedback from (ex) partners on programmes	Data received from Cranstoun perpetrator programmes Police data re CARA to be collected once rolled out Probation BBR information being sought
Priority 4: Justice, Recovery and Ongoing Protection				
Action	Key Agencies/Groups	Output	Outcome/Measure	Progress

4a. Work with the criminal justice services to support victims and survivors give their best evidence in court	WBC DA coordinator through Thames Valley Victim and Witnesses Delivery Group Witness Care Unit CPS Witness Service Cranstoun	-Independent Domestic Violence Advocate (IDVA) / outreach support for victims before and during court hearings -Increased confidence in supporting prosecution, including pre-court visits, provision of special measures -Reduction in the number of 'cracked' and ineffective trials	-Number of cases where special measures have been provided -Number of cases where IDVA support is in place -Percentage of successful prosecutions achieved -Number of 'cracked' cases due to lack of support from complainants	Special measures now embedded in criminal courts – working to ensure embedded in civil court hearings
4b. Improve the experiences of those going through the Civil and Family Court systems	WBC DA coordinator through TV V&W Delivery Group Court staff Judges Domestic Abuse Services Relevant DA Networking Group members	-Increase in information about support available upon making a court application -Closer integration between court and domestic abuse services -Increased awareness of Flag DV, Citizens Advice, Solicitors who support those making court applications -Increase in outreach / IDVA support through process	-Number of cases where special measures provided -Number of referrals received by solicitors, Flag DV, CA -Focus group members feedback	Meetings held to progress. New national report due Autumn 2022 which will guide this work.
4c. Support individuals in achieving long term wellbeing, both physically and emotionally so they can feel safe and move forward with their lives	Cranstoun Kaleidoscopic SupportU WBC Adult Education Service Wokingham Recovery College WBC Adult Social Care, Children's Services DA Networking Group members	-Mapping of long-term support options available -Identification of gaps in long term support -Increased awareness of support options -Increase in civil court protection orders -Adult education service and Recovery College course development	-Number and range of support options available -Number of people accessing longer term support -Courses available to address gaps identified in DA Needs Assessment, April 2021	Mapping undertaken and directory compiled Baseline data established
Priority 5: Drive Change Together				
Action	Key Agencies / Groups	Output	Outcome/Measure	Progress

5a. Support partner organisations to work together and provide holistic and coordinated support	WBC DA Coordinator DA Networking group members DA Partnership Board members Thames Valley domestic abuse groups	-Effective and dynamic DA Networking Group and DA Partnership Board -Staff training -Central point of contact for agencies via WBC DA Coordinator -Support of Multi Agency Risk Assessment Conference (MARAC); Multi-agency Task and Coordination group (MATAC) and Multi-Agency Public Protection Arrangements (MAPPA) meetings -Explore options for one referral form which can be used by agencies to refer to specialist domestic abuse services in Wokingham as well as larger geographical area	-Number of organisations accessing domestic abuse meetings and training -Number of organisations actively engaging with risk management meetings -Agency feedback	Networking group well attended and active engagement from partner organisations
				MARAC and MATAC data on partnership organisation attendance
				One referral form option available through Joy App. Shared referral form created for health where working in multiple geographical areas.
5b. Reduce the number of times that someone has to 'tell their story'	WBC Adult Social Care manager WBC Children's Services manager Cranstoun DA Networking Group members	-Exploration of pathways through services to identify potential opportunities to reduce the need to repeat 'stories' -Explore how 'stories' can be captured and shared with consent of the individual	-Reduction in the number of times an individual needs to repeat their 'story' when dealing with an organisation	Deep dive's required by partner organisations to identify issues and overlaps
5c. Promote 'whole family' and 'whole system' approaches	WBC DA Coordinator DA Networking group members	-Increase awareness of the 'whole' system approach -Explore options for further joined up working and areas for collaboration	-Uptake of 'whole' approach by themes or organisations	Review being undertaken (Oct 2022)
5d. Ensure the 'voices' of victims, survivors, children and perpetrators are 'heard'	Cranstoun Kaleidoscopic SupportU	-Agencies share feedback from clients to improve responses and identify gaps in services -Establish mechanism for consulting with 'experts by experience'	-Feedback from clients -Expert by Experience groups established	Feedback obtained
				Scoping potential for establishing focus groups

	Relevant DA Networking Group members			
5e. Provide and coordinate multi-agency training events, workshops and conferences	WBC DA Coordinator WBC Learning and Development Manager DA Networking Group members	-Training events organised based on agency and client feedback on need -Agencies share information on events -Promotion of event opportunities	-Number of events organised -Number of people attending events	G: Data being collected. Looking to increase health professionals take up of training offer.

Priority 6: Deliver the Domestic Abuse Act 2021 Duties for Local Authorities

Action	Key Agencies / Groups	Output	Outcome/Measure	Progress
6a. Understand the needs of those who need to access safe accommodation as a result of domestic abuse	WBC Homelessness Manager DA Partnership Board Paws Protect Freedom Dogs Project	-Networking Group members feed in feedback from clients to identify good practice and gaps in services -Increased awareness and understanding of safe accommodation needs and barriers to access	-Agency feedback on client's journeys to safe accommodation	G: Baseline data collected – need to monitor annually
6b. Ensure a wide range of safe accommodation options is available	WBC Homelessness Team Manager WBC DA Coordinator – links to Thames Valley and wider area options and reciprocal agreements	-Agencies feedback on options available -Agencies address gaps in suitable and safe options	-Number of clients accessing safe accommodation	A: Options being explored and where possible increased Research and bespoke projects being undertaken to increase options
6c. Provide support for domestic abuse victims, survivors and their children in safe accommodation	Cranstoun Relevant DA Networking Group members	-Holistic range of support available to address practical and emotional support needs -Development of new support options to address gaps in support	-Number of people accessing support -Range of support options	A: Additional options being explored Baseline data collated

Domestic Abuse Partnership Board: Support for victims of domestic abuse and their children in safe accommodation

Priorities:

- 1) Increase awareness of safe accommodation choices for all
- 2) Provide an inclusive range of safe accommodation options
- 3) Provide support for victim-survivors in safe accommodation
- 4) Strengthen partnership work to drive and improve outcomes
- 5) Support individuals to begin rebuilding their lives

Relevant related plans, strategies and upcoming bills:

Berkshire Suicide Prevention Strategy

Wokingham Housing policies

National plans:

Domestic Abuse strategy documents

Domestic Abuse Perpetrator Strategy

Violence Against Women and Girls (includes male victims of domestic and sexual abuse) strategy

Police, Crime, Sentencing and Courts Bill

Victims Bill



Wokingham Domestic Abuse Action Plan 2021-24

Domestic Abuse Partnership Board: Support for victims of domestic abuse and their children in safe accommodation

Priorities:

- 1) Increase awareness of safe accommodation choices for all
- 2) Provide an inclusive range of safe accommodation options
- 3) Provide support for victim-survivors in safe accommodation
- 4) Strengthen partnership work to drive and improve outcomes
- 5) Support individuals to begin rebuilding their lives

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Priority 1: Increase Awareness of Safe Accommodation Choices for All

Action	Lead Agency / Support Agencies	Output	Outcome/Measure	Resources	Progress (RAG)
1a. Ensure information is available about safe accommodation options in a range of formats and languages based on need.	Wokingham Borough Council (WBC) Domestic Abuse (DA) coordinator MAK Community Care	-Media coverage -Leaflets / flyers -Website accessibility -DA specialist services / health / other agency's websites link with WBC web page	-Agencies and individuals can access information for individuals with differing communication needs -User groups formed to test accessibility -Website hits	£2500 agreed for materials and videos	G: Videos filmed and uploaded to WBC website A: OAC review received and resources updated

	WBC Communication Team Solicitors Housing Associations Police Voluntary groups DA Networking group	-Non web-based information -Information in an accessible format for those who are visually impaired -Use of QR codes -Translation services			A/G: User testing to take place Oct 2022
					G: Comms plan developed
					G: Website hits being monitored
1b. Enhance domestic abuse support within the WBC homelessness team 30	WBC Homelessness team manager	-Direct link between homelessness team, IDVA and domestic abuse safe accommodation -Training for homelessness team staff and wider WBC staff to include specialist training for under represented groups -Information on safe accommodation options	-Number of people supported into safe accommodation - Training delivered -Information on specialist DA services within homelessness team resources -Homelessness domestic abuse officer appointed	£50K	G: Domestic Abuse Housing specialist in post
					G: Training programme in place and being delivered
1c. Increase awareness of the WBC Home Refuge (Sanctuary) Scheme across all housing tenures and victim demographics	WBC Home Refuge Scheme Lead Domestic Abuse Partnership Board Members (DAPB)	-Information available at events -Information in community settings -Use of DA campaigns to highlight scheme	-Media coverage -Number of referrals -Number of people supported to stay in their homes where they want to and it is safe -Breakdown by demographics and home ownership	Bid submitted to CSP for equipment costs	G: Leaflet updated Video commissioned to promote
					G: Shorter self referral form developed

31	1d. Ensure practitioners are aware of safe accommodation options, developing clear pathways	WBC Homelessness Team Manager Cranstoun WBC Adult Social Care (ASC) DAPB Solicitors Housing associations Police DA Networking group	-Pathways to safe accommodation -Access to refuge databases -Information on safe accommodation options	-Number of referrals -Number of people assisted into safe accommodation	Staff time	G: leaflet updated; referral form being reviewed; information on WBC website
						G: Access to Gold Book for Homelessness team in place
						G: DA homelessness officer reviewed pathways and placed information on shared drive and publicised via DAHA steering group
	1e. Increase the number of victims and survivors from under-represented groups accessing support	DAPB WBC Equalities Lead GP surgeries	-Address specific groups who are currently not accessing support and services, through specifically targeted comms activities including social media -Data collection of characteristics -Work towards statistical representation of victim demographics -Pathways chart	-Demographics of those presenting for support	Within training budget Staff time	G: Comms plan written to include protected characteristics G: resources reviewed – Oxford Against Cutting. Recommendations implemented A: agreed data set across areas being explored

Priority 2: Provide an Inclusive Range of Safe Accommodation Options

Action	Key Agencies / Groups	Output	Outcome/Measure	Resources	Progress
2a. Ensure a holistic range of safe accommodation options to meet diverse individual's needs	WBC Homelessness Team Manager DAPB WBC Adult Social Care	-Map provision -Understand gaps in provision -Increase understanding of needs for individuals -Map wider geographical areas options accessible	-Information on safe accommodation options available -DAPB aware, and addressing gaps	Staff time	G: mapping undertaken of WBC options – group established to explore wider geographical area opportunities
2b. Increase safe accommodation provision based on identified gaps and needs 32	WBC Housing Cranstoun Housing Associations MAK Community Care	-Understand gaps -Task and finish group(s) established to address gaps and identify opportunities (eg S106 capital funding and work with RP partners) -Develop business case to address gaps	-Number of additional options created -Number of additional designated safe accommodation units	Capital costs Staff time	A: Work progressing, including via DAHA steering group R: Additional units brought online
2c. Ensure that victims and survivors are aware of the need to protect their new address and how to anonymously register on the Electoral Role	WBC Electoral team Housing agencies Cranstoun Kaleidoscopic SupportU All agencies aware of a victim-survivor moving properties	-Information available on the need to protect new addresses and anonymous registration on council website -Agencies aware of the importance of this issue and highlight to individuals fleeing domestic abuse	-Number of WBC residents who have anonymously registered (Base line figure 19 as at December 2021)	Staff time Promotion of options	G: Information on website. Data monitoring in place Awareness raising activity to include short video clip

2d. Work with other areas to put in place reciprocal agreements to support families who need to move geographic area as a result of the domestic abuse	WBC Housing IDVA WBC DA Coordinator Thames Valley DA Coordinators group	-Key contacts list -Template for agreements -Links with Housing Associations -Include in Housing Allocations Policy	-Number of reciprocal agreements in place	Staff time	A: TV interested DA new burdens group convened June 22 to progress (Reciprocal agreement potential DA included in WBC Allocations policy)
2e. Work with health services to ensure access to equipment, community mental health and Rapid Response	Health (Occupational Therapy, home to hospital, primary and secondary care) WBC Housing Cranstoun MAK Community Care Royal Berkshire Fire and Rescue Service	-Information on key contacts for equipment and services -Pathways to securing equipment and services	-Number of people accessing equipment and services. -Time taken for equipment and services to be in place	Flexible funding 'pot' agreed Staff time	A: Initial meeting held with health and adult social care but some gaps which need further exploration
2f. Seek and achieve DAHA (Domestic Abuse Housing Alliance) accreditation for WBC housing stock and support other housing providers to achieve accreditation	WBC Housing Housing Associations	-Register for DAHA membership -Assess current situation against accreditation criteria -Accreditation visit -Accreditation achieved	-Increased focus on domestic abuse within tenancy agreements -Increased support for victim-survivors who are in HA properties -Increased options to hold perpetrators to account -Number of HA's with accreditation	DAHA annual membership DAHA accreditation costs Officer time	A: DAHA process initiated – anticipate 18 months / 2 years to award (target Summer 2023)

Priority 3: Provide Support for Victim-Survivors and Children in Safe Accommodation					
Action	Key Agencies / Groups	Output	Outcome/Measure	Resources	Progress
3a. Ensure a holistic range of support is available for those in safe accommodation for as long as the individual needs this	WBC Housing IDVA Cranstoun Transform MAK Community Care WBC Adult Learning Team DAPB	-List of support identified as needed through in-depth interviews addressed -Information on courses and training available provided -Ongoing input from victim-survivors as to needs	-Number and range of support options available -Number of people accessing training and courses	Funding to commission / deliver support	G: BWA refuge – funding agreed for additional support G: Partner agencies aware of support options G: Victim-survivor consultation undertaken 25 th & 28 th March
3b. Put in place support for those who need to flee from Wokingham to another area	WBC Housing IDVA Cranstoun WBC Housing Partner agencies	-Information on support available in safe locations -Toolkit for practitioners to assist a safe move including accessing refuge provision and funding for travel to refuge	-Number of individuals helped to get to safe accommodation	Staff time	A: Toolkit to be put in place, to be progressed with DA housing specialist
3c. Ensure coordinated support where a family have several different services involved	Cranstoun Statutory services All partner agencies	-Understand models currently being used across services -Agencies review referral process to ensure other agency involvement is known where possible and links established	-Victim-Survivors feedback on coordination of services -Agency's feedback	Victim-survivor input Staff time	A: Feedback obtained from victim-survivor feedback group


3d. Create a 'welcome' pack for those moving to safe accommodation to include practical and holistic information	WBC Housing IDVA Cranstoun Transform	-Information on local services, including how to register with services and key contact details -Available in accessible formats and languages as needed	-'Welcome' / Information pack created -Client feedback	Staff time Funding for tangible items	A: Oct 2022 – being progressed via DAHA steering group
3e. Ensure a range of practical and emotional support is available for individuals based on need	Cranstoun Kaleidoscopic SupportU Health Counselling services Adult education	-Client assessments to identify needs -List of support available for practitioners to assist creative signposting	-Number of individuals accessing support -Focus groups held to test range of support options	Victim-survivor time Staff time Consultant costs follow on interviews	G: Service directory created and now online- see WBC directory, subsection DA A: Initial focus group held – need to create framework for more regular groups
3f. Work in partnership with neighbouring authorities to maximise support options for individuals	WBC DA Coordinator WBC Housing IDVA DAPB members working across areas	-Sharing of gap analysis to consider joint commissioning to address -Directory of services available across local authority boundaries -Easy referral process between neighbouring services	-Number of support options available -New support services commissioned jointly -Data shared between services	Funding for joint commissioning Staff time	A: Group formed to explore, however joint commissioning difficult as no clarity about Government level of ongoing funding
3g. Provide training for support workers to ensure they are equipped to address the needs of those with complex, mental,	WBC learning and development team WBC Sensory team	-Training needs identified -Training calendar produced	-Number of training events held -Number of practitioners accessing training -Feedback from learners on training including learning,	Funding for training costs Staff time	Regular training being delivered, numbers and feedback collated

physical and sensory needs and communication barriers.	WBC DA Coordinator Cranstoun Kaleidoscopic SupportU		implementation and any difficulties identified.		
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Priority 4: Strengthen Partnership Working to Drive and Improve Outcomes					
Action	Key Agencies / Groups	Output	Outcome/Measure	Resources	Progress
4a. Support organisations across the Wokingham Borough to work together and support the Council in meeting its new duty under the Domestic Abuse Act 2021	DAPB members DA Networking Group members WBC DA Coordinator	-Roles and remits of partner organisations understood -Every partner organisation feels valued and listened to.	-Well- coordinated, led and effective Partnership Board and Networking Group -Number of active member organisations within Partnership Board and Networking Group -Coordinated response	Staff time	G: DA groups established and evolving
4b. Develop and deliver multi agency training to ensure practitioners can respond to those who may need to access safe accommodation	Domestic Abuse Coordinator WBC Learning and Development team Partnership Board and Networking group members	-Partner agencies identify multi and single agency training needs -Calendar of training events produced, with flexibility to respond to urgent training needs and training opportunities -Training to be ongoing on a rolling programme to ensure new staff	-Annual calendar of training produced -Number of training sessions delivered -Number of practitioners accessing training -Feedback from those accessing training	Funding for training Staff time	Training 21/22@ reached 1072 practitioners over 28 sessions See above for full list

		understand risk and responses -Training by specialist organisations to increase number of those from currently under-represented groups				
37	4c. Ensure the ‘voices’ of ALL victims, survivors and children are at the heart of partnership working	DAPB members Cranstoun WBC All agencies	-Demographic data on service users collated by partner agencies -Review of messaging and literature to ensure inclusive language used / equality of service provision across demographics -Focus groups established for those with ‘lived experience’	-Statistical representation across all demographics -Service users feel able to access services and support	Staff time to gather and analyse data and publicly available literature	G: Oxford Against Cutting review of literature and website undertaken. Recommendations implemented
						G: Data review to be undertaken for 2021 -22
	4d. Develop and deliver an annual action plan continually drive improvements to the options and support available for those who need to flee as a result of domestic abuse	WBC DA Coordinator DAPB	-Action plan to tie in with financial year (ie to 31 st March) -Commitment from partner agencies -Document refreshed and continually developed -Actions monitored for progress	-Actions progressed and delivered -Pro-active suggestions received from all partner agencies -Focus group feedback	Staff time	G: Action plan in place for 2021/22 Monitoring to be through focus on red actions and solutions to move forward March annually session on whole plan and agree for next year. Tie in with financial year

4e. Develop a consistent dataset to be used across agencies to monitor impact	WBC DA coordinator WBC Homelessness; Adult Social Care, Children's Services Police Health (primary and secondary) Cranstoun Kaleidoscopic SupportU Partner agencies	-Partner agencies identify what data can be collected -Agree shared dataset -Monitoring of data	-Increase knowledge of victim-survivor demographics accessing services -Baseline data to monitor impact of initiatives	Staff time	A: Discussions ongoing Oct 2022
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Priority 5: Support Individuals to Begin Rebuilding their Lives					
 Action	Key Agencies / Groups	Output	Outcome/Measure	Resources	Progress
5a. Provide safe, supported accommodation where individuals can have the space and time to decide how to move forward with the next stages of their lives	WBC Homelessness Team Manager Cranstoun MAK Community Care Housing Associations Supported Housing Other safe accommodation providers Transform	-Safe accommodation provided away from threats from perpetrator -Plans in place to determine support needs -Information available on practical and emotional support options (including civil remedies; home refuge scheme) -Access to long term accommodation	-Number of people in settled safe accommodation -Number of civil injunctions obtained -Number of home refuge (sanctuary) assessments undertaken -Number of people who report feeling safe in their accommodation	Refuge spaces Home refuge scheme Other safe accommodation	A: Options in place for refuge, home refuge, other accommodation – need to meet gaps in provision (eg male, LGBT+, disabilities not catered for in existing options) University of West London

					review undertaken March 2022
5b. Enable children and young people to access the support they will need to come to terms with what they have experienced and start to feel safe and more secure emotionally and physically	Children's Social Care Cranstoun Kaleidoscopic SupportU Schools Cowshed Agencies working with children and young people	-Safety planning advice -Trauma informed interventions -Access to age-appropriate counselling, fun activities, play therapy etc tailored to the individual	-Number of children and young people in safe accommodation accessing support -Number of support options available -Focus group feedback	Funding for long term, individual based support Staff time	A: Options being explored and built on but long way to go G: Focus group held as one off
5c. Facilitate access to the means to moving forward, be that through training, support job seeking, confidence building, safety planning or whatever the individual identifies as being important to them	Cranstoun Kaleidoscopic SupportU WBC Adult Education / Recovery College WBC Directory of services Involve DWP (Dept Work and Pensions) Relevant organisations	-Promote use of WBC directory of services and other agency's directories and information points -Courses and training options made available -Gaps in relevant support identified and responded to	-Number of people accessing training -Number of people helped into employment	Flexible funding 'pot' Funding for courses	G: DA Act funding advertised to encourage applications Work in place between adult education / recovery college / DA practitioners
5d. Develop a system which reduces the number of times a victim, survivor or child has to 'tell their story'	WBC Adult Social Care WBC Children's Social Care Cranstoun Health DAPB members	-Review of agency processes to identify where individuals have had to repeat their 'story' -Where appropriate, and with consent, explore best practice models to sharing basic overview	-Reduction in the number of individuals reporting having to repeat their story	Staff time	A: Initial scoping discussions held. Several organisations signed up to the Joy APP

		details with other relevant organisations.			
5e. Provide prompt access to practical support needed	WBC Housing IDVA Cranstoun Kaleidoscopic SupportU WBC Directory of Services Lead	-Directory of organisations who can provide practical support by type and referral process -Flexible funding budget available	-Number of applications for flexible funding -Agency feedback time from request to receipt of support	Flexible funding 'pot'	G: Funding allocated – still working through practical issues
5f. Work in partnership with agencies and community groups to develop additional opportunities to engage in activities and start building new friendships and support networks	Involve Voluntary and community groups WBC directory of services lead	-WBC directory of services awareness to identify suitable groups -Publication of 'good news stories'	-Number of people in safe accommodation accessing community groups and activities	Staff time Flexible funding options	G: Directory created for practitioners, including online version. Comms plan to enable wider sharing of good news stories
5g. Ensure that no victim, survivor or child is disadvantaged from accessing appropriate support as a result of their gender, sexuality, economic means or protected characteristic.	DAPB All agencies	-Partnership Board membership to include representatives of those with protected characteristics and / or additional complex and diverse needs -Ensure practitioners aware of options for those with No Recourse to Public Funding	-Feedback from focus groups -Review of service provision across demographics -Agency audits	Staff time	G: Focus group held G: Oxford Against Cutting review undertaken re accessibility for those with protected characteristics

Wokingham Wider Domestic Abuse Strategy Priorities and Actions: DA Networking Group

Priorities:

- 1) Awareness and early intervention
 - a) Deliver awareness raising campaigns
 - b) Produce information in a range of formats and languages
 - c) Information to be made available in a range of community settings, including 'hubs' where there is co-location of services
 - d) Support for educational settings to raise awareness of domestic abuse
 - e) Multi-agency training needs to be identified and responded to
- 2) Support for victims, survivors and children
 - a) Ensure a wide range of holistic support options are available to meet individual victim-survivors and children's needs
 - b) Ensure support is available at the earliest opportunity for victims, survivors and children and for as long as the individual needs
 - c) Tailor support to meet the individual's needs, empowering individuals to make safe choices
 - d) Increase the number of people who are currently 'under- represented' in services
 - e) Create clear pathways to support
- 3) Minimising harm
 - a) Encourage those who are causing harm as a result of their abuse to access support to change through providing a range of responses; challenging abusive behaviour; taking positive action; removing barriers to accessing support to change and education on the impact of abusive behaviours.
 - b) Hold those who perpetrate domestic abuse to account
 - c) Tackle the root cause of domestic abuse and break the cycle of abuse.
 - d) Monitor the effectiveness of interventions
- 4) Justice, recovery and ongoing protection
 - a) Work with the criminal justice services to support victims and survivors give their best evidence in court
 - b) Improve the experiences of those going through the Civil and Family Court systems
 - c) Support individuals in achieving long term wellbeing, both physically and emotionally so they can feel safe and move forward with their lives
- 5) Drive change together
 - a) Support partner organisations to work together and provide holistic and coordinated support
 - b) Reduce the number of times that someone has to 'tell their story'
 - c) Promote 'whole family' and 'whole system' approaches
 - d) Ensure the 'voices' of victims, survivors, children and perpetrators are 'heard'
 - e) Provide and coordinate multi-agency training events, workshops and conferences
- 6) Deliver domestic abuse Act 2021 duties for local authorities

- a) Understand the needs of those who need to access safe accommodation as a result of domestic abuse
- b) Ensure a wide range of safe accommodation options is available
- c) Provide support for domestic abuse victims, survivors and their children in safe accommodation

Relevant related plans, strategies and upcoming bills:

Berkshire Suicide Prevention Strategy
Wokingham Housing policies

National plans:

Domestic Abuse strategy documents
Domestic Abuse Perpetrator Strategy
Violence Against Women and Girls (includes male victims of domestic and sexual abuse) strategy
Police, Crime, Sentencing and Courts Bill
Victims Bill

TITLE	Violence Against Women & Girls Strategy and White Ribbon Accreditation
FOR CONSIDERATION BY	Community and Corporate Overview and Scrutiny Committee on 3 November 2022
WARD	None specific;
LEAD OFFICER	Director, Place and Growth - Steve Moore

OUTCOME / BENEFITS TO THE COMMUNITY

To provide an overview of the local violence against women & girls strategy 2023-26, including the timeline for development, implementation, and consultation plan.

RECOMMENDATION

That the Committee considers the report and offers comment.

SUMMARY OF REPORT

On the 29th September 2022 the Council's Executive agreed to:

1. The development of a borough wide Violence Against Women and Girls (VAWG) Strategy outlining the Council's commitment to tackle all forms of violence against women and girls.
2. Development of an action plan and all the necessary requirements to become an accredited White Ribbon organisation.

This report outlines the key proposed timeline for the implementation, development and consultation of the local VAWG strategy.

Background

On the 29th of September 2022 the council's executive approved that a Violence Against Women and Girls (VAWG) strategy, to tackle all forms of violence against women and girls, be produced. The Executive also approved the Council's commitment to achieving White Ribbon Accreditation including the development of an action plan and all the necessary requirements to become an accredited White Ribbon organisation.

Wokingham Violence Against Women and Girls Strategy (VAWG)

The public profile and awareness of Violence Against Women and Girls (VAWG) has been raised in recent years by several well publicised murders, especially that of Sarah Everard, who was kidnapped and killed by a serving Metropolitan Police Officer. In addition, statistical evidence indicates that rates of domestic abuse and the number of women requesting support following the COVID-19 pandemic has surged, this has led to widespread calls for change.

Crimes such as rape, female genital mutilation, stalking, harassment, and digital crimes such as cyber-flashing, 'revenge porn' and 'up-skirting' are taking place every day and have a long-lasting impact on victims, including mental and physical health problems, not doing well at school or work, becoming homeless, children being harmed and reduced feelings of personal safety.

VAWG is linked to a combination of drivers operating at different levels of society. These risk factors include household dynamics, community factors such as social norms and levels of poverty, and wider factors such as religious ideologies and gender regimes.

The Government's VAWG Strategy 2021 sets out the actions the Government will take moving forward to increase support for survivors, bring perpetrators to justice, and, ultimately, reduce the prevalence of violence against women and girls. It focuses on crimes which disproportionately affect women and girls and sets out a framework to drive changes.

The framework focuses on:

- Increasing support for victims and survivors, through ensuring they have access to quality support appropriate to their needs (as measured through increased funded support services);
- Increasing the number of perpetrators brought to justice. In addition, given the under-reporting of these crimes, increased reporting to the police and increased victim engagement with the police and wider public service response.
- Reducing the prevalence of VAWG in the long term

The VAWG National Statement of Expectations sets out expectations of local strategies and services, for stakeholders including local authorities, and provides a comprehensive list of considerations linked to exploring whether the victim/ survivor is at the centre of service design and delivery.

White Ribbon Accreditation

In parallel to the development of a Wokingham specific VAWG strategy, and in order

to further strengthen our local approach, the Council intends to attain White Ribbon accreditation. This will further strengthen the Council's already adopted 'Anti-Abuse Charter' which makes the intentions of the council in relation to violence against women and girls clear and helps borough residents, including victims and survivors, understand the council's commitment towards fostering a deep-rooted culture and step change on violence and abuse.

As part of the delivery of this accreditation the council will shortly be commencing with the development and implementation of a comprehensive action plan with SMART outcomes. Development will be based on measures of success formulated from local discussions with local victim survivors.

Next steps

Whilst Wokingham Borough Council has taken important steps towards improving its response to VAWG, for example through the Anti-abuse charter and Wokingham

Borough Domestic Abuse Strategy, it is clear that more needs to be done. A local Wokingham VAWG strategy is essential in drawing together data, best practice, and experiences of victims who are affected by crimes which disproportionately affect women and girls, creating a robust response and drive to reduce prevalence of these crimes. This strategy would sit alongside existing workstreams, including the domestic abuse response, which addresses one of the strands within VAWG.

As well as targeting the external response to VAWG, the strategy will also look to outline the Council's internal organisational response to VAWG. It is proposed that there will be a focus on preventing violence and harassment by identifying potential risks within the workplace, a commitment to gender equality and diversity throughout the organisation, protection of employees with supportive policies and procedures, and accountability and monitoring of actions at all levels within the organisation.

Wokingham Borough Council intends to imminently progress with the development of a local VAWG strategy which will enable:

- All partners involved in the reduction and response to VAWG to be clear about the agreed priorities over the next 10 years and embed these within their organisations and strategic plans.
- All residents to understand and feel able to contribute towards making Wokingham a safer and healthier place for all.
- Victims/survivors to feel supported to seek help and empowered to lead safe lives, free from abuse.
- Perpetrators to know that their behaviour will not be tolerated and where they can seek support for abusive behaviour.

The development of the strategy seeks to

- Map VAWG service provision locally.
- Identifying gaps in VAWG services, including for marginalised women and girls;
- Undertake accurate data & analysis.
- Review a broad range of strategies that will help inform the Wokingham VAWG strategy including Domestic Abuse, Serious Violent Crime & Exploitation, Substance Misuse/Harm to Health, Thames Valley Police Violence against

Women and Girls Strategy, The Police and Crime Commissioner for Thames Valley and The National VAWG Strategy 2021.

- Understand and draw out lived experiences of women and girls in Wokingham
- Draw on good practice nationally to inform the local strategy and action plan.
- Identify resources to ensure the borough has the required capacity to deliver actions and implementation.
- Make recommendations about Performance & Governance – and identify what good looks like and how to monitor success and actions.
- Establish priorities based on evidence of what is known and perceptions/feelings of safety.
- Develop a SMART Violence Against Women and Girls Action Plan.

Proposed Timeline for VAWG Strategy Implementation

- **29 September 2022** - Executive approved that a Violence Against Women and Girls (VAWG) strategy, to tackle all forms of violence against women and girls, be produced. The Executive also approved the Council's commitment to achieving White Ribbon Accreditation including the development of an action plan and all the necessary requirements to become an accredited White Ribbon organisation. The in-year supplementary estimate of £600 was requested to fund White Ribbon Accreditation was also approved for the current financial year.
- **3 November 2022** - The Community & Corporate Overview & Scrutiny Committee to receive an update on the draft VAWG Strategy and to consider the key components of the strategy.
- **17 November 2022** – The Wokingham Community Safety Partnership to receive and consider the draft strategic themes.
- **21st November 2022 – 6th January 2023 - Commence** broad wide six-week full public and stakeholder consultation including key partnership boards.
- **29 November 2022** -The Domestic Abuse Partnership Board to be invited to consider and provide input into the draft strategy.
- **Date TBC** - Serious Violence & Exploitation Board to be invited to consider and provide input into the draft strategy.
- **January 2023** - The Domestic Abuse Networking Group to be consulted on the draft strategy.
- **23 February 2023** - CSP Performance Management Group review and approve final draft.
- **6 March 2023** - Community & Corporate Overview & Scrutiny Committee to consider & comment on final draft.
- **30 March 2023** - Executive Committee sign off.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	0	N/A	N/A
Next Financial Year (Year 2)	0	N/A	N/A
Following Financial Year (Year 3)	0	N/A	N/A

Other financial information relevant to the Recommendation/Decision
None

Cross-Council Implications
Violence Against Women and Girls reaches across most council departments and can also impact directly and indirectly on the workforce. Workplace guidance is in place and training on domestic abuse responses are offered to all council departments.

Public Sector Equality Duty
An equalities assessment will be undertaken as part of the Strategy Development.

Climate Emergency – <i>This Council has declared a climate emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030</i>
A climate impact assessment will be undertaken as part of the strategy development

Reasons for considering the report in Part 2
N/A

List of Background Papers
29 th September White Ribbon and VAWG Executive Committee Report.

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TITLE	Violence Against Women & Girls (VAWG) Wokingham Response to National Strategy and Statement of Expectations (NSE)
FOR CONSIDERATION BY	The Executive on Wednesday 29 th September 2022
WARD	None Specific;
LEAD OFFICER	Director, Place and Growth - Steve Moore
LEAD MEMBER	Executive Member for Climate Change & Resident Services Sarah Kerr

Please note that this section is for Members' information only and will not be included in the published version of the report:	
Key Decision	Yes
Politically Sensitive	No
Policy change	No
Public consultation required	Full Public Consultation has been undertaken as part of Domestic Abuse Strategy 2021-2024 (questions included wider Violence Against Women and Girls (VAWG).
Communication on Decision Made and Implementation	No
Call in likely	No
If yes, implications of the delay - NA	
Key Political Issues, including any PR or other implications	
Key Risks surrounding the decision and mitigation actions to be taken.	

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)
To seek approval for the development of a borough wide Violence Against Women and Girls (VAWG) Strategy.
To seek approval to progress with council wide adoption of White Ribbon Accreditation.
RECOMMENDATION
That the Executive approve:
<ol style="list-style-type: none"> 1. The development of a borough wide Violence Against Women and Girls (VAWG) Strategy outlining the Council's commitment to tackle all forms of violence against women and girls. 2. Development of an action plan to enable council wide adoption of White Ribbon Accreditation.

3. The in year supplementary estimate of £600 required to fund White Ribbon Accreditation this financial year.

EXECUTIVE SUMMARY

In July 2021, the Government published a 'Tackling Violence Against Women and Girls (VAWG)' strategy as well as a National Statement of Expectations in March 2022, to highlight crimes which disproportionately affect women and girls.

This report proposes that the national guidance and National Statement of Expectations is used as a framework for developing a Wokingham specific response to VAWG. By analysing local data by VAWG crime type and exploring best practice, a strategy will be developed which recognises the profound effect these crimes have on victims, survivors and their loved ones, as well as on wider society.

A Wokingham specific VAWG strategy will place the borough in a strong position to develop better processes to work in partnership with its communities to strengthen the understanding of where there are differences in report, responses, risks and outcomes to individuals experiencing VAWG. The strategy will also focus on targeting prevention of VAWG through changing attitudes and behaviours.

As part of this public commitment to address Violence Against Women and Girls the Council also intends to develop an action plan to achieve White Ribbon accreditation.

BACKGROUND:

Wokingham Violence Against Women and Girls Strategy (VAWG)

The public profile and awareness of Violence Against Women and Girls (VAWG) has been raised in recent years by a number of well publicised murders, especially that of Sarah Everard, who was kidnapped and killed by a serving Metropolitan Police Officer. In addition, there have also been the murders of sisters Bibaa Henry and Nicole Stillman, who were killed in a park in northwest London, Julia James, a police community support officer, killed while walking her dog in Kent, and Sabina Nessa, a primary school teacher who was attacked and killed in southeast London. The combination of these killings, at a time when statistics have shown that rates of domestic abuse and the number of women requesting support following the COVID-19 pandemic has surged, has led to widespread calls for change.

Crimes such as rape, female genital mutilation, stalking, harassment and digital crimes such as cyber-flashing, 'revenge porn' and 'up-skirting' are taking place every day and have a long-lasting impact on victims, including mental and physical health problems, not doing well at school or work, becoming homeless, children being harmed and not feeling safe.

VAWG is caused by a combination of drivers operating at different levels of society. These risk factors include a person's genetic predisposition, developmental history, attitudes and beliefs, their relationships and household dynamics, community factors such as social norms and levels of poverty, and wider factors such as religious ideologies and gender regimes.

A national consultation, which formed part of the development of the government's VAWG Strategy 2021, highlighted the large number of women and girls who were having bad experiences at school, work, on buses and trains, on the street and at home, with many respondents feeling that crimes such as sexual harassment were almost an inevitable part of being a woman.

The Government's VAWG Strategy 2021 sets out the actions the Government will take moving forward to increase support for survivors, bring perpetrators to justice, and, ultimately, reduce the prevalence of violence against women and girls. It focuses on crimes which disproportionately affect women and girls and sets out a framework to drive changes – the overall ambition being to “reduce the prevalence of violence against women and girls and improve the support and response for victims and survivors”.

The framework focuses on:

- Increasing support for victims and survivors, through ensuring they have access to quality support appropriate to their needs (as measured through increased funded support services);
- Increasing the number of perpetrators brought to justice. In addition, given the under-reporting of these crimes, increased reporting to the police and increased victim engagement with the police and wider public service response.
- Reducing the prevalence of VAWG in the long term

The VAWG National Statement of Expectations sets out expectations of local strategies and services, for stakeholders including local authorities, and provides a comprehensive list of considerations linked to exploring whether the victim/ survivor is at the centre of service design and delivery; there is a clear focus on perpetrator interventions; a strategic, system-wide approach to commissioning which starts from understanding the issue and problem which it seeks to solve; utilisation and coordination of local initiatives and services already in place and; awareness raising activities which seek to engage and empower communities to seek, design and deliver solutions.

Whilst Wokingham Borough Council has taken important steps towards improving its response to VAWG, for example through the Anti-abuse charter and WBC Domestic Abuse Strategy, it is clear that more needs to be done. A local Wokingham VAWG strategy is essential in drawing together data, best practice, and experiences of victims who are affected by crimes which disproportionately affect women and girls, creating a robust response and drive to reduce prevalence of these crimes. This strategy would sit alongside existing workstreams, including the domestic abuse response, which addresses one of the strands within VAWG.

As well as targeting the external response to VAWG, the strategy will also outline the Council's internal organisational response to VAWG. There will be a focus on preventing violence and harassment by identifying potential risks within the workplace, a commitment to gender equality and diversity throughout the organisation, protection of employees with supportive policies and procedures, and accountability and monitoring of actions at all levels within the organisation.

Wokingham Borough Council intends to imminently progress with the development of a local VAWG strategy which will enable:

- All partners involved in the reduction and response to VAWG to be clear about the agreed priorities over the next 10 years and embed these within their organisations and strategic plans.
- All residents to understand and feel able to contribute towards making Wokingham a safer and healthier place for all.
- Victims/survivors to feel supported to seek help and empowered to lead safe lives, free from abuse.
- Perpetrators to know that their behaviour will not be tolerated and where they can seek support for abusive behaviour.

White Ribbon Accreditation

In parallel to the development of a Wokingham specific VAWG strategy, and in order to further strengthen our local approach, the Council intends to attain White Ribbon accreditation. The Council has already adopted an 'Anti-Abuse Charter' which makes the intentions of the council in relation to violence against women and girls clear and helps borough residents, including victims and survivors, understand the council's commitment towards fostering a deep-rooted culture and step change on violence and abuse.

White Ribbon accreditation programme is the most comprehensive and well established available and is recognised in line with the wider violence against women and girl's agenda. In April 2022 it was adopted by Thames Valley Police as part of their VAWG strategy. Therefore, in alignment with Thames Valley Police's approach, it is recommended that the Council proceed with gaining White Ribbon accreditation.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe funding pressures, particularly in the face of the COVID-19 crisis. It is therefore imperative that Council resources are focused on the vulnerable and on its highest priorities.

(Relates to charges made by White Ribbon UK organisation)

	How much will it Cost	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£600	Shortfall of £600	Revenue
Next Financial Year (Year 2)	£600	Shortfall of £600	Revenue
Following Financial Year (Year 3)	£600	Shortfall of £600	Revenue

Other Financial Information

White Ribbon Accreditation will require an annual subscription fee of £1,500. There is no revenue budget available to cover this cost and therefore an in-year supplementary estimate will be required to fund this year's subscription. A growth item will also be required to fund future year's subscription.

Stakeholder Considerations and Consultation
N/A

Public Sector Equality Duty An EIA has been undertaken
Climate Emergency – <i>This Council has declared a climate emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham Borough by 2030</i>
The strategy and associated actions could lead to a culture change whereby women in the borough feel safer and therefore are more likely to walk, rather than drive or take a cab. In turn, this may lead to a reduction in carbon emissions.

Reasons for considering the report in Part 2
N/A

List of Background Papers
N/A

Contact: Fran Hobson	Service Environment and Safety
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TITLE	Medium Term Financial Plan 2023-26 Revenue & Capital Budget Chief Executive and Resources & Assets
FOR CONSIDERATION BY	Community and Corporate Overview and Scrutiny Committee on 3 rd November 2022
WARD	None Specific;
LEAD OFFICER	Deputy Chief Executive - Graham Ebers

OUTCOME / BENEFITS TO THE COMMUNITY

To deliver on the priorities within the Council's Corporate Plan whilst maintaining a financially viable Council.

RECOMMENDATION

To recognise the imperative for responsible financial management in the current unprecedented financial circumstances.

To consider the report, challenge proposals and identify further ideas to address the financial shortfall.

SUMMARY OF REPORT

This report presents to CCOSC the revenue and capital bids for the Chief Executive and Resources & Assets directorates and the summary position for the councils Organisational Foundations Programmes (Appendix A). Detailed bid templates for revenue bids of £50,000 or more (Chief Executive dept - Appendix B, Resources & Assets dept. – Appendix C) and for the highest spend capital bids (Chief Executive dept - Appendix D, Resources & Assets dept – Appendix E) are now provided for scrutiny.

Considerable work has been undertaken already by budget managers, senior officers and Corporate Leadership Team working with Executive Members in arriving at proposals for this Committee to consider. Some proposals may be seen as challenging or even contentious. This is inevitable given the severe financial pressures faced by the Council's requirement to set a safe and balanced budget and is imperative in responsible financial management. The Committee are asked to receive these proposals in this context and are invited to challenge and consider alternative and additional ideas to bridge the revenue budget gap of £4m and capital funding gap of £14m.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

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

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

Other financial information relevant to the Recommendation/Decision

There are no financial implications associated with the scrutiny process, however, the full MTFP, when submitted to Council in February 2023, will have to represent a balanced budget, and the 2023/24 capital programme will be fully funded.

Cross-Council Implications

This is in respect of budgets across all Council services.

Public Sector Equality Duty

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

List of Background Papers

MTFP 2022-25

Contact Graham Ebers	Service Resources & Assets
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MTFP 2023-26

Overview and Scrutiny Committee

03 November 2022

Revenue and Capital Budget
Chief Executive
Resources and Assets

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WOKINGHAM
BOROUGH COUNCIL

Agenda

- Actions from previous Overview & Scrutiny meeting
- Context
- Chief Executive – Revenue
- Chief Executive – Capital
- 58 Resources and Assets – Revenue
- Resources and Assets – Capital
- Organisational Foundation Projects



Actions from previous Overview & Scrutiny meeting

1. Current spend for agency & consultancy; is currently being collated for presentation at HR Cttee
2. Assumed Govt Grants (NHB, Retained Business Rate, Public Health grant etc);
 - New Homes Bonus £ 4.765m
 - Social Care Grant £ 3.140m
 - Retained Business Rates £16.901m
 - Public Health £ 5.690m

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WOKINGHAM
BOROUGH COUNCIL

Challenges

- Utilities inflation
- Construction inflation
- General inflation
- Adult social care reforms
- Local government finance settlement
- New homes bonus
- Impact of minimum wage increases
- 8 Capital funding – cutting our cloth (CIL, MRP, inflation, existing gap)
- DSG – safety valve
- New burdens – e.g. Children's Services
- Refugees
- Unaccompanied asylum-seeking children (UASC)



Chief Executive Revenue



Revenue Summary

	2022/23 £'000
Chief Executive - Total Budget	
Expenditure	12,920
Income	(1,002)
Total Net	11,918

	2023/24 £'000	2024/25 £'000	2025/26 £'000
Chief Executive - Revenue			
Savings	(402)	(402)	(402)
Growth	70	70	70
Total Net Growth (cumulative)	(332)	(332)	(332)
Special Items - one off	1,407	404	0



Revenue Bids – Savings

	2023/24	2024/25	2025/26	Business Case Reference	Lead Member
Chief Executive - Savings	£'000	£'000	£'000		
Reduce number of Borough News editions from 3 to 1	(30)	(30)	(30)		Clive Jones - Council Leader
Reduced provision of mobile phones	(56)	(56)	(56)	CE.R1	Sarah Kerr - Climate Emergency and Residents Services
Effective use of Council owned Community spaces	(150)	(150)	(150)	CE.R2	Sarah Kerr - Climate Emergency and Residents Services
Removal of two apprenticeship posts	(52)	(52)	(52)	CE.R3	Sarah Kerr - Climate Emergency and Residents Services
Income as a result of advertising in libraries	(10)	(10)	(10)		Sarah Kerr - Climate Emergency and Residents Services
Removal of telephone lines when teams telephony is live	(70)	(70)	(70)	CE.R4	Sarah Kerr - Climate Emergency and Residents Services
Reduction in cloud server spend	(34)	(34)	(34)		Sarah Kerr - Climate Emergency and Residents Services
Total Savings (cumulative)	(402)	(402)	(402)		



WOKINGHAM
BOROUGH COUNCIL

Revenue Bids - Growth

	2023/24	2024/25	2025/26	Business Case Reference	Lead Member
Chief Executive - Growth	£'000	£'000	£'000		
Budget required to deliver sustainable organisational change	0	860	860	CE.R5	Clive Jones - Council Leader
New Website	70	70	70	CE.R6	Sarah Kerr - Climate Emergency and Residents Services
Total Growth (cumulative)	70	70	70		



WOKINGHAM
BOROUGH COUNCIL

Revenue Bids – Special Items

	2023/24	2024/25	2025/26	Business Case Reference	Lead Member
Chief Executive - Special Items	£'000	£'000	£'000		
Budget required to deliver sustainable organisational change	1,200	300	0	CE.R7	Clive Jones - Council Leader
Implementation of new HR Target Operating Model	44	0	0		Rachel Bishop-Firth - Equalities, Inclusion & Fighting Poverty
Equality & Tackling Poverty Community Engagement	115	0	0	CE.R8	Rachel Bishop-Firth - Equalities, Inclusion & Fighting Poverty
Easy Read document review by Caring, Listening and Supporting Partnership	15	0	0		Rachel Bishop-Firth - Equalities, Inclusion & Fighting Poverty
Inclusion Officer	20	52	0	CE.R9	Rachel Bishop-Firth - Equalities, Inclusion & Fighting Poverty
Customer Experience Improvement Team	0	52	0	CE.R10	Sarah Kerr - Climate Emergency and Residents Services
Govmetric tool to measure and track customer satisfaction	13	0	0		Sarah Kerr - Climate Emergency and Residents Services
Total Special Items	1,407	404	0		



WOKINGHAM
BOROUGH COUNCIL



Chief Executive Capital



WOKINGHAM
BOROUGH COUNCIL

Capital Summary – Page 1

****Please note reprofiling budget was approved under 22/23 MTFP**

Chief Executive - Capital	Year 1 2023/24			Year 2 2024/25			Year 3 2025/26				
Project Name	MTFP / New Bids	Reprofiled from Current Year 2022/23	Total	MTFP / New Bids	Reprofiled from Current Year 2022/23	Total	MTFP	Reprofiled from Current Year 2022/23	Total	O&S Bid Ref	Lead Member
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000		
IT - Microsoft E5	808	0	808	890	0	890	890	0	890	CE.1	Sarah Kerr
IT - Applications (includes new bid)	675	0	675	100	0	100	0	0	0	CE.2	
IT - Hardware	400	0	400	200	0	200	0	0	0	CE.3	
IT - Infrastructure	330	0	330	350	0	350	0	0	0	CE.4	
IT - Maintenance & Enhancement	150	0	150	300	0	300	300	0	300	CE.5	
IT - Security	130	0	130	0	0	0	0	0	0	CE.6	
Digital Tools- Replace Website	100	0	100	0	0	0	0	0	0	CE.7	
	2,593	0	2,593	1,840	0	1,840	1,190	0	1,190		



WOKINGHAM
BOROUGH COUNCIL

Resources and Assets Revenue

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WOKINGHAM
BOROUGH COUNCIL

Revenue Summary

	2022/23 £'000
Resources and Assets - Total Budget	
Expenditure	36,501
Income	(31,232)
Total Net	5,268

	2023/24 £'000	2024/25 £'000	2025/26 £'000
Resources and Assets - Revenue			
Savings	(1,296)	(1,542)	(2,072)
Growth	787	787	787
Total Net Growth (cumulative)	(509)	(755)	(1,285)
Special Items - one off	370	130	0



Revenue Bids - Savings

Resources and Assets - Savings	2023/24 £'000	2024/25 £'000	2025/26 £'000	Business Case Reference	Lead Member
Income generation from Solar Farms	0	0	(500)	RA.R1	Clive Jones - Council Leader
Rationalisation process of Corporate Accommodation	(180)	(180)	(180)	RA.R2	Clive Jones - Council Leader
3G Pitch Maiden Erlegh	(15)	(15)	(15)		Ian Shenton - Environment, Sport and Leisure
Car Parking Fees Cantley Park	0	(116)	(116)	RA.R3	Ian Shenton - Environment, Sport and Leisure
Benefit reslisation from Commercial activities	(150)	(230)	(230)	RA.R4	Imogen Shepherd-DuBey - Finance
Contracts and Commissioning reviews	(150)	(150)	(150)	RA.R5	Imogen Shepherd-DuBey - Finance
Early payment programme	(45)	(45)	(45)		Imogen Shepherd-DuBey - Finance
Paperless democratic meetings	(11)	(11)	(11)		Imogen Shepherd-DuBey - Finance
Increased income from collection improvements(Collection Fund)	(300)	(300)	(300)	RA.R6	Imogen Shepherd-DuBey - Finance
Business Support Efficiency Programme	(30)	(30)	(30)		Imogen Shepherd-DuBey - Finance
Treasury Management Review	(250)	(250)	(250)	RA.R7	Imogen Shepherd-DuBey - Finance
Reduced costs of external audit - due to improved quality assurance	0	0	(30)		Imogen Shepherd-DuBey - Finance
Revenue and Benefits automation	(50)	(100)	(100)	RA.R8	Imogen Shepherd-DuBey - Finance
Penalty charges - Non provision of information Council Tax/benefits	(25)	(25)	(25)		Imogen Shepherd-DuBey - Finance
Increased court costs - council tax and business rates	(90)	(90)	(90)	RA.R9	Imogen Shepherd-DuBey - Finance
Total Savings (cumulative)	(1,296)	(1,542)	(1,572)		



WOKINGHAM
BOROUGH COUNCIL

Revenue Bids - Growth

Resources and Assets - Growth	2023/24 £'000	2024/25 £'000	2025/26 £'000	Business Case Reference	Lead Member
Carnival Hub Estates Management	50	50	50	RA.R10	Clive Jones - Council Leader
Salary funding pressure from cost of abortive feasibility works	150	150	150	RA.R11	Clive Jones - Council Leader
Sport and Leisure income generation	150	150	150	RA.R12	Ian Shenton - Environment, Sport and Leisure
Increased demand/support through Council Tax Relief Scheme (cost of living pressures)	100	100	100	RA.R13	Imogen Shepherd-DuBey - Finance
Insurance Premiums(value of asset portfolio)	150	150	150	RA.R14	Imogen Shepherd-DuBey - Finance
Payment system	16	16	16		Imogen Shepherd-DuBey - Finance
Governance Salaries	93	93	93	RA.R15	Imogen Shepherd-DuBey - Finance
Legal Services	78	78	78	RA.R16	Imogen Shepherd-DuBey - Finance
Total Growth (cumulative)	437	437	437		



WOKINGHAM
BOROUGH COUNCIL

Revenue Bids – Special Items



Resources and Assets - Special Items	2023/24 £'000	2024/25 £'000	2025/26 £'000	Business Case Reference	Lead Member
Investment & Estates property pressures from depressed market	200	100	0	RA.R17	Clive Jones - Council Leader
St Celas school not opening	100	0	0	RA.R18	Clive Jones - Council Leader
One off growth to support leisure income recovery	70	30	0	RA.R19	Ian Shenton - Environment, Sport and Leisure
Total Special Items	300	100	0		



Resources and Assets Capital



WOKINGHAM
BOROUGH COUNCIL

Capital Summary – Changes since 3rd October

R&A 3 Year Programme presented to O&S on 3rd Oct was £115m Yr 1, £18m Yr 2 and £15m Yr 3

Changes since include;

- New Pool at Arborfield – reprofiled back 2 years to 25/26 + 26/27
- Boiler / hotwater replacement at Shute End – bid removed (£0.1m)

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WOKINGHAM
BOROUGH COUNCIL

Capital Summary – Page 1

****Please note reprofiling budget was approved under 22/23 MTFP**

Resources & Assets - Capital	Year 1			Year 2			Year 3				
	2023/24			2024/25			2025/26				
Project Name	MTFP / New Bids	Reprofiled from Current Year 2022/23	Total	MTFP / New Bids	Reprofiled from Current Year 2022/23	Total	MTFP / New Bids	Reprofiled from Current Year 2022/23	Total	O&S Bid Ref	Lead Member
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000		
Community Investment	26,500	67,000	93,500	0	0	0	0	0	0	RA.C1	Stephen Conway
Renewable Energy Infrastructure projects	0	7,500	7,500	0	1,500	1,500	0	4,985	4,985	RA.C2	Sarah Kerr
WBC (Holdings) Ltd Loan (Note 1)	6,000	0	6,000	6,000	0	6,000	6,000	0	6,000		Stephen Conway
Energy Reduction Projects	1,750	625	2,375	1,750	625	2,375	1,750	0	1,750	RA.C3	Sarah Kerr
Capital Construction Inflation Costs (Note 2)	2,000	0	2,000	0	0	0	0	0	0		Imogen Shepherd-DuBey
Central Contingency (Note 3)	1,500	0	1,500	1,500	0	1,500	1,500	0	1,500		
Property Maintenance and Compliance (Note 4)	350	0	350	350	0	350	350	0	350		
Leisure Centre Refurbishments / upgrades	100	0	100	100	0	100	100	0	100	RA.C4	Ian Shenton
Commercial Portfolio - Improvement to WBC Commercial Properties	100	0	100	0	0	0	100	0	100	RA.C5	Imogen Shepherd-DuBey
New Pool at Arborfield	0	0	0	0	0	0	1,000	0	1,000	RA.C6	Ian Shenton
	38,300	75,125	113,425	9,700	2,125	11,825	10,800	4,985	15,785		

Capital Summary – Resources and Assets

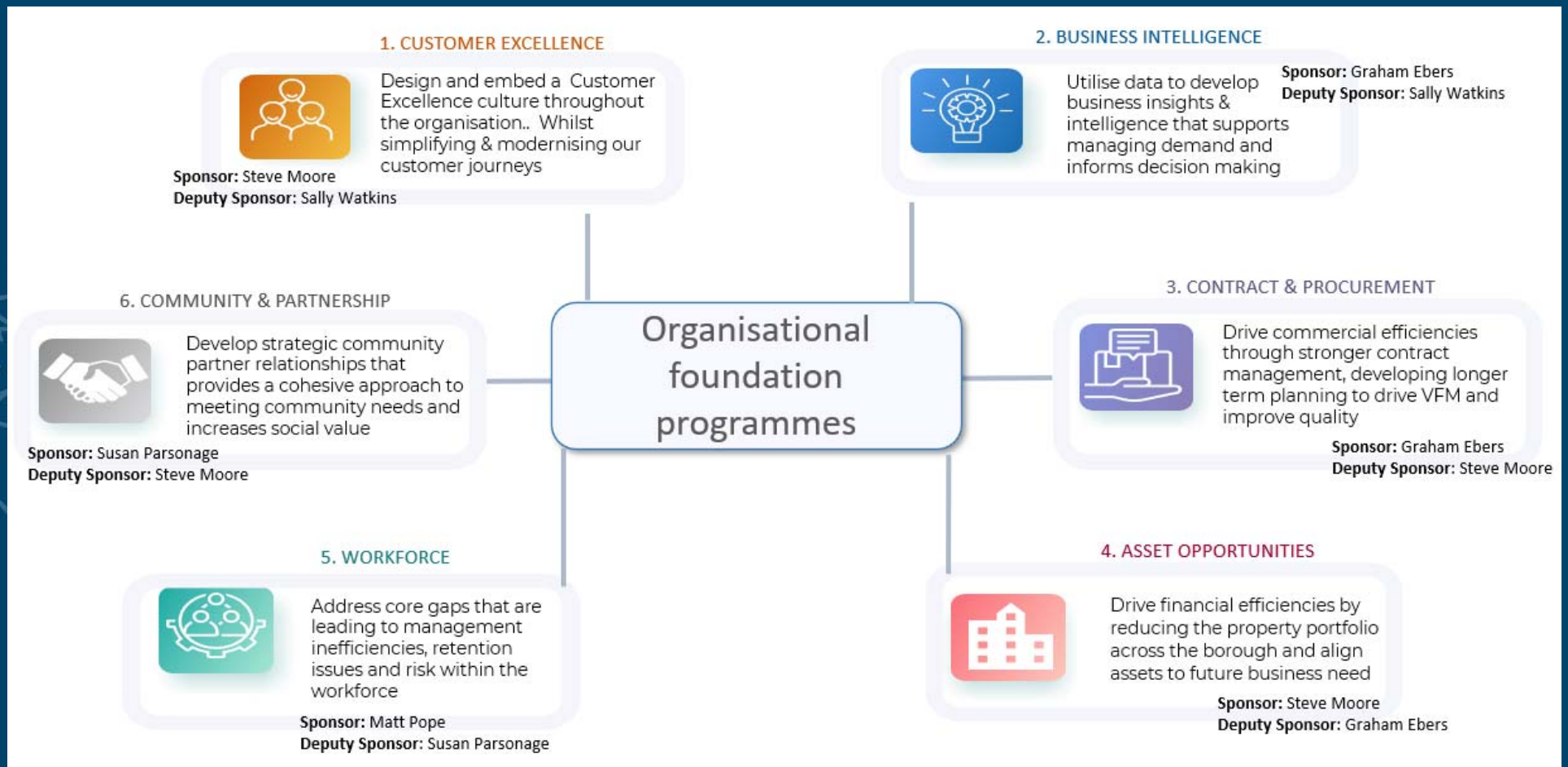
Note	Project Name	Explanation as to why bid not presented
1	WBC (Holdings) Ltd Loan	These are loans from the Council to our subsidiary companies to support capital investment in housing projects. Loans are subject to individual business cases from the companies.
2	Capital Construction Inflation Costs	Budget to cover additional inflationary costs for labour and materials of large construction projects
3	Central Contingency	Contingency budget to support capital project requests required during the financial year. Allocation of the contingency budget is subject to a business case
4	Property Maintenance and Compliance	Rolling programme to meet annual planned maintenance on Council properties (non schools) (e.g. heating and mechanical works, etc).



Organisational Foundation Projects



WOKINGHAM
BOROUGH COUNCIL



Organisational Foundation Programme savings 3 Year Plan	2023/24 £000	2024/25 £000	2025/26 £000
Customer Excellence	200	513	513
Contracts & Procurement	500	1,000	1,500
Workforce	1,300	1,300	1,300
Asset Opportunities	0	470	940
Community & Partnerships	0	0	0
Business Intelligence	0	0	0
TOTAL	2,000	3,283	4,253



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Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Reduced provision of mobile phones	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Rationalise the issue of officer mobile phones	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>There is to be a review of officer mobile phone usage and the possibility of officer phones being returned to IT reducing the number of handsets and mobile tariffs required. Many officers use their WBC mobile phone to log their laptop into the network when working remotely and they could utilise an app, text or call on their personal handset for this function.</p> <p>Moving forward staff should be issued with a Council mobile phone in line with business need such as being a lone or field based worker.</p> <p>With the implementation of VOIP (voice over internet protocol) telephony, staff will be able to use their work telephone number and access email via mobile apps on personal devices.</p>	

Supporting Evidence / Trend Analysis / Business Case ref	n/a
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Impact if bid not successful / Options for mitigations	Staff will continue to have WBC mobile phones that need to be replaced every 3 years and incur monthly tariff charges
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Preparedness for implementation of savings	Savings would come from a decrease in the total amount payable for the Mobile phone contract. IMT recharge costs back to services areas, therefore the savings will come from multiple budgets.
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Finance Information

	2022/23
Total Budget for Activity	£126

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£56)	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£56)	(£56)	(£56)

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

Select "RAG Status"	Amber
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Comments regarding RAG Status	The IT budget pays the main mobile phone contract, this cost will reduce in line with a reduction in the number of mobile phones. However, savings will come from individual budgets as mobile phone costs as cross charged to nominated service budgets.
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Benchmarking

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

Service Manager	Glynn Davies -Head of IT, IMT - Digital and Change
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Sarah Kerr - Climate Emergency and Residents Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Bid Details

Bid Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Effective use of Council owned Community spaces
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Exploring the potential to create improved community spaces, across the borough by more efficiently using council assets and facilities.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Exploring the potential to create improved community spaces, across the borough. By more efficiently using council assets and facilities to yielding savings, whilst meeting local needs and achieving positive outcomes. Explore opportunities to engage community partners to be part of the service delivery model.

Supporting Evidence / Trend Analysis / Business Case ref	A significant benefit of operating within a community run model is the flexibility and pace of change that can be achieved outside the local authority environment and direct control. It may also enable additional funding streams that council services may be ineligible for. The service can be co-produced in partnership with key community bodies, to meet the needs of local people.
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Impact if bid not successful / Options for mitigations	If appetite for change is low with community partners, and/or key stakeholders savings will not be realised or only realised in part.
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Preparedness for implementation of savings	Undertaking due diligence, exploring opportunities and engaging with community partners to design a workable model.
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Finance Information

		2022/23		
Total Budget for Activity		£1,075		
		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£150)	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£150)	(£150)	(£150)

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

Select "RAG Status"	Red
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Comments regarding RAG Status	Further feasibility and engagement with key stakeholders needs to be actioned to fully identify level of savings.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Gathering intelligence from other LA's and community partners on models that work elsewhere - plus achieve positive outcomes.
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Sign Off

Service Manager	Jackie Whitney - Head of Customer Excellence
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Sarah Kerr - Climate Emergency and Residents Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Removal of two vacant posts	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Removal of 2 vacant posts (revenue) in Customer Excellence. As a result of improved ways of working the opportunity to delete these posts has arisen.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	2 vacant posts currently exist within the Customer Excellence team. The posts could be deleted and the revenue monies saved.	

Supporting Evidence / Trend Analysis / Business Case ref	Vacant posts, not critical to day to day service delivery, and can therefore be realised as a saving.
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Impact if bid not successful / Options for mitigations	Saving will not be achieved.
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Preparedness for implementation of savings	Can be realised without any further preparation from 2023/24.
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Finance Information

		2022/23		
Total Budget for Activity		£1,205		
		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	(£52)	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£52)	(£52)	(£52)

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

Select "RAG Status"	Green
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Comments regarding RAG Status	under development
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Benchmarking

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

Service Manager	Jackie Whitney - Head of Customer Excellence
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Sarah Kerr - Climate Emergency and Residents Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives		
Business Case Details			
Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget	
Business Case Name	Removal of telephone lines		
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Removal of telephone lines		
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Removal of Councils ISDN (Intergrated Services Digital Network) telephone lines as telephony will be delivered through VOIP (Voice Over Internet Protocol). The implementation of the project commences in September 22.		
Supporting Evidence / Trend Analysis / Business Case ref	<p>Once VOIP telephony is fully implemented we will be able to decommission existing fixed ISDN telephone lines and continued support for legacy telephone infrastructure.</p> <p>There will be a requirement to retain some fixed lines for lifts, alarms and emergencies</p>		
Impact if bid not successful / Options for mitigations	Continue to pay and use existing telephone infrastructure.		
Preparedness for implementation of savings	Roll out of VOIP telephony to commence in September 22 Successfully completion of this project is required to facilitate the realisation of this saving.		
Finance Information			
		2022/23	
Total Budget for Activity		£130	
		Yr 1	Yr 2
		2023/24	2024/25
Amount needed per year	Expenditure	(£70)	£0
	Income	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£70)	(£70)
		(£70)	(£70)
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery	
	Amber	Some certainty on figures and project delivery	
	Red	Low certainty on figures and project delivery	
Select "RAG Status"	Green		
Comments regarding RAG Status	under development		
Benchmarking			
Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	n/a		
Sign Off			
Service Manager	Glynn Davies -Head of IT, IMT - Digital and Change		
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office		
Director	Susan Parsonage - Chief Executive		
Lead Member	Sarah Kerr - Climate Emergency and Residents Services		

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
Business Case Name	Budget required to deliver sustainable organisational change(Existing bid)	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Estimated resource requirement to deliver sustainable WBC organisational change (Corporate Benefit)	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The funding incorporates the specialist resource required to operate the Corporate Change Management Team, the Programme Management Team within the Project Management Office, Business Analysis, Digital Specialists (including Developers, User Experience Specialist, Digital Project Managers and Digital Business Analysts), the Graduate Academy under Business Change service and for business change finance support.</p> <p>The Project Management Office (PMO) applies the corporate Project Management Framework to its approach, as well as strong and robust governance to the organisation's programmes, whilst managing the risks and issues appropriately. The Change Management Team applies cultural change and behavioural science, as well as Business Analysis practice to their approach to ensure the transformation activity is effective and realises the benefits long term.</p> <p>The Digital Specialists ensure we can deliver easy to use digital services for residents as part of change programme and our Digital and Technology Strategy. This growth bid will replace the annual request for Special Item Funding, which has existed since 2019. The Growth bid is £100k smaller than this year's Special item bid. This bid will secure our current specialist talent.</p> <p>The high-achieving high-calibre Graduate Academy also resides in the Business Change Service and is recognised as a stream of future talent into the Council</p> <p>The Business Change Team enables and supports the services on the development, implementation and delivery of the organisation's large scale change portfolio – Currently it's the Organisational Foundations. In addition to this, supporting the Adult Social Care (ASC) Transformation Programme, Childrens Service Improvement and the Place & Growth Programme also form part of the Change portfolio.</p> <p>The Business Change team are leading on the 6 Organisational Foundation Programmes that include: Asset Opportunities, Contracts & Procurement, Workforce, Customer Excellence, Business Intelligence and Communities & Partnerships</p> <p>The Organisational Foundation Programmes will be delivering efficiencies and savings to support the financial challenges in 23/24.</p> <p>Securing a growth bid will enable the Business Change Team to become a permanent fixture at Wokingham and the staff could move from short fixed term contracts to permanent ones, providing greater security, resulting in better retention and recruitment rate for the service.</p>	

Supporting Evidence / Trend Analysis / Business Case ref	N/A
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Impact if bid not successful / Options for mitigations	If the growth bid is not successful, we will have a vastly reduced corporate change and programme management offer, including not being able to participate in the Local Government Association's graduate Scheme. We will also lose many talented specialists from Change, Digital, Programme Management and Business Analysis. With the loss of the Specialists we would also lose the ability to have robust governance in place and the delivery of future efficiency and transformational activity would be at risk.
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Additional comments	n/a
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Finance Information

		2022/23		
Total Budget for Activity		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£860	£0
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		£0	£860	£860

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

Select "RAG Status"	Green
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Comments regarding RAG Status	Green RAG Status - to deliver the planned activity across the organisational foundations and transformational activity. Confidence levels are high. This will be future proofing Wokingham's approach to change
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Benchmarking

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

Service Manager	Lewis Borges - Head of Business change
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Clive Jones - Leader of the Council

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
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Business Case Name	New Website	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Replacement of WBC Website (RSCB) - Revenue support for capital bids	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	(RSCB) - Revenue support for capital bids - new more modern website will have increased running costs for from a third party partner for hosting, maintenance and support annually. Organisational priority and aligned to digital and technology strategy.	

Supporting Evidence / Trend Analysis / Business Case ref	Research on costs for similar up-to-date website with other local authorities and estimates from suppliers of different website systems.
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Impact if bid not successful / Options for mitigations	Unable to fund annual running costs of new implemented website.
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Additional comments	N/A
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Finance Information

		2022/23		
Total Budget for Activity		£0		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£70	£0	£0
	Income	£0	£0	£0

Cumulative movement from 22/23 budget

£70

£70

£70

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

Select "RAG Status"	Green
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Comments regarding RAG Status	Now website has been procured this is confirmed as a realistic extra amount needed for hosting / maintenance costs of more modern CMS solution.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Business Case and procurement completed for new website. Project is in initiation stage. Extra £70K running costs confirmed as realistic estimate for new website solution in future years and aligns with spend in other Local Authorities with best practice websites.
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Sign Off

Service Manager	Sally Watkins - Assistant Director; Chief Executive Office
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Sarah Kerr - Climate Emergency and Residents Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives			
Business Case Details				
Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income		
Business Case Name	Budget required to deliver sustainable organisational change(Existing bid)			
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Resources to deliver the organisation foundations portfolio			
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>The funding incorporates the specialist resource required to provide; the Corporate Change Management Team, the Programme Management Team within the Project Management Office, Business Analysis, Digital Specialists (including Developers, User Experience Specialist, Digital Project Managers and Digital Business Analysts) the Graduate Academy under Business Change service and finance support for the change service.</p> <p>The Project Management Office (PMO) applies the corporate Project Management Framework to its approach, as well as strong and robust governance to the organisation's Change programmes, whilst managing the risks and issues appropriately.</p> <p>The Change Management Team applies cultural change and behavioral science, as well as Business Analysis practice to their approach to ensure the transformation activity is effective and realises the benefits long term.</p> <p>The Digital specialists ensure we can deliver easy to use digital services for residents as part of change programme and our Digital and Technology Strategy.</p> <p>The high achieving, high-calibre Graduate academy also resides in the Business change service and is recognised as a stream for future talent into the Council.</p> <p>The Business Change team are leading the 6 Organisational Foundation Programmes as well as supporting change programmes in ASC/P&G/Childrens to deliver MTFP efficiencies and improvements. These Organisational Foundation Programmes will be contributing to the delivery of efficiencies and savings to support the financial challenge in 23/24.</p>			
Supporting Evidence / Trend Analysis / Business Case ref	n/a			
Impact if bid not successful / Options for mitigations	If the growth bid is not successful, we will have a vastly reduced corporate change and programme management offer, including not being able to participate in the Local Government Association's graduate Scheme. We will also lose many talented specialists from Change, Digital, Programme Management and Business Analysis. With the loss of the Specialists we would also lose the ability to have have robust governance in place and the delivery of future efficiency and transformational activity would be at risk.			
Additional comments	N/A			
Finance Information				
		2022/23		
Total Budget for Activity		£320		
Amount needed per year	Expenditure	£1,200	£300	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£1,200	£300	£0
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
Select "RAG Status"	Green			
Comments regarding RAG Status	Green RAG Status - to deliver the planned activity across the organisational foundations. Confidence levels are high.			
Benchmarking				
Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	N/A			
Sign Off				
Service Manager	Lewis Borges - Head of Business change			
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office			
Director	Susan Parsonage - Chief Executive			
Lead Member	Clive Jones - Leader of the Council			

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Business Case Name	Equality & Tackling Poverty Community Engagement(Existing bid)	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Continuing Engagement with VCS and Partners on Equality and Tackling Poverty	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	To ensure the Council has sufficient comms and engagement resource to support the Equality and Anti Poverty agenda. 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.	

Supporting Evidence / Trend Analysis / Business Case ref	The increasing cost-of-living crisis is well documented with further rises in energy, food and fuel bills predicted. Local data from Wokingham Citizen's Advice shows that the concerns of people in the borough reflect this: https://public.tableau.com/app/profile/citizensadvice/viz/CostofLivingDashboard-Wokingham/Cover?publish=yes It is vital that the Tackling Poverty Strategy and Equality Strategy continue to deliver in their 2nd and 3rd years respectively, in order to alleviate some of these issues and crucial to this is the ability to engage further with residents, VCS and other partners to enable this.
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Impact if bid not successful / Options for mitigations	If we are unable to communicate and engage with residents and partners effectively, people will be less aware of the support available to them or how to access support. We will also risk putting up barriers to residents who may find it harder to access services if we cannot engage effectively to understand these barriers.
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Additional comments	n/a
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Finance Information

		2022/23		
Total Budget for Activity		£0		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£115	£0	£0
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		£115	£0	£0

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

Select "RAG Status"	Green
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Comments regarding RAG Status	Figures based on current activity. High degree of certainty over delivery due to robust action plans and governance
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Benchmarking with other similar LAs suggests that Wokingham is ahead of the curve in developing a tackling poverty strategy and therefore there is little comparative data on this activity.
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Sign Off

Service Manager	Emily Higson - Head of Insight Strategy and Inclusion
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Rachel Bishop-Firth - Equalities, Inclusion & Fighting Poverty

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Business Case Name	Inclusion Officer(New bid)	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Officer to support embedding of EDI and tackling Poverty priorities	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Funding has been provided through the Tackling Poverty Strategy for an Inclusion Officer for a fixed period. The EDI agenda is not going to go in this time and poverty issues are only going to increase in the medium term. Capacity is needed to continue to deliver against these priority agendas with the EDI resource being very small and stretched to continue to deliver against these agendas whilst ensuring progress against the equality framework.	
Supporting Evidence / Trend Analysis / Business Case ref	Cost-of-living crisis continues to worsen and therefore tackling poverty work needs to continue over a number of years to have any impact.	
Impact if bid not successful / Options for mitigations	Less capacity in Inclusion Team will limit delivery of both Equality and Poverty Agenda to basic support and may affect ability to meet statutory requirements.	
Additional comments	Tackling Poverty Strategy allocated £500k - funding for Inclusion Officer and a Funding Officer to be brought into our staffing costs. Other monies to be allocated out as directed: largely with VCS partners.	

Finance Information

		2022/23		
Total Budget for Activity		£0		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£20	£52	£0
	Income	£0	£0	£0

Cumulative movement from 22/23 budget

£20 £52 £0

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

Select "RAG Status" Green

Comments regarding RAG Status	High certainty on figures based on current grade of the existing post
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Benchmarking of salary for this role carried out when post was being established
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Sign Off

Service Manager	Emily Higson - Head of Insight Strategy and Inclusion
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Rachel Bishop-Firth - Equalities, Inclusion & Fighting Poverty

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Chief Executives
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Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Business Case Name	Customer Experience Improvement Team (Existing bid 2 year special item)	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	We want to develop a more customer centric culture. The team needs additional resource to help develop and embed a customer centric mindset across the organisation, starting with a modular Customer Experience Learning Programme.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	A Customer Excellence Team has been created to support improvement in customer satisfaction and experience, in line with the corporate plan. Improvements will be seen across people, process and technological aspects of service delivery. This bid focuses on the resource required to start educating people on what customer centricity means and the types of behaviours and approaches we need to adopt to be successful.	

Supporting Evidence / Trend Analysis / Business Case ref	Gov Metric data is now integral to informing improvements. Increasing numbers of customers are engaging and giving us feedback. There is an increased demand for robust CX insight. This is being used to inform the design of a CX Learning programme dedicated to support people development and culture change. A dedicated resource is required to understand CX insight, design and deliver 7 learning modules and evaluate impact. The programme will be for all employees to attend over a period of time. Previously this activity was being absorbed by BAU resources, which was unsustainable. Through the growth bid last year we have been able to secure an L&D Specialist to lead on this. Positive results have been seen in a short space of time. The extra year's funding will allow us to develop and embed the programme further, alongside other organisational development activities, to support the development of a customer centric culture.
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Impact if bid not successful / Options for mitigations	We will not be able to deliver the programme and therefore support the right change in mindset needed to fully develop a customer centric culture.
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Additional comments	n/a
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Finance Information

		2022/23		
Total Budget for Activity		£0		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£52	£52
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		£0	£52	£52

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

Select "RAG Status"	Green
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Comments regarding RAG Status	n/a
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Benchmarking

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

Service Manager	Jackie Whitney - Service Manager Customer Services Operations
Assistant Director	Sally Watkins - Assistant Director; Chief Executive Office
Director	Susan Parsonage - Chief Executive
Lead Member	Sarah Kerr - Climate Emergency and Residents Services

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
Business Case Details	
Business Case Type	Savings
Permanent reduction in expenditure or increase in income budget	
Business Case Name	Income generation from Solar Farms
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Creation of Barkham Solar Farm to generate green energy and thus an income stream
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Carbon reduction agenda - Income generation from new Solar Farm infrastructures in Barkham, generating green energy and thus an income stream.
Supporting Evidence / Trend Analysis / Business Case ref	n/a
Impact if bid not successful / Options for mitigations	Revenue loss. Major failing of net zero carbon targets / ambitions
Preparedness for implementation of savings	Construction lead times mean that construction is estimated to complete in 23/24, the full saving potential is not expected to be realised until 25/26 but will be ongoing.

Finance Information

		2022/23		
Total Budget for Activity		(£1,000)		
		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£0	£0	£0
	Income	£0	£0	(£500)
Cumulative movement from 22/23 budget		£0	£0	(£500)

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

Select "RAG Status" Green

Comments regarding RAG Status	The Procurement process has started during 22/23
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Benchmarking

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

Service Manager	Craig Hoggeth - Head of Estates
Assistant Director	Sarah Morgan - Assistant Director Commercial Property
Director	Graham Ebers - Director of Corporate Services
Lead Member	Clive Jones - Council Leader

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Rationalisation process of Corporate Accommodation	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Rationalisation of Corporate Accommodation	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	On-going corporate property rationalisation through Assets Opportunities Organisational Foundation this target was part of an existing bid pre the OF programme and propose to add this to the new overall OF future savings.	
Supporting Evidence / Trend Analysis / Business Case ref	n/a	
Impact if bid not successful / Options for mitigations	Savings are not realised	
Preparedness for implementation of savings	Asset identification for rationalisation underway	

Finance Information

		2022/23		
Total Budget for Activity		(£143)		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£180)	£0	£0
Cumulative movement from 22/23 budget		(£180)	(£180)	(£180)
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
Select "RAG Status"	Green			

Comments regarding RAG Status	
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Benchmarking

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

Service Manager	Rodney Hing - Service Manager Operational Property
Assistant Director	Sarah Morgan - Assistant Director Commercial Property
Director	Graham Ebers - Director of Corporate Services
Lead Member	Clive Jones - Council Leader

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Car Parking fees (Places Leisure facilities and cantley car park)	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Car Parking Charges for Cantley Park	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Implement car parking charges for Cantley park from January 2023 subject to political buy in. Charges will be made for car parking at Cantley in line with the Countryside Service fees and charges. Working with Highways a TRO will be in place and take up to 16 weeks to initiate the car parking charges.	
Supporting Evidence / Trend Analysis / Business Case ref	Fees and charges from Countryside Service	
Impact if bid not successful / Options for mitigations	Savings will be not be realised	
Preparedness for implementation of savings	Preperation will be begin in time for Year 2 implementation	

Finance Information

		2022/23		
Total Budget for Activity		£0		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£0	£0
	Income	£0	(£116)	£0
Cumulative movement from 22/23 budget		£0	(£116)	(£116)
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
Select "RAG Status"	Red			

Comments regarding RAG Status	
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Benchmarking

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

Service Manager	Peter Kilkenny - Interim Head of Leisure Services
Assistant Director	Peter Kilkenny - Interim Head of Leisure Services
Director	Graham Ebers - Director of Corporate Services
Lead Member	Ian Shenton - Environment, Sport and Leisure

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

	2022/23	
Total Budget for Activity	£0	*Costs across organisation to be analysed

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£150)	(£80)	£0
Cumulative movement from 22/23 budget		(£150)	(£230)	(£230)

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

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

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

Service Manager	Rob Bradfield - Head of Procurement, Contracts & Commercialisation
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Contracts and Commissioning reviews	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	This is the revenue benefit from the review of the Procurement and Contract Management carried out through CIPFA.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	This is the revenue benefit from the review of the Procurement and Contract Management carried out through CIPFA. There are a large number of major re-procurements in the pipeline and it is expected that more efficient procurement and contract management will bring both corporate and in service benefits.	
Supporting Evidence / Trend Analysis / Business Case ref	CIPFA procurement report and new Procurements and Contracts strategy.	
Impact if bid not successful / Options for mitigations	Saving will not be realised	
Preparedness for implementation of savings	Creation of a Procurement and Contracts strategy. Initiation of Strategic Procurement Board and Contract Management Learning and Support Working Group	

Finance Information

	2022/23	
Total Budget for Activity	£0	*Costs across organisation to be analysed

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£150)	£0	£0

Cumulative movement from 22/23 budget

(£150) (£150) (£150)

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

Select "RAG Status" **Green**

Comments regarding RAG Status	
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Benchmarking

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

Service Manager	Rob Bradfield - Head of Procurement, Contracts & Commercialisation
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Stephen Conway - Deputy Leader and Housing

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Increased income from collection improvements (Collection Fund)
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Further improvements in Council Tax collection has enabled an increased contribution from the Collection Fund
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The Collections team continues to develop improved collection levels which allow a further contribution from the Collection Fund.

Supporting Evidence / Trend Analysis / Business Case ref	Collection levels are currently amongst highest performance in country
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Impact if bid not successful / Options for mitigations	Collection fund will develop an increased balance
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Preparedness for implementation of savings	
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Finance Information

	2022/23
Total Budget for Activity	(£125,000)

Amount needed per year		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
		Expenditure	Expenditure	Expenditure
		£0	£0	£0
		Income	Income	Income
		(£300)	£0	£0

Cumulative movement from 22/23 budget	(£300)	(£300)	(£300)
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RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status"	Green
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Comments regarding RAG Status	There is a risk from the current cost of living crisis that collection will become more difficult. Monthly monitoring is in place in order to identify required mitigations and activity aligned with cost of living support
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Benchmarking

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

Service Manager	Andrew Kupusarevic - Head of Income and Assessments
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Treasury Management Review	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Additional income from improvements in the cashflow, borrowing and lending arrangements - aligned to increased in interest rates	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The treasury management continue to review how best to maximise the opportunity from cashflow management - short-term and longer-term. This aligned to the current increase in interest rates provides the opportunity to deliver further net income to the General Fund	
Supporting Evidence / Trend Analysis / Business Case ref	Forecast is based on trend information and external SMET forecasting	
Impact if bid not successful / Options for mitigations		
Preparedness for implementation of savings	These savings are already in process. The service will continue to work with its external specialists to understand any further opportunities	

Finance Information

		2022/23		
Total Budget for Activity		£8,070		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£250)	£0	£0
Cumulative movement from 22/23 budget		(£250)	(£250)	(£250)
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		

Select "RAG Status" Green

Comments regarding RAG Status	This is already in delivery with monitoring and forecasting under review
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Benchmarking

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

Service Manager	Mark Thompson - Head of Corporate Finance
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
Business Case Name	Revenues and Benefits Automation	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	A number of currently manual processes could be automated and provided through a self-serve online service	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	<p>Revenues have 6 FTE + 2FTE (2 temps & including 2 part timers which have been added together) to cover phones, letters, emails – 8 FTE equating to £239,768 for the year – if 20% was automated £47,953 saving & 10% £23,976 saving</p> <p>There is already automation by citizens access for moves, SPD, discounts, and d/ds. However the service – still do manual intervention for checking, have an officer on scale 4 that does this, the documents still have to be transferred over.</p> <p>Our system provider is now offering citizen access in special arrangements which allows the customer to set up payment plans for summonses/liability order debt so this an area to explore (awaiting quotation) 4 FTE £119,884 if automated 5% saving £5,994 & 10% £11,988 saving</p> <p>Housing benefits could fully automate Universal Credit downloads – at present a small percentage is automated but an officer is employed full time to do the remainder of these notifications manually – if fully automated a saving of around £30,000 could be made (1 x FTE)</p>	
Supporting Evidence / Trend Analysis / Business Case ref	assumptions based on detailed resource and process analysis.	
Impact if bid not successful / Options for mitigations	continue to require additional resources/costs to faacilitate manual process and controls	
Preparedness for implementation of savings	The service is ready to push further on-line services but will need the appropriate on-line services to be made available and to work effectively	

Finance Information

	2022/23
Total Budget for Activity	£850

		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	(£50)	(£50)	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		(£50)	(£100)	(£100)

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

Select "RAG Status"	Amber
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Comments regarding RAG Status	The detailed process mapping and plan for implementation of changes is required
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Benchmarking

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

Service Manager	Andrew Kupusarevic - Head of Income and Assessments
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Savings	Permanent reduction in expenditure or increase in income budget
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Business Case Name	Increased court costs - council tax and business rates(Collection Fund)
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Increase the fees to those taxpayers able to pay - but who do not pay to therefore incur the council addn collection costs - Council Tax and Business Rates £55 to £85 and £70 to £75 respectively
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Increasing Court Costs: The service currently incurs significant costs in collecting monies from residents and businesses who are able to pay, but chose not to. Whilst it is critical to support those unable to pay, it is also critical to protect public funds where costs are incurred through willfull non-payment. It is therefore proposed to increase court fees for council tax and business rates to ensure the costs of such collection activity is properly covered by willfull non-payers. Any increase will need to be agreed with the courts, and demonstrated that costs are relevant to collection activities

Supporting Evidence / Trend Analysis / Business Case ref	detailed cost analysis has been undertaken to ensure proposed cost levels are appropriate and can be demonstrated to the courts.
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Impact if bid not successful / Options for mitigations	additional costs will be bourne from general fund budgets, impacting other key services
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Preparedness for implementation of savings	increases would have to be agreed with the Courts
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Finance Information

		2022/23		
Total Budget for Activity		Yr 1		
		2023/24		
Amount needed per year	Expenditure	£0	£0	£0
	Income	(£90)	£0	£0
Cumulative movement from 22/23 budget		(£90)	(£90)	(£90)

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

Select "RAG Status"	Green
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Comments regarding RAG Status	analysis is complete and the change process will need to be planned through, including engagement with the courts
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Benchmarking

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

Service Manager	Andrew Kupusarevic - Head of Income and Assessments
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
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Business Case Name	Carnival Hub Estates Management
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Carnival Hub External Areas Estates Management
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The Council has invested significant funding in the development of the Carnival Hub. Now the Hub is complete and opened, the Council has responsibility for the on-going management of the external areas of the Carnival Hub, including cleaning public areas, emptying bins and maintenance of landscaping areas. This area is high profile given the number of visitors to this area and lack of maintenance of this area could generate a negative public response and undermine the Council's investment in this area.

Supporting Evidence / Trend Analysis / Business Case ref	A scope for the management and cleaning regime has been agreed with Place & Growth. Place & Growth will be providing quote for works and undertaking works on behalf of Commercial Property.
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Impact if bid not successful / Options for mitigations	If the external areas are not managed and maintained appropriately then there is a risk of negative public reaction and reputational damage. Also failure to maintain capital assets appropriately means they may need further capital investment and would undermine the investment made to date.
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Additional comments	The construction of the Carnival Hub came in under budget (capital).
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Finance Information

		2022/23		
Total Budget for Activity		£0		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£50	£0	£0
	Income	£0	£0	£0

Cumulative movement from 22/23 budget

£50

£50

£50

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

Select "RAG Status"	Green
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Comments regarding RAG Status	Asset has been constructed and is operational. Service provider (Place & Growth) has been engaged to provide costs and service.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Service provider (Place & Growth) has been engaged to provide costs and service.
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Sign Off

Service Manager	Sarah Morgan - Assistant Director Commercial Property
Assistant Director	Sarah Morgan - Assistant Director Commercial Property
Director	Graham Ebers - Director of Corporate Services
Lead Member	Clive Jones - Council Leader

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
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Business Case Name	Salary funding pressure from cost of abortive feasibility works	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Funding pressure, including on salaries, from cost of abortive feasibility works	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The first stage of capital projects is feasibility work, which can include consultancy services and Commercial Property staff costs (charged as a cost to the project). If capital projects do not come to fruition, the feasibility costs incurred are charged to the revenue budget, as per accounting regulations.	

Supporting Evidence / Trend Analysis / Business Case ref	Review of capital programme and abortive feasibility cost regulations within finance
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Impact if bid not successful / Options for mitigations	A review of Commercial Property budgets has already been undertaken to identify and account for part of the salary funding gap and abortive feasibility works to date. A further review for additional budget within Commercial Property could be undertaken but this could result in reduced service provision as less financial resource for projects or less staff to deliver services. If capital projects are adopted increases in scope and/or value then there would be increased opportunities for projects to evolve and avoidance of abortive feasibility costs.
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Additional comments	n/a
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Finance Information

	2022/23
Total Budget for Activity	£571

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£150	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£150	£150	£150

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

Select "RAG Status"	Green
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Comments regarding RAG Status	Certainty on figures as detailed projection of salaries and aborted feasibility costs has arisen,
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Financial regulations for aborted feasibility costs
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Sign Off

Service Manager	Sarah Morgan - Assistant Director Commercial Property
Assistant Director	Sarah Morgan - Assistant Director Commercial Property
Director	Graham Ebers - Director of Corporate Services
Lead Member	Clive Jones - Council Leader

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
Business Case Name	Sport and Leisure income generation	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Growth bid for unachievable income generation	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Unachievable income from Cantley Events field due to no Christmas market being run each year with an estimated income, also not installing the Outdoor gyms at present due to lack of demand. The event field is also weather dependant and floods the majority of the time, and again limited power supply for any commercial hirer.	
Supporting Evidence / Trend Analysis / Business Case ref	The commercial team have had a look at the outdoor gyms and need to do more financial viability on the outdoor before we purchase the equipment, a full business case will need to be undertaken.	
Impact if bid not successful / Options for mitigations	Financial budget targets not met, income targets still unachievable will have a budget shortfall	
Additional comments	n/a	

Finance Information

		2022/23		
Total Budget for Activity		(£1,482)		
Amount needed per year		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
	Expenditure	£0	£0	£0
	Income	£150	£0	£0
Cumulative movement from 22/23 budget		£150	£150	£150
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
Select "RAG Status"	Green			

Comments regarding RAG Status	various activities continue to be undertaken to minimise negative budget impact
--------------------------------------	---

Benchmarking

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

Sign Off

Service Manager	Peter Kilkenny - Interim Head of Leisure Services
Assistant Director	Peter Kilkenny - Interim Head of Leisure Services
Director	Graham Ebers - Director of Corporate Services
Lead Member	Ian Shenton - Environment, Sport and Leisure

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
--------------------	----------------------

Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
Business Case Name	Additional demand on Council Tax Relief scheme	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Costs to reflect additional pressures from Council Tax Relief scheme - due to cost of living pressures	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The current scheme is annually updated to reflect Council Tax and other inflationary pressures (later in line with UC increases - based on CPI). The current forecast allowing for expected increases means overall spend will be greater than the current budget. Growth will allow us to continue to provide critical support under the current scheme and increases will be in line with expected council tax increases and increased provided nationally to welfare support	

Supporting Evidence / Trend Analysis / Business Case ref	n/a
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Impact if bid not successful / Options for mitigations	The scheme would require revision (which would also likely require a formal consultation process) that would mean an overall reduction in the relative financial support provided to those meeting the current scheme criteria
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Additional comments	n/a
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Finance Information

		2022/23		
Total Budget for Activity		£4,300		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£100	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£100	£100	£100

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

Select "RAG Status"	Amber
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Comments regarding RAG Status	we will continue to run forecast figures based on latest caseload information to understand demand and continuing pressures from cost of living impacts
--------------------------------------	---

Benchmarking

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

Service Manager	Andrew Kupusarevic - Head of Income and Assessments
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
--------------------	----------------------

Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
---------------------------	--------	---

Business Case Name	Insurance Premiums
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	The insurance costs for our portfolio of assets and for our public/employers liability and other 'casualty' risks are increasing.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The insurance costs for our portfolio of assets and for our public/employers liability and other 'casualty' risks are increasing; the market for local authority business has experienced a high degree of volatility with premium rates rising significantly. This has been contained year on year by negotiation and by absorbing the costs, but there is a need to re-set the budget to a sustainable level with a growth bid to ensure the Council has sufficient funds to remain adequately insured with the right level of cover.

Supporting Evidence / Trend Analysis / Business Case ref	This is based on the evidence of the £150,000 pressure on the 2022/23 actual cost of insurance compared with the budget.
---	--

Impact if bid not successful / Options for mitigations	The level of insurance and excesses will have to be adjusted on a risk based approach. Some assets/risks will not be able to be covered going forward.
---	--

Additional comments	The budget has not increased in more than 10 years, with costs being absorbed. We have continued to obtain the best deals available in a volatile and limited insurance market through tenders and annual negotiations, but the budget now needs to be re-set as a result of external financial pressures.
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Finance Information

	2022/23
Total Budget for Activity	£330

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£150	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£150	£150	£150

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

Select "RAG Status"	Green
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Comments regarding RAG Status	There is high certainty based on the 2022/23 actual costs incurred.
--------------------------------------	---

Benchmarking

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

Service Manager	Mark Thompson - Head of Corporate Finance
Assistant Director	Graham Cadle - Assistant Director Finance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget
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Business Case Name	Governance salaries
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Bid addresses historical underfunding of the salary costs of posts in Governance Services.
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Bid required to address historical underfunding of posts in Governance Services - The AD Governance (Monitoring Officer) and Strategic Development & Commercialisation post. The constitution refers to the Council providing sufficient resources to the Monitoring Officer to allow the discharge of duties (clause 11.1.6)

Supporting Evidence / Trend Analysis / Business Case ref	
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Impact if bid not successful / Options for mitigations	The Strategic Development post provides project and technical support to significant governance projects including Electoral Review, Business Intelligence Organisational Foundation programme, risk management process and reporting. The post also supports bidding and commercialisation of other services in Governance including specifically internal audit.
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Additional comments	Redundancy costs may be incurred should this bid not be taken forward.
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Finance Information

		2022/23		
Total Budget for Activity		£287		
		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£93	£0	£0
	Income	£0	£0	£0

Cumulative movement from 22/23 budget £93 £93 £93

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

Select "RAG Status"	Green
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Comments regarding RAG Status	
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Benchmarking

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

Service Manager	Andrew Moulton - Assistant Director Governance
Assistant Director	Andrew Moulton - Assistant Director Governance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets		
Business Case Details			
Business Case Type	Growth	Permanent increase in expenditure or reduction in income budget	
Business Case Name	Legal Services		
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Legal Services		
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	The shared legal service ended on 01 July 2021 and the financial benefits of a shared service likewise ended on 01 July 2021. The budget build for 2022/23 still shows income of £156k into Wokingham from the Royal Borough of Windsor & Maidenhead. The service in 2022/23 has absorbed this increase due to income generated from RBWM and by cutting budget spends. However, the income cannot continue to be generated (being services delivered across financial years) and the savings involve removing the balance of consultancy (used to pay for external costs where no external budgets exists within service areas).		
Supporting Evidence / Trend Analysis / Business Case ref	see attached budget		
Impact if bid not successful / Options for mitigations	The recruitment of a new contracts solicitor will not occur. This means the Council only has the support of one dedicated contracts lawyer (the most junior from the SLS). The Council is currently performing a workstream in relation to contracts renew that is unlikely to be supported to the level it requires or alternatively will lead to simply externalising the works.		
Additional comments	The budget for legal services shows income of £156k from RBWM for 2022/23 onwards. The actual income is almost zero (consisting of only a small number of ongoing matters that each Council has agreed to charge each other).		

Finance Information

		2022/23		
Total Budget for Activity		£1,153		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£78	£0	£0
	Income	£0	£0	£0
Cumulative movement from 22/23 budget		£78	£78	£78

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

Select "RAG Status" Green

Comments regarding RAG Status	The legal budget will be balanced by either a growth £78k or by not recruiting the contracts solicitor post. However, the Council budget will be adversely affected by the cost of external provision.
--------------------------------------	--

Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	The nominal blended hourly rate of the legal services is £78 per hour (based on cost and hours provided). Our legal framework (EM Lawshare) provides external legal provision of £120 to £230 per hour.
--	---

Sign Off

Service Manager	Sean O Connor
Assistant Director	Andrew Moulton - Assistant Director Governance
Director	Graham Ebers - Director of Corporate Services
Lead Member	Imogen Shepherd-DuBey - Finance

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Business Case Name	Investment & Estates property pressures from depressed market	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Investment property pressures (reduced rental income, increased costs) from depressed market.	
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	Macro economic conditions (covid, market uncertainty caused by for example Ukraine, inflation) have all contributed to difficult letting conditions for the Council's property portfolio. Latest income projections are less than previously predicted, and vacant units increase costs for the Council, for example through vacant business rates costs and service charge cover.	

Supporting Evidence / Trend Analysis / Business Case ref	Lettings and investment policies and decisions are informed by industry specialists (lettings agents).
---	--

Impact if bid not successful / Options for mitigations	Expectation that market will recover from current pressures, but there is uncertainty how quickly and to what extent this will happen and unlikely to be at a pace which will fill revenue gap for 2023/2024. We could adopt a more aggressive lettings strategy to try to fill empty units but this may compromise our lettings strategy and objectives (particularly in Wokingham Town Centre.). Improvements to reconciliation processes and property management systems (already identified) could also generate additional income.
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Additional comments	n/a
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Finance Information

		2022/23		
Total Budget for Activity		£240		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£200	£100	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£200	£100	£0

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

Select "RAG Status"	Green
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Comments regarding RAG Status	Figures based on data held on current rental levels and estimated future rental income.
--------------------------------------	---

Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Projected rental incomes are based on industry market information and informed by our SME (lettings agents).
--	--

Sign Off

Service Manager	Craig Hoggeth - Head of Estates & Damon Emes - Head of Investment
Assistant Director	Sarah Morgan - Assistant Director Commercial Property
Director	Graham Ebers - Director of Corporate Services
Lead Member	Clive Jones - Council Leader

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
--------------------	----------------------

Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
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Business Case Name	St Celas school not opening
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)	Budget required for maintenance of St Celas school buildings until opening
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	St Celas school in Wokingham had been due to open in September 2022 but this has now been delayed. Prior to the school opening and becoming the responsibility of the academy, the maintenance and security of the school buildings sits with WBC, and is managed by Commercial Property. This budget requirement had not been foreseen as it was understood the school would have been opening 2022.

Supporting Evidence / Trend Analysis / Business Case ref	The buildings are unoccupied and the responsibility of WBC until open and operational.
---	--

Impact if bid not successful / Options for mitigations	Maintenance and security of the building will not be maintained to the required standard and then further investment might be needed to the buildings to bring them into operational state for when the school opens.
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Additional comments	n/a
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Finance Information

	2022/23
Total Budget for Activity	£0

		Yr 1 2023/24	Yr 2 2024/25	Yr 3 2025/26
Amount needed per year	Expenditure	£100	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 22/23 budget</i>		£100	£0	£0

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

Select "RAG Status"	Red
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Comments regarding RAG Status	Budget is required and maintenance costs are known.
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Benchmarking

Supporting benchmarking information (Unit cost, demand stats, comparison to LAs, etc)	Similar properties in the Borough have had to be maintained in this state previously, so requirements are well understood.
--	--

Sign Off

Service Manager	Rodney Hing - Service Manager Operational Property
Assistant Director	Sarah Morgan - Assistant Director Commercial Property
Director	Graham Ebers - Director of Corporate Services
Lead Member	Clive Jones - Council Leader

Revenue Budget Setting 2023/24 to 2025/26

Directorate	Resources and Assets
--------------------	----------------------

Business Case Details

Business Case Type	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
Business Case Name	One off growth to support leisure income recovery	
Description Inc. (Reason. i.e. Demand / Legislative / Discretionary)		
Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)	One off growth to support leisure income recovery income targets not being met, slow growth back after Covid and now financial pressures. Also financial pressures with public, and other competition within the borough.	
Supporting Evidence / Trend Analysis / Business Case ref	similar pressures being felt across Leisure industry nationally	
Impact if bid not successful / Options for mitigations	income targets not achievable, shortfall on budget each year.	
Additional comments	n/a	

Finance Information

		2022/23		
Total Budget for Activity		(£1,482)		
		Yr 1	Yr 2	Yr 3
		2023/24	2024/25	2025/26
Amount needed per year	Expenditure	£0	£0	£0
	Income	£70	£30	£0
Cumulative movement from 22/23 budget		£70	£30	£0
RAG Status (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery		
	Amber	Some certainty on figures and project delivery		
	Red	Low certainty on figures and project delivery		
Select "RAG Status"	Green			

Comments regarding RAG Status	We continue to explore opportunities to minimise negative budget impact
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Benchmarking

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

Service Manager	Peter Kilkenny - Interim Head of Leisure Services
Assistant Director	Peter Kilkenny - Interim Head of Leisure Services
Director	Graham Ebers - Director of Corporate Services
Lead Member	Ian Shenton - Environment, Sport and Leisure

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New Capital Business Case Template 2023 to 2026

Details

Directorate *	Chief Executives	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sally Watkins / Digital and Change	Budget Manager *	Glynn Davies
Project Managed By *	Paula Hatch	Rolling Programme *	No
Project Title *	IT - Microsoft E5		
Project Description *			

Capitalisation of Microsoft licencing.

E5 is the top tier Microsoft licence that would negate the need to have add ons on existing E3 package. Licencing is a 4 year ramp licencing and discounted in years 1 through to 4.

2023/24 will be year 3 of 4 of the licencing ramp deal.

Has Operational Property been consulted? (see guidance tab)	N/A	Date consulted?	N/A
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Names of Operational Property Officer consulted	N/A
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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	Prices locked by Microsoft. Payable price will go up and down in line with the number of licences

Please select the appropriate MTFP category for the Business Case *	
MTFP Category	
MTFP Sub Category	

Outline Business Case	
In line with capital bid for funding previously approved.	
Microsoft E5 Licencing required to give staff access to Office353, Teams Telephony, PowerBI and enhanced security tools to support the IT estate. Not having this licencing will mean that staff will not have access to the Microsoft office suite and the Councils overall security posture will be lowered. □	

Equality Impact Considerations	

Budget Requested in £'000	Total of scheme approval	4,368
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Budget Phasing *							
Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
IT - Microsoft E5	664	808	890	890	890	890	4,368

equals cell g75

Project Total (Info only) £'000	5,032
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Funding Identified *

Funding identified? No

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

Funding Details

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

Funding source	Total funding amount £'000	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	4,368	4,368	4,368		
Funding Shortfall	4,368	4,368	4,368		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)	
Link	Comments
1	
2	
3	

New Capital Business Case Template 2023 to 2026

Details

Directorate *	Chief Executives	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sally Watkins / Digital and Change	Budget Manager *	Glynn Davies
Project Managed By *	Julie Teague	Rolling Programme *	No
Project Title *	IT - Applications		
Project Description *			

Capital project to ensure that corporate applications used Council wide remain in support. Ensure ongoing security of applications and data held in them.

Project to also fund replacement of aged legacy systems, specifically - Gazeeter, Land Charges and web portals used by the public.

Includes funding 2 year project to replace CRM system.

Application Tracking System (ATS) Implementation

Delivery of a new Applicant Tracking System (ATS) – Providing enhanced Managers and Candidates recruitment self service.

Anticipated supplier implementation Costs of c.£15k and IT resources to support implementation of £15k

The current JGP (ATS) contract (with an annual licence cost of c.£13k), has recently been extended to expire on 31 October 2023.

Has Operational Property been consulted? (see guidance tab)

N/A

Date consulted?

N/A

Names of Operational Property Officer consulted

N/A

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

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

Select "RAG Status" *	Green
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Comments regarding RAG Status	Scheme value based on estimation to complete work, actual costs will be subject to formal procurement
-------------------------------	---

Please select the appropriate MTFP category for the Business Case *

MTFP Category	
MTFP Sub Category	

Outline Business Case

Pre approved budget for £105k in 2023/24, this bid needs to be increased by £240k to £345k in 2023/24 to replace ageing systems. This increased bid is being balanced off by reducing other IT capital bids. Resulting in no increase when looked across all IT bids.

It is critical that the following systems are replaced to ensure that effective systems are in place to support service delivery, and digital adoption.

- Gazeeter and Land Charges system - estimated replacement cost 200k

- Web portals improvements - estimated improvement/replacement cost 100k

Not replacing systems before they become end of life will result in systems that no longer receive critical security patches. Therefore lowering the Councils security posture.

During 2023/24 projects will need to be funded to upgrade and maintain the following core systems.

Social Care system
Revs and Bens system
Elections systems
Contact Centre system
Housing Systems
Children's Services Education System
Libraries system

Not maintaining these systems will result in them going out of support with the software suppliers, they will also not receive any statutory updates.

Replace CRM system -

The Council's current CRM system Microsoft D365 is a best of breed solution. However it is also an expensive solution and costs circa £500K annually. This cost will go up as more areas use the CRM and more licences are required across the organisation. Work is currently underway to see if there is a more cost effective CRM solution for the Council that also fits the Council's Digital and Technology Strategy in allowing internal development and growth. This is a placeholder bid if a better solution than Microsoft D365 is identified in that work.

Application Tracking System (ATS) Implementation

Delivery of a new Applicant Tracking System (ATS) – Providing enhanced Managers and Candidates recruitment self service and data management across the recruitment cycle

Equality Impact Considerations

An improved Applicant Tracking System (ATS) will support transparency of our equality reporting ability within recruitments activities from application through to hire

Budget Requested in £'000

Total of scheme approval 775

Budget Phasing *							
Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
IT - Applications	289	675	100	0	0	0	775

equals cell g75

Project Total (Info only) £'000 1,064

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	775	775	775		
Funding Shortfall	775	775	775		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)

Link	Comments
1	
2	
3	

Ref:- CE.3

New Capital Business Case Template 2023 to 2026

Details

Directorate *

Chief Executives

Lead Member *

Sarah Kerr - Climate Emergency and Resident Services

Assistant Director / Service *

Sally Watkins / Digital and Change

Budget Manager *

Glynn Davies

Project Managed By *

Simon Beasley

Rolling Programme *

No

Project Title *

IT - Hardware

Project Description *

Capital project to fund Technology refresh of staff laptops, telecommunications, peripherals and collaborative meeting spaces.

Has Operational Property been consulted? (see guidance tab)

N/A

Date consulted?

N/A

Names of Operational Property Officer consulted

N/A

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

Green

High certainty on figures and project delivery

Amber

Some certainty on figures and project delivery

Red

Low certainty on figures and project delivery

Select "RAG Status" *

Green

Comments regarding RAG Status

Please select the appropriate MTFP category for the Business Case *

MTFP Category

MTFP Sub Category

Outline Business Case

Approved capital funding for 2023/24 is £700k, this budget request is now being reduced from £300k to £400k

Hardware needs to be refreshed on an ongoing basis, on a cyclical basis a laptop will need to be replaced every 4 years and a mobile phone needs to be replaced every 3 years.

Failing to replace devices in line with their expected life cycle will result in devices being used that no longer received security patches and updates. Aged devices will also be unable to run the version on Windows operation system that is required. As part of our PSN (public services network) accreditation the Council is required to maintaining devices at a set standard. Failing to do this will result in the Council no longer holding its PSN status resulting in the inability to connect to networks such as NHS, DWP for critical information flows and system access.

Projects in 2023/24 that will be delivered are:

- Replace 450 laptops at a typical unit cost of £750

- Pilot Windows as a service, opening up the option for non WBC devices to be used moving forward

- Upgrade from Windows 10 to 11

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval

600

Budget Phasing *

Capital Scheme

Previous Years Approved Budget £'000 (Info only)

Year 1 2023/24 £'000

Year 2 2024/25 £'000

Year 3 2025/26 £'000

Year 4 2026/27 £'000

Year 5+ 2027/28 £'000

Total for Approval £'000

IT - Hardware

1,067

400

200

0

0

0

600

Project Total (Info only) £'000

1,667

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115

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	600	600	600		
Funding Shortfall	600	600	600		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

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Additional Details *

Additional Information

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Links to other useful documents (e.g. Business Cases)	
Link	Comments
1	
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New Capital Business Case Template 2023 to 2026

Details

Directorate *	Chief Executives	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sally Watkins / Digital and Change	Budget Manager *	Glynn Davies
Project Managed By *	James Bull	Rolling Programme *	No
Project Title *	IT - Infrastructure		
Project Description *			

Capital project for IT Infrastructure and Networks to ensure IT estate remains safe, secure & WBC retains PSN certification. Works include replacing server & core network infrastructure.

Has Operational Property been consulted? (see guidance tab)

N/A

Date consulted?

N/A

Names of Operational Property Officer consulted

N/A

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

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

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

MTFP Category	
MTFP Sub Category	

Outline Business Case

Pre approved capital funding of £430k, this is to be reduced to £330k as project costs have been reprofiled using slippage from 2022/23 capital funding.

Budget is required to fund projects that ensure that the Councils core IT infrastructure remains up to date and secure. Works also include projects to contain and lower overall operation costs by moving more servers to the cloud. Funding will deliver the following projects in 2023/24

- Migration away from Server 2012 - work required before Microsoft end of support date
- Replace network switches - existing switches are beyond their expected life and need to be replaced to avoid a hardware failure
- Replace wireless access points - beyond their expected life and need to be replaced to avoid a hardware failure and to ensure they devices receive security patches and updates
- New guest Wi-Fi - new solution required as existing provision does not support the current usage requirements, specifically during Council meetings
- On premise to Azure server migrations - required to reduce cost of replacing physical servers, also reduces the need to power and cool in the WBC data centre
- Completion of Teams telephony migrations - Project already in progress. Required to replace legacy ISDN infrastructure, will support lower operational costs as SIP is cheaper than ISDN for telephone traffic.

Works are required to ensure the Council retains its PSN(Public Services Network) accreditation. Loosing the Councils PSN status will result in the inability to connect to networks such as NHS, DWP for critical information flows and system access.

Equality Impact Considerations

Budget Requested in £'000

Total of scheme approval

680

Budget Phasing *

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
IT - Infrastructure	1,480	330	350	0	0	0	680

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Project Total (Info only) £'000

2,160

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	680	680	680		
Funding Shortfall	680	680	680		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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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
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New Capital Business Case Template 2023 to 2026

Details

Directorate *	Chief Executives	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sally Watkins / Digital and Change	Budget Manager *	Glynn Davies
Project Managed By *	Glynn Davies	Rolling Programme *	Yes
Project Title *	IT Maintenance & Enhancement		
Project Description *	Rolling Capital Programme of £300k to fund capitalised IT staff and provision on IT services above those that are base budget funded.		

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

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

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

Please select the appropriate MTFP category for the Business Case *

MTFP Category	
MTFP Sub Category	

Outline Business Case

Pre approved rolling Capital Programme of £300k per year. Due to reprofiling of project activity the funding request for 2023/24 is being reduced from £300k to £150k.

As well as the capitalisation of IT project staff this funding will be delivering the following works.

- Upgrade corporate document management system, providing a platform to facilitate the rationalisation to a single document management system for the Council
- Further rollout of GovMetric to 3rd party web portals, providing a mechanism to capture customer feedback

Equality Impact Considerations

Budget Requested in £'000		Total of scheme approval					1,350
Budget Phasing *							
Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
IT Maintenance & Enhancement	998	150	300	300	300	300	1,350
Project Total (Info only) £'000							2,348

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Funding Identified *

Funding identified? No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	1,350	1,350	1,350		
Funding Shortfall	1,350	1,350	1,350		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)

Link	Comments
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Ref:- CE.6

New Capital Business Case Template 2023 to 2026

Details

Directorate *	Chief Executives	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sally Watkins / Digital and Change	Budget Manager *	Glynn Davies
Project Managed By *	James Bull	Rolling Programme *	No
Project Title *	IT - Security		
Project Description *	Capital project to support IT Security projects to make our IT estate as resilient as possible, improving our overall cyber security posture		
Has Operational Property been consulted? (see guidance tab)	N/A	Date consulted?	N/A
Names of Operational Property Officer consulted	N/A		

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

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

Please select the appropriate MTFP category for the Business Case *

MTFP Category	
MTFP Sub Category	
Outline Business Case	No changes to pre approved Capital funding of £130k. It is anticipated that the cost of 2023/24 security project delivery will be £297k, however no extra funding is being requested as this will be funded from slippage in existing funding. Funding required to deliver vital works to improve the Councils Cyber Security Posture - Migration of critical application to supplier hosting - this work will remove the vulnerability and responsibility to continually patch applications that habitually appear as vulnerability on external penetration exercises - Development of a Cyber incident and response plans with National Centre for Cyber Security approved expert - Raising Cyber awareness across all employees - Achieving Cyber Essentials accreditation for the Council Failing to complete these works will weaken our overall security position, increasing the probability of a cyber incident. The Cyber threat is real and an area that we cannot compromise and require continual investment.

Equality Impact Considerations

Budget Requested in £'000		Total of scheme approval					130
Budget Phasing *							
Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
IT - Security	444	130	0	0	0	0	130
		Project Total (Info only) £'000					574

equals cell g75

Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Cyber Support Fund (ring-fenced grant)	100	100	tbc		
Total Funding Available	100	100	0		
Total Project Costs	130	130	130		
Funding Shortfall	30	30	130		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)	
Link	Comments
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New Capital Business Case Template 2023 to 2026

Details

Directorate *	Chief Executive	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sally Watkins / Digital and Change	Budget Manager *	Sally Watkins
Project Managed By *	TBC	Rolling Programme *	Yes
Project Title *	New website system (bid previously approved was called "Digital Tools - Replace Website")		
Project Description *			

Funding for year two of project to rebuild corporate website using new website system.

Has Operational Property been consulted? (see guidance tab)	No	Date consulted?	N/A
Names of Operational Property Officer consulted	N/A		

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

Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery
Select "RAG Status" *	Green
Comments regarding RAG Status	Project is beginning using capital funding in 2022 to 2023

Please select the appropriate MTFP category for the Business Case *

MTFP Category	
MTFP Sub Category	

Outline Business Case

No change to pre approved funding for 2023/24 of £100K to fund the project to replace the current website system that is no longer fit for purpose.

This is year 2 funding required to complete the project to replace the current CMS website system provided by Ideagen that is now maintenance only and not developed anymore and is no longer fit for purpose. Remaining on the the system presents a risk as the product is no longer being developed and does not utilise modern web technology such as HTML5. The delivery an effective website front door for WBC is dependent on moving to a more modern, fit for purpose CMS solution.

Equality Impact Considerations

Budget Requested in £'000		Total of scheme approval		100			
Budget Phasing *							
Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
1 (bid previously approved was called "Digital	200	100					100
Project Total (Info only) £'000		300					

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Funding Identified *

Funding identified?

No

Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	100	100	100		
Funding Shortfall	100	100	100		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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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
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New Capital Business Case Template 2023 / 2026

Details

Directorate *	Resources & Assets	Lead Member *	Clive Jones - Leader of the Council
Assistant Director / Service *	Graham Ebers	Budget Manager *	Sarah Morgan
Project Managed By *	Sarah Morgan / Commercial Property	Rolling Programme *	No
Project Title *	Community Investment (formerly Commercial Investments and Housing 145)		
Project Description *	Purchase and delivery of assets that meet the criteria of the Community Investment Strategy. This requires a demonstrable benefit for the community and a business case whereby the financial benefit exceeds the cost of capital financing.		

Has Operational Property been consulted? (see guidance tab)	No	Date consulted?	
Names of Operational Property Officer consulted	N/A at this stage		

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 Business Case *

MTFP Category	Housing, Local Economy 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
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Equality Impact Considerations	Will be undertaken on a project by project basis
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Budget Requested in £'000	Total of scheme approval	93,500
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Budget Phasing *							
Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Community Investment (formerly Commercial Investments and Housing 145)	6,500	93,500	0	0	0	0	93,500

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Project Total (Info only) £'000	100,000
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Funding Identified *	Yes
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Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	93,500	tbc	tbc	Projects would only progress subject to financial business case which shows capital investment can be repaid through cost reductions / income generation.	
	0				
Total Funding Available	93,500	125	0		
Total Project Costs	93,500	93,500	93,500		
Funding Shortfall	0	93,500	93,500		

Revenue Implications

£'000						
0						
Net Revenue Impact (saving in brackets) *						
Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - invest to save only	0	6,100	6,100	6,100	6,100	24,400
Annual on going revenue costs						0
Annual on going revenue savings		-6,100	-6,100	-6,100	-6,100	(24,400)
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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Details of Net Revenue Implications

Financial benefit of projects must exceed cost of capital financing

Additional Details *

Additional Information

Delegated authorities to utilise this budget and role of lead members are set out in the Community Investment Strategy

Links to other useful documents (e.g. Business Cases)	
Link	Comments

1

New Capital Business Case Template 2023 to 2026

Details

Directorate *	Resources & Assets	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sarah Morgan / Commercial Property	Budget Manager *	David Smith / Ian Gough
Project Managed By *	TBC	Rolling Programme *	No
Project Title *	Renewable Energy Infrastructure projects		
Project Description *			

BID previously approved in 22/23 MTFP
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. We anticipate employing resources (staff) from this budget, capitalised.

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
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Comments regarding RAG Status	
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Please select the appropriate MTFP category for the Business Case *	
MTFP Category	
MTFP Sub Category	

Outline Business Case	
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Equality Impact Considerations	
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Budget Requested in £'000	Total of scheme approval	13,985
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Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Renewable Energy Infrastructure projects	0	7,500	1,500	4,985	0	0	13,985

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Project Total (Info only) £'000	13,985
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Funding Identified *

Funding identified?	Yes
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Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save	13,985	tbc	tbc	Projects would only progress subject to financial business case which shows capital investment can be repaid through cost reductions / income generation.	
Total Funding Available	13,985	0	0		
Total Project Costs	13,985	13,985	13,985		
Funding Shortfall	0	13,985	13,985		

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	910	910	910	910	3,640
Annual on going revenue costs						0
Annual on going revenue savings	0	-910	-910	-910	-910	-3,640
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

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Details of Net Revenue Implications

Financial benefit of projects must meet / exceed cost of capital financing

Additional Details *

Additional Information

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.

Links to other useful documents (e.g. Business Cases)	
Link	Comments
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New Capital Business Case Template 2023 / 2026

Details

Directorate *	Resources & Assets	Lead Member *	Sarah Kerr - Climate Emergency and Resident Services
Assistant Director / Service *	Sarah Morgan	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. Energy reduction projects generate a reduction in energy costs. The priority for these projects will be to deliver them on our own corporate property portfolio where monetary savings on energy bills can be captured by WBC directly. It is worth noting that energy costs are increasing significantly 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.

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

The current situation with increasing energy costs has given further weight to the financial saving that can be generated through the use of energy efficiency and energy reduction projects. Prioritisation of projects on WBC corporate property portfolio will ensure savings are captured by WBC.

Please select the appropriate MTFP category for the Business Case *

MTFP Category	Climate Emergency
MTFP Sub Category	Clean energy generation

Outline Business Case

These projects achieve two policy objectives for the authority - (1) reducing our carbon emissions and helping to meet our carbon reduction targets (Climate Emergency) through energy efficiency upgrades to the various properties that we have, (2) generating a financial saving by a reduction in our portfolio utility consumption. Energy reduction projects generate a reduction in energy costs. The priority for these projects will be to deliver them on our own corporate property portfolio where monetary savings on utility bills can be captured by WBC directly. It is worth noting that energy costs are increasing significantly 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.

Equality Impact Considerations

Individual projects will progress subject to individual businesses cases which will consider the specific equalities impact relevant to that project.

Budget Requested in £'000

Total of scheme approval

10,000

Budget Phasing *

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Energy Reduction Projects	2,760	2,375	2,375	1,750	1,750	1,750	10,000

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Project Total (Info only) £'000

12,760

Funding Identified *

Yes

Are there external funding streams identified to contribute towards or fully fund this Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save	10,000	tbc	tbc	Projects would only progress subject to financial business case which shows capital investment can be repaid through cost reductions / income generation.	
Total Funding Available	10,000	0	0		
Total Project Costs	10,000	10,000	10,000		
Funding Shortfall	0	10,000	10,000		

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

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) *

0

Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost)	0	536	536	536	536	2,144
Annual on going revenue costs	0	0	0	0	0	0
Annual on going revenue savings	0	(536)	(536)	(536)	(536)	(2,144)
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Financial benefit of projects must meet / exceed cost of capital financing

Additional Details *

Additional Information

Various corporate sites (assets) are applicable for this.

Links to other useful documents (e.g. Business Cases)

Link	Comments

Directorate *	Resources & Assets	Lead Member *	Ian Shenton - Environment, Sport and Leisure
Assistant Director / Service *	Graham Ebers / Leisure	Budget Manager *	Peter Kilkenny
Project Managed By *	Peter Kilkenny	Rolling Programme *	Yes
Project Title *	Leisure Centre Refurbishments / upgrades		
Project Description *	<p>Parks and Pavilions to be included in the Leisure Centre Refurbishments/upgrades across the borough</p>		

06/07/2021

Paul Simmons/
Arnab Mukherjee

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	

MTFP Category	
MTFP Sub Category	
Outline Business Case	

Sport and Leisure are now managing Cantley Park, Laurel Park, and need additional capital to maintain and enhance, also will have additional Carnival Pool with the leisure stock. Increasing budget to £100k per annum, will be required to cover the six leisure centres and two park pavilions. Two leisure centres are very old and tired and will need additional enhancement in the future

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500

Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Leisure Centre Refurbishments / upgrades	250	100	100	100	100	100	500

equals cell a75

750

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

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

Funding source	Total funding amount	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	500	500	500		
Funding Shortfall	500	500	500		

131

Revenue Implications

£'000						
0						
Net Revenue Impact (saving in brackets) *						
Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)	
Link	Comments
1	
2	
3	

New Capital Business Case Template 2023 to 2026

Details

Directorate *	Resources & Assets	Lead Member *	Clive Jones - Leader of the Council
Assistant Director / Service *	Sarah Morgan / Commercial Property	Budget Manager *	Craig Hoggeth
Project Managed By *	Craig Hoggeth	Rolling Programme *	Yes
Project Title *	Commercial Portfolio - Improvement to WBC commercial properties		
Project Description *			

Programme of capital works to improve WBC commercial property stock to ensure property portfolio is maintained and managed to a lettable standard and meets all health & safety requirements. In particular there will be a focus on ensuring the portfolio is maintained and improved to meet the latest energy efficiency requirements, including EPC requirements, to meet our carbon reduction targets (through Climate Emergency agenda) and financial savings through reduced utility costs.

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	
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Please select the appropriate MTFP category for the Business Case *	
MTFP Category	
MTFP Sub Category	

Outline Business Case	
Programme of capital works to improve WBC commercial property stock to ensure property portfolio is maintained and managed to a lettable standard and meets all health & safety requirements. In particular there will be a focus on ensuring the portfolio is maintained and improved to meet the latest energy efficiency requirements, including EPC requirements, to meet our carbon reduction targets (through Climate Emergency agenda) and financial savings through reduced utility costs. The programme of works is dependent on when works are able to be completed to buildings e.g. when they are empty between lettings, or as part of an agreed programme of works with existing tenants. The works are likely to be undertaken by the Operational Property team on behalf of Estates team and they will be consulted on scope of works and will manage cost and delivery.	

Equality Impact Considerations	
Individual projects will progress subject to individual businesses cases which will consider the specific equalities impact relevant to that project.	

Budget Requested in £'000	Total of scheme approval	300
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Budget Phasing *							
Capital Scheme	Previous Years Approved Budget £'000 (Info only)	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Commercial Portfolio - Improvement to WBC commercial properties	200	100	0	100	0	100	300

equals cell g75

Project Total (Info only) £'000	500
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Funding Identified *

Funding identified?	
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Are there external funding streams identified to contribute towards or fully fund this Business Case? (if yes please add the details to the table below)
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Funding Details					
Please ensure you complete this section with as much information as is possible					
Funding source	Total funding amount	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Total Funding Available	0	0	0		
Total Project Costs	300	300	300		
Funding Shortfall	300	300	300		

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

Revenue Implications

£'000						
0						
Net Revenue Impact (saving in brackets) *						
Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost)	0	0	0	0	0	0
Annual on going revenue costs after financing						0
Annual on going revenue savings after financing						0
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)

Link	Comments
1	
2	
3	

Details

Directorate *	Resources & Assets	Lead Member *	Ian Shenton - Environment, Sport and Leisure
Assistant Director / Service *	Graham Ebers / Leisure	Budget Manager *	Peter Kilkenny
Project Managed By *	Peter Kilkenny	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 Business Case *

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 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
New Pool at Arborfield	0	0	0	1,000	6,000	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 Business Case? (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	Funding confirmed £'000	Funding received £'000	Comments - for example - Quote relevant contributions agreement	Grant details / Grant reference
Invest to Save	7,000	tbc	tbc	Projects would only progress subject to financial business case which shows capital investment can be repaid through cost reductions / income generation.	
Total Funding Available	7,000	0	0		
Total Project Costs	7,000	7,000	7,000		
Funding Shortfall	0	7,000	7,000		

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

Revenue Implications

£'000						
0						
Net Revenue Impact (saving in brackets) *						
Revenue Implications	Year 1 2023/24 £'000	Year 2 2024/25 £'000	Year 3 2025/26 £'000	Year 4 2026/27 £'000	Year 5+ 2027/28 £'000	Total for Approval £'000
Annual cost of financing (either increased income/ or reductions in cost) - invest to save only	0	0	0	455	455	910
Annual on going revenue costs						0
Annual on going revenue savings	0	0	0	-455	-455	-910
Net Revenue Implications (savings in brackets)	0	0	0	0	0	0

equals cell C99

Details of Net Revenue Implications

Financial benefit of projects must meet / exceed cost of capital financing

Additional Details *

Additional Information

Links to other useful documents (e.g. Business Cases)

Link	Comments
1	

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
EXTRAORDINARY 29 Nov 2022	MTFP	To receive a strategic overview of the draft MTFP	Work programme	Graham Ebers
	Bus Service Update	To receive an update on bus services within the Borough	Committee Request	Rebecca Brooks
	LCWIP Update	To receive an update on the development of the Local Cycling and Walking Infrastructure Plan.	Committee Request	Chris Easton
	Work Programme	To consider the work programme for the Committee for 2022-23	Standing Item	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
19 Dec 2022	MTFP	To receive a strategic overview of the draft MTFP	Work programme	Graham Ebers
	Arts & Culture Strategy Update	To receive an update on the Arts & Culture Strategy, including how every effort is being made to include as many groups and communities as possible	Work programme	Rhian Hayes
	Work Programme	To consider the work programme for the Committee for 2022-23	Standing Item	Democratic Services

Task & Finish Group - To investigate the differences between Council managed social housing provision and preferred housing association managed homes. Members are concerned that there is a two-tier system, with good services offered by WBC managed homes compared to that offered by housing associations.

Community and Corporate Overview and Scrutiny Committee

1.	Scrutinising the development of the Council's Budget for 2023/24
2.	Reviewing the work of the Community Safety Partnership, the effectiveness of local policing and fire and rescue services
3.	Exercising the Council's flood risk management responsibilities by monitoring flood risk activities and partnership working with Towns and Parishes
4.	Reviewing the Assets Review Programme
5.	Scrutinising the Voluntary Sector Commissioning Strategy
6.	Scrutinising burial capacity across the Borough and the Council's plans to ensure adequate future capacity
7.	Scrutinising the Council's Localities service and measures to develop closer working relationships with Town and Parish Councils and the voluntary sector
8.	Scrutinising service and policy developments relating to the Council's public facing services and its in-house support services
9.	Reviewing highways and transport issues including highways contracts, customer service, car parking, Bus Strategy and cycling infrastructure
10.	Scrutinising the Council's Arts and Culture Strategy
11.	Scrutinising the implementation of the in-house enforcement and safety service
12.	Scrutinising the Council's Housing Services to ensure that the needs of local residents and communities are being met
13.	Scrutinising the operation and performance of the Council-owned companies and shared service arrangements
14.	Scrutinising the footpath network, including plans to make them more accessible
15.	Appointing Task and Finish Groups as appropriate

Other Items for consideration

Borough Wide Parking Management Strategy

Further Meeting Dates & Provisional Items

9 Jan 2023: MTFP

6 Mar 2023: Police & Fire Services update, Flood Risk Management Update, Anti-Abuse Charter Update

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