



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 on **MONDAY 30 OCTOBER 2023 AT 7.00 PM**

A handwritten signature in black ink, appearing to read 'Susan Parsonage', written in a cursive style.

Susan Parsonage
Chief Executive
Published on 20 October 2023

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 viewed live using the following link:

<https://youtube.com/live/3IRQcwfJv-E?feature=share>

This meeting may be filmed for inclusion on the Council’s website. Please note that other people may film, record, tweet or blog from this meeting. The use of these images or recordings is not under the Council’s control.

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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

Chris Johnson (Chair)
David Cornish
Charles Margetts

Peter Dennis (Vice-Chair)
Norman Jorgensen
Alistair Neal

Laura Blumenthal
Pauline Jorgensen
Marie-Louise Weighill

Substitutes

Jane Ainslie
Catherine Glover
Rachelle Shepherd-DuBey

Andy Croy
Stuart Munro
Alison Swaddle

Phil Cunnington
Caroline Smith
Shahid Younis

| ITEM NO. | WARD | SUBJECT | PAGE NO. |
|----------|---------------|---|--------------|
| 49. | | APOLOGIES To receive any apologies for absence. | |
| 50. | | MINUTES OF PREVIOUS MEETING To confirm the Minutes of the meetings held on 2 October and 9 October 2023. | 5 - 18 |
| 51. | | DECLARATION OF INTEREST To receive any declarations of interest. | |
| 52. | | 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 | |
| 53. | | MEMBER QUESTION TIME To answer any Member questions. | |
| 54. | None Specific | MTFP 2024-27 To scrutinise Revenue and Capital bids for the Resources & Assets and Chief Executive's directorates. | 19 - 100 |
| 55. | None Specific | WORK PROGRAMME To consider the Committee's Work Programme for 2023/24. | 101 - 106 |

56. None Specific

ACTION TRACKER

To consider the regular Action Tracker report.

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112**

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 2 OCTOBER 2023 FROM 7.00 PM TO 10.25 PM

Committee Members Present

Councillors: Chris Johnson (Chair), Peter Dennis (Vice-Chair), David Cornish, Norman Jorgensen, Pauline Jorgensen, Charles Margetts, Alistair Neal and Marie-Louise Weighill

Other Councillors Present

Councillors: Prue Bray, Imogen Shepherd-DuBey and Shahid Younis

Officers Present

Dave Allen (Lead Specialist - Communications, Marketing & Engagement), Richard Bisset (Lead Specialist - Place Clienting), Stephen Brown (Assistant Director, Environment & Safety), Neil Carr (Democratic & Electoral Services Specialist) and Graham Ebers (Deputy Chief Executive) and George Framaliccio (Director, Place & Growth)

35. APOLOGIES

Apologies for absence were received from Ian Shenton (Executive Member for Environment, Sport and Leisure).

36. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Committee held on 4 September 2023 were confirmed as a correct record and signed by the Chair.

37. DECLARATION OF INTEREST

There were no declarations of interest.

38. PUBLIC QUESTION TIME

There were no public questions.

39. MEMBER QUESTION TIME

There were no Member questions.

40. MEDIUM TERM FINANCIAL PLAN - STRATEGIC OVERVIEW

The Committee considered a report, set out at Agenda pages 17 to 28, which provided the strategic context for the Committee's scrutiny of the Budget setting process for 2024/25.

Imogen Shepherd-Dubey (Executive Member for Finance) and Graham Ebers (Deputy Chief Executive and S151 Officer) attended the meeting to present the report and answer Member questions.

The report stated that the Council, along with other local authorities across the country faced unprecedented challenges in setting a balanced budget for 2024/25. Inflation had continued to cause financial challenges in a number of areas: utilities, construction, pay, contracts for services amongst many other rising costs linked to a Consumer Price Index (CPI) which remained in excess of 6%. Conversely, the Council's primary source of income, Council Tax, was capped at 2.99% and other key lines of income such as car parking and leisure continued to be affected by the long-term impact of Covid 19. The Council remained the lowest funded unitary authority in the country. There were also extreme pressures on statutory services as a result of numerous issues, including;

refugees, a requirement to supply increasing homes under the Planning Framework, the cost of living crisis and a particularly local incidence of rising costs relating to SEND (special educational needs and disabilities).

The report stated that these issues would inevitably manifest into growth bids which would be presented to the Committee for consideration. The Committee was asked to consider these proposals in the light of the unprecedented challenges facing the Council. The Committee was also asked to consider new initiatives aimed at reducing the current Revenue budget gap of c£5m and the Capital funding gap of c£34m.

A further report was included later in the Agenda which provided details of the Council's level of reserves held to address specific and general risks. This report explained the pressure on reserves across the sector and the assurance provided by the provision of adequate reserves as part of setting a safe Budget. Although the Council's level of reserves was reasonably high, it was not immune from the significant increase in unit costs and levels of demand relating to statutory services.

The report stated that this Strategic Overview report would be followed by more detailed, service-specific, Revenue and Capital reports to the Committee between 30 October 2023 and 16 January 2024. The final Budget would then be submitted to the Executive and Council on 24 February 2024.

In the ensuing discussion, Members raised the following points and questions.

What assumptions were made in the MTFP for inflation? It was confirmed that the MTFP summary included £11m for inflation. This included provision for the annual pay award at 4% and Adult Social Care inflation at 6%. The remaining elements were a combination of factors, similar to previous reports. It was noted that the pay award provision was insufficient, so that would have to be picked up next year. The £11m provision could be broken down with a background summary for each budget line.

Could the base budget be included in the figures in order to provide a framework for any proposed growth or savings? It was confirmed that the individual bid templates had been amended to show the base budget. This could also be provided for the MTFP summary.

In relation to the Capital Summary - £228m was re-profiled into 2024/25. What was the make-up of this figure? It was confirmed that the £228m had already been approved in the Capital Programme and re-profiled. By way of context, the Community Investment Fund had been agreed by Council at £200m. This was the approved allocation, not necessarily permission to spend. The £228m was a mixture of existing reserves (part of the working balance) and new borrowing. New borrowing only took place when needed – this minimised exposure to the current high interest rate environment.

The budget assumptions in the report set out a £5m gap in 2024/25, a further £5m gap in 2025/26 followed by a £1m gap in 2026/27. What was the reason for this levelling off? It was confirmed that the levelling off related to a modest assessment of the impact of inflation in Year 3. It was clear that a paradigm shift was required if local authorities were to continue into the future. This required a greater focus on prevention and self-sufficiency.

There were clearly major growth pressures in Children's Services and Adult Social Care – what steps were being taken to manage these cost pressures? It was confirmed that initiatives such as the two new SEND schools were positive. Members would receive more

details when the detailed service reports were submitted. Members would be able to raise the question of options for the sale or reconfiguration of capital assets.

In relation to overspending service areas, what steps were being taken to bring those services back on budget? It was confirmed that a range of measures were being implemented including not filling vacant posts (vacancy factor) in order to generate in-year savings. Services were looking at a range of options around doing things differently in order to become more efficient and effective. Details of the savings achieved in 2023/24 would be provided to Members as part of the Budget Scrutiny process.

RESOLVED That:

- 1) Imogen Shepherd-Dubey and Graham Ebers be thanked for attending the meeting to present the report and answer Member questions;
- 2) the unprecedented financial challenges faced nationally by Local Government and the subsequent impact on Wokingham Borough Council, together with the particular challenges for the Borough, be noted;
- 3) the imperative for responsible financial management be recognised and supported;
- 4) further challenge to MTFP proposals and identification of ideas to address the current financial shortfall, be developed through the Budget Scrutiny process;
- 5) the Reserves report, included in the agenda pack, and how the level of reserves is a key component to the strategic approach to financial management and the overall MTFP, be noted.

41. PROPOSED APPROACH FOR THE STREET CLEANING AND GROUNDS MAINTENANCE SERVICE REVIEW

The Committee considered a report, set out in the Supplementary Agenda, which gave details of the outcome of a public consultation and engagement exercise relating to potential changes and associated savings relating to the Council's Street Cleaning and Grounds Maintenance services.

Steve Brown (Assistant Director for Environment and Safety) and Richard Bisset (Lead Specialist – Place Clienting) attended the meeting to present the report and answer Member questions. In the absence of the Executive Member for Environment, Sport and Leisure, Prue Bray (Deputy Leader and Executive Member for Children's Services) attended the meeting.

The report stated that, earlier in the year, work was undertaken with the Council's street cleaning and grounds maintenance contractors to identify potential service efficiencies relating to the respective services. Options included reduction of the number of litter bins and reduced emptying frequencies, reduced road and footpath sweeping, reduced town centre cleaning, reduced cleaning around bottle banks and reduced grass cutting frequencies.

The work with contractors identified that there could be significant savings for both street cleansing (c£200k – excluding the removal of litter bins) and grounds maintenance (c£100k). In July 2023, the changes were implemented by the respective contractors to begin realising the savings. However, the method of implementation was not compliant

with established Council protocols and this oversight meant that a formal decision-making process was now being revisited with formal consultation, followed by a report to this Committee and the Executive.

The report stated that the public consultation had generated 1,650 responses alongside engagement with Town and Parish Clerks and CLASP (Caring, Listening and Supporting Partnership). The Borough-wide consultation ran from Monday 14 August to Sunday 10 September 2023. The responses covered all aspects of potential savings and flagged potential impacts. The full results of the consultation were appended to the report. Feedback included constructive and insightful comments which would be considered and, where possible, incorporated into existing activities. These included:

- Campaigns to support behaviour change to prevent litter and fly tipping;
- Increasing Anti-Social Behaviour enforcement (fixed penalties for littering);
- Increasing support for volunteer groups participating in environmental clean-up initiatives;
- Increasing joint initiatives with Town Councils to support town centre presentation.

In addition to the public consultation, the discussion with CLASP aimed to understand how the changes could affect those residents with disabilities. This feedback helped to shape the Equality Impact Assessment – also appended to the report.

Consultation with Town and Parish Councils featured three sessions in August and September 2023. There were several positive and constructive suggestions for a collaborative way forward such as possible local support i.e. assistance of staff to undertake some services such as litter bin emptying. The opportunity to conclude these discussions and explore efficiencies, service improvements and localisation of some services would continue. However, proposals relating to litter bins were the key concern and this was echoed in the public consultation. Other areas of proposed reductions raised concerns but not to the same level.

The Committee was asked to consider the results of the public consultation and the associated engagement with key stakeholders and to make recommendations to the Executive, as appropriate. Draft proposed service reductions for consideration by the Executive were set out on pages 10 and 11 of the report. These proposals did not include the removal of litter bins and the reduction of bin emptying frequencies. It was also noted that a petition relating to the possible removal of litter bins would be debated at Council on 19 October 2023.

In the ensuing discussion, Members raised the following points and questions.

It was clear that the number of consultation results (1,650) constituted less than 1% of the Borough's population and, as a result, was unlikely to provide a representative view of resident opinions. Officers commented that this level of responses was not uncommon in similar local authority consultation exercises. However, some useful qualitative responses had been received allied to positive discussions with Town and Parish Councils. It was noted that the consultation exercise was not the same as a referendum on the potential service changes.

It was noted that the original process relating to proposed service changes and associated savings had been flawed and that a sensible decision making process had now been established, involving consultation, engagement and scrutiny prior to referral to the

Council's Executive. It was confirmed that the range of constructive/innovative comments generated by the consultation and engagement exercise would be included in the Executive report.

Members noted that there was most public concern about the potential removal and reduced emptying of litter bins. It was suggested that, if the proposal to remove bins went forwards, there should be a further review of locations, as the current list did not appear to make sense. It was further suggested that the proposals relating to bins be put on hold pending a Borough-wide review of locations and frequencies, possibly via a Scrutiny Task & Finish Group. This could include proposals to the Executive for a more joined-up, streamlined service, with input from Town and Parish Councils and other local stakeholders.

Members highlighted the importance of effective communications with residents about these key local services. As an example, it was felt that more could be done to communicate with residents on the grass cutting service. This could include more clarity on grass cutting frequencies, locations and quality standards. There remained potential for more effective use of IT and the Council's new website. Another issue was communication with residents on new housing developments in relation to the requirement for the adoption process to be completed before bins were emptied.

Opportunities for greater commercial involvement should also be investigated, for example in relation to shops and food outlets taking responsibility for the provision of bins outside their premises. This could be pursued through the existing planning and licensing regimes.

RESOLVED That:

- 1) Prue Bray, Stephen Brown and Richard Bisset be thanked for attending the meeting to present the report and answer Member questions;
- 2) the following recommendations be submitted to the Executive:
 - that the reduction of litter bins and frequency of emptying some bins is not implemented;
 - that the proposed service reductions on Pages 10-11 of the Overview and Scrutiny Committee report be approved;
- a) the Committee establish a Task & Finish Group, later in 2023/24, to scrutinise the provision and emptying of litter bins across the Borough and submit its recommendations to the Executive in due course.

42. MTFP - RESERVES

The Committee considered a report, set out at Agenda pages 29 to 40, which provided a summary of the Council's financial reserves.

Graham Ebers (Deputy Chief Executive and Chief Finance Officer) and Imogen Shepherd-Dubey (Executive Member for Finance) attended the meeting to present the report and answer Member questions.

The report stated that the term "reserves" applied to both the General Fund reserve and earmarked reserves. Earmarked reserves were reserves allocated to ensure that there

were sufficient funds available to cover specific risks. In some cases, these reserves had been built up over a period to cover a specific expenditure the Council expected in future years, in order to smooth the revenue impact. The General Fund reserve covered more general risks that may be faced across the Council. The Housing Revenue Account had its own separate reserves. There are also reserves associated with the Dedicated Schools Grant.

The report stated that part of the role of the Chief Finance Officer was to assess whether the level of reserves was adequate. This assessment was carried out in conjunction with relevant lead officers. The Chief Finance Officer had a statutory duty to ensure the Council's finances were "fit for purpose" under Section 151 of the Local Government Act 1974. The Council's Medium Term Financial Plan (MTFP) included details of the various reserves and their projected balances. Appended to the report was a table which set out the type of reserve, its justification, the estimated balance at 31 March 2024 and any ongoing financial risks.

The report stated that the requirement to ensure fit for purpose finances was reinforced by Section 114 of the Local Government Finance Act 1988. This required the Chief Finance Officer to report to Members if there was, or was likely to be, unlawful expenditure or an unbalanced budget. This would include situations where reserves had become seriously depleted and it was forecast that the authority would not have the resources to meet its expenditure in a particular financial year. The report detailed the overall position and considerations taken in respect of reserves and how the financial values required were set strategically to balance the level of risk from across the organisation's operations and approach to investment.

In the ensuing discussion, Members raised the following points and questions.

How did the Business Rates Reserve operate? It was confirmed that this reserve mitigated against risks such as changes in collection rates, the level of appeals and bad debts and changes in Government policy on rates payable. At present, the Council was able to retain 49% of the Business Rates collected. Associated risks including the over-charging of Business Rates – one Council had faced a £10m cost.

In 2022/23, the Waste Equalisation Fund had been used to support other Council expenditure. What level of flexibility existed in relation to the use of the various reserves? It was confirmed that the level of flexibility depended on the type of reserve. The Executive and Council held powers to authorise the transfer of reserves to different areas. Decisions to increase or reduce reserves were reflected each year in the MTFP. This followed considerations about affordability and the balance of risk, for example the impact of Covid-19, the war in Ukraine, the cost of living crisis and the risk of contractors going bankrupt.

In addition to the reserves set out in the report, did the Council hold any other reserves? It was confirmed that the reserves outlined in the report related to Revenue. The Council also held earmarked Capital reserves of £7.9m. The total level of Revenue reserves was around £100m against the Council's net operating costs of around £140m.

RESOLVED That:

- 1) Imogen Shepherd-Dubey and Graham Ebers be thanked for presenting the report and answering Member questions;

- 2) the reserves position set out in the report be noted in the context of the strategic approach to setting the MTFP for 2024/25;
- 3) the level and sufficiency of reserves be noted as part of the annual disclosure in the MTFP and the process for setting a safe Budget for 2024/25;
- 4) the Committee receive an annual update on the Council's Revenue and Capital reserves, including details of variations from year to year.

43. ACTION TRACKER

The Committee considered the regular Action Tracker report, as set out on Agenda pages 41 to 44.

In relation to the Item on Highways and Transport Customer Service (September 2023) it was agreed that a follow up session be requested and added to the work programme for the Committee's meeting in March 2024.

RESOLVED: That the Action Tracker report be noted.

44. WORK PROGRAMME

The Committee considered its work programme for 2023/24, as set out at Agenda pages 45 to 53.

Members noted that an extraordinary meeting would be held on 9 October 2023 in order to scrutinise the draft Local Transport Plan 4 (LTP4).

Members requested an additional item on the use of Council buildings across the Borough. This would include details of the range and location of buildings, types of use, costs and income generation opportunities.

RESOLVED: That the Committee's work programme for 2023/24, as amended, be approved.

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**MINUTES OF A MEETING OF THE
COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
HELD ON 9 OCTOBER 2023 FROM 7.00 PM TO 8.45 PM**

Committee Members Present

Councillors: Chris Johnson (Chair), Peter Dennis (Vice-Chair), Laura Blumenthal, David Cornish, Norman Jorgensen, Pauline Jorgensen, Charles Margetts, Alistair Neal and Marie-Louise Weighill

Other Councillors Present

Councillors: Paul Fishwick

Officers Present

Neil Carr (Democratic & Electoral Services Specialist), Robert Curtis (Transport Planning Team Manager), Chris Easton (Assistant Director, Highways) and Matt Gould (Lead Specialist, Highways and Transport)

45. APOLOGIES

There were no apologies for absence.

46. DECLARATION OF INTEREST

There were no declarations of interest.

47. PUBLIC QUESTION TIME

There were no public questions.

48. MEMBER QUESTION TIME

There were no Member questions.

49. LOCAL TRANSPORT PLAN 4

The Committee considered a report, set out at Agenda pages 5 to 622, which provided details of the draft Local Transport Plan 4 (LTP4).

Paul Fishwick (Executive Member for Active Travel, Highways and Transport) attended the meeting to present the report, supported by Matt Gould (Lead Specialist, Highways and Transport) and Rob Curtis (Transport Planning Team Manager).

The report stated that LTP4 was a statutory plan, required by the Transport Act 2000. LTP4 would be an important part of the authority's goal of making Wokingham Borough a net-zero carbon producer. LTP4 would support local priorities, including a prosperous economy, improving the quality of life for residents, reducing the environmental impact of transport, and the first stages in the transition to Net Zero for the Transport sector.

The draft LTP4 included a summary of background evidence and the outcomes of a public engagement exercise carried out in the spring of 2023. This included a survey seeking residents' views on transport in the Borough, how they travelled and their concerns about transport facilities. The most commonly raised concerns from residents were:

- the safety of children walking and cycling to school;
- maintenance of roads and footpaths in the Borough;
- a lack of travel options;

- current infrastructure was not cycle-friendly.

The report stated that the draft LTP4 set out a number of objectives under three main themes:

- Reduce environmental impacts – supporting the transition of the transport sector to carbon neutrality, including promotion of low emission vehicles.
- Grow the economy – working in partnership to protect and enhance strategic rail and road connectivity, service quality and facilities.
- Create healthy and safe places – reducing negative impacts associated with road transport including noise, emissions and injuries from accidents.

LTP4 also brought together a number of complementary transport strategies including the Bus Service Improvements Plan (BSIP) and the Local Cycling and Walking Infrastructure Plan (LCWIP). It also aligned with the emerging documents such as the Local Plan Update and Council Plan and national and regional strategies. LTP4 included an Action Plan which set out the key interventions to be delivered during the plan period.

The Committee was asked to consider the draft LTP4 and make comments and recommendations to the Executive as appropriate. The draft LTP4 would be submitted to the Executive at its meeting on 30 November 2023. Following agreement by the Executive, the draft LTP4 would then be published for public consultation with the aim of seeking final approval by Council in the summer of 2024.

In the ensuing discussion, Members raised the following points, comments and questions.

Page 17 – “Earley, Woodley and Shinfield which includes the most urban areas of these towns where travel is largely directed towards Reading”. This statement was not consistent with Page 27: “Areas in and around Woodley, Earley and Shinfield about the Reading conurbation. Travel to Reading accounts for nearly a third of trips from these areas”. It was confirmed that these statements would be checked for consistency.

Active travel to schools was limited by the fact that many children could not get a place at a local school.

The map showing the Borough’s Towns and Parishes (Page 216) did not include Wokingham Town Council and Wokingham Without Parish Council.

Page 37 – improved cycling facilities were dependent on successful funding bids and/or S106 monies.

It was noted that tackling other infrastructure issues would help to achieve the LTP4 objectives. For example, another secondary school in the south of the Borough would help to reduce car journeys and help to promote more active travel in local communities. It was confirmed that work was ongoing with the LPU team on issues such as the future location of schools.

In relation to air quality, each of the air quality management areas in the Borough had its own action plan.

Members emphasised the crucial importance of aligning key plans and strategies such as LTP4, the Local Plan Update and the Climate Emergency Action Plan. It was also important to align with Government policy in order to successfully bid for grant funding.

Communication and engagement with residents was key in developing new initiatives such as 20mph zones. It was confirmed that this was a key objective for the My Journey team, working closely with the corporate communications team. Members felt that LTP3, for example, had not been well publicised among local communities. Ward Members were well placed to assist in the roll-out of communications on new initiatives.

Page 36 – “Consider E-scooter hire schemes” – Members highlighted current concerns amongst residents relating to E-scooters. This would need sensitive handling and effective communications, if and when it proceeded.

Page 34 – “...we support improvements to interchange and access at Twyford station”. It was expected that the station would become busier following the commencement of Elizabeth Line services. More frequent bus and cycling links would help to prevent the increased use of cars causing congestion and parking issues. It was noted that the diagram on Page 30 indicated a more frequent level of bus services to Twyford station. Could land around the station be used to improve access and parking facilities?

Page 42 “Roll out of School Streets” (reducing traffic outside schools at the start and end of the school day). Feedback on School Street initiatives could be reported to the Committee for scrutiny and comment. Consider the use of traffic cameras to support safer routes to school.

Page 42 – no mention of closing Wokingham town centre to through traffic. If this was a long-term aspiration it should be flagged in order to promote debate on the issues. It could be included as a marker in the LTP4. This could be widened to include other town centres such as Twyford. Other long term aspirations could include reference to the railway bridges on Finchampstead Road and the rights of way which had been closed off following the opening of the A329M.

Large organisations such as supermarkets should be included in the conversation about cycling – provision of improved facilities e.g. cycle racks at supermarkets. The My Journey team could develop a conversation with Sainsburys, Tesco, Waitrose, etc.

There were two railway stations adjacent to the Borough boundary – Crowthorne and Green Park. The Council should be engaging with Network Rail and neighbouring councils to ensure that any issues around parking and connecting bus services were being addressed. It was confirmed that these discussions were taking place.

LTP4 was about priorities for the future of transport in the Borough. As well as stating what choices had been made it should explain the choices which haven't been made and the reasons why. What was learned from LTP3? What will be done differently in delivering LTP4?

More clarity was needed on the status and function of the Southern Distributor Road – was it a bypass or a distributor road? Was it intended to cope with all types of vehicle including HGVs? Officers confirmed that the road was designed to be a distributor road capable of taking all types of vehicle.

Page 22 – 2.8 stated that, overall, traffic volumes had not increased...despite the growth in population. This was not consistent with Page 76 which stated that there will be additional movement linked to population growth.

The documents referred to “tourist” destinations in the Borough. Perhaps “visitor” was more accurate, e.g. the Henley Regatta and Festival in Remenham or visits to Dinton Pastures and the other country parks.

Information on some of the charts/maps, e.g. Page 236/237 was difficult to read and should be addressed.

The issue of traffic noise was a concern for residents, e.g. people moving into the Borough. LTP4 focussed on the noise impacts from the M4 – other locations causing concern should be addressed.

The documents did not mention the impact of aviation which did generate traffic, e.g. residents travelling to Heathrow/Gatwick for work or travel. Longer term there could be an impact from the building of new runways.

LTP4 Draft Consultation Questions

The Committee considered the draft consultation questions set out at Agenda pages 401 to 403. Members made the following comments.

About You (Q1 to 4) – age, gender, postcode, disability – why were these four characteristics chosen and not others, e.g. household income?

Q5 – Do you believe the LTP should be updated? What was the point of this question? Were residents qualified to answer?

Q6 – Which of the three themes is most important? Were residents qualified to answer? Plain English – would residents know what a High Quality Travel Corridor was? Were residents expected to read and understand the draft LTP4 in order to answer the consultation questions? Was this realistic?

Consideration should be given to engaging with local schools, perhaps with a separate questionnaire for pupils. This would engage children and young people and result in more family discussions about the future of transport in the Borough, including the key themes. It was confirmed that the My Journey team would look at developing a survey for local schools.

Following on from the schools point, other WBC consultations had resulted in limited responses from the 18 to 24 age group. Officers should consider how to engage with this demographic, perhaps by discussing with other councils who had been more successful.

The consultation would have links to the LTP4 Action Plan and supporting documents. Would residents take the time to read the detailed documents in order to make informed responses to the consultation?

LTP4 broke the Borough down into four areas – could responses using postcodes allow analysis broken down into the four geographical areas?

There should be a clear statement of purpose for the consultation and how the feedback would be used. What happens with the consultation feedback if only a small number of replies are submitted?

RESOLVED That:

- 1) Paul Fishwick, Matt Gould and Rob Curtis be thanked for attending the meeting to present the report on LTP4 and answer Member questions;
- 2) Member comments and suggestions (set out above) be fed into the development of the draft LTP4 prior to its submission to the Executive in November 2023;
- 3) Chris Johnson attend the Executive meeting on 30 November 2023 to present the Committee's views on the draft LTP4.

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| | |
|-----------------------------|---|
| TITLE | Medium Term Financial Plan 2024-27 Revenue & Capital Budget Resources & Assets and Chief Executive |
| FOR CONSIDERATION BY | Community and Corporate Overview and Scrutiny Committee on 30 th October 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 note the unprecedented financial challenges faced nationally by Local Government and the subsequent impact on Wokingham Borough Council together with the particular challenges for Wokingham.

To recognise the imperative for responsible financial management.

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 Resources & Assets and Chief Executive directorates and is further detailed in Appendix A.

Detailed templates for revenue bids of £50,000 or more are provided for scrutiny;

- a) Appendix B - Resources & Assets dept.
- b) Appendix D - Chief Executive dept

The highest spend "new" capital bid templates are provided for scrutiny;

- c) Appendix C - Resources & Assets dept
- d) Appendix E - Chief Executive dept

Those capital projects that have had bid documents presented to Overview and Scrutiny in previous years are provided in Appendix F (Resources & Assets dept.) and Appendix G (Chief Executive dept.). The bids are as they were presented when initially proposed and have not been updated.

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 c£5m and capital funding gap of c£34m.

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 2024, will have to represent a balanced budget, and the 2024/25 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 2023-26

| | |
|--|--|
| Contact Graham Ebers | Service Resources & Assets |
| Telephone No Tel: 0118 974 6557 | Email graham.ebers@wokingham.gov.uk |

MTFP 2024-27

Overview and Scrutiny Committee

30th October 2023

Revenue and Capital Budget
Resources and Assets
Chief Executive

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WOKINGHAM
BOROUGH COUNCIL

Agenda

- Context / Risks and Issues
- Inflation
- Resources and Assets – Revenue
- Resources and Assets – Capital
- Chief Executive – Revenue
- Chief Executive – Capital

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WOKINGHAM
BOROUGH COUNCIL

Strategic Context

- S114 Notices becoming more prevalent
- Lowest funded Unitary Authority per head of population
- Council tax increases capped at 2.99% vs CPI in excess of 6%
- National challenges in care services (Adults & Children's)
- National SEND demand pressures impacting both the General Fund and Dedicated Schools Funding
- Rising demand;
 - Housing supply for the vulnerable
 - Cost of living crisis
 - Placement availability
 - Rising SEND need

Budget position is currently 'work in progress' and subject to considerable change including; challenging growth, seeking additional efficiencies and the impact of the Local Government Finance Settlement



WOKINGHAM
BOROUGH COUNCIL

Risks and Issues

- Local Government Finance Settlement
- Cost of Living Crisis
- Continued impact of COVID on service delivery
- Debt charges
- National Living Wage increases
- Interest Rates
- Inflation
- Lack of Care Leaver Accommodation
- Home to School Transport pressures
- SEND – increasing numbers and availability of provision
- High levels of Agency in Social work staffing



Risks and Issues

- Increasing demand for services for Children with Disabilities
- Growing demand and complexity in Adult Social Care (ASC) services
- ASC Market sufficiency and inflation pressures
- ASC rising placements costs
- Considerable staff reductions made in 2023/24 in excess of £3m, further proposals in 2024/25 submission adding further reductions
- In 2023/24 WBC set its highest ever savings targets and we are currently struggling to manage within budget, reporting £3m overspend in year
- Major re-procurements of key services including Waste collection, Highways and Grounds Maintenance



Inflation Assumptions

| | Yr 0 - 23/24 | Yr 1 - 24/25 | Yr 2 - 25/26 | Yr 3 - 26/27 |
|--|-----------------|-----------------|-----------------|-----------------|
| Contracts | 2,850 | 3,300 | 3,300 | 2,500 |
| Adult Social Care - Previous MTFP | 1,663 | 2,526 | 2,163 | 0 |
| Adult Social Care - Additional | 0 | 1,200 | 900 | 3,100 |
| Pay and Pension (4% / 4% / 3% / 2%) | 4,418 | 4,228 | 3,583 | 2,255 |
| Per Year | 8,931 | 11,254 | 9,946 | 7,855 |

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WOKINGHAM
BOROUGH COUNCIL

Resources and Assets

Revenue

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WOKINGHAM
BOROUGH COUNCIL

Revenue Summary

| | 2023/24 £'000 |
|--|------------------|
| Resources and Assets - Total Budget | |
| Expenditure | 36,648 |
| Income | (30,653) |
| Total Net | 5,995 |

| | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|---------------------------------------|------------------|------------------|------------------|
| Resources and Assets - Revenue | | | |
| Savings | (2,489) | (2,627) | (3,007) |
| Growth | 1,492 | 1,522 | 1,522 |
| Total Net Growth (cumulative) | (997) | (1,105) | (1,485) |
| Special Items - one off | 280 | 0 | 0 |



Revenue Bids - Savings

| | Old MTFP 2024/25 £'000 | Bid Type | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Business Case Reference | Lead Member |
|---|------------------------------|----------|------------------|------------------|------------------|----------------------------|---|
| Resources and Assets - Savings | | | | | | | |
| Review of Commercial Property resources | 0 | New | (632) | (632) | (632) | RA.R1 | Stephen Conway |
| Assets directorate programme | (470) | Existing | (470) | (470) | (470) | RA.R2 | Stephen Conway |
| Election cycle | 0 | New | 0 | 0 | (80) | RA.R3 | Stephen Conway |
| Governance efficiencies to meet growth pressures | 0 | New | (50) | (50) | (50) | RA.R4 | Stephen Conway |
| Internal Audit model options | 0 | New | 0 | (25) | (25) | | Stephen Conway |
| Income generation from Solar Farms | 0 | Changed | 0 | 0 | (300) | RA.R5 | Stephen Conway, Imogen Shepherd-DuBey, Sarah Kerr |
| Contracts and Commissioning directorate programme | (500) | Changed | (500) | (500) | (500) | RA.R6 | Imogen Shepherd-DuBey |
| Review of finance processes and automation opportunities | (50) | Changed | (175) | (255) | (255) | RA.R7 | Imogen Shepherd-DuBey |
| Review of councils income collection processes | 0 | New | (96) | (96) | (96) | RA.R8 | Imogen Shepherd-DuBey |
| Benefit realisation from Commercial activities | (80) | Existing | (80) | (80) | (80) | RA.R9 | Imogen Shepherd-DuBey |
| Align welfare support to demand; DHP and LWP | 0 | New | (40) | (40) | (40) | | Imogen Shepherd-DuBey |
| Casualty Insurance - Review excess levels | 0 | New | (30) | (30) | (30) | | Imogen Shepherd-DuBey |
| Reduced costs of external audit - due to improved quality assurance | 0 | New | 0 | (30) | (30) | | Imogen Shepherd-DuBey |
| Council tax relief - move to digital notifications | 0 | New | (16) | (19) | (19) | | Imogen Shepherd-DuBey |
| Review of Boxing hub delivery model | 0 | New | (145) | (145) | (145) | RA.R10 | Ian Shenton |
| Remodel of Sports and Leisure service | (116) | Changed | (185) | (185) | (185) | RA.R11 | Ian Shenton |
| Redelivery of Cantley café service model | 0 | New | (70) | (70) | (70) | RA.R12 | Ian Shenton |
| Total Savings (cumulative) | (1,216) | | (2,489) | (2,627) | (3,007) | | |



WOKINGHAM
BOROUGH COUNCIL

Revenue Bids - Growth

| Resources and Assets - Growth | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Business Case Reference | Lead Member |
|---|------------------|------------------|------------------|----------------------------|-----------------------|
| Review of Commercial Property capitalisation | 632 | 632 | 632 | RA.R13 | Stephen Conway |
| Wokingham Town Centre Regeneration Portfolio | 100 | 100 | 100 | RA.R14 | Stephen Conway |
| Demand pressures in Democratic & Electoral Services | 50 | 50 | 50 | RA.R15 | Stephen Conway |
| Increased demand/support through Council Tax Relief Scheme | 100 | 100 | 100 | RA.R16 | Imogen Shepherd-DuBey |
| Debt charges increase for invest to save schemes (Adult Social Care and Childrens Services) | 85 | 85 | 85 | RA.R17 | Imogen Shepherd-DuBey |
| Leisure Service reduced income/usage | 500 | 530 | 530 | RA.R18 | Ian Shenton |
| Laurel Park Pavilion running costs | 25 | 25 | 25 | | Ian Shenton |
| Total Growth (cumulative) | 1,492 | 1,522 | 1,522 | | |

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WOKINGHAM
BOROUGH COUNCIL

Revenue Bids – Special Items

| Resources and Assets - Special Items | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Business Case Reference | Lead Member |
|---|------------------|------------------|------------------|----------------------------|----------------|
| Investment & Estates property pressures from depressed market | 100 | 0 | 0 | RA.R19 | Stephen Conway |
| Commercial Portfolio | 100 | 0 | 0 | RA.R20 | Stephen Conway |
| Review of Boxing Hub Model | 50 | 0 | 0 | RA.R21 | Ian Shenton |
| One off growth to support leisure income recovery | 30 | 0 | 0 | | Ian Shenton |
| Total Special Items | 280 | 0 | 0 | | |

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WOKINGHAM
BOROUGH COUNCIL



Resources and Assets

Capital

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WOKINGHAM
BOROUGH COUNCIL

Resources & Assets – Capital MTFP

| Lead Member | Project | Year 1 - 24/25 £,000 | Year 2 - 25/26 £,000 | Year 3 - 26/27 £,000 | Funding | O&S Bid Ref |
|--|--|-------------------------|-------------------------|-------------------------|---------|-------------|
| Stephen Conway | Future HQ Provision (New Bid) | 1,000 | 2,075 | 3,000 | I2S | RA.C1 |
| | WBC Holdings Ltd Loan | 6,000 | 6,000 | 6,000 | Loan | |
| Sarah Kerr | Solar PV site 2 (New Bid) | 2,300 | 9,700 | 6,800 | I2S | RA.C2 |
| | Renewable Energy Infrastructure (New Bid) | 1,000 | 2,000 | 3,500 | I2S | RA.C3 |
| | Energy Reduction Projects | 1,750 | 1,750 | 1,750 | I2S | |
| Imogen Shepherd-DuBey | Central Contingency | 1,500 | 1,500 | 1,500 | General | |
| | Property Maintenance and Compliance | 350 | 350 | 350 | General | |
| | Commercial Property Portfolio Improvements | 0 | 100 | 0 | General | |
| Ian Shenton | Leisure Centre Improvements | 100 | 100 | 100 | General | |
| Resources & Assets Total (excl. carry forwards) | | 14,000 | 23,575 | 23,000 | | |



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 | 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 |
| 3 | Property Maintenance and Compliance | Rolling programme to meet annual planned maintenance on Council properties (non schools) (e.g. heating and mechanical works, etc). |
| | | |

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WOKINGHAM
BOROUGH COUNCIL

Resources & Assets – Capital Carry Forwards (from 23/24 current year)

| Lead Member | Project | Year 1 - 24/25 £,000 | Year 2 - 25/26 £,000 | Year 3 - 26/27 £,000 | Funding |
|--|---|-------------------------|-------------------------|-------------------------|---------|
| Stephen Conway | Strategic Property and Commercial Assets / Community Investment | 102,206 | 0 | 0 | I2S |
| | Town Centre Regeneration | 10,924 | 0 | 0 | I2S |
| | Infrastructure to enable Toutley East development | 3,004 | 0 | 0 | I2S |
| Sarah Kerr | Solar Farms (Barkham) | 4,000 | 20,215 | 0 | I2S |
| | Renewable Energy Infrastructure projects | 1,500 | 1,574 | 1,574 | I2S |
| | Energy Reduction Projects | 625 | 0 | 0 | I2S |
| Resources & Assets Total - Carry Forwards | | 122,258 | 21,789 | 1,574 | |

*Carry forwards based on estimated position at Q2 monitoring and subject to change throughout remainder of current financial year and will be reported as part of quarterly Executive capital monitoring reports



WOKINGHAM
BOROUGH COUNCIL

Chief Executive Revenue



Revenue Summary

| | 2023/24 £'000 |
|---------------------------------------|------------------|
| Chief Executive - Total Budget | |
| Expenditure | 13,408 |
| Income | (1,241) |
| Total Net | 12,167 |

| 37 | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 |
|--------------------------------------|------------------|------------------|------------------|
| Chief Executive - Revenue | | | |
| Savings | (448) | (498) | (498) |
| Growth | 490 | 490 | 490 |
| Total Net Growth (cumulative) | 42 | (8) | (8) |
| Special Items - one off | 254 | 52 | 0 |



Revenue Bids – Savings

| Chief Executive - Savings | Old MTFP 2024/25 £'000 | Bid Type | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | Business Case Reference | Lead Member |
|---|------------------------------|----------|------------------|------------------|------------------|----------------------------|---------------------|
| Customer Service efficiencies - Process Redesign | (313) | Changed | (160) | (160) | (160) | CE.R1 | Sarah Kerr |
| Consolidation of contact centres | 0 | New | 0 | (50) | (50) | CE.R2 | Sarah Kerr |
| Rationalise document management systems - Revenue implications of capital | 0 | New | (35) | (35) | (35) | | Sarah Kerr |
| Change in Application Support arrangements | 0 | New | (28) | (28) | (28) | | Sarah Kerr |
| Data and Insight service efficiencies | 0 | New | (25) | (25) | (25) | | Sarah Kerr |
| ∞ Implementation of Software defined wide area network | 0 | New | (25) | (25) | (25) | | Sarah Kerr |
| Review of Council policies | 0 | New | (100) | (100) | (100) | CE.R3 | Rachel Bishop-Firth |
| Human Resource efficiencies | 0 | New | (75) | (75) | (75) | CE.R4 | Rachel Bishop-Firth |
| Total Savings (cumulative) | (313) | | (448) | (498) | (498) | | |



WOKINGHAM
BOROUGH COUNCIL

Revenue Bids - Growth

| | 2024/25 | 2025/26 | 2026/27 | Business Case Reference | Lead Member |
|--|------------|------------|------------|-------------------------|----------------|
| Chief Executive - Growth | £'000 | £'000 | £'000 | | |
| Budget required to deliver sustainable organisational change | 490 | 490 | 490 | CE.R5 | Stephen Conway |
| Total Growth (cumulative) | 490 | 490 | 490 | | |

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WOKINGHAM
BOROUGH COUNCIL

Revenue Bids – Special Items

| | 2024/25 | 2025/26 | 2026/27 | Business Case Reference | Lead Member |
|---|------------|-----------|----------|-------------------------|---------------------|
| Chief Executive - Special Items | £'000 | £'000 | £'000 | | |
| Budget required to develop and deliver effective digital services | 150 | 0 | 0 | CE.R7 | Sarah Kerr |
| Customer Experience role to deliver CX Learning Programme | 52 | 0 | 0 | CE.R8 | Rachel Bishop-Firth |
| Inclusion Officer | 52 | 52 | 0 | CE.R9 | Rachel Bishop-Firth |
| Total Special Items | 254 | 52 | 0 | | |



Chief Executive Capital



WOKINGHAM
BOROUGH COUNCIL

Chief Executive – Capital MTFP



| Lead Member | Project | Year 1 - 24/25 £,000 | Year 2 - 25/26 £,000 | Year 3 - 26/27 £,000 | Funding | O&S Bid Ref |
|--|--|----------------------------|----------------------------|----------------------------|---------|-------------------|
| Sarah Kerr 42 | Community Hubs (New Bid) | 1,000 | 1,000 | 500 | General | CE.C1 |
| | Property Management Software Improvements (New Bid) | 125 | 125 | 0 | General | CE.C2 |
| | Microsoft | 890 | 890 | 890 | General | |
| | IT - Infrastructure | 0 | 350 | 0 | General | |
| | IT - Enhancement | 300 | 300 | 300 | General | |
| | IT - Hardware | 200 | 0 | 0 | General | |
| | New CRM system | 50 | 0 | 0 | General | |
| Chief Exec Total (excl. carry forwards) | | 2,565 | 2,665 | 1,690 | | |



Chief Executive – Capital Carry Forwards (from 23/24 current year)

| Lead Member | Project | Year 1 - 24/25 £,000 | Year 2 - 25/26 £,000 | Year 3 - 26/27 £,000 | Funding |
|---|---------------------|----------------------------|----------------------------|----------------------------|---------|
| Sarah Kerr | IT - Infrastructure | 479 | 0 | 0 | General |
| | IT - Security | 317 | 0 | 0 | General |
| | IT - Enhancement | 20 | 0 | 0 | General |
| | Library Offer | 46 | 0 | 0 | General |
| Chief Executive Total - Carry Forwards | | 862 | 0 | 0 | |

*Carry forwards based on estimated position at Q2 monitoring and subject to change throughout remainder of current financial year and will be reported as part of quarterly Executive capital monitoring reports



WOKINGHAM
BOROUGH COUNCIL

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Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Savings |
| Business Case Name | Review of Commercial Property resources |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Savings to mitigate revenue pressures generated from changes in the councils capital works programme. Links to Service Plan objective to ensure that the service has the key skills and resources, including data intelligence, to meet identified needs |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | In response to the pressure on staffing costs that comes particularly from the reduced ability to capitalise staffing costs against a smaller capital programme, a review will be undertaken to ensure that the department has the appropriate scope and expertise of resource for predicted work programme. There is an associated Growth bid that reflects an overall changed service model for property services based on changing organisational need. |
| Detail the external and organisational implications if this is not successful. | If not successful, then the department will overspend on its staffing costs. |

Finance Information

| | | | | |
|--|--------------------|---|---|---|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £1,590 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £0 | £0 | £0 |
| | Income | (£632) | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£632) | (£632) | (£632) |

| | | | | |
|---|---|--|----|----|
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £1,590 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | Amber | | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | Department resources will be reviewed and consulted upon based on current capital programme and knowledge of the status of projects. These may change as projects are added or deleted from capital programme or project scope amended. |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 01-Apr-24 | 31-Mar-25 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Assistant Director Commercial Property - Sarah Morgan |
| Assistant Director | Assistant Director Commercial Property - Sarah Morgan |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|---|--|
| Directorate | Resources and Assets |
| Business Case Details | |
| Business Case Type | Savings |
| Business Case Name | Assets directorate programme |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | The programme aims to review the councils property assets to understand opportunities to consolidate the estate, reduce running costs and to align services where appropriate |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | By reviewing the current portfolio we can understand where there is additional capacity, where buildings have high running costs and where there is opportunity to consolidate to reduce costs and potentially generate capital receipts. This work will also align to climate emergency objectives. |
| Detail the external and organisational implications if this is not successful. | Without this project the council is likely to be spending more on accommodation that is required, and not taking the opportunity to better align services to the current demand and need. |

Finance Information

| | | | | |
|---|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£238) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£470) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£470) | (£470) | (£470) |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£708) | | |

| | | | |
|---|---|--|----|
| Capital Investment Requirement | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | |
| | Green | High certainty on figures and project delivery | |
| | Amber | Some certainty on figures and project delivery | |
| | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | Red | | |
| Select "RAG Status" | Red | | |
| Comments regarding RAG Status | Work continues to understand where opportunities lie and to align this with work with service innovations and redesign. | | |

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 24/25 | ongoing |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Estates - Craig Hoggeth |
| Assistant Director | Assistant Director Commercial Property - Sarah Morgan |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Savings |
| Business Case Name | Election cycle |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Policy change to all out elections. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | The 22 June 2022 report to full Council set out the implications of not making this change |
| Detail the external and organisational implications if this is not successful. | The 22 June 2022 report to full Council set out the implications of not making this change - see here for link to paper https://wokingham.moderngov.co.uk/ieListDocuments.aspx?CId=131&Mid=4428 |

Finance Information

| | | 2023/24 | | |
|--|--------------------|---------|---------|---------|
| Total Current Budget for Activity | | £113 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £0 | £0 | (£80) |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £0 | £0 | (£80) |

| | | 2024/25 | | |
|---|-------|--|----|----|
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £113 | | |
| | | £0 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | Amber | | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | Whilst there is high degree of certainty of the figures the project delivery would depend on Council changing it's agreed policy position on the electoral cycle. |
|--------------------------------------|---|

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | Jun-24 | May-26 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Democratic and Electoral Services - Priya Patel |
| Assistant Director | Assistant Director - Governance Andrew Moulton |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Savings |
| Business Case Name | Governance efficiencies to meet growth pressures |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Reorganising workloads in Democratic Services to address the growth pressures set out in additional growth bid. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Demand changes set out in growth bid. There is an associated Growth bid that reflects an overall changed service model for Governance services based on changing organisational need. |
| Detail the external and organisational implications if this is not successful. | Need to be cognisant of the statutory requirements for public meetings including access to information etc. |

Finance Information

| | | 2023/24 | | |
|---|--------------------|---------|---------|---------|
| Total Current Budget for Activity | | £655 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £0 | £0 | £0 |
| | Income | (£50) | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£50) | (£50) | (£50) |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £655 | | |

| | | | |
|---------------------------------------|----|----|----|
| Capital Investment Requirement | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | |

| | | |
|---|---|---|
| RAG Status (Certainty around financial request and project delivery) | Select "RAG Status" | Amber |
| | Comments regarding RAG Status | Budgets across Governance Services are being reviewed to identify non-staffing savings options. |
| | Proposed high level implementation timetable | |
| | Sign Off | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | Budgets across Governance Services are being reviewed to identify non-staffing savings options. |
|--------------------------------------|---|

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 01/04/2024 | on-going |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Democratic and Electoral Services - Priya Patel |
| Assistant Director | Assistant Director - Governance Andrew Moulton |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Savings |
| Business Case Name | Income generation from Solar Farms |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Creation of up to 3 solar farms (as per Climate Emergency Action Plan) to generate green energy and thus an income stream. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Feasibility work being undertaken on 3 sites (1 has existing planning consent). Timing of schemes dependent on grid connection confirmation. Verbal confirmation received from National Grid and SSEN for anticipated connection for Solar Farm 1 in 2026. First stage applications for grid connections for Solar Farms 2 and 3 have been made to SSEN, |
| Detail the external and organisational implications if this is not successful. | Revenue loss. Major failing of net zero carbon targets / ambitions |

Finance Information

| | | | | |
|--|--------------------|-----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£1,000) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £0 | £0 | £0 |
| | Income | £0 | £0 | (£300) |
| <i>Cumulative movement from 23/24 budget</i> | | £0 | £0 | (£300) |

| | | | | |
|---|---|--|----|----|
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£1,000) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| RAG Status (Certainty around financial request and project delivery) | Select "RAG Status" | Amber | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| Red | Low certainty on figures and project delivery | | | |

| | |
|--------------------------------------|--|
| Comments regarding RAG Status | Implementation reliant on connection to grid in timely fashion. On-going negotiations with SSEN for connection date (outside of WBC control) |
|--------------------------------------|--|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 23/24 | ongoing |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Estates - Craig Hoggeth |
| Assistant Director | Assistant Director Commercial Property - Sarah Morgan |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Imogen Shepherd-Dubey/Stephen Conway/Sarah Kerr |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Savings |
| Business Case Name | Contracts and Commissioning directorate programme |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | The Contracts and Commissioning service are working across the organisation to understand opportunities to reduce costs or generate income through improved procurement and contract management. Further work is underway to understand which services provide best opportunity and the timing of savings |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | The corporate team are engaging with services to understand where the major opportunities exist and how best to deliver. This will include market engagement to ensure commission aligns local need with the best market opportunities. |
| Detail the external and organisational implications if this is not successful. | If unsuccessful there is a risk that the council will not be getting best value from its contract arrangements. |

Finance Information

| | | | | |
|--|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£500) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£500) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£500) | (£500) | (£500) |

| | | | | |
|---|-------|--|----|----|
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£1,000) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Red | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | The detailed programme is under development and some risk that savings are already included in service targets. |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 23/24 | ongoing |

Sign Off

| | |
|--------------------|--|
| Service Manager | Head of Procurement, Contracts and Commercialisation - Rob Bradfield |
| Assistant Director | Assistant Director of Finance - Graham Cadle |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Finance - Imogen Shepherd-Dubey |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Savings |
| Business Case Name | Review of finance processes and automation opportunities |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Other bids explain the opportunity to reduce costs through automation and process re-design. Initial investigation has indicated further opportunity, utilising technologies and understanding gains from initial works |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | It is important the council reviews it processes as automation and technology progresses. Processes across Finance will be reviewed to reduce cost and to improve the service/support across the organisation |
| Detail the external and organisational implications if this is not successful. | Continue to require additional resources/costs to facilitate manual process and controls |

Finance Information

| | | | | |
|--|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £4,800 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£175) | (£80) | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£175) | (£255) | (£255) |

| | | |
|---|--|----------------|
| | | 2024/25 |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £4,625 |

| | | | |
|---------------------------------------|----|----|----|
| Capital Investment Requirement | £0 | £0 | £0 |
|---------------------------------------|----|----|----|

| | |
|-------------------------------------|--|
| Capital Bid / MTFP Reference | |
|-------------------------------------|--|

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

RAG Status (Certainty around financial request and project delivery)

| | |
|----------------------------|-------|
| Select "RAG Status" | Amber |
|----------------------------|-------|

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | The detailed process mapping and plan for implementation of changes is required |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 24/25 | ongoing |

Sign Off

| | |
|--------------------|--|
| Service Manager | Head of Revenues and Benefits - Andrew Kupusarevic |
| Assistant Director | Assistant Director of Finance - Graham Cadle |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Finance - Imogen Shepherd-Dubey |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Savings |
| Business Case Name | Review of councils income collection processes |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | The Cashiers Team deals with all Income coming into the Council from allocation, reconciliation, investigation, reporting, petty cash and concessionary fares. Wokingham Borough Council knows offers various forms of payment channels and this has enabled review of the service delivery model. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | WBC already offers various payment methods through its website, automated telephone line, banking, pay point and the post Office. A review of the service will enable a more efficient and effective service is delivered across the Council, This will support the Councils improved customer journey initiative. |
| Detail the external and organisational implications if this is not successful. | If no changes were made the savings would not be generated. |

Finance Information

| | | 2023/24 | | |
|--|--------------------|---------|---------|---------|
| Total Current Budget for Activity | | £223 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£96) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£96) | (£96) | (£96) |

| | | 2024/25 | | |
|---|--|---------|----|----|
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £129 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |

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

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status" Green

| | |
|--------------------------------------|---------------------------|
| Comments regarding RAG Status | Project commenced in 2324 |
|--------------------------------------|---------------------------|

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 23/24 | ongoing |

Sign Off

| | |
|--------------------|--|
| Service Manager | Head of Revenues and Benefits - Andrew Kupusarevic |
| Assistant Director | Assistant Director of Finance - Graham Cadle |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Finance - Imogen Shepherd-Dubey |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|---|--|
| Directorate | Resources and Assets |
| Business Case Details | |
| Business Case Type | Savings |
| Business Case Name | Benefit realisation from Commercial activities |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Bid to be developed following work from commercialisation consultants and CIPFA contract review |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | 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. |
| Detail the external and organisational implications if this is not successful. | Inability to drive Commercial savings opportunities |

Finance Information

| | | | | |
|---|--------------------|---|--|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£398) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £0 | £0 | |
| | Income | (£80) | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£80) | (£80) | (£80) |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£478) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Red | | |
| Comments regarding RAG Status | | Project commenced in 22/23 but pressure comes from ensuring potential savings are not already identified in service budgets | | |

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 23/24 | ongoing |

Sign Off

| | |
|--------------------|--|
| Service Manager | Head of Procurement, Contracts and Commercialisation - Rob Bradfield |
| Assistant Director | Assistant Director of Finance - Graham Cadle |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Finance - Imogen Shepherd-Dubey |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Savings |
| Business Case Name | Review of Boxing hub delivery model |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | The Boxing hub delivery model was changed to Places Leisure from October 23. The expectation is that savings will be released as a result of the new delivery model, |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Places for Leisure began to operate the site from 1st Oct 23. They aim to maximise all revenues/reduce costs and cross sell the facility to the other 11,000 Direct Debit members who currently prescribe to monthly membership fees across all fitness centres operated by Places for Leisure. Again the council will through the Leisure contract gain share arrangement benefit from increased revenues There is an associated Special item bid that relects the transformation transfer period. |
| Detail the external and organisational implications if this is not successful. | Closure of the site and loss of service provision. |

Finance Information

| | | | | |
|---|--------------------|----------------------------------|--|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£115) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£145) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£145) | (£145) | (£145) |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£115) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Amber | | |
| Comments regarding RAG Status | | Transfer completed in October 23 | | |

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 01/10/2023 | on-going |

Sign Off

| | |
|--------------------|--|
| Service Manager | Operations Manager - Susan Bentley |
| Assistant Director | Head of Sports and Leisure - Strategic Lead Advisor - Peter Kilkenny |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Environment, Sport, and Leisure - Ian Shenton |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Savings |
| Business Case Name | Remodel of Sports and Leisure service |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Remodelling of the sports and leisure service will include revised resource arrangements. Some services will now be delivered by the Leisure contract provided by Places for Leisure. This includes the Shine programme (over 55's) along with children's Holiday Club programme. Further negotiations are to be undertaken to extend and advance this arrangement. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | This will reduce further current costs associated with these programmes.. The service will be better delivered across ALL Leisure centres. |
| Detail the external and organisational implications if this is not successful. | Additional costs pressures will increase and the service risks closing down these activities given the current financial position. |

Finance Information

| | | 2023/24 | | |
|--|--------------------|---------|---------|---------|
| Total Current Budget for Activity | | £841 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£185) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£185) | (£185) | (£185) |

| | | 2024/25 | | |
|---|--|---------|----|----|
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £656 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |

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

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status" Red

| | |
|--------------------------------------|--|
| Comments regarding RAG Status | This is timeline critical for delivery of the savings by the 1st of April 2024 |
|--------------------------------------|--|

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 01/04/2024 | on-going |

Sign Off

| | |
|--------------------|--|
| Service Manager | Head of Sports and Leisure - Strategic Lead Advisor - Peter Kilkenny |
| Assistant Director | Head of Sports and Leisure - Strategic Lead Advisor - Peter Kilkenny |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Environment, Sport, and Leisure - Ian Shenton |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Savings |
| Business Case Name | Redelivery of Cantley café service model |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Service provides a café at Cantley Park. A professional catering provider is best placed to deliver this service in terms of maximising income and delivering high quality services. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Currently progressing through an Early Market Engagement exercise that will test the supplier market - and hopefully secure a concession or leasing arrangement whereby the operator takes all risks associated with the Café and provides an annual payment to the council. |
| Detail the external and organisational implications if this is not successful. | Café to close loss of service but a financial saving to the council. |

Finance Information

| | | | | |
|--|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£2) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£70) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£70) | (£70) | (£70) |

| | | | | |
|---|--|----------------|----|----|
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£2) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |

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

RAG Status (Certainty around financial request and project delivery)

| | |
|----------------------------|--------------|
| Select "RAG Status" | Amber |
|----------------------------|--------------|

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | Initial market engagement is key to ensuring there is a appetite for external delivery of the service |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 24/25 | on-going |

Sign Off

| | |
|--------------------|--|
| Service Manager | Operations Manager - Susan Bentley |
| Assistant Director | Head of Sports and Leisure - Strategic Lead Advisor - Peter Kilkenny |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Environment, Sport, and Leisure - Ian Shenton |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|--|--|
| Business Case Type | Growth |
| Business Case Name | Review of Commercial Property capitalisation |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Growth bid to mitigate changes in the councils capital works programme within the directorate. Overall position aligns to key Service Plan objectives and ensure that the service has the key skills and resources, including data intelligence, to meet ongoing service needs |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Pressure on Commercial property comes particularly from the constriction of the capital programme as a significant proportion of staffing costs have been capitalised. If there are less capital projects (or of a lower value being delivered) then there are less opportunities for capitalisation of staffing costs and this becomes a revenue pressure. There is an associated Saving bid that reflects an overall changed service model for property services based on changing organisational need. |
| Detail the external and organisational implications if this is not successful. | If not successful, then the directorate will not be able to deliver critical services that enable the organisation to deliver its priorities. In order to provide appropriate support the service would overspend its budget. |

Finance Information

| | | | | |
|---|--------------------|--|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £1,590 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £632 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £632 | £632 | £632 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £1,590 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | Amber | | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | Value has been calculated based on current capital programme and knowledge of the status of projects. These may change as projects are added or deleted from capital programme or project scope amended. There is a compensating saving for this same value that reflects the revised service model |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 01-Apr-24 | 31-Mar-25 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Assistant Director Commercial Property - Sarah Morgan |
| Assistant Director | Assistant Director Commercial Property - Sarah Morgan |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Growth |
| Business Case Name | Wokingham Town Centre Regeneration Portfolio |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Revenue pressure to meet the costs of managing and maintaining the town centre regeneration property portfolio to enable of high level of service to the hub and potential status. Links to Service Plan objectives of "To manage and develop a multi-functional portfolio of assets which meets our statutory landlord obligations and statutory service needs and strategic outcomes, including working towards carbon neutrality' and "Ensuring the property portfolio achieves Value for Money, by generating a positive financial return and by reducing the financial burden of maintaining the property portfolio" |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Up to and including 2023-24 the town centre regeneration works have been funded through the capital programme. Now the majority of the construction works are complete, the portfolio is managed through business as usual and funded through revenue. |
| Detail the external and organisational implications if this is not successful. | If appropriate budget is not available, then this risks undermining the investment the Council has made in the regeneration scheme as we will not be able to manage and maintain the portfolio to the high standards required. |

Finance Information

| | | | | |
|---|--|--|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £0 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £100 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £100 | £100 | £100 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £100 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| RAG Status (Certainty around financial request and project delivery) | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| Select "RAG Status" | Amber | | | |
| Comments regarding RAG Status | Current values are calculated on forecasts of level of service required and costs of future works. | | | |

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 01-Apr-24 | 31-Mar-25 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Assistant Director Commercial Property - Sarah Morgan |
| Assistant Director | Assistant Director Commercial Property - Sarah Morgan |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|---|--|
| Directorate | Resources and Assets |
| Business Case Details | |
| Business Case Type | Growth |
| Business Case Name | Demand pressures in Democratic & Electoral Services |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Demand pressures in Democratic & Electoral Services |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Increase in numbers of public meetings to service by Democratic Services e.g. Council meetings now scheduled to meet 8 times a year, previously 6 a year. Additional Scrutiny committee introduced in 2022/23. Also significant impact on Dem Services staff through the elections workload over next 18 months (e.g. Electoral Review, All out elections (May 2024), Police & Crime Commissioner election (May 2024), two parliamentary elections (by Jan 2025)). There is an associated Saving bid that reflects an overall changed service model for Governance services based on changing organisational need. |
| Detail the external and organisational implications if this is not successful. | There are compensating efficiency bids (£50k dem services efficiencies, £10k additional saving from paper/printing reductions). |

Finance Information

| | | 2023/24 | | |
|--|--------------------|---------|---------|---------|
| Total Current Budget for Activity | | £655 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £50 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £50 | £50 | £50 |

| | | 2024/25 | | |
|---|---|--|----|----|
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £655 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | Green | | | |
| Select "RAG Status" | Green | | | |
| Comments regarding RAG Status | There are compensating efficiency bids (£50k dem services efficiencies, £10k additional saving from paper/printing reductions). | | | |

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 01/04/2024 | on-going |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Democratic and Electoral Services - Priya Patel |
| Assistant Director | Assistant Director - Governance Andrew Moulton |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Growth |
| Business Case Name | Increased demand/support through Council Tax Relief Scheme |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Costs to reflect additional pressures from Council Tax Relief scheme - due to cost of living pressures |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | The current scheme is annually updated to reflect Council Tax and other inflationary pressures (latterly 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 |
| Detail the external and organisational implications if this is not successful. | 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 |

Finance Information

| | | | | |
|--|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £4,300 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £100 | £0 | |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £100 | £100 | £100 |

| | | | | |
|---|-------|--|----|----|
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £4,400 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | Green | | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | progressing as detailed will ensure the scheme can run in 2024/25 |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 23/24 | ongoing |

Sign Off

| | |
|--------------------|--|
| Service Manager | Head of Revenues and Benefits - Andrew Kupusarevic |
| Assistant Director | Assistant Director of Finance - Graham Cadle |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Finance - Imogen Shepherd-Dubey |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Revenue Implications of Capital |
| Business Case Name | Debt charges increase for invest to save schemes (Adult Social Care and Childrens Services) |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | This cost reflect the costs of borrowing to fund key capital projects in Adult Social Care and Chief Executives. The invest to save schemes delivering savings include the Nursing Home call bell system and the rationalisation of the document management system. The bids for both the saving and the capital bid will be included within the directorate bids at future meetings. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | The projects are key to provide appropriate services to local service and are detailed in relevant capital bids. |
| Detail the external and organisational implications if this is not successful. | Service programmes will not be funded across Adult Social Care and Childrens Services. |

Finance Information

| | | | | |
|--|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £0 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £85 | £0 | |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £85 | £85 | £85 |

| | | |
|---|--|----------------|
| | | 2024/25 |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £85 |

| | | | |
|---------------------------------------|----|----|----|
| Capital Investment Requirement | £0 | £0 | £0 |
|---------------------------------------|----|----|----|

Capital Bid / MTFP Reference

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

RAG Status (Certainty around financial request and project delivery)

| | |
|----------------------------|-------|
| Select "RAG Status" | Green |
|----------------------------|-------|

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | The savings as a result of the invest to save scheme are on target for delivery |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 24/25 | on-going |

Sign Off

| | |
|--------------------|--|
| Service Manager | Head of Corporate Finance - Mark Thompson |
| Assistant Director | Assistant Director of Finance - Graham Cadle |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Finance - Imogen Shepherd-Dubey |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Growth |
| Business Case Name | Leisure Service reduced income/usage |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Income targets are unachievable given Covid post recovery despite revised programme arrangements in place across Sports and Leisure. Therefore revenue targets set for 24/25 will not be achieved. Difficult trading conditions remain across all operations and the service has set out some further changes included in other bids that will reduce net costs in 24/25. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Some services based on historical factors have changed since Covid in particular the Shine activity programme targeted to over 55's. These sessions have seen a large decline with a number of users now joining other available sessions provided by Places for Leisure in the leisure sites. The service has reviewed this operation and will be transferring this entire activity to the leisure operator. Equally the service transformation progressing will see the Sports and Leisure service reduce in scope and size to better reflect health intervention programmes and reduce demand in wider health service provision by targeting more acute needs. |
| Detail the external and organisational implications if this is not successful. | Increase cost pressures will prevail and this will result in service functions failing to deliver. By reflecting more acute demand and delivering on wider health and well being outcomes the service will be more aligned to the Leisure Strategy 21/25 endorsed by elected members that sets out some more deliverable outcomes. |

Finance Information

| | | | | |
|---|--------------------|---|--|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£312) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £500 | £30 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £500 | £530 | £530 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£312) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Green | | |
| Comments regarding RAG Status | | The existing forecasts for 23/24 reflect the requirement for this growth to be added to unachievable income budgets | | |

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 22/23 | on-going |

Sign Off

| | |
|--------------------|--|
| Service Manager | Operations Manager - Susan Bentley |
| Assistant Director | Head of Sports and Leisure - Strategic Lead Advisor - Peter Kilkenny |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Environment, Sport, and Leisure - Ian Shenton |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|---|--|
| Directorate | Resources and Assets |
| Business Case Details | |
| Business Case Type | Special Item |
| Business Case Name | Investment & Estates property pressures from depressed market |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Revenue pressure to meet the costs of managing and maintaining the commercial property portfolio. Links to Service Plan objectives of "To manage and develop a multi-functional portfolio of assets which meets our statutory obligations, including working towards carbon neutrality" and "Ensuring the property portfolio achieves Value for Money, by generating a positive financial return and by reducing the financial burden of maintaining the property portfolio" landlord obligations and statutory 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. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Macro-economic factors have had a big impact on tenant security (impacting vacancy rates) and rental levels achieved (increased requirements for write-offs and concessions). A Special Item is requested to meet an immediate revenue pressure within the Commercial Portfolio, where rental income does not meet forecast and/or where works are required to maintain and manage the estate. The item is for one year (2024-25) - during this time we will consider the long-term financial performance of the portfolio (or parts of the portfolio) which will inform future year budgeting. |
| Detail the external and organisational implications if this is not successful. | 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. If appropriate budget is not available, then this risks undermining the our portfolio as we will not be able to manage and maintain the portfolio to the standards required. |

Finance Information

| | | | | |
|---|--------------------|--|--|---------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£1,642) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £100 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £100 | £0 | £0 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£1,542) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Green | | |
| Comments regarding RAG Status | | Figures based on data held on current rental levels and estimated future rental income | | |

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|-----------|
| 1 | 2023-24 | 31/4/2025 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Estates - Craig Hoggeth |
| Assistant Director | Assistant Director Commercial Property - Sarah Morgan |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|--|
| Business Case Type | Special Item |
| Business Case Name | Commercial Portfolio |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Revenue pressure to meet the costs of managing and maintaining the commercial property portfolio. Links to Service Plan objectives of "To manage and develop a multi-functional portfolio of assets which meets our statutory landlord obligations and statutory service needs and strategic outcomes, including working towards carbon neutrality" and "Ensuring the property portfolio achieves Value for Money, by generating a positive financial return and by reducing the financial burden of maintaining the property portfolio" |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Macro-economic factors have had a big impact on tenant security (impacting vacancy rates) and rental levels achieved (increased requirements for write-offs and concessions). A Special Item is requested to meet an immediate revenue pressure within the Commercial Portfolio, where rental income does not meet forecast and/or where works are required to maintain and manage the estate. The item is for one year (2024-25) - during this time we will consider the long-term financial performance of the portfolio (or parts of the portfolio) which will inform future year budgeting. |
| Detail the external and organisational implications if this is not successful. | If appropriate budget is not available, then this risks undermining the our portfolio as we will not be able to manage and maintain the portfolio to the standards required. |

Finance Information

| | | | | |
|--|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£410) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £100 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £100 | £0 | £0 |

| | | | | |
|---|-------|--|----|----|
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£310) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | Amber | | |
| Select "RAG Status" | | Amber | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | Current values are calculated on forecasts of level of rental income and costs of future works. Both of these are variable. On-going monitoring of rental forecasts, vacancy rates and tenant security will help inform this figure moving forward. |
|--------------------------------------|---|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 01-Apr-24 | 31-Mar-25 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Estates - Craig Hoggeth |
| Assistant Director | Assistant Director Commercial Property - Sarah Morgan |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

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

Business Case Details

| | |
|---|---|
| Business Case Type | Special Item |
| Business Case Name | Review of Boxing Hub Model |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | This special item request is to support the transition of the boxing hubs alternative delivery model which commenced in October 2023. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Places for Leisure began to operate the site from 1st Oct 23. They aim to maximise all revenues/reduce costs and cross sell the facility to the other 11,000 Direct Debit members who currently prescribe to monthly membership fees across all fitness centres operated by Places for Leisure. Again the council will through the Leisure contract gain share arrangement benefit from increased revenues There is an associated saving bid that reflects the future delivery model. |
| Detail the external and organisational implications if this is not successful. | Closure of the site and loss of service provision. |

Finance Information

| | | | | |
|--|--------------------|----------------|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | (£115) | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £0 | £0 | £0 |
| | Income | £50 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £50 | £0 | £0 |

| | | | | |
|---|--------------|--|----|----|
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | (£115) | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Green | | |

| | |
|--------------------------------------|--|
| Comments regarding RAG Status | The alternative delivery model commenced in October 2023 |
|--------------------------------------|--|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 01-Apr-24 | 31-Mar-25 |

Sign Off

| | |
|--------------------|--|
| Service Manager | Operations Manager - Susan Bentley |
| Assistant Director | Head of Sports and Leisure - Strategic Lead Advisor - Peter Kilkenny |
| Director | Assistant Chief Executive - Graham Ebers |
| Lead Member | Executive Member for Environment, Sport, and Leisure - Ian Shenton |

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New Capital Bid Template 2024 to 2027

Details

| | | | |
|--------------------------------|---|---------------------|---|
| Directorate * | Resource & Assets | Lead Member * | Stephen Conway - Leader of the Council and Executive Member for Housing |
| Assistant Director / Service * | Sarah Morgan | Budget Manager * | Sarah Morgan |
| Project Managed By * | Sarah Morgan | Rolling Programme * | No |
| Project Title * | Future Headquarters Provision | | |
| Project Description * | Feasibility and capital works budget for future Head Quarters provision, as per the Executive decision made on 28 September 2023 regarding future office provision. | | |

Borough and Service need - please detail the need/demand this project will provide for, how this fits into the wider service model across the Borough and how VFM is driven from the approach

Through the efficient use of its own property assets, the Council can drive financial efficiencies by reducing the financial burden of maintaining its property portfolio and ensure that the assets it does hold work as hard and as flexibly as possible. This can provide opportunities to both reduce current ongoing revenue costs and provide capital from the disposal of unrequired assets. Changes in working practices during and post the Covid-19 pandemic has meant that the demand for traditional office provision (fixed desks) has reduced significantly and an opportunity to rationalise the authority's headquarters provision from the existing Shute End offices has been identified. In September 2023 Executive approved in principal the that the Council should review its office accommodation provision, including the opportunities for the relocation of its headquarters out of Shute End, to a more appropriately sized and energy efficient building(s).

What are the implications if project bid not approved (e.g. impact on revenue saving, service + demand impact, risks, etc.)

If the bid is not approved, then feasibility, planning and design work on future headquarters could not progress and there would not be budget available for necessary capital works. If the Council remains at Shute End, capital monies will be required to invest in the existing building to ensure it meets legislative energy efficiency requirements (currently unfunded) and the capital receipt from the disposal of Shute End would not be realised.

| | | | |
|---|--------|-----------------|------------|
| Has Operational Property been consulted? (see guidance tab) | Yes | Date consulted? | 20/06/2023 |
| Names of Operational Property Officer consulted | R Hing | | |

Breakdown of project costs (please provide breakdown of budget request covering key areas such as feasibility stage, planning, design, construction and contingency)

| Cost line | £m |
|---|---------|
| Capital Works (including feasibility & design fees) | £5.0m |
| IMT and Moving Costs | £1.075m |
| | |
| | |
| | |

Breakdown of ongoing revenue/running costs and income (additional cost per annum against current base budget). Could include costs such as staffing, repairs and maintenance, contribution to sinking fund for lifecycle replacements and sales / fees income

| Cost and income line | £m |
|---|----|
| The net operating costs of 28-28 Peach Street (current preferred HQ location) have been calculated at £245,000 per annum. The net operating costs of Shute End, following capital investment re energy efficiency measures, have been calculated at £450,000 per annum. | |
| | |
| | |

High Level project timeline (please provide headline dates for the project development and delivery stages - this will assist with understanding of cashflow). Some projects may not have a detailed timeline at this stage (e.g. subject to policy, strategy or business case)

| Activity | Owner | Start Date | Completion Date |
|---|--------------|------------|-----------------|
| a) Feasibility work | Sarah Morgan | Oct-23 | Mar-24 |
| b) Detailed design & consultation | Sarah Morgan | Apr-24 | Nov-24 |
| c) Planning application preparation, submission & determination | Sarah Morgan | Nov-24 | May-25 |
| d) Procurement of capital works | Sarah Morgan | May-25 | Oct-25 |
| e) Construction works, including IMT implementation | Sarah Morgan | Jan-26 | Dec-26 |

Procurement requirements (please provide detail of any significant procurement requirements to deliver the project)

| Procurement | Owner | Required by date | Potential route to market |
|--|--------------|------------------|---------------------------|
| Procurement of design team (capital works and IMT) | Sarah Morgan | Dec-23 | |
| Procurement of contractor for capital works | Sarah Morgan | Oct-25 | Competitive tender |
| | | | |

RAG Status of Project / Bid (Certainty around financial assessment and ability to deliver project)

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

Select "RAG Status" * **Amber**

Comments regarding RAG Status: Costs estimates are based on Stage 0 feasibility work & estimating and based on preferred option

Please select the appropriate MTFP category for the bid *

MTFP Category: Internal Services

MTFP Sub Category: New facilities

Equality Impact Considerations

EIA undertaken for Executive in principal decision. No negative impacts identified. Further assessment will be undertaken throughout feasibility, planning and lifespan of project.

Budget Requested in £'000

Total of scheme approval **6,075**

| Capital Scheme | Previous Years Approved Budget £'000 (Info only) | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|-------------------------------|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Future Headquarters Provision | | 1,000 | 2,075 | 3,000 | 0 | 0 | 6,075 |

Project Total (Info only) £'000 **6,075**

Funding Identified *

Funding identified? **No**

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

Funding Details

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

| Funding source | Total funding amount £'000 | Funding confirmed £'000 | Funding received £'000 | Comments - for example - Quote relevant contributions agreement | Grant details / grant reference |
|--|---|-------------------------|------------------------|--|---------------------------------|
| Capital receipt from disposal of Shute End asset | Value is commercially sensitive information but included in net capital assumptions in Sep 23 Executive paper | | | Receipt will be realised after expenditure required on new headquarters provision. | |
| Total Funding Available | 0 | 0 | 0 | | |
| Total Project Costs | 6,075 | 6,075 | 6,075 | | |
| Funding Shortfall | 6,075 | 6,075 | 6,075 | | |

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

Revenue Implications

Net Revenue Impact (saving in brackets) * **£'000**
0

| Revenue Implications | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost) | | | | | | |
| Annual on going revenue costs after financing | tbc | tbc | tbc | tbc | tbc | |
| Annual on going revenue savings after financing | tbc | tbc | tbc | tbc | tbc | |
| Net Revenue Implications (savings in brackets) | 0 | 0 | 0 | 0 | 0 | 0 |

Details of Net Revenue Implications

The net operating costs of 28-28 Peach Street (current preferred HQ location) have been calculated at £245,000 per annum. The net operating costs of Shute End, following capital investment re energy efficiency measures, have been calculated at £450,000 per annum.

Additional Details *

Additional Information

It is estimated the capital receipt from the sale of the current HQ will contribute towards the capital costs in this bid, but will be realised after capital funding required.

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

| Link | Comments |
|---|--|
| https://wokingham.moderngov.co.uk/ieListDocuments.aspx?CId=129&MId=4691&Ver=4 | September 2023 Executive report and decision regarding WBC Future Office Provision |
| | |
| | |

New Capital Bid Template 2024 to 2027

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 * | John Spencer | Rolling Programme * | No |
| Project Title * | Solar PV sites 2 | | |
| Project Description * | Capital bid for the construction of solar PV sites (as per Climate Emergency Action Plan) | | |

Borough and Service need - please detail the need/demand this project will provide for, how this fits into the wider service model across the Borough and how VFM is driven from the approach

The delivery of one large scale solar farm on council owned land will allow the council to offset its carbon emissions from electricity and gas usage and possibly 'retail' any excess.

What are the implications if project bid not approved (e.g. impact on revenue saving, service + demand impact, risks, etc.)

If the project does not proceed this will the Council will not meet it's objective to deliver the installation of a solar farm in Site 2 with the capacity to generate in excess of 20 MWh of energy.

Has Operational Property been consulted? (see guidance tab)

Yes

Date consulted?

28/06/2023

Names of Operational Property Officer consulted

John Spencer

Breakdown of project costs (please provide breakdown of budget request covering key areas such as feasibility stage, planning, design, construction and contingency)

| Cost line | £m |
|--|--------|
| Solar PV (based on cost estimates from site 1) | £18.8m |
| | |
| | |

Breakdown of ongoing revenue/running costs and income (additional cost per annum against current base budget). Could include costs such as staffing, repairs and maintenance, contribution to sinking fund for lifecycle replacements and sales / fees income

| Cost and income line - ESTIMATED | £m |
|---|--------|
| Revenue income (over 25 years) | (£48m) |
| Revenue operating expenditure (over 25 years) | £11m |
| Repayment of Capital Expenditure | £19m |
| Interest Costs | £12m |
| | |

High Level project timeline (please provide headline dates for the project development and delivery stages - this will assist with understanding of cashflow). Some projects may not have a detailed timeline at this stage (e.g. subject to policy, strategy or business case)

| Activity | Owner | Start Date | Completion Date |
|---|---------|--------------------|-----------------|
| a) Site feasibility, options appraisal and establishment of business case. | IG / JS | Autumn - Winter 23 | |
| b) Public consultation. | IG / JS | Spring 24 | |
| c) Planning submission/approval. | IG / JS | Summer 24 | |
| d) Grid connection application/agreement. | IG / JS | Summer 24 | |
| e) Executive/Council approval of business case. | IG / JS | Autumn 24 | |
| f) Procurement of construction contractor, including framework and due diligence process. | IG / JS | Spring 25 | |
| g) Solar Farm Construction (dependent on grid connection date) | IG / JS | Summer 25 | |

Procurement requirements (please provide detail of any significant procurement requirements to deliver the project)

| Procurement | Owner | Required by date | Potential route to market |
|--|-------|------------------|--|
| Procurement of construction contractor, including framework and due diligence process. | | | Framework or open tender (to be approved by SPB) |
| | | | |

RAG Status of Project / Bid (Certainty around financial assessment and ability to deliver project)

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

Comments regarding RAG Status

In light of the position at Barkham Solar Farm, work on Site 2 is currently on hold until we have written confirmation from SSEN and National Grid to ascertain potential delivery timescales for connection into the grid. Initial application has been made and Stage 1 response from SSEN has been positive and shows timely grid connection is possible.

Please select the appropriate MTFP category for the bid *

| | |
|-------------------|----------------|
| MTFP Category | Environment |
| MTFP Sub Category | New facilities |

Equality Impact Considerations

N/A

Budget Requested in £'000 **Total of scheme approval** **18,800**

| Budget Phasing * | | | | | | | |
|------------------|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Capital Scheme | Previous Years Approved Budget £'000 (Info only) | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
| Solar PV sites 2 | | 2,300 | 9,700 | 6,800 | 0 | 0 | 18,800 |

Project Total (Info only) £'000 **18,800**

Funding Identified *

Funding identified? Yes

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

Funding Details

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 - Income generation | 18,800 | 0 | 0 | Subject to detailed business case | |
| Total Funding Available | 18,800 | 0 | 0 | | |
| Total Project Costs | 18,800 | 18,800 | 18,800 | | |
| Funding Shortfall | 0 | 18,800 | 18,800 | | |

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

Revenue Implications

Net Revenue Impact (saving in brackets) * **£'000**
0

| Revenue Implications | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost) | tbc | tbc | tbc | tbc | tbc | |
| Annual on going revenue costs after financing | tbc | tbc | tbc | tbc | tbc | |
| Annual on going revenue savings after financing | tbc | tbc | tbc | tbc | tbc | |
| Net Revenue Implications (savings in brackets) | 0 | 0 | 0 | 0 | 0 | |

Details of Net Revenue Implications

Initial financial modelling indicates full cost recovery (including capital cost + interest) with potential of annual surplus. Detailed financial reviews will be carried out on a regular basis with the support expert consultants.

Additional Details *

Additional Information

| Links to other useful documents (e.g. business cases) | |
|---|----------|
| Link | Comments |
| 1 | |
| 2 | |
| 3 | |

New Capital Bid Template 2024 to 2027

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 * | David Smith | Rolling Programme * | No |
| Project Title * | Renewable Energy Infrastructure | | |
| Project Description * | Capital bid for the feasibility and delivery of renewable energy infrastructure to WBC assets. The project will be made up of a number of specific schemes across WBC asset portfolio. As individual opportunities are identified, each will have a developed business case to prove the outcomes and return on investment (financial and to support meeting carbon emission targets) before progressing | | |

Borough and Service need - please detail the need/demand this project will provide for, how this fits into the wider service model across the Borough and how VFM is driven from the approach

The delivery of PV's (PhotoVoltaic - solar schemes) on council owned land will allow the council to offset its carbon emissions from electricity and gas usage, reduce costs and possibly 'retail' any excess to create an income.

What are the implications if project bid not approved (e.g. impact on revenue saving, service + demand impact, risks, etc.)

If the project does not proceed this will the Council will not meet it's objective to reduce carbon emissions and generate income from its assets.

Has Operational Property been consulted? (see guidance tab) Yes Date consulted? 28/06/2023

Names of Operational Property Officer consulted John Spencer

Breakdown of project costs (please provide breakdown of budget request covering key areas such as feasibility stage, planning, design, construction and contingency)

| Cost line | £m |
|----------------------------------|--------|
| PV Canopies (MereOak) | £3.03m |
| PV Canopies (Thames Valley Park) | £1.87m |
| PV Canopies (Coppid Beech) | £1.58m |
| | |
| | |

Breakdown of ongoing revenue/running costs and income (additional cost per annum against current base budget). Could include costs such as staffing, repairs and maintenance, contribution to sinking fund for lifecycle replacements and sales / fees income

| Cost and income line | PV Canopies (MereOak) | PV Canopies (Thames Valley Park) | PV Canopies (Coppid Beech) |
|---|-----------------------|----------------------------------|----------------------------|
| Revenue income (over 25 years) | (£13m) | (£8m) | (£7m) |
| Revenue operating expenditure (over 25 years) | £1m | £1m | £1m |
| Repayment of Capital Expenditure | £3m | £2m | £2m |
| Interest Costs | £2m | £1m | £1m |
| | | | |

High Level project timeline (please provide headline dates for the project development and delivery stages - this will assist with understanding of cashflow). Some projects may not have a detailed timeline at this stage (e.g. subject to policy, strategy or business case)

| Activity | Owner | Start Date | Completion Date |
|---|--------------|------------|-----------------|
| a) Site feasibility, options appraisal and establishment of business case. | IG / DS / JS | Jun-23 | |
| b) Public consultation. | IG / DS / JS | Q1 24 | |
| c) Planning submission/approval. | IG / DS / JS | Q2 24 | |
| d) Grid connection application/agreement. | IG / DS / JS | Q3 24 | |
| e) Executive/Council approval of business case. | IG / DS / JS | Q4 24 | |
| f) Procurement of construction contractor, including framework and due diligence process. | IG / DS / JS | Spring 25 | |
| g) Construction. | IG / DS / JS | Summer 25 | |

Procurement requirements (please provide detail of any significant procurement requirements to deliver the project)

| Procurement | Owner | Required by date | Potential route to market |
|--|-------|------------------|--|
| Procurement of construction contractor, including framework and due diligence process. | | | Framework or open tender (to be approved by SPB) |
| | | | |
| | | | |

RAG Status of Project / Bid (Certainty around financial assessment and ability to deliver project)

| | |
|-------------------------------|--|
| Green | High certainty on figures and project delivery |
| Amber | Some certainty on figures and project delivery |
| Red | Low certainty on figures and project delivery |
| Select "RAG Status" * | Amber |
| Comments regarding RAG Status | Feasibility work currently being undertaken and initial bid to grid for connection submitted |

Please select the appropriate MTFP category for the bid *

| | |
|-------------------|-------------------|
| MTFP Category | Environment |
| MTFP Sub Category | Income generation |

Equality Impact Considerations

N/A

Budget Requested in £'000

Total of scheme approval **6,500**

| Budget Phasing * | | Previous Years Approved Budget £'000 (Info only) | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|---------------------------------|--|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Capital Scheme | | | | | | | | |
| Renewable Energy Infrastructure | | | 1,000 | 2,000 | 3,500 | 0 | 0 | 6,500 |

Project Total (Info only) £'000 **6,500**

Funding Identified *

Funding identified? **Yes**

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

Funding Details

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

| Funding source | Total funding amount £'000 | Funding confirmed £'000 | Funding received £'000 | Comments - for example - Quote relevant contributions agreement | Grant details / grant reference |
|------------------------------------|----------------------------|-------------------------|------------------------|---|---------------------------------|
| Invest to Save - Income generation | 6,500 | | | Subject to detailed business case | |
| Total Funding Available | 6,500 | 0 | 0 | | |
| Total Project Costs | 6,500 | 6,500 | 6,500 | | |
| Funding Shortfall | 0 | 6,500 | 6,500 | | |

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

Revenue Implications

Net Revenue Impact (saving in brackets) * **£'000**
0

| Revenue Implications | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost) | tbc | tbc | tbc | tbc | tbc | |
| Annual on going revenue costs after financing | tbc | tbc | tbc | tbc | tbc | |
| Annual on going revenue savings after financing | tbc | tbc | tbc | tbc | tbc | |
| Net Revenue Implications (savings in brackets) | 0 | 0 | 0 | 0 | 0 | 0 |

Details of Net Revenue Implications

Initial financial modelling indicates full cost recovery (including capital cost + interest) with potential of annual surplus. Detailed financial reviews will be carried out on a regular basis with the support expert consultants.

Additional Details *

Additional Information

| Links to other useful documents (e.g. business cases) | |
|---|----------|
| Link | Comments |
| 1 | |
| 2 | |
| 3 | |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|--------------------|-----------------|
| Directorate | Chief Executive |
|--------------------|-----------------|

Business Case Details

| | |
|---------------------------|---------|
| Business Case Type | Savings |
|---------------------------|---------|

| | |
|---------------------------|--|
| Business Case Name | Customer Service efficiencies - Process Redesign |
|---------------------------|--|

| | |
|--|--|
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | <p>Savings to be made across the Customer Services function, through process redesign, enhanced use of technology and consolidation of services across the directorate.</p> <p>High level summary of how the savings will be made:</p> <ul style="list-style-type: none"> - Improved delivery of services across the directorate by consolidation of activities and cross skilling resources to avoid duplication of effort. - Redesign existing processes to ensure efficiency, reduce waste and deliver value for money. |
|--|--|

| | |
|---|--|
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Customer related demand is generally static however there is an demand for effective digital customer journeys available on a 24/7 basis. There has been no significant budget movement in this service area in the last 3 year MTFP period. |
|---|--|

| | |
|---|--|
| Detail the external and organisational implications if this is not successful. | If this saving is not approved the opportunity to drive efficiencies in service delivery will not be realised. |
|---|--|

Finance Information

| | | 2023/24 | | |
|--|--------------------|---------|---------|---------|
| Total Current Budget for Activity | | £1,131 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£160) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£160) | (£160) | (£160) |

| | | 2024/25 | | |
|---|--|---------|--|----|
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £1,023 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |

RAG Status (Certainty around financial request and project delivery)

| | |
|----------------------------|-------|
| Select "RAG Status" | Green |
|----------------------------|-------|

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | The skill set and tools required to achieve savings exist within the organisation |
|--------------------------------------|---|

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 1//4/2024 | on-going |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Business Change - Lewis Borges |
| Assistant Director | Assistant Director Customer and Change - Jackie Whitney |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Executive Member for Climate Emergency and Resident Services - Sarah Kerr |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|--------------------|-----------------|
| Directorate | Chief Executive |
|--------------------|-----------------|

Business Case Details

| | |
|---|--|
| Business Case Type | Savings |
| Business Case Name | Consolidation of contact centres |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Currently the council has contact centres across directorates, the proposal is to explore the consolidation of contact centres and as a result, increased efficiencies. Further exploration around efficiencies in process (including those that should be digital by default) and customer behaviour change need to happen in order to maximise savings and minimise service disruption. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Further exploration of a corporate contact centre model by maximising and increasing cross skilling, coupled with a drive to less expensive contact channels i.e. digital - will lead to increases in efficiency so that a reduction of resources can be realised. SOCITM per transaction costs - Face to face £8.62, phone £2.82, Email £3.50, Digital 15p Consideration of SLA's i.e. response times need to be considered and customer |
| Detail the external and organisational implications if this is not successful. | Continue with multiple contact centres with current level of resources, therefore not realising any savings. |

Finance Information

| | | 2023/24 | | |
|--|--------------------|---------|---------|---------|
| Total Current Budget for Activity | | £1,131 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £0 | (£50) | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £0 | (£50) | (£50) |

| | | 2024/25 | | |
|---|-------|--|----|----|
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £1,023 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Amber | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | Contact centre consolidations reliant on contract changes and further due diligence with services |
|--------------------------------------|---|

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|----------|
| 1 | 01/04/2024 | on-going |

Sign Off

| | |
|--------------------|---|
| Service Manager | Business Change Lead Manager - Lewis Borges |
| Assistant Director | Assistant Director Customer and Change - Jackie Whitney |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Executive Member for Climate Emergency and Resident Services - Sarah Kerr |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|--------------------|-----------------|
| Directorate | Chief Executive |
|--------------------|-----------------|

Business Case Details

| | |
|---|--|
| Business Case Type | Savings |
| Business Case Name | Review of Council policies |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | Through the workforce programme all policies are being reviewed, the review has identified some dated elements which when changed will generate a saving, and ensure that are policies are fair and equitable. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | There are dated elements in the current policy which when updated will deliver efficiencies |
| Detail the external and organisational implications if this is not successful. | If this change is not made the saving won't be achieved. |

Finance Information

| | | | | |
|---|---|----------------|--|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £0 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£100) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | <i>(£100)</i> | <i>(£100)</i> | <i>(£100)</i> |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £0 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Amber | | |
| Comments regarding RAG Status | Corporate saving that requires cross directorate delivery | | | |

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|-----------|
| 1 | 04/01/2024 | 31/3/2025 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of HR and OD - Sally Halliwell |
| Assistant Director | Assistant Director HR and OD - Louise Livingston |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Executive Member for Equalities, Inclusion & Fighting Poverty - Rachel Bishop-Firth |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|--------------------|-----------------|
| Directorate | Chief Executive |
|--------------------|-----------------|

Business Case Details

| | |
|---|---|
| Business Case Type | Savings |
| Business Case Name | Human Resource efficiencies |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | <p>Savings to be made across the Human Resources function, through process redesign, enhanced use of technology and consolidation of services across the organisation.</p> <p>High level summary of how the savings will be made:</p> <ul style="list-style-type: none"> - Improved delivery of services across the directorate by consolidation of activities and cross skilling resources to avoid duplication of effort. - Redesign existing processes to ensure efficiency, reduce waste and deliver value for money. |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | <p>The HR service needs to continually reassess the service it provides ensuring high quality cost effective ways of delivering services are adopted, Demand is generally static and savings can be made through delivering a corporate approach to these services.</p> <p>There has been no significant budget movement in this service area in the last 3 year MTFP period.</p> |
| Detail the external and organisational implications if this is not successful. | If this saving is not approved the opportunity to drive efficiencies in service delivery will not be realised. |

Finance Information

| | | | | |
|---|--------------------|---|--|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £1,091 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | (£75) | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | (£75) | (£75) | (£75) |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £1,016 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Green | | |
| Comments regarding RAG Status | | The skill set and tools required to achieve savings exist within the organisation | | |

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 01/04/2024 | on-going |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of HR and OD - Sally Halliwell |
| Assistant Director | Assistant Director HR and OD - Louise Livingston |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Executive Member for Equalities, Inclusion & Fighting Poverty - Rachel Bishop-Firth |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|-------------|-----------------|
| Directorate | Chief Executive |
|-------------|-----------------|

Business Case Details

| | |
|---|--|
| Business Case Type | Growth |
| Business Case Name | Budget required to deliver sustainable organisational change (Reduced existing bid) |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | <p>The funding is for specialist resource to deliver Business Change, incorporating Change Management, Programme and Project Management Office (PMO), Business Analysts, and the Graduate Academy.</p> <p>The Project Management Office (PMO) applies the corporate Project Management Framework to change, 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 to ensure the transformation activity is effective and realises the benefits long term. The bid also includes funding of £97,500 for additional support within the finance service. The finance resources work in partnership with the Business Change function to ensure financial benefits are identified and realised.</p> <p>This growth bid will replace the annual request for Special Item Funding, which has existed since 2019 and has reduced annually from £1.5m.</p> <p>This bid will secure our current specialist talent which is critical to the organisation's transformation programmes.</p> <p>The high-achieving Graduate Academy(as part of the Local Govt Association graduate scheme) also resides in Business Change and is recognised as development of a future talent stream into the Council.</p> <p>The Business Change Team enables and supports the development, implementation and delivery of the organisation's large scale change portfolio across the council - including Asset Opportunities, Contracts & Procurement, Workforce, Customer Excellence, Business Intelligence and Communities & Partnerships.</p> <p>In addition, the change service supports the Directorate Programmes, which enable the delivery of efficiencies and savings to support the financial challenges in 24/25 and beyond. Securing a growth bid will enable the Business Change Team to become a permanent fixture at Wokingham, meaning the staff could move from short fixed term contracts to permanent ones, providing greater security, resulting in better retention of talent therefore improve change outcomes.</p> |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | <p>Effective programme management is essential to the delivery of transformation programmes - which will themselves include major projects and change programmes. The need for councils to undertake well managed projects and programmes is more important pressing than ever, to support the delivery of costs savings and efficiencies.</p> <p>Therefore, there is increasing demand across directorates for change and project management resources to deliver improvements across services, and as a result, savings and efficiencies.</p> <p>This growth bid will replace the annual request for Special Item Funding, which has existed since 2019 and has reduced annually from £1.5m.</p> |
| Detail the external and organisational implications if this is not successful. | <p>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, Programme Management and Business Analysis as well as key resources in Finance to support the works. 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.</p> |

Finance Information

| | | | | |
|---|--------------------|--|----------------|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £319 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £490 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £490 | £490 | £490 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £809 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | Green | High certainty on figures and project delivery | | |
| | Amber | Some certainty on figures and project delivery | | |
| | Red | Low certainty on figures and project delivery | | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | Green | | | |

| | |
|--------------------------------------|--|
| Comments regarding RAG Status | To deliver the planned activity across the Directorate programmes and council transformational activity. Confidence levels are high. This will be future proofing Wokingham's approach to change management in an increasingly competitive sector. |
|--------------------------------------|--|

Proposed high level implementation timetable

| | | |
|-----------------|-------------------|-----------------|
| Activity | Start Date | End Date |
| 1 | 01/04/2024 | on-going |

Sign Off

| | |
|------------------------|---|
| Service Manager | Head of Business Change - Lewis Borges |
| Strategic Lead | Assistant Director Customer and Change - Jackie Whitney |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Leader of the Council and Executive Member for Housing - Stephen Conway |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|-------------|-----------------|
| Directorate | Chief Executive |
|-------------|-----------------|

Business Case Details

| | |
|---|--|
| Business Case Type | Special Item |
| Business Case Name | Budget required to develop and deliver effective digital services (Revised existing bid) |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | <p>This special item is a revised bid reducing the budget requirement from £300,000 to £150,000. The funding is required for specialist resources to develop and deliver enhanced digital services. This investment will result in the delivery of cost effective digital customer journeys, supporting channel shift to meet customer demand.</p> <p>This will also include the continued development of the new council website and development and implementation of a new customer relationship management system - driving digital take up. This specialist resource will also support digital improvements as part of the wider Directorate change Programmes to enable channel shift, driving savings and efficiencies as part of cost savings for the Council. (see demand information below)</p> <p>Digital transformation will drive further improvements and support achievement of outcomes across the Customer Experience and Digital Strategies - working with directorates to increase digitisation, automation and improved user / customer journeys - delivering easy to use digital services. Digital services are an important enabler to achieve cost savings, support in the management of rising demand (cost avoidance) and to provide a better 24/7 service for our customers.</p> <p>The specialist resource includes Developers, User Experience Specialist, Digital Project Managers and Digital Business Analysts - working alongside directorates to benchmark with other LA's, map user journeys, gather design requirements</p> |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | <p>Benchmarking the cost of digital vs other channels - £8.62 per visit for face-to-face meetings, £2.83 per call by phone, and 15p per interaction via a council website. 95% cheaper to shift from a phone call to a digital transaction - if the digital journey is intuitive and easy to access. E.G 26,134 garden waste sign ups were completed during 2022 - 22968 were completed online, saving the Council £60,000+ in costs (phone vs digital)</p> <p>If investment in digital is not made, interaction costs will increase and we will be behind other LA's who have invested to save across digital transformation / innovation programmes.</p> |
| Detail the external and organisational implications if this is not successful. | If the special funding bid is not successful, we will not be able to maintain the resources needed to develop and deliver new and improved digital services, over the next 12 months. Therefore, future delivery of savings, as a result of digital efficiency, would not be delivered. |

Finance Information

| | | 2023/24 | | |
|---|--------------------|--|--|---------|
| Total Current Budget for Activity | | £727 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £150 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £150 | £0 | £0 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £877 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Green | | |
| Comments regarding RAG Status | | To deliver the planned digital improvements. Confidence levels are high. | | |

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|------------|
| 1 | 01/04/2024 | 31/03/2025 |

Sign Off

| | |
|-----------------|---|
| Service Manager | Head of Digital - Sarah Zama |
| Strategic Lead | Assistant Director HR and OD - Louise Llivingston |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Executive Member for Climate Emergency and Resident Services - Sarah Kerr |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|--------------------|-----------------|
| Directorate | Chief Executive |
|--------------------|-----------------|

Business Case Details

| | |
|---|--|
| Business Case Type | Special Item |
| Business Case Name | Customer Experience role to deliver CX Learning Programme |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | <p>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. Gov Metric data has helped to identify where improvements need to be made - therefore targeting areas to improve, upskill and develop the right interventions to drive improvement.</p> <p>This intelligence has been used to further develop the learning programme and target delivery to specific teams.</p> <p>A dedicated resource is require to analyse and 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. 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 - aligned to outcomes in new Customer Experience Strategy and Customer Charter.</p> |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | 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. Evolution of results to date, has shown an increase in satisfaction across a number of areas in our customer charter - Friendly and helpful, listening and learning. |
| Detail the external and organisational implications if this is not successful. | 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. This will impact on the delivery of ambition within the Customer Experience Strategy and Customer Charter. |

Finance Information

| | | 2023/24 | | |
|---|--------------------|---------|--|---------|
| Total Current Budget for Activity | | £1,131 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £52 | £0 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £52 | £0 | £0 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £1,023 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Green | | |

| | |
|--------------------------------------|---|
| Comments regarding RAG Status | To deliver the outcomes of the learning programme, confidence levels are high as positive results are being seen. |
|--------------------------------------|---|

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|------------|
| 1 | 01/04/2024 | 01/04/2025 |

Sign Off

| | |
|-----------------|---|
| Service Manager | Head of HR and OD - Sally Halliwell |
| Strategic Lead | Assistant Director HR and OD - Louise Livingston |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Executive Member for Equalities, Inclusion & Fighting Poverty - Rachel Bishop-Firth |

Revenue Budget Setting 2024/25 to 2026/27

| | |
|-------------|-----------------|
| Directorate | Chief Executive |
|-------------|-----------------|

Business Case Details

| | |
|---|--|
| Business Case Type | Special Item |
| Business Case Name | Inclusion Officer |
| Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design) | <p>Funding has been provided through the Tackling Poverty Strategy for an Inclusion Officer for a fixed period. The Equality Diversity & Inclusion (EDI) agenda is not going to be solved 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. Specific activity needing to be delivered by this role in 2024/25 are:</p> <p>Project management of key long-term tackling poverty projects - Community food programme, provision of low and no cost activities, improving access to job and training opportunities and developing a no wrong door approach by June 2024.</p> <p>Oversight of the Tackling Poverty programme and reporting to board</p> <p>Developing and delivering training to staff on Equality Impact Assessments and supporting services with EqlAs</p> <p>Supporting the Equality Forum</p> <p>Development of tackling poverty year 3 action plan in 2024</p> <p>Development of new Equality plan in 2024</p> <p>Creating library of council policies and related EqlAs</p> |
| Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes | Cost-of-living crisis continues to worsen and therefore tackling poverty work needs to continue over a number of years to deliver meaningful impact. |
| Detail the external and organisational implications if this is not successful. | Less capacity in Inclusion Team will limit delivery of both Equality and Poverty Agenda to basic support and may affect ability to meet statutory EDI requirements. |

Finance Information

| | | | | |
|---|--------------------|---|--|----------------|
| | | 2023/24 | | |
| Total Current Budget for Activity | | £467 | | |
| | | Yr 1 | Yr 2 | Yr 3 |
| | | 2024/25 | 2025/26 | 2026/27 |
| Amount needed per year | Expenditure | £52 | £52 | £0 |
| | Income | £0 | £0 | £0 |
| <i>Cumulative movement from 23/24 budget</i> | | £52 | £52 | £0 |
| | | 2024/25 | | |
| Total Revised Budget for Activity after impact of all 2024/25 revenue bids | | £519 | | |
| Capital Investment Requirement | | £0 | £0 | £0 |
| Capital Bid / MTFP Reference | | | | |
| | | Green | High certainty on figures and project delivery | |
| | | Amber | Some certainty on figures and project delivery | |
| | | Red | Low certainty on figures and project delivery | |
| RAG Status (Certainty around financial request and project delivery) | | | | |
| Select "RAG Status" | | Green | | |
| Comments regarding RAG Status | | High certainty on figures based on current grade of the existing post | | |

Proposed high level implementation timetable

| Activity | Start Date | End Date |
|----------|------------|------------|
| 1 | 01/04/2024 | 31/03/2025 |

Sign Off

| | |
|--------------------|---|
| Service Manager | Head of Insight, Strategy and Inclusion - Emily Higson |
| Assistant Director | Assistant Director HR and OD - Louise Livingston |
| Director | Chief Operating Officer - Sally Watkins |
| Lead Member | Executive Member for Equalities, Inclusion & Fighting Poverty - Rachel Bishop-Firth |

New Capital Bid Template 2024 to 2027

Details

| | | | |
|--------------------------------|--|---------------------|---|
| Directorate * | Chief Exec Office | Lead Member * | Stephen Conway - Leader of the Council and Executive Member for Housing |
| Assistant Director / Service * | Jackie Whitney | Budget Manager * | Sarah Oconnor |
| Project Managed By * | Mandy Holdstock | Rolling Programme * | No |
| Project Title * | Community Hubs | | |
| Project Description * | <p>Provision of Community Hubs throughout the Borough, for the Council and it's partners to co-locate, enabling enhanced and better connected local services for residents that are co-delivered by the Council and it's partners.</p> <p>The hub model is based on a user-centred pathway of support, with the design informed by local need, and accessible to all. Hub users will be able to seek the support they need within the hub through council staff, partners and volunteers (hub partners) who will respond to the individual and community needs presented. Support is delivered at different levels depending on the nature of the enquiry, from support and information to specialist advice.</p> <p>Customer interactions may also lead to other areas of service which can be supported directly, or through another partner organisation working in the hub, for example debt advice.</p> | | |

Borough and Service need - please detail the need/demand this project will provide for, how this fits into the wider service model across the Borough and how VFM is

Localised community spaces through a hub and spoke model, in line with the development of the Community Vision, and aligned to the outcomes in the Health & Wellbeing strategy and Health Inequalities programme. Spaces in multiple locations across the Borough will be aligned to community need, evidenced by data and intelligence from multiple sources. They will provide local front doors where the community can easily access council and partner services, with officers working alongside partner organisations to maximise collaboration, and promote opportunities for further integration. The community hub model will align to health and wellbeing outcomes across a broad area including community cohesion, social isolation and loneliness, physical activity and support for early years as well as being aligned to the prevent, reduce and delay principles, and maximising value for money and better management of demand. It is anticipated that Community Hubs will strengthen the early help offer for childrens services, complimentign and intergrating an offer with existing childrens centres and contributing to sustaining the reduced demand in childrens social care and in-time building richer neighbourhood based preventative support for Children with SEND, supporting the Councils safety valve programme.

The spaces will provide access to community resources and a wide range of activities, enabling collaboration and partnerships, promoting volunteer and peer support roles and strengthening communities - via a community engagement model.

Ensuring value for money and reducing ongoing running costs can be mitigated by a mixed operating model, i.e. community and/or partner run, with income oportunites realised by renting space to partners and/or businesses to deliver services to the community, at local place.

In addition, this will help provide additional working space for officers who are delivering services to the local area, touching down for those out and about on local site visits or for meeting colleagues and partners. Further exploration of need alongside strategic asset locations will to be completed using relevant data, to formally identify proposed locations. If successful, will lead to cost reduction from rationalisation of Council assets.

What are the implications if project bid not approved (e.g. impact on revenue saving, service + demand impact, risks, etc.)

If the hubs are not delivered, then the benefits of provding an enhanced prevention layer of service delivery will not be realised and the value of localised delivery of services, supporting harder to reach communities and the opporutnity of achieving better health and wellbeing outcomes will be reduced. This additional future cost of unmet demand across the system due to prevention opportunities being minimised and health inequality gaps widening, will mean increased service and partner budgets in future years. Customer interactions will not lead to other areas of concern being supported directly, or through another partner organisation as collaborative working is not enabled. In addition the opportunities for property rationalisation and further process and service efficiency would reduce.

Has Operational Property been consulted? (see guidance tab)

Yes

Date consulted?

01/09/2023

Names of Operational Property Officer consulted

S Morgan

Breakdown of project costs (please provide breakdown of budget request covering key areas such as feasibility stage, planning, design, construction and contingency)

| Cost line | £m |
|---------------|-------|
| Capital Works | £2.5M |
| | |

Breakdown of ongoing revenue/running costs and income (additional cost per annum against current base budget). Could include costs such as staffing, repairs and maintenance, contribution to sinking fund for lifecycle replacements and sales / fees income

| Cost and income line | £m |
|--|----|
| Revenue costs and savings of running Community Hubs have not yet been established. This will depend on location and extent of service provision specified. | |
| | |

High Level project timeline (please provide headline dates for the project development and delivery stages - this will assist with understanding of cashflow). Some projects may not have a detailed timeline at this stage (e.g. subject to policy, strategy or business case)

| Activity | Owner | Start Date | Completion Date | |
|--|------------------------|------------|-----------------|----|
| Development of Business Case | CEO office | Oct-23 | Mar-24 | |
| Prioritisation of Community Hub locations | Comm Prop / CEO office | Apr-24 | May-24 | |
| Detailed design of opportunities (prioritised) | Comm Prop | May-24 | Sep-24 | |
| Capital works at different locations (prioritised) | Comm Prop | Oct-24 | | |
| | | | | 81 |

Procurement requirements (please provide detail of any significant procurement requirements to deliver the project)

| Procurement | Owner | Required by date | Potential route to market |
|----------------------------|-----------|------------------|-----------------------------------|
| Capital works design team | Comm Prop | Q1-2 2024-25 | Potential drawdown from framework |
| Capital construction works | Comm Prop | | |
| | | | |

RAG Status of Project / Bid (Certainty around financial assessment and ability to deliver project)

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

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the bid *

| | |
|-------------------|----------------------|
| MTFP Category | Internal Services |
| MTFP Sub Category | Service improvements |

Equality Impact Considerations

No EQIA has yet been undertaken. Accessibility of Council services by protected characteristics will be important.

Budget Requested in £'000

Total of scheme approval

| Budget Phasing * | Previous Years Approved Budget £'000 (Info only) | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|------------------|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Capital Scheme | | | | | | | |
| Community Hubs | | 1,000 | 1,000 | 500 | | | 2,500 |

Project Total (Info only) £'000

Funding Identified *

Funding identified?

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

Funding Details

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

| Funding source | Total funding amount £'000 | Funding confirmed £'000 | Funding received £'000 | Comments - for example - Quote relevant contributions agreement | Grant details / grant reference |
|--------------------------------|----------------------------|-------------------------|------------------------|---|---------------------------------|
| | | | | | |
| | | | | | |
| Total Funding Available | 0 | 0 | 0 | | |
| Total Project Costs | 2,500 | 2,500 | 2,500 | | |
| Funding Shortfall | 2,500 | 2,500 | 2,500 | | |

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

Revenue Implications

Net Revenue Impact (saving in brackets) *

| Revenue Implications | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost) | | | | | | 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 |

Details of Net Revenue Implications

Additional Details *

Additional Information

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

| Link | Comments |
|------|----------|
| | |
| | |
| | |

New Capital Bid Template 2024 to 2027

Details

| | | | |
|---------------|-----------------|---------------|---|
| Directorate * | Chief Executive | Lead Members* | Stephen Conway - Leader of the Council and Executive Member for Housing Sarah Kerr - Climate Emergency and Resident Services |
|---------------|-----------------|---------------|---|

| | | | |
|--------------------------------|---------------|---------------------|-------------|
| Assistant Director / Service * | Sarah Morgan | Budget Manager * | Rodney Hing |
| Project Managed By * | David Pinnell | Rolling Programme * | No |

Project Title * Improvement to existing Property Management Software

Project Description *

Develop the capacity of the existing Civica (previously TF Cloud from Technology Forge) software to become the single point of reference for all property related data. The development of the software is to include providing key performance indicators for departmental performance and providing management software for Estates and Hard FM functions.

Borough and Service need - please detail the need/demand this project will provide for, how this fits into the wider service model across the Borough and how VFM is driven from the approach

Commercial Property wish to improve their existing Property Management Software. The development of this software will increase efficiency of managing the property portfolio and help improve strategic decision making based on condition reports and revenue expenditure for each property. The Civica Property Management Software will integrate data from leases, condition surveys, reactive maintenance and statutory servicing requirements along with the associated compliance documentation. 'Key performance indicators' produced by the software will be used to drive efficiency in each department and reduce costs whilst identifying potential properties that are surplus to requirements. Integration of the Civica PMS and BWO will also improve efficiency in the payment of invoices and financial reporting.

What are the implications if project bid not approved (e.g. impact on revenue saving, service + demand impact, risks, etc.)

If the project does not proceed this will ultimately reduce the efficiency of the Commercial Property department due to the lack of integration of the service data and collaborative working which will in turn reduce ability to provide strategic decision making across the property portfolio.

| | | | |
|---|---------------|-----------------|------------|
| Has Operational Property been consulted? (see guidance tab) | Yes | Date consulted? | 23/06/2023 |
| Names of Operational Property Officer consulted | David Pinnell | | |

Breakdown of project costs (please provide breakdown of budget request covering key areas such as feasibility stage, planning, design, construction and contingency)

| Cost line | £m |
|-------------------------|--------|
| Scoping and Feasibility | £0.05m |
| Implementation | £0.1m |
| Implementation | £0.1m |
| | |

Breakdown of ongoing revenue/running costs and income (additional cost per annum against current base budget). Could include costs such as staffing, repairs and maintenance, contribution to sinking fund for lifecycle replacements and sales / fees income

| Cost and income line | £m |
|---|-----|
| Additional purchase of TF Cloud Modules | TBC |
| | |

High Level project timeline (please provide headline dates for the project development and delivery stages - this will assist with understanding of cashflow). Some projects may not have a detailed timeline at this stage (e.g. subject to policy, strategy or business case)

| Activity | Owner | Start Date | Completion Date |
|--|---------------|------------|-----------------|
| a) Project scoping | Craig Hoggeth | Sep-23 | Mar-23 |
| b) Feasibility planning | Craig Hoggeth | Apr-24 | Jul-24 |
| c) Implementation (purchase of modules, implementation and training) | Craig Hoggeth | Aug-24 | Aug-25 |
| d) | | | |

Procurement requirements (please provide detail of any significant procurement requirements to deliver the project)

| Procurement | Owner | Required by date | Potential route to market |
|-------------|-------|------------------|---------------------------|
| None | | | |
| | | | |

RAG Status of Project / Bid (Certainty around financial assessment and ability to deliver project)

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

Select "RAG Status" * **Amber**

Comments regarding RAG Status: Project scope of developing software capacity & benefit realisation is currently in planning stage

Please select the appropriate MTFP category for the bid *

MTFP Category: Internal Services

MTFP Sub Category: Service improvements

Equality Impact Considerations

N/A

Budget Requested in £'000

Total of scheme approval **250**

Budget Phasing *

| Capital Scheme | Previous Years Approved Budget £'000 (Info only) | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|--|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Improvement to existing Property Management Software | | 125 | 125 | 0 | 0 | 0 | 250 |

Project Total (Info only) £'000 **250**

Funding Identified *

Funding identified? **No**

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

Funding Details

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

| Funding source | Total funding amount £'000 | Funding confirmed £'000 | Funding received £'000 | Comments - for example - Quote relevant contributions agreement | Grant details / grant reference |
|--------------------------------|----------------------------|-------------------------|------------------------|---|---------------------------------|
| | | | | | |
| | | | | | |
| Total Funding Available | 0 | 0 | 0 | | |
| Total Project Costs | 250 | 250 | 250 | | |
| Funding Shortfall | 250 | 250 | 250 | | |

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

Revenue Implications

Net Revenue Impact (saving in brackets) * **£'000**
0

| Revenue Implications | Year 1 2024/25 £,000 | Year 2 2025/26 £,000 | Year 3 2026/27 £,000 | Year 4 2027/28 £,000 | Year 5 + 2028/29 £,000 | Total for Approval £'000 |
|--|----------------------|----------------------|----------------------|----------------------|------------------------|--------------------------|
| Annual cost of financing - Invest to save schemes only (either increased income / or reductions in cost) | | | | | | 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 |

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 / 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 todays energy costs, against a ten year criteria, will save significant (increasing) cash beyond this. In addition, there is a commercialised opportunity here, to us as the service delivery, from revenue streams coming back from third party organisations.

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

Names of Operational Property Officer consulted

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

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

Select "RAG Status" *

Comments regarding RAG Status

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

MTFP Sub Category

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 todays energy costs, against a ten year criteria, will save significant (increasing) cash beyond this. In addition, there is a commercialised opportunity here, to us as the service delivery, from revenue streams coming back from third party organisations.

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**

| 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 | 1,750 | 1,750 | 1,750 | 1,750 | 1,750 | 8,750 |

Project Total (Info only) £'000

equals cell g75

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 | 8,750 | 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 | 8,750 | 0 | 0 | | |
| Total Project Costs | 8,750 | 8,750 | 8,750 | | |
| Funding Shortfall | 0 | 8,750 | 8,750 | | |

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

Revenue Implications

£'000

Net Revenue Impact (saving in brackets) * 0

| Revenue Implications | Year 1 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 |
|------|----------|
| | |

New Capital Business Case Template 2023 to 2026

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 * | Yes |

Project Title * Leisure Centre Refurbishments / upgrades

Project Description *

Parks and Pavilions to be included in the Leisure Centre Refurbishments/upgrades across the borough

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

Names of Operational Property Officer consulted

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

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

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the Business Case *

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

Equality Impact Considerations

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

| Budget Phasing * | 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 g75

Project Total (Info only) £'000

Funding Identified *

Funding identified?

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 | 500 | 500 | 500 | | |
| Funding Shortfall | 500 | 500 | 500 | | |

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 |
|------|----------|
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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) Date consulted?

Names of Operational Property Officer consulted

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

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

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the 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**

| Budget Phasing * | 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 |

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Project Total (Info only) £'000

Funding Identified *

Funding identified?

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 | 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

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

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|--------------------------------|------------------------------------|---------------------|--|
| 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 |
| 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 | 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**

| 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 |

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 |

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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 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) Date consulted?

Names of Operational Property Officer consulted

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

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

Select "RAG Status" *

Comments regarding RAG Status

Please select the appropriate MTFP category for the 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**

| 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

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 |
|--------------------------------|----------------------|-------------------------|------------------------|---|---------------------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| 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
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 * | 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

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 * | 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 | 0 | 350 | 0 | 0 | 680 |

Project Total (Info only) £'000 2,160

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 |
|--------------------------------|----------------------|-------------------------|------------------------|---|---------------------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| 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 |

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 * | 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 * | 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 |

equals cell g75

Project Total (Info only) £'000 2,348

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

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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 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 350

| Budget Phasing * | 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 |
|---|--|----------------------|----------------------|----------------------|----------------------|-----------------------|--------------------------|
| Capital Scheme | | | | | | | |
| ¹ (bid previously approved was called "Digital | 200 | 300 | 50 | | | | 350 |

Project Total (Info only) £'000 550 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 |
|--------------------------------|----------------------|-------------------------|------------------------|---|---------------------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| Total Funding Available | 0 | 0 | 0 | | |
| Total Project Costs | 350 | 350 | 350 | | |
| Funding Shortfall | 350 | 350 | 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 |

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 | |

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

WORK PROGRAMME 2023/24

101

| DATE OF MEETING | ITEM | PURPOSE OF REPORT | REASON FOR CONSIDERATION | CONTACT OFFICER |
|------------------|----------------------------|--|--------------------------|---------------------|
| 14 November 2023 | Medium Term Financial Plan | To receive details of proposed bids within the draft MTFP | Work programme | Graham Ebers |
| | Action Tracker | To consider the Committee's action tracker | Standing Item | Callum Wernham |
| | Work Programme | To consider the work programme for the Committee for 2023-24 | Standing Item | Democratic Services |

| DATE OF MEETING | ITEM | PURPOSE OF REPORT | REASON FOR CONSIDERATION | CONTACT OFFICER |
|-------------------------|-----------------------------------|---|---------------------------------|------------------------|
| 28 November 2023 | Medium Term Financial Plan | To receive details of proposed and updated bids within the draft MTFP | Work programme | Graham Ebers |
| | Action Tracker | To consider the Committee's action tracker | Standing Item | Callum Wernham |
| | Work Programme | To consider the work programme for the Committee for 2023-24 | Standing Item | Democratic Services |

| DATE OF MEETING | ITEM | PURPOSE OF REPORT | REASON FOR CONSIDERATION | CONTACT OFFICER |
|-------------------------|-----------------------------------|--|---------------------------------|------------------------|
| 19 December 2023 | Medium Term Financial Plan | To receive details of proposed and updated bids within the draft MTFP | Work programme | Graham Ebers |
| | Local Plan Update | To receive an update on the development of the new Local Plan | Work Programme | Ian Bellinger |
| | WBC Buildings | To scrutinise arrangements for managing the Council's building assets across the Borough | Committee Request | Sarah Morgan |
| | Action Tracker | To consider the Committee's action tracker | Standing Item | Callum Wernham |
| | Work Programme | To consider the work programme for the Committee for 2023-24 | Standing Item | Democratic Services |

| DATE OF MEETING | ITEM | PURPOSE OF REPORT | REASON FOR CONSIDERATION | CONTACT OFFICER |
|------------------------|--|--|---------------------------------|------------------------|
| 22 January 2024 | Enforcement and Safety Service | To scrutinise the delivery of the Council's enforcement and safety service | Work programme | Narinder Brar |
| | Planning Service | To scrutinise the delivery of the Council's Planning, Strategic Planning and Planning Enforcement services | Committee request | Trevor Saunders |
| | Violence Against Women and Girls Strategy | To consider an update on the Violence Against Women and Girls Strategy. | Committee Request | Narinder Brar |
| | Action Tracker | To consider the Committee's action tracker | Standing Item | Callum Wernham |
| | Work Programme | To consider the work programme for the Committee for 2023-24 | Standing Item | Democratic Services |

| DATE OF MEETING | ITEM | PURPOSE OF REPORT | REASON FOR CONSIDERATION | CONTACT OFFICER |
|------------------------|--|--|---------------------------------|------------------------|
| 4 March 2024 | Police and Fire Services | To receive an update on the work of the Police and Fire Services | Work programme | Narinder Brar |
| | Flood Risk Management | To receive the annual update on the Council's delivery of the flood risk management strategy | Work Programme | Boniface Ngu |
| | Combatting Drugs Partnership | To receive a report on the work of the Combatting Drugs Partnership Delivery Group | Committee Request | Narinder Brar |
| | Highways and Transport Customer Service | To consider a follow-up on any improvements in communications and resident satisfaction – following the discussion in September 2023 | Committee Request | Chris Easton |
| | Action Tracker | To consider the Committee's action tracker | Standing Item | Callum Wernham |
| | Work Programme | To consider the work programme for the Committee for 2023-24 | Standing Item | Democratic Services |

Task & Finish Groups – Active Travel Task and Finish Group

Community & Corporate Overview and Scrutiny Committee – Action Tracker 2023/24

| Community & Corporate Overview and Scrutiny Committee – 22 May 2023 | | |
|--|---|---|
| Agenda Item | Action | Update |
| Minutes of Previous Meeting | <ul style="list-style-type: none"> • Agreed | <ul style="list-style-type: none"> • Completed |
| Flood Risk Management | <ul style="list-style-type: none"> • Officers aim to send follow-up emails to Members once flood risk management works had been completed in their Wards; • Written answer re manhole covers; • Lower Earley peripheral road issue – officers to liaise with relevant Ward Member; • Members to encourage residents to ‘bulk’ report issues to Thames Water. | <ul style="list-style-type: none"> • Completed • Completed • Completed • Completed/Noted |
| Combatting Drugs Partnership | <ul style="list-style-type: none"> • Datasets re relapses, 6 & 12-month programme successes for the Borough be circulated; • Officers to ascertain if the police operation over Christmas was random or intelligence based; • Schedule agenda item re oversight of the delivery group – end of 23/24 municipal year. | <ul style="list-style-type: none"> • Ongoing • Ongoing • March 2024 |
| Active Travel Task and Finish Group Appointments | <ul style="list-style-type: none"> • Information be provided to the Group re funding allocation and any Government preferences to suggested WBC schemes. | <ul style="list-style-type: none"> • Completed |
| Work Programmes | <ul style="list-style-type: none"> • Chair, Vice-Chair and S151 officer to meet re earmarked reserves item; • Arts and Culture strategy to be scheduled; • Officers liaise with Highways colleagues re scheduling items for September 2023 meeting; • Schedule item on the Local Plan Update; • Arrange item on planning/strategic planning/enforcement services via the Chair; • Arrange work programme by ‘topic’; • Consider inviting representatives from housing management companies to the Committee. | <ul style="list-style-type: none"> • Completed • September 2023 • Completed • October 2023 • Ongoing • Completed • Ongoing |

| Community & Corporate Overview and Scrutiny Committee – 3 July 2023 | | |
|--|--|---|
| Agenda Item | Action | Update |
| Minutes of Previous Meeting | <ul style="list-style-type: none"> • Agreed | <ul style="list-style-type: none"> • Completed |
| Draft Violence Against Women and Girls Strategy | <ul style="list-style-type: none"> • Comments and feedback from the Committee be fed into the development of the strategy; • Further update to be scheduled. | <ul style="list-style-type: none"> • Completed • January 2024 |
| Directorate Priorities – Resources and Assets | <ul style="list-style-type: none"> • Informal Working Group to be established to develop a model business case template, supported by Graham Ebers and Sally Watkins, comprising of Councillors David Cornish, Peter Dennis, Norman Jorgensen, and Pauline Jorgensen; • Note the priorities, opportunities and challenges. | <ul style="list-style-type: none"> • Ongoing • Completed |
| Directorate Priorities – Place and Growth | <ul style="list-style-type: none"> • Note the priorities, opportunities and challenges. | <ul style="list-style-type: none"> • Completed |
| Community Safety Partnership Update | <ul style="list-style-type: none"> • Member Comments be fed back to the CSP; • Further information be provided on specific issues raised at the meeting; • The Council's ASB team be congratulated on their achievements over the past year. | <ul style="list-style-type: none"> • Completed • Completed • Completed |
| Wokingham Anti-Abuse Charter Update | <ul style="list-style-type: none"> • Progress relating to the Anti-Abuse Charter be reported to Members in conjunction with the annual Community Safety Partnership update report. | <ul style="list-style-type: none"> • Completed |
| Work Programme | <ul style="list-style-type: none"> • The work programme be amended to reflect the point raised by Members; • The Chair and Vice-Chair discuss the possibility of additional meetings in order to ensure the effective scrutiny of items on the work programme. | <ul style="list-style-type: none"> • Completed • Ongoing |

| Community & Corporate Overview and Scrutiny Committee – 4 September 2023 | | |
|---|---|---|
| Agenda Item | Action | Update |
| Minutes of Previous Meeting | <ul style="list-style-type: none"> • Agreed | <ul style="list-style-type: none"> • Completed |
| Member Question Time | <ul style="list-style-type: none"> • Provide written supplementary answer to Cllr Cowan and publish in the Minutes. | <ul style="list-style-type: none"> • Completed |
| Arts and Culture Strategy Update | <ul style="list-style-type: none"> • Officers consider amending any future versions of the Committee report to show which bids were in progress, finished, delayed or cancelled • Officers consider placing additional efforts into advertising the ongoing and future work of engagement with young adults; • Chair to liaise with officers and the Executive Member to establish an appropriate meeting to provide an update on tangible outputs that the public could recognise as successes of the strategy; • Arts and Culture Service Plan (internal document) be shared with the Committee at the appropriate time. | <ul style="list-style-type: none"> • Noted • Noted • Ongoing • Ongoing |
| Highways and Transport – Customer Service, Potholes and Small Projects | <ul style="list-style-type: none"> • Officers seek to amend the wording of the report function to specify reports to pedestrian footpaths; • Members and residents be invited to report any such instances of HGVs damaging road surfaces as a result of turning manoeuvres; • Members and residents be invited to report instances of rough patches of roads and cycleways as a result of respraying; • Members contact the Highways team directly should they not be receiving details of TROs within their Ward; • The Committee consider a follow-up session to highlight any improvements made with regards to communications and resident satisfaction | <ul style="list-style-type: none"> • Completed • Noted • Noted • Noted • Ongoing |
| Local Transport Plan 4 | <ul style="list-style-type: none"> • Officers consider adding the hierarchy of road users into the LTP4; • Officers consider amending the wording of the section on scooting to specify push-scooting; • Officers consider adding in information relating to demographic data from the consultation into the draft LTP4; | <ul style="list-style-type: none"> • Completed • Noted • Noted |

| | | |
|----------------|--|--|
| | <ul style="list-style-type: none"> • Executive Members and officers be requested to assess the data received from the consultation and place a special focus on any groups which had been underrepresented in future consultations on the LTP4; • Officers consider providing an Executive Summary at the beginning of the LTP4, outlining the conclusions and recommendations of the report to help residents to easily engage with the plan and proposals; • Officers consider exploration of more standard market research techniques, in order to reach a wider range of people and to help qualify the data; • The Committee consider if a further session be required to offer additional overview and scrutiny of the LTP4 prior to its consideration at the Executive. | <ul style="list-style-type: none"> • Noted/Ongoing • Noted • Noted • Noted |
| Action Tracker | <ul style="list-style-type: none"> • Briefing Note on Freedom of Information Requests be produced and circulated to the Committee. | <ul style="list-style-type: none"> • Ongoing |
| Work Programme | <ul style="list-style-type: none"> • LPU item to move to November; • VAWG strategy updated to be scheduled for January. Chair to meet with Exec Member and appropriate officers to discuss tangible delivery dates and achievements; • Chair to speak with officers with regards to potentially scheduling currently unscheduled topics. | <ul style="list-style-type: none"> • Completed • Completed • Ongoing |

| Community & Corporate Overview and Scrutiny Committee – 2 October 2023 | | |
|---|--|--|
| Agenda Item | Action | Update |
| Minutes of Previous Meeting | <ul style="list-style-type: none"> • Agreed | <ul style="list-style-type: none"> • Completed |
| MTFP Strategic Overview | <ul style="list-style-type: none"> • Strategic background and challenges facing the Borough noted; • Challenges and ideas to address current budget shortfall to be developed through the Budget Scrutiny process. | <ul style="list-style-type: none"> • Noted • Ongoing |

| | | |
|--|--|--|
| Proposed approach for the Street Cleaning and Grounds Maintenance Service Review | <ul style="list-style-type: none"> • Submit Recommendations to the Executive; • Establish a T&FG later in 2023/24 to scrutinise provision and emptying of litter bins with recommendations to the Executive. | <ul style="list-style-type: none"> • Completed • Ongoing |
| MTFP Reserves | <ul style="list-style-type: none"> • Reserves position noted – use to inform the Budget Scrutiny process; • Annual update including details of variations from year to year. | <ul style="list-style-type: none"> • Ongoing • Ongoing |
| Action Tracker | <ul style="list-style-type: none"> • Highways and Transport Customer Service – follow up session in March 2024. | <ul style="list-style-type: none"> • Ongoing |
| Work Programme | <ul style="list-style-type: none"> • Add item on use of WBC buildings – location, uses, costs and income generation potential. | <ul style="list-style-type: none"> • Completed |

| Community & Corporate Overview and Scrutiny Committee – 9 October 2023 | | |
|---|---|--|
| Agenda Item | Action | Update |
| Local Transport Plan 4 (LTP4) | <ul style="list-style-type: none"> • Member comments and suggestions fed into development of LTP4 prior to submission to Executive; • Chair to attend Executive on 30 November 2023 to present Committee's views. | <ul style="list-style-type: none"> • Completed • Ongoing |

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