



**WOKINGHAM
BOROUGH COUNCIL**

Medium Term Financial Plan 2019/2020

**(Including Revenue Budget Forecast & Capital Budget
Forecast to 2021/2022)**

WOKINGHAM BOROUGH COUNCIL MEDIUM TERM FINANCIAL PLAN 2019/20

(Revenue Budget Forecast & Capital Budget Forecast to 2021/22)

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CHIEF FINANCE OFFICER'S STATUTORY REPORT

1. Introduction

The Local Government Act 2003 requires the Chief Finance Officer (CFO) to report to Members, when setting the level of council tax, on the robustness of the budget presented and adequacy of reserves. The report below provides a strategic overview of the council's financial position as a context before making specific considerations on the 2019/20 budget.

2. Strategic Overview

Government's Autumn Budget November 2018

The UK economy has solid foundations and has grown every year since 2010. The Office for Budget Responsibility (OBR) expects the UK economy to continue to grow in every year of the forecast, and has revised up its forecast for cumulative growth compared to Spring Statement 2018. The OBR also expects employment to be higher in every year of the forecast than at Spring Statement. The government has made substantial progress in improving the health of the public finances since 2010, which have now reached an historic turning point. The deficit has been reduced by four-fifths and debt has begun its first sustained fall in a generation. The OBR expects annual GDP growth of 1.3% in 2018 and 1.6% in 2019. GDP growth dips slightly to 1.4% in 2020 and 2021, and then increases to 1.6% by 2023. Departmental spending plans were set out in the budget, with the MHCLG Local Government increasing from £4.7bn to 2018/19 to £5.9bn in 2019/20.

The national living wage has increased to £8.21 per hour (from £7.83) from April 2019. With regards to housing investment, the Housing Revenue Account cap that controls local authority borrowing for house building has been abolished from 29 October 2018 in England, with the intention to enable councils to increase council house building to around 10,000 homes per year. The Housing Infrastructure Fund, will increase by £500 million to a total £5.5 billion, potentially unlocking up to 650,000 new homes.

The autumn budget provides the context for the local government funding settlement and illustrates that the financial climate is expected to remain extremely challenging for the foreseeable future.

Local government finance settlement December 2018

Due to years of local government funding driven by a formula biased toward deprivation factors (as opposed to recognising the basic cost of providing services) and grant reductions calculated on the amount received in previous years, Wokingham Borough Council goes into the 2019/20 settlement as the lowest funded unitary authority (per head of population) in the country. This also means that, because of such poor funding settlements in the past, more of Wokingham's local services are funded by its council taxpayers than any other unitary authority. It is important to emphasise that while some unitary authorities benefit from around 50% of their service costs funded by Government, the corresponding figure is just 11% in the case of Wokingham, and is set out later in the report.

Wokingham has been one of the hardest hit councils in terms of government funding, and as a result Wokingham's council taxpayers pay for most of its local authority services (as previously illustrated). This is the fourth and final year of the current four-year funding settlement. The settlement seeks to impose a triple taxation effect on Wokingham residents. Firstly they have been required to pay the largest contribution to local services as a result of previous poor settlements, then their significant contribution is used as a basis on which to calculate their penalty (grant reduction) and lastly, a high local taxation levy is assumed each year of the settlement (council tax at inflation plus a 2% adult social care precept) in order to maximise the penalty calculation. Although this punitive approach has been applied to all local authorities, it has a significantly disproportional effect on Wokingham's council taxpayers who have, through previous poor settlements, been required to make the highest percentage contribution to their local services.

Wokingham's situation is further compounded by the way the new homes bonus (NHB) has been included within the grant cut calculation. We have endeavoured to embrace the intention of the NHB since its introduction and play our part in both regeneration and taking a responsible approach in meeting housing demand. This means that our NHB has been used primarily in the past on regeneration related activities. Previously NHB provided the council with resources to plough back into services and regeneration, as was the stated intention of the scheme on its inception. Now that our housing supply projects are underway and delivering on their intention, our NHB should be increasing. Under the current four year settlement, NHB funding has been cut, despite the significant number of new homes being built in the borough. This is a consequence of the Government's cut to NHB funding. Furthermore the NHB is included with the council's core spending power calculation, which indicates it should be used on core council services and therefore not available specifically for regeneration activity.

The indicative grant cuts and the government's assessment of core spending power assumed the council increases council tax by inflation and also an additional adult social care (ASC) precept of 2% each year. If the council had not applied both these levies, it would have compounded what already was an unmanageable savings target created by such severe reductions on a meagre grant allocation. As a result, our residents would inevitably be charged more and more each year, whilst experiencing the service cuts needed to 'balance the books'. The council had the opportunity to increase the adult social care precept by up to 6% over the three years 2017/18, 2018/19 and 2019/20. An increase of 3% was taken in 2017/18, followed by one of 2.5% in 2018/19, leaving 0.5% available in 2019/20.

The ASC precept, although initially seen as a helpful introduction, becomes problematic for Wokingham Borough in the context of the core spending (total income) calculation. The precept was assumed to be taken at 2% every year in the settlement calculation and as such, contributes to the size of the grant cut (as previously explained). The council is required to spend this money on adult social care only, and so this restricts the council's ability to allocate its own spending internally which is needed to justify the precept.

In recent years the government has capped council tax increases to under 2%, excluding the adult social care precept – any increase above this would require a local referendum funded by the local taxpayer. Similar to last year, for 2019/20 the referendum cap was increased to under 3%. Although this increases flexibility, this only partially goes to cover increasing inflation costs and reducing grant levels, with central government assuming in their analysis of our spending pressures a 3% council tax increase.

Wokingham, along with its Berkshire neighbours successfully bid to be part of a 100% business rates retention pilot for 2018/19. The Berkshire councils were again successful in their pilot bid in 2019/20. However instead of 100%, the retention level is set at 75%. In 2018/19, an estimated £25m funding was allocated to the Berkshire LEP for infrastructure investment in line with the business case reported to Executive on 30/11/2017. For 2019/20, it is estimated a further £11m funding will be allocated to the Berkshire LEP for more infrastructure investment. Wokingham will retain a higher proportion of its business rate growth as a result of being a member of the Berkshire-wide business rates pilot.

Negative revenue support grant

The December 2018 draft finance settlement announced no additional tariff (aka negative RSG) will be taken in 2019/20 (originally forecast at £7.14m in the four-year settlement) which is a significant one-off benefit for Wokingham. The government is producing a new methodology for the funding of local government and therefore the Council must remain extremely cautious with regard to its ongoing base-line funding; the outcome of this review will not be known until late in 2019. It is expected that business rates will be retained by local authorities within the overall funding considerations. However this is extremely unlikely to mean there is an increase in total resources available to the local government community.

Future Funding Settlements

As stated above, 2019/20 is the final year of an agreed four-year settlement. This means that there is much uncertainty around future settlements in terms of duration and the actual amount of funding Wokingham will receive. Consequently it has been difficult to make definite determinations about budgets in 2020/21 and 2021/22, but with government money being allocated to ring-fenced departments (eg: DoHSC, DfE and MoD) it is likely that local government will once again experience a reduced real-terms settlement going forward, and therefore must budget accordingly. This context means it is extremely important the Council takes a prudent approach in its budget setting proposals 2019/22.

Adult Social Care (ASC)

The Government's continued aim is that by 2020 health and social care will be integrated across England, with joined up services between social care providers and hospitals, and that it should feel like a single service for patients.

The adult social care precept puts the council at a perverse financial disadvantage. It is assumed by the Government to have been levied at 2% every year (under the core spending calculation) which creates a reduction to general grant income. The resulting grant and subsequent budget shortfall can only be addressed by cuts to non ASC services (or the Council will lose its ability to levy the precept). This significantly compounds the pressure on the council's non adult social care service areas.

Regeneration and strategic developments

The council is continuing the development of Wokingham town centre to ensure that it remains an attractive location for businesses, and for people to visit for shopping and recreation. In addition, the four strategic development locations (SDLs) which the council has identified are driving the process of generating new housing and employment opportunities. The budget submission, contained in the medium term financial plan (MTFP), will again identify

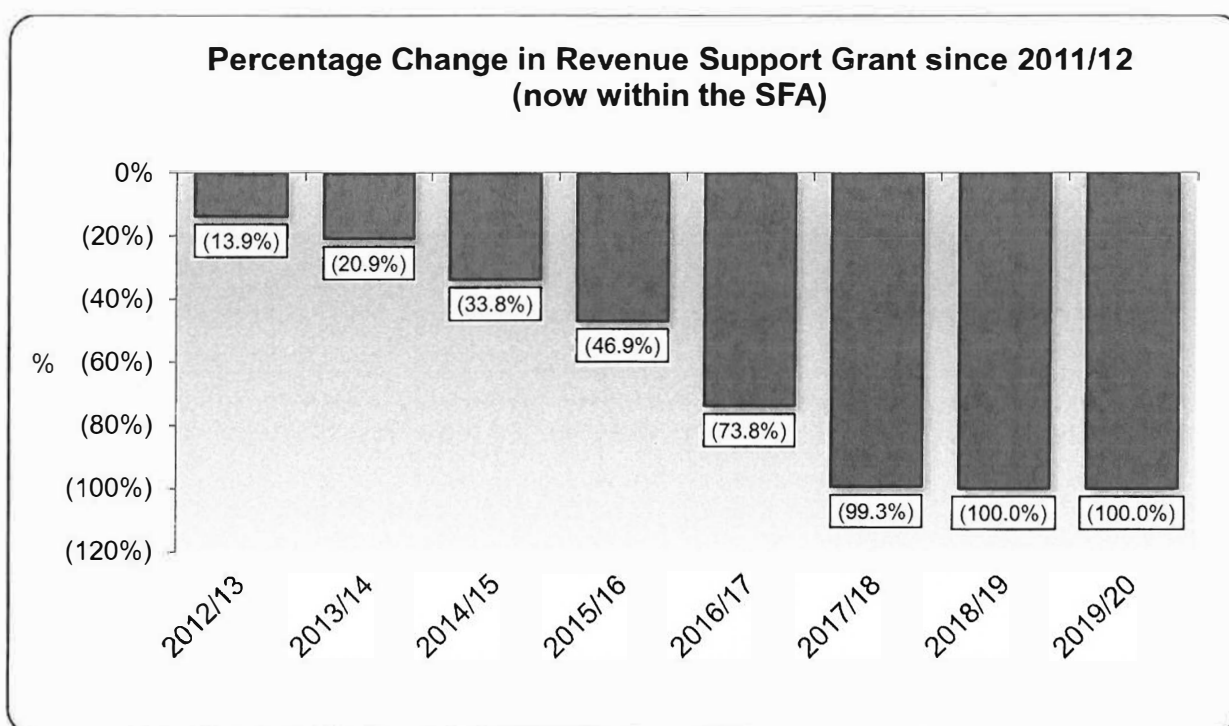
considerable upfront investment in these areas and guard against financial risks where possible. All upfront investment will start to be repaid (in full) once works are completed and thereafter, this investment will generate income for the Council.

3. Analysis of Reductions in Government Funding

The percentage changes in Government Funding since 2010/11 are shown below. Following the December 2010 Local Government Finance Settlement, Wokingham suffered a reduction in RSG for the first time in 2011/12 of 14.3%, that is followed by reductions cumulatively as shown in the graph below. In 2018/19 RSG had reduced to zero. It was expected that by 2019/20 the grant would be cut still further with some authorities required to pay a 'negative RSG'. However, following consistent representations made by this authority, we have been informed through the finance settlement that negative RSG will not be enacted in 2019/20. The funding position is unclear from 2020/21 onwards and Wokingham will need to continue to make representations with regard to the new methodology for financing local authorities to ensure we secure a fair and viable ongoing funding settlement from the Government.

RSG was previously the significant unringfenced grant that supported the council's ongoing revenue expenditure. From 2013/14 it has been incorporated within the settlement funding assessment (SFA). The 100% RSG reduction for Wokingham is significantly higher than the Berkshire average reduction and the average for all unitary authorities.

The graph below shows the cumulative reductions in grant for Wokingham.



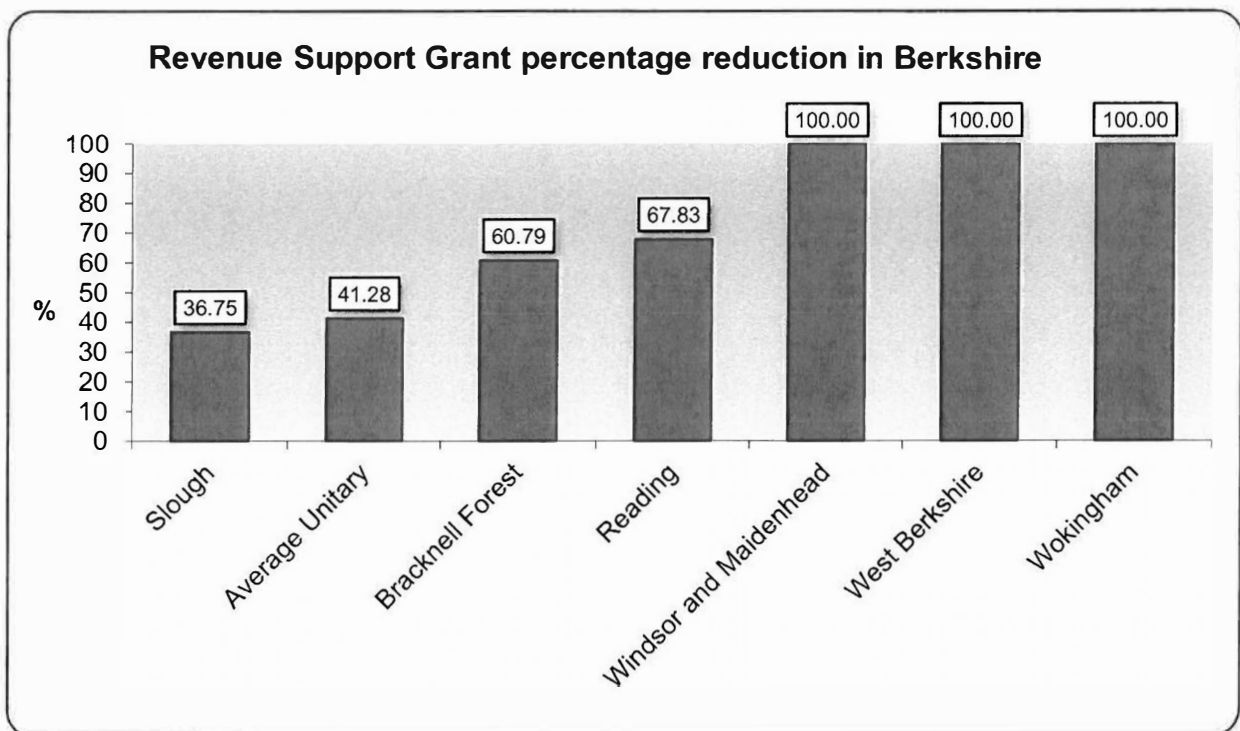
The graph above shows that in 2019/20 the Council faced no further reduction in RSG due to the removal of negative RSG announced in the finance settlement. This good news is short lived as the Council will face a new base-line funding assessment in 2020/21.

The reductions in Government grants highlighted above have had a major impact on the council's finances and budgets since 2010/11. The Council's net expenditure budget has been

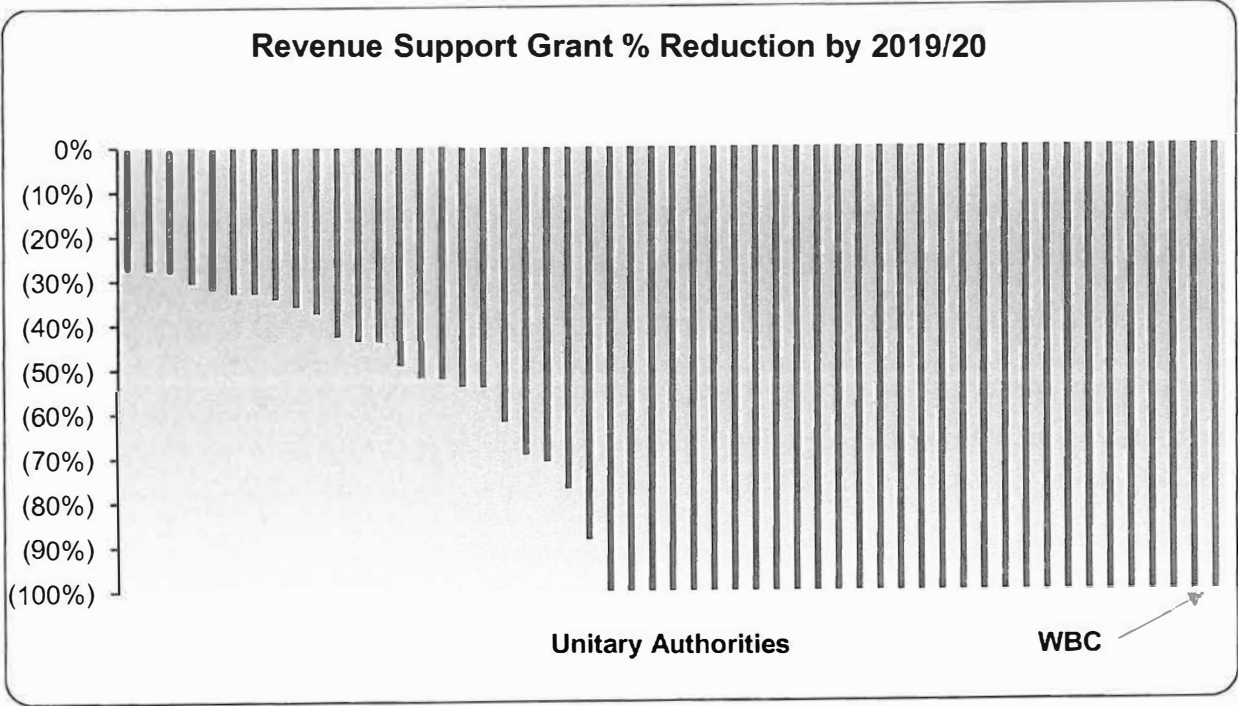
reduced each year since 2010/11 as shown in the table below, which indicates that the net expenditure budget has been reduced by £35.5m (34%) between 2010/11 and 2019/20.

	£m
WBC 2019/20 net expenditure budget	121.2
Less rolled in grants from services to formula grant	(12.5)
Less discount re inflation since 2010/11 (based on CPI)	(26.7)
Less discount re growth in council tax base since 2010/11	(12.3)
Net expenditure budget 2019/20 discounted to 2010/11 Prices	69.7
WBC 2010/11 net expenditure budget	105.2
Reduction in expenditure since 2010/11	£35.5m (34%)

The graph below compares the RSG reductions by 2019/20 across Berkshire councils.



A number of councils now no longer receive RSG. Wokingham was one of the first to lose all its RSG funding. The graph below shows Wokingham's revenue support grant reduction compared to all other unitary authorities.



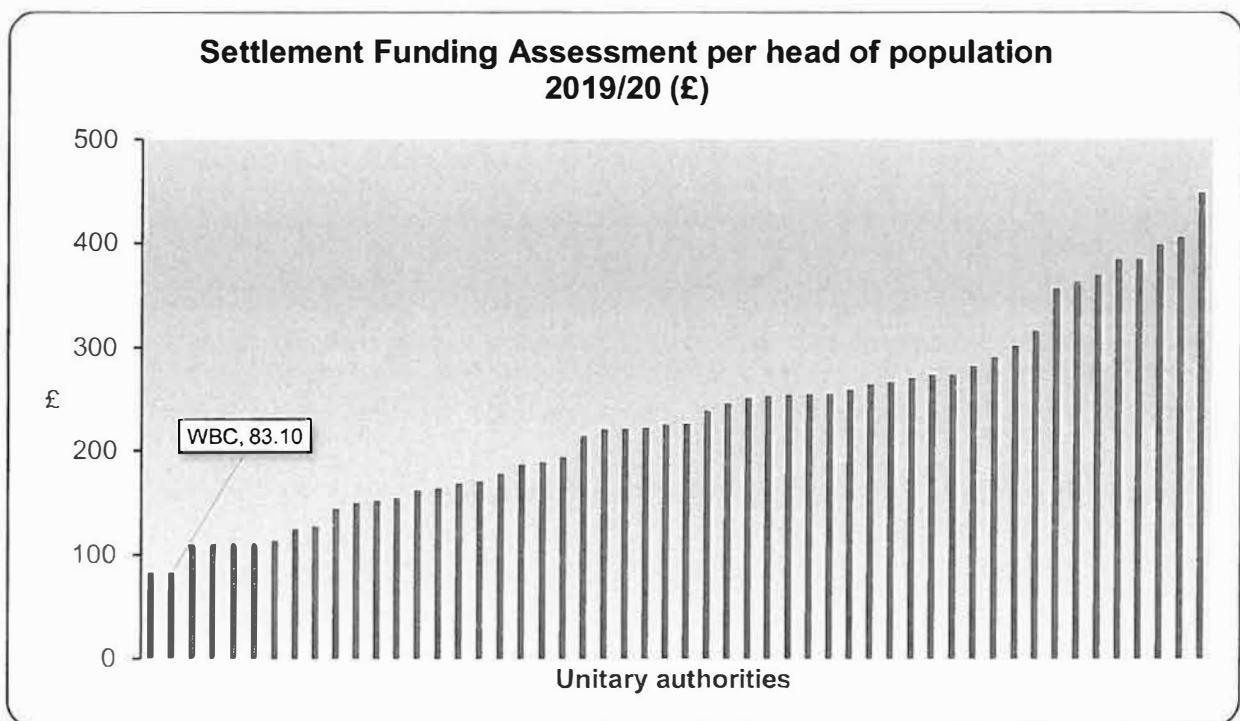
For 2019/20 Wokingham's RSG remained at zero. A negative RSG was proposed for 2019/20 however following the finance settlement, it was announced there would be no negative RSG in 2019/20. This is good news for Wokingham. However only for a short period of time as the funding for 2020/21 is unclear and subject to the outcomes of the comprehensive spending review.

Settlement Funding Assessment (SFA)

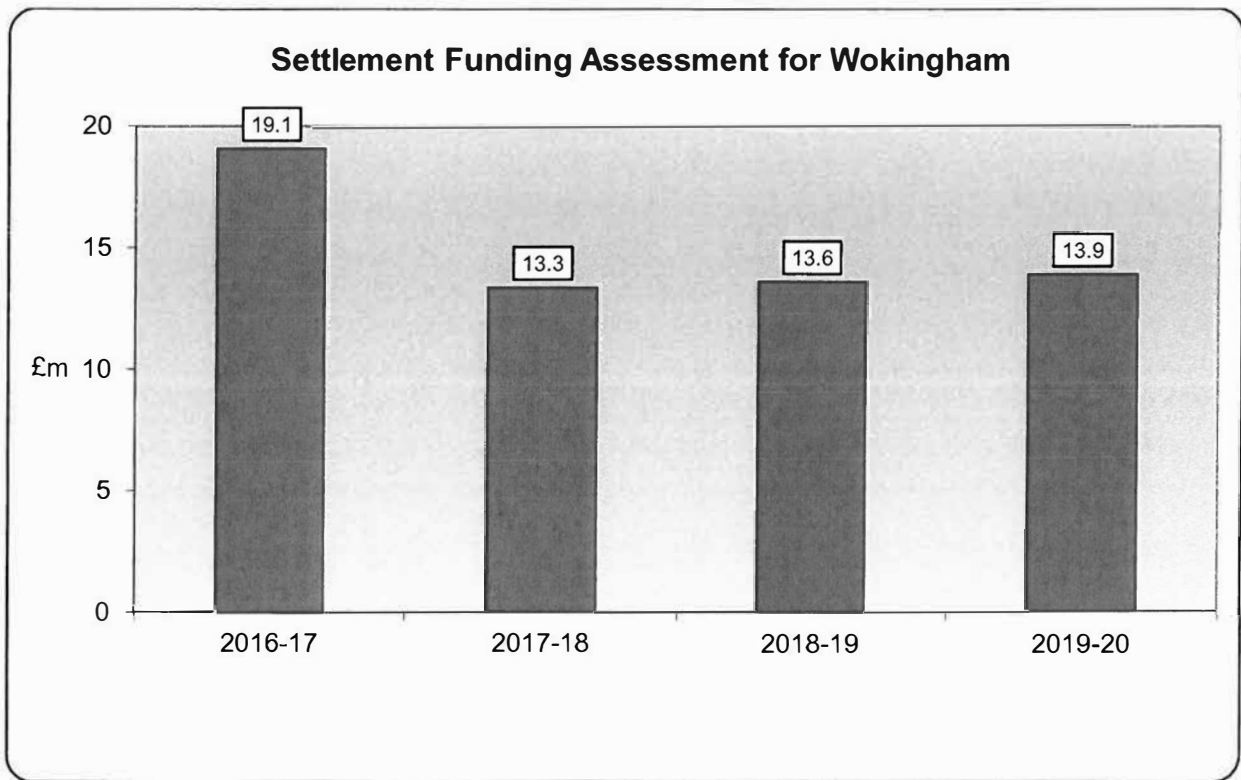
The SFA is a calculation consisting of the sum of baseline funding level (BFL) and the revenue support grant (RSG). The BFL represents Wokingham's share of business rates retained income (£13.9m) and the RSG represents a grant from government to help fund services within Wokingham (£Nil).

Wokingham's total SFA will be £13.9m in 2019/20, compared to £19.1m in 2016/17, a reduction of 27.2%, or £5.2m.

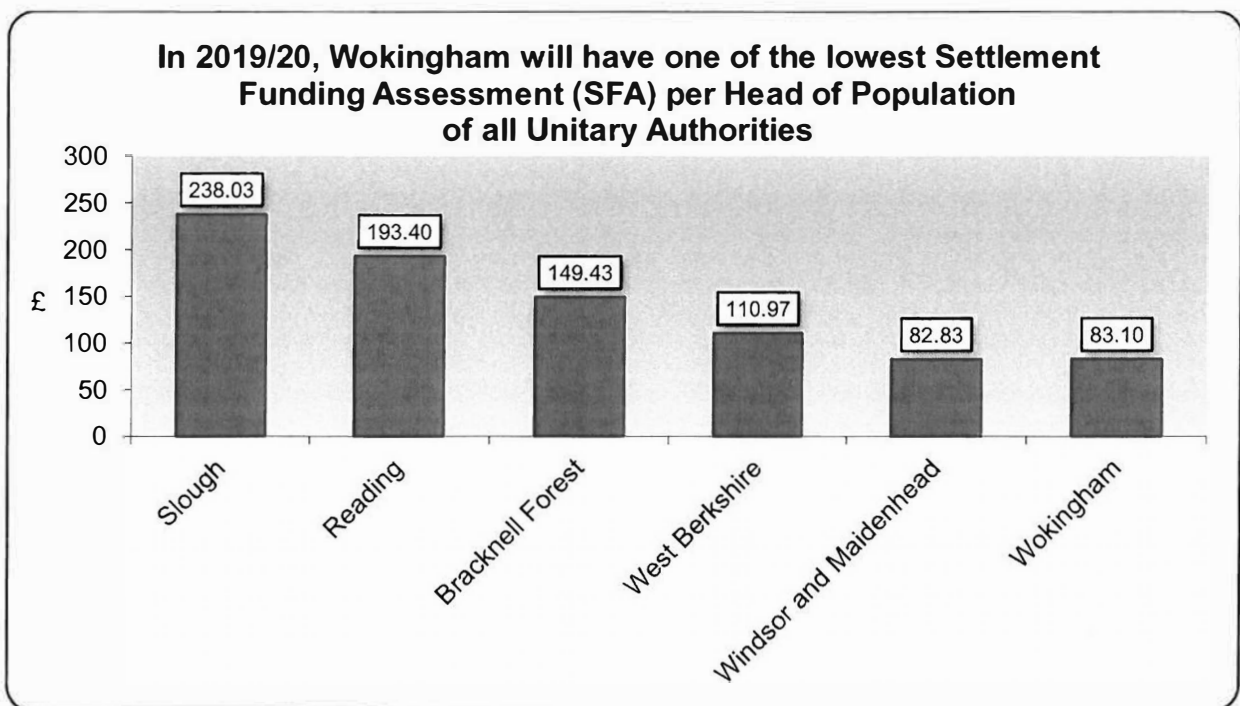
The graph below shows the position for 2019/20 and confirms that Wokingham remains one of the lowest funded unitary authorities, well below the unitary average, and less than 19% of the highest funded unitary authority:



The graph below shows the settlement funding assessment for Wokingham over time. The slight increase in 2019/20 is a result of inflationary increases in business rates, and our relatively low cash level reduction in revenue support grant, as negative RSG was not implemented for 2019/20. As we are in the final year of a four-year settlement, Wokingham has no certainty over the funding levels for 2020/21 onwards making financial planning very challenging and risky.

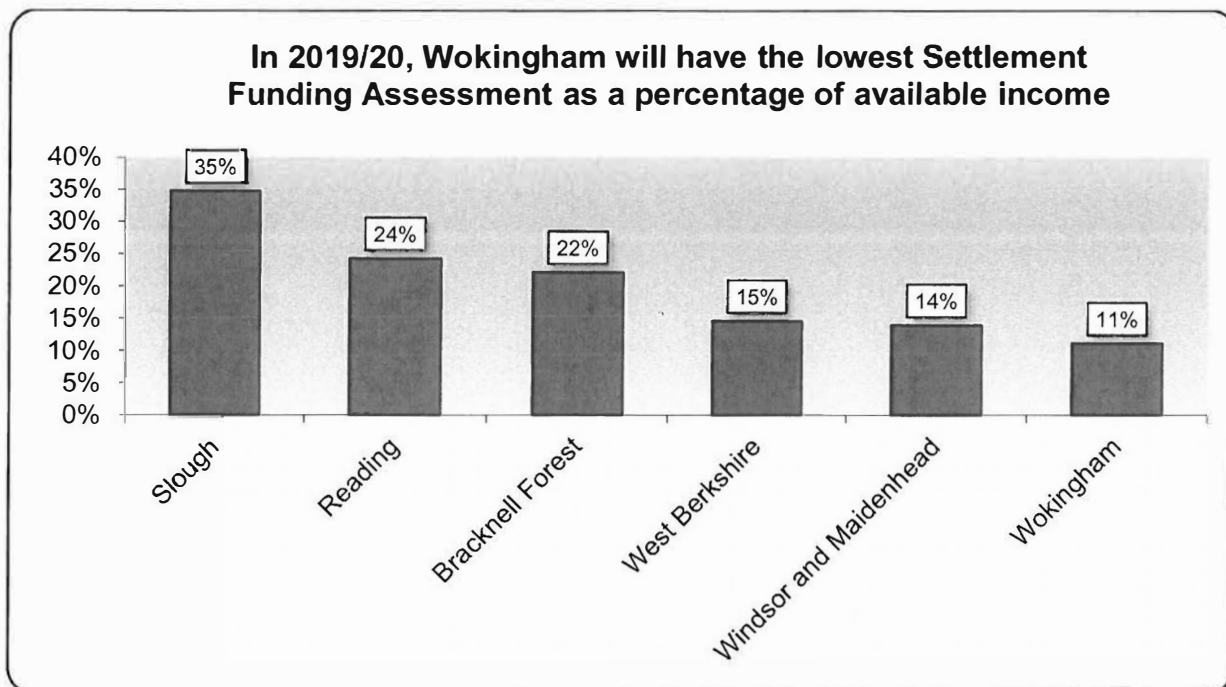


The graph below shows the settlement funding assessment on a per-head of population basis for each Berkshire council. Wokingham will receive the SFA per head of £83.10, which is significantly lower than the unitary authorities' average. It is also less than half the funding of two of the Berkshire authorities.



As seen below, Wokingham's settlement funding assessment income is only 11% of its 2019/20 total available income (known as spending power). This is less than a third of one Berkshire council, and lower than nearly all other unitary authorities. The practical implication

for Wokingham is that it must fund a higher proportion of the council's expenditure through council tax than any other unitary authority, and therefore increases / decreases in council tax have a greater proportional impact on services.

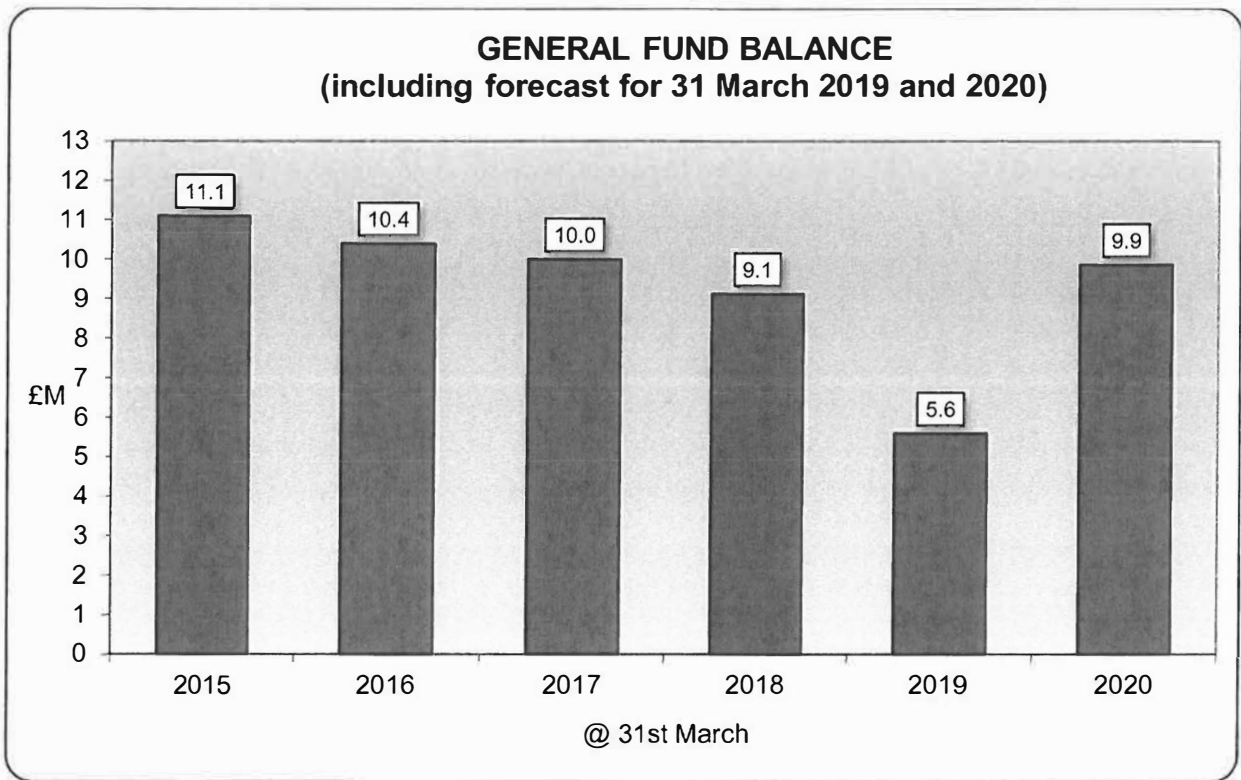


In 2019/20, Wokingham will receive the lowest percentage of SFA grant as a share of its total income, of any unitary authority. Wokingham will receive 11%, compared to some unitary councils for which government grants will fund over 40%, and an average of 34%. As a result, the percentage of expenditure met by Wokingham council tax payers is the highest of any unitary authority.

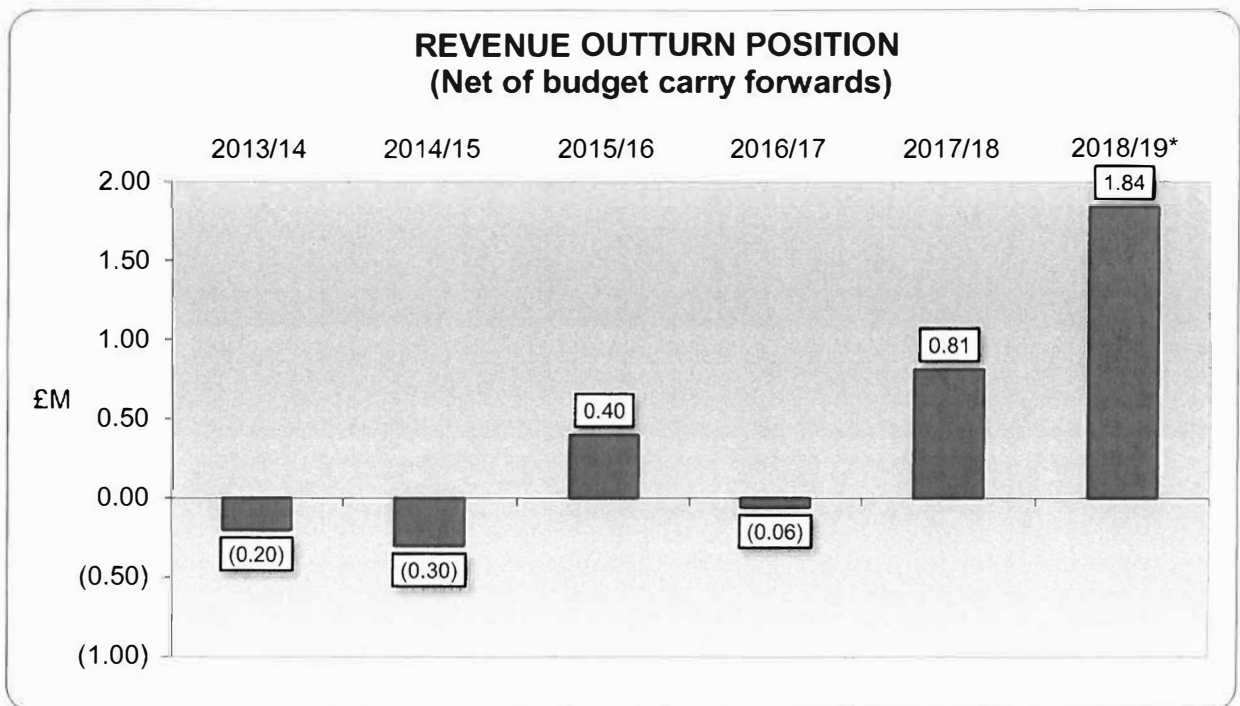
4. General fund balances (GFB)

The GFB is required as a contingency to meet unforeseen spending requirements and to provide stability in medium term financial planning (e.g. by using balances to contain growth in future years). The level of balances is informed by a budget risk analysis. This approach was introduced in 2003/04 when the council agreed the policy on reserves and balances. The budget risk analysis is included annually in the medium term financial plan. The graph below shows actual GFBs at 31 March 2018 and a forecast for 31 March 2019 and 31 March 2020. The expected reduction for 31 March 2019 is as a result of in year supplementary estimates, carry forwards and projected overspends across directorates.

The risks facing the council's finances have increased significantly, they include the implication of future years of austerity; further grant reductions; additional service pressures; substantial regeneration programmes requiring forward funding; dependency on future commercial income and capital contributions; risks around business rate receipts, and the level of retained business rates.



A further consideration in setting a prudent level of GFBs and setting a safe budget is the underlying trend of (under) / over spending against the budget set at the beginning of the year (see below).



*18/19 also includes supplementary estimates, which masks an underlying pressure.

It is important that the council ensures that sufficient budget is approved to deliver the agreed levels of service to avoid base budget deficiencies (inadequate budgets).

The forecast budget variance in 2018/19 currently shows an overspend of £1.84m (1.43%) compared to the budget approved in February 2018, based on the end of December 2018 monitoring, as well as the inclusion of supplementary estimates and carry forward requests. It should be recognised that within the overall position there are significant underlying cost pressures within the 2018/19 budget including, for example, pressures on adult care placements and increasing demand on children services: These will need to be considered within the 2019/20 budget proposals.

5. Other balances

The council holds other balances in addition to the general fund balance. These should be reviewed as part of the budget submission and in the context of their benefit and opportunity cost.

6. Council tax

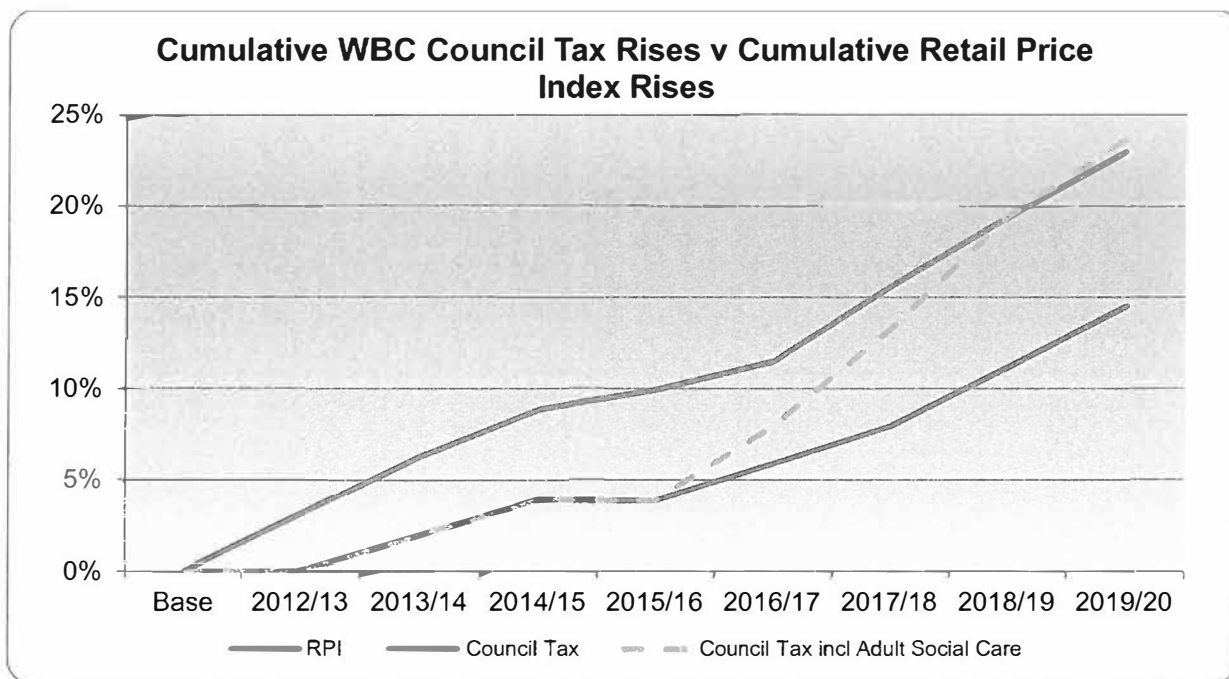
Funding is fixed by the Government and therefore increases in service funding affects the level of council tax that must be levied. This is a major area of tension in every budget setting year; the increase in council tax versus the quality and level of service delivery. This is a particularly difficult tension in the context of public affordability (e.g. those on a static income) and also because a high proportion of the council's services are statutory with escalating costs driven by increasing client needs and numbers.

The expenditure pressures for council tax increases above inflation are similar each year: client increases (particularly in social care); increase in statutory requirements (e.g. recycling, standards of care); unavoidable expenditure increases above inflation (e.g. maintenance contracts, social care contracts and land fill tax) and pressures to improve services from both the public and the Government. Across recent years Wokingham has succeeded in keeping council tax increases in line with or below inflation (achieving a freeze in 2012/13 and 2015/16) as shown in the table below. From 2016/17 to 2019/20 the increases exceeded the inflation level, but this is due to the government's calculations which assume both inflationary increases and an additional adult social care increase to council tax. Recent changes in council tax can be seen in the table below.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
RPI Annual Increases (May figures)	3.1%	2.4%	1.0%	1.4%	3.7%	3.3%	3.0%*
Wokingham BC Council tax (core element)	1.9%	1.9%	0.0%	1.9%	1.9%	2.99%	2.99%
Wokingham BC Council tax (Adult social care)	n/a	n/a	n/a	2.0%	3.0%	2.5%	0.5%

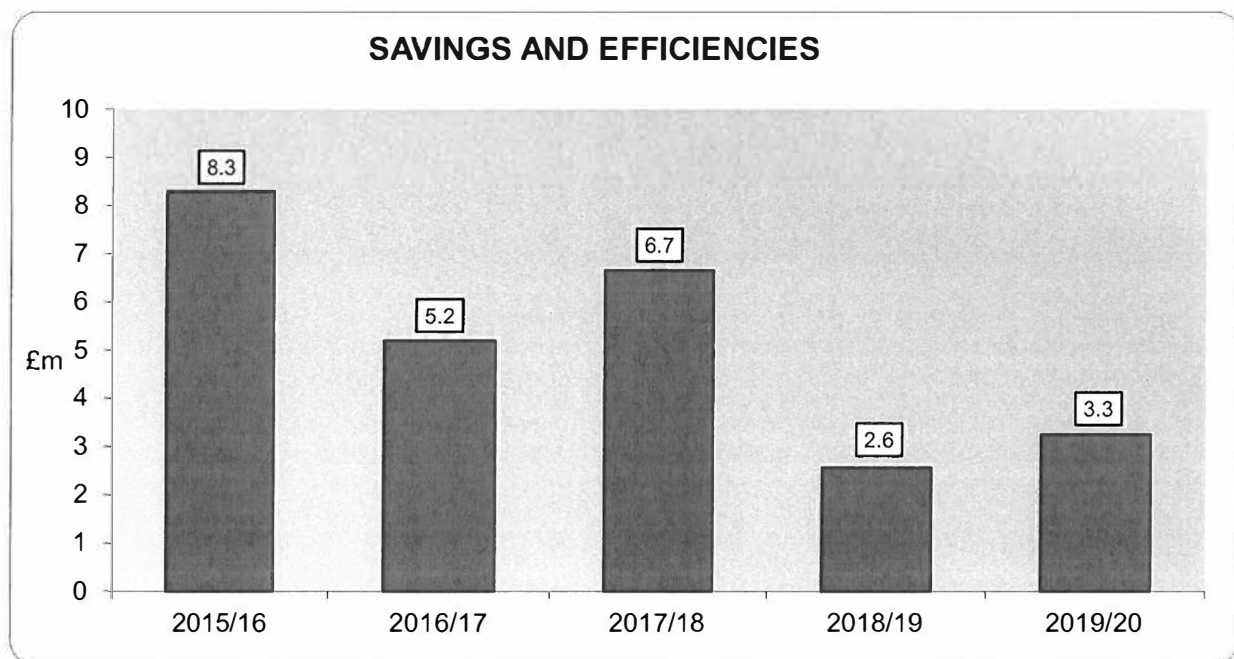
* OBR November 2018 forecast of 2019 RPI

Taken across a longer time period, as can be seen in the graph below, council tax increases (excluding Adult Social Care precept) have always been kept below inflation. This is a reflection of the council's continuing pursuit of efficiencies and value for money, particularly relevant in the context of it being one of the lowest grant funded unitary authority per head of population.



Savings

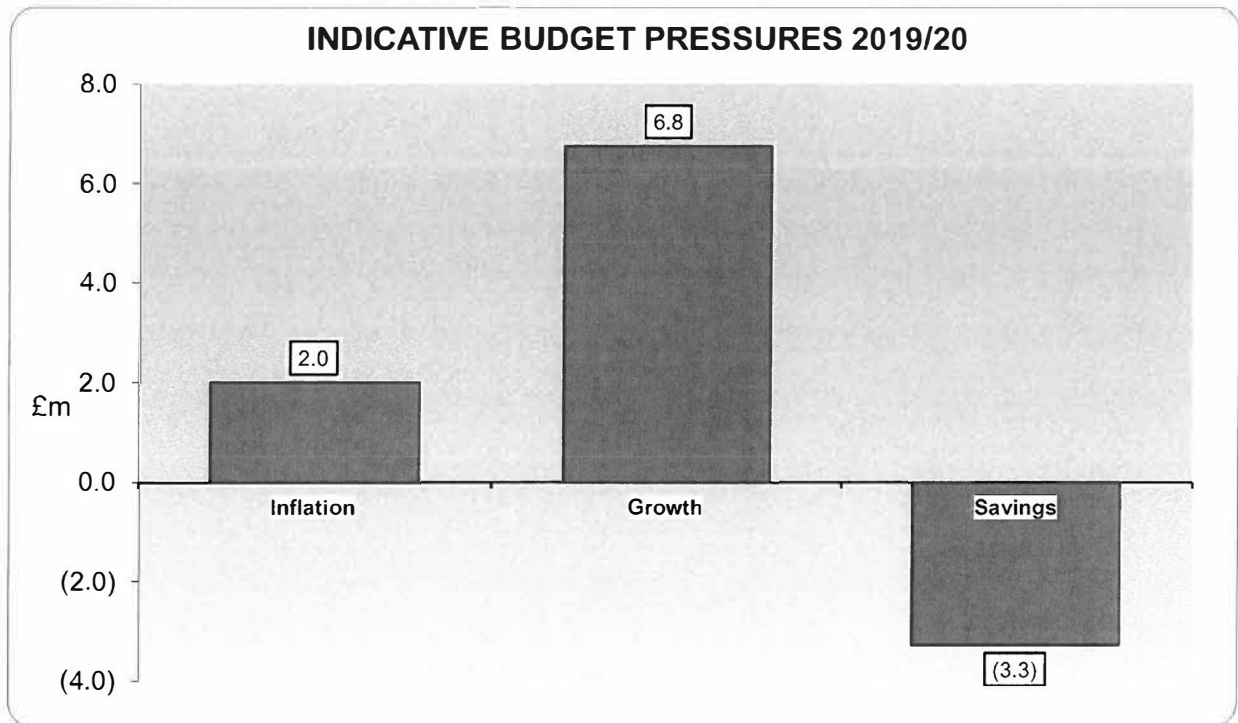
The total savings and efficiencies that have been identified in setting the council tax in previous years are shown below. It equates to over £26m over the five years. Savings are used to fund growth, inflation and reductions in Government grants.



The savings shown above reflect the savings made for each financial year (or planned savings based on the medium term financial plan in the case of 2019/20).

7. Budget pressures

An overview of the 2019/20 budget pressures is shown below. The detail of the full and updated set of budget movements is contained in the Summary of Budget Movements (SoBM) section of the Medium Term Financial Plan (MTFP).



This growth is largely driven by demographic pressures in adults' and children's services. The current outturn is showing further pressures in these areas including home-to-school transport.

8. Revenue resources outlook and risks 2019/20 and beyond

The financial future remains very challenging and the council will experience pressure on its resources in a way it has not had to endure previously. Under the council's budget management protocol Members are required to agree budgets based on the best estimate for the agreed level of service.

A budget risk analysis has been undertaken for 2019/20 and is detailed in the MTFP. This identifies budgets where there remains a risk of overspending. The budget risk analysis is used as a guide to determine the level of general fund balance required.

Given the growing unavoidable expenditure pressures to meet the council's statutory responsibilities, coupled with significant reductions in overall Government Grants, the budget will inevitably contain a degree of risk. A reasonable measure of caution is included to mitigate some of the risks. However, there are considerable unknowns at this stage and the council will need to keep a close watching brief on developments.

The major issues that may impact on future revenue resources are:

21st Century Council

The 21st century council programme continues to change the shape, structure and operating model of the organisation. It has already improved availability of and access to council services through digital channels, delivers swifter resolution of issues and queries, whilst giving a greater focus to problem solving and customer responsiveness and produce a leaner, more efficient council costing significantly less to run. The implementation of the programme is continuing with both phases one and two completed. The programme is expected to save £4m every financial year once fully implemented. So far, the completed phases have delivered the expected saving targets. The detail of these plans is a significant area of work across the council and delivery of these plans is key to achieving a balanced budget. The principles and methodology will need to be applied to the remaining part of the Council (Adults and Childrens Directorate) to ensure efficiency programmes in these areas are delivered.

Statutory costs of care

Care needs are based on a national threshold, with demand strong across adult services. In addition, Children's Services also have budget pressures in 2018/19 for agency care staffing, and increased home to school transport demand. The increase in the living wage to £8.21 in 2019/20 from £7.83 in 2018/19 will put additional pressure on care providers as they seek to retain staff. The impact of the ruling that employees should be paid at least the minimum wage for "sleep-ins" (support during the night) has also impacted providers. These pressures will need to be considered along with other budget pressures in the 2019/20 budget and beyond.

Spend driven by demand

Further to the pressures identified under the Care Act there are additional statutory services pressures, which are notoriously difficult to control. Although best efforts have been made to accurately forecast budget requirements and contain escalating demand through prevention, there will always be a considerable degree of uncertainty. In the context of reductions to public health funding and the costs of council tax support this uncertainty is compounded in the current economic climate alongside increasing service needs, and cost increases as a result of the living wage. These, together with overnight support pressures mean care providers are likely to be operating at even tighter margins leading to the risk that they could enter financial difficulties and possibly even provider failure. These risks will need to be managed as part of the 2019/20 budget and beyond.

Special Educational Needs and Disability (SEND)

The Council is facing extreme cost pressures around its SEND provision, due to increased demand and a requirement for out-of-borough placements which are traditionally more expensive than provision within the Wokingham area. These also attract higher home-to-school transportation expenses as well giving a double charge to the already stretched budgets. The Council is focusing much of its effort in preventing the requirement to place young people outside the borough wherever possible, and in ensuring the resources available are aligned with strategic priorities.

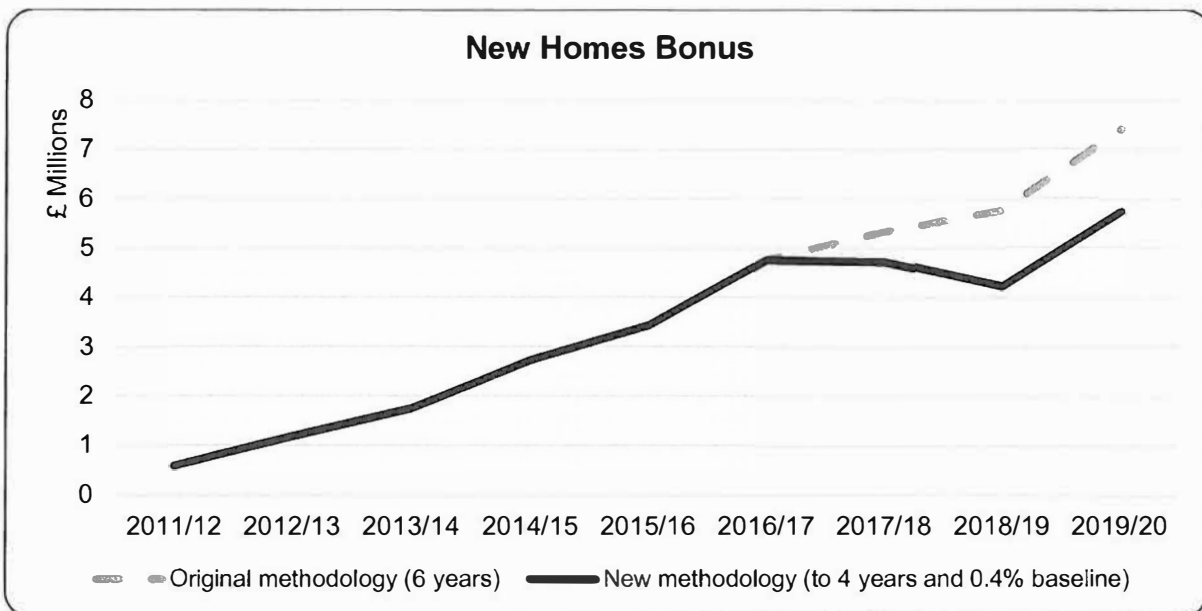
This also impacts on Adult Social Care budgets as these young people transition into adulthood.

Funding the Council's ambitions for regeneration

The council is at a stage of significant investment in its strategic development locations (SDLs) and town centre regeneration (TCR) ambitions. This requires substantial up front funding pending the receipt of developer contributions and income from commercial assets. As such the Council will meet the initial capital costs of investment which generates a sizeable funding pressure on the council's revenue account. Reserves have been established with the aim of mitigating this risk.

New Homes Bonus (NHB)

The Autumn Statement 2015 proposed changes to the NHB which make the scheme less attractive for Wokingham by reducing the length of payments from six years to four. The council is now set to receive £5.7m in NHB in 2019/20, up from £4.2m NHB in 2018/19. This grant should have increased more to fund the authority for the significant amount of house building which has taken place in the borough. The government have reduced the national amount of NHB grant, and therefore the amount Wokingham receives has reduced. It is now based on four years of new house builds, compared to six years in 2016/17, as well as not rewarding authorities for the first portion of growth they enable. Furthermore the NHB has been included in the council's core spending power calculation. These developments appear to fundamentally undermine the initial intention behind the NHB scheme: to incentivise housing growth and reinvest in regeneration. Although the council's previous approach has been to use NHB to fund special items, most notably for regeneration, the sustainability of such an approach has been brought into question due to its impact on the funding of essential council services. The graph below shows the new homes bonus grant over the years including the impact of the changes to the methodology.



Impact of the economic environment

Services directly related to meeting the needs of those suffering from the impacts of economic uncertainty will need to continue to meet the increased level of demand.

Following weak UK economic growth in 2017 compared to 2016, growth in 2018 has also remained weak with quarterly growth similar to 2017 levels at 0.4%. Levels of inflation seen during 2017 have reduced slightly during 2018, however remain above the Government's inflation target of 2% for CPI, caused by the devaluation of sterling after the referendum, increasing the cost of imports. In addition, recent rises in global energy prices contributing to above target inflation. As a result, in August 2018, the official bank rate was lifted from 0.50% to 0.75%, the highest level since March 2009. The monetary policy committee also expects the bank rate to increase over the next year to reach 1% by 2020.

Economic forecasting remains difficult with so many external influences weighing on the UK. The overall longer run trend is for Public Works Loan Board (PWLB) rates to rise, albeit gently. The November inflation report commented that CPI inflation is projected to remain above the target in the near future and reaching the target over the next 3 years.

Sustainability

The council faces potential new and increasing penalties or taxes from the Government if it does not meet certain targets in the future. Most notable areas are around waste landfill, with landfill tax increasing year on year and more waste generated through an increased number of dwellings. This is an area that will need to be kept under review, particularly in the context of the Brexit implications.

The Council has three designated Air Quality Management Areas (AQMAs) and are focused on improving air quality through the Council's 'My Journey Programme' which aims to promote active and alternative sustainable transport to reduce vehicle emissions which are the biggest causes of air quality problems in Wokingham Borough.

Localisation of business rates, business rates revaluation and council tax

From 2013/14 the localisation of business rates began with a 50% share for local authorities. From 2013/14 onwards local authorities have been able to share part of any growth in business rates, which is an incentive to encourage growth. However, councils will also have to bear a share of any shortfall on business rates, due to closures of premises, successful appeals against valuations of which many are still outstanding from the 2010 revaluation, as well as the impact of the new 2017 valuations, bad debts and other factors. These factors significantly add to the council's financial risk profile. In addition the council now directly meets the cost of council tax support and will bear the risk of economic conditions giving rise to an increase in claims.

2017/18 was the first year based on updated business rate valuations. Despite increases in the value of properties in Wokingham, the council will not be rewarded for these, as increases are distributed across the country. The new valuation list delivers more risk to the authority as all the properties can again challenge their business rates bill which may require the authority to pay large amounts of business rate income.

Previous Government announcements make clear an intention to return all business rates to local authority control in 2020, but the aim now is for authorities to retain 75% of business rates from 2020/21. The government invited local authorities to pilot 100% business rates retention from 2018/19, and WBC were successful in its application, resulting in an estimated £500k funding to the authority in 2018/19. The finance settlement also announced that WBC would continue to be in the pilot however at a reduced rate of 75% rather than 100%. The 2019/20 pilot scheme has also removed the Government's "no detriment" guarantee, but this is not expected to impact on the Berkshire pilot scheme.

9. Capital

Capital strategy

A 10 year capital strategy has been developed with the aims of realising the council's vision, raising the quality of life of residents and improving medium to long term planning.

To finance the capital strategy, an approach to funding has been taken that: optimises assets; seeks flexible use of future section 106 and community infrastructure levy (CIL) contributions; and attracts new funding sources where available (particularly through the bidding for Government grants).

Under the prudential code, all authorities are able to borrow as much as they require to fund their capital programme provided it is affordable, prudent and sustainable. The financing costs of any new borrowing falls directly upon the council tax payer. The annual revenue cost of new borrowing is approximately 7% of the sum borrowed (4% principal repayment and 3% interest).

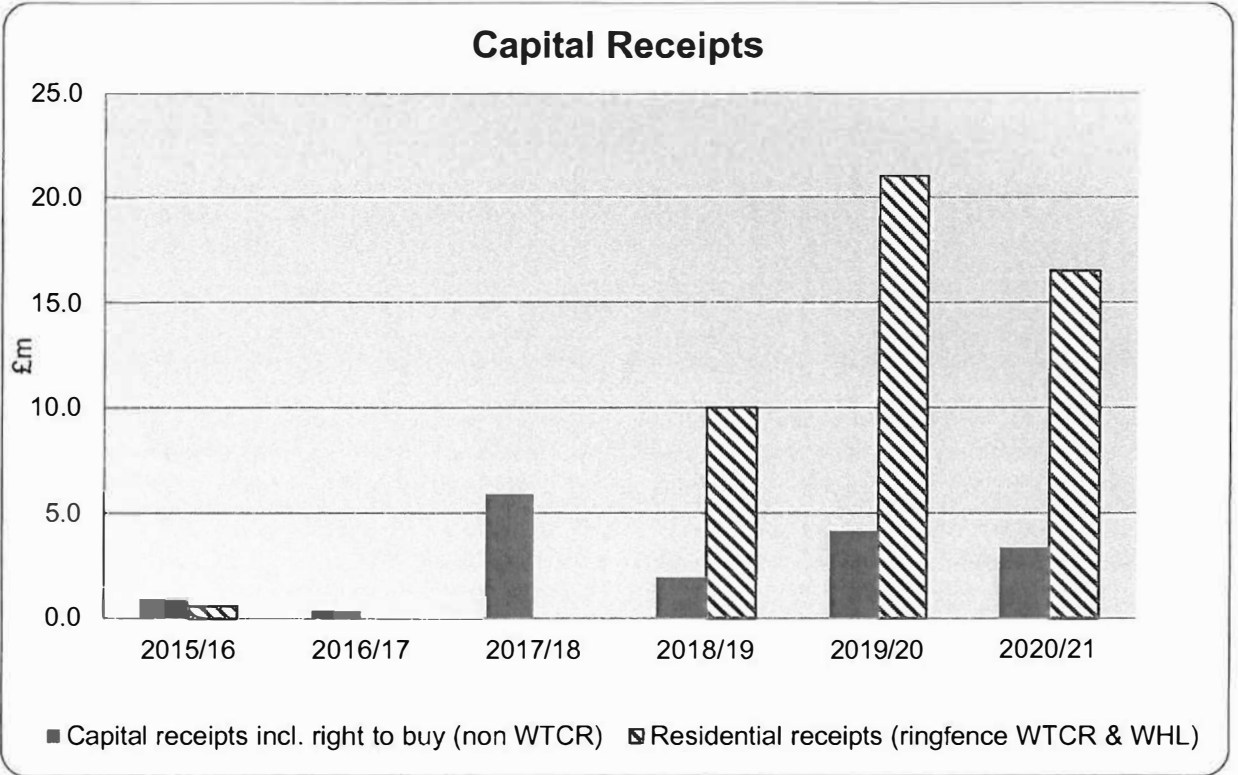
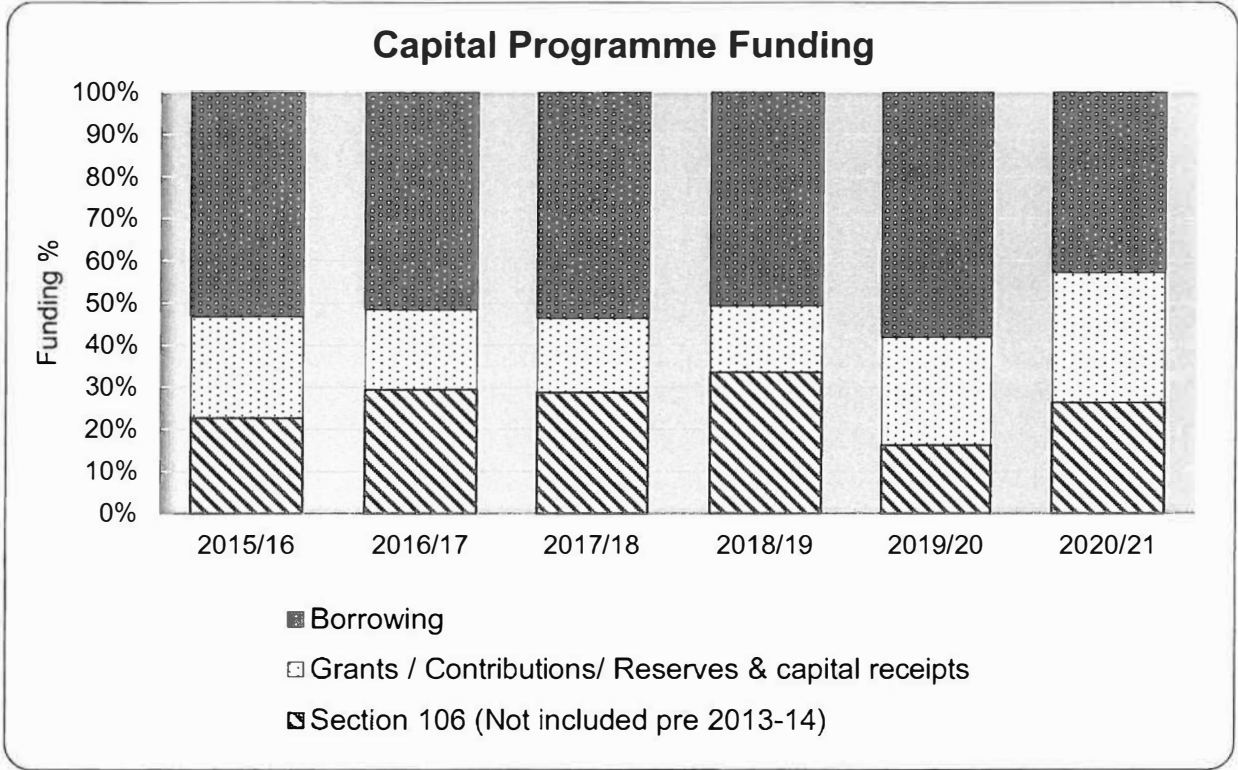
Capital programme

The first three years of the capital vision is effectively the capital programme. This has been developed following an assessment against key council priorities, including a value for money and risk analysis.

The capital programme over the next three years will include existing asset investment (predominantly school buildings and infrastructure assets) and schemes that seek to deliver the council's vision.

The capital programme is funded from a variety of sources: capital receipts, borrowing, grants and other contributions. The relative reliance on each funding source is set out below and shows a greater dependency on developer contributions as the council embarks on its ambition to develop its four strategic development locations.

The two graphs below show the funding for the standard capital programme and include the resourcing for the Wokingham town centre regeneration (WTCR), strategic development locations (SDLs), Wokingham Housing Ltd (WHL) investments and commercial property investments. The capital programme funding is expected to increase considerably over the period of the MTFP in order to fund the council's investment ambitions.



Note: Receipts for the current and future years are estimates

The significant amount of capital receipts forecast from 2017/18 onwards is due to forecast receipts from sale of houses arising from the Wokingham town centre regeneration.

Capital resources and borrowing outlook

Significant programmes in the council's capital programme include:

Town centre regeneration

The Wokingham Town Centre Regeneration programme remains one of the council's key investment priorities and is progressing well. Work continued on the Peach Place Redevelopment phase of the programme with the Peach Street elevations revealed, footpath opened and two traders operating – Gails and Waterstones. The remaining units around the Square will be available for fit out at beginning of February with trading from March.

The Elms Field contract commenced on site in March 2018 with good progress being made. The car park to Shute End office together with access road opened in December. The Foodstore, Park and Hotel are all planned to open through the year with the northern retail block to complete early 2020.

Detail design works to Carnival phase 2 has commenced with a view to commencing the build contractor tender process at the end of 2019.

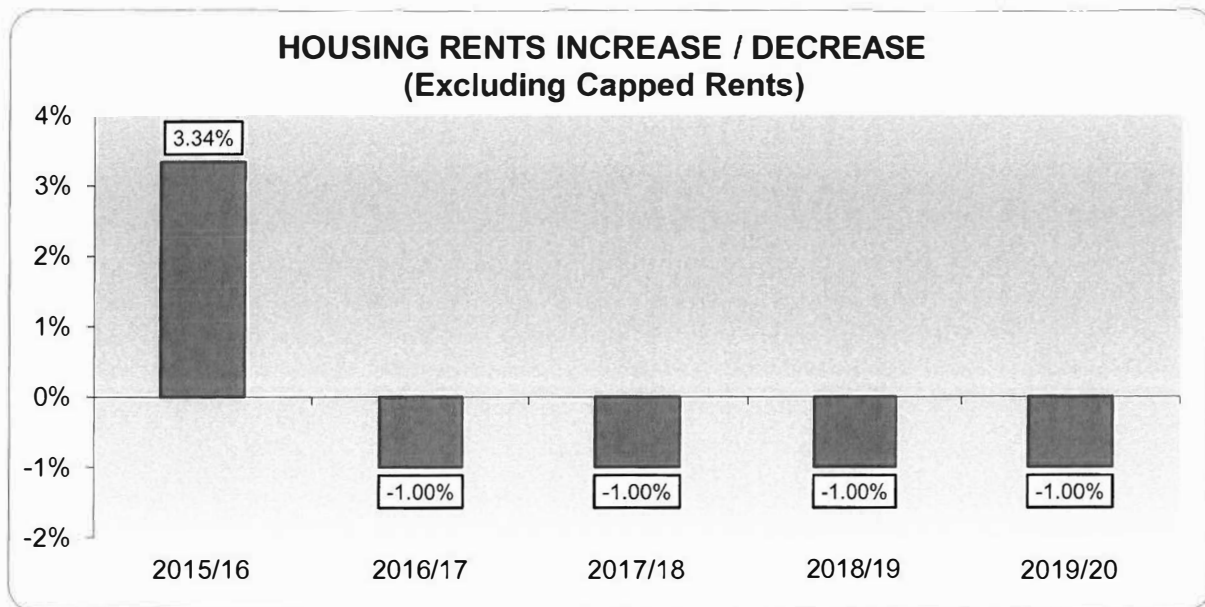
Strategic development locations (SDLs)

Significant costs relating to the development of SDLs are in respect of building major roads and schools. Developer contributions through S106 contributions or Community Infrastructure Levy are key to funding these and minimising the burden on general council capital resources. Given the size of the investment required the timing of the capital receipts becomes important as the capital financing costs of any timing lag falls on the general fund. The capital ambition of the organisation is high, and future years of the programme show a rising deficit of funding available against investment ambition. This will be bridged through a combination of maximising resources, modifying and prioritising schemes.

10. Housing Revenue Account (HRA)

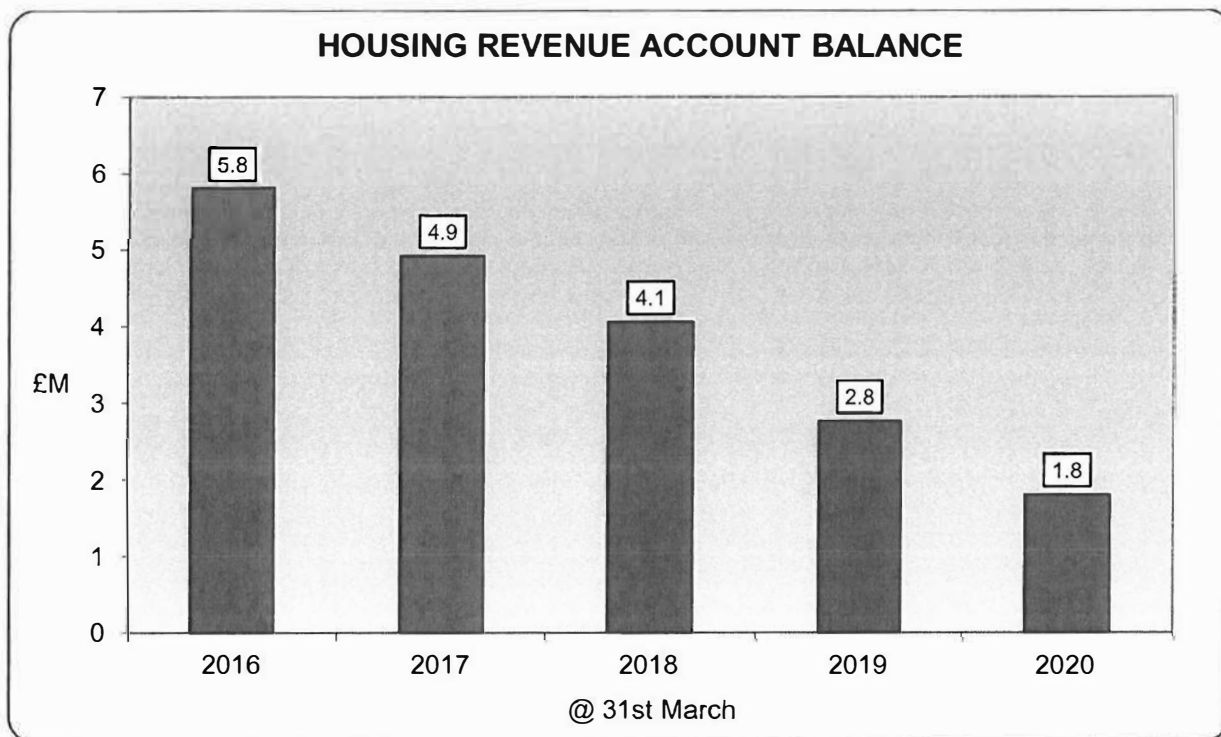
The HRA is a ring-fenced account and as such has no impact on the level of council tax. The money spent maintaining the council's housing stock (valued at approximately £199m) and providing a service to council tenants is mainly funded by housing rents paid by council tenants. Gross expenditure on the HRA is in the region of £16m per year and is predominately in the areas of repairs and maintenance, capital financing, investment in capital works, and management. Housing rents are required to be adjusted annually in accordance with Government guidelines.

Under the Localism Act the council took control of its housing rental income thus enabling more effective planning for the long term management of these key assets. In return Wokingham took on its share of the £28bn national housing debt as part of the self-financing settlement. Although the council took on significant debt to do this, the scheme should be beneficial to the council and its tenants in the longer term both with regard to retaining income and generating capacity to invest in the housing stock.



In line with the Government's 2016 budget, housing rents must be reduced by 1% each year on a cumulative basis for the four years from 2016/17 to 2019/20. The real terms reduction in the HRA forecast rental income will be greater than 1% annually as HRA rents were based on increasing them as part of the convergence policy where actual rents charged are brought into alignment with a national formula rent. The Government policy no longer permits a convergence policy of increasing rents when tenancies are re-let.

The HRA requires a balance in the same way as the General Fund. A risk analysis is also undertaken on HRA budgets to inform a prudent level of balance.



The chart above shows actual HRA balances from previous years and a forecast for 31

March 2019 and 2020. The HRA balance has been declining over the years as a result of the combination of housing rent decreases and inflationary cost increases. However the forecast balance of £1.8m at 31st March '20 is still considered to be prudent as informed by the budget risk analysis.

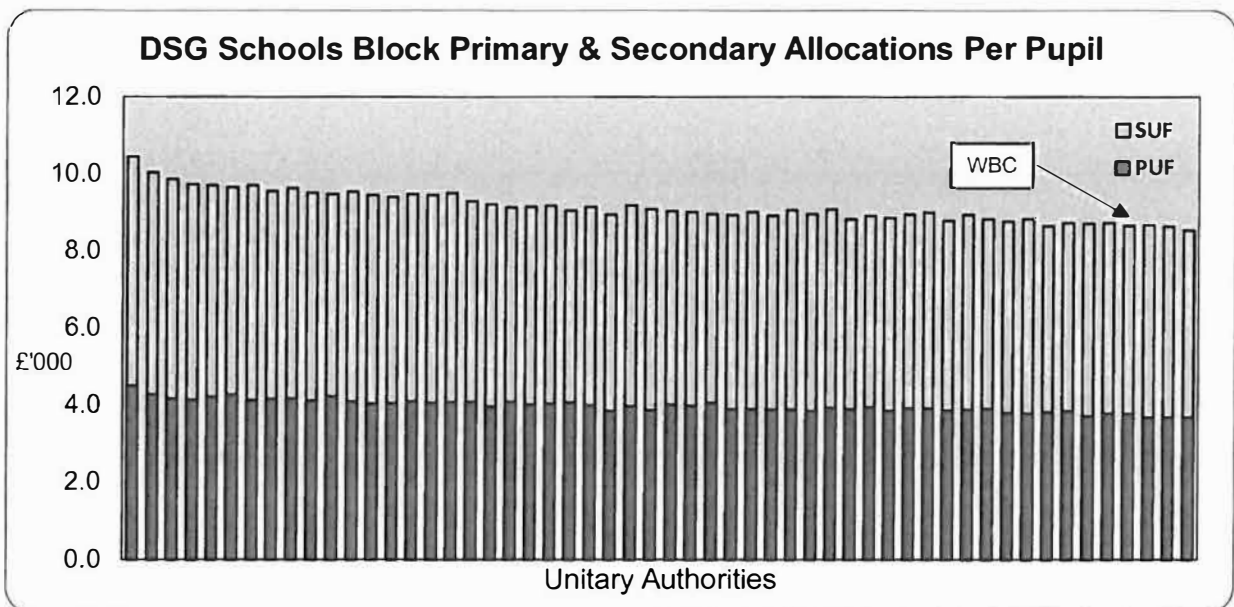
11. Schools

The Dedicated Schools Grant (DSG)

The council receives DSG annually and it must be used in support of the schools budget as defined in the Early Years and Schools Finance (England) Regulations 2018. The purpose of the schools budget is defined in legislation as the provision of primary and secondary education.

The amount of DSG the council has received in previous years for maintained schools and academies is shown below. The amount for 2019/20 was notified to the authority by the Department for Education (DfE) in December 2018, however, a proportion of this amount is in respect of free schools and must be paid to them. The actual DSG allocation available to the council for 2019/20 is £134.26m, compared to £129.67m in 2018/19. The increase to 2019/20 is accounted for by increased funding on both two unit costs, one for primary unit funding (PUF) and one for secondary unit funding (SUF). The DfE has now created a centrally retained schools block for the council to carry out its statutory duties which includes an element of the old education support grant.

The actual 2019/20 PUF is £3,770 and SUF is £4,887 estimated per pupil. For 2018/19 the figure were £3,724 for the PUF and £4,743 for the SUF compared to £4,152 for both units in 2017/18. Wokingham no longer has the lowest funding of all unitary authorities.

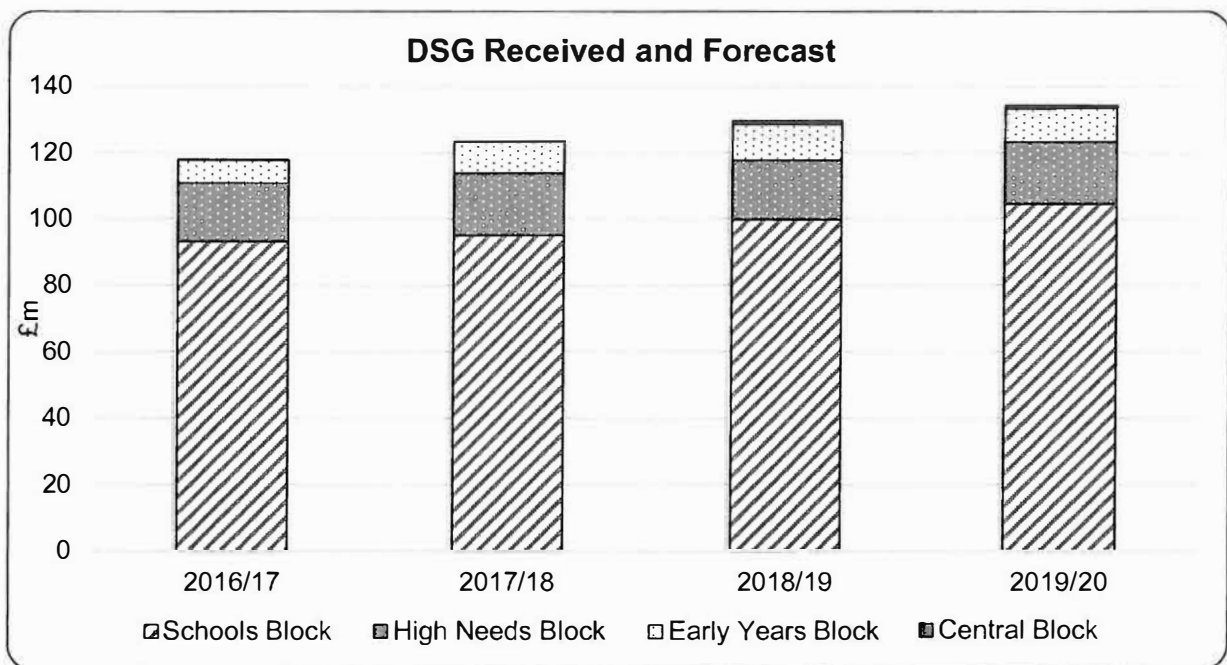


DSG and the national funding formula

The Government's long term intention has been to move school funding to a national funding formula. The over-arching objective is to have a simpler, transparent and more equitable approach to funding pupils irrespective of where they live in the country.

The implications for Wokingham schools is that a number of them may lose out as there is less ability for the council to target funding to any school. This will have the effect of compounding the financial challenge already being faced by schools across the borough resulting in an increased need for effective school financial management in order to help them manage their finances.

In summary, the DSG changes mean that schools' block money is much more aligned to pupil numbers but there is no growth mechanism in the High Needs Block (HNB) and schools have less ability to incorporate fixed budget allocations. Schools with falling pupil numbers will therefore be more affected than others. Furthermore there are growing SEND pressures on the overall budget which may reduce the money available for allocation. For the 2019/20 and 2020/21 financial years', schools will continue to be funded through the local authority funding formula. From 2021/22, the Government proposes to introduce the National Fair Funding formula.



High Needs Block

The High Needs Block is separate block of funding to support those young people with SEND requirements. This has been underfunded by central government for the past few years and, when combined with the increased demand and out-of-borough placements (see above) this has meant that the account has operated in a deficit position since 2017/18. Whilst this is permitted under regulation in the short term, it is not an ideal scenario nor sustainable in the medium to long term; the Council is now taking significant steps to reduce this deficit going forward, although this will take some capital investment to reduce the future revenue pressures.

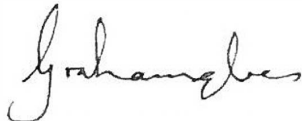
12. Local Authority Trading Companies

Optalis Ltd

Optalis provides care and support services to older people and adults with a disability. The objective of Optalis is to provide a sustainable social care service that is known for its quality and commitment to service delivery. Optalis expanded significantly during 2017/18 through a merger with the Royal Borough of Windsor and Maidenhead.

Wokingham Housing Companies

The housing companies are now delivering a range of high quality affordable and market housing schemes for the residents of Wokingham Borough. Work is well underway, with some developments having gone live, others being completed, and others in the development pipeline for future years. The financial implications of the housing companies' business plans will be included in the MTFP. Significant investment has been included in the Capital Programme with two major developments, at Phoenix and Fosters now complete. The cost of borrowing will be funded by the company. The company has a detailed business plan and the financial impact of this is incorporated into the council's MTFP.



Graham Ebers
Deputy Chief Executive
(and Chief Financial Officer)

13. Glossary

Abbreviation	Description
ASC	Adult social care
DSG	Dedicated Schools Grant
ESG	Education services grant
GFB	General fund balances
HND	High Needs Block
HRA	Housing revenue account
MTFP	Medium term financial plan
NDR	Non-domestic (business) rates
NHB	New homes bonus
RSG	Revenue support grant
SDL	Strategic development locations
SEND	Special Educational Needs and Disability
SFA	Settlement funding assessment
SoBM	Summary of budget movements
TCR	Town centre regeneration
WHL	Wokingham Housing Limited

Reserves and Balances

The council keeps a number of reserves in the balance sheet. Of these, some are required to be held for statutory reasons, some to comply with proper accounting practice and others have been set up voluntarily to earmark resources for future spending plans. The reserves are reviewed bi-annually for continued relevance and adequacy as part of the budget setting process and closedown.

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
General Fund Reserves:					
General Fund (Statutory)	Resource available to meet future running costs for non-housing services	<ul style="list-style-type: none"> Policy based on a combination of financial risks and Audit Commission guidance as follows: Min 5% of net expend (excluding Dedicated Schools Grant) – this equates to £6.1m Risk assessments of budgets To enable stability in longer term financial planning 	2018 £9.1m 2019 £5.6m 2020 £9.9m 2021 £8.9m 2022 £7.9m	Provides: <ul style="list-style-type: none"> General contingency for unavoidable or unforeseen expenditure Stability for longer term planning Interest on Balances helps to reduce costs to the taxpayer: Interest on Balances @ 0.5% = £50k 	<ul style="list-style-type: none"> Could be used to fund one off General Fund expenditure which would result in loss of interest £5k per £1m Could be used instead of borrowing @ 2.5% = £25k per £1m but loss of interest of £5k per £1m
Insurance Fund (Earmarked Reserve)	This is used to fund part of each insurance claim, up to losses of c£1m in a year	<ul style="list-style-type: none"> Needs to be at a level where provision could sustain claims in excess of current claims history May have to meet claims incurred but not yet reported May have to meet any uninsured / uninsurable losses 	2018 £2.1m 2019 £1.9m 2020 £1.7m 2021 £1.5m 2022 £1.3m	<ul style="list-style-type: none"> Used to fund deductibles / excesses in order to minimise premiums Provides the Supply Teacher Scheme Helps maintain current rates charged to schools Interest earned builds up the reserves 	<ul style="list-style-type: none"> Fund could be used to fund one off General Fund expenditure

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Renewals Funds (Earmarked Reserves)	These are reserves held in order to finance the renewal or maintenance of specific items of equipment or furnishings.	<ul style="list-style-type: none"> Contributions to the reserve are made on the basis of the anticipated replacement cost of the items over their expected life 	2018 £0.4m 2019 £0.4m 2020 £0.4m 2021 £0.4m 2022 £0.4m	<ul style="list-style-type: none"> Reduces pressure on maintenance budgets Interest is accrued on the reserves at 0.5% = £2k which helps to reduce costs 	<ul style="list-style-type: none"> Could be used for alternative maintenance or other revenue expenditure
Waste PFI Equalisation Fund (Earmarked Reserve)	The reserve is held to even out the cost of the waste PFI contract over the life of the contract	<ul style="list-style-type: none"> The level of the balance and contributions to the reserve are set out in the PFI financial model and reviewed annually as part of the budget setting process 	2018 £3.4m 2019 £2.6m 2020 £3.2m 2021 £3.4m 2022 £3.6m	<ul style="list-style-type: none"> Reserve was in deficit during the early years of the contract and returned to a surplus in 2012/13 Provides stability of budgets in the medium to long-term 	<ul style="list-style-type: none"> A reserve in deficit cannot be used for other purposes, it will be offset by General Fund Reserves
Interest, WTCR and Pension Equalisation Funds (Earmarked Reserve)	These equalisation funds reflect that investments will fluctuate due to market conditions. Also Includes funds to cover any potential losses in investments and smooth pension fund contributions.	<ul style="list-style-type: none"> To build up reserves based on favourable investment returns over budget Contributions from the reserves will be used to fund Wokingham Town Centre Regeneration (WTCR) until cash flow becomes positive Smooth annual variations to pension fund contributions 	2018 £6.7m 2019 £7.2m 2020 £6.8m 2021 £5.8m 2022 £4.8m	<ul style="list-style-type: none"> Equals out market fluctuations in income due to volatile interest rates Interest is accrued on the reserves at 0.5% = £34k which helps to reduce costs Equalises WTCR scheme costs 	<ul style="list-style-type: none"> Could be used to support revenue expenditure
Commuted Sums (Earmarked Reserve)	These are amounts received from developers for the maintenance of open spaces and includes Community Infrastructure Levy (CIL) fees from 2015/16 onwards.	<ul style="list-style-type: none"> There is no policy on the level of balances due to the nature of developer works and CIL agreements All contracts are unique to each developer and will vary depending on the nature of the particular 	2018 £5.5m 2019 £5.4m 2020 £5.3m 2021 £5.2m 2022 £5.1m	<ul style="list-style-type: none"> Used to maintain parks and open spaces so avoiding service spend Interest to be used in a specified and agreed manner 	<ul style="list-style-type: none"> Money cannot be used for other purposes

project and may be subject to planning permissions etc.

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Capital Reserves:					
Usable Capital Receipts (Excluding right to buy) (Statutory)	<ul style="list-style-type: none"> Proceeds of fixed asset sales and repayments of other loans/grants available to meet future capital requirements and to act as a contingency 	<ul style="list-style-type: none"> The current policy is to ensure that balances are sufficient to cover the first year of the capital programme (including urgent health & safety issues that may arise during the year) 	2018 £1.1m 2019 £1.0m 2020 £1.0m 2021 £1.0m 2022 £1.0m	<ul style="list-style-type: none"> To finance future capital schemes This provides stability for longer term planning Interest on balances @ 0.5% helps to reduce costs to the taxpayer. 	<ul style="list-style-type: none"> Could be used instead of borrowing @ 2.5%, but loss of interest
Usable Capital Receipts (Right to buy element)	<ul style="list-style-type: none"> The council's share of HRA sale receipts are ring fenced for One for One Replacement 	<ul style="list-style-type: none"> Housing sales receipts must be used for social housing within the Borough 	2018 £2.8m 2019 £1.9m 2020 £1.4m 2021 £1.0m 2022 £0.7m	<ul style="list-style-type: none"> Government's commitment to ensure that the receipts on every additional home sold under the Right to Buy are used to fund its replacement 	<ul style="list-style-type: none"> Will be used to help fund the HRA reinvestment in new homes for affordable rent

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
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Other Capital Contributions:

Developer Contributions (S106 and Community Infrastructure Levy (CIL)) and Revenue to Capital Contributions	<ul style="list-style-type: none"> • Money received from developers as part of their development obligations • A time lag exists between receipt and design/delivery of schemes 	<ul style="list-style-type: none"> • There is no policy on the level of balances due to the nature of the contributions • Where possible contributions should be used to fund schemes identified within the 3-year capital programme / 10-year capital vision • All contracts are unique to each developer and will vary depending on the nature of the particular project and may be subject to planning permissions etc. • Balances may increase due to restrictions on how contributions may be spent, and matching these to schemes within the capital programme 	<table border="1"> <tr><td>2018</td><td>£67.0m</td></tr> <tr><td>2019</td><td>£57.2m</td></tr> <tr><td>2020</td><td>£40.5m</td></tr> <tr><td>2021</td><td>£25.9m</td></tr> <tr><td>2022</td><td>£18.0m</td></tr> </table>	2018	£67.0m	2019	£57.2m	2020	£40.5m	2021	£25.9m	2022	£18.0m	<ul style="list-style-type: none"> • Interest on contributions helps to reduce costs to the taxpayer: Interest on Balances @ 0.5% = £334k 	<ul style="list-style-type: none"> • S106 Monies can only be used for purposes specified in the agreement • S106 Contributions might be time restricted therefore if not utilised may need to be repaid to the developer • Could be used instead of borrowing @ 2.5%, but loss of interest
2018	£67.0m														
2019	£57.2m														
2020	£40.5m														
2021	£25.9m														
2022	£18.0m														

Ring Fenced Reserves:

Housing Revenue Account (HRA) (Statutory)	Resources available to meet future running costs for council houses	<ul style="list-style-type: none"> • Local Government and Housing Act 1989 section 76 (3) forbids a year end deficit on the HRA • Balance is determined by level of risk associated with the budget • Min 5% of gross expenditure • Current recommended minimum level of reserves is £0.8m 	<table border="1"> <tr><td>2018</td><td>£4.1m</td></tr> <tr><td>2019</td><td>£2.8m</td></tr> <tr><td>2020</td><td>£1.8m</td></tr> <tr><td>2021</td><td>£1.8m</td></tr> <tr><td>2022</td><td>£1.8m</td></tr> </table>	2018	£4.1m	2019	£2.8m	2020	£1.8m	2021	£1.8m	2022	£1.8m	<ul style="list-style-type: none"> • Provides general contingency for unavoidable or unforeseen expenditure or fall in income • Stability for longer term planning and for meeting the decent homes standard • Interest on Balances helps to reduce costs: Interest on Balances @ 0.5% = £21k 	<ul style="list-style-type: none"> • Could be used to fund HRA Capital expenditure to help meet decent homes standard which would result in loss of interest £5k per £1m • Could be used to fund HRA debt repayment
2018	£4.1m														
2019	£2.8m														
2020	£1.8m														
2021	£1.8m														
2022	£1.8m														

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Major Repairs Reserve (Statutory)	This records the unspent balance of HRA Capital projects	<ul style="list-style-type: none"> Use of Capital to meet Decent Homes Standard Redevelopment and regeneration of the council's housing stock 	2018 £3.5m 2019 £3.2m 2020 £1.0m 2021 £1.5m 2022 £1.5m	<ul style="list-style-type: none"> Provides capital to invest in stock to meet the government's Decent Homes Standard policy Provides general contingency for unavoidable or unseen expenditure 	<ul style="list-style-type: none"> Will be used to fund HRA capital expenditure to help meet decent homes standard
Specific School Reserves (ISB) (Earmarked Reserves)	To resource expenditure directly delegated to schools	<ul style="list-style-type: none"> The estimates are based on the existing number of schools and do assume any further transfers to academies, which would impact upon these estimates. 	2018 £3.4m 2019 £2.4m 2020 £2.2m 2021 £2.0m 2022 £1.8m	<ul style="list-style-type: none"> Provides general contingency for unavoidable or unseen expenditure Offset any deficit balance in DSG reserve Interest on Balances helps to reduce costs: Interest on Balances @ 0.5% = £17k 	<ul style="list-style-type: none"> School reserves are ring fenced to schools
Other Earmarked Reserves	These reserves are held for specific accounting reasons	<ul style="list-style-type: none"> The funds in these reserves are ring fenced funds that cannot be used for other purposes 	2018 £6.6m 2019 £6.3m 2020 £6.0m 2021 £5.7m 2022 £5.5m	Reserves include: <ul style="list-style-type: none"> Housing Association reserve Challenge of business rates Energy contract reserve Building Control trading account reserves 	<ul style="list-style-type: none"> Interest on these reserves at 0.5% would be £33k which helps to reduce costs

GRAND SUMMARY - GENERAL FUND PROPOSED BUDGET 2019/20

The service totals below **exclude** the allocation of internal charges (e.g. office accommodation & finance) and depreciation charges.

	2018/19 Estimate Restated £	2018/19 Local Tax Rate £	2019/20 Estimate £	2019/20 Local Tax Rate £
Adults Social Services	44,576,339	649.15	46,726,640	665.84
Chief Executive	312,780	4.55	(127,870)	(1.82)
Childrens Services	20,004,661	291.32	21,946,430	312.73
Corporate Services	22,131,670	322.29	25,400,350	361.95
Customer and Locality Services	26,414,720	384.67	27,238,180	388.14
Total Net Expenditure	113,440,170	1,651.98	121,183,730	1,726.84
Appropriation to / (from) Balances	3,687,581	53.70	3,498,717	49.86
Borough Council Requirement	117,127,751	1,705.68	124,682,447	1,776.70
Income:				
Government Support / Business Rates	(13,763,096)	(200.43)	(14,580,969)	(207.78)
New Homes Bonus	(4,200,549)	(61.17)	(5,714,316)	(81.43)
Council Tax Collection Fund Surplus	(700,000)	(10.19)	(250,000)	(3.56)
Council Tax for Borough Council Purposes	98,464,106	1,433.89	104,137,162	1,483.93

General Fund Balance Estimates

Brought Forward	9,124,439	5,597,116
In year variation	(3,527,323)	4,267,524
Carried Forward	5,597,116	9,864,640
Local Tax Base	68,669.1	70,176.6

The local tax Band D rate of £1,483.93 is a 2.99% increase in council tax and a 0.5% increase which forms the Adult Social Care precept.

GRAND SUMMARY - GENERAL FUND PROPOSED BUDGET 2019/20

The service totals below **include** the allocation of internal charges (e.g. office accommodation & finance) and depreciation charges.

	2018/19 Estimate Restated £	2018/19 Local Tax Rate £	2019/20 Estimate £	2019/20 Local Tax Rate £
Adults Social Services	48,052,672	699.77	49,567,320	706.32
Chief Executive	4,741,168	69.04	6,667,350	95.01
Childrens Services	30,168,403	439.33	30,720,560	437.76
Corporate Services	10,602,327	154.40	12,840,960	182.98
Customer and Locality Services	36,221,630	527.48	34,484,970	491.40
Depreciation Charges	(16,346,030)	(238.04)	(13,097,430)	(186.64)
Total Net Expenditure	113,440,170	1,651.98	121,183,730	1,726.84
Appropriation to / (from) Balances	3,687,581	53.70	3,498,717	49.86
Borough Council Requirement	117,127,751	1,705.68	124,682,447	1,776.70
Income:				
Government Support / Business Rates	(13,763,096)	(200.43)	(14,580,969)	(207.78)
New Homes Bonus	(4,200,549)	(61.17)	(5,714,316)	(81.43)
Council Tax Collection Fund Surplus	(700,000)	(10.19)	(250,000)	(3.56)
Council Tax for Borough Council Purposes	98,464,106	1,433.89	104,137,162	1,483.93
General Fund Balance Estimates				
Brought Forward	9,124,439		5,597,116	
In year variation	(3,527,323)		4,267,524	
Carried Forward	5,597,116		9,864,640	
Local Tax Base	68,669.1		70,176.6	

GRAND SUMMARY - GENERAL FUND FORECAST BUDGETS 2020/22

This takes into account budget pressures identified to deliver the Council's Vision. Work will be on-going to contain growth and increase service efficiencies where possible.

The service totals below **exclude** the allocation of internal charges (e.g. office accommodation & finance) and depreciation charges.

	2020/21	2020/21	2021/22	2021/22
	Estimate	Local Tax Rate	Estimate	Local Tax Rate
	£	£	£	£
Adults Social Services	47,127,880	671.56	47,677,880	679.40
Chief Executive	(827,870)	(11.80)	(1,827,870)	(26.05)
Childrens Services	20,928,590	298.23	20,019,590	285.27
Corporate Services	22,838,350	325.44	22,838,350	325.44
Customer and Locality Services	27,853,180	396.90	27,998,180	398.97
Total Net Expenditure	117,920,130	1,008.77	116,706,130	983.64

The above figures are based on the bids detailed in the MTFP. Figures will be revised during the budget setting process for 2020/21 and 2021/22.

GRAND SUMMARY - GENERAL FUND "PROFIT AND LOSS"

This table presents the budget in a format more congruent with a private sector format.

	2018/19	2019/20
	Estimate	Estimate
	Restated	
	£m	£m
Council tax	(98.5)	(104.1)
Government support	(13.8)	(14.6)
Strategic assets rental income	(2.2)	(2.3)
Leisure management income	(2.0)	(2.0)
WHL income	(0.7)	(0.7)
Grants and other income	(62.8)	(65.6)
Total income	(179.9)	(189.4)
Adult Social Services	64.8	60.9
Chief Executive	7.5	9.8
Children's Services	33.4	33.9
Corporate Services	47.1	45.7
Customer and Locality Services	36.4	48.8
Less: depreciation	(13.0)	(13.1)
Total expenditure	176.3	185.9
Appropriation (to) / from balances	(3.7)	(3.5)

SERVICE NARRATIVES

ADULT SOCIAL SERVICES BUDGET 2019/22

Service Aims and Objectives

The purpose of Adult Social Services is to work in partnership with key local agencies and the community to promote improved services for the people of Wokingham, through the provision of: -

- Adult social care;
- Community mental health;
- Working with local health services to deliver integrated health and social care services;
- Assessment services; and,
- Community based support and services.

Whilst the Council has a wider duty to promote the health and wellbeing of all residents, Adult Social Services has a particular focus on delivering services to those whose safety or independence is most at risk – older people, those with disabilities and those with mental health needs. These services are often delivered in partnership with the National Health Service (NHS).

Adult Social Care

Adult Social Care have statutory responsibilities to carry out an assessment of need for care and support in relation to any vulnerable local resident over the age of 18 years, their family or informal carers, and a duty to signpost to advice and information, allocate resources or arrange support to meet eligible assessed needs.

Adult Social Care to meet needs arising from old age, physical, sensory or learning disabilities or serious mental health problems. Care and support services offered to local residents aim to ensure that people live independently as long as possible, maintain their well-being and have choice and flexibility in the way their support is provided.

Adult Social Care also have a wider role in safeguarding vulnerable adults and enabling community wellbeing by developing and facilitating community support and prevention services to enhance statutory services, as well as a responsibility to ensure the availability of good information and advice services regarding local sources of help and support.

Increasingly there is a cross-over between a person's health needs and their social care needs. Government policy is focussed on the integration of health and social care so as to provide a seamless service to the individual. The Better Care Fund is a national ring-fenced fund aimed at bringing together health and social care. Wokingham's Better Care Fund is a pooled budget between the Council and Wokingham Clinical Commissioning Group to fund joint health and social care projects and services. It is overseen by Wokingham's Health and Wellbeing Board (a committee of the Council).

The vision of the Adult Social Services is that:

- Information about how to access support, types of services and financial implications is readily available;
- People have a real say in how their services are arranged and have a choice of services;
- Services are equally accessible to all residents from all backgrounds;
- Specialist services are focussed on the most vulnerable residents;
- Services enable residents to retain or regain independence, and to have choice and control over their lives;

- There is a wide range of community based services and support;
- Community health and social care services have local presence and work in partnership to achieve integrated delivery through a single point of access; and,
- Health & social care needs are a recognised priority across all Council services, promoted and coordinated by the Health and Wellbeing Board.

Partnership is an essential ingredient in how we set about achieving our vision. The service has key partnerships with:

- Customers, their carers and other residents;
- Social care staff in the Council and the independent sector workforce;
- Optalis;
- Other service sectors within the Council, including housing, learning and leisure;
- Community, health and social care providers in the statutory, voluntary, independent and private sectors as well as local businesses; and,
- The Clinical Commissioning Group, which has responsibility for commissioning healthcare for the borough's population.

Service Outputs – Key Facts and Figures

Adult Social Services - key performance measures 2018/19:

- Only 7% of adults waiting over 28 days for occupational therapy or social work assessment;
- More of our older people are being supported to stay in their own homes;
- Older people admitted to hospital are experiencing fewer discharge delays;
- We have 3 “step down” beds, which are used for customers being discharged from hospital who are unable to go home directly from hospital. Usage of this resource is high and results in very positive reablement outcomes for customers, enabling them to return home or move into an extra care facility instead of residential care;
- The number of people admitted to residential and nursing care homes has reduced;
- Around 4,600 contacts from new customers in year;
- Number of new people assessed in year – 563;
- Number of people reviewed in year – 1,168;
- Number of people receiving long term services throughout 2017/18 – 1,825;
- Number of carers who have had assessment or review – 466;
- Permanent admissions to residential and nursing homes – 83;
- 83% have as much control over their daily life as they want or who have adequate control over daily life;
- 64% are extremely or very satisfied with the care and support services they receive;
- 77% find it very easy or fairly easy to find information about services;
- 69% feel as safe as they want; and,
- 87% say that those services have made them feel safe and secure.

Revenue Budget & Service Changes 2019/22

Service activity and costs are modelled and forecast every year using population data and other trend information. There is a continual focus to deliver services as efficiently as possible.

This year our key challenges remain to:-

- Contain cost pressures of demographic growth;
- Protect the most vulnerable people;
- Maintain the development of personalised services including personal budgets;
- Achieve the required outcomes of the Care Act and the Better Care Fund;
- Continue integration of health responsibilities;
- Commission further community support and prevention, including services for carers;
- Develop more supported and extra-care housing;
- Continue partnership with community health services; and,
- Support, retain and develop an excellent workforce for the future.

Capital Budget & Service Changes 2019/22

Capital schemes involving Adult Social Care services include the following:

- A programme to develop day services for the physically disabled;
- Continuation of significant capital investment programmes to provide council's housing stock which meets the Government's Decent Homes Standard;
- Adaptations for the disabled, estate improvements and sheltered homes for the council's housing stock;
- To increase the nursing care and physical disabilities provisions in a mixture of settings / projects; and,
- To increase good quality affordable housing developments (Wokingham Housing Limited).

REVENUE SERVICE BUDGETS 2019/20	Budget 2018/19 £'000	Budget 2019/20 £'000	Note
Adult Social Services			
Adult Social Care – excl. Mental Health	42,086	43,842	(1)
Adult Social Care – Mental Health	2,708	2,885	(2)
Housing Needs and Benefits	466	0	(3)
Public Health	(683)	0	(3)
<i>Internal Recharges & Depreciation Charges</i>	3,476	2,841	
Total Adult Social Services	48,053	49,568	(4)

Explanation of Movement from 2018/19 to 2019/20

Note 1.

Growth of £2,733k to meet rising demand and costs across adult social services, including those young people transitioning from Children's Services; pay related increases of £32k; savings of (£1,254k) reflecting service redesign and improvements; changes to special items of (£90k); net restructuring changes of (£46k); and Social Care Support Grant from central government of £381k

Note 2.

Growth of £100k to meet rising demand and costs, including those young people transitioning from Children's Services; pay related increases of £13k; and net restructuring changes of £64k

Note 3.

Budgets transferred to Corporate Services

Note 4.

The social care precept increased by 0.5% from 2018/19, providing for an increase in £0.5m on budgets. This will be used to partly fund the net increase in budgets for adult social care of £1.6m

	£'000
Total Adult Social Services inc. mental health 2018/19	44,794
Remove 2018/19 one off special items	(260)
Add 2019/20 one off special items	170
Social Care Support Grant	381
Restructure Adjustment	18
Adjusted baseline Adult Social Care 2019/20	45,103
Growth	2,833
Savings	(1,254)
Pay related increases	45
Total Adult Social Care 2019/20	46,727
Net movement on Adult Social Care	1,624

CHIEF EXECUTIVE BUDGET 2019/22

Service Aims and Objectives

The Chief Executive's Directorate comprises:

- Chief Executive
- Commercial Property
- 21st Century

The Chief Executive is the head of the council who leads and takes responsibility for the work of 1,029 (full time equivalent) paid staff, who run the local authority on a day to day basis, along with ensuring legislation is translated and implemented.

Commercial Property incorporates the following:

➤ **Development Team**

- To systematically develop viable regeneration plans for all key towns within Wokingham Borough, delivering physical, economic and social improvements.
- To manage spatial planning activities, including masterplanning, stakeholder and partner engagement and securing appropriate planning consents, for Council assets and development projects.
- To deliver key development sites in line with corporate priorities
- To work towards generating external income and contribute to meeting the Council's ongoing financial challenges through development and regeneration including local/national market assessment, risk/benefit analysis, identification of funding approaches and ongoing strategic planning.

➤ **Investment Team**

- To develop and implement a Commercial Investment Strategy which identifies investment opportunities
- To manage the Council's £100m Investment programme by purchasing, managing and disposing of assets in an effective and strategic manner
- To manage the existing regeneration property portfolio and undertake all associated works including site assembly negotiation/Compulsory Purchase Orders, commercial tenant management and lettings.
- To work towards generating external income and contribute to meeting the Council's ongoing financial challenges through investment including local/national market assessment, risk/benefit analysis, identification of funding approaches and ongoing strategic planning.

➤ **Estates Team**

- To manage the delivery of a professional Estates Management and Technical Valuation and Advice service in relation to all aspects of the Council's current and future property interests within Wokingham Borough.
- To strategically manage the Council's assets including continual review of the council's needs against the portfolio to ensure optimum use, including identification of any required / surplus assets and acquisition and disposal of assets to ensure it meets requirements.
- To work towards generating external income and contribute to meeting the Council's ongoing financial challenges through strategic asset and estates management including local/national market assessment, risk/benefit analysis, identification of funding approaches and ongoing strategic planning.

- To ensure provision of valuations for statutory and other purposes including Right to Buy valuations and sign off of Council's asset valuations annually for inclusion in Council's statement of accounts.
- To maintain contacts with representatives from key partner agencies/bodies on common property needs and opportunities for joint use of assets.
- To develop and manage the preparation of the Energy Plan, including energy and carbon reduction initiatives in relation to Wokingham Borough Council's holdings and the identification and review of Energy related opportunities/developments

21st Century incorporates the following:

A change programme to transform the way the council operates to achieve the following benefits:

- Improved availability of, and access to, council services through digital channels;
- Swifter resolution of customer issues and queries;
- The ability for residents to track the progress of their issue as it is resolved by the council;
- A greater focus on problem-solving and customer responsiveness; and,
- A leaner, more efficient council costing significantly less to run.

Service Outputs – Key Facts and Figures

➤ **Commercial Property:**

- Development of strategic regeneration and development briefs in consultation with local stakeholders;
- Development of high level and detailed regeneration and development schemes in response to strategic briefs;
- Co-ordinate and manage the physical delivery of phased regeneration and development plans for key town centres;
- Monitor national and local property market and identify investment opportunities in relation to Commercial Investment programme agenda;
- Assess and advise on potential benefits/risks of investment opportunities and approaches recognising the balance of both financial and social gain;
- Initial Commercial property investment purchases already completed with further opportunities under review
- Effective management of the existing non-residential property assets in a targeted manner to support longer term council aspirations;
- Undertake, through negotiation or Compulsory Purchase Orders, all necessary site assembly to deliver phased development programmes for regeneration and development, council operation and core strategy infrastructure delivery;
- Co-ordinate and manage delivery of regeneration schemes and development schemes, including funding, communications and project management;
- Opening of Peach Place development with new shops, cafes, restaurants, public toilets and housing (including key worker apartments) surrounding a new public square.
- Work has commenced at Elms Field to create new shops, restaurants, Aldi foodstore, Everyman cinema, Premier Inn hotel, homes all focussed around an improved landscaped park and inclusive play areas (PiPA – plan inclusive play areas)
- Commenced detailed design process at Carnival Phase 2 (proposals include a new larger leisure centre, library, commercial spaces and apartments) with an intent to start on site in mid to late 2020 (following reopening of new Bulmershe leisure centre)

Revenue Budget & Service Changes 2019/22

The directorate's efforts will be concentrated on:

- Supporting the delivery of the council's major programmes and projects;
- Supporting the organisational development of the council to enhance the organisation's ability to deliver its vision and priorities;

Capital Budget & Service Changes 2019/22

Commercial Property Capital Schemes

The aim of Commercial Property is to deliver a range of schemes and programmes that are focused on bringing a range of benefits for residents.

These can include providing improved facilities, regenerating town centres, or strategic investment to generate additional funding for the council to reinvest in services and projects across the borough.

- Peach Place – Redevelopment of land at Peach Street, Market Place and Rose Street and the Rose Street car park to deliver new commercial and residential units and new public space. The Key Worker Housing element of the scheme is being delivered in partnership with Wokingham Housing Limited.
- Elms Field – Development of land at Elms Field to deliver additional retail and leisure units with residential development and improved public open space provision. The residential element of the scheme is being delivered in partnership with David Wilson Homes.
- Carnival Pool – Redevelopment of existing site to deliver a mixed use development with an emphasis on creating a leisure quarter (including a larger leisure centre and library) and additional parking to the southern edge of the town centre.
- Commercial Investment – To establish a commercial investment portfolio with the intent on generating a stream of external income for the council

REVENUE SERVICE BUDGETS 2019/20	Budget 2018/19 £'000	Budget 2019/20 £'000	Note
Chief Executive			
Chief Executive Office (inc Council Wide)	(557)	(1,357)	(1)
Commercial Property	25	417	(2)
21 st Century Council Programme	970	812	(3)
<i>Internal Recharges & Depreciation Charges</i>	4,303	6,795	
Total Chief Executive	4,741	6,667	

Explanation of Movement from 2018/19 to 2019/20

Note 1.

Growth of £49k for recruitment of Chief Executive, £150k new income generation from commercial assets. Movement of teams from Chief Executive Office to Commercial Property, c£400k

Note 2.

Movement of teams to Commercial Property from Chief Executive Office, c£400k

Note 3.

Net reduction in special item allocation of £220k for estimated resource requirement to deliver sustainable organisational change and budget realignment

CHILDREN'S SERVICES BUDGET 2019/22

Service Aims and Objectives

Our primary aims are to safeguard children and promote their welfare and ensure that children have access to good quality teaching so they can have the best start in life and achieve their ambitions;

- Ensuring that Wokingham children are able to live, learn and thrive free from fear and harm, with a network of safe people around them;
- Enabling families to use their own resources so children live, learn and thrive in safety.

To deliver improved outcomes for children and families, through our Early Help approach, building on what works well, empowering professionals to always keep child-centred and designing services to enable excellent practice. To achieve this, we are implementing an ambitious Early Help and Innovation strategy, working with Professor Eileen Munro as part of a national innovation programme to improve our practice and service impact.

Children's Services incorporates the following:

➤ **Learning and Achievement**

- Supports and challenges maintained schools on raising achievement, secures effective early years and childcare provision, and provision for children with special educational needs in maintained schools and academies. The Education service also administers the school admission and planning for new places arrangements in maintained schools and academies and, through specialist services, supports those to access education who might otherwise not attend or be excluded. The service also acts as the corporate parent for looked after children. It also provides targeted services which support children and young people and their families to become more resilient and maintain them in their community. Education also supports adult and community learning and provides guidance for young people not in education, employment or training. The service works closely with social care and intervention and local health commissioners to deliver integrated education, health and care for children with higher levels of special education needs and disabilities.

➤ **Social Work and Early Intervention Services**

- The service provides support, help and intervention for some of Wokingham's most vulnerable children. The aim of the service is to help children in need achieve the best start in life, remain safe in both the home and their local community and give assistance to parents and carers in need of assistance. This support and intervention is delivered by social work teams, children's centres, respite care, therapeutic and practical support, foster care and adoption services. It works closely with schools, health and the police.

➤ **Quality Assurance & Safeguarding Standards**

- The service comprises of the Intelligence and Impact Team which supports and develops the systems which capture and report on management and performance data across Children's (and Adults) Services, they also co-ordinate cross service policy initiatives as well as the audit function. The Quality Assurance and Safeguarding Team which comprises of the Independent Reviewing Officers and Child Protection Conference Chairs who provide independent scrutiny and expertise to work with children in care and those subject to child protection plans, the Designated Officer (LADO) who is responsible for the oversight of allegations against professional working with children in the borough, the Children Act Complaint Service and the Children Rights Officer and Advocate who also runs the children in care council. The service holds responsibility for the design and delivery of the Children's and Adults Services Learning and Development offer together with the implementation of the practice framework. The Principle Social Worker for children is a key part of the team, promoting good practice and managing the student and ASYE scheme.

Service Outputs - Key Facts and Figures

Children's Services has delivered the following:

- Fewer children, who have received social work support from us in the past, are requiring our services for a second time;
- Eight Incredible Years Parenting Programmes have been delivered to date in Wokingham borough, to assist and support children with reducing their aggression and behavioural problems and to increase social competence at home and at school. Over 200 children have received support through these programmes (over 50 of whom are aged under 5) and around 100 parents have attended;
- Children entering care are placed within 20 miles of their family home, within the borough wherever possible;
- Children becoming subject to a Child Protection Plan (CPP) for a second or subsequent time ever in their life reduced from nearly 23% in 2017/18 to 12% for the year to date;
- We had a 3% fewer children offending for the first time this financial year to date when compared to 2017/18;
- At any one time, on average, we support around 140 children who are subject to a Child Protection Plan;
- Wokingham Borough Council is a Corporate Parent for 100 Children in Care;
- Supported 50 care leavers between the ages of 18-21;
- Between December 2017 and December 2018, short break service provision of 529 overnight stays, support & activities including 4,968 hours Day Care, 2,791 hours Saturday Club and 374 hours outreach have been delivered by the service;
- Over 8,300 children aged under 4 are registered at the six Children's Centres within the Ambleside and Brambles Children's Centre reach area hubs, which is around 82% of the borough's under 5 population;
- Over 76% of children aged between 0-5 years are assessed as having a Good Level of Development within Wokingham borough compared to national average of 71%;
- Linked with primary schools where there is a foundation stage unit, and 73 Early Years settings to deliver services around getting children ready for school and supporting, monitoring and tracking the targeted 2-year funding entitled families;
- At any one time 800 children and their families are supported through; open assessment, Early Help, Child Protection, Child In Need and Looked After Children plans;
- In the last 12 months, we have supported over 800 adults and over 1,000 children in gaining positive outcomes such as Early Years Foundation Stage and Ready for School;
- Approximately 9,100 contacts screened in the last 12 months;
- Work is ongoing to support young people and the outreach support is being further developed to include drop-in support for young people;
- 26,914 pupils educated in 68 Wokingham borough schools (includes maintained schools, Pupil Referral Units and academies, excludes independent and non-maintained schools);
- 1 nursery school, 53 primary schools, 10 secondary, 2 special and 2 Pupil Referral Units;
- Funded through the Dedicated Schools Grant, the School Admissions Team is responsible for validating and processing all school applications (including entry to primary, infant to junior and primary to secondary transfers as well as in-year applications and any appeals). The team adheres to strict deadlines, documented within governance of the School Admissions Code;
- 4 senior officers trained to present cases for Local Authority at Admission Appeals; which are becoming more complex and time consuming as demand for school places continues to rise;
- The Corporate Transport Unit plan and support the day-to-day management of home to school transport for 1,246 primary, secondary and SEN students;
- Provision in excess of 859,000 free school meals during 2016/17 academic year;

- Provision of 952 statements or Education Health and Care Plans maintained by Wokingham Borough Council (as of December 2018) with 537 of these being in Wokingham schools (maintained, free, academies, early years settings included, as of December 2018);
- Provide the latest information, support and guidance to parents and early years providers within Wokingham borough. Support includes monitoring and supporting quality, a comprehensive training offer to early year's settings, managing transitions and ensuring school readiness, moderation of Wokingham's Early Years Foundation Stage data reception classes and guidance around free entitlement;
- 569 children, aged between 2 and 4 years, are in our 16 schools with nursery classes and a further 2,075 children aged 4 years are in Reception classes (Source: Schools Census Oct 2018, pupils in dob range 01/09/13 – 31/08/16 i.e. some pupils are 5 as of Oct18 census but are not yet of statutory school age)
- 100% of setting-based early years settings and 73% of Childminders are offering free entitlement funding for 3 and 4 year olds. 70% offer 2 year old funded places, 80% offer the 30 hour funded places, 75% of schools that have nursery classes are offering extended hours, and 21% of schools that have nursery classes offering 2 year old places;
- In 2017, we allocated 2,155 primary places to children starting school in reception and allocated 575 infant to junior transfer places;
- We allocated 1,945 secondary transfer places for children starting secondary school in year 7;
- We processed around 1,555 in-year applications within 20 days (both primary and secondary);
- Over 240 schools admission appeals received;
- Over 13,500 email enquiries answered by the School Admissions Team (mostly within 48 hours);
- 92% of children currently attend a "good" or "outstanding" Wokingham school;
- 97% of early years settings are 'Good' or 'Outstanding', which include 16 school-maintained nurseries, 68 PVI nurseries and 63 childminders;
- In 2018, Wokingham pupils outperformed all other authorities, except Buckinghamshire, in the South East for achievement of a 9-4 grade in Maths and English;
- In 2017, Wokingham pupils outperformed all other authorities in the South East for achievement of a 9-4 grade in Maths and English;
- In 2018 pupils in Wokingham outperformed the national average in achieving both the expected standards and the higher standards in Reading, Writing and Maths combined at the end of KS2
- In 2018 more pupils in Wokingham were entered for the English Baccalaureate than the national average and they achieved higher scores than their national peers;
- In 2018 more pupils in Wokingham achieved Grade 5 or above in both English and Maths than pupils nationally;
- Pupils at KS1 did better than their national peers in all three subject areas of reading, writing and maths;
- In Wokingham pupils in year 1 taking the phonics screening did better than pupils nationally
- At the end of Foundation Stage more children in Wokingham reached a Good level of development than nationally;
- 2,455 children, aged between 2 and 4 years, attend our 147 early years settings; which include 16 school-maintained nurseries, 68 private voluntary & independent nurseries (PVIs) and 211 childminders;
- We have 52 Out of School providers offering wrap-around care to children in Wokingham, too;
- 99% of 3 and 4 year olds are accessing funded early years education in a good quality early years setting. 30% of these are eligible and taking up their 30 hours free extended entitlement;
- 60/72 settings and 95/130 eligible Childminders offer the 30 hour extended entitlement. 70% of eligible 2 year olds are accessing a funded place;
- Over 30% of 3 and 4 year olds, attending our early years settings, are eligible and taking up their 30 hours free extended entitlement;
- Around 100 transport routes and contracts to access mainstream and SEN schools within the borough;
- Around 50 transport routes and contracts for 90 SEN students to access Special Needs Schools outside of Wokingham borough;

- All schools in the corporate schools meals catering contract issued with new light equipment (cutlery, crockery, saucepans etc.);
- 12 school meals kitchens had major improvements or were redecorated;
- 30 schools issued with replacement catering equipment (such as dishwashers, freezers, ovens);
- Educational Psychology Service (EPS) received 110 new Requests for Service between 01/09/18 – 31/12/18;
- In the same period the EPS received Requests for Involvement for 14 pre-school children with complex needs attending Private or Voluntary Sector pre-school provision. The service also completed 40 Education Health and Care needs assessments in this time;
- Learning Support Service received 29 new Requests for Service between 01/09/18 – 31/12/18 and has an open caseload of 116;
- The Early Years Inclusion Advisor received 21 new Requests for Service between 01/09/18 – 31/12/18 and has an open caseload of 42; and,
- The Early Years Inclusion Teaching Service (Portage) received 12 new Requests for Service between 01/09/18 – 31/12/18 and has an open caseload of 45.

Revenue Budget & Service Changes 2019/22

Service activity and costs are modelled and forecast every year using service trends and other information. There is a continual focus to deliver services as efficiently as possible.

This year our key challenges remain to:-

- Contain cost pressures of rising demand;
- Protect the most vulnerable children and young people;
- Maintain school performance in the context of tightening school budgets;
- Continue joint working with key community partners; and,
- Support, retain and develop an excellent workforce for the future.

Capital Budget & Service Changes 2019/22

Children's Services capital schemes include the following:

- Information and Communications Technology equipment for children in line with our Children in Care pledge;
- Schools Devolved Formula – to carry out specific capital works on schools;
- Primary extension/new build projects to meet the need of additional places in the borough;
- Capital investment in the provision of Special Education to best meet needs across primary and secondary, with a focus on additional capacity for children with challenging behaviour and Autistic Spectrum Disorder (ASD), younger children (KS1 and 2) with social emotional and mental health issues and high-achieving secondary age children with ASD;
- To improve children's and young people's physical and mental health by improving and increasing availability to facilities for physical activity, healthy eating, mental health and wellbeing and medical conditions;
- Investment in website technology to increase the visibility and create an easy pathway to advise parents, guardians and children in care;
- School kitchens – to improve school kitchens throughout the borough;
- Schools access – to improve facilities in schools to allow for full integration of pupils and adults with disabilities;
- Schools urgent maintenance planned improvements and suitability issues;
- Development work on schools to serve the SDLs; and,
- Adaptations to properties to enabled disabled children to be cared for in their home/respite care environment.

REVENUE SERVICE BUDGETS 2019/20	Budget 2018/19 £'000	Budget 2019/20 £'000	Note
Children's Services			
Learning & Achievement	3,644	4,681	(1)
Social Care & Early Intervention	13,183	13,809	(2)
Quality Assurance & Safeguarding Standards	3,177	3,456	(3)
<i>Internal Recharges & Depreciation Charges</i>	<i>10,164</i>	<i>8,774</i>	
Total Children's Services	30,168	30,720	

Explanation of Movement from 2018/19 to 2019/20

Note 1.

Growth of £1,230k to meet rising demand and costs in relation to SEN, Home to School Transport and falling contributions from the Dedicated Schools Grant; pay related increases of £13k; savings of (£201k) reflecting planned service efficiencies; special items of £35k to support service efficiency reviews; and restructuring changes of (£40k).

Note 2.

Growth of £1,382k reflecting significant increase in social work staff required to meet rising demand; pay related increases of £38k; savings of (£748k) largely reflecting the rebasement of placement budgets; contract inflation of £54k; non recurrence of previous special item (£100k).

Note 3.

Pay related increases of £8k; savings of (£50k) reflecting planned service efficiencies; special item social care support grant expenditure of £301k; and restructuring changes of £40k.

CORPORATE SERVICES 2019/22

Service Aims and Objectives

The Corporate Services' directorate supports and enables frontline service delivery through effective strategies and commissioning, sound governance and through the provision of responsive support services.

Corporate Services incorporates the following:

Business Services

- Supporting the delivery of the Council's major programmes and projects; integrating and developing governance and improvement activity across the Council; supporting the organisational development of the Council to enhance the organisation's ability to deliver its vision and priorities;
- Insurance – arranging property insurance cover for material assets (including schools, housing, offices and commercial premises) and cover in respect of the Council's legal liabilities. Dealing with over 300 claims a year (including loss of and damage to council property, and employers and public liability claims such as damage to vehicles on the highway or injuries suffered by school pupils). Providing professional advice in diverse areas such as the law, risk management, technical insurance matters, claims issues, liability, indemnity and contract interpretation, to develop and maintain best practice in financial management, to look for sustainable solutions, achieve long term ongoing efficiencies, value for money and ensure robust governance arrangements;
- Ensuring that the organisation has the necessary emergency planning and facilitating internal business continuity structure including an appropriate emergency response capability, including out of hours;
- To administer an effective and efficient payments service including staff payroll and suppliers;
- Works with the organisation in support of the people related priorities and interventions required to achieve the Council's vision and priorities both now and in the future taking into account learning and organisational development (OD and L&D), human resource & health and safety (H&S) requirements;
- Provides the strategic direction for assets and property across the organisation in support of the front-line services;
- Responsible for the design, procurement and delivery elements of the capital programme expenditure, including educational facilities across two organisations, Wokingham Borough Council and Royal Borough of Windsor and Maidenhead, as part of a shared service;
- Undertake a significant planned maintenance programme, and reactive maintenance requirements to effectively maintain our assets and their value;
- Provision of administrative support across the range of Council services including; front line service delivery, as well as managerial and service support functions. This support increases resilience in a cost effective way; and,
- Provision of a high quality, low cost legal services as part of a quasi-commercial shared service with another Berkshire local authority.

People Commissioning

- Working across Children's Services, Adults Social Services and Public Health to ensure services, programmes, projects and employees are working towards a common set of outcomes as specified in the Corporate Plan;
- To design and commission against outcomes defined in strategic planning. Identifying resources, partnerships and funding, managing large scale procurements and then ongoing strategic contract and performance management; and,
- Managing and maintaining an excellent framework for commissioning practice.

➤ **Children's and Adults Services**

- Delivering high quality planning, commissioning, performance management and improvement processes to drive change, innovation and excellence in social care commissioning in line with national and local priorities;
- Supporting the development of the social care provider market in order to:
 - Develop a sufficient and diverse range of services to prevent, delay or reduce the need for statutory care and support;
 - Ensure that these services offer quality social care to the council, to personal budget holders and to self-funders;
- Provide project management support, guidance and advice related to the strategic management of social care market;
- Robust cost management for the Council including the delivery of cashable savings and efficiencies to enable the Council to achieve budgetary targets on external expenditure;
- In partnership with social care operational managers, peer commissioners and managers (including health) to secure data, intelligence and evidence to inform commissioning processes;
- Develop strategies which support the delivery of high quality services and where appropriate de-commissioning and re-designing services;
- The management of all aspects of all major tenders and procurements within Children's and Adult's services, ensuring that all procurement activity complies at all times with the Council's standing orders; and,
- Contract and performance management of commissioned services.

➤ **Public Health**

- Lead the coordination and integration with the NHS, building strong links with the CCG and the Foundation Trusts, to develop efficient and seamless public health services;
- Provide expert advice on public health related matters both internally and externally;
- The development and integration of the Council's public health duties, and ensure a Council-wide, integrated focus on public health outcomes;
- Ensuring value for money in all of the Council's commissioned and contracted public health services, through strong commissioning and contract management, including development of related robust evidence bases; and,
- Leads on the strategy and commissioning of the public health related services such as the Council's sports and leisure services.

Place Commissioning

- Coordinating the Council Plan to ensure we are all working to a common set of priorities and outcomes;
- Commissioning external services relating to Place (housing, environment, transport, waste, etc.). This includes identifying resources, partnerships and funding, managing large scale procurements and then ongoing strategic contract and performance management to ensure that specific commissioning outcomes are delivered;
- Representing the Council's interest on third party bodies, wholly or partially owned entities and with strategic partnerships;
- Producing a coordinated land use planning strategy (the Local Plan) and transport strategy, to ensure the right development happens in the right places, at the right time and is supported by the right infrastructure;
- Supporting and coordinating bids for infrastructure funding to support the Council's growth agenda;
- Supporting town and parish councils to delivery neighbourhood development plans;
- Co-ordination and management of the Council's engagement with local businesses;
- Procuring and centrally managing key corporate contracts on behalf of the Council, schools and other partners;
- Developing, executing and maintaining best practice in procurement and contract management across the organisation;

- Producing coordinate strategies to ensure sufficient school places are available to meet the educational needs of children; and,
- Designing and delivering the communication, engagement and marketing strategy and plans that build the Council's reputation as a responsive authority.

Governance

Governance Services assist the frontline services in delivering their agenda consistent with the Council's vision and strategic priorities. The service includes the statutory functions of Monitoring Officer, Returning Officer and Electoral Registration Officer.

Governance Services incorporates the following:

- **Monitoring Officer**
 - Maintaining the Constitution;
 - Ensuring lawfulness and fairness of decision making;
 - Supporting the Standards Committee;
 - Receiving reports. The Monitoring Officer will receive and act on reports made by ethical standards officers and decisions of case tribunals;
 - Conducting investigations. The Monitoring Officer will make arrangements for investigations to be conducted into matters referred by the Standards Committee or by ethical standards officers and make reports or recommendations in respect of them to the Standards Committee or a sub-committee of the Standards Committee convened for that purpose;
 - Proper Officer for access to information. The Monitoring Officer will ensure that Executive decisions, together with the reasons for those decisions and relevant officer reports and background papers are made publicly available as soon as possible;
 - Advising whether Executive decisions are within the budget and policy Framework; and,
 - Providing advice. The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget and policy framework issues for councillors.
- **Data Protection**
 - The Assistant Director Governance is the Council's Data Protection Officer.
- **Shared Internal Audit and Investigation Service (with the Royal Borough of Windsor & Maidenhead Council)**
 - Internal Audit – a statutory function to deliver an independent, objective assurance and consultancy service to the Council and help the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes; and,
 - Investigations – to provide a professional and independent investigations service into incidents of fraud, code of conduct breaches, whistleblowing allegations and other suspected irregularities.
- **Democratic Services & Electoral Services**
 - The efficient and effective management of the political decision making process, including advice and support to Members, officers and residents and maintaining and reviewing the Council's constitution. Administration of a large number of statutory and non-statutory appeals.
 - Electoral Services is a statutory function that provides a service to the electors, candidates, agents and councillors in the democratic process. It is a public facing service whose main functions include maintaining an up to date Electoral Register and managing all statutory processes with regard to the running of all elections and referenda in the borough. It enables all eligible residents within the Wokingham Borough to exercise their democratic rights.

Service Outputs – Key Facts and Figures

Business Services

- Provide professional advice, guidance and support to ensure the organisation effectively and legally manages the health, wellbeing, productivity and effectiveness of a workforce of approx. 1,000;
- Act as 'competent person' in regards to Health and Safety which includes; undertaking over 32 independent audits, investigating an average of 28 significant health and safety incidents, and training around 324 people each year;
- Administer over 1,000 statutory or regulatory meetings relating to safeguarding children and young people;
- Act as Corporate Landlord for the operational estate of over 50 properties and oversee the management, utilisation, compliance and valuation of the Council's property assets valued at £800m;
- Manage the commercial estate which generates rentals of £2.5m per annum;
- Active management of the Council's energy (and other utilities) usage and costs, as well as those of our schools, currently £3m per annum;
- Provide legal advice, guidance and assurance across all matters to support officers and Members in the shared service partners in excess of 1,300 transactions, advice or cases during the year;
- Prosecutes, defends and enforces the Council's rights including the defence of Judicial Reviews at the High Court;
- Support the governance of shared service organisations as well as acting as Deputy Monitoring Officer and Borough Solicitor for corporate legal issues;
- Process 1,008 applications through Dynamics per annum; (this does not include job applications through Jobs Go Public);
- Process 314 applications for 155 vacancies through Matrix per annum;
- Process 1,500 DBS applications, including schools staff;
- Co-ordinates budget setting and provides financial advice on a revenue account of £279m per annum gross, capital of £180 m per annum and Housing Revenue Account (HRA) of £16m per annum gross;
- Invests an average of £61.2m per annum and manages borrowing of £152m;
- Make over 57,000 salary payments to staff each year to a value exceeding £64m (including schools);
- Make over 50,000 payments to suppliers and contractors each year which represents 75,000 invoices with a value exceeding £253m;
- Facilitates internal business continuity planning;
- Manages the Council's out of hours duty officer service; and,
- Liaises with local emergency service partners and neighbouring authorities.

People Commissioning

- Actively manage and monitor externally commissioned services (block contracts) to the value of approx. £20m;
- Progression of the Children's Emotional Health and Wellbeing Strategy (Tiers 1 and 2);
- Development of our offer of short breaks to families with children with disabilities;
- Working with partner to deliver an Independent Fostering and Adoption (IFA) and residential commissioning framework, delivering more compliant and cost effective placements for children and young people;
- Commissioning of Young People's Supported Living Housing (£870k over 5 years);
- Voluntary Sector Review, total annual value of approximately £2m. Assisting the development and sustainability of voluntary sector services, while ensure services were commissioned against a set of jointly developed priorities and outcomes;

- Working with other Berkshire authorities to deliver joint commissioned services, including our statutory advocacy services at a total value of £1m;
- Re-focused health and wellbeing strategy, with a focus on social isolation, physical activity and reducing the life expectancy gap;
- Health Protection function working well – proactive e.g. flu immunisations and winter health campaigns;
- Better integration of children’s centres and health visiting. We have seen an increase in proportion of new birth visits and 2.5 years checks completed within timescales;
- Awarding a new leisure contract, focused on key health outcomes, at £1.5 m p.a.; and,
- Working with our partners at the joint Public Health Services for Berkshire, to co-commission sexual health, weight management and smoking cessation.

Place Commissioning

- Progression of the Local Plan documents, including the Local Plan Update: New Homes for the Future Consultation, the Statement of Community Involvement and the Local Development Scheme;
- Working with other Berkshire authorities to understand and respond to constraints and opportunities and to inform strategic planning across the wider area, including the distribution of housing through individual Local Plans;
- Supporting the Council’s decisions on planning applications when these are taken to appeal;
- Responding to government consultations on changes to the planning system, to ensure the interests of residents and businesses in Wokingham are taken considered;
- Implementation of the Economic Development Strategy for the council and ensuring Wokingham’s priorities are represented in the development of the Berkshire Local Industrial Strategy (BLIS);
- Supporting development and delivery of the Housing and Homelessness Strategy, including negotiating appropriate affordable housing contributions through the s106 process and commissioning schemes from our housing companies;
- Working with partners to deliver circa 400 new affordable homes per annum;
- Commissioning the £80 million Gorse Ride estate regeneration project;
- Working with other Berkshire authorities as part of Superfast Berkshire to commission superfast broadband to properties not serviced by commercial providers with the aim of achieving at least 99% coverage;
- Promoting the use of innovative technology as part of the Berkshire Smart Cities programme to improve the way we deliver council services;
- Adoption and implementation of the Primary School Place Strategy, and the commissioning of 2 new primary schools to ensure sufficiency of school places to meet the educational needs of children;
- Management and monitoring, alongside partners, of the capital programmes for the extension of existing schools and development of new schools;
- The provision of high quality advice to towns and parishes to ensure that they are aware of the range of planning policy tools at their disposal and that any neighbourhood development plan is progressed in accordance with strategic planning policies and legal requirements;
- Develops, manages and monitors contracts register with live contracts of over £55 million annual value;
- Proactive and reactive procurement and contracts support on £185 million of supplier expenditure across the council;
- Procures and manages corporate contracts that deliver:
 - 1.61 million school meals a year to children across 51 schools
 - Cleaning services to 29 schools and corporate sites
 - Commercial waste and recycling collection for 80 sites
- Develops and delivers effective and cohesive communications, marketing and engagement strategies and campaigns in priority areas as selected by Executive Members and Corporate Leadership Team, such as transport and highways, Local Plan Updates, major

developments and housing as well as in other service areas such as children's and adult services;

- Delivers consultation services for the Council, including building the Viewpoint database to over 600 residents willing to take-part in regular surveys;
- Maintains and improves the Council's news microsite (currently approx. 8,500 page views per month) and social media presence (currently 6,830 Facebook likes and 11,175 Twitter followers);
- Delivers a programme of community forums for major development areas (currently 4 forums meeting 3 times per year) with around 1,500 subscribers to the database;
- Supports development of new communities in major developments through regular engagement and event organisation; and,
- Manages media relations and responses to media enquiries.

Governance Services

➤ **Democratic & Electoral Services:**

- During 2018 Democratic Services attended and serviced: 116 evening meetings, 15 daytime meetings, 37 Individual Executive Member decisions and 273 daytime appeals (which has increased from 192 appeals in 2017);
- The 273 daytime appeals consisted of 192 school admission; 4 exclusion reviews; 63 home to school transport; 7 licensing; and 7 taxi licensing;
- The number of secondary school admission appeals lodged has increased from 64 last year to 141 this year and the number of primary appeals has also increased from 142 to 172;
- Electoral Services has responsibility for running the authority's annual elections, along with all other elections and referenda. In 2017 the Electoral Services' team ran the Borough/Parish elections in May and also a Town Council by-election in June. Planning is currently underway for the May 2019 Borough/Parish elections;
- Electoral Services employs and trains hundreds of casual staff at election time and runs an annual canvas of all 68,000 properties in the boroughs;
- The service employs trains and manages approximately 14 personal canvassers; and,
- Individual Elector Registration necessitates close working relationships with the Cabinet Office, the Electoral Commission, Department for Works and Pensions, external printers, external software providers and Royal Mail as well as several directorates within the Council.

➤ **Audit & Investigation**

- Internal Audit is a statutory function that delivers an independent, objective assurance and consultancy service to the Council that brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes;
- Investigations - a professional and independent investigation service into incidents of fraud, code of conduct breaches, whistleblowing allegations and other suspected irregularities;
- Risk Management supports the Council in embedding and integrating proactive risk management;
- Corporate Governance – facilitates the production of the Annual Governance Statement thereby enabling the Council to meet its statutory requirements; and,
- Shared Service with the Royal Borough of Windsor and Maidenhead. Undertakes chargeable internal audit and investigation services for Bracknell Forest Council and internal audit chargeable services for Rushmoor Borough Council.

Revenue Budget & Service Changes 2019/20

Changes to the Corporate Services revenue budget include:

- Further investment in information technology and data protection compliance

Capital Budget & Service Changes 2019/20

Corporate Services capital schemes include the following:

- Affordable housing schemes, including the Gorse Ride regeneration project and self-build housing.

REVENUE SERVICE BUDGETS 2019/20	Budget 2018/19 £'000	Budget 2019/20 £'000	Note
Corporate Services			
Business Services	19,955	22,528	(1)
Corporate Services	223	321	(2)
Governance & Improvement	1,698	1,316	(3)
Housing Needs & Benefits	(275)	(275)	
Public Health	0	(776)	(4)
S&C People - Commissioning	806	948	(5)
S&C Place - Commissioning	734	1,339	(6)
<i>Internal Recharges & Depreciation Charges</i>	<i>(12,539)</i>	<i>(12,560)</i>	
Total Corporate Services	10,602	12,841	

Explanation of Movement from 2018/19 to 2019/20

Note 1.

Growth of £70k to meet increase cost of Berkshire wide agreement for the coroners court cost. £110k growth for ICT anti-virus software/phishing prevention and additional ICT software, and £50k growth for GDPR data compliance. £717k additional cost of inflationary increase on running expenditure. In addition, £180k increase in pension employer cost across the Council. (£70k) efficiency savings from reduction in retained legal service consultancy budget and reduction in grants to parishes. Special items budget of £2,339k

Note 2.

£100k cross directorate realignment of budgets

Note 3.

Restructuring of budgets within service: legal and insurance budgets moved from governance & improvement to business services

Note 4.

Transfer of budget from Adult Social Services of (£683k). Transfer from other directorates of income for integrated services (£60k)

Note 5.

Effect of 21st Century transformation, salary budget adjustment from another department, consolidation People Strategic Commissioning

Note 6.

£200k special items, for core strategy and minerals & waste local plan preparation. £405k cross directorate team transfers from Customer & Localities

CUSTOMER AND LOCALITIES SERVICE BUDGET 2019/22

Service Aims and Objectives

The directorate is responsible for the delivery of services that account for the borough as a 'place' and incorporating the following:

Customer Delivery and Localities

➤ Localities

Community driven working with the resident at the heart of everything we do. Creating a resilient and flexible workforce to meet the ever changing needs of our customers and the physical environment.

- Community Hubs - operational management of the borough's nine libraries offering an enhanced range of service delivery capabilities; delivering a programme of events for residents including book festivals, children's holiday activities and literacy schemes; and the delivery of new community facilities within our new communities.
- Community Environmental – inspection, monitoring and enforcement of local environmental issues, including trees, street cleansing, play areas, public rights of way, fly tipping, new homes, grounds maintenance work on Council property including reactive and programmed works management of Council owned play areas, events fields, sports pitches and associated recreational facilities.
- Community Engagement – supporting both geographical communities and communities of interest in establishing sustainable practices that promote the achievement of increased community capacity and self-sufficiency. Maintaining a constructive dialogue with people and groups within our towns and parishes so that they are able to shape their local areas according to their own identity and aspirations.
- During early 2019, the Council's Neighbourhood Housing Officers will join the Engagement Team offering a first point of contact service to our tenants. Similarly the Sheltered Housing Service will move across in to Localities offering a frontline service to the Borough's sheltered housing tenants.

➤ Customer Delivery

Acts as the Council's first point of contact service for residents, businesses, customers and users of Council's services. There are a variety of ways people can interact with us, such as face to face, phone, web chat, email and by using online forms. We also offer an assisted delivery service for those who need more help. The aim is to fix queries at first point wherever possible, and ensure the customer experience is the best it can be, whilst continually acting on feedback to improve service delivery.

As well as providing frontline services and aiming for a first time fix, many of the casework services we offer include a more involved relationship with customers.

The service is divided into three clusters, with each cluster focusing on specific areas, delivered by multi-skilled teams. Each deal with first point of contact interactions, and take ownership for case resolution.

- Place delivers services related to: planning, waste, highways, land charges, and disabled parking badges;

- Income and payments delivers services related to: council tax and business rates, recovery, accounts payable and accounts receivable; and,
- Resident and assessment delivers services related to: housing benefit, housing needs, financial assessments, registrars, freedom of information requests, complaints, and school admissions.

➤ **Place Services**

- Highway Reactive Maintenance – responsible for the delivery of reactive highway maintenance, street lighting and land and highway drainage;
- Highway Assets – responsible for the long term maintenance of the borough's highway assets including roads, footpaths, structures (bridges, subways, retaining walls, culverts, embankments etc), street lights, traffic signal installations and off street car parks;
- Traffic Management, Road Safety and Transport – responsible for the delivery of transport policies, traffic management and road safety policies and schemes, road safety education, training and publicity (ETP), promotion of public transport, subsidised bus services, concessionary fares, school transport, cycle schemes and MyJourney;
- Civil Parking Enforcement and management of Council owned car parks – responsible to ensure that parking restrictions are enforced to protect highway safety and to reduce congestion and to maintain Council owned car park;
- Providing a high quality customer responsive service to determine planning applications, present the Council's case effectively at appeal and to investigate and resolve breaches of planning control;
- Providing environmental health, licensing and trading standards through a shared public protection partnership with West Berkshire Council and Bracknell Forest Council. This focuses on a wide range of regulatory services to achieve improvements in the quality of life for those who live, work and visit the borough;
- Providing building control services through a joint service agreement with The Royal Borough of Windsor and Maidenhead Council (RBWM) and West Berkshire Council. Hosted by Wokingham Borough Council, the service provides a high quality, cost effective service for assessing plans and inspecting building works to ensure compliance with building regulations, in a way that exceeds customer needs to achieve a healthy, safe, accessible and sustainable built environment;
- Grounds maintenance – responsible for the management of the contract with Tivoli including liaising with localities for monitoring purposes, for the delivery of grounds maintenance work on Council property including reactive and programmed works management of Council owned play areas, events fields, sports pitches and associated recreational facilities. Grounds maintenance services are also provided for other Council services – notably highways, tenant services, schools and Children's Services;
- Waste Management – responsible for the delivery of all aspects of refuse and recycling collection; waste enforcement and abandoned vehicles and monitoring the delivery of the 25 year Private Finance Initiative (PFI) contract with Bracknell and Reading Councils (re3), through the Joint Waste Board and PFI governance arrangements;
- Street Cleansing delivers a cleaner environment for the borough's residents, visitors and businesses by removing detritus (naturally accumulated deposits), litter, graffiti, fly-posting, fly-tipping, dumped rubbish and other abandoned waste; treating weeds on adopted highways and the cleansing of the A329M and A33; and,
- Countryside Services – responsible for managing the Council's country parks (including Dinton Pastures, California, Charvil), SANGs, Local Nature Reserves and other countryside sites. The Multi Activity Centre at Dinton Pastures provides a wide range of water-based activities and training opportunities. The service supports health, wellbeing and quality of life by providing a wide range of healthy outdoor recreational activities and experiences.

➤ Development and Infrastructure Delivery

- Providing a multi-disciplinary service to work with applicants, landowners, residents, parish and town councils and other stakeholders in the four Strategic Development Location areas and Wokingham Town Centre Regeneration schemes to ensure the timely delivery of high quality infrastructure rich development to meet the borough's housing need;
- Responsible for a major development program ensuring the delivery of the adopted Core Strategy housing requirement of at least 13,230 homes between 2006-2026 and collecting infrastructure funding to support new and improved infrastructure;
- Coordination of the negotiation, securing via agreement, collection, allocation and spending of funds raised via S106, CIL, grant, loan, borrowing or other means of £350-£400m to ensure the timely and efficient delivery of quality infrastructure by others. Ensuring there is adequate risk management and governance created and maintained to enable the cross cutting agendas to be implemented in the wider interests of the Council;
- Liaison with and enabling of the town and parish councils to secure their co-operation in spending of capital sums on corporate priorities. Managing and processing bids for resources by town and parish councils and other third parties;
- Coordination of special project activity including producing detailed business cases, complex bids for funding, commissioning of operational masterplanning, infrastructure delivery plans, guidance, monitoring of housing starts and completions, commissioning of ad-hoc and miscellaneous infrastructure and housing monitoring reports as and when required;
- Providing specialist legal support to secure delivery;
- Development, application and implementation of the Council's green infrastructure strategies (including the Public Open Space and Sports Facilities Strategy and Biodiversity Strategy) and ensures that major developments within the borough deliver appropriate new facilities including SANGs, (Suitable Alternative Natural Greenspaces) public open space, playing pitches, children's play areas and allotments. The Service also leads on the in house delivery of new green infrastructure facilities and commissions the maintenance of the Council's existing biodiversity and public rights of way assets;
- Protecting the existing landscape, trees, biodiversity, public rights of way and built heritage of the borough from inappropriate development and seeks enhancements wherever possible;
- Community Development/Engagement – engaging and supporting evolving communities (SDLs) to ensure sustainability beyond bricks and mortar in particular establishing opportunities for business, voluntary, cultural, leisure, community, sport and health activities in the new communities, all of which are vital to ensure social and economic sustainability;
- Providing specialist transport and drainage input to the delivery of strategic and all other development proposals, through masterplanning, infrastructure delivery plans, guidance and policies and concept documents, providing pre-application advice, briefing forums, stakeholders, Lead Members and Officers, determining applications, presenting the Council's recommendation to committee and working closely with developers and promoters;
- Delivery of the Council's agreed £100m highway delivery projects including new roads, lighting, footpath/cycleway/greenway/Park & Rides/major structures/highway improvement schemes and related structures and assets to adoptable standards where appropriate via the most cost effective and quality mechanism on time and within budget forecasts;
- Providing safe and efficient strategic flooding advice and guidance, design of drainage assets, their future management and maintenance in a coordinated and cost effective manner;
- Providing for the efficient control of highway opening licenses, which results in the minimisation of impact on the free flow of the highway network and facilitates efficient and timely delivery; and,
- Providing for the efficient and appropriate design, funded and planned maintenance arrangements for new highway and drainage assets and that their construction is efficiently checked for implementation in compliance with planning and highway legislation and regulations. Ensuring breaches of control are escalated for the relevant enforcement activity.

➤ **Housing, Income and Assessments**

Housing

The Housing Service is made up of a number of distinct teams who provide a wide range of services to Council housing tenants. These teams are asset management, housing management, involvement and improvement and rental income.

- **Asset Management**
The HRA is made up of approximately 2,600 dwellings. Our principle objective is to provide safe, warm homes, social housing, to a good standard while making best use of the funding available by the use of good quality stock condition data.
- **Housing Management**
The teams' principle objective is to ensure that all WBC residents, leaseholders and licensees have safe and peaceful enjoyment of their homes and neighbourhoods. All anti-social behaviour will be dealt with quickly and effectively and complex housing and tenancy issues will be swiftly resolved. We work with many internal departments and partner agencies to deliver the above for our residents, whatever their tenure or vulnerability.
- **Involvement and Improvement**
The aims of the involvement and improvement team can be split into the business functions the team works on, delivering a varied menu of engagement opportunities, which is inclusive of all and being the lead experts for community engagement and involvement for the housing service.
Effectively managing and monitoring the complaints, compliments, freedom of information, subject access request and member enquiries in relation to the housing service, and the delivery of the service improvement plan across the housing service.
- **Rental Income Team**
The main service aims are collecting rents and reducing rent arrears across the housing portfolio.

Income

- The service aims of the income and payments team are to maximise income collection to enable WBC to provide services to the residents of Wokingham and ensure that all bills and invoices are raised promptly, payments to suppliers made within the agreed terms and all payments received are allocated promptly;
- The highest priority is to maintain collection rates, with an ever increasing amount of domestic properties and the increase in council tax and business rates; and,
- The service provides all the financial transactional services within WBC and includes purchase to pay, debtors, council tax/NNDR billing and cashiers.

Financial Assessments

- The service aims of the financial assessments team are to meet the needs of the community: it encompasses the administration of housing benefit, council tax reduction, discretionary housing payments, local welfare provision and personal budgeting support for residents within the Borough.

Service Outputs – Key Facts and Figures

- Supporting and coordinating bids for infrastructure funding to support the Council's growth agenda;
- Supporting the development of the Council's Local Transport Plan (LTP4);
- Continuing joint working to progress Reading University's Science Park;

- Supporting development and delivery of the Housing Strategy including negotiating appropriate affordable housing contributions through the s106 process;
- Determination of over 3,500 planning and related consent applications;
- Investigation of over 700 potential breaches of planning control;
- Promotion and defence of the Council's policies at approximately 100 planning appeals per year;
- Development and co-ordination of infrastructure delivery plans and negotiations to secure acceptable development proposals for each of the four SDLs;
- Effective monitoring of the progress of developments, particularly in the SDL areas, to ensure the prompt payment of s106 monies due and the timely provision of infrastructure provided on site by the developer;
- Supporting the management of engagement activity around the SDLs including the four community forums – running at least 16 community forums per year;
- The negotiation of both hard and soft community facilities in the SDLs including buildings, sport, leisure and open space and voluntary and community development support to ensure the social fabric supports the community;
- Delivering the green infrastructure associated with the strategic development locations, including 120ha of new SANGs, a new Sports Hub at Ryeish Green, purchased the Bohunt Leisure Centre and a new Greenway at California Country Park;
- The co-ordination of the Council's relationship with parish and town Councils across the borough – four clerks forums per annum, four borough parish working groups;
- A largely self-financing joint building control dealing with 3,600 building regulation submissions per year;
- Disposing of approximately 79,000 tonnes of municipal waste, of which around 30,000 tonnes is set to be reused or recycled;
- 3.38 million individual refuse and recycling collections per annum;
- Over 10,000 individual clinical waste collections to the elderly and vulnerable;
- Managing the two re3 Household Waste Recycling Centres with re3 partners;
- Advising on waste strategy and waste legislation;
- Cleansing over 700 km of highway, including footways and cycle paths;
- Management and maintenance of sports facilities;
- Issuing over 7,000 works orders for routine highway repairs and approximately 700 highway notices;
- Inspecting and maintaining over 720km of highway and associated footways;
- Management of the A329M motorway;
- Routine maintenance of nearly 30,000 gullies and over 300km of highway drainage pipework;
- Provided bikeability cycle training for approximately 1,600 year 5 & 6 pupils;
- Promoted sustainable travel options and provided road safety related education and training through MyJourney Wokingham for new residents within our new development locations and existing residents across the borough;
- Delivering the objectives of the borough's local transport plan 2011–26;
- Managing and maintaining the Council's 15 pay & display and 10 other free off-street car parks;
- Maintaining over 19,000 street lights, illuminated signs, feeder pillars and other similar equipment;
- Processing 55,000 notices for works on the highway to ensure co-ordinated works;
- Delivering the transport infrastructure associated with the strategic development locations;
- Plans and supports the delivery of public transport in conjunction with bus companies; and,
- Monitoring, procurement and reimbursement of the National Bus Pass Scheme and renewed over 25,000 bus pass users this year.

Countryside Services:-

- Maintain around 420 hectares of countryside sites that include, 217 hectares of country parks, over 100 hectares of nature reserves, 100 hectares of Suitable Alternative Natural Greenspaces and 143miles of public rights of way;

- Worked with over 1,400 children on environmental education activities;
- Offered a comprehensive outdoor education programme including climbing, water sports, open water swimming, and team building exercises;
- Developed mass participation events such as triathlon, open water swims and cyclo-cross;
- Worked with volunteers who committed over 2,000 days' worth of support in our country parks;
- Management of 6 sites for fishing across the borough; and,
- Brings in around £800,000 in income from car parking, catering, events, fisheries and leases each year.

Customer and Localities and Delivery:-

- The School Admissions Service process almost 3,000 secondary school applications (95% made online), 600 infant to junior applications and over 2,000 reception class applications per annum;
- Activity within the registrars service includes registering over 1,000 marriage notices, 400 births and over 500 death registrations per annum, in addition 70 citizenship ceremonies and over 300 weddings are conducted;
- The customer delivery service respond to over 160,000 phone calls, 30,000 emails and over 10,000 web-chats per annum;
- Over 4,000 customers per annum visit the housing needs team to talk about their housing rights and options. Over 300 households per annum are in critical housing need with whom Personal Housing Plans are agreed. In addition 150 households apply as homeless each year;
- Council tax is collected from over 68,000 domestic properties;
- Business rates are collected from over 4,286 businesses;
- The customer delivery service collate and respond to over 1,200 freedom of information requests per annum and an additional 20 subject access requests;
- Over 1,300 adults and children are supported with transport needs via corporate transport unit;
- There are 18,500 garden waste customers provided with a service;
- 2,500 blue badge applications are processed for residents with mobility issues;
- The place cluster within customer delivery administer (including validation) 3,500 planning applications per annum
- The community engagement service within localities, run at least five key programmes of community development in existing communities to promote self- reliance and develop capacity;
- Within the community environmental service in localities, we organise the removal of 800 incidents of fly tipping per annum and investigate over 70 abandoned vehicles per annum and clear over 60 incidents of graffiti;
- Within customer delivery we manage two cemeteries – Shinfield and St Sebastian's;
- Within localities we manage 100 children's play areas and three youth shelters; and,
- Hosting over 470,000 visits to our nine libraries with over 25,000 active library users with access to 185,000 items in the library service stock.

Housing, Income and Assessments:-

- Collects council tax of £112 million from 66,000 properties, generating over 116,000 accounts annually;
- Collect business rates of £66 million, per annum from 4,000 properties, generating 11,000 accounts annually;
- Collect Council rents of £14 million per annum from 2,600 accounts;
- Collect over £12 million per annum on sundry debtor accounts;
- Through cashier, process over 204,000 transactions per annum totalling just over £608 million per annum;
- Over 2,700 gas safety checks conducted;

- Manage and deliver all aspects of the Council's landlord function for all Council-owned social housing, including managing void properties, which includes:
 - 2,601 Council-owned housing;
 - 189 leasehold premises;
 - 83 shared ownership properties;
 - 182 HRA void properties were re-let in 2017/18; and,
 - 656 garages.
- Provide a specialist response to anti-social behaviour within social housing stock;
- To manage the Councils housing stock so that it continues to meet the Governments decent homes standard (currently at 99.99%);
- Undertake disabled adaptations to help tenants remain in their homes for as long as possible;
- Respond to, manage and take enforcement action to unauthorised encampments on Council land;
- Manage the housing register (waiting list) – currently around 1,700 live registered applicants, assess individual housing need, administer and input applications, update and renew applications and communicate and stakeholders;
- House applicants into Council or housing association vacancies (including new-build developments and sheltered accommodation) – 371 housing allocations annually (2016/17 financial year), prioritise and nominate households to shared ownership vacancies;
- Respond to face-to-face and telephone enquiries and applications regarding homelessness, housing advice, housing register, allocations; around 4,000 per annum;
- Investigate, decide and provide for statutory homeless applications (Housing Act 96 Part VII) – 203 applications were received, investigated and responded to in the 2017 calendar year;
- Respond to the needs of rough sleepers and work in conjunction with local support agencies; and,
- Rough sleeper numbers have reduced from 13 (at the end of 2016) to 10 (at the end of 2017).

Revenue Budget & Service Changes 2019/22

Major changes to the Customer and Localities revenue budget include the following:

➤ Growth Items

- Revenue cost increase relating to inflationary contract price increases;
- Revenue increases due to additional road references;
- Revenue increases for waste collection due to increase in property numbers; and,
- Revenue increases to enable the planning service to defend its planning policy and to take action to address breaches of planning control.

➤ Savings:

- Savings from changing the way we work with our major suppliers in highways and transport; and,
- Savings from reduced funding needed for the building control shared service.

Capital Budget & Service Changes 2019/22

Capital schemes include the following:

- Continuation of the Street lighting renewal project – upgrading street lights to modern LED units with lower energy consumption and longer life,
- Road safety and traffic management – providing facilities to improve road safety for all users, reduce congestion, improving the efficiency of the transport network, promote and provide access to sustainable modes of transport;

- Highway carriageways – resurfacing roads and footways in the borough;
- Highway drainage – carry out major projects and remedial works to highways drainage network where flooding problems have been highlighted;
- Traffic signal upgrade programme – continued upgrade of old and obsolete equipment, therefore giving the opportunity of installing low energy equipment and up to date controller systems;
- Highways footway structural maintenance programme – resurfacing of footways to extend the life of the asset, improve its condition and increase surface water run-off thereby improving pedestrian safety;
- Improvements to leisure facilities in the borough including country parks;
- Improvement to the Public Right of Way network including the delivery of a Greenway network (traffic free routes across the borough);
- Continued investment in the waste collection arrangements including the introduction of the food waste service;
- Strategic land purchases – investments to enable the capital programme;
- Town Centre Environmental Improvement scheme around the Market Place;
- Commencement of the Park and Ride Scheme at Thames Valley Park;
- Air quality monitoring; and
- Investing in libraries to make more flexible use of space and increase the range of activities that the public can access within them.

REVENUE SERVICE BUDGETS 2019/20	Budget 2018/19 £'000	Budget 2019/20 £'000	Note
Customer and Localities			
Customer & Localities	350	4,184	(1/2)
Building Control	24	0	(2)
Community Services	16,571	16	(2)
Development – Management & Enforcement	1,459	0	(2)
Development - Policy & Planning	535	0	(2)
Development – SDL	823	0	(2)
Delivery and Infrastructure*	600	815	(3)
Highways & Transportation*	4,561	4,527	(2)
Housing Needs and Benefits	0	(13)	(4)
Income, Assessments & Housing Place*	0	(397)	(4/5)
	1,589	18,106	(2)
<i>Internal Recharges & Depreciation Charges</i>	9,710	7,247	
Customer and Localities Service	36,222	34,485	

*2018/19 budgets adjusted to reflect in-year service restructures

Explanation of Movement from 2018/19 to 2019/20

Note 1.

Service restructuring, several elements now within Customer and Localities reporting group. Budget movements also include growth items for: increased bus service meeting community needs £158K; consultancy relating to planning appeals £250k; highways maintenance on carriageways and footways £39k; waste collection due to increased housing £127k and £400k relating to waste contract renewal incorporating food waste collection; integrated transport scheme revenue impact £21k; £50k increased income on countryside services; £13k savings through the implementation of self-service within libraries;

Note 2.

Service restructuring, elements now within Place and Customer & Localities above

Note 3.

Service restructuring, moved from various other areas within service. £50k savings on three way Public Protection Partnership

Note 4.

Sections moved from Adult Social Services during 2018/19

Note 5.

Reduction in the use of B&B following the opening of Broadway House

Summary of Budget Movements 2019/2020

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Corporate Services £'000	Customer & Localities £'000	Total £'000
2018/2019 Restructured Service Budget (excluding Capital & Internal recharges)	44,576	313	20,005	22,131	26,415	113,440
Adjustments/Additions						
Exclusive one off revenue items in 2018/2019 (Special Items)	(336)	(1,720)	(150)	(12)	(520)	(2,738)
Inflation for non-pay activities	0	0	54	717	279	1,050
Pay award (Note 1)	0	0	0	950	0	950
Superannuation - increase in employers' contribution across Council	0	0	0	180	0	180
Adjustments between services (e.g. budget reallocations inc.)	355	(120)	57	(965)	673	0
Total	19	(1,840)	(39)	870	432	(558)
Funding to Maintain / Improve Services						
Care packages - increases in volumes and rates	859	0	0	0	0	859
General increase in cost of adult social services	1,000	0	0	0	0	1,000
Reversal of previous savings target	60	0	0	0	0	60
New director of Adult Social Services (DASS)	94	0	0	0	0	94
Transitions - extra staff	200	0	0	0	0	200
Transitions - young people entering adult social care at 18	620	0	0	0	0	620
Recruitment of Chief Executive	0	49	0	0	0	49
Children's social workers	0	0	1,130	0	0	1,130
Council Tax exemption for care leavers	0	0	66	0	0	66
Home to school transport	0	0	600	0	0	600
Other social care pressures - legal costs etc	0	0	130	0	0	130
Reduction in grant funding	0	0	400	0	0	400
Review of staying put allowances	0	0	56	0	0	56
SEN grant reduction	0	0	110	0	0	110
SEN team growth	0	0	120	0	0	120
General Data Protection Regulation (GDPR) data compliance	0	0	0	50	0	50
ICT anti-virus software/phishing prevention	0	0	0	30	0	30
IMT - software licence cost	0	0	0	80	0	80
Increase in coroners' court costs	0	0	0	70	0	70
Bus service - meeting community needs	0	0	0	0	158	158
Consultancy - Planning Appeals	0	0	0	0	250	250
Highway drainage increased maintenance costs due to additional network length	0	0	0	0	15	15
Highway structures - major refurbishments/strengthening	0	0	0	0	10	10
Highways maintenance - carriageways and footways	0	0	0	0	39	39
Revenue implications of integrated transport capital scheme	0	0	0	0	21	21
Waste and recycling - contract renewal	0	0	0	0	400	400

Summary of Budget Movements 2019/2020

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Corporate Services £'000	Customer & Localities £'000	Total £'000
Waste and recycling - increase in property numbers	0	0	0	0	127	127
Winter service - increased maintenance costs due to additional network length	0	0	0	0	10	10
Total	2,833	49	2,612	230	1,030	6,754

Special Items 2019/2020

Capacity to deliver value for money on high cost packages	40	0	0	0	0	40
Deprivation of Liberty Safeguards (DoLS)	100	0	0	0	0	100
Increased homelessness within the borough	30	0	0	0	0	30
Social Care Support Grant - investment in Adult Social Care	381	0	0	0	0	381
Estimated resource requirement to deliver sustainable organisational change	0	1,500	0	0	0	1,500
Developing signs of safety improvements	0	0	60	0	0	60
Social Care Support Grant - investment in Children's Services	0	0	305	0	0	305
Core Strategy plan preparation	0	0	0	100	0	100
Forward funding (infrastructure bridging loan)	0	0	0	923	0	923
Minerals & Waste local plan preparation	0	0	0	100	0	100
Revenue contribution to capital	0	0	0	1,200	0	1,200
Shared Legal Service - case management system upgrade	0	0	0	16	0	16
Total	551	1,500	365	2,339	0	4,755

Funded by the following Service Efficiencies

Adult social care pathway review	(150)	0	0	0	0	(150)
Health and social care integration	(112)	0	0	0	0	(112)
Learning disability review	(200)	0	0	0	0	(200)
Review and application for Continued Health Claims	(200)	0	0	0	0	(200)
Review high cost packages	(100)	0	0	0	0	(100)
Review of Adult Social Care block contracts	(400)	0	0	0	0	(400)
Service delivery redesign	(90)	0	0	0	0	(90)
New income generation commercial assets	0	(150)	0	0	0	(150)
Home to school transport - efficiency review	0	0	(200)	0	0	(200)
Reduction of placement spend	0	0	(747)	0	0	(747)
Reduction on admin	0	0	(50)	0	0	(50)
Grants to Town/Parishes phased out over 5 years	0	0	0	(20)	0	(20)
Reduction in WBC retained legal consultancy budget	0	0	0	(50)	0	(50)
Wokingham housing group income for council services	0	0	0	(100)	0	(100)
Building control shared service	0	0	0	0	(87)	(87)
Countryside service increased income	0	0	0	0	(50)	(50)
Efficiencies in service provision within Libraries	0	0	0	0	(13)	(13)
Growth in car parking income	0	0	0	0	(30)	(30)
Highways and transport – service efficiencies	0	0	0	0	(50)	(50)

Summary of Budget Movements 2019/2020

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Corporate Services £'000	Customer & Localities £'000	Total £'000
Homelessness bed and breakfast spend reduction	0	0	0	0	(100)	(100)
Increase in empty homes premium for council tax	0	0	0	0	(50)	(50)
Land Charges revenue generation	0	0	0	0	(60)	(60)
Public Protection Partnership	0	0	0	0	(50)	(50)
Reduce van lease commitment (Localities)	0	0	0	0	(4)	(4)
Revenue income from changes to parking machines	0	0	0	0	(100)	(100)
S278/38 fees	0	0	0	0	(94)	(94)
Total	(1,252)	(150)	(997)	(170)	(688)	(3,257)
Collection Fund adjustments						
Collection fund distribution	0	0	0	0	50	50
Total	0	0	0	0	50	50
Service Budget 2019/2020 (excluding Capital & Internal recharges)	46,727	(128)	21,946	25,400	27,238	121,184
<i>Internal Recharges & Depreciation Charges</i>	2,841	6,795	8,774	(12,560)	7,247	13,097
Service Budget 2019/2020 (including Capital & Internal recharges)	49,568	6,667	30,720	12,841	34,485	134,281

Note 1 - Pay award budget will be redistributed across directorates following the National Joint Council (NJC) pay scale changes from April 2019

THREE YEAR BUDGET FORECAST

	2019/2020 £'000	2020/2021 £'000	2021/2022 £'000
Growth			
Adult Social Services			
Care packages - increases in volumes and rates	859	1,596	2,396
General increase in cost of adult social services	1,000	1,000	1,000
New director of Adult Social Services (DASS)	94	94	94
Reversal of previous savings target	60	60	60
Transitions - extra staff	200	200	200
Transitions - young people entering adult social care at 18	620	1,240	1,860
Removal of Independent Living Fund Grant	0	265	265
Chief Executive			
Recruitment of Chief Executive	49	49	49
Children's Services			
Children's social workers	1,130	1,130	1,130
Council Tax exemption for care leavers	66	66	66
Home to school transport	600	600	600
Other social care pressures - legal costs etc	130	130	130
Reduction in grant funding	400	400	400
Review of staying put allowances	56	56	56
SEN grant reduction	110	110	110
SEN team growth	120	120	120
Corporate Services			
General Data Protection Regulation (GDPR) data compliance	50	50	50
ICT anti-virus software/phishing prevention	30	30	30
IMT - software licence cost	80	80	80
Increase in coroners' court costs	70	70	70
Customer and Localities Services			
Bus service - meeting community needs	158	158	158
Consultancy - Planning Appeals	250	250	250
Highway drainage increased maintenance costs due to additional network length	15	30	45
Highway structures - major refurbishments/strengthening	10	20	30
Highways maintenance - carriageways and footways	39	78	117
Revenue funding for highways capital investment	0	500	500
Revenue implications of integrated transport capital scheme	21	42	63
Waste and recycling - contract renewal	400	400	400
Waste and recycling - increase in property numbers	127	177	227
Winter service - increased maintenance costs due to additional network length	10	20	30
Total Growth	6,754	9,021	10,586
Savings			
Adult Social Services			
Adult social care pathway review	(150)	(500)	(900)
Health and social care integration	(112)	(112)	(112)
Learning disability review	(200)	(500)	(900)
Review and application for Continued Health Claims	(200)	(200)	(200)
Review high cost packages	(100)	(100)	(100)
Review of Adult Social Care block contracts	(400)	(400)	(400)
Service delivery redesign	(90)	(180)	(180)
Chief Executive			
New income generation commercial assets	(150)	(850)	(1,350)
Children's Services			
Home to school transport - efficiency review	(200)	(450)	(450)
Reduction of placement spend	(747)	(450)	(359)
Reduction on admin	(50)	(100)	(100)
Reduction in use of therapy services	0	(150)	(300)
Reconfiguration of Early Help	0	0	(600)
Enhanced fostering programme	0	(250)	(250)
Placements strategy review	0	(250)	(500)
Corporate Services			
Dividend from Wokingham Housing	0	(200)	(200)

THREE YEAR BUDGET FORECAST

	2019/2020 £'000	2020/2021 £'000	2021/2022 £'000
Grants to Town/Parishes phased out over 5 years	(20)	(40)	(40)
Reduction in WBC retained legal consultancy budget	(50)	(50)	(50)
Wokingham housing group income for council services	(100)	(100)	(100)
Customer and Localities Services			
Building control shared service	(87)	(87)	(87)
Countryside service increased income	(50)	(50)	(50)
Efficiencies in service provision within Libraries	(13)	(13)	(13)
Growth in car parking income	(30)	(40)	(40)
Highways and transport – service efficiencies	(50)	(100)	(100)
Homelessness bed and breakfast spend reduction	(100)	(100)	(100)
Increase in empty homes premium for council tax	(50)	(50)	(50)
Land Charges revenue generation	(60)	(80)	(80)
Public Protection Partnership	(50)	(50)	(50)
Reduce van lease commitment (Localities)	(4)	(4)	(4)
Revenue income from changes to parking machines	(100)	(100)	(100)
S278/38 fees	(94)	(94)	(94)
Total Savings	(3,257)	(5,650)	(7,859)
Special Items			
Adult Social Services			
Capacity to deliver value for money on high cost packages	40	40	0
Deprivation of Liberty Safeguards (DoLS)	100	0	0
Social Care Support Grant - investment in Adult Social Care	381	0	0
Chief Executive			
Estimated resource requirement to deliver sustainable organisational change	1,500	1,500	1,000
Children's Services			
Developing signs of safety improvements	60	0	0
Increased homelessness within the borough	30	30	0
Social Care Support Grant - investment in Children's Services	305	0	0
Corporate Services			
Core Strategy plan preparation	100	0	0
Forward funding (infrastructure bridging loan)	923	0	0
Minerals & Waste local plan preparation	100	0	0
Revenue contribution to capital	1,200	0	0
Shared Legal Service - case management system upgrade	16	(3)	(3)
Total Special Items	4,755	1,567	497

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2019/20 - TO INFORM THE LEVEL OF GENERAL FUND BALANCE

Description	Best Case	Most Likely as per Budget	Worst Case	Relative Risk		
	£'000	£'000	£'000	Low £'000	Medium £'000	High £'000
Adult Social Services						
Learning disability - unknown high cost placements	15,513	15,513	16,113	200	280	120
Mental health - unknown high cost placements	990	990	1,215	50	100	75
Physical disability - unknown high cost placements	2,568	2,568	2,868	50	150	100
Older people - increases above expected levels (including self funders with depleted funds)	13,508	13,508	13,993	107	272	107
Risk of litigation / compensation against assessment outcomes (including Deprivation of Liberty Safeguarding)	0	0	500	150	250	100
Risk of market failure	0	0	500	150	250	100
TOTAL Adult Social Services	32,579	32,579	35,189	707	1,302	602
Chief Executive						
Failure to achieve targeted procurement savings across the council	(211)	(211)	(169)	32	10	0
Income target from property portfolio not realised	(2,300)	(2,300)	(1,700)	400	150	50
Income target from investment properties	(310)	(310)	(250)	60	0	0
TOTAL Chief Executive	(2,821)	(2,821)	(2,119)	492	160	50
Children's Services						
Additional placements for children, including dispersal of unaccompanied asylum seeking children	4,039	4,209	4,732	105	288	131
Failure to recruit to essential frontline posts with permanent staff resulting in higher cost agency	0	300	641	0	136	205
Joint legal team litigation, appeals (demand led service)	383	383	428	9	27	9
Emergency duty team (supporting children's and adults) (demand led service)	151	151	159	0	8	0
Direct payments increased activity and costs (demand led service)	284	284	320	0	0	36
Therapy services (physio, SLT & OT)	343	343	380	0	0	37
Additional home to school transport packages	2,714	2,714	3,114	40	160	200
TOTAL Children's Services	7,914	8,384	9,774	154	619	617
Corporate Services						
Council-wide income growth target not realised (corporate traded services, energy, advertising & sponsorship)	(1,558)	(1,558)	(1,422)	100	36	0
Changes in local job market	0	0	100	0	100	0
Costs due to legislation changes e.g. health and safety, fire, legionella etc.	0	0	150	100	30	20
Decrease in contribution to Shared Service by RBWM- Audit	(504)	(433)	(408)	25	0	0
Decrease in contribution to Shared Service by RBWM- Legal	(675)	(675)	(650)	25	0	0
Decrease in contribution to Shared Service by RBWM- Property	(606)	(596)	(546)	50	0	0
Increase in legal challenge and costs due to legislation changes, e.g. Care Act	0	0	500	200	250	50
Loss of data or sensitive information	0	0	120	60	50	10
Interest cost of borrowing budget - risk for SDL forward funding overspend	400	400	750	150	200	0
Major emergency within the community e.g. weather event / pandemic flu or major incident	0	0	10,000	7,000	2,500	500
TOTAL Corporate Services	(2,943)	(2,862)	8,594	7,710	3,166	580

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2019/20 - TO INFORM THE LEVEL OF GENERAL FUND BALANCE

The budget submission is based on the best estimate of the expected expenditure for the agreed level of service, this variable and risk analysis identifies potential budget overspends. The potential overspends are not included in the budget submission but will inform the required level of balances.

Description	Best Case	Most Likely as per Budget	Worst Case	Relative Risk		
	£'000	£'000	£'000	Low £'000	Medium £'000	High £'000
Customer & Locality Services						
Library overdue charges - risk of under achievement due to service improvements reducing risk of overdue items	(87)	(87)	(77)	0	5	5
Ending of rental income from Elevate at Wokingham Library	0	8	30	0	22	0
Loss of income from fishing season tickets (fish disease in fisheries)	(95)	(85)	(75)	10	0	0
Loss of income due to excessive weed algal growth prohibiting use of the Multi Activity Centre	(350)	(270)	(60)	50	160	0
Loss of countryside income due to poor weather or customer resistance	(450)	(350)	(150)	70	130	0
Highways (roads and footways) urgent repairs following flooding and freezing and disposal of Tar bound material	1,308	1,308	1,508	150	50	0
Winter maintenance (bad weather)	200	206	273	30	37	0
Savings target for car parks weekend and evening charges	(195)	(153)	(133)	10	10	0
Street lighting - energy cost increase	650	679	781	20	82	0
Failure of an embankment on the highway	0	0	600	400	200	0
Emergency maintenance (road traffic accidents; water bursts, etc.)	47	47	57	10	0	0
Additional grounds maintenance works due to heavy and prolonged rainfall	544	544	574	10	10	10
New Roads and Street Works Act - decrease in recovered income due to less road works	(158)	(158)	(118)	0	40	0
Increase in homelessness duties and impact on budget and resources required to deliver service	396	396	596	50	100	50
Failure to achieve target in council tax collection	0	0	1,000	900	100	0
Failure to achieve target in council Business rates collection	0	0	1,000	800	200	0
Failure to achieve quality required in benefits assessments which could impact on subsidy payment	0	0	1,000	800	200	0
TOTAL Customer & Locality Services	1,810	2,085	6,806	3,310	1,346	65
Total Variable - General fund	36,539	37,365	58,244	12,372	6,592	1,914

GENERAL FUND RESERVES – POLICY STATEMENT

1 Definition / Purpose

The accumulated surplus on the General Fund Revenue Account serves several purposes:

- (i) to provide a general contingency to cushion the impact of unexpected events or emergencies;
- (ii) to provide a working balance to help cushion the impact of uneven cash flows;
- (iii) to provide stability for longer term planning.

Additionally, interest earned on the balance contributes to financing the gap between local taxation and the net cost of services.

The balance as at the end of the most recent financial year and estimates of future balances are shown in the section on reserves and balances.

2 Policy (Criteria for Calculating Fund Requirement)

The budget assumes a best estimate of forecast outturn given all information available. General Fund balances are in addition to this.

There is no generally applicable minimum level of reserves, although, previous guidance from the Audit Commission suggested a crude measure as 5% of net expenditure (excluding the dedicated schools grant) as a minimum. For Wokingham Borough Council this criterion would fund council services for 17 days.

Good financial management practice requires a budget risk assessment to inform the level of reserves. Such a risk assessment is undertaken on an annual basis (as part of the budget setting process) and is detailed on the previous page. Although it should not be seen as an exact science, it provides an informed assessment of the level of risk inherent in the budgets (value and likelihood). The assessment of the budget contained in the MTFP for 2019/20 indicates that balances of at least £8.5m are required to provide for budget risks identified as high and medium. The recommended level of balances (below) is based on this.

In determining the budget strategy each year, Members may also wish to consider any additional sum needed for longer term planning purposes, taking into account the financial projections contained in the financial forecast.

3 Budget Risk Analysis

The following recommendation is made (based on the suggested policy): -

- £6.1m – absolute minimum (5% net budget)
- £8.5m to £21m – reasonable level (High/Medium risks)
- £21m – upper limit (High/Medium/Low risks)

<u>2018/19 Budget</u> <u>£'000</u>	<u>Gross Income and Expenditure</u>	<u>2019/20 Budget</u> <u>£'000</u>
<u>Income</u>		
General Fund		
17,943	Fees and Charges	18,068
41,907	Specific Grants	42,878
459	Other Income	1,579
2,511	Internal Income	2,181
62,820		64,706
Dedicated Schools Grant		
89,424	Specific Grants	86,195
0	Plus movements from reserves	0
89,424		86,195
Housing Revenue Account		
15,018	Fees and Charges	14,446
1	Specific Grants	1
49	Other Income	48
1,044	Plus movements from reserves	962
16,112		15,457
168,355	Total Income	166,358
<u>Expenditure</u>		
General Fund		
64,845	Adult Social Services	60,892
7,481	Chief Executive	9,780
33,405	Children's Services	33,862
36,436	Corporate Services	45,667
47,055	Customer and Locality Services	48,786
189,222		198,987
Dedicated Schools Grant		
13,563	Central Schools Block	11,135
75,861	Individual Schools Block	75,060
0	Less movements from reserves	
89,424		86,195
Housing Revenue Account		
16,112	Housing Revenue Account	15,457
16,112		15,457
294,758	Sub Total Expenditure	300,639
12,962	Less: depreciation	13,097
2,738	Less: special items	4,755
15,700		17,852
279,058	Total Expenditure	282,787
110,702	Net Expenditure	116,429

Notes

Movements between areas are described in detail in the summary of budget movements, service budgets, housing revenue account and dedicated schools budget.

The net expenditure differs from the grand summary due to the exclusion here of special items.

HOUSING REVENUE ACCOUNT BUDGET 2019/20

	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	2021/22 Budget £'000
INCOME				
Rents				
Dwelling Rents	(14,225)	(13,617)	(13,773)	(14,091)
Garage Rents	(228)	(238)	(243)	(248)
Commercial Rents	(2)	(2)	(2)	(2)
Total Rents	(14,454)	(13,857)	(14,018)	(14,341)
Fees & Charges				
Service Charges	(408)	(408)	(408)	(408)
Leasehold Charges	(123)	(123)	(123)	(123)
Other Charges for Services & Facilities	(48)	(48)	(48)	(48)
Interest on balances	(36)	(59)	(51)	(56)
Total Income	(15,068)	(14,495)	(14,648)	(14,976)
EXPENDITURE				
Housing Repairs	2,896	3,048	3,048	3,048
General Management	2,661	3,012	3,140	2,889
Sheltered Accommodation	555	257	257	257
Depreciation	Note 1 3,384	3,664	3,664	3,664
Revenue Contribution to Capital	Note 2 1,447	476	0	0
Capital Finance Interest Charge	2,886	3,002	3,030	3,033
HRA Principal Repayments	Note 3 2,284	1,998	1,503	2,080
Total Expenditure	16,112	15,457	14,642	14,971
Net Expenditure / (Income)	1,044	962	(6)	(5)
REVENUE ACCOUNT				
Balance at Beginning of Year	(4,057)	(2,762)	(1,800)	(1,806)
Transfer (to) / from earmarked reserve	1,044	962	(6)	(5)
Forecast over/(under) spend	251	0	0	0
Balances at End of Year	Note 4 (2,762)	(1,800)	(1,806)	(1,811)

Note 1. The contribution from HRA revenue to Major Repairs Reserve

Note 2. Variation is largely driven by the need to match fund (at 70%) right to buy receipts

Note 3. Repayment of HRA loans taken during self financing introduction

Note 4. Reserve balances guided by assessments of financial risks

HOUSING REVENUE ACCOUNT CAPITAL BUDGET

		2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	2021/22 Budget £'000
EXPENDITURE					
Estate Improvements		10	10	10	10
Capitalised Staffing Costs		605	605	605	605
Adaptations for the Disabled		200	400	400	400
Voids		300	450	450	450
Housing Purchase & New Builds	Note 1	1,800	8,000	2,054	2,054
Planned & Cyclical Works		1,495	1,495	1,495	1,495
Improvements & Projects including Decent Homes		1,490	1,140	1,140	1,140
Total Expenditure		5,900	12,100	6,154	6,154
FUNDED BY					
Major Repairs Reserve (MRR)	Note 2	(3,913)	(5,900)	(3,140)	(3,140)
Right to Buy Receipts	Note 3	(540)	(2,400)	(616)	(616)
Other Receipts / Grants	Note 4	0	(1,516)	(2,398)	(2,398)
Revenue Contributions	Note 5	(1,447)	(476)	0	0
New loan for 70% of RTB purchase	Note 6	0	(1,808)	0	0
Total Capital Funding		(5,900)	(12,100)	(6,154)	(6,154)
Balances at Year End		0	0	0	0

Note 1. Additional expenditure in 19/20 to utilise right to buys receipts

Note 2. Increased use of MRR to fund housing purchases 19/20

Note 3. 19/20 shows utilisation of right to buys receipts to invest in new homes

Note 4. Developer contributions to support capital investment in affordable housing

Note 5. Available revenue contribution to support capital investment

Note 6. Additional borrowing to support maximising right to buy receipts

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2019/20 - TO INFORM THE LEVEL OF THE HOUSING REVENUE ACCOUNT RESERVES

The budget submission is based on the best estimate of the expected expenditure for the agreed level of service, this variable and risk analysis identifies potential budget overspends. The potential overspends are not included in the budget submission and will inform the required level of balances.

Description	Key Variable			Worst Case Relative Risk		
	Best	Most Likely	Worst	Low £'000	Medium £'000	High £'000
	Case £'000	as per Budget £'000	Case £'000			
Customer and Localities (Housing Revenue Account)						
Risk of contractor failure	1,810	1,810	1,960	75	75	0
Failure to deliver safe services to tenants, leaseholders, shared owners, site dwellers and licensees	0	0	300	100	100	100
Climate / natural disasters - impacts on properties	0	0	225	125	100	0
Increase in rent arrears as a result of the introduction of Universal Credit and other changes to the welfare system	0	0	120	40	40	40
Failure to meet requirements of Regulatory framework and standards for Social Housing	0	0	150	50	50	50
TOTAL Housing Revenue Account	1,810	1,810	2,755	390	365	190

HOUSING REVENUE ACCOUNT RESERVES - POLICY STATEMENT

1 Definition / Purpose

The accumulated surplus on the Housing Revenue Account (HRA) is retained to provide a general contingency in the event of unavoidable or unforeseen expenditure or a fall in income for the HRA.

The balance serves two additional purposes:-

- (i) Interest on the balance helps to reduce revenue costs;
- (ii) The balance provides stability for longer term planning and for meeting the decent homes standard.

	£m
Balance as at 31st March 2018	4.1
Estimated Balance 31st March 2019	2.8
Estimated Balance 31st March 2020	1.8
Estimated Balance 31st March 2021	1.8
Estimated Balance 31st March 2022	1.8

This excludes any capital balances.

2 Policy (Criteria for Calculating Fund Requirement)

The budget assumes a best estimate of forecast outturn given all information available. Housing Revenue Account balances are in addition to this.

Previous guidance from the Audit Commission is that 5% of gross expenditure is recommended as a minimum to hold in reserve which currently indicates a minimum level of £0.8m

The HRA reserve will be reviewed on an annual basis to ensure that the current balance is above the minimum level as recommended by the guidelines.

Attention is drawn to the reducing level of reserves from £4.1m in 2017/18 to £1.8m in 2021/22. Officers are actively working to efficiently manage voids levels and effectively target expenditure.

The current surplus of reserves is required to cover the match funding needed to invest in the housing stock whilst utilising retained right to buy receipts.

3 Budget Risk Analysis

£0.8m - minimum (5% of gross expenditure)

£1.0m - Covers high/medium/low risks based on risk assessments

SCHOOLS BLOCK BUDGET - presented to Schools Forum 16th January 2019

Please note: The special needs block has not yet been consulted on with the Schools Forum

It is a statutory requirement under section 251 of the Apprenticeships, Skills, Children and Learning Act 2009 to prepare and submit an education budget statement showing the major elements of expenditure and how these are met by grants.

	2018/19 Budget £'000	2019/20 Budget £'000	2020/21 Budget £'000	202/22 Budget £'000
INCOME				
Dedicated Schools Grant (Note 1)	(87,215)	(84,028)	(75,776)	(75,776)
Education Funding Agency specific grant	0			
Pupil Premium	(2,209)	(2,167)	(2,167)	(2,167)
Total Income	(89,424)	(86,195)	(77,943)	(77,943)
EXPENDITURE				
Individual Schools Budget (ISB)	66,655	62,439	54,187	54,187
Expenditure for Education of Children under 5s in Private, voluntary/ independent settings	6,998	7,109	7,109	7,109
Pupil Premium allocated to schools	2,087	4,167	4,167	4,167
Contingency for Growth	800	800	800	800
Early Years Contingency	229	203	203	203
Special needs budget excluding ISB	11,590	10,531	10,531	10,531
Centrally retained Services	1,066	946	946	946
Total Expenditure	89,424	86,195	77,943	77,943
NET EXPENDITURE / (INCOME)	0	0	0	0
Balance Brought Forward (Note 2)	527	2,948	2,948	2,948
Budgeted Net Expenditure / (Income)	0	0	0	0
Forecast in-year over / (under) spend (Note 3)	2,421	0	0	0
Balance Carried Forward (Note 4)	2,948	2,948	2,948	2,948

Note 1. Income has decreased due to schools turning into academies, and for 2020/21 is based on a potential nine more schools converting to academy status

Note 2. Any surplus or deficit balance at the end of each financial year can be carried forward into the following year. Expected deficits due to the pressure in the High needs block from increases in pupil numbers.

Note 3. Expected overspend in the DSG for 2018/19 and reported to the Schools forum on 16th January 2019, mostly relating to the High needs block

CAPITAL PROGRAMME 2019/22 and Prudential Indicators

1 Process

The formulation of the Capital Programme has been based on the appraisal of capital bids in the context of Corporate Priorities, value for money and an assessment of risk. To enable effective prioritisation of the capital bids all schemes were divided into the borough plan categories:

- Affordable Housing
- Clean, green and enjoyable spaces
- Economic prosperity
- Encouraging physical and mental wellbeing
- Ensuring opportunity for all children
- Promoting quality of life for vulnerable adults
- Provide affordable homes;
- Sustainable towns and parishes
- Traffic congestion

2 Capital Programme

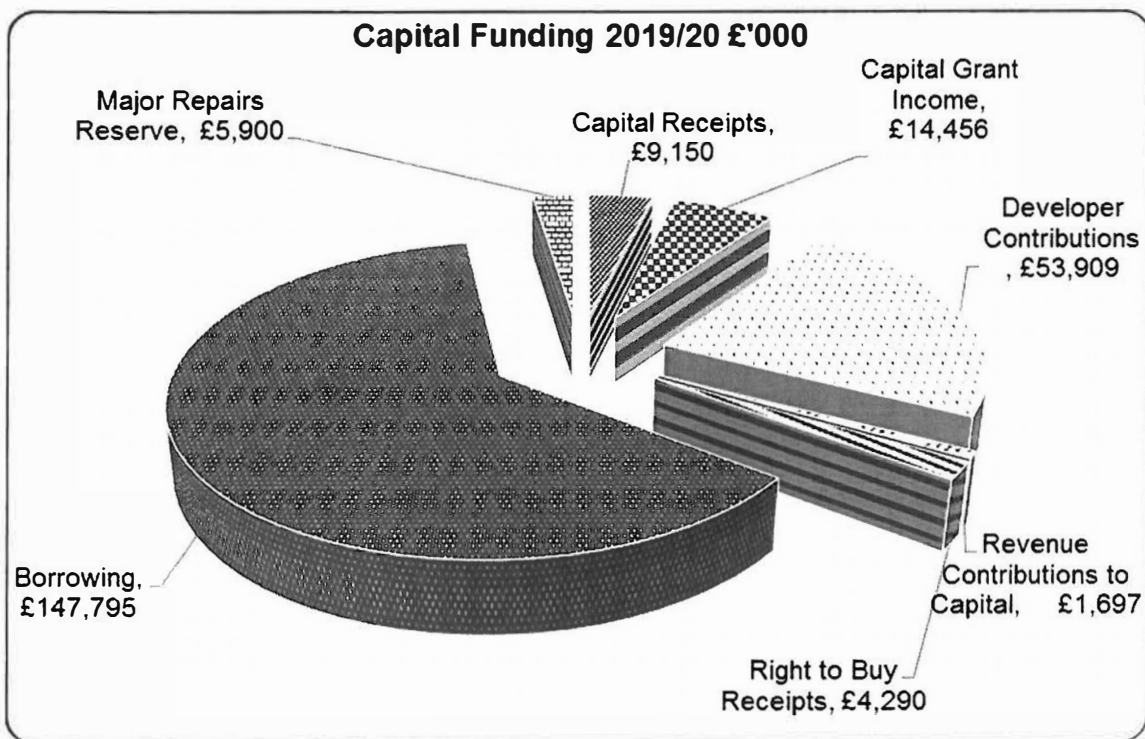
An overview of the proposed programme over the next three years is shown below. It includes the detail of the Capital Programme allocation across categories and departments is contained in the schedules further on in this section of the Medium Term Financial Plan and can be found in the capital programme and strategy 2019/22.

	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
Borough Plan Category	£'000	£'000	£'000
Affordable housing	22,470	20,692	10,338
Clean, green and enjoyable spaces	1,504	469	419
Economic prosperity	70,576	12,806	15,726
Encouraging physical and mental wellbeing	10,219	12,825	75
Ensuring opportunity for all children	22,118	7,667	3,323
Promoting quality of life for vulnerable adults	2,774	3,873	3,392
Sustainable towns and parishes	101,052	81,580	58,515
Traffic congestion	6,484	10,530	6,948
Total	237,197	150,442	98,736

3 Capital Funding

The anticipated funding for the Capital Programme over the next three years is detailed in the Estimated Capital Resource Statement.

The proposed capital budget for 2019/20 is £237,197m. It is proposed that this be funded by a combination of the funding sources demonstrated on next page.



4 Capital Strategy

A 10 year capital strategy has been developed with the aims of delivering the service strategic ambitions of the council, raising the quality for life of residents and improving medium to long term planning. The capital strategy will be an essential component of the council's vision and long term direction of travel.

To finance the capital strategy a funding approach has been developed involving asset disposals, the flexible use of future developer contributions and the leveraging in of external funding where possible.

5 Prudential Indicators

The Prudential Code operates by the provision of prudential indicators which highlight particular aspects of capital expenditure planning. The purpose of the indicators are to provide a framework for decision making. It highlights through the prudential indicators the level of capital expenditure, the impact on borrowing/investment levels and the overall controls in place to ensure the activity remains affordable, prudent and sustainable.

The Prudential Indicators and limits for 2019/20 to 2021/22 are set as:

	2018/19 Estimated Outturn £'000	2019/20 Budget £'000	2021/22 Budget £'000	2021/22 Budget £'000
Authorised limit	334,954	585,500	656,000	684,500
Operational boundary for external debt	334,954	492,000	551,000	575,000
HRA debt limit (included in both limits above)	102,000	102,000	102,000	102,000
External borrowing*	(181,908)	(295,170)	(348,182)	(374,700)
Internal borrowing*	(144,446)	(164,605)	(167,666)	(164,236)
% of internal borrowing to CFR	42.04%	34.51%	31.45%	29.53%
Ratio of financing costs to net revenue stream	2.55%	3.59%	5.38%	5.79%

Note * the sum of external and internal borrowing cannot exceed the authorised limit it can however exceed for a short time the operational boundary

Wokingham Borough Council capital financing requirement (CFR)

The Capital Financing Requirement reflects the Council's underlying need to borrow for a capital purpose. It shows the total estimated capital expenditure that has not been resourced from capital or revenue sources. This requirement will eventually be met by revenue resources through the Minimum Revenue Provision mechanism. The Councils CFR from 2018/19 to 2021/22 is demonstrated in the table below.

	2018/19 Estimated Outturn £'000	2019/20 Budget £'000	2020/21 Budget £'000	2021/22 Budget £'000
Opening balance (estimated)	271,549	334,954	468,375	524,448
Capital net expenditure funded by Borrowing	69,414	139,097	63,243	31,975
MRP charge / loan repayment	(6,009)	(5,676)	(7,170)	(8,887)
Closing Balance	334,954	468,375	524,448	547,536

Total borrowing broken down into CFR Categories

Council's infrastructure capital	162,289	200,024	248,413	265,773
Housing Revenue Account (HRA)	85,552	85,372	81,890	77,667
Commercial activities	87,113	182,979	194,145	204,096
Total	334,954	468,375	524,448	547,536

The table below demonstrates the budgeted maturity structure of external borrowing for 2018-19 and 2019-20

Budgeted Maturity structure of borrowing	Estimated 18-19	Budgeted 19-20
Under 12 months	1.51%	2.00%
12 months to 2 years	18.41%	15.00%
2 years to 5 years	10.27%	15.00%
5 years to 10 years	12.77%	10.00%
10 years and above	57.05%	58.00%
	100.00%	100.00%

A full breakdown of the prudential indicators, Investment strategy and borrowing strategy can be found the Treasury Management Strategy 2019/20.

CAPITAL PROGRAMME 2019/2022

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Adult Social Services						
ASC and Optalis Transformation Programme						
This investment is required for the transformation of Adult Social Care and Optalis.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	1,500	0	0	1,500
Older People's Dementia Home						
The project is to build a home with a block contract for beds available to WBC adult social care clients.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	250	2,750	2,250	5,250
Connected care						
Integration of health and social care ICT systems.	Economic prosperity	Health and Wellbeing, Adult Social Care & Housing	100	100	100	300
Investment in Manual Handling Equipment to Reduce Domiciliary Care Costs						
Provision of newer equipment to facilitate a reduction in the cost of domiciliary care costs by reducing the number of carers from two to one per care call, reduce sickness and injury of carers, and improve the quality of care.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	89	89	89	266
Day service provision for the physically disabled						
Feasibility into the provision of day services for adults with physical disability.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	50	0	0	50
H&W Urgent Maintenance & Refurbishment						
The urgent maintenance/refurbishment of the Health and Wellbeing estate to retain the function and value of the assets and to meet health and safety issues.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	50	50	50	150
Project Management Costs for New Enhanced Assistive Technology Service						
Provision of project management to set up, launch, embed and monitor the development of an Enhanced AT service to facilitate the prevention and reduction of more costly packages of domiciliary care.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	25	10	10	45
Investment in Assistive Technology to Reduce Domiciliary Care Costs						
Provision of AT equipment to facilitate the prevention and reduction of more costly packages of domiciliary care.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	5	24	44	73
Adult Social Services			2,069	3,023	2,542	7,634

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000	
Chief Executive							
Strategic Property and Commercial Assets							
Creation of investment property portfolio in order to provide revenue income.	Economic prosperity	Business, Economic Development & Strategic Planning	55,000	0	0	55,000	
Town Centre Regeneration - Elms Field							
Town Centre Regeneration.	Sustainable towns and parishes	Regeneration	37,953	1,028	0	38,981	
Carnival Pool Area Redevelopment							
Town Centre Regeneration.	Sustainable towns and parishes	Regeneration	2,624	10,454	3,951	17,029	
Peach Place New Development							
Town Centre Regeneration.	Sustainable towns and parishes	Regeneration	1,700	0	0	1,700	
Maintaining an enhanced level of IT infrastructure							
The continued development and upkeep of the Councils customer IT infrastructure.	Economic prosperity	Finance, HR and Corporate Resources	300	300	300	900	
Support Services Energy Reduction Schemes							
Investment in energy reduction schemes through various mechanisms e.g. lighting, insulation and improvements; it is anticipated this will deliver demonstrable energy bill savings.	Economic prosperity	Environment, Leisure and Libraries	250	250	250	750	
Commercial Property Site Initial Design Work							
To undertake design work on sites identified as potential development sites, to understand the potential of the sites for development, the scale of any potential development and identify the costs of such developments.	Sustainable towns and parishes	Regeneration	85	0	0	85	
			Chief Executive	97,911	12,032	4,501	114,445
Children's Services							
Primary strategy - Arborfield Primary school							
New build project to provide additional places throughout the Borough to meet need.	Ensuring opportunity for all children	Children's Services	7,000	2,225	75	9,300	
Primary strategy - Matthews Green							
New build project to provide additional places throughout the Borough to meet need.	Ensuring opportunity for all children	Children's Services	6,000	2,113	38	8,150	
Addington Special School Expansion							
To enable Addington Special School to provide additional capacity for children with Education Health and Care Plans (EHCPs).	Ensuring opportunity for all children	Children's Services	4,500	0	0	4,500	
Children's and Education Transformation Programme							
Investment required for the transformation of Children's Services and Education	Ensuring opportunity for all children	Children's Services	1,500	0	0	1,500	
Schools Urgent Maintenance							
Urgent capital planned improvements and suitability issues.	Ensuring opportunity for all children	Children's Services	630	630	630	1,890	
Basic Needs Primary Programme							
Extension/new build projects to provide additional places throughout the Borough to meet need.	Ensuring opportunity for all children	Children's Services	500	1,500	2,000	4,000	

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000	
Children's Services continued							
Schools Devolved Formula							
Specific government grant to carry out capital works, controlled by schools.	Ensuring opportunity for all children	Children's Services	375	375	375	1,124	
New Secondary School in South-West to Meet Demand Due to SDL and Other Developments							
Furniture and fittings for future years at Bohunt Wokingham.	Ensuring opportunity for all children	Children's Services	350	216	0	566	
Foundry College Accommodation Project							
A programme of works to convert and extend the accommodation for the Foundry College.	Ensuring opportunity for all children	Children's Services	255	0	0	255	
Primary strategy - Shinfield west FFE							
Furniture and fittings for future years.	Ensuring opportunity for all children	Children's Services	235	75	50	360	
Wescott Resource Base Expansion							
To provide a second classroom, a small withdrawal / therapy area and a dedicated toilet area.	Ensuring opportunity for all children	Children's Services	225	0	0	225	
Healthy Pupils Capital Fund Programme (HPCF)							
The HPCF is intended to improve children's and young people's physical and mental health by improving and increasing availability to facilities for physical activity, healthy eating, mental health and wellbeing and medical conditions.	Ensuring opportunity for all children	Children's Services	153	0	0	153	
SEND Investment Programme 2017 to 2020							
The investment programme will enable children to receive the support they need in the Borough. This will enable better outcomes for children with Education Health and Care Plans and better value for money placements locally.	Ensuring opportunity for all children	Children's Services	100	307	0	407	
School Kitchens							
To improve various school meals kitchens throughout the Borough including delivery of the universal free school meal programme.	Ensuring opportunity for all children	Children's Services	100	100	100	300	
Primary strategy - Montegue Park							
Furniture and fittings for future years.	Ensuring opportunity for all children	Children's Services	37	34	34	105	
Children in Care Website Upgrade							
To develop internal capability through training in short video production, editing and uploading.	Ensuring opportunity for all children	Children's Services	30	0	0	30	
Special Educational Needs Website Development							
To increase their visibility and create an easy pathway to advise parents and guardians through the creation of a new micro-site.	Ensuring opportunity for all children	Children's Services	30	0	0	30	
Primary strategy - Windmill Pri. Sch							
Furniture and fittings for future years.	Ensuring opportunity for all children	Children's Services	27	22	0	49	
Primary strategy - East Park Farm							
Furniture and fittings for future years.	Ensuring opportunity for all children	Children's Services	27	27	0	54	
ICT Equipment for children in care							
To purchase/replace equipment that is provided to children in care in line with our children in care pledge.	Ensuring opportunity for all children	Children's Services	22	22	22	66	
Primary strategy - Wheatfield Pri. Sch							
Furniture and fittings for future years.	Ensuring opportunity for all children	Children's Services	22	22	0	44	
			Children's Services	22,118	7,667	3,323	33,108

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Corporate Services						
Bulmershe swimming pool/Leisure centre - New build The redevelopment of Bulmershe Leisure centre.	Encouraging physical and mental wellbeing	Environment, Leisure and Libraries	9,044	1,000	0	10,044
WBC (Holdings) Ltd Loan Loan to provide capital.	Economic prosperity	Finance, HR and Corporate Resources	7,590	6,000	6,000	19,590
Central Contingency For allocation to Wokingham Borough Council schemes as required.	Sustainable towns and parishes	Finance, HR and Corporate Resources	2,000	2,000	2,000	6,000
Bulmershe Campus Access Improvement Works To improve access provision to Bulmershe Campus, including refreshment of the Council-owned access road which serves Bulmershe School, Addington School, Bulmershe Leisure Centre and Goals	Encouraging physical and mental wellbeing	Environment, Leisure and Libraries	750	0	0	750
Temporary Accommodation Improvement Works at Grovelands Park Environmental & Accommodation improvement works at Carters Hill & Groveland's Park	Provide affordable homes;	Health and Wellbeing, Adult Social Care & Housing	600	0	0	600
Environmental Improvement works at Carters Hill (Non HRA assets) This project will aim to undertake much needed environmental improvement works at Carters Hill gypsy and traveller site	Provide affordable homes;	Health and Wellbeing, Adult Social Care & Housing	500	0	0	500
Leisure Centre Refurbishments/upgrades across the borough (x5 facilities) To maintain and enhance our leisure provision (by maintaining and enhancing parts of the buildings)	Encouraging physical and mental wellbeing	Environment, Leisure and Libraries	375	75	75	525
Property Maintenance and Compliance The ongoing maintenance of the operational property estate to retain the function and value of the assets, while ensuring compliance with legislative and regulatory requirements e.g. asbestos and	Economic prosperity	Finance, HR and Corporate Resources	350	350	350	1,050
IT Refresh To replace/upgrade required support for the critical infrastructure and hardware used to underpin Council Services.	Economic prosperity	Finance, HR and Corporate Resources	275	0	0	275
Communications and Engagement Communications and Engagement activity to support the Council's extensive capital and regeneration programme.	Sustainable towns and parishes	Business, Economic Development & Strategic Planning	250	250	250	750
Replacement of the fundamental operating system for CRM/Workflow To replace a critical system used to underpin Council Services.	Economic prosperity	Finance, HR and Corporate Resources	250	150	0	400
Gypsy, Roma, Traveller (GRT) Additional Pitches To make an additional 51 pitches available in the Borough by 2036.	Provide affordable homes;	Health and Wellbeing, Adult Social Care & Housing	100	500	1,000	1,600
IT Network capability and resilience improvement Ensure that the Council has an up to date and supportable network infrastructure.	Economic prosperity	Finance, HR and Corporate Resources	100	35	0	135
Network Hardware Replacement The Council's owned server hardware and network estate requires a rolling refresh programme to ensure a good and reliable service can be delivered.	Economic prosperity	Finance, HR and Corporate Resources	100	100	100	300

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Corporate Services continued						
Gorse Ride Regeneration Project Management						
To oversee the commissioning of WHL, community engagement activity and the decanting programme	Affordable Housing	Health and Wellbeing, Adult Social Care & Housing	60	60	60	180
Laptop Refresh						
This project refreshes the Council's Laptop estate on a 4 year life cycle.	Economic prosperity	Finance, HR and Corporate Resources	0	350	0	350
Carnival Pool Leisure Facilities Redevelopment						
The redevelopment of Carnival pool.	Encouraging physical and mental wellbeing	Environment, Leisure and Libraries	0	10,000	0	10,000
Corporate Services			22,344	20,870	9,835	53,049
Customer and Localities						
SCAPE - Road infrastructure (dist. roads etc.)						
Investment in future road building/enhancement across WBC road network (including new relief roads).	Sustainable towns and parishes	Business, Economic Development & Strategic Planning	35,847	47,875	27,797	111,519
Purchase of council houses HRA (1 for 1)						
To replace HRA housing stock using the 1 for 1 Right to Buy receipts.	Provide affordable homes;	Health and Wellbeing, Adult Social Care & Housing	8,000	2,054	2,054	12,108
Gorse Ride Regeneration						
Demolition and redevelopment of the area	Affordable Housing	Health and Wellbeing, Adult Social Care & Housing	6,041	13,788	3,124	22,953
Great Crested Newt District Level Licence						
District Level Licence (DLL) approach to mitigating and compensating the impacts of development on the protected species the great crested newt (GCN)	Sustainable towns and parishes	Environment, Leisure and Libraries	4,800	0	0	4,800
Shinfield Eastern Relief Road						
Investment in future road building/enhancement across WBC road network (including new relief roads).	Sustainable towns and parishes	Business, Economic Development & Strategic Planning	4,386	3,986	3,491	11,863
Housing (Tenants Services)						
Investment in the Council's housing stock (Inc. adaptations/estate improvements).	Provide affordable homes;	Health and Wellbeing, Adult Social Care & Housing	4,100	4,100	4,100	12,300
Land Acquisition for Major Road Schemes						
To enable construction of major road schemes throughout the Borough.	Sustainable towns and parishes	Business, Economic Development & Strategic Planning	4,000	0	0	4,000
Toutley Highways Depot Modernisation and Contract Mobilisation						
Modernisation of Toutley Depot to host newly awarded Highways Contractor from 1st April 2019, and associated mobilisation costs.	Sustainable towns and parishes	Highways and Transport	2,620	0	0	2,620
Highways Carriageways Structural Maintenance						
Resurfacing of carriageways to improve highway safety.	Traffic congestion	Highways and Transport	2,280	2,280	2,280	6,840
Payment of Commuted sums						
Affordable housing commuted sums payment to WHL for various schemes including: Groveland's Park (Jun' 16 Exec), Anson Walk (Jun' 16 Exec) etc.	Affordable Housing	Finance, HR and Corporate Resources	1,673	190	0	1,863

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Customer and Localities continued						
Wokingham Borough Cycle Network						
Investment in current/future cycle networks in the Borough.	Traffic congestion	Highways and Transport	1,309	500	500	2,309
A4 Public Transport corridor improvements - Shepherds Hill to Thames Valley park and ride						
A4 Westbound transport/highway improvements between Shepherds Hill Roundabout and Suttonseeds Roundabout	Sustainable towns and parishes	Highways and Transport	1,000	0	0	1,000
Greenways						
A network of quiet commuting and leisure routes for pedestrians and cyclists.	Traffic congestion	Environment, Leisure and Libraries	1,000	1,000	1,000	3,000
HRA future build programmes						
Completion of the Tape lane development	Provide affordable homes;	Health and Wellbeing, Adult Social Care & Housing	945	0	0	945
Park and Ride Schemes						
Investment in park and ride schemes across the Borough.	Traffic congestion	Highways and Transport	900	0	0	900
Mandatory disabled facility grants						
Mandatory means tested grants for adapting the homes of people with disabilities to enable them to live independently at home.	Promoting quality of life for vulnerable adults	Health and Wellbeing, Adult Social Care & Housing	806	950	950	2,706
Cantley Park Destination Play Area Project						
To replace the existing small play area at Cantley Park with a new, more attractive and larger bespoke play area.	Clean, green and enjoyable spaces	Environment, Leisure and Libraries	605	0	0	605
Nine Mile Ride Extension						
Investment in future road building/enhancement across WBC road network (including new relief roads).	Sustainable towns and parishes	Highways and Transport	520	576	6,419	7,515
Completed Road Schemes Retention						
Station Link Road	Traffic congestion	Highways and Transport	475	0	0	475
Food Waste Collection						
To provide food waste containers for the start of the food waste collection in 2019.	Clean, green and enjoyable spaces	Environment, Leisure and Libraries	450	20	20	490
Safety / Crash Barriers						
Improving safety/crash barriers on the highway to reduce the risk of injury to road users (A33 & A329M).	Sustainable towns and parishes	Highways and Transport	450	750	750	1,950
Self-Build Project						
Delivery of Wheatsheaf Close, Sindlesham site for circa 21 affordable self-build homes to meet new statutory duties.	Affordable Housing	Health and Wellbeing, Adult Social Care & Housing	450	0	0	450
Wokingham Town Centre Regeneration Environmental Improvements						
Improving the Wokingham town centre	Sustainable towns and parishes	Highways and Transport	380	300	300	980
Borough Wide Non SDL Play Area Enhancement Project						
To renovate, refurbish and replace existing play areas at various location across the Borough.	Clean, green and enjoyable spaces	Environment, Leisure and Libraries	360	360	310	1,030
California Crossroads						
Investment in future road building/enhancement across WBC road network (including new relief roads).	Sustainable towns and parishes	Highways and Transport	350	3,900	1,447	5,697

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Customer and Localities continued						
Library Offer						
Utilisation of S106 contributions. Monies to be spent in line with the agreed 'offer' for library services which was approved at the June 2016 Executive and has approval/buy in from corporate leadership and elected members.	Sustainable towns and parishes	Environment, Leisure and Libraries	350	0	0	350
Coppid Beech Park and Ride						
A new park and ride at the Coppid Beech Roundabout. The Coppid Beech Park and Ride will improve access to Wokingham and Bracknell Town centres, railway stations and employment sites by tackling	Traffic congestion	Highways and Transport	300	2,700	0	3,000
Integrated Transport Schemes						
Providing facilities to ensure that the public are safe on the Borough's roads.	Sustainable towns and parishes	Highways and Transport	250	250	250	750
Traffic Signal Upgrade Programme						
To carry out urgent upgrades on old and obsolete equipment, also giving the opportunity of installing low energy equipment.	Sustainable towns and parishes	Highways and Transport	250	250	250	750
Bridge Strengthening						
To maintain Wokingham Borough Council's bridges in such condition that they remain safe for highway users and available for use by traffic permitted to use them.	Sustainable towns and parishes	Highways and Transport	200	3,000	225	3,425
Highway Drainage Schemes						
To arrest the overall degradation of the highway drainage network which suffers from 'silting up', breakages, tree root damage, inadequate size and increased loading.	Sustainable towns and parishes	Highways and Transport	200	200	200	600
Feasibility Case for Developing New Crematorium						
To undertake feasibility work (2019/20) and prepare a planning application (2019/20) to develop and run a crematorium in Wokingham Borough with the aim of carrying out the construction of the crematorium in 2020/21.	Sustainable towns and parishes	Environment, Leisure and Libraries	175	225	3,300	3,700
Longmoor Lake Reservoir Lake Outlet						
Upgrading of the current reservoir outlet to confirm to new Reservoir designation as specified by the Environment Agency.	Sustainable towns and parishes	Environment, Leisure and Libraries	150	0	0	150
Shinfield SDL Community Centre						
To provide a community facility within the SM4 Strategic Development Location	Sustainable towns and parishes	Business, Economic Development & Strategic Planning	136	1,000	0	1,136
Refresh of Libraries public IT estate						
Refresh public IT estate in the Borough's libraries	Economic prosperity	Environment, Leisure and Libraries	104	0	0	104
Byways						
To bring a number of rural routes up to a minimum standard of repair to make them suitable for vehicular use for the Borough's residents.	Traffic congestion	Highways and Transport	100	100	100	300
Coppid Beech Northbound on-slip widening						
Widening of the northbound on-slip at the Coppid Beech (A329(M)/London Road) Junction, to provide improved merging facilities onto the A329(M)	Sustainable towns and parishes	Highways and Transport	100	200	2,603	2,903
Highways Footway Structural Maintenance Programme						
Resurfacing of footways to improve their condition and increase surface water run-off thereby improving pedestrian safety.	Traffic congestion	Highways and Transport	100	100	100	300
Winnersh Triangle Parkway						
Redevelop the transport links at Winnersh Triangle and consider renaming the station to Winnersh Triangle Parkway	Sustainable towns and parishes	Highways and Transport	100	500	0	600

	Key areas	Responsible Member for:	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Customer and Localities continued						
Waste Schemes - Recycling						
The purchase of brown bins, paper sacks and recycling boxes to enable the Borough to continue their waste/recycling scheme.	Clean, green and enjoyable spaces	Environment, Leisure and Libraries	89	89	89	267
Bus Stop Infrastructure Works to Support North Arborfield SDL Bus Strategy						
To support Arborfield Green Bus Strategy	Sustainable towns and parishes	Highways and Transport	71	54	0	125
Dinton Activity Centre Project						
To develop and deliver a building that can house the existing service requirements and make a positive contribution to income generation at the Country Park	Encouraging physical and mental wellbeing	Environment, Leisure and Libraries	50	1,750	0	1,800
Sports Provision Across the Borough						
Investment in the Borough's sport provision.	Sustainable towns and parishes	Environment, Leisure and Libraries	40	3,000	3,000	6,040
Wokingham Biodiversity Capital Projects						
A rolling programme of capital projects aimed at enhancing the biodiversity value of various sites and other assets.	Sustainable towns and parishes	Environment, Leisure and Libraries	25	25	25	75
Rural Byways						
To bring a number of rural routes up to a minimum standard of repair to make them suitable for vehicular use for the Borough's residents	Traffic congestion	Environment, Leisure and Libraries	20	0	0	20
Street Lighting Column Structural Testing						
Annual testing to determine rate of deterioration of column structural stability.	Sustainable towns and parishes	Highways and Transport	20	0	20	40
Strengthening Approach Embankments to Bridges						
To repair major damage caused by deterioration, vehicle impact and, where appropriate, to meet the changing demands of users.	Sustainable towns and parishes	Highways and Transport	20	20	1,500	1,540
Highway Infrastructure Flood Alleviation Schemes						
To raise the level of various roads on the highway network to reduce the need for their closure during times of flooding.	Sustainable towns and parishes	Highways and Transport	0	1,000	0	1,000
Public Rights of Way Network						
Investment in all public rights of way and other non-motorised routes to support the needs of all types of users.	Sustainable towns and parishes	Environment, Leisure and Libraries	0	737	737	1,473
Wokingham Highways Investment Strategy (WHIS)						
A "Needs Based" approach to maintaining Wokingham's highways network, aligned to the Council's and stakeholder's priorities in the most efficient manner	Traffic congestion	Highways and Transport	0	3,850	2,968	6,818
Customer and Localities			16,597	101,678	59,908	258,184
Repayment of Forward Funding						
Allocation of developers contributions to completed schemes which were forward funded.	Economic prosperity	Finance, HR and Corporate Resources	6,158	5,171	8,626	19,955
Repayment of Forward Funding			6,158	5,171	8,626	19,955
Full Council			237,197	150,442	98,736	486,375

CAPITAL RESOURCES STATEMENT

		Year 1 2019/20 £'000	Year 2 2020/21 £'000	Year 3 2021/22 £'000	Total of scheme
Proposed Capital Programme	Note	237,197	150,442	98,736	486,375
Borrowing (CIL forward funded)	1	(27,496)	(37,072)	(17,296)	(81,863)
Borrowing (MRP Borrowing)		(6,299)	(5,840)	(5,951)	(18,090)
Borrowing (Wokingham Housing Ltd)		(7,590)	(6,000)	(6,000)	(19,590)
Borrowing (Town Centre Regeneration)		(33,276)	(5,164)	(3,951)	(42,392)
Borrowing (Invest to Save)		(69,169)	(17,441)	(8,518)	(95,128)
Borrowing (S106 forward funded)	1	(2,157)	(2,487)	(2,836)	(7,480)
Borrowing (HRA)		(1,808)	0	0	(1,808)
Borrowing Total		(147,795)	(74,004)	(44,552)	(266,351)
Better Care Fund Grant		(806)	(806)	(806)	(2,417) Ring fenced Funding
Basic Needs Additional Allocation		(4,562)	(4,283)	(3,225)	(12,070) Non - Ring fenced Funding
Special provision fund		(381)	(307)	0	(688) Ring fenced Funding
Devolved Formula Capital	2	(386)	(386)	(386)	(1,158) Ring fenced Funding
Local Transport IT Block Capital Grant		(734)	(734)	(734)	(2,202) Non - Ring fenced Funding
Highways Maintenance Funding		(2,581)	(2,581)	(2,581)	(7,743) Non - Ring fenced Funding
Pothole Fund		(203)	(203)	(203)	(609) Non - Ring fenced Funding
National Productivity Investment Fund		(537)	(537)	(537)	(1,611) Non - Ring fenced Funding
Major Roads Grant from DfT (2019-20)	3	0	(10,000)	(14,000)	(24,000) Ring fenced Funding
Capital Maintenance Grant		(2,183)	(2,135)	(1,457)	(5,775) Non - Ring fenced Funding
Thames Valley Berkshire Growth Deal		(1,930)	(1,852)	0	(3,782) Ring fenced Funding
Healthy Pupils Capital Fund		(153)	0	0	(153) Ring fenced Funding
Grant Total		(14,456)	(23,824)	(23,929)	(62,208)
Capital Receipts (Non Wokingham Town Centre Regeneration)		(150)	(150)	(150)	(450) Non - Ring fenced Funding
Wokingham Town Centre Regeneration Receipts	4	(9,000)	(6,000)	0	(15,000) Ring fenced Funding
Capital Receipts - Right To Buy Receipts	5	(4,290)	(2,054)	(2,054)	(8,398) Ring fenced Funding
Capital Receipts Total		(13,440)	(8,204)	(2,204)	(23,848)
Section 106	6	(39,005)	(36,338)	(16,611)	(91,955) Ring fenced Funding
Community Infrastructure Levy	6	(14,904)	(3,711)	(7,079)	(25,694) Non - Ring fenced Funding
Developer Contributions Total		(53,909)	(40,049)	(23,690)	(117,649)
Major Repairs Reserve		(5,900)	(3,140)	(3,140)	(12,180) Ring fenced Funding
Major Repairs Reserve Total		(5,900)	(3,140)	(3,140)	(12,180)
Revenue contribution		(1,697)	(1,221)	(1,221)	(4,139) Non - Ring fenced Funding
Capital Reserves Total		(1,697)	(1,221)	(1,221)	(4,139)
Wokingham Borough Council Capital Resources		(237,197)	(150,442)	(98,736)	(486,375)
In Year (Surplus) / Deficit		0	0	0	0
Cumulative (Surplus) / Deficit		0	0	0	0

ESTIMATED CAPITAL RESOURCES STATEMENT

	Note	2019/20 £'000	2020/21 £'000	2021/22 £'000
Proposed capital programme		237,197	150,442	98,736
Total Capital Programme		237,197	150,442	98,736
Borrowing		(147,795)	(74,004)	(44,552)
Ring fenced Funding		(61,850)	(60,883)	(36,998)
Non - Ring fenced Funding		(27,551)	(15,555)	(17,187)
Total Funding		(237,197)	(150,442)	(98,736)
In Year (Surplus) / Deficit		0	0	0
Cumulative (Surplus) / Deficit		0	0	0
Movement on Capital Reserves				
Opening balance (including capital grants)		1,100	0	
Estimate of capital receipts from sale of assets	4	(13,440)	(8,204)	(2,204)
Capital reserves/receipts used to fund capital programme		12,340	8,204	2,204
Closing Balance		0	0	0

Notes

All grants for 2019/20 onwards are estimates and could change

Note 1. Developer contribution (S106/CIL) receipts used to fund financing costs for forward funded schemes

Note 2. Schools have discretion on how they can spend devolved capital

Note 3. Major Roads Grant from DfT (2020/21) may be withdrawn

Note 4. Capital receipts in 2019/20 relate to Wokingham town centre residential sales

Note 5. Right to buy receipts will need to be repaid to central government if additional funds are not made available

Note 6. Developer contribution (S106/CIL) receipts may not be achieved at estimated time scales (i.e. House building slows)

CAPITAL RESERVES – POLICY STATEMENT

1 Definition / Purpose

The capital programme can only be set if balanced with the council's available resources. Years two and three budgets are only provisionally set.

Any surplus resources will be held in the following:

- Capital receipts reserve
- Capital grants and contributions unapplied reserve

Both reserves will contribute to the financing of future capital schemes. Estimated balances on the capital receipts reserve are shown in the section on reserves and balances.

2 Criteria for Calculating Fund Requirement

When setting the capital budget the council looks at all funding resources. These are then allocated to the appropriate scheme where funding can only be spent on a particular scheme. The remaining funding is then allocated to form a balanced budget in year. This process is then carried out for the following years of the capital programme.

The capital strategy is taken to council to approve the capital programme and estimated resources.

Funding streams available to the council consists of:

- Capital grants
- Revenue and other third party contributions
- Developers contributions
- Capital receipts
- Borrowing

10-YEAR CAPITAL VISION

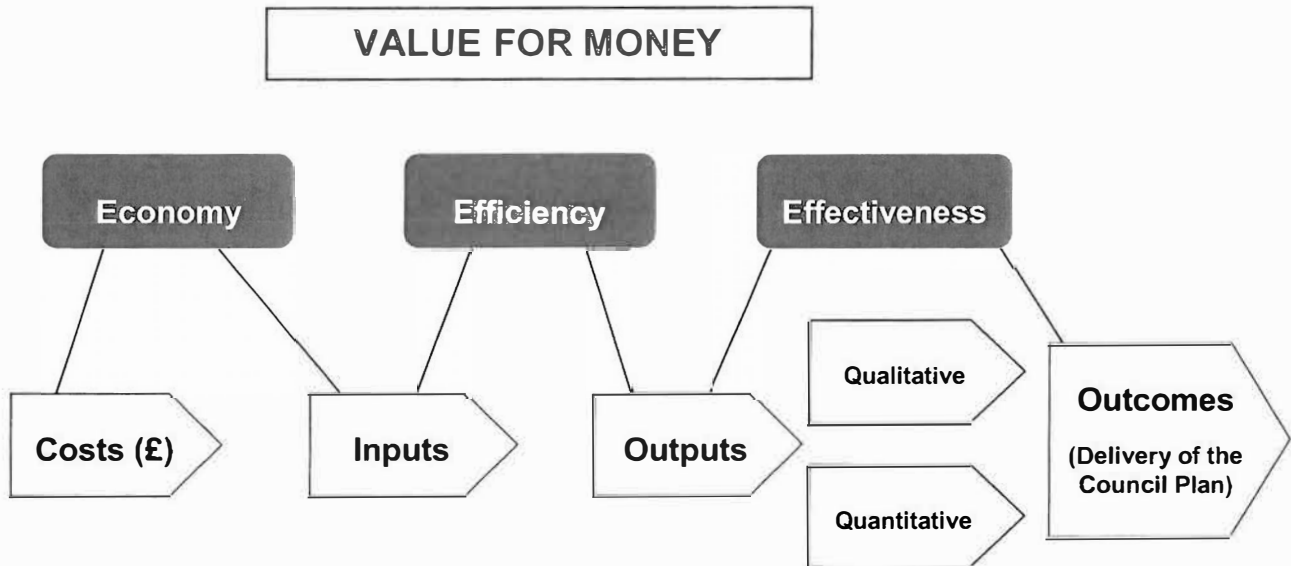
Asset type	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Strategic asset enhancement/New build	64,655	1,100	4,175	1,250	950	950	950	950	950	950
Road & Highways infrastructure improvement scheme	47,729	62,478	46,262	14,593	13,332	11,772	11,528	11,383	8,517	7,242
Town Centre Regeneration	42,276	11,482	3,951	6,357	0	0	0	0	0	0
Schools	20,558	7,667	3,323	8,891	8,763	6,740	6,230	2,200	2,160	2,155
Social Housing	14,245	6,654	7,154	6,600	6,600	6,600	6,600	6,600	6,600	6,600
Leisure facilities	9,509	15,825	3,075	1,655	6,075	75	75	75	75	75
Affordable housing initiatives	8,224	14,038	3,184	4,820	1,622	60	2,004	60	0	0
Wokingham Housing Limited	7,590	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Developer contributions to forward funded schemes	6,158	5,171	8,626	18,681	11,224	17,349	21,781	16,148	3,218	8,008
IT Systems (including hardware/software)	4,289	1,035	500	600	500	500	600	400	400	500
Highways and Maintenance	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280	2,280
Strategic Capital Reserve	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Cycle infrastructure improvement scheme	1,309	500	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Car parking	1,200	2,700	0	0	0	0	0	0	0	0
Foot/bridal/cycle ways enhancements/new build	1,120	1,100	1,100	2,500	2,500	2,500	2,500	1,000	1,000	1,000
Country parks & play areas	965	360	310	0	0	0	0	0	0	0
Mandatory Disabled Facility Grants	806	950	950	950	950	950	950	950	950	950
Waste Schemes	539	109	109	109	109	109	109	109	109	109
Adult social care asset enhancement/new build	469	2,923	2,442	211	231	139	139	139	139	139
Safety / Crash Barriers	450	750	750	750	750	750	750	750	750	750
Flood Alleviation / Drainage	350	1,200	200	200	200	200	200	200	200	200
Highway Bridges	220	3,020	1,725	245	2,005	245	245	245	245	245
Cultural enhancement/new build	136	1,000	0	0	0	0	0	0	0	0
Highways Footway Structural Maintenance & improvement	100	100	100	100	100	100	100	100	100	100
Street Lighting Asset Replacement & column testing	20	0	20	0	20	0	20	0	20	0
Full Council	237,197	150,442	98,736	79,792	67,211	60,319	66,061	52,589	36,713	40,303

Note: The 10 year vision can be found on Wokingham Borough Council's Website at the following link:

<https://wokingham.moderngov.co.uk/ieListDocuments.aspx?CId=129&MId=2890>

VALUE FOR MONEY

Good value for money for the council is achieved by balancing low costs, high performance and successful outcomes. These three factors are referred to as the 3 Es: Economy, Efficiency and Effectiveness. Their relationship is illustrated below:



There have been significant ongoing cuts in public sector funding from central government. It is imperative that the council to ensure that resources are used as effectively as possible and that value for money (VfM) is embedded across the organisation. One of our underpinning principles is: Offer Excellent Value for your Council Tax - where we aim to maintain stable local taxation and provide value for money for our residents.

To demonstrate good financial management and VfM, the Council is ensuring that:

- Resources are directed to our key priorities;
- We operate the most appropriate form of service delivery (eg Traded Service, outsourced or in-house);
- We are innovative in service delivery; and,
- We continue to build up greater partnership working with the public, private and third sectors.

KEY ACTIVITY DATA

Unit Description	2019/20			2020/21			2021/22			Risk Indicator	
	Units	Ave Price £	Total £'000	Units	Ave Price £	Total £'000	Units	Ave Price	Total £'000		
Adult Social Services											
Learning Disability, Residential Care	weeks	5,375	1,415	7,605	5,375	1,443	7,755	5,398	1,464	7,905	High
Learning Disability, Supported Living	weeks	9,153	864	7,908	9,172	881	8,083	9,182	894	8,213	High
Mental Health, Supported Living	weeks	2,500	396	990	2,550	404	1,030	2,610	410	1,070	Medium
Older People, Homecare	hours	365,600	18	6,581	366,601	18	6,731	368,160	19	6,861	High
Older People, Nursing Care	weeks	4,081	803	3,277	4,123	819	3,377	4,182	831	3,477	High
Older People, Residential Care	weeks	4,772	765	3,651	4,774	780	3,726	4,799	792	3,801	High
Physical Disability, Homecare	hours	110,722	18	1,993	111,275	18	2,043	112,313	19	2,093	Medium
Physical Disability, Supported Living	weeks	1,332	432	575	1,340	441	590	1,376	447	615	Medium
Children's Services											
Foster Placement Allowances	weeks	3,241	536	1,738	3,403	536	1,825	3,591	542	1,945	High
Independent Foster Placements	weeks	916	896	821	819	905	741	692	914	632	High
Residential Care Placements	weeks	412	4,000	1,650	356	4,040	1,440	311	4,080	1,270	High
Corporate Service											
Free Bus Pass	per pass	26,700	35	934	27,200	35	952	27,700	35	969	High
Customer & Locality Services											
Land Searches	per search	2,100	157	330	2,546	161	410	2,484	165	410	High
Waste Disposal (based on 79,000 tonnes pa combined landfill and recycling and 2% growth per annum. Average price based on current year actuals plus increase in landfill tax at 3% year on year)	charge per tonne	79,000	140	11,060	79,800	144	11,491	81,000	148	11,988	Medium
Schools Block - Dedicated Schools Grant											
Independent Special School Placements	per pupil	141	50	7,100	141	50	7,100	141	50	7,100	High

COUNCIL TAX BACKGROUND INFORMATION

1 Council Tax – Valuation Bands

Most dwellings are subject to the council tax. There is one bill per dwelling, whether it is a house, bungalow, flat, maisonette, mobile home or houseboat, and whether it is owned or rented.

Each dwelling has been allocated to one of eight bands according to its open market capital value at 1st April, 1991:

Valuation Band	Range of values
A	Up to and including £40,000
B	£ 40,001 - £ 52,000
C	£ 52,001 - £ 68,000
D	£ 68,001 - £ 88,000
E	£ 88,001 - £120,000
F	£120,001 - £160,000
G	£160,001 - £320,000
H	More than £320,000

The council tax bill states which band applies to a dwelling.

2 Council Tax – Exempt Dwellings

Some dwellings are exempt, including properties occupied only by students, and vacant properties which:

- Are owned by a charity (exempt for up to six months)
- Are left empty by someone who has gone into prison, or who has moved to receive personal care in a hospital or a home or elsewhere
- Are left empty by someone who has moved in order to provide personal care to another person
- Are left empty by students
- Are waiting for probate or letters of administration to be granted (for up to six months after)
- Have been repossessed
- Are the responsibility of a bankrupt's trustee
- Are empty because their occupation is forbidden by law
- Are waiting to be occupied by a minister of religion
- Occupied by visiting forces (reciprocal arrangement)
- Consists of an empty caravan pitch or boat mooring
- Are occupied only by persons under 18
- Consists of an unoccupied annex which may not be let separately
- Are occupied only by severely mentally impaired persons
- Consists of an annex that is occupied by a 'dependant relative'. A dependant relative is someone that is over 65 years of age or is severely mentally impaired or is substantially and permanently disabled.

Forces barracks and married quarters are also exempt, their occupants contribute to the cost of local services through a special arrangement.

3 Council Tax - Discounts

The full council tax bill assumes that there are two adults living in a dwelling. If only one adult lives in a dwelling (as their main home), the council tax bill is reduced by a quarter (25%). If a dwelling is no-one's main home, the bill can be reduced by between 0% - 50% depending on whether the property is furnished or not. Some of these discounts may be time limited.

People in the following groups do not count towards the number of adults resident in a dwelling:

- Full-time students, student nurses, apprentices and Youth Training trainees
- Patients resident in hospital
- People who are being looked after in care homes
- People who are severely mentally impaired
- People staying in certain hostels or night shelters
- 18 or 19 year olds who are still at school, and those who leave school after March for the months up to November
- Care Workers working for low pay, usually for charities
- People caring for someone with a disability who is not a spouse, partner, or child under 18
- Members of visiting forces and certain international institutions
- Members of religious communities (monks and nuns)
- People in prison (except those in prison for non-payment of council tax or a fine)
- Diplomats

Local discounts are in place for properties that are unfurnished, and for properties that require or are undergoing structural alterations or major repairs.

There is also a discount for annexes occupied by family members, but not dependent family members, who would qualify for an exemption (see exemptions).

4 Council Tax – People with Disabilities

If a taxpayer, or someone who lives with him/her (including children), need a room, or an extra bathroom or kitchen, or extra space in a property to meet special needs arising from a disability, he/she may be entitled to a reduced council tax bill. The bill may be reduced to that of a property in the band immediately below the band shown on the valuation list. These reductions ensure that disabled people do not pay more tax on account of space needed because of a disability. If a home is in Band A it will already be in the lowest council tax band. However, it may be reduced by a ninth of Band D.

5 Council Tax - Reduction

The national council tax benefit scheme was replaced with a local council tax support scheme from 1st April 2013. The new scheme ensures that people in receipt of income support, other state benefits or on low incomes have their bills reduced. It is a means tested reduction.

6 Council Tax – Premium

Properties that have been empty and unfurnished for more than two years will be charged a premium of 100% of the council tax for the property. This initiative is to help bring empty homes back into use.

7 Council Tax Base

This is the total number of properties in each band converted to the Band D equivalent figure. The numbers take account of the 25% discounts for single person occupancy, the discounts for unfurnished properties and second homes and reductions granted in respect of disabilities.

From this figure an adjustment is made:

- For estimated changes in the Tax Base which could arise for a variety of reasons, such as appeals, disability relief awarded, new properties and properties falling off the valuation list.
- For an allowance for non-collection of the tax.
- For the reductions in income receivable as a result of the Council tax support scheme.

The resulting figure is the Band D equivalent Tax base.

8 Council Tax Rate

The Band D Council Tax rate is calculated by dividing the net budget requirement by the Band D Tax base to give the Council Tax requirement for a Band D property.

The Tax rates applicable to the other Bands are calculated by using the following ratios to the Band D tax -

Band	Ratio
A	6/9
B	7/9
C	8/9
D	1
E	11/9
F	13/9
G	15/9
H	18/9

9 Precepts and Collection Fund Surplus / Deficit

Wokingham Borough Council also collects council tax on behalf of the Police and Crime Commissioner for Thames Valley, and the Royal Berkshire Fire and Rescue Authority. The precepts for 2018/19 and 2019/20 are set out below, however the Royal Berkshire Fire and Rescue Authority precept is not yet approved and could change; approval will take place on 25th February 2019.

Precept	2018/19 £	Band D £	2019/20 £	Band D £	Increase %
Police and Crime Commissioner for Thames Valley	12,517,004	182.28	14,476,029	206.28	13.17
Royal Berkshire Fire Authority	4,419,543	64.36	4,651,305	66.28	2.99

A calculation has to be made of the estimated surplus/deficit on the Council Tax Collection Fund at 31st March 2019. The calculation was made on the 15th January as required by the legislation. The surplus / deficit is required to be apportioned between the precepting authorities pro rata to the previous year's precept. As at the 31st March 2019 the collection fund expects to achieve a surplus of £293,001.83 therefore the distribution of the surplus between the precepting authorities is:-

Wokingham Borough Council – £250,000.00
 Police and Crime Commissioner for Thames Valley – £31,780.63
 Royal Berkshire Fire Authority - £11,221.20

PARISH PRECEPTS 2019/20

Some parish precepts are still provisional, subject to formal agreement.

If different figures are approved by the town and parish councils a revised version of this table will be circulated.

PARISH	TAX BASE	2018/19		TAX BASE	2019/20	
		PARISH PRECEPT £	COUNCIL TAX BAND D £		PARISH PRECEPT £	COUNCIL TAX BAND D £
Arborfield & Newland	1,272.40	100,231	78.77	1,292.30	105,020	81.27
Barkham	1,594.40	50,318	31.56	1,687.10	54,858	32.52
Charvil	1,409.70	47,070	33.39	1,411.90	48,684	34.48
Earley	11,842.50	859,700	72.59	11,894.10	881,817	74.14
Finchampstead	5,769.50	139,638	24.20	5,933.30	153,698	25.90
Remenham	320.00	24,076	75.24	326.30	24,919	76.37
Ruscombe	496.80	35,500	71.46	498.80	33,725	67.61
St. Nicholas Hurst	1,058.10	40,000	37.80	1,064.40	41,600	39.08
Shinfield	5,371.70	356,144	66.30	5,656.80	412,500	72.92
Sonning	815.30	36,280	44.50	817.60	37,187	45.48
Swallowfield	1,041.40	19,984	19.19	1,069.90	20,530	19.19
Twyford	3,004.90	81,645	27.17	3,011.80	85,360	28.34
Wargrave	2,110.30	175,660	83.24	2,119.60	184,373	86.98
Winnersh	4,011.30	113,760	28.36	4,117.70	137,325	33.35
Wokingham Town	15,052.50	809,335	53.77	15,513.80	853,332	55.00
Wokingham Without	3,179.50	163,673	51.48	3,232.40	180,409	55.81
Woodley	10,318.80	1,101,119	106.71	10,528.80	1,123,528	106.71
TOTAL	68,669.1	4,154,134	60.49	70,176.6	4,378,866	62.40

$$\text{Council Tax Band D} = \frac{\text{Parish Precept}}{\text{Tax Base}}$$

COUNCIL TAX BY BAND AND PARISH 2019/20

Band	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Average Council Tax	1,212.60	1,414.69	1,616.80	1,818.89	2,223.09	2,627.28	3,031.49	3,637.78
WBC plus average Parish	1,030.89	1,202.70	1,374.52	1,546.33	1,889.96	2,233.58	2,577.22	3,092.66
Average Parish	41.60	48.53	55.47	62.40	76.27	90.13	104.00	124.80
Police Authority	137.52	160.44	183.36	206.28	252.12	297.96	343.80	412.56
Fire Authority	44.19	51.55	58.92	66.28	81.01	95.74	110.47	132.56
Adult social care precept	69.95	81.61	93.27	104.93	128.25	151.57	174.88	209.86
Wokingham Borough Council excluding ASC precept	919.34	1,072.56	1,225.78	1,379.00	1,685.44	1,991.88	2,298.34	2,758.00
Wokingham Borough Council total	989.29	1,154.17	1,319.05	1,483.93	1,813.69	2,143.45	2,473.22	2,967.86

*Percentage increases based on total 2018/19 council tax level, as per legislation

Band	A	B	C	D	E	F	G	H
Parish Precepts	£	£	£	£	£	£	£	£
Arborfield & Newland	54.18	63.21	72.24	81.27	99.33	117.39	135.45	162.54
Barkham	21.68	25.29	28.91	32.52	39.75	46.97	54.20	65.04
Charvil	22.99	26.82	30.65	34.48	42.14	49.80	57.47	68.96
Earley	49.43	57.66	65.90	74.14	90.62	107.09	123.57	148.28
Finchampstead	17.27	20.14	23.02	25.90	31.66	37.41	43.17	51.80
Remenham	50.91	59.40	67.88	76.37	93.34	110.31	127.28	152.74
Ruscombe	45.07	52.59	60.10	67.61	82.63	97.66	112.68	135.22
St. Nicholas Hurst	26.05	30.40	34.74	39.08	47.76	56.45	65.13	78.16
Shinfield	48.61	56.72	64.82	72.92	89.12	105.33	121.53	145.84
Sonning	30.32	35.37	40.43	45.48	55.59	65.69	75.80	90.96
Swallowfield	12.79	14.93	17.06	19.19	23.45	27.72	31.98	38.38
Twyford	18.89	22.04	25.19	28.34	34.64	40.94	47.23	56.68
Wargrave	57.99	67.65	77.32	86.98	106.31	125.64	144.97	173.96
Winnersh	22.23	25.94	29.64	33.35	40.76	48.17	55.58	66.70
Wokingham Town	36.67	42.78	48.89	55.00	67.22	79.44	91.67	110.00
Wokingham Without	37.21	43.41	49.61	55.81	68.21	80.61	93.02	111.62
Woodley	71.14	83.00	94.85	106.71	130.42	154.14	177.85	213.42

Band	A	B	C	D	E	F	G	H
Parish Precepts	£	£	£	£	£	£	£	£
Arborfield & Newland	1,225.18	1,429.37	1,633.57	1,837.76	2,246.15	2,654.54	3,062.94	3,675.52
Barkham	1,192.68	1,391.45	1,590.24	1,789.01	2,186.57	2,584.12	2,981.69	3,578.02
Charvil	1,193.99	1,392.98	1,591.98	1,790.97	2,188.96	2,586.95	2,984.96	3,581.94
Earley	1,220.43	1,423.82	1,627.23	1,830.63	2,237.44	2,644.24	3,051.06	3,661.26
Finchampstead	1,188.27	1,386.30	1,584.35	1,782.39	2,178.48	2,574.56	2,970.66	3,564.78
Remenham	1,221.91	1,425.56	1,629.21	1,832.86	2,240.16	2,647.46	3,054.77	3,665.72
Ruscombe	1,216.07	1,418.75	1,621.43	1,824.10	2,229.45	2,634.81	3,040.17	3,648.20
St. Nicholas Hurst	1,197.05	1,396.56	1,596.07	1,795.57	2,194.58	2,593.60	2,992.62	3,591.14
Shinfield	1,219.61	1,422.88	1,626.15	1,829.41	2,235.94	2,642.48	3,049.02	3,658.82
Sonning	1,201.32	1,401.53	1,601.76	1,801.97	2,202.41	2,602.84	3,003.29	3,603.94
Swallowfield	1,183.79	1,381.09	1,578.39	1,775.68	2,170.27	2,564.87	2,959.47	3,551.36
Twyford	1,189.89	1,388.20	1,586.52	1,784.83	2,181.46	2,578.09	2,974.72	3,569.66
Wargrave	1,228.99	1,433.81	1,638.65	1,843.47	2,253.13	2,662.79	3,072.46	3,686.94
Winnersh	1,193.23	1,392.10	1,590.97	1,789.84	2,187.58	2,585.32	2,983.07	3,579.68
Wokingham Town	1,207.67	1,408.94	1,610.22	1,811.49	2,214.04	2,616.59	3,019.16	3,622.98
Wokingham Without	1,208.21	1,409.57	1,610.94	1,812.30	2,215.03	2,617.76	3,020.51	3,624.60
Woodley	1,242.14	1,449.16	1,656.18	1,863.20	2,277.24	2,691.29	3,105.34	3,726.40

BUDGET MANAGEMENT PROTOCOL

This protocol has been produced to clarify the roles and responsibilities of officers and members in budget management.

Roles & Responsibilities:

Budget Manager

The budget holder is the person identified as the responsible officer against a cost centre budget as recorded in the general financial ledger. He/she is responsible for:

- Agreeing annual resources statements for all budgets under their remit;
- Ensuring there is sufficient budget approved for the level of service agreed;
- Ensuring a budget monitoring system is in place to properly monitor and forecast service expenditure/income for the year;
- Keeping net expenditure within budget;
- Where expenditure cannot be kept within budget, securing additional resources prior to committing expenditure;
- Seeking value for money in commitment decisions; and,
- Keeping their manager and the relevant Finance Specialists informed of potential variations from budget and management action to rectify the situation.

Directors

Each Director is responsible for keeping within the overall budget total for their department and has authority to vire between budget heads as stated in the financial regulations. He/she is responsible for:

- Ensuring adequate budget is agreed for the service level agreed, for the department as a whole;
- Ensuring potential risks for which no budget provision has been made have been properly identified (or where budget may not be sufficient);
- Ensuring there is an adequate budget monitoring system in place across the department;
- Ensuring the necessary channels of communication within the department are in place to react to emerging budget pressures;
- Ensuring any necessary budget virements are approved;
- Ensuring the appropriate budget managers have been identified in the department and ensure that they have been adequately trained;
- Ensuring budget managers within the department are meeting their budget management responsibilities;
- Presenting department budgets to Corporate Leadership Team in the agreed format in accordance with the agreed timetable; and,
- Formulating and implementing an action plan to address any forecast overspends that cannot be contained within the department budget, as directed by Corporate Leadership Team or members.

Corporate Leadership Team

Corporate Leadership Team will monitor the overall council's budgetary position on a monthly basis (and quarterly to Executive). They are responsible for keeping within the overall Council budget. They are specifically responsible for:

- Ensuring reports are produced in the format agreed with members;
- Ensuring Directors are meeting their budget management responsibilities;
- Ensuring any necessary cross-service delivery unit virements are approved;
- Periodically reporting the monitoring report to Executive (this is currently agreed as quarterly); and,
- Ensuring supplementary estimate requests are sought where spending pressures cannot be contained within the overall budget.

Members

Members are responsible for approving sufficient budget for the service levels required and taking decisions to keep within or increase service budgets. More specific responsibilities are:

- Setting service delivery policy, standards and levels;
- Approving service budgets sufficient to meet the level of service required;
- Agreeing, with Corporate Leadership Team, the format of the overall budget monitoring information;
- Aligning member responsibility to service budgets;
- Agreeing the process by which the appropriate Members receive budget information;
- Receiving, considering and taking appropriate action on information received;
- Approving additional budget or approving the reduction in the service standard/level in the event of spending pressures that cannot be contained within existing budget; and,
- Taking into account the advice of the S151 Officer in respect of the adequacy of budgets and general fund balance.

S151 Officer (Chief Finance Officer)

This is the statutory finance post in the organisation. His/her responsibility is to ensure that budget management roles and responsibilities are clear; budget managers are properly supported and ensure that functions and controls are in place so that finances are kept under review on a regular basis. In addition, the S151 Officer will provide guidance to Members when formulating budgets on how prudent budgets are considered to be (including the level of reserves and balances).

BUDGET MANAGEMENT - ESSENTIAL PRACTICE FOR BUDGET MANAGERS

1) Ensure you are clear who is responsible for the budget / commitment decision (all budgets identified to one accountable person responsible for 2 to 7 below)

2) Ensure you know the budget you have for the year (track it to the financial system)

3) Ensure you know what you have committed to spend (continually update forecast for the year and beyond)

4) Ensure you know the financial impact of the commitment you are about to undertake (for the year and beyond)

5) Ensure you have considered Value for Money (VfM) in respect of this commitment (is this the most effective, efficient, economical way of delivering the service)

6) If insufficient budget – secure additional budget or cease commitment process

7) If you are the budget manager you are responsible for all of the above. Your relationship manager and finance specialist will play an essential role in this process and must be informed of all variations to budget.

Glossary of Terms

Adult Social Care (ASC) Precept

The Spending Review announced that for the rest of the current Parliament, local authorities responsible for adult social care (“ASC authorities”) “will be given an additional 2% flexibility on their current council tax referendum threshold to be used entirely for adult social care”. This flexibility is being offered in recognition of demographic changes which are leading to growing demand for adult social care, and increased pressure on council budgets. Some flexibility has been added, allowing the increases to be up to 3% per year providing they do not exceed 6% over the three year period 2017/18 to 2019/20.

Apprenticeship Levy

This levy was included in the Autumn Statement 2015 and came into effect in April 2017 at a rate of 0.5% of employers pay to fund an expansion of apprenticeship schemes. It applies to all large employers (those with salary costs of over £3m pa, and 250+ employees) and is designed to fund 3 million apprenticeships in the life of the current parliament.

Autumn Statement

Each year the Government sets out in its Autumn Statement the overall strategy of the Government, including major changes to expenditure and taxation. It is a major determinant of the Local Government Financial Settlement (see below).

Business Rates Retention Scheme (BRRS)

As part of the Localism Act, the Government has devolved the responsibility and risks of the business rates system to local government with the intention to incentivize local areas to encourage development and thereby increase Non Domestic Rates (NDR) income. Local authorities are allowed to keep a share of any extra income above their estimated income. Councils are either ‘tariff’ or ‘top-up’ depending on the level of business rates in their area and ‘tariff’ councils pay some of their business rates to MHCLG (Wokingham is a tariff council) or receive some back.

Care Act 2014

The Care Act 2014 has introduced a minimum eligibility threshold across the country – a set of criteria that makes it clear when local authorities will have to provide support to people.

Community Infrastructure Levy (CIL)

A levy on commercial development and residential developments above a specific size. It must be paid before physical development starts and can be paid in stages. The Wokingham scheme started in April 2015 and income from major developments will form a significant contribution to funding the Council’s capital programme. CIL also partially replaces Section 106 (See below).

Core Spending Power

This is a figure which the Government calculates and publishes for all local authorities in the Local Government financial Settlement. It is intended to represent the overall funding available for local authority services. The Spending Power calculations comprise an assumed council tax (Basically 2018/19 level plus 2% in 2019/20, and a further 2% for ASC) plus the Settlement Funding Assessment (which is the approved level of Revenue Support Grant and Business Rates Retained Income).

Council Tax Freeze Grant

A grant started under the last Government payable to local authorities which did not increase their council tax, and which was initially payable for several years. The latest freeze grant was for 2015/16. In the 2016/17 Settlement, the freeze grant for 2015/16 was rolled in to RSG.

Dedicated Schools Grant (DSG)

DSG is a specific ring fenced grant which must be used in support of the Schools Budget as defined in The Schools and Early Years Finance (England) Regulations 2018. The purpose of the Schools Budget is the provision of primary and secondary education.

Education Services Grant (ESG)

This was a method of providing for the transfer of part of the local authority central education budget to academies and free schools for their administrative costs. It is paid on a per pupil weighted basis. It is no longer paid from 2018/19.

Formula Grant

The previous name for Revenue Support Grant (RSG).

Local Government Funding Settlement

The Government publishes the Local Government Funding Settlement each year, usually in December, which sets out the Government's detailed planning figures for local government, including the key grants to local government. It is usually subject to consultation with final settlement figures published around the end of January. The 2016/17 settlement covers the four year period to 31 March 2020, but is updated annually.

Medium Term Financial Plan (MTFP)

The Council produces a Medium Term Financial Plan (MTFP) each year during the budget process, which sets out the budget in detail for the forthcoming financial year and in outline for the following two years.

Ministry of Housing, Communities & Local Government (MHCLG)

The Ministry of Housing, Communities and Local Government's (formerly the Department for Communities and Local Government) is a ministerial department, supported by 13 agencies and public bodies. Its job is to create great places to live and work, and to give more power to local people to shape what happens in their area.

National Funding Formula

A formula to be set up which would change the way in which funding to individual schools is allocated into a simpler, more transparent and equitable manner, but which also recognises deprivation factors.

New Homes Bonus

This is a grant which was set up by the last Government to encourage house building. It is paid for a certain number of years based on the number of properties completed in each local authority area.

Northern Powerhouse

A term used to describe the Government's intention to regenerate the North of England with schemes such as High Speed 2, plus other rail and road improvements, and general support for industry.

Precept

An amount levied by legislation on or by another public body including Parish Council's, Royal Berkshire Fire Authority and the Police and Crime Commissioner for Thames Valley. All of them levy precepts on the Council to collect council tax on their behalf. It also includes the Adult Social Care precept from 2016/17 onwards.

Prudential Code

A code produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) on behalf of the Government which sets out detailed guidelines for local authorities to manage capital programmes, ensuring capital schemes are fully affordable including running costs as well as making a minimum provision for debt repayment.

Revenue Support Grant (RSG)

This grant replaces 'Formula Grant' and is the main, non-ring-fenced grant to support local authority budgets after taking account of council tax. It is part of the Settlement Funding Assessment.

'Rolled-in' Grant

Certain specific grants such as the Care Act grant have been included with Revenue Support Grant and discontinued, and these are called 'rolled-in grants'. While the Government's aim was to reduce the number of individual grants, it makes the comparison of year on year changes in RSG much more complicated.

Section 106 Contributions

Section 106 of the Town and Country Planning Act 1990 permits local authorities to request contributions from developers to community and social infrastructure. It is sometimes earmarked for schemes related to the specific development; however other contributions are more general in nature, and can be used for capital or revenue purposes. It is being partially replaced by CIL (see above).

Settlement Funding Assessment (SFA)

This was introduced in 2014/15 when the new business rates retention scheme was set up. It comprises the Revenue Support Grant and the Business Rates Retained Income.

Strategic Development Locations (SDLs)

Four areas within Wokingham which have been designated as special areas where commercial and/or residential development will be focused over the development

Summary of Budget Movements

This is a detailed statement by service area included in the MTFP which shows the movements from the current year's budget to the forthcoming budget being submitted for approval. It starts with the base budget for the forthcoming financial year, and itemizes special items, other growth including inflation, less efficiencies and savings, and it ends with the budget submitted to Executive for approval.

Unitary Authority

There are 55 unitary authorities and they are all former district or borough councils within county council areas which have by legislation been granted responsibility for all the services in their area including adult social care and services for children.