

MTFP 2024-27

Overview and Scrutiny Committee

30th October 2023

Revenue and Capital Budget
Resources and Assets
Chief Executive

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Agenda

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

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Strategic Context

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

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



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Risks and Issues

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



Risks and Issues

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



Inflation Assumptions

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

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Resources and Assets

Revenue

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Revenue Summary

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

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



Revenue Bids - Savings

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



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Revenue Bids - Growth

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

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Revenue Bids – Special Items

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

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Resources and Assets

Capital

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Resources & Assets – Capital MTFP

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



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Capital Summary – Resources and Assets

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

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

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

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



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Chief Executive Revenue



Revenue Summary

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

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



Revenue Bids – Savings

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



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Revenue Bids - Growth

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

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Revenue Bids – Special Items

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



Chief Executive Capital

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Chief Executive – Capital MTFP



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



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

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

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



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