

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

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

Finance Information

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

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

Proposed high level implementation timetable

Activity	Start Date	End Date
1	24/25	ongoing

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

Comments regarding RAG Status	Budgets across Governance Services are being reviewed to identify non-staffing savings options.
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Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

Activity	Start Date	End Date
1	23/24	ongoing

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

		2023/24		
Total Current Budget for Activity		(£500)		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	(£500)	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		(£500)	(£500)	(£500)
		2024/25		
Total Revised Budget for Activity after impact of all 2024/25 revenue bids		(£1,000)		
Capital Investment Requirement		£0	£0	£0
Capital Bid / MTFP Reference				
		Green	High certainty on figures and project delivery	
		Amber	Some certainty on figures and project delivery	
		Red	Low certainty on figures and project delivery	
RAG Status (Certainty around financial request and project delivery)				
Select "RAG Status"		Red		
Comments regarding RAG Status		The detailed programme is under development and some risk that savings are already included in service targets.		

Proposed high level implementation timetable

Activity	Start Date	End Date
1	23/24	ongoing

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

Capital Investment Requirement	£0	£0	£0
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Capital Bid / MTFP Reference	
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Green	High certainty on figures and project delivery
Amber	Some certainty on figures and project delivery
Red	Low certainty on figures and project delivery

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status"	Amber
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Comments regarding RAG Status	The detailed process mapping and plan for implementation of changes is required
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Proposed high level implementation timetable

Activity	Start Date	End Date
1	24/25	ongoing

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status" Green

Comments regarding RAG Status	Project commenced in 2324
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Proposed high level implementation timetable

Activity	Start Date	End Date
1	23/24	ongoing

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
Business Case Details	
Business Case Type	Savings
Business Case Name	Benefit realisation from Commercial activities
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	Bid to be developed following work from commercialisation consultants and CIPFA contract review
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	The Council has adopted its commercial strategy. This will generate efficiencies and benefits across the whole Council. Many of the financial benefits will remain in the services, but there will be a 'top slice' to achieve the Council's corporate savings target - this is that corporate target.
Detail the external and organisational implications if this is not successful.	Inability to drive Commercial savings opportunities

Finance Information

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

Proposed high level implementation timetable

Activity	Start Date	End Date
1	23/24	ongoing

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status" Red

Comments regarding RAG Status	This is timeline critical for delivery of the savings by the 1st of April 2024
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Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

RAG Status (Certainty around financial request and project delivery)

Select "RAG Status"	Amber
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Comments regarding RAG Status	Initial market engagement is key to ensuring there is a appetite for external delivery of the service
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Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

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

Finance Information

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

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

Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Growth
Business Case Name	Increased demand/support through Council Tax Relief Scheme
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	Costs to reflect additional pressures from Council Tax Relief scheme - due to cost of living pressures
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	The current scheme is annually updated to reflect Council Tax and other inflationary pressures (latterly in line with UC increases - based on CPI). The current forecast allowing for expected increases means overall spend will be greater than the current budget. Growth will allow us to continue to provide critical support under the current scheme and increases will be in line with expected council tax increases and increased provided nationally to welfare support
Detail the external and organisational implications if this is not successful.	The scheme would require revision (which would also likely require a formal consultation process) that would mean an overall reduction in the relative financial support provided to those meeting the current scheme criteria

Finance Information

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

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

Comments regarding RAG Status	progressing as detailed will ensure the scheme can run in 2024/25
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Proposed high level implementation timetable

Activity	Start Date	End Date
1	23/24	ongoing

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

		2023/24		
Total Current Budget for Activity		£0		
		Yr 1	Yr 2	Yr 3
		2024/25	2025/26	2026/27
Amount needed per year	Expenditure	£85	£0	
	Income	£0	£0	£0
<i>Cumulative movement from 23/24 budget</i>		£85	£85	£85
		2024/25		
Total Revised Budget for Activity after impact of all 2024/25 revenue bids		£85		

Capital Investment Requirement	£0	£0	£0
Capital Bid / MTFP Reference			
	Green	High certainty on figures and project delivery	
	Amber	Some certainty on figures and project delivery	
	Red	Low certainty on figures and project delivery	
RAG Status (Certainty around financial request and project delivery)	Green		
Select "RAG Status"	Green		

Comments regarding RAG Status	The savings as a result of the invest to save scheme are on target for delivery
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Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

Business Case Type	Special Item
Business Case Name	Investment & Estates property pressures from depressed market
Description and link to Service plan Inc. (Reason. i.e. Demand / Legislative / Policy / Discretionary / service design)	Revenue pressure to meet the costs of managing and maintaining the commercial property portfolio. Links to Service Plan objectives of "To manage and develop a multi-functional portfolio of assets which meets our statutory obligations, including working towards carbon neutrality" and "Ensuring the property portfolio achieves Value for Money, by generating a positive financial return and by reducing the financial burden of maintaining the property portfolio" landlord obligations and statutory Macro economic conditions (covid, market uncertainty caused by for example Ukraine, inflation) have all contributed to difficult letting conditions for the Council's property portfolio. Latest income projections are less than previously predicted, and vacant units increase costs for the Council, for example through vacant business rates costs and service charge cover.
Provide details of change in demand (include trends) and/or costs and benchmarks. Show alternatives that have been considered and whether budget service has had previous budget changes	Macro-economic factors have had a big impact on tenant security (impacting vacancy rates) and rental levels achieved (increased requirements for write-offs and concessions). A Special Item is requested to meet an immediate revenue pressure within the Commercial Portfolio, where rental income does not meet forecast and/or where works are required to maintain and manage the estate. The item is for one year (2024-25) - during this time we will consider the long-term financial performance of the portfolio (or parts of the portfolio) which will inform future year budgeting.
Detail the external and organisational implications if this is not successful.	Expectation that market will recover from current pressures, but there is uncertainty how quickly and to what extent this will happen and unlikely to be at a pace which will fill revenue gap for 2023/2024. We could adopt a more aggressive lettings strategy to try to fill empty units but this may compromise our lettings strategy and objectives (particularly in Wokingham Town Centre.). Improvements to reconciliation processes and property management systems (already identified) could also generate additional income. If appropriate budget is not available, then this risks undermining the our portfolio as we will not be able to manage and maintain the portfolio to the standards required.

Finance Information

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

Proposed high level implementation timetable

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

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

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

Sign Off

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

Revenue Budget Setting 2024/25 to 2026/27

Directorate	Resources and Assets
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Business Case Details

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

Finance Information

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

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

Comments regarding RAG Status	The alternative delivery model commenced in October 2023
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Proposed high level implementation timetable

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

Sign Off

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

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