Parish Clerk: Bruce Winton
Shinfield Parish Council
School Green Centre
School Green
Shinfield
Reading
RG2 9EH
Tel: (0118) 988 8220
E-mail: clerk@shinfieldparish.gov.uk
www.shinfieldparish.gov.uk

To all members of Shinfield Parish Council

Notice is hereby given and you are summoned to attend a meeting of the Full Council on WEDNESDAY 26th July 2023 at the School Green Centre, commencing at 19.30

You are invited to attend the official opening of the Spencers Wood MUGA at 18:45 at Clares Green Road, Spencers Wood RG7 1DY, prior to the meeting

Bruce Winton, Parish Clerk
20th July 2023

Members: Cllrs Boyer, Clarke, Grimes, Jahromi, James, Jones, Lias, Masseron, Montgomery, Peer and Tatla

Agenda

1. **Public Questions**
   - 1.1 To **RECEIVE** and **CONSIDER** questions from the public
2. **Apologies and declarations of members' interests**
   - 2.1 To **RECEIVE** and **CONSIDER** members' apologies for absence
   - 2.2 To **RECEIVE** and **CONSIDER** declarations of members' interests
   - 2.3 To **RECEIVE** and **CONSIDER** changes to members' declarations of pecuniary interest
3. **Minutes of Meeting on 28th June 2023**
   - 3.1 To **APPROVE** the minutes of the Full Council meeting on 28th June 2023* as a correct record of the meeting
   - 3.2 To **RECEIVE** information on matters arising
4. **Reports**
   - 4.1 To **RECEIVE** reports from the Borough Councillors*
   - 4.2 To raise any questions to WBC via the Borough Councillors
   - 4.3 To **NOTE** the draft minutes of the Facilities Committee dated 5th July 2023* and update from the Chairman of the Committee
   - 4.4 To **NOTE** the draft minutes of the Arts, Culture and Events Committee dated 6th July 2023* and update from the Chairman of the Committee
   - 4.5 To **NOTE** the draft minutes of the Planning & Highways Committee dated 12th July 2023* and update from the Chairman of the Committee
   - 4.6 To **RECEIVE** and **NOTE** a verbal update from the Traffic Working Party
   - 4.7 To **RECEIVE** and **NOTE** a verbal update from the Sports Working Party
   - 4.8 To R**ECEIVE** a verbal report from the Chairman
   - 4.9 To **RECEIVE** reports from outside bodies

5. Future Council Strategy

5.1 To **RECEIVE** and **CONSIDER** composition of Engagement Working Party

6. Education Provision in the parish

6.1 To **RECEIVE** and **CONSIDER** a report on the distribution of pupils, resident in the parish, to primary and secondary schools in the borough*

6.2 To **RECEIVE** and **CONSIDER** composition of Education Working Party

7. Sports & Recreation Items

7.1 To **RECEIVE** and **APPROVE** the plan for Millworth Lane*

7.2 To **RECEIVE** and **CONSIDER** a 'Coffee Trailer' proposal*

7.3 To **RECEIVE** and **NOTE** a verbal update for the location of a 3g pitch within the parish

8. Ryeish Green Pavilion

8.1 To **RECEIVE** and **CONSIDER** an update from the Clerk regarding the sale of Ryeish Green Pavilion

9. Land issues

9.1 To **RECEIVE** and **CONSIDER** a verbal report from the Chair of Finance & General Purposes Committee on Land issues

9.2 To **RECEIVE** and **CONSIDER** an update from the Clerk regarding provision of community space in the north of the parish

10. School Green Centre

10.1 To **RECEIVE** and **CONSIDER** a verbal report from Cllr Grimes on the School Green Centre

10.2 To **RECEIVE** and **CONSIDER** an update on a proposal for the provision of film screening facilities

11. CIL Funding

11.1 To **RECEIVE** and **CONSIDER** the Infrastructure Funding Statements and Medium Term Financial Plans of Wokingham Borough Council*

12. Correspondence

12.1 To **RECEIVE** and **NOTE** the final outcome of the Local Government Boundary Commission for Wokingham

12.2 To **RECEIVE** and **CONSIDER** the terms of reference for community fund related to Spencers Wood Solar Farm*

13. Invoices for Payment

13.1 To **RECEIVE** and **NOTE** Lloyds Bank payment of invoices within the Clerk's financial delegation*

13.2 To **RECEIVE** and **NOTE** Barclaycard payment of invoices within the Clerk's financial delegation*

13.3 To **RECEIVE** and **APPROVE** payments due to be made that are outside the Clerk's financial delegation*

14. Dates of Next Meeting

14.1 The date of the next Full Council Meeting will be Wednesday, 23rd August 2023

** indicates one or more attachments in support of the item*
*** indicates papers to follow*

Clerk: Bruce Winton
School Green Centre
School Green
Reading
Berkshire
RG2 9EH
Tel: (0118) 988 8220
E-mail:
clerk@shinfieldparish.gov.uk
www.shinfieldparish.gov.uk

Minutes of a meeting of Full Council
Held on Wednesday, 28th June 2023
At School Green Centre commencing at 19:30

Present: Cllrs Boyer, Clarke, Grimes, Jahromi, James, Jones, Masseron, Montgomery, Peer and Tatla

Attending: BCllrs Glover, Gray & Rance*
B Winton (Clerk), S Herring (Deputy Clerk)
4 members of the public

23/69 Public Questions

69.1 There were no public questions

23/70 Apologies and declarations of Members' Interest

70.1 Apologies had been received from Cllr Lias
Apologies had been received from Borough Cllrs Munro & Johnson

70.2 There were no declarations of members' interests

70.3 There were no changes to members' declarations of pecuniary interests

23/71 Minutes of the Previous Meeting

71.1 The minutes of the meeting held on 17th May 2023 were approved as a correct record and signed as such by the Chairman.

Proposed: Cllr Montgomery
Seconded: Cllr Tatla
Approved: Unanimously

71.2 **The following matters arising were discussed:**

23/57.2 23/42.2 Clerk to provide a list of schools he intends to visit.

The Clerk advised that he hoped to visit Emmbrook, St Crispin's, Oakbank and Bohunt.

ACTION – Clerk to request numbers of Shinfield Parish Council (SPC) pupils attending named secondary schools in Workingham Borough Council (WBC) and outside of WBC

23/57.2 23/42.2 BCllr Rance to investigate whether there was a budget available for officers to travel to meetings in the borough

BCllr Rance reported that she had now received a response from Giogio Framalicco, Director of Place and Growth and had been advised that Shinfield Parish Council (SPC) could invite a member of the WBC staff to attend the newly formed Arts, Culture and Events Committee.

As a new Director, Mr Framalicco stated that he was keen that positive communication was in place between WBC and the parishes.

23/57.2 23/42.2 Clerk to obtain details of the new policing areas and to invite the Police and Crimes Commissioner to talk to SPC at a future meeting

The Clerk advised that Thames Valley Police had recently announced that they had decided to reduce from 11 to 5 local policing areas (now to be called Local Command Units). According to the press release: "All 108 neighbourhood teams will remain in place as before, with additional officers in many parts of the Thames Valley."

TVP claim that the move to a five-area command model will:
- Strengthen neighbourhood policing
- Protect vulnerable people
- Respond to demand
- Protect our workforce

23/58.4 Clerk to plot on a map current bin locations and who owns them

This has not been started and will be harder to achieve compared to the street lamp mapping which was derived from information WBC already had.

ACTION - Clerk to plot on a map current bin locations and who owns them

23/61.1 Clerk to arrange for Ryeish Green Pavilion to be advertised for sale

This was on the agenda

23/62.1 Clerk to arrange a meeting with Craig Hoggeth (WBC) and Cllr James

This was on the agenda

23/64.1 Clerk to contact WBC that the decision on a request from WBC requesting the use of SPC CIL money for the bus route be deferred until further information was provided

This was on the agenda

23/62.2 Clerk to respond to WBC that SPC were not prepared to fund the work on Hyde End Lane Footpath on the basis requested

This had been done

23/72 Annual Accounts and Annual Governance and Accountability Return – Year ending 31st March 2023

72.1 Members noted the Internal Audit Report

72.2 Members approved the Financial Statement for year ended 31st March 2023

Proposed: Cllr Peer
Seconded: Cllr Montgomery
Approved: Unanimously

*19.42 *BCllr Rance arrived*

72.3 Members approved Section 1 – Annual Governance Statement 2022/23

The Chairman read out declarations 1-9 and all Councillors acknowledged their responsibilities. The Chairman and Clerk signed Section 1 of the Annual Governance and Accountability Return (AGAR).

ACTION – Clerk to display notice from 3rd July for 30 days

72.4 Members approved Section 2 – Accounting Statements 2022/23

The Clerk submitted a signed version of Section 2 of the AGAR return which was approved by Councillors and then signed by the Chairman.

Proposed: Cllr Tatla
Seconded: Cllr Peer
Approved: Unanimously

ACTION – Clerk to display notice from 3rd July for 30 days

72.5 Members noted the Notice of public access to AGAR

ACTION – Clerk to display notice from 3rd July for 30 days

23/73 Future Council Strategy

73.1 The Clerk talked through a presentation that had previously been circulated outlining a draft proposal for a four-year strategy based on the acronym 'SHINE'

S - Safer
H - Healthier
I - Interesting
N - Neighbourhoods
E – Engaging with Everyone

Members agreed that it was good to provide a focus on what the council was already doing and planned to do. Making the parish more 'accessible' was a positive way forward. However, it was felt that more work was needed in the area of 'Engagement'. It was agreed that a working party should be set up to work on this area that should involve WBC.

ACTION – Clerk to set up a working party for 'Engagement'

23/74 Reports

74.1 **Reports from Borough Councillors**

Members **NOTED** the written reports from Borough Councillors Gray, Glover, Munro & Rance

74.2 **Questions for Borough Councillors**

There were no questions for the Borough Councillors

74.3 **Minutes of Facilities Committee 7th June 2023**

Cllr Clarke gave the following update:

- Election of Vice-Chair was still outstanding
- Spencers Wood MUGA was now completed
- Youth Club was going well at Spencers Wood. North Shinfield Youth Club was now meeting at St Barnabas Hall
- Millworth Lane toilets – issue of flooding from Langley Mead, awaiting more advice on how to proceed
- Hyde End Lane – residents do not want two additional football pitches. WBC have said this can't be changed and do not seem to understand the issues with traffic and parking in such a narrow lane
- Timeline in the School Green Centre has been well received

Members **NOTED** the minutes of the Facilities Committee meeting held on 7th June 2023.

20:17 BCllr Rance left the meeting

74.4 **Minutes of the Arts, Culture and Events Committee 8th June 2023**

Cllr Tatla gave the following update:

This had been the first meeting of this committee. The Committee discussed the following:-

- Identifying ways to more forward
- Ways to add value to SPC residents
- How to create links with groups in the parish
- Using the umbrella brand 'Made in Shinfield' to promote Arts and Crafts
- The intention was to start small and do events well
- Cllr Masseron and Clerk had attended the Wokingham Arts & Culture Forum
- Nicola Peacock, WBC would be attending the meeting on 3rd August to discuss ideas

Members **NOTED** the minutes of the Arts, Culture and Events Committee meeting held on 8th June 2023.

74.5 **Minutes of the Planning & Highways Committee 14th June 2023**

Cllr Montgomery reported that notices had been displayed publicising the speed reduction from 40mph to 30mph along Basingstoke Road and Hyde End Road (up to Dobbies Garden Centre). Objections had to be received by 29th June 2023.

ACTION – Clerk to obtain a copy of the notice and display on the SPC website

Members **NOTED** the minutes of the Planning and Highways Committee meeting held on 14th June 2023

74.6 **Working Parties**

School Green Working Party:

The Clerk and Facilities Manager had discussed the improvements to the School Green with Cllr Clarke and it was decided to proceed with individual elements of the overall project rather than trying to achieve it as one overall project. This would allow for the deterioration of the bollards in recent months to be addressed.

Traffic Working Party:

Cllr James reported that proposals had been shared with WBC, with the intention that a discussion meeting be held by the end of July.

ACTION – Clerk to ensure that WBC have arranged the meeting

Sports Working Party:

Cllrs Clarke and James, the Clerk and Facilities Manager had met with the University of Reading (UoR) and following those discussions had drafted an initial sports strategy document. Further discussions will be held to make Borough Councillors aware of the proposals. The meeting would be taking place on Tuesday, 4th July at 14:00. If Borough Councillors were unable to attend the Clerk was prepared to discuss the proposals with each councillor individually.

74.7 **Chairman's Report**

Cllr Grimes reported that:

- He had attended the opening of Green Park Station with the Clerk as a section of the station is in the Parish of Shinfield
- A plaque would be added to the Kissing gate on Basingstoke Road in memory of Cllr Eddie Brown
- Carol Hughes had died. Carol had been a Parish Councillor and was the widow of Peter Hughes, former Chairman of the Parish Council
- SPC had declined to pay WBC £118,000 towards bus services until such time as additional information was provided by WBC. WBC had since received £400,000 of government funding towards bus services.
- Beke Avenue is due to open to traffic soon and landscaping of the current road between the School Green Centre and the Medical Centre will take place.
- The opening of Beke Avenue will trigger for the work on Lidl to commence
- St Mary's Church Fete took place on the Village Green on Saturday, 24th June, and SPC needs to have more of a presence at the event next year
- Hedges on Hyde End Road will need to be cut back to enable a footpath to be constructed along the side of Shinfield Nursery School
- Spencers Wood Village Hall – accounts have been submitted and delivered to the Charities Commission
- Rededication of RAF memorial has taken place and was attend by Cllrs Montgomery and Tatla and the Clerk. The memorial was now mounted on a plinth.

74.8 **Reports from Outside Bodies**

There were no reports from outside bodies

23/75 Sports and Recreation Items

75.1 3G Pitch

The Clerk advised that he had sent a letter to WBC proposing the site north of Mereoak Park & Ride as a possible location for a 3g pitch location. A response had been received from WBC rejecting the idea for a number of reasons including the need to provide changing facilities, the pitch was not funded and the site lay within the DEPZ. On a more positive note was the suggestion that WBC "would be willing to jointly engage in discussions with the Parish and the University to consider the most appropriate strategy for the needs of the community."

75.2 Manor Ground – Lease

The Facilities Committee will review the Manor Ground lease at the meeting to be held on 5th July and will report back to Full Council for approval.

ACTION – Manor Ground Lease to be on the agenda of the next meeting

23/76 Ryeish Green Pavilion

76.1 The Clerk reported that he was awaiting some information from WBC and it was anticipated that Ryeish Green Pavilion would be put on the market next week. This will ensure that the Council receives the best price for the land.

ACTION – Clerk to arrange for the Ryeish Green Pavilion to be put on the open market for sale

23/77 Land Issues

77.1 **Land sale/transfer**

The Clerk has yet to arrange the meeting with Craig Hoggeth to discuss any sale, lease or transfer of land between WBC and SPC

ACTION – Clerk to arrange a meeting with Craig Hoggeth (WBC) and Cllr James

77.2 **Community Space in the north of the parish**

A very positive response had been received from Whiteknights School and both sides felt they were ready to set up a small working party to discuss the fine details. Potentially this would be a very useable space that would be available to residents for use and hire, with that aspect likely to be managed through SPC.

77.3 **Car Park**

When the car park in front of the Shinfield View Care home was built, SPC had agreed to transfer ownership to the then Wokingham District Council (1988). SPC was a significantly smaller organisation then and it would have been the correct decision to take. However, with the building of the School Green Centre the issue of car parking has become more important to SPC. SPC have requested the car park be transferred back to them but WBC have declined.

Cllr Jahromi requested to see the minutes relating to the car park transfer.

ACTION – Clerk to produce minutes relating to the car park for Cllr Jahromi

23/78 School Green Centre

78.1 **Update from Cllr Grimes**

Cllr Grimes reported on the following:-

- Courtyard work was now complete
- 'School Green Centre' signage was due to be installed on 7th July
- Final settlement had been agreed and was on the agenda for approval
- Shinfield Studios ("Commonwealth") were proposing to vary the S106 funding with WBC and invest a significant contribution to SPC for a cinema at the School Green Centre. This would assist to fill a void in bookings on a Friday at the SGC whilst offering an entertainment space for residents and would assist the studios with a public access issue to a film studio on their site.
- UoR land south of Beke Avenue and northwest of Shinfield Medical Centre may be available for additional parking

Members were in agreement for the chairman to continue to negotiate a proposal with Shinfield Studios for a cinema at the School Green Centre

Proposed: Cllr Montgomery
Seconded: Cllr Peer
Approved: Unanimously

23/79 CIL Funding

79.1 **Bus Route**

The Clerk had replied to WBC on the basis of members decisions at the last Full Council meeting. SPC were open to discussion with WBC subject to the provision of additional information, but none had been forthcoming.

79.2 **Hyde End Lane Footpath**

Discussed at 71.2 *(23/63.2)*

79.3 **Summary of S106 and CIL income and expenditure from 2019-2021**

This is a document the Clerk had produced summarising three years of Infrastructure Funding Statements prepared by WBC. Over that period it would suggest the CIL and S106 receipts for WBC generated from developments in the parish was £39m more than was spent in the parish. For the rest of Wokingham the income was £21.8m less than expenditure.

79.4 **Post 16 Education**

Discussion took place regarding the lack of post 16 education in the parish and the continuing rise in the cost of transport for parents. The intake for the existing Oakbank School could improve if there was a 6th Form available, enabling pupils in the parish to be able to walk or cycle to school thus reducing the need for transport and enabling them to attend after school events. The newly built Bohunt School had been oversubscribed due to new developments in Arborfield resulting in SPC children not being able to access the places.

Due to the sums of money WBC had received from developments in the parish, members felt strongly that the parish was being marginalised considering that 10% of WBC population resides in the parish and are considering whether involvement of the national press could put pressure on WBC.

ACTION – Clerk to set up an Education Working Party to explore further

23/80 **Correspondence**

80.1 **The Edmund Godson Charity**

Members noted the report submitted

23/81 **Invoices for Payment**

81.1 Members NOTED the following payments:-

- Payments made within the Clerk's financial delegation
- Payments made on Barclaycard within the Clerk's financial delegation

Members APPROVED the following payments:-

- Payments due to be made that were outside the Clerk's financial delegation

Proposed: Cllr Montgomery
Seconded: Cllr Tatla
Approved: Unanimously

23/82 **Date of Next Meeting**

82.1 The date of the next meeting is Wednesday, 26th July 2023.

***The meeting ended at* 21:41**

List of Actions

23/71.2 *23/57.2*	Clerk to request numbers of Shinfield Parish Council pupils attending named secondary schools in Wokingham Borough Council and outside of WBC	Clerk
23/71.2 *23/58.4*	Clerk to plot on a map current bin locations and who owns them	Clerk
23/72.3	Clerk to display notice of Section 1 – Annual Governance Statement 2022/23 from 3rd July for 30 days	Clerk
23/72.4	Clerk to display notice of Section 2 - Annual Governance Statement 2022/23 from 3rd July for 30 days	Clerk
23/72.5	Clerk to display notice of public access to AGAR from 3rd July for 30 days	Clerk
23/73.1	Clerk to set up a working party for 'Engagement'	Clerk
23/74.6	Clerk to ensure that WBC have arranged a meeting for the Traffic Working Party	Clerk
23/75.2	Manor Ground Lease to be on the agenda of the next meeting	Clerk
23/76.1	Clerk to arrange for the Ryeish Green Pavilion to be put on the open market for sale	Clerk
23/77.1	Clerk to arrange a meeting with Craig Hoggeth (WBC) and Cllr James	Clerk
23/77.3	Clerk to produce minutes relating to the car park for Cllr Jahromi	Clerk
23/79.4	Clerk to set up an Education Working Party to explore further	Clerk

Borough Councillor Reports

Councillor Glover

Committees

At the Licensing and Appeals Committee we looked at the new Taxi Licensing Policy which will be in force until 2028.

On the Climate Emergency Overview and Scrutiny Committee, we scrutinised the Climate Emergency Action Plan. A resident from Shinfield Parish asked the committee to clarify whether we are aiming at Net Zero Carbon or Carbon Neutral by 2030 (it's the latter). He says he has plenty more questions. It is good to see residents getting involved in the democratic process.

I attended the Community and Corporate Overview and Scrutiny Committee as a substitute and we had presentations on the Resources and Assets Directorate, priorities for the Place and Growth Directorate, an update on the Community Safety Partnership, scrutinized the Draft Violence Against Women and Girls strategy and the Anti-Abuse Charter Update.

On the Overview and Scrutiny Management Committee we had a presentation by Stephen Conway leader of the Council and Graham Ebers, the Deputy Chief Executive; we scrutinised the Formal Complaints Annual Report Summary and the Bus Enhanced Partnership Plan and Scheme.

I also attended Planning and Highways, and the Sport Working Party of SPC this month.

Residents' issues from last month:

Bin Collection Point problem from June: letters have been sent to five residents in Beke Avenue outlining what to do with used cooking oil (put it in a lidded container inside your food waste bin), among other guidance about the correct use of waste and recycling facilities.

School places problem from May: The residents who didn't get a place at Shinfield Infants or Lambs Lane but were offered a place at the Coombes did eventually get a place at Lambs Lane but turned it down on 'because it is not walking distance and less feasible due to grandparents / brother's nursery location'.

Hyde End Road speed cameras: they still haven't been fixed and I have reported them again.

Car racing on the A33: has happened again. The lady who reported it to me is awaiting a visit from the police to talk about it. At O&SC on Tuesday we resolved to strengthen the WBC partnership with the police as it is very weak at the moment.

Shared drive in Milsom Close: An elderly couple rang me to ask what they could do about their neighbour who had contractors (his mates, they said) laying a new surface with a kerb at the boundary, on his half of the shared drive. I could see that they would have difficulty getting out of their car safely when the kerb is fully installed. Unfortunately, although I reported it as possible planning enforcement issue, the Planning Officer said that it wasn't a breach of planning regulations.

Drains in Basingstoke Road: I was contacted by a resident in Basingstoke Road, opposite Spencers Wood Library, who has a house below road level and a drain just by his dropped kerb, so when it rains heavily there is a danger of flooding. Long story but the Highways contractor came shortly after my intervention and cleared the ditch opposite by the Library. However, I can see when I walk past that the water is again at a fairly high level in the drain.

Land clearance adjacent to Jardine Meadows (Croft Rd): a resident has queried the actions of a developer who seems to be clearing land in advance of submitting a planning application. Planning officer told her it is on private land and they can do what they like. She wants to knonw whether the DEPZ still precludes planning for new houses being granted (don't we all!) I note that on the 2018 planning application for the houses that have become Jardine Meadows, SPC commented "No comment other than all trees and hedges on site to remain in situ."

Drug-dealing in Chestnut Avenue (?): I'm going to talk to a resident who contacted Cllr Masseron, at 11:00 this morning.

Bingate: This was the press release this afternoon. I shall just copy it here as it can't be said too often. As was mentioned at a recent SPC council meeting, I feel that a huge 'Take Your Litter Home' education programme is needed. I have recently been litter picking in the south of the parish (where I live) and the amount of litter is shocking. I was pleased to see that the SPC bin at the bus stop opposite Warings Bakery had been emptied!

> **Update on proposed changes to street cleansing and grounds maintenance**
>
> Despite the triple threat of rampant inflation, increasing needs in the community and continuously low funding from central government, the council remains committed to sound finances and protecting those people who need us most.
>
> It was with these commitments in mind that the council initiated changes such as the "taping" off of some litter bins and changes to grass cutting, with other savings planned for street sweeping, weed spraying and tidying of areas around bottle banks to make much-needed savings. These savings were not fully approved via the council's correct protocol and this oversight means the council will now go through a formal decision-making route.
>
> Leader of the Council Stephen Conway said: "After years of getting less and less money from central government we are now facing spiralling costs due to inflation and more and more people needing our help. This triple threat that means we need to be fully focused on efficiency and revenue-generation so we can survive and continue to help those who need us.
>
> "The threats posed to our finances should not be under-estimated; other councils have effectively gone bankrupt and the impact of that is horrendous – services cut to

the bone and Council Tax up to 10% or thereabouts. It is not a fate we want inflicted on Wokingham Borough.

“However, in our understandable desire to make these necessary changes, we did not follow the correct procedure and we apologise for that. We will now go through the correct process, which will start next month with a public consultation on how any changes should be implemented.”

The changes to litter bins, street sweeping, cleaning of areas around bottle banks and weed spraying would save taxpayers about £600,000 over three years and changes to the grass cutting service would mean £100,000 savings per year through reduction of cuts from six to four for grass areas except for play parks and other amenity areas. Highway verges that impact safety sightlines would continue to be a focus and cut on the current schedule.

Cllr Conway added: “Nobody wants to make changes like these but we have been left with no choice thanks to years of under-funding and now inflation that is pushing the cost of everything we do up and up.

“Wokingham Borough gets the least funding from central government per resident of any unitary authority in the country – £30million per year less than if it was funded in the same way as the average unitary authority – at a time when residents need support the most.

“And it is important to remember who it is that we are protecting services for: it is people with learning difficulties, physical disabilities and mental health problems as well as older people who struggle to look after themselves without some help and children with additional needs. I make no apology that, in the financial position we have been placed in, these people will take priority over litter bins or length of grass.”

Councillor Gray

Councillor Johnson

Councillor Munro

Main issue remains Beech Hill Road/Lambs Lane junction.

Councillor Rance

28.6.23 Continuing to support a family at Clements Close who have had issues within the house/ceiling falling down/damp/leaks. They need to rehouse from a two bedroomed to three as one child has just been diagnosed as autistic with many needs. Getting WBC to accept the disability as a rise into Band 2 has been difficult.

30.6.23 Continuing to support family of 5, living in appalling two bed house on Hyde End Road for 10 years, offered 3 bed in Barkham. This couple have 2 mid-teens at critical stages in education, plus toddler. Viewed house offered which had two floors stretching from wall to wall that were risen, damp marks on wall, extremely small kitchen with undersized worktops, room for **only** a washing machine but no plumbing, downstairs bathroom. The house was 'unsuitable' being the main criteria and refused, and the distance to travel to school. They will not be offered a house for 12 months.

Also asked for help with problems from a 'nasty neighbour'. Assisted this couple and another resident couple of years ago. Have written to WBC.

3.7.23 Resident complained to me about the state of the grass verges in Shinfield, Arborfield and Lower Earley. I wrote commiserating. Also to another resident suffering domestic violence. Did not hear back.

4.7.23 Am in Pump Lane once a week, and drove through Kybes and Mereoak Road. Saw and reported two lots of Flytipping. Sad to say 10 days on, nothing removed.

6.7.23 Jim Frewin referred me to a paraplegic young man he had been helping. He has been in a series of hospitals from Sept 2021-2022 inc. Stoke Mandeville. In **2022 was promised a bungalow** by WBC which had serious damp issues so was housed '**temporarily'**. **The accommodation is a cupboard** with room for a single bed, kitchenette/shower. No other furniture. No cupboards. **15 months on – still there.** His parents live in Fairmead where I met them all. He is suffering badly from depression/mental health/anger, and constant urine infections due to his condition. Stoke Mandeville gave him essential equipment needed to build his muscles which he cannot use as there is no room in his bedsit. Have written to WBC with the need for urgency. Received the standard 'reply within 28 days!!'

10.7.23 Blocked drains on Basingstoke Road/water jettisoning out into resident's property who emailed. I responded a couple of hours later, but this had been picked up by my colleagues Glover and Johnson who sorted the problem, contacted WBC and an officer hot-footed it out there.

Another elderly couple who have me on speed dial. They live at Hayes Drive and are concerned because of the uncut foliage and stagnant water, rats are breeding and running around the near the estate. Wanted my help but I don't do rat-catching!

Two gentlemen regarding 181 Hyde End Road keeping me posted about the situation there. WBC have confirmed the neighbour's fence is on Highway land, but they are still reluctant to enforce the rules. Residents are very frustrated. This issue has been going on since 2016.

Residents have been contacting me about the fact that there is no provision for 6th form at either Oakbank and Bohunt, though there was some hope fed to the public about Bohunt having provision by September 2023. This hope has now been quashed. Residents up in arms as they maintain that with all the developments in Shinfield and Arborfield WBC receive large sums of money which make up 10% of WBC population There simply must be some 6th form provision very locally in order that children are not forced out of the borough completely.

12.7.23 Received lots of complaints from outraged residents about the Bin situation, that sight lines at junctions and roundabouts are obliterated by overgrown foliage and in some areas particularly Basingstoke Road B3349 detritus/weeds/earth is overflowing and mothers with buggies and elderly are endangered walking along.

Another resident wrote to me about Jardine Meadow land being cleared and trees cut and disposed of in the gulley's. Resident has questioned WBC whose response is, it's private land so the landowner is disposed to do as he wishes. The resident asked if this is within the AWE exclusion zone. Not sure but as the landowner has not made any applications yet there is nothing to be done.

13.7.23 Lady living on Basingstoke Road copied me into an email to WBC asking about when/if the proposed changes at the Junction Three Mile Cross will take place. She wished me to provide an update about what is happening. No one will answer me, so I can't answer her.

14.7.23 Asked by a resident and parish councillor for help in asking WBC about the fallow land in Hyde End Lane, which was earmarked to be made into football pitches. Everyone is alarmed about the amount of traffic, if this goes through, which is on top of the chaotic traffic particularly on Saturdays visiting Ryeish Centre, and the football pitches there. I have written to Mr. Howard at WBC.

I am stopping here as am due to be in hospital for an operation on Monday 17th. I will be out of commission for about a month.

Clerk: Bruce Winton
School Green Centre
School Green
Reading
Berkshire
RG2 9EH
Tel: (0118) 988 8220
E-mail:
clerk@shinfieldparish.gov.uk
www.shinfieldparish.gov.uk

Shinfield Parish Council

Minutes of a meeting of The Facilities Committee Held on Wednesday 5th July 2023 At School Green Centre commencing at 19.30

Present: Cllrs Clarke (Chair), James, Masseron, Peer and Tatla

Attending: S Herring (Deputy Clerk) and P Gudge (Facilities Manager)

23/FC/17 **Public Questions**

17.1 There were no public questions

23/FC/18 **Election of Vice-Chair of the Facilities Committee for 2023/2024**

18.1 Cllr N Boyer was nominated as Vice-Chair of the Facilities Committee

18.2 Acceptance of office of Vice-Chair

As Cllr Boyer was not present at the meeting this will be carried forward to the next meeting.

ACTION – Deputy Clerk to add to the agenda of the next meeting

23/FC/19 **Apologies and declarations of Members' Interest**

19.1 There were apologies for absence from Cllr Boyer

19.2 There were no declarations of members' interests

23/FC/20 **Minutes of the Previous Meeting**

20.1 The minutes of the Facilities Committee meeting held on 7th June 2023 were approved, subject to the following changes

Page 7, 23/FC/13.1, line 3, should read 'design' not 'designed'
Page 7, 23/FC/14.3, line 5, should read '. . it was very close **to** the one . . ',

as a correct record and will be signed as such by Cllr Clarke as Chair of the committee once the changes have been made.

Proposed: Cllr Tatla
Seconded: Cllr Peer
Approved: Unanimously

20.2 The following matters arising from the Recreation and Amenities Committee that were relevant to the newly formed Facilities Committee were covered:

S3/FC/2.1 To elect a Vice-Chair of the Facilities Committee for 2023/24 at the meeting on 5th July 2023

This was on the agenda.

23/FC/6
23/RA/60.2 Clerk to follow up a request to feed the birds at Deardon Field

The Clerk had attempted to contact the member of public but had not had a response to his voice messages. He will continue to pursue this. Members felt that it would be more appropriate to plant shrubs with berries and appropriate grasses for the birds to feed on.

ACTION – Deputy Clerk to add to the agenda for the meeting in August for further consideration

23/FC/8.2 Cllr Tatla to establish whether Mark Sandringham was still involved with the Shinfield North Youth Club

This was now on the Arts, Culture and Events Committee agenda

23/FC/8.2 Clerk to transfer item 'Youth Clubs' to the Arts, Culture and Events Committee agenda for future meetings

This would no longer appear on the Facilities agenda

23/FC/9.3 Clerk to inform the sports training provider of the decision of the committee

This had been done.

23/FC/12.1 Clerk to follow up the contract with Chapel Lane Pre-School

On the agenda

23/FC/12.2 Clerk to respond to the request for a memorial tree

The Clerk had written to the member of the public, who had made the original tree request, to explain the decision not to support the planting of a tree but offering the option of a memorial bench instead. This had been received positively by the member of public who was willing to pay for the bench and associated costs.

23/FC/13.1 Clerk to send the lease for Manor Ground Pavilion to members for comment with a specific time of seven days to respond

This had been done.

23/FC/14.2 Facilities Manager to contact Ian Young, as the lead contact for the volunteer group, and arrange a suitable date for work to take place on the trees at Deardon Orchard

The Facilities Manager reported that this would be arranged at the right time of year for the work to be carried out. He was keen that this should be a rewarding day for the volunteers.

ACTION – Facilities Manager to report back to the committee once a date had been fixed

23/FC/14.3 Clerk to obtain numbers of people signed up to the electronic newsletter and to report back to the committee

The Deputy Clerk reported that the number of people signed up for the electronic newsletter was 376. The method by which the newsletter is sent out had been changed, which was allowing better analysis of those who receive the newsletter showing that the majority do spend time reading it. The Clerk had set a target of 1,000 signed up recipients of the newsletter by the end of the year. This number does not reflect the actual numbers of people reading the newsletter online or collecting a hard copy from reception.

Concern was expressed as to how to reach the rest of the population. This should be discussed at the 'Engagement Working Party' once this has been established.

ACTION – Deputy Clerk to provide

- statistics for the next meeting on how many 'clicks' had taken place on the newsletter
- the number of hard copy newsletters that were sent out to houses previously

23/FC/21 Works Update

21.1 The Facilities Manager reported on the progress towards the final completion of the new MUGA at Spencers Wood Pavilion

The Facilities Manager reported that this had now been completed

21.2 Verbal report on the provision of enabling works for access to the Spencers Wood MUGA

The Facilities Manager reported that this had now been completed

21.3 Date for official opening of the MUGA

Members agreed that the official opening of the MUGA should be at 18:45 on 26th July 2023 prior to the Full Council meeting when the youth club could have a presence. The 'press' should be invited to attend the ceremony.

ACTION – Clerk to make arrangements for 'Wokingham Today' to be informed of the event and request press coverage

23/FC/22 **Millworth Lane**

22.1 Toilets for Millworth Lane

Tony Grover, BDS Surveyors, had put in a planning application.

22.2 Verbal report from the Sports Working Party

Cllr Clarke reported that planning permission would be sought for Millworth Lane imminently. The land was owned by the University of Reading (UoR) who were supportive of the proposals. Members felt it would be advantageous to display a plan of the proposals at the site for members of the public to view.

ACTION – Deputy Clerk to add to the agenda of the Full Council Meeting for approval

22.3 **Fitness Training at Millworth Lane**

The Clerk had informed the sports training company of the decision to work with them for the future sports provision at Millworth Lane. They were very pleased with the news and the Clerk was now drafting Heads of Terms to discuss with them.

23/FC/23 **Allotments**

23.1 Orchard Rise

The Facilities Manager reported that licences would be issued within the next week, the horse manure had been dug into the plots, 29/30 allotments had been allocated and an opening was being planned.

23/FC/24 **School Green Centre**

24.1 School Green sign

This was due be erected on Friday, 7th July 2023

23/FC/25 **Spencers Wood Pavilion and Recreation Ground**

25.1 Chapel Lane Pre-School

The Facilities Manager reported that a proposed rent increase to £24,000 per annum for three years (22/23, 23/24 and 24/25) had been agreed, to cover all costs, and is comparable with the recent quoted value of £20,000 per annum for the Ryeish Green Pavilion if it were to be refurbished. It was recognised that this was a service to the community. Members agreed that a sign should be displayed in front of the nursery to state that it is 'supported by Shinfield Parish Council'.

ACTION – Facilities Manager to arrange for appropriate signage at the Chapel Lane Pre-School and other sites that Shinfield Parish Council (SPC) financially support

23/FC/26 **Manor Ground**

26.1 Manor Ground Pavilion

The Lease had previously been circulated to members for comment.

The Facilities Manager reported that two bins were on site that SPC pay for emptying and shelving had been erected in the storage area. He was chasing the UoR for the practice nets.

ACTION – Facilities Manager to chase the UoR for the practice nets

23/FC/27 **Parish Wide Items**

27.1 Picnic tables at Deardon Field

The Facilities Manager had received one quote and was awaiting a second quote.

27.2 **School Green Working Party**

The Clerk had discussed with the Chairman how best to take this forward and was now recommending progressing with discrete elements rather than attempting to achieve one overarching project. The elements to be pursued would be:

- The division between the car park and the School Green
- Replacement of bollards
- An appropriate and suitable path across the School Green
- Improving access around the southern corner of the School Green leading towards Shinfield Meadows
- Improving the visuals around the car park and surrounding area

The Clerk had been in discussion with Wokingham Borough Council regarding the recycling bins on the car park, with an additional bin for small electrical appliances, and submitted draft plans to members for the proposed repositioning on the land between the car park and the road. This would allow for two disabled car parking spaces to be positioned in a more easily accessible location whilst freeing up the two spaces in the central area. The proposal included screening the bins with fencing to improve the aesthetic and requesting a dropped kerb for the kebab van to move off the site more easily. Members agreed with the proposal.

Members requested that the School Green Working party be resurrected to work on the individual elements and to prioritise the work. The working party would report back to the Facilities Committee.

ACTION – Clerk to resurrect the School Green Working Party

27.3 **High Copse Pavilion**

There was nothing further to report at this point in time

27.4 **Footpath signs**

The Facilities Manager reported that nine footpath signs had been damaged in the area of Aldergorve School / Church Lane / The Manor. Those that had been replaced had been snapped off a second time. The Facilities Manager had been investigating reinforced signs with Thames Valley Signs for replacements. Member requested that photographs of the damage be publicised in the newsletter highlighting the costs so residents were aware of the extent of the damage.

ACTION – Damage to footpath signs to be highlighted in the SPC newsletter

27.5 **Coffee Trailer provider**

Following an informative and well received presentation about a 'Coffee Trailer' proposal, prior to the meeting, members had concerns regarding what would be the most viable location. The Clerk to arrange a meeting to discuss this further, prepare a licence and inspect relevant documentation, etc. It was agreed that SPC would support this proposition offering three months free rent to allow time to build up the business. Approval would be required by Full Council on 26th July.

Proposed:	Cllr Tatla
Seconded:	Cllr Jahromi
Approved:	Unanimously

ACTION –

- Clerk to arrange a meeting with the 'Coffee Trailer' provider
- Deputy Clerk to add to the agenda of the next Full Council meeting
- In future this item would be on the agenda for the Arts, Culture and Events Committee. Deputy Clerk to action.

23/FC/28 **Ryeish Green Pavilion**

15.1 Marketing of Ryeish Green Pavilion

The Facilities Manager reported that he had chased up the marketing of the building. Questions had been put to WBC regarding user class and access but no clear answers had been forthcoming. Members requested that any 'access rights' should be made in writing.

ACTION – Facilities Manager to progress and report back to the next meeting

23/FC/16 **Date of Next Meeting**

16.1 The next meeting to be held on Wednesday, 2nd August

The meeting ended at 21:10

List of Actions

23/FC/18.2	Acceptance of office of Vice-Chair of the Facilities Committee to be added to the agenda for the meeting in August	Deputy Clerk
23/FC/6 *23/RA/60.2*	Clerk to follow up a request to feed the birds at Deardon Orchard to be added to the agenda for the meeting in August	Clerk & Deputy Clerk
23/FC/6 *23/FC/14.2*	Facilities Manager to report back to the committee once a date had been fixed for work to take place on the trees at Deardon Orchard	Facilities Manager
23/FC/6 *23/FC/14.3*	To provide statistics on how many ‘clicks’ had taken place on the newsletter	Deputy Clerk
23/FC/6 *23/FC/14.3*	To provide numbers of hard copy newsletter previously sent out to houses	Deputy Clerk
23/FC/21.3	Clerk to make arrangements for ‘Wokingham Today’ to be informed of the opening of the MUGA at Spencers Wood Recreation Ground	Clerk
23/FC/22.2	Millworth Lane proposals to be added to the Full Council Agenda for approval	Deputy Clerk
23/FC/25.1	Facilities Manager to arrange for the appropriate signage at the Chapel Lane Pre-School, and other sites that Shinfield Parish Council (SPC) financially support, to recognise that it was ‘supported by Shinfield Parish Council’	Facilities Manager
23/FC/26	Facilities Manager to chase the University of Reading for practice nets	Facilities Manager
23/FC/27.2	Clerk to resurrect the School Green Working Party	Clerk
23/FC/27.4	Damage to the footpath signs to be highlighted in the SPC newsletter	Facilities Manager
23/FC/27.5	Clerk to arrange a meeting with the ‘Coffee Trailer’ provider	Clerk
23/FC/27.5	Deputy Clerk to add ‘Coffee Trailer’ proposal to the agenda of the next Full Council meeting	Deputy Clerk
23/FC/27.5	Item regarding ‘Coffee Trailer provider’ to be moved to the Arts, Culture and Events Committee agenda	Deputy Clerk

Clerk: Bruce Winton
School Green Centre
School Green
Reading
Berkshire
RG2 9EH
Tel: (0118) 988 8220
E-mail:
clerk@shinfieldparish.gov.uk
www.shinfieldparish.gov.uk

Minutes of a meeting of the Arts, Culture and Events Committee Held on Thursday 6th July 2023 at School Green Centre commencing at 19.30

Present: Cllrs P Jahromi, L James, M Jones, N Masseron, I Montgomery, D Peer & R Tatla

Attending: B Winton (Clerk)
1 member of the public

23/ACE/10 Public Questions

10.1 There were no public questions.

23/ACE/11 Apologies and declarations of Members' Interest

11.1 There were apologies for absence from Cllr Clarke

11.2 There were no declarations of members' interests

23/ACE/12 Minutes of the previous meeting

12.1 The minutes of the committee meeting of 8th June 2023 were approved as a correct record and signed as such by Cllr Tatla.

Proposed: Cllr Jahromi
Seconded: Cllr Masseron
Approved: Unanimously

12.2 **Actions and Matters Arising**

23/ACE/6.1 Members to submit ideas for future events to the Clerk in advance of the next meeting

This was item 4 on the agenda

23/ACE/7.1 Clerk to invite Nicola Peacock from WBC to attend a future meeting

Nicola Peacock would be attending the meeting on 3rd August 2023

23/ACE/8.1 Clerk to accept Wokingham Arts & Culture Forum Networking invite (to include Cllr Masseron)

This had been done.

23/ACE/13 Developing Arts & Culture in the parish

13.1 A list of additional ideas for events from Cllr Montgomery was shared with the committee. It was agreed that the objective of the discussion would be to identify specific activities that the committee would like to prioritise in coming months. The following items were agreed to be adopted.

13.2 **<u>Art Exhibition</u>**

The working concept would be to run activities during the week leading up to an exhibition over a weekend. This would most likely be over a half-term holiday period giving the opportunity for participation and taking advantage of more room availability (if the event is to be delivered at the School Green Centre).

No decision on the exact nature of the exhibition was made with further research to be carried out on issues such as:

- Involving existing arts groups to tap into their experience and networks
- How to engage with local artists
- How might we incorporate opportunities for parish students working on art qualifications
- How to run mid-week sessions that would help drive interest and create hands-on opportunities
- Which media should be included in the exhibition (widespread support for painting, sculpture, photography
- Whether any exhibition was based in one location (i.e. School Green Centre) or involved elements across the parish

There was support for the general principle of starting small and expanding the event in future years on the basis of experience gained.

ACTION – Clerk to conduct research on art exhibitions for consideration at the next meeting

13.3 **Community Choir**

This envisages SPC providing support for the establishing of a community choir within the parish.

Support may include:

- Assistance in promoting the activity and calling for potential participants
- Provision of rooms to facilitate rehearsals for a set period moving to a more normal financial relationship with the choir as and when it became established
- Linking into existing networks and organisations such as Berkshire Maestros and U3A

ACTION - Clerk to conduct research in to establishing a community choir for consideration at the next meeting

13.4 **Holiday Activities**

This envisaged a working premise that on a set day during any school holidays there would be some form of provision for children. This would initially be in the School Green Centre but may be expanded elsewhere in future years.

Most likely this would be a Friday between set hours and at its most basic could offer a bouncy castle or similar equipment free for children to use under parental supervision (at this stage it was not felt that there was sufficient resource to run a more formal holiday club). It was hoped that by having a consistent presence word of mouth would help promote the activity to parents.

Proposed: Cllr Jahromi
Seconded: Cllr Peer
Approved: Unanimously

ACTION – Clerk to look to implement for the 2023 summer holiday period or for October half-term if this is not practical

This could then become an activity for older age groups during term time e.g. bridge, chess, scrabble etc.

13.5 The clerk was asked to prepare articles for the next newsletter on each of the above

ACTION – Clerk to include articles on the above for the next newsletter

23/ACE/14 **Marketing Events**

14.1 Members considered a checklist of items to be considered when promoting events.

14.2 There was a discussion on how best to encourage take up of the e-newsletter as this would help create awareness of our plans and the events themselves in due course. The Clerk was asked to provide information on website and newsletter usage to the next meeting.

ACTION – Clerk to provide usage information

14.3 There was also a discussion of the "Made in Shinfield" for promoting arts & culture events and activities within the parish either through a monthly poster distributed widely and or a separate website that could be linked to from the SPC website.

ACTION – Clerk to provide an initial mock-up of this for the next meeting

23/ACE/15 **Community Services**

15.1 Spencers Wood Pavilion Youth Club and Flat at Shinfield Rise

Plans were in hand for a trip to Bournemouth for children from Shinfield North and their parents/guardians

23/ACE/16 **Correspondence**

16.1 It was noted that Nicola Peacock, Senior Cultural Development Officer at WBC will be attending the committee meeting on 3rd August

16.2 The Clerk was asked to invite BCllr Sarah Kerr to a future meeting of the committee

ACTION – Clerk to invite BCllr Sarah Kerr to a future meeting of the committee

23/ACE/17 **Date of Next Meeting**

17.1 The next meeting of the Arts, Culture and Events Committee meeting will be held on Thursday, 3rd August 2023 at 19:30

The meeting ended at 9.10

List of Actions

23/ACE/13.2	Clerk to conduct research on art exhibitions for consideration at the next meeting	Clerk
23/ACE/13.3	Clerk to conduct research in to establishing a community choir for consideration at the next meeting	Clerk
23/ACE/13.4	Clerk to look to implement basic children's activity sessions for the 2023 summer holiday period or for October half-term if this is not practical	Clerk
23/ACE/13.5	Clerk to include articles on the various planned activities for the next newsletter	Clerk
23/ACE/14.2	Clerk to provide usage information on the website and newsletter	Clerk
23/ACE/14.3	Clerk to provide an initial mock-up of "Made in Shinfield" for the next meeting	Clerk
23/ACE/16.2	Clerk to invite BCllr Sarah Kerr to a future meeting of the committee	Clerk

Clerk: Bruce Winton
School Green Centre
School Green
Reading
Berkshire
RG2 9EH
Tel: (0118) 988 8220
E-mail:
clerk@shinfieldparish.gov.uk
www.shinfieldparish.gov.uk

Shinfield
Parish Council

Minutes of a meeting of Planning & Highways Committee Held on Wednesday 12th July 2023 At School Green Centre commencing at 19.30

Present: Cllrs Boyer, Grimes, James, Lias, Masseron, Peer (Chair) & Tatla

Attending: B Winton (Clerk) & S Herring (Deputy Clerk)
BCllr Glover
1 member of the public

23/PC/69 **Public Questions**

69.1 There were no public questions

23/PC/70 **Apologies and declarations of Members' Interest**

70.1 Apologies for absence were received from Cllr Jahromi

70.2 There were no declarations of members' interests.

23/PC/71 **Minutes of the Previous Meeting**

71.1 The minutes of the committee meeting of 14th June 2023 were approved and signed as such by Cllr Peer

Proposed: Cllr Tatla
Seconded: Cllr Grimes
Approved: Unanimously

71.2 **Actions and Matters Arising**

23/PC/58.1 Clerk to send Traffic Regulation Orders (TROs) to member of the public

This had been done.

23/PC/58.2 Clerk to write to the Executive member at WBC to enquire when the 123 list will be updated

The Clerk advised that following an update to the CIL regulations in 2019 WBC was now required to publish an Infrastructure Funding Statement and this replaced the Regulation 123 List. These Statements were the source of the analysis referred to at 23/PC/58.4

The latest document (covering 2021/22) contains only one page with general information on future plans but does refer readers to the Medium Term Financial Plan (2023/24 is available) which does include more information.

£256.2m capital expenditure is envisaged between 2023/24 and 2025/26. This included:
Shinfield West Primary School £30k p.a.
A327 Cycleway £350k 2025/26

Many programmes are referred to as being borough wide so there may be more expenditure in the parish but this is all that refers specifically to Shinfield parish.

In the previous version of the plan there was an entry for Spencers Wood Primary School £5.1m 2024/25 but this has been removed on the current document.

The Clerk has written to BCllrs Lindsay Ferris (Planning) and Imogen Shepherd-DuBey (Finance). BCllr Ferris has responded "I know that there have been detailed discussions on all sorts of capital related issues, but will find out whether we have a formal process" for involving Town and Parish Councils.

ACTION :
- Clerk to send a copy of Medium Term Financial Plans to members
- Deputy Clerk to add item to Full Council agenda

23/PC/58.4 Clerk to add to the Full Council agenda the analysis of CIL and S106 money, and to discuss with other parish clerks the significant imbalance in the figures between the lack of funding allocated to projects in Shinfield Parish and other parishes within WBC

This had been done

23/PC/58.5 BCllr Glover agreed to assist a member of the public in communicating with WBC regarding planning application 221366

BCllr Glover reported that following discussions with officers at Wokingham Borough Council (WBC) and experienced Borough Councillors that the planning permission would probably have been granted regardless of the fact that the residents had not been notified of the planning application and been given the opportunity to comment. Cllr Peer explained that planning law did not take into consideration the quantity of objections made, and the matter would have been evaluated on its technical planning law merits and whether these complied, regardless of the number of objections raised. BCllr Glover had written to both the residents affected, expressing her sympathy with their cause, and informed them that there was not much that could be done.

23/PC/60.2 *23/PC/39.2* Clerk to complete assessment of streetlamps and report back to the committee

The Clerk advised that this had been started but would take time to complete

ACTION – Item to be carried forward to the next meeting

23/PC/60.2 *23/PC/53.2* Clerk to investigate the builder’s rubble that had been deposited on the cycleway near the M4

The Clerk reported that he had not done anything on this one yet

ACTION – Item to be carried forwards to the next meeting

23/PC/61.3 Clerk to respond to the planning application PA231229 relating to 176 Land Adjacent Hyde End Road, Shinfield, Wokingham RG2 9ER

Full application for the proposed creation of access and hardstanding, with associated fencing and gates, formation of a dropped kerb and removal of a tree.

The Clerk had responded as agreed by the committee

23/PC/66.1 Clerk to follow up potential community fund with the Spencers Wood Solar Farm company

See Minute 23/PC/77.1

23/PC/66.2 Clerk to investigate potential funding from the solar farm in the field adjacent to the Spencers Wood Solar Farm with Swallowfield Parish Council

See Minute 23/PC/77.2

23/PC/67.1 Clerk to make representation to WBC via the Borough Councillors on an application for a Goods Vehicles Operators Licence

The points raised by members had been fed back directly to WBC.

23/PC/67.2 Clerk to set up a register for recording issues with sewage in the parish and other items of nuisance and inform WBC when appropriate

The Clerk advised that he had set up a register of reported nuisance to capture all nuisances referred to the parish council. So far this included:

- Vans using Bus Lane from Shinfield Meadows
- Sunday working at Shinfield Meadows
- Cricket Club parking at Millworth Lane
- Motorbike nuisance at Millworth Lane
- Sewerage at Lawrence Denne
- Overgrown vegetation
- Dumping rubbish
- Flower beds at SGC

23/PC/67.3 Cllr Lias to report to the committee on the current status of the roadworks on Church Lane/Basingstoke Road junction

Cllr Lias reported that Taylor Wimpey had confirmed that the junction works would not take place until 2024. This work was agreed, as part of the development work, to make the junction safer as a result of the new builds.

23/PC/67.4 Deputy Clerk to add to the agenda "Local Record of Flora and Fauna" to the agenda of the July meeting

This was on the agenda

23/PC/72 Schedule of Deposited Plans

72.1 PA 231405 - Kelsta-Li, Brookers Hill, Shinfield, Wokingham RG2 9BX

Householder application for the proposed erection of a single storey rear extension, raising of the roof to create first floor habitable accommodation, plus the erection of a balcony

After consideration of the planning application, it was agreed that SPC had no comments

ACTION: - Clerk to respond to WBC regarding PA 231405

72.2 PA 231437 - Carney's Yard, Church Lane, Three Mile Cross RG7 1HB

Full application for the Temporary use of land for the accommodation of 27 No cabins, 3 No caravans and 3 No welfare cabins with associated hardstanding and new fencing to western boundary, for a 14 month period to end of August 2024(RETROSPECTIVE)

After full consideration of the application members expressed concerns over the following:-

- What is happening about waste disposal?
- There are no proper sewerage or water facilities on site
- Site appears to be used for cheap accommodation
- Check with AWE and flag with them that there appears to be a small village emerging within the DEPZ
- Concerns over whether the contractors are complying with all relevant legislation
- Hedge lines and trees are being damaged
- Retrospective application

ACTION: -

- Clerk to circulate draft opposition on the above grounds to members
- Clerk to submit the objection to WBC
- Clerk to write to AWE to ensure they are aware of the situation and check they are employing contractors within all relevant legislation

23/PC/73 **Appeals**

73.1 The Clerk advised that there had been no changes to the previous report.

23/PC/74 **Enforcement Notices**

74.1 Closed Enforcement Notices

Members noted the contents of the report

ACTION – Clerk to ask WBC to explain the 'Other' comment that appears on the list of the Closed Enforcement Notices

74.2 Live Enforcement Notices

Members noted the contents of the report

23/PC/75 **Highways, Street Lighting and Footpath Matters**

75.1 Footpath matters

Cllr Masseron had circulated a detailed report and highlighted the following:-

- Cycle way was being used opposite Parrot Farm but there is currently no exit out onto the Arborfield Road
- A gate is required at the Millworth Lane end of the new path
- Crossing the Arborfield Road will be difficult as there is no designated crossing
- Footpath 18 was a good walk that was highly recommended
- Shinfield Volunteers and the Ramblers had carried out a lot of work manually to keep the footpaths maintained

ACTION –

- Cllr Masseron to raise the issue of crossing the Arborfield Road at the next Footpath & Cycleways meeting
- Clerk to request that Nigel Frankland create a gap in the fence at the Arborfield Road end of the path where the new footpath runs through to Millworth Lane or ask him to put up a sign at the Millworth Lane end to inform users that there was no exit at the end of the path.

The Chair thanked Cllr Masseron for her well presented report, and reminded the committee that SPC is always open to consideration in regard to requests from the Ramblers for particular funding of a project in which they are involved in the parish. An expression of thanks was made to the Ramblers Association for all the hard work they undertook in the parish.

23/PC/76 **Wokingham Borough Council S106 and CIL funds**

76.1 The Clerk advised that there was no further update on this at present.

23/PC/77 **Spencers Wood Solar Farm Community Fund**

77.1 The Clerk advised that a draft deed had been received on 12th July from the company for consideration. The company would pay £500 per MW of installed capacity per annum (planned capacity is 25MW so £12,500 p.a. once the farm was operational) and updated by RPI annually.

SPC commitments were as previously discussed in committee but the main one was to "spend the payments received on goods and services, which are for the promotion or improvement of the environmental, social, educational, cultural or economic benefit of the parish community including for the avoidance of doubt the administrative and general expenses incurred by the Parish Council"

ACTION: - Clerk to add to agenda for Full Council

77.2 Clerk to investigate potential funding from the solar farm in the field adjacent to the Spencers Wood Solar Farm

The Clerk advised that he had confirmed with the Clerk to Swallowfield Parish Council that both parish councils had received a payment of £10,000 each from the developer as a one-off community contribution. This was received in 2015/16 as the ORTA Solar Grant which was taken into Energy Efficiency Fund Reserve. It was believed this was put towards the £40,000 project to switch to LED street lamps the following year.

23/PC/78 Local Record of flora and Fauna

78.1 The Clerk had undertaken some research and reported there were already schemes available that may offer a route towards the local flora and fauna in the Parish.

The National Biodiversity Network (NBN) has members including the Environment Agency, Natural England, Wildlife Trusts and RSPB. Through their website they point interested parties to sites for recording their local area but each route is brought together into a National recording Scheme and can be viewed via the NBN atlas.

ACTION – Clerk to promote the NBN website to local residents and schools to encourage them to record any findings

23/PC/79 Correspondence

79.1 Basingstoke Road TRO – parking restrictions

Members reviewed the proposed parking restrictions on the Basingstoke Road, Spencers Wood and highlighted that there could be an issue for the properties opposite as vehicles were likely to park outside the houses and block the driveways. Additional yellow lines should be put opposite the bus stop to prevent congestion. Enforcement needs to be in operation to ensure that the area is kept clear.

ACTION –

- Clerk to request that the Highways Department, WBC, continues to assess the impact on residents on the opposite side of the road to the yellow lines and ensure that enforcement is in place.
- Clerk to seek rates from WBC for enforcement if the parish decided to pay for its own enforcement

79.2 WBC Planning Update Tuesday 4th July

The Clerk reported that he, the Deputy Clerk and Cllrs Peer, Lias, James, Grimes and Tatla were present at the WBC Planning Update on 4th July out of an attendance of 35. Officers were questioned about the withdrawal of the planned bus gate on Beke Avenue and agreed to discuss further with Cllr Grimes.

ACTION –

- Clerk to write to WBC regarding the potential enhanced traffic levels after the opening of Beke Avenue that crossed an extensively used footpath and request a meeting with Cllr Grimes and the Clerk
- Clerk to share the slides with members once received

79.3 Gate between Skylark and Parker Close

A member of the public has asked for assistance with a gate for this area to stop motorbikes (and on one occasion a car) from using this pathway.

ACTION – Clerk to contact WBC and request for offset gates to be installed at the point where the path connects Skylark Way and Parker Close.

79.4 Moving Traffic Order

The Clerk advised that WBC had informed him that there had been no objections to a Moving Traffic Order which would give WBC greater enforcement powers over the Bus Lane between Fullbrook Avenue and Bolton Drive. This would now go to Executive Member approval on 27th July.

79.5 New Parliamentary Constituency name

Cllrs were concerned that the new Parliamentary Constituency name excluded Shinfield even though 13.6% of the constituents were resident in Shinfield parish. While members would have liked Shinfield to have been included in the constituency name it was recognised that it would now be too late.

23/PC/68 Date of the next meeting

68.1 The date of the next meeting will be on Wednesday, 9th August 2023 (Apologies were receive in advance from The Clerk)

The meeting ended at 21:10

List of Actions

23/PC/71.2 *23/PC/58/2*	Clerk to send a copy of the Infrastructure Funding Statements and Medium Term Financial Plans to members	Clerk
23/PC/71.2 *23/PC/39.2*	Assessment of streetlamps to be carried forward to the next meeting	Clerk
23/PC/71.2 *23/PC/53.2*	Clerk to investigate the builder's rubble that had been deposited on the cycleway near the M4 to be carried forward to the next meeting	Clerk
23/PC/72.1	Clerk to respond to WBC regarding PA 231405	Clerk
23/PC/72.2	Clerk to circulate draft opposition on the issues discussed regarding PA231437 to members	Clerk
23/PC/72.2	Clerk to submit the objection on PA 231437 to WBC	Clerk
23/PC/72.2	Clerk to write to AWE to ensure they are aware of the situation and check they are employing contractors within all relevant legislation	Clerk
23/PC/74.1	Clerk to ask WBC to explain the 'Other' comment that appears on the list of the Closed Enforcement Notices	Clerk
23/PC/75.1	Cllr Masseron to raise the issue of crossing the Arborfield Road at the next Footpath & Cycleways meeting	Cllr Masseron
23/PC/75.1	Clerk to request that Nigel Frankland, UoR, create a gap in the fence at the Arborfield Road end of the path where the new footpath runs through to Millworth Lane or ask him to put up a sign at the Millworth Lane end to inform users that there was no exit at the end of the path	Clerk
23/PC/77.1	Clerk to add to the agenda for Full Council the Spencers Wood Solar Farm Community Fund draft deed	Clerk
23/PC/78.1	Clerk to promote the NBN website to local residents and schools to encourage them to record any findings	Clerk
23/PC/79.1	Clerk to request that the Highways Department, WBC, continues to assess the impact on residents on the opposite side of the road to the yellow lines and ensure that enforcement is in place.	Clerk
23/PC/79.1	Clerk to seek rates from WBC for enforcement if the parish decided to pay for its own enforcement	Clerk

23/PC/79.2	Clerk to write to WBC regarding the potential enhanced traffic levels after the opening of Beke Avenue that crossed an extensively used footpath and request a meeting with Cllr Grimes and the Clerk	Clerk
23/PC/79.2	Clerk to share the slides from the WBC meeting with members, once received	Clerk
23/PC/79.3	Clerk to contact WBC and request for offset gates to be installed at the point where the path connects Skylark Way and Parker Close	Clerk

Schools attended by students who live in Shinfield Parish

Extract from School census May 2023

Primary Schools

School Name	Number of Children
Alder Grove Primary	**204**
Aldryngton Primary	6
All Saints Primary	3
Ambleside Centre	3
Bearwood Primary	22
Beechwood Primary	3
Coombes Primary	**88**
Earley St Peter's	25
Emmbrook Infant	1
Emmbrook Junior	2
Evendons	2
Farley Hill	15
Finchampstead	4
Gorse Ride Infant	5
Gorse Ride Junior	10
Grazeley Primary	**179**
Hawkedon Primary	27
Hawthorns Primary	1
Highwood Primary	6
Hillside Primary	**131**
Keep Hatch Primary	4
Lamb's Lane	**185**
Loddon Primary	19
Montague Park	8
Nine Mile Ride	4
Oaklands Infant	1
Piggott	1
Polehampton Infant	2
Polehampton Junior	1
Radstock Primary	**35**
Robert Piggott Infant	1
Robert Piggott Junior	1
Shinfield Infant	**290**
Shinfield St Mary's	**310**
Sonning Primary	2
South Lake Primary	9
St Cecilia's CofE Primary School	1
St Dominic Savio	11
St Nicholas Primary	4
St Paul's Junior	3
St Sebastian's Primary	2
St Teresa's Primary	3
Walter Infant	1
Wescott Infant	2
Wheatfield	4
Whiteknights Primary	**109**
Willow Bank Junior	4
Winnersh Primary	5
Woodley Primary	1
Primary Total	**1760**

1277
72.56

Secondary Schools

School Name	Number of Children
Bulmershe	37
Emmbrook	148
Forest	78
Holt	74
Maiden Erlegh	61
Oakbank School	286
Piggott	8
St Crispin's	18
Waingels College	28
Secondary Total	**852**

286
33.56

Millworth Lane Refurbishment

Introduction

A provisional plan for the refurbishment of Millworth Lane was prepared by Tony Grover, a Chartered Building Surveyor from BDS surveyors. That plan was used as the basis of the public consultation held at the School Green Centre on 28th January 2023 and with online contributions following.

The feedback from the consultation has been taken into consideration by the Sports Working Party and what follows is the latest thinking from the Working Party.

Key Elements

The Key Elements are as follows:

Element	Original Plan	Proposed Plan	Comments
Tennis Courts	2	1	Use one court to provide two padel tennis courts
Padel Tennis Courts	0	2	Padel tennis provides a greater range of sports and two can be provided in space of one tennis court
Pump Track	1	0	Omitted from proposed plan. Alternative location may be to the west of Hyde End Lane
Toilets for Tennis Club	1	1	Planning application submitted
Junior Football pitch	1	0	Omitted from plan on space and practical considerations
Basketball	1	0	
Netball	1	0	
Combined Basketball and Netball courts	0	4	Combined courts give more flexibility. Many similar provisions come with 4 or more courts to support league matches etc. Combined court will also allow alternative uses such as ball skill training for football clubs and walking sports
Climbing Wall	1	1	Provides a free sports activity
Storage Containers	1	1	Will be required for practical purposes on site. Will be screened from view by the climbing wall
Pavilion refurbishment	0	1	Not originally allowed for but will provide access to toilets (including disabled) separate from tennis club use and provide resilience should there be an issue with either set of toilets

Jogging Track	0	1	Another popular option from the consultation was to provide a jogging track. This can be done by extending the planned access paths to complete a circuit with rounded corners for jogging (and a safe place for children to cycle)
Car Park Extensions	1	1	Both car parks will be almost doubled in size. This will free Millworth Lane of traffic which is an issue for residents and a safety matter
Grasscrete	0	1	To provide vehicle access to tennis club toilet for disposal of waste
Fitness Trainer	0	1	Fitness training was a popular option during the consultation and Facilities have identified a preferred partner for this
Trim Trails	0	2	Trim trails are obstacles courses made up of outdoor exercise stations. One would be for younger children while the other for older children and adults. A lack of facilities for older children has been a common comment
Refreshment Van	0	1	A hard standing area (using grasscrete) would allow a licence to be offered to a refreshment's provider. They would have exclusive rights to catering at the venues (except for events) and be free to decide their hours to maximise return from hirers of the venue
Open Space	0	1	For clarity there would be no intention of placing any equipment or facilities within the area bounded by the jogging track. Which allows the opportunity of it being used for general leisure and for community events

<u>Capital Expenditure</u>

As stated above the full up to date costing is still awaited but by making appropriate adjustments for the increase in the number of sports courts and allowing for other elements the current capital cost of the programme as described above is £815k.

This is before any work is done on managing costs etc.

The additional tennis court could be deleted on cost grounds especially as there are already four tennis courts on site. This would reduce the capital costs by approximately £75k to £740k.

Income

The projected income figure is £76k p.a. using the following assumptions

Item	£	Assumption
Court Hire - Netball	22800	*3 sessions per week, 2hrs per night; 4 courts per session, 38wks pa @ £25 per hour*
Court Hire - Basketball	7600	*1 session per week, 2hrs per night; 4 courts per session, 38wks pa @ £25 per hour*
Court Hire - Football training	15200	*2 sessions per week, 2hrs per night; All courts per session, 38wks pa @ £100 per hour (i.e. 4 x £25)*
Court Hire - Tennis	3800	*10 hours per week; 38 weeks pa*
Court Hire - Padel Tennis	7600	*20 hours per week; 38 weeks pa*
Rental Income(fixed)	5000	*This would be the target income for a Refreshment Van paying for an annual licence*
Sports Camps	4000	*Based on hiring out all the facilities for daytime use to Sports Camps 4 weeks of the year*
Fitness Rental	10000	*This would be the target rental for a Fitness Trainer to base at Millworth Lane*
TOTAL	76,000	

Operating Expenditure

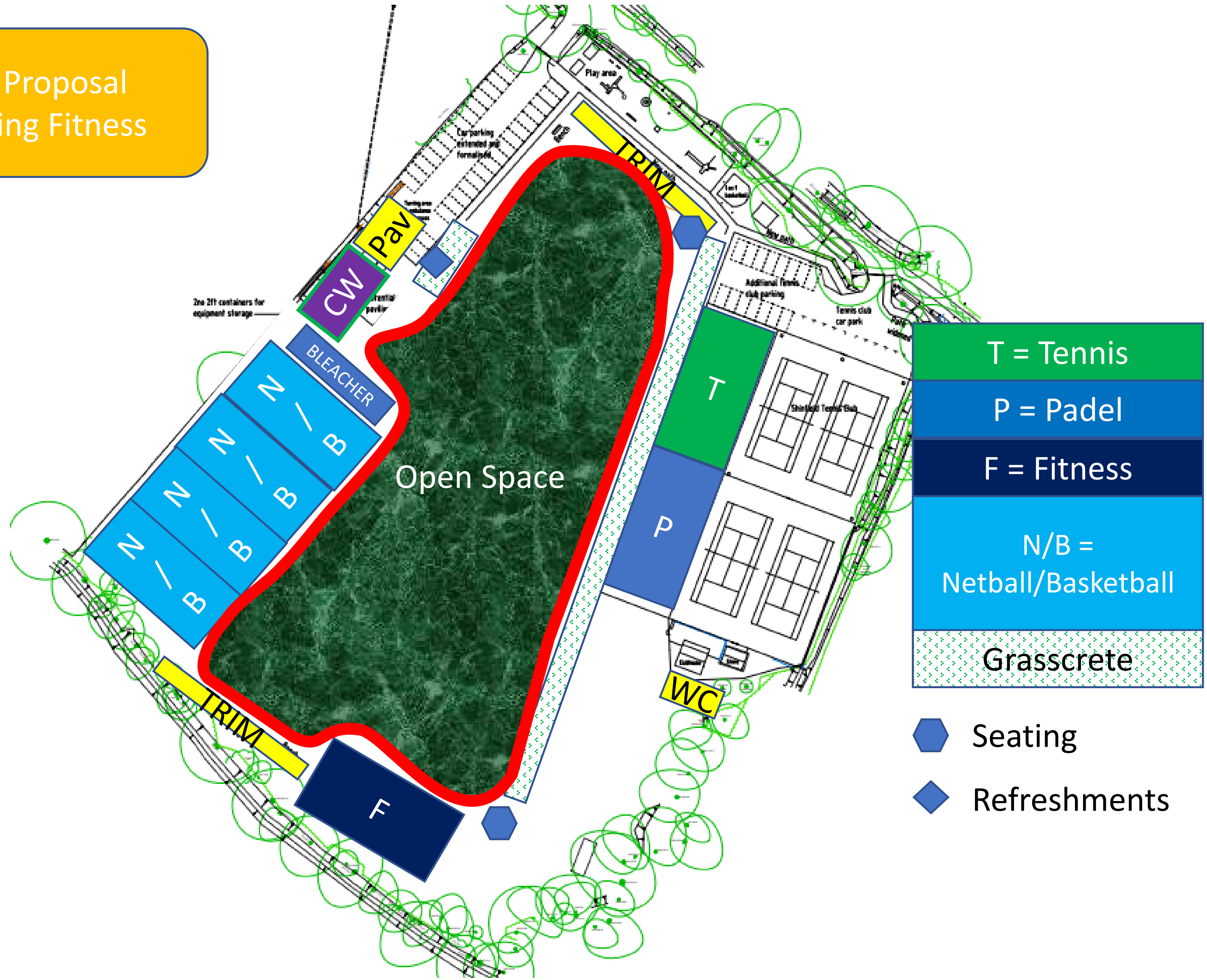
This is estimated to be in the order of £66k pa. Comprising

Item	£	Assumption
Floodlight Electricity	2980	
Ongoing service contract for Security Access	500	
Bin Emptying	2080	
Sinking Fund	20000	*Allows fund to be set aside for the long-term maintenance of the facility*
Specialist cleaning of courts	4000	
Grounds Maintenance	10920	
Toilets	10920	
Grass cutting	2600	
CCTV operation	500	
Car Park Security	0	
Relamping of floodlights	500	
Rates	1000	
Contingency	10000	
TOTAL	66,000	

This would generate an annual operating surplus of £10k but it does include provision of £20k pa to the Sinking Fund for long term maintenance and £10k contingency.

Original Proposal

Core Proposal Including Fitness



Core Proposal
Including Fitness

Millworth Lane Business Case - VERSION 5 - 4 combined courts/1 tennis/2 Padel/Climbing Wall/Pavilion refurbishment

Item	TOTAL	Basketball, Netball & Other Sport	Tennis	Padel Tennis Courts	Pump Track	Climbing	Refreshments	Car Park	Other Elements
TOTALS									
Income	76,000	45,600	3,800	7,600	0	0	5,000	0	14,000
Revenue Expenditure	66,013	2,280	238	475	0	0	0	0	63,020
Operating Surplus (Defecit)	9,987	43,320	3,562	7,125	0	0	5,000	0	(49,020)
Capital Expenditure	814,145	348,997	75,157	90,157	0	17,174	0	79,514	203,145
CAPITAL EXPENDITURE									
Site Clearance and Demolition	1,677	0	0	0	0	0	0	0	1,677
	1,015	0	0	0	0	0	0	0	1,015
	5,189	0	0	0	0	0	0	0	5,189
	2,310	0	0	0	0	0	0	0	2,310
	681	0	0	0	0	0	0	0	681
Recreation Car Park	241	0	0	0	0	0	0	241	0
	1,649	0	0	0	0	0	0	1,649	0
	6,265	0	0	0	0	0	0	6,265	0
	1,030	0	0	0	0	0	0	1,030	0
	601	0	0	0	0	0	0	601	0
	5,113	0	0	0	0	0	0	5,113	0
	3,831	0	0	0	0	0	0	3,831	0
	830	0	0	0	0	0	0	830	0
	1,551	0	0	0	0	0	0	1,551	0
	2,639	0	0	0	0	0	0	2,639	0
	617	0	0	0	0	0	0	617	0
	3,113	0	0	0	0	0	0	3,113	0
Macadam Finish to Car Park	3,168	0	0	0	0	0	0	3,168	0
	(1,994)	0	0	0	0	0	0	(1,994)	0
	(3,393)	0	0	0	0	0	0	(3,393)	0
	21,238	0	0	0	0	0	0	21,238	0
	495	0	0	0	0	0	0	495	0
Path Edgings to existing and new car parks	3,439	0	0	0	0	0	0	3,439	0
Kerb Edgings to existing & new car park areas	7,548	0	0	0	0	0	0	7,548	0
Additional Tennis Courts	818	0	409	409	0	0	0	0	0
Original costing split between Tennis and	4,509	0	2,254	2,254	0	0	0	0	0
Padel Courts	17,129	0	8,565	8,565	0	0	0	0	0
	3,368	0	1,684	1,684	0	0	0	0	0
	1,964	0	982	982	0	0	0	0	0
	25,330	0	12,665	12,665	0	0	0	0	0
	2,713	0	1,357	1,357	0	0	0	0	0
	2,689	0	1,345	1,345	0	0	0	0	0
	72,899	0	36,450	36,450	0	0	0	0	0
	2,306	0	1,153	1,153	0	0	0	0	0
	5,610	0	2,805	2,805	0	0	0	0	0
	550	0	275	275	0	0	0	0	0
	2,800	0	1,400	1,400	0	0	0	0	0
	521	0	261	261	0	0	0	0	0
	2,459	0	1,229	1,229	0	0	0	0	0
	4,650	0	2,325	2,325	0	0	0	0	0
Convert one tennis to 3 padel courts	10,000	0	0	10,000	0	0	0	0	0
Tennis Club Car Park	234	0	0	0	0	0	0	234	0
	1,316	0	0	0	0	0	0	1,316	0
	5,001	0	0	0	0	0	0	5,001	0
	818	0	0	0	0	0	0	818	0
	477	0	0	0	0	0	0	477	0
	4,074	0	0	0	0	0	0	4,074	0
	3,086	0	0	0	0	0	0	3,086	0
	659	0	0	0	0	0	0	659	0
	1,231	0	0	0	0	0	0	1,231	0
	1,319	0	0	0	0	0	0	1,319	0
	512	0	0	0	0	0	0	512	0
	2,805	0	0	0	0	0	0	2,805	0

Netball & Basketball Courts	10,046	10,046	0	0	0	0	0	0	0
	38,167	38,167	0	0	0	0	0	0	0
	7,516	7,516	0	0	0	0	0	0	0
	4,382	4,382	0	0	0	0	0	0	0
	56,621	56,621	0	0	0	0	0	0	0
	6,056	6,056	0	0	0	0	0	0	0
	7,551	7,551	0	0	0	0	0	0	0
	162,707	162,707	0	0	0	0	0	0	0
	33,726	33,726	0	0	0	0	0	0	0
	1,100	1,100	0	0	0	0	0	0	0
	1,125	1,125	0	0	0	0	0	0	0
Pump Track	0	0	0	0	0	0	0	0	0
Pedestrian Paths	2,754	0	0	0	0	0	0	0	2,754
	10,461	0	0	0	0	0	0	0	10,461
	2,057	0	0	0	0	0	0	0	2,057
	1,200	0	0	0	0	0	0	0	1,200
	11,601	0	0	0	0	0	0	0	11,601
	1,658	0	0	0	0	0	0	0	1,658
	14,973	0	0	0	0	0	0	0	14,973
	32,991	0	0	0	0	0	0	0	32,991
	1,579	0	0	0	0	0	0	0	1,579
Add element for making into jogging track		0	0	0	0	0	0	0	20,000
Storage Containers & Climbing Wall	1,070	0	0	0	0	1,070	0	0	0
	8,001	0	0	0	0	8,001	0	0	0
	3,302	0	0	0	0	3,302	0	0	0
	4,802	0	0	0	0	4,802	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
Solid base for fitness	5,000	0	0	5,000	0	0	0	0	0
	0	0	0	0	0	0	0	0	0
Additional Elements (not included in TG costings)	0	0	0	0	0	0	0	0	0
Floodlighting & electricals	20,000	20,000	0	0	0	0	0	0	0
WiFi	5,000	0	0	0	0	0	0	0	5,000
Drinking fountain	1,000	0	0	0	0	0	0	0	1,000
Seating areas for spectators	2,000	0	0	0	0	0	0	0	2,000
Tree Works	0	0	0	0	0	0	0	0	5,000
BDS Fees, planning etc	0	0	0	0	0	0	0	0	20,000
Grasscrete	0	0	0	0	0	0	0	0	20,000
CCTV	5,000	0	0	0	0	0	0	0	5,000
Trim Trails	10,000	0	0	0	0	0	0	0	10,000
Refurbish Pavilion	25,000	0	0	0	0	0	0	0	25,000
	814,145	348,997	75,157	90,157	0	17,174	0	79,514	203,145

INCOME

Court Hire - Netball	22800	22800	0	0	0	0	0	0	0
Court Hire - Basketball	7600	7600	0	0	0	0	0	0	0
Court Hire - Football training	15200	15200	0	0	0	0	0	0	0
Court Hire - Tennis	3800	0	3800	0	0	0	0	0	0
Court Hire - Padel Tennis	7600	0	0	7600	0	0	0	0	0
Court Hire - Other	0	0	0	0	0	0	0	0	0
Rental Income(fixed)	5000	0	0	0	0	0	5000	0	0
Sports Camps	4000	0	0	0	0	0	0	0	4000
Fitness Rental	10000	0	0	0	0	0	0	0	10000
	76000	45600	3800	7600	0	0	5000	0	14000

Other Income not assumed in the above

Floodlighting	2993	2280	238	475	0	0	0	0	0
Not Used	0	0	0	0	0	0	0	0	0
Event Income	0	0	0	0	0	0	0	0	0
	2993	2280	238	475	0	0	0	0	0

REVENUE EXPENDITURE

Floodlight Electricity	2993	2280	238	475	0	0	0	0	0
Ongoing service contract for Security Access	500	0	0	0	0	0	0	0	500
Bin Emptying	2080	0	0	0	0	0	0	0	2080
Sinking Fund	20000	0	0	0	0	0	0	0	20000
Specialist cleaning of courts	4000	0	0	0	0	0	0	0	4000
Grounds Maintenance	10920	0	0	0	0	0	0	0	10920
Toilets	10920	0	0	0	0	0	0	0	10920
Grass cutting	2600	0	0	0	0	0	0	0	2600
CCTV operation	500	0	0	0	0	0	0	0	500
Car Park Security	0	0	0	0	0	0	0	0	0
Relamping of floodlights	500	0	0	0	0	0	0	0	500
Rates	1000	0	0	0	0	0	0	0	1000
Contingency	10000	0	0	0	0	0	0	0	10000
	0	0	0	0	0	0	0	0	0
	66013	2280	238	475	0	0	0	0	63020

THE HAPPY BUTTERFLY

VINTAGE HORSEBOX

BUSINESS PROPOSAL - SHINFIELD PARISH COUNCIL
Wednesday 5th July 2023

THE VINTAGE HORSEBOX

The business will be run from converted vintage horsebox. The box is completely self sufficient, fully renovated with all amenities.

Operating via a generator, with hot & cold water, fridges, barista coffee machine.

Provisions for waste management, water, refuse:- primarily recycled, by prior arrangement, or disposed of personally.

OUR STORY

The parish has been my home for the last 17 years, I am keen to create a community hub for the village to enjoy refreshments in the great outdoors.

The Happy Butterfly
is our vintage horsebox, selling homemade treats & refreshments.

As a local family run business, we are looking for the perfect pitch
in which to site The Happy Butterfly!

OUR MENU

- Barista Coffee
- Tea
- Hot Chocolate

- Cold drinks
- Cupcakes
- Traybakes

TRADING - PROPOSED

Location – central & accessible

- Option 1   The Recreation Ground, Clares Green Road
- Option 2   Spencers Wood Village Hall, Basingstoke Road

Proposed Trading Hours

- Wednesday   10pm - 2pm
- Thursday   4pm – 7pm *(I appreciate the Shinfield Volunteers Association runs a coffee morning on Thursdays, so want to avoid conflicting with their opening times)*
- Friday   10pm - 2pm & 4pm - 7pm
- Saturday   9am - 1pm
- Suggestions of alternative trading times?
- Trading times would be extended to suit demand
- Tables & chairs for seating
- A - Sign located for advertising

COMPETITION

There are a number of establishments in the parish offering food and snacks.

The main offerings are predominantly in the Shinfield area; I feel we a missing an opportunity in Three Mile Cross/Spencers Wood!

BENEFITS

- Population of Parish set to increase!
- Refreshments are a good attraction, generates a talking point, people can enjoy the area and creates a sense of community!
- Catering provision for parties & events hosted in the community
- Charity Events - happy to contribute and get involved!
- Enhanced advertising - The Happy Butterfly will use their social media profile to promote your the Parish and surrounding villages

OBJECTIONS/DRAWBACKS?

Access & location

- I appreciate parking constraints are limited, we will be personally promoting local walkers to drop in.

Environmental

- Compost waste sent to the local allotments - coffee grinds, tea bags, food waste
- Waste management - waste separation; recycling coffee cups, napkins, cans, wrappers in conjunction with Ali Chaney (local FB hero and Eco Warrior!)
- Keep plastic consumption to a minimum - paper cups & crockery only

Noise - My operating hours are limited to 7pm, so I cannot foresee any excessive noise

Weather

- Horsebox contained with roof, and awning for customers
- Gazebo for protection from rain or sunshine
- The Happy Butterfly will be there come rain or shine!

LEGAL REQUIREMENTS

- Trading Permit
- Local Authority Registration
- HMRC Registration
- Food Hygiene Rating
- Food Hygiene Certificate
- Public Liability Insurance
- Food safety procedures
- Allergen Management
- Risk Assessments
- HACCP
- Vehicle and trailer insurances
- Waste management procedures

QUESTIONS

- Have there been any previous requests for trading?
- Can you identify any objections to me trading?
- What are your financial expectations?
- Do I require a trading permit on private land from the local authority?

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THE HAPPY

BUTTERFLY

THANKYOU
FOR YOUR TIME!

MEDIUM TERM FINANCIAL PLAN

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Medium Term Financial Plan 2022/2023

Including Revenue Budget Forecast & Capital Budget Forecast to 2024/2025

WOKINGHAM BOROUGH COUNCIL

WOKINGHAM BOROUGH COUNCIL MEDIUM TERM FINANCIAL PLAN 2022/23
(Inc. Revenue Budget Forecast & Capital Budget Forecast to 2024/25)

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 is intended to discharge this responsibility and provides a strategic overview of the Council's financial position as a context before making specific considerations on the 2022/23 budget.

The budget setting process starts early in the previous financial year with a focus on areas which require budget growth to meet growing demands and areas which can deliver savings through efficiencies and additional income generation. A budget submission process is undertaken to ensure budget bids can be challenged in the context of the Council's aims and objectives. To enhance transparency and budget setting engagement, this year's process has again included consultation with the Community & Corporate Overview & Scrutiny Committee (CCOSC). Information provided at CCOSC is also available to the Public.

A robust budget must be a balanced budget whereby total expenditure and total income match. Any change in the annual budget in relation to spend pressures must be balanced by service efficiencies and where appropriate council tax increases.

2. The financial standing of the Council

Heading into the 2022/23 financial year, the financial standing of the Council remains robust. Achieved through good financial management, the Council has built up financial resilience and sustainability, despite years of austerity from Central Government funding.

Following the start of the Covid-19 pandemic, the Council have reacted quickly to enhance financial management during the crisis. The Council's finance staff are working closely with Directors to challenge and update forecasts based on a continually changing rationale.

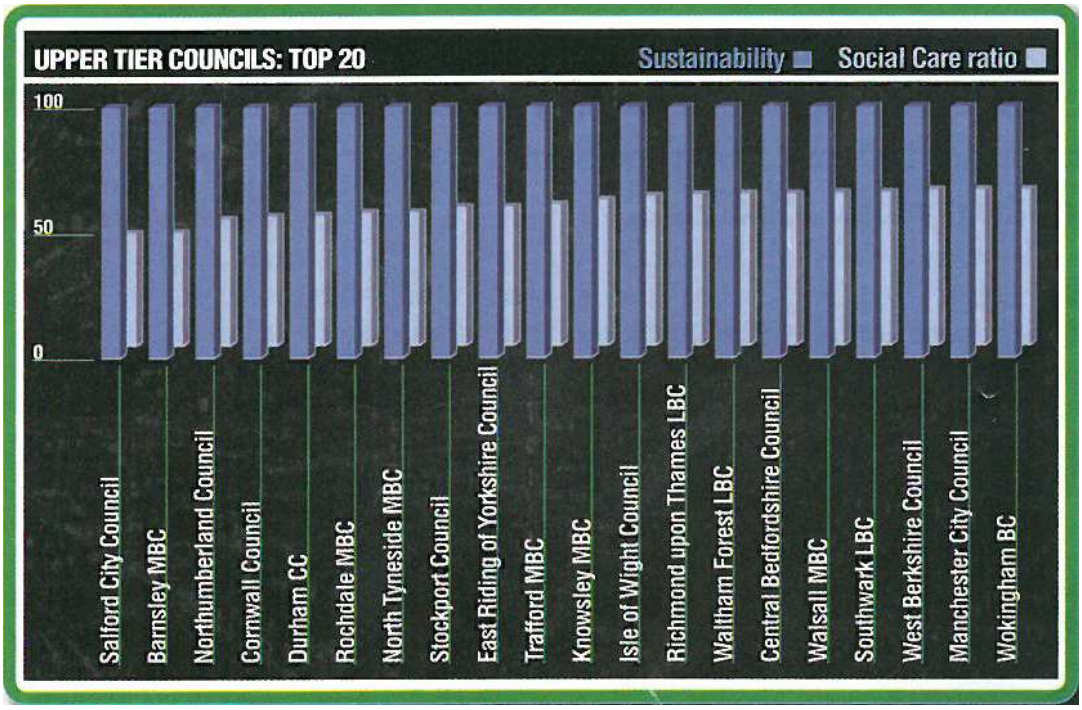
This includes;

- Ensure there is clarity with regards to genuine expenditure decisions regarding Covid 19 related spend (as opposed to the necessity to discharge our statutory responsibilities).
- Seek to maximise opportunities to deliver on MTFP savings plans, recognising that staff remain significantly diverted to the Response phase.
- Explore reduced expenditure opportunities arising as a result of Covid-19 or otherwise, including a review of Special Items.
- Maintain a weekly financial review of the Covid-19 impact including collection rates and Direct Debit failure rates on major income streams.
- Initiate an early MTFP review process tailored to identify areas of relative financial certainty and high-risk areas of greater ambiguity.
- Review non-General Fund balances to assess risks and potential options to transfer balances to the General Fund reserve (if the General Fund position becomes perilously low).
- Continue to make representations for additional funding through Government Returns, Regional Conference calls and MPs.

CIPFA Resilience Index

In December 2019, CIPFA published their first financial resilience tool which highlighted key financial indicators such as reserves sustainability, external debt and social care ratios based on the 2018/2019 financial year. The index shows a council's position on a range of measures associated with financial risk and financial stress. The selection of indicators has been informed by the extensive financial resilience work undertaken by CIPFA over a number of years, public consultation and technical stakeholder engagement. Wokingham have been rated in the top 20 of upper tier councils for financial sustainability (source: 9th Jan 2020 – The Management Journal). Although Wokingham have been rated highly for financial sustainability (measured by ability to maintain reserve balances), the Council still face significant challenges and risks in the future which are outlined in this report and throughout the Medium Term Financial Plan (MTFP). Also included in the graph is the social care ratio which shows how much of the annual spend is linked to social care which is seen by CIPFA as an area of financial risk for all local authorities.

The latest resilience index published (based on 2019/20 data) showed an improved position on indicators of financial stress. These included improved indicators around maintaining or improving earmarked reserves and the cost of social care as a proportion of total expenditure compared to other local authorities.



Source – The MJ – 9th January 2020

3. How Council services are funded

Council services can be broken down across 4 key financial areas known as;

- Revenue (also known as General Fund) – expenditure in providing day to day services;
- Capital – expenditure in assets that generate economic benefits greater than one year;
- Housing Revenue Account (HRA) – ringfenced expenditure across the local authority housing stock; and,
- Dedicated Schools Grant (DSG) – ringfenced expenditure across maintained schools, early years and high needs services.

Revenue (General Fund)

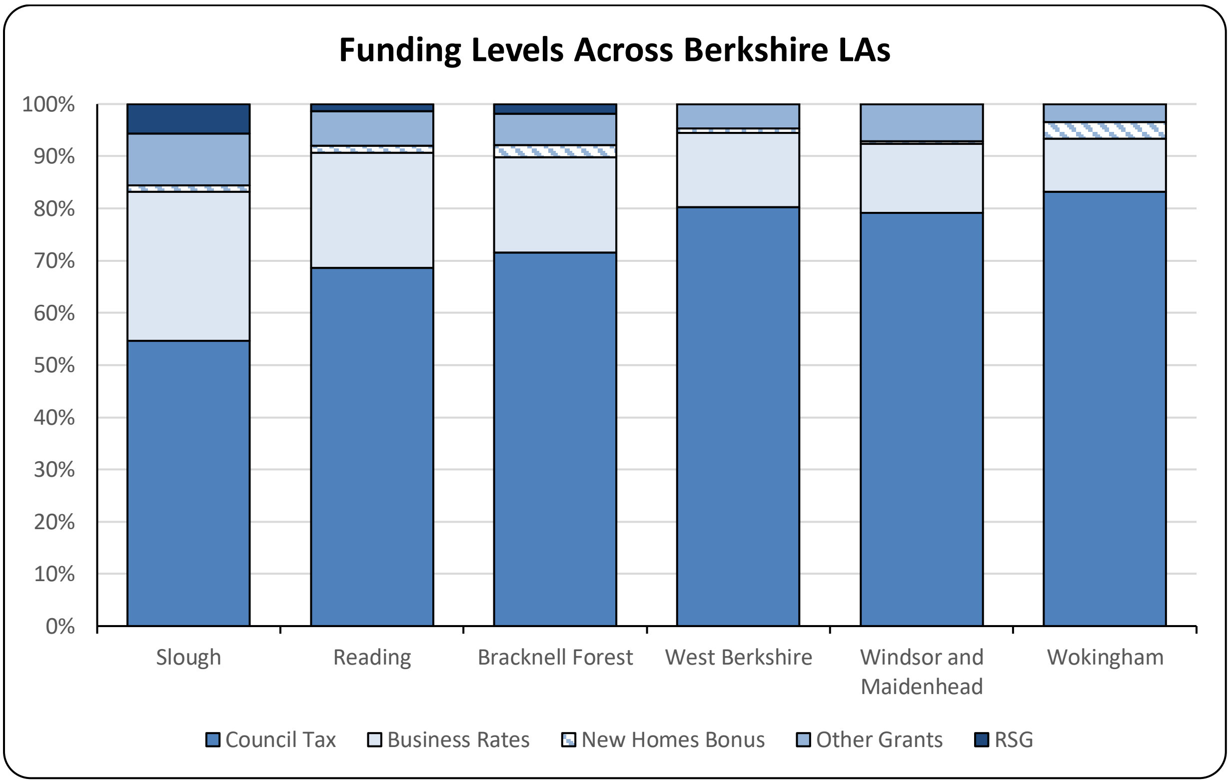
Expenditure in relation to providing the day to day services of the Council is referred to as revenue spend. Further information on where this money is spent is highlighted throughout the Medium Term Financial Plan. Funding of this revenue expenditure is determined through the local government finance settlement and consists of;

- Settlement Funding Assessment (SFA);
  - Revenue Support Grant (RSG)
  - Retained Business Rates
- Council Tax; and,
- New Homes Bonus.

Local authorities up and down the country have continued to push for a fairer funding review and long-term finance settlements to provide sustainable long term funding. The intention from the government, announced in the Autumn Spending Review, was to set a three year finance settlement. However, this funding review has been delayed again, meaning the local government finance settlement for 2022/23 is for one year only as opposed to a three year funding settlement. This means that there is still 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 2023/24 and 2024/25. This context means it is extremely important the Council takes a prudent approach in its budget setting proposals for the 2022-2025 medium term financial plan.

As a result of numerous years of local government funding driven by a formula that is skewed toward deprivation factors (as opposed to recognising the basic cost of providing services) and reductions in centrally funded grants based on percentage reductions to previous years, Wokingham Borough Council has been for many years the lowest funded unitary authority (per head of population) in the country. A consequence of this is that Wokingham Borough Council's local services are deemed in the finance settlement to have the majority funded by its council taxpayers. Whilst the average unitary authorities receive revenue support grant and retained business rates to fund around 30% of their service costs, Wokingham receive only 9%.

The graph below highlights the imbalance of funding requirements across the 6 Berkshire authorities. Based on the core spending assumptions from central government in the finance settlement, Wokingham has the majority of funding expected to come from council tax as opposed to Slough for example, who receive more revenue support grant and can retain more business rates funding.

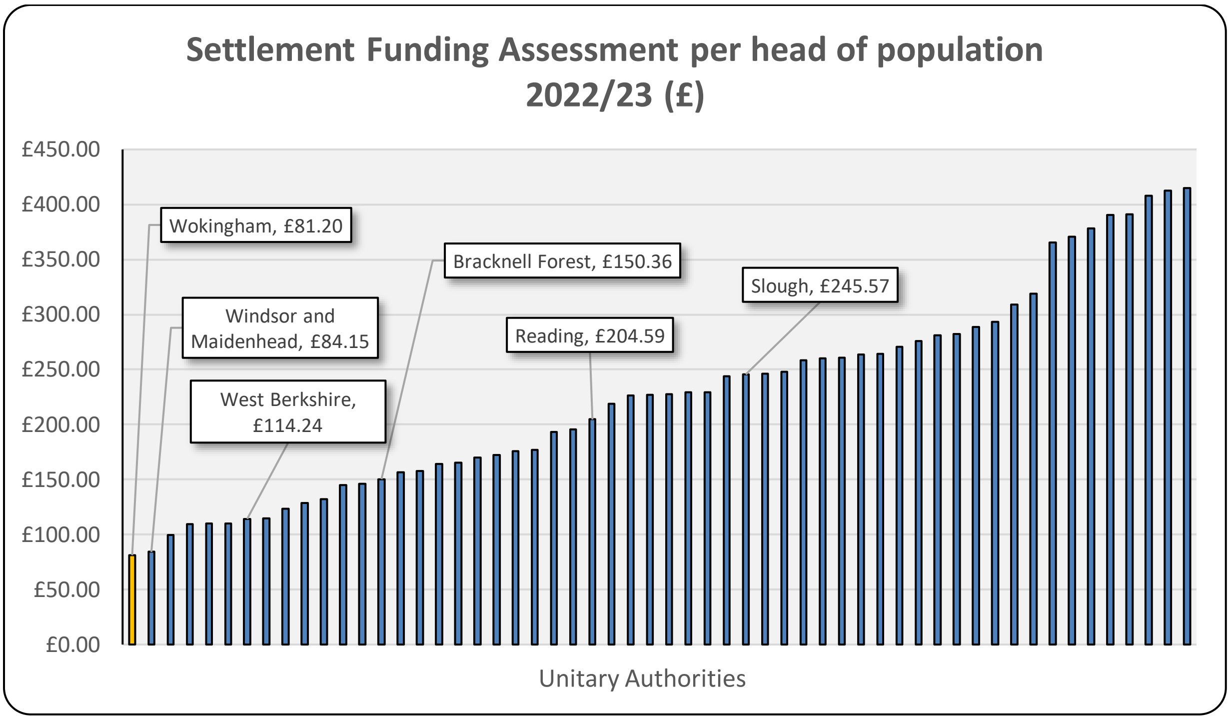


Settlement Funding Assessment (SFA)

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 (£14.1m) and the RSG represents a grant from government to help fund services within Wokingham (£Nil).

Wokingham's total SFA will remain at £14.1m in 2022/23, compared to £19.1m in 2016/17, a reduction of 26.2%, or £5.0m. Wokingham's SFA has remained close to £14.1m since 2017/18 after the reduction in 2016/17. This means our baseline funding level and therefore retained business rates have not seen any inflationary increases.

The graph below shows the position for 2022/23 in terms of SFA funding per head of population and confirms that Wokingham is the lowest funded unitary authority, well below the unitary average, and less than 18% of the highest funded unitary authority:



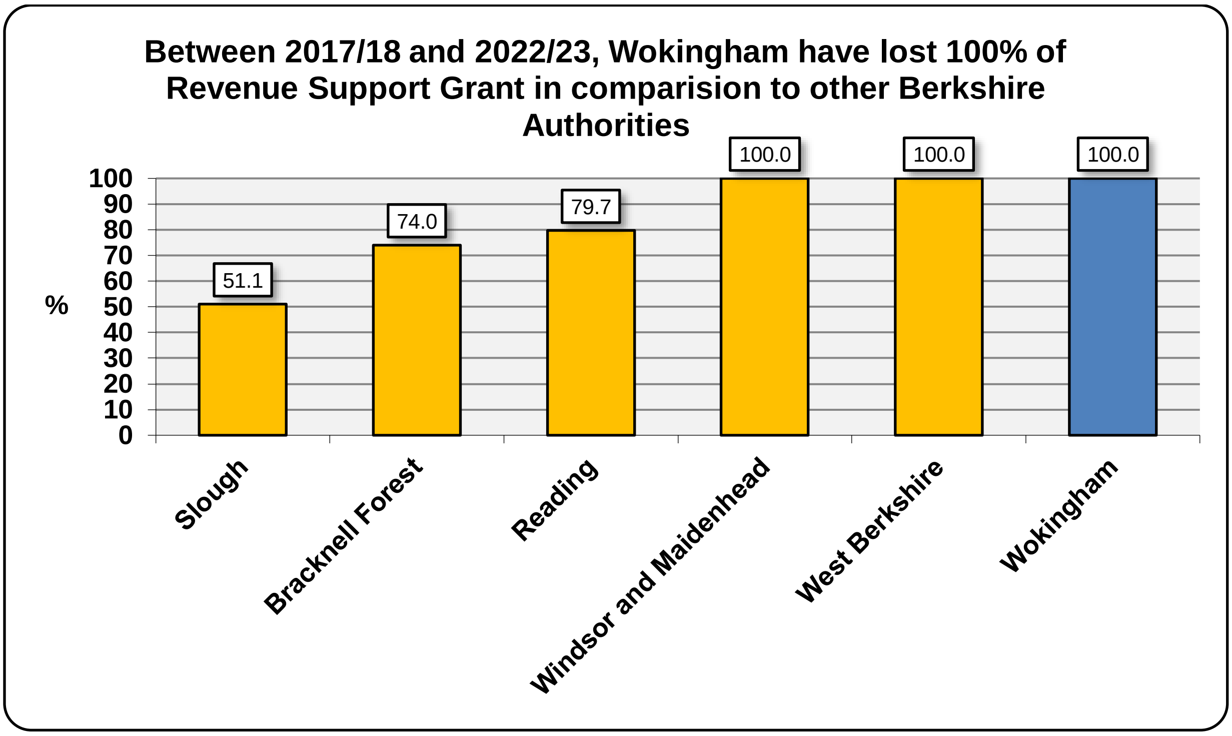
Wokingham will receive the SFA per head of £81.20, which is significantly lower than the unitary authorities' average. It is also less than half the funding of two of the Berkshire authorities.

Revenue Support Grant (RSG)

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) with Wokingham faces reductions in grant yearly and the complete removal of this grant since 2018/19.

The percentage changes in Government Funding since 2012/13 are shown below. Following the December 2010 Local Government Finance Settlement, Wokingham suffered a reduction in RSG for the first time in 2011/12, that is followed by reductions cumulatively as shown in the graph below. In 2018/19 and 2019/20 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 again through the finance settlement that negative RSG will not be enacted in 2022/23 (similar to 2021/22). The funding position is unclear from 2023/24 onwards and Wokingham will need to continue to make representations regarding the new methodology for financing local authorities to ensure we secure a fair and viable ongoing funding settlement from the Government.

The graph below compares the RSG reductions by 2022/23 across Berkshire Councils.



A growing number of councils now no longer receive RSG. Wokingham was one of the first to lose all its RSG funding in 2018/19.

Retained Business Rates

As mentioned above, the other element of the SFA is business rates. The SFA sets a baseline funding level for retained business rates (£14.1m for 2022/23). For 2022/23, similar to 2021/22, Wokingham will be able to retain 49% of business rates with the Government receiving 50% and the Royal Berkshire Fire Authority 1%. Due to the government's assessment of what funding the Council needs to deliver services, a tariff payment is then applied against the 49% business rate income we receive thus bringing retained business rates to approx. 20% of what we collect. Due to the continued delays from Central Government, the future arrangements of business rates funding beyond 2022/23 create a degree of uncertainty and risk, making longer term financial planning more difficult.

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 fixed income) and because a high proportion of the Council's services are statutory with escalating costs driven by increasing client needs and numbers.

In recent years, the government has capped council tax increases to under 2% (excluding the adult social care precept) and any increase above this would require a local referendum funded by the local taxpayer. For 2018/19 and 2019/20 an exception was given where the referendum cap was increased to under 3%. Since 2020/21, this additional flexibility has been removed with increases reducing back to the 2% cap before a local referendum is required.

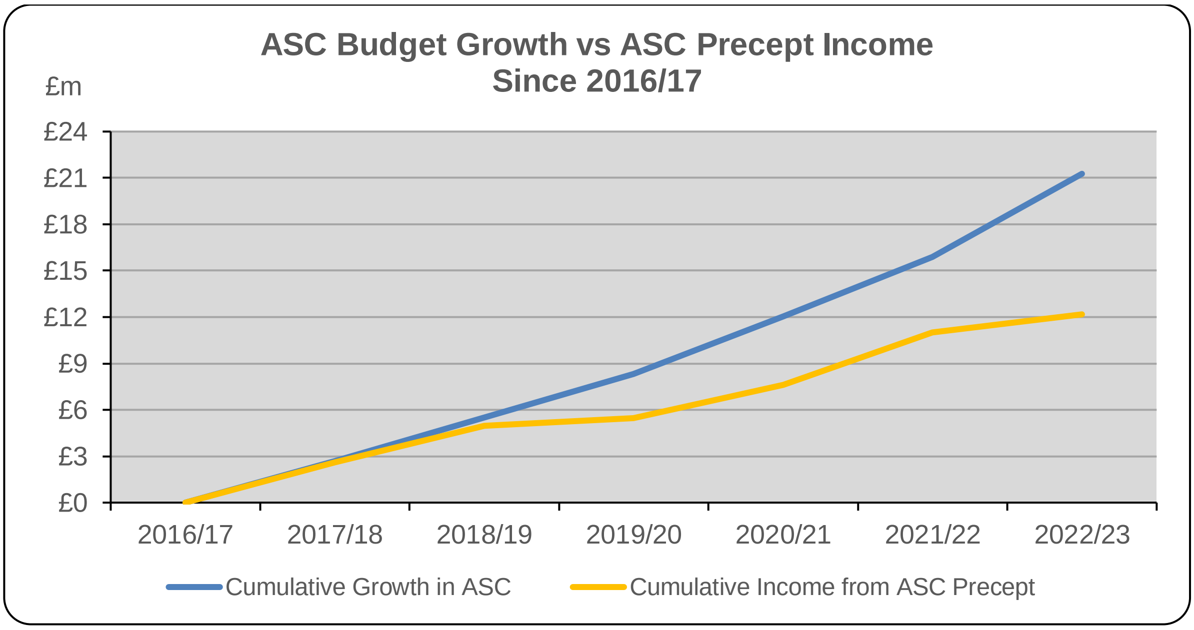
The expenditure pressures for council tax increases above inflation are similar each year: client increases (particularly in social care); increase in statutory requirements (e.g. recycling, standards of care); unavoidable expenditure increases above inflation (e.g. maintenance contracts, social care contracts, etc.) and pressures to improve services from both the public and the Government. Since 2016/17 the increases have exceeded the inflation level, but this is due to the government's calculations which assume both inflationary increases to council tax and an additional adult social care increase to council tax.

Adult Social Care (ASC) Council Tax Precept

The Government's continued aim in 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.

In recognition of the continually increasing statutory care costs faced by local authorities, an ASC council tax precept of up to 1% has been introduced for 2022/23 replacing the previous schemes that permitted a total 3% increase in 2021/22, a 2% increase in 2020/21 and prior to this a 6% increase over a 3-year period. It is unknown what will be in place beyond 2022/23 but this will no doubt be a key consideration in any future sustainable Local Government funding system.

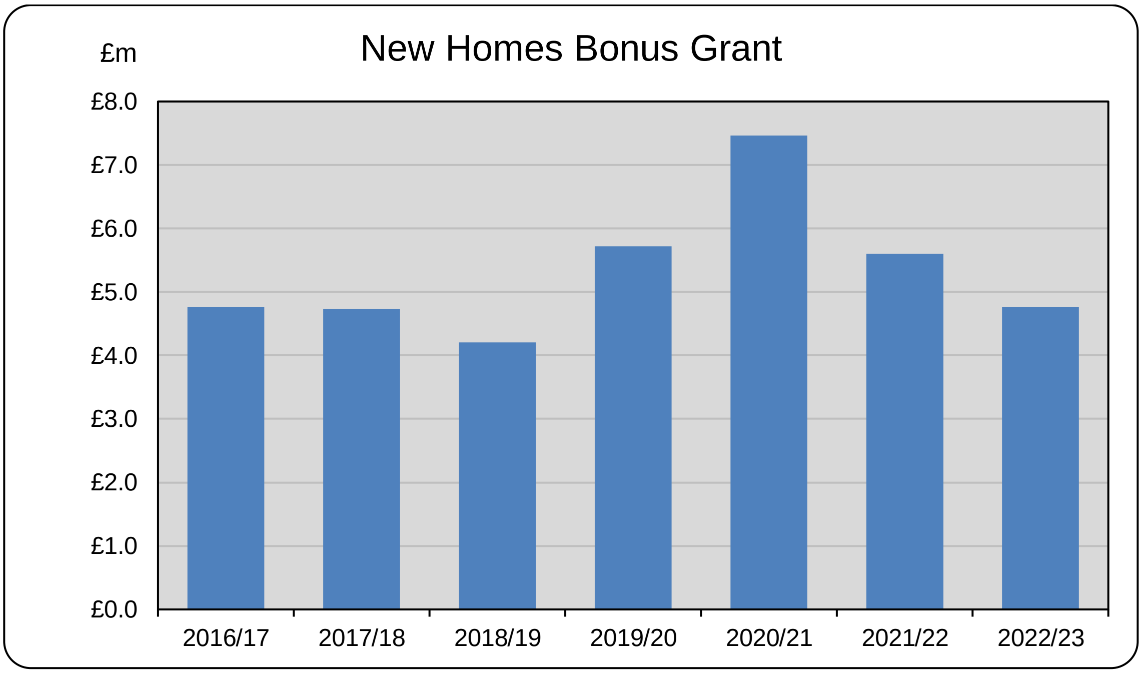
The graph below compares the annual budget growth and inflation demands in adult social care services and the additional funding that is raised through the adult social care council tax precept. Adult social care growth continues to increase above inflation due to an increasing ageing population, more complex care requirements and unit cost increases driven by national living wage increases for example. The difference is funded through service efficiencies and general council tax increases.



New Homes Bonus (NHB)

New homes bonus (NHB) is a unringfenced grant awarded to local authorities based on how many new homes have been delivered. The intention of the grant was to encourage housing growth across the country. The calculation mechanism has changed over the years since it was introduced with much less reward for additional house building now. The Autumn Statement 2015 proposed changes to the NHB which made the scheme less attractive for Wokingham by reducing the length of payments from six years to four. From 2021/22, Wokingham will be rewarded for 1 year only with legacy payments also being honoured, 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 and resources to deliver future efficiencies, 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.

The Council is now set to receive £4.8m in NHB in 2022/23, down from £5.6m NHB in 2021/22. The reduction is a result of the legacy payments reducing as they come to the end of the four year period. The graph below shows the amount of new homes bonus received.

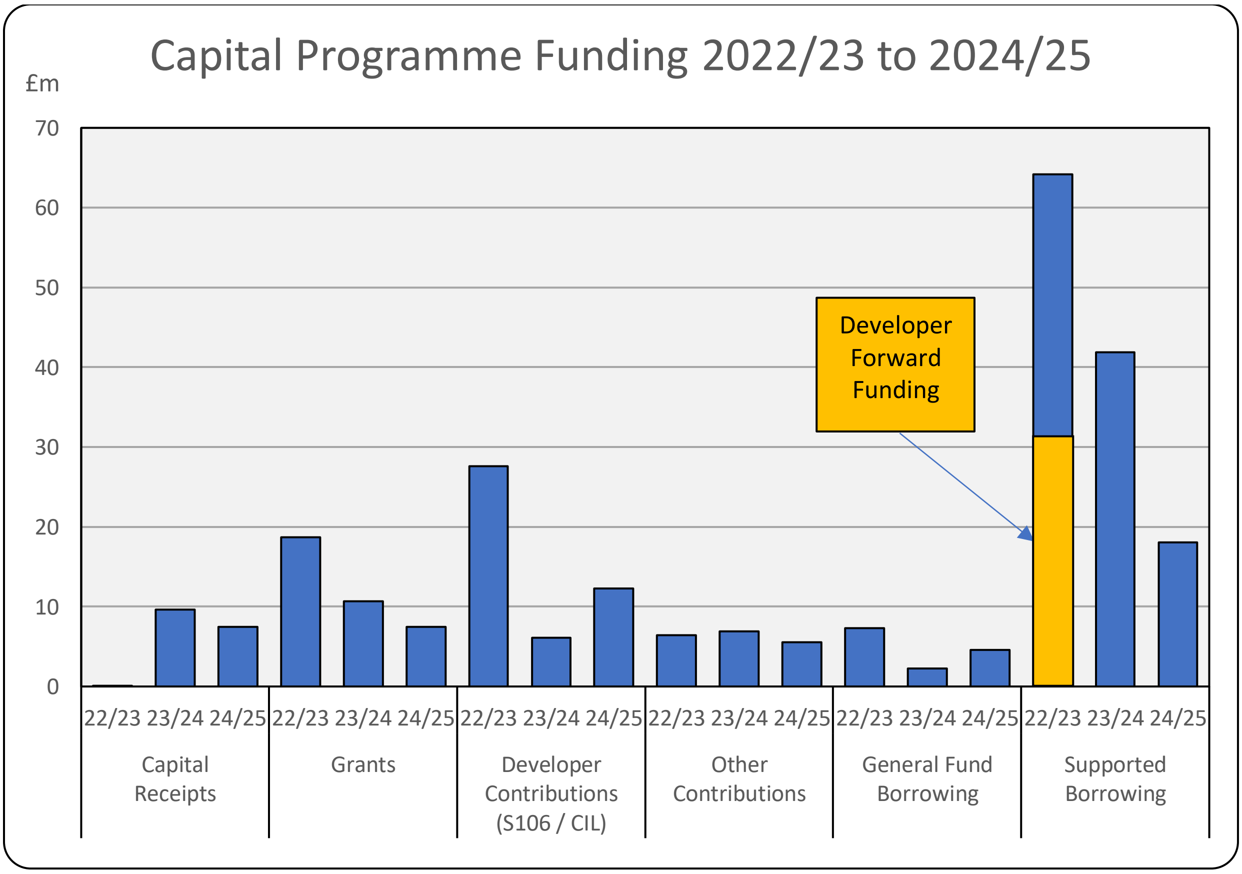


Capital

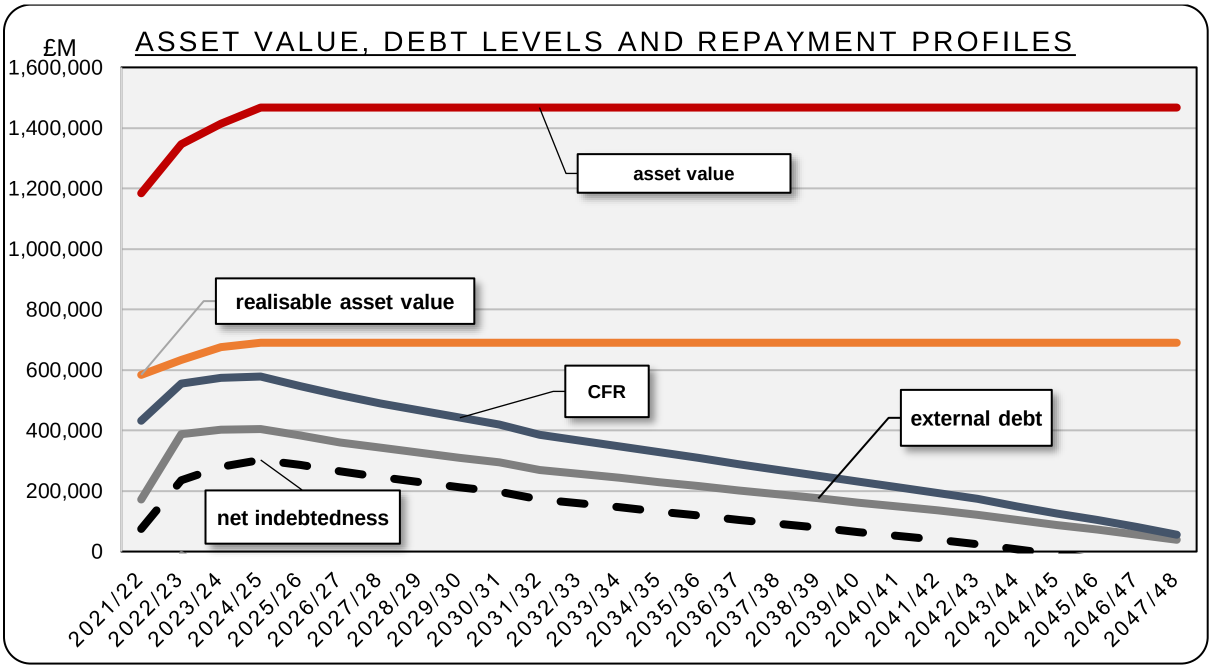
To finance the capital strategy, an approach to funding has been taken that: optimises assets; seeks flexible use of future section 106 contributions and Community Infrastructure Levy (CIL); and attracts new funding sources where available (particularly through the bidding for Government grants).

Under the prudential code, all authorities can borrow as much as they require to fund their capital programme provided it is affordable, prudent, and sustainable. A large proportion of Council borrowing is deemed as "supported" borrowing which means there is a direct repayment method identified meaning the cost of borrowing does not impact on the council taxpayer. These include investment to generate future cost reductions / income generation and forward funded investment to be recovered from developer contributions. Much of the supported borrowing in year 1 is from developer contributions where the Council have agreed to front fund investment ahead of developer contributions being received on the strategic development locations.

There is currently a budget gap over the MTFP period of c£14m which includes a balanced budget in year 1. The current budget gap will be addressed through a combination of expenditure reductions, reprofiling of projects and seeking to maximise funding resources. The major funding source for the capital programme will be supported borrowing which relates to borrowing upfront where a direct repayment source has been identified whereas general fund borrowing is funded through existing revenue base budget. The graph below shows how the capital programme will be funded over the next 3 years (assuming the funding gap in year 2 is met through reducing / rephasing capital expenditure).



As the Council continues to borrow over the short to medium term period, debt levels will increase. The level of debt is considered affordable and sustainable as required by the CIPFA prudential code. All capital projects are supported by detailed business cases which include where appropriate how supported borrowing will be repaid. The following graph shows the estimated general fund debt levels (excludes Housing Revenue Account due to ringfenced nature) for the Council over the medium to long period. The initial increase in debt is driven by the Council's capital programme but then debt is repaid over the next 20 to 25 years to bring debt levels back to a funded baseline level of approx. £100m (pre 2011/12 debt levels).



As shown in the graph above, from 2022/23 external debt is based on 70% of the CFR inline with the guideline across the industry of 65% - 75% external debt to CFR ratio. A significant part of the CFR is supported borrowing expenditure and assumes expenditure in relation to the remaining c£113m of the borrowing approved for community investment is utilised however the likelihood that this will only be used in 2022/23 if further renewable energy schemes are enacted. External borrowing will therefore only be undertaken when needed.

It is important to note that the CFR balance does not reflect the level of debt the Council holds. Where the Council hold surplus balances such as reserves, unspent grants and working capital, this avoids the need to borrow externally saving on interest costs. This is known as internal borrowing. Furthermore, it is important to take into account any treasury investment balances when looking at external debt to understand a more accurate debt figure.

The realisable asset values in the graph above are based on the asset values line excluding highways, education, housing revenue account assets and other assets such as IT infrastructure and equipment.

The table below sets out the annual cost of serving this borrowing and the income generated through the assets which have been borrowed for. Over the next three years, the income generated from these assets will give an increasing net benefit to the taxpayer.

	2022/23	2023/24	2024/25
Net Annual Benefit £m	£3.2m	£4.2m	£4.8m
Divide by Council Tax Base (no. of band D equivalent properties)	74,946.30	76,070.50	76,831.20
Benefit per band D property - £	**£42.70**	**£55.21**	**£62.47**

Further information on the funding of the capital programme is set out in the Capital Strategy and the Treasury Management Strategy.

Housing Revenue Account (HRA)

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 regarding 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. From 2020/21, rent increases will be in line with CPI + 1%. The real terms reduction in the HRA forecast rental income over the past 4 years will be greater than 1% annually as HRA rents were based on increasing them as part of the convergence policy whenever new tenancies were commenced; the Government policy no longer permits a convergence policy of increasing rents when tenancies are re-let.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Annual rent change (%)	-1%	-1%	-1%	-1%	2.7%	1.5%	4.1%

The main funding sources for the HRA revenue is rental income and is expected to be in the region of £15m is for 2022/23.

For capital spend, this is funded from the major repairs reserve, right to buy receipts and borrowing. Under accounting rules, an amount equal to the depreciation charge is transferred from the HRA revenue reserve into the major repairs reserve to contribute towards capital expenditure.

Dedicated Schools Grant (DSG)

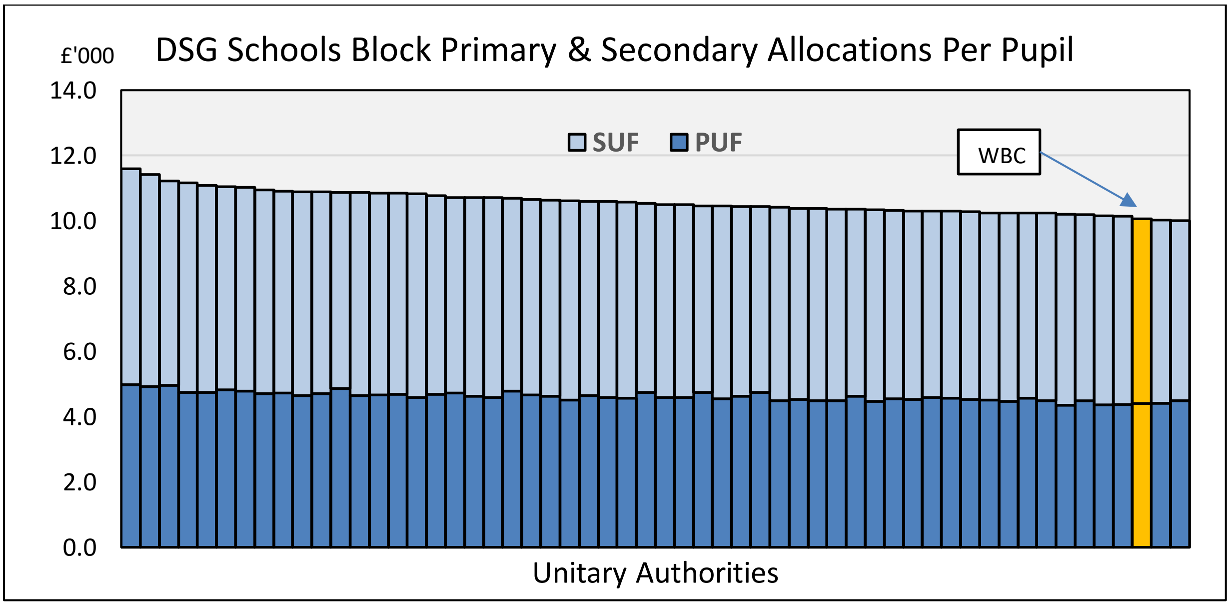
The Council receives DSG annually from the DfE and it must be used in support of the schools' budget as defined in the School and Early Years Finance (England) Regulations 2022. The purpose of the schools' budget is defined in legislation as the provision of primary and secondary education.

The amount for 2022/23 was notified to the authority by the Department for Education (DfE) in December 2021. 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 2022/23 is £167.16m, compared to £158.13m in 2021/22. The increase to 2022/23 is accounted for by increased funding on both two-unit costs, one for primary unit cost (PUF) and one for secondary unit cost (SUF). The DfE 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.

DSG funding has increased for 2022/23 for 3 of the 4 blocks. This much needed funding increase is welcomed by the Council and all of our schools and will help contribute to the day-to-day funding of services. The Early Years Block funding has reduced slightly and reflects the impact of Covid-19 with the reduction of free entitlement hours taken in our nursery settings over the past year.

Block	2021/22 £,000	2022/23 £,000	Change £,000	Change %
Schools Block	123,079	129,842	6,763	5.5
High Needs Block	22,802	25,031	2,229	9.8
Early Years Block	11,302	11,289	(13)	(0.1)
Central School Services Block	945	995	50	5.3

The actual 2022/23 PUF is £4,404 and SUF is £5,656 per pupil compared to £4,306 (PUF) and £5,512 (SUF) in 2021/22. Wokingham continues to receive one of the lowest funding amounts 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 are 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 2020/21 and 2021/22 financial years, schools will continue to be funded through the local authority funding formula. From 2022/23, the Government proposes to introduce the National Fair Funding formula and the DfE have confirmed they will consult on national funding formula during 2021.

4. Council Expenditure

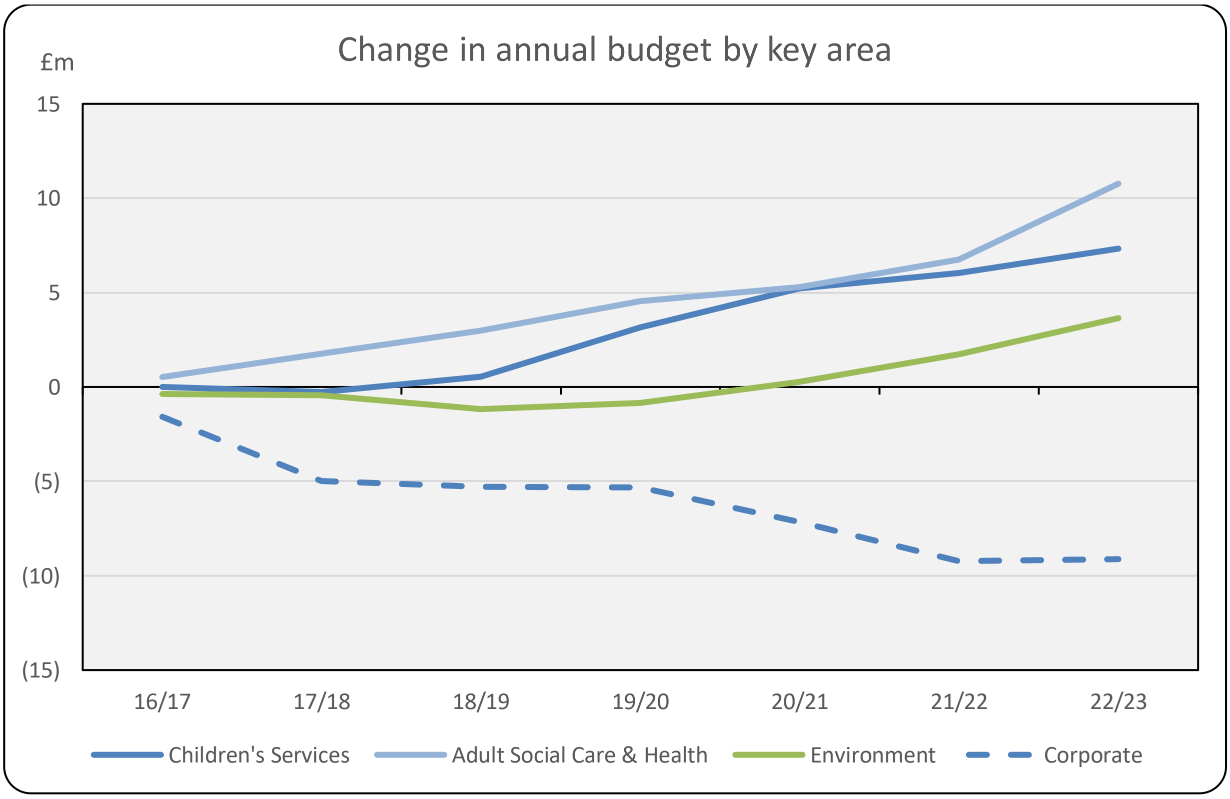
For 2022/23, the Council are planning to spend in the region of £630 million across revenue, capital, housing revenue account and dedicated school grants services.

Revenue

Revenue expenditure covers the day to day running of services across the Council. For 2022/23, the Council will spend approximately £218m across these services. This is known as gross expenditure. Service specific grants and income will reduce this spend to a net expenditure in the region of £144m.

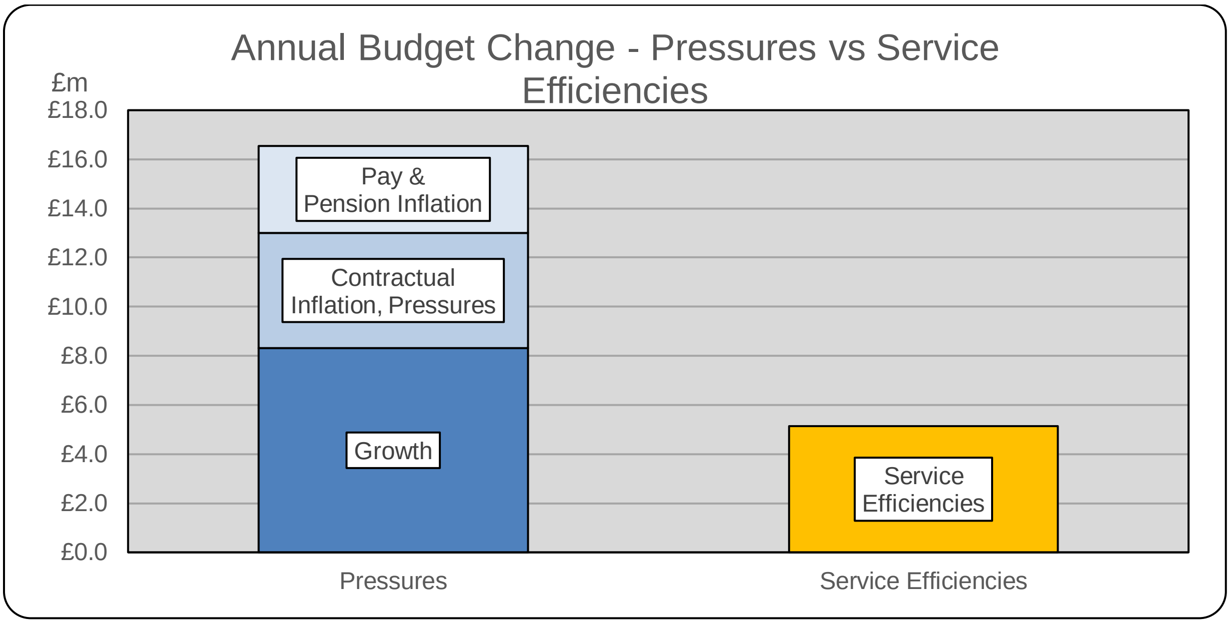
Across the many varied and complex services the Council provide, there will be pressures and risks aswell as efficiencies and opportunities. The budget process aims to capture these to ensure the budget set is prudent and robust.

The graph below shows the cumulative change in annual budget across four key areas of Children's Services, Adult Social Care & Health, Environment (known as place & growth directorate), Corporate services (known as resources & assets directorate). Whilst the graph shows cost pressures across the social care areas, the Council have managed to offset many of these through efficiencies and income generation within Corporate services.



A robust budget must be a balanced budget whereby total expenditure and total income match. Any change in the annual budget in relation to spend pressures must be balanced by service efficiencies and where appropriate council tax increases.

The annual change in budget is shown below. For 2022/23, the total pressures outweigh the service efficiencies. The difference will be required to be funded via council tax rises. The detail budget changes have formed part of the information provided to CCOSC throughout the budget process.

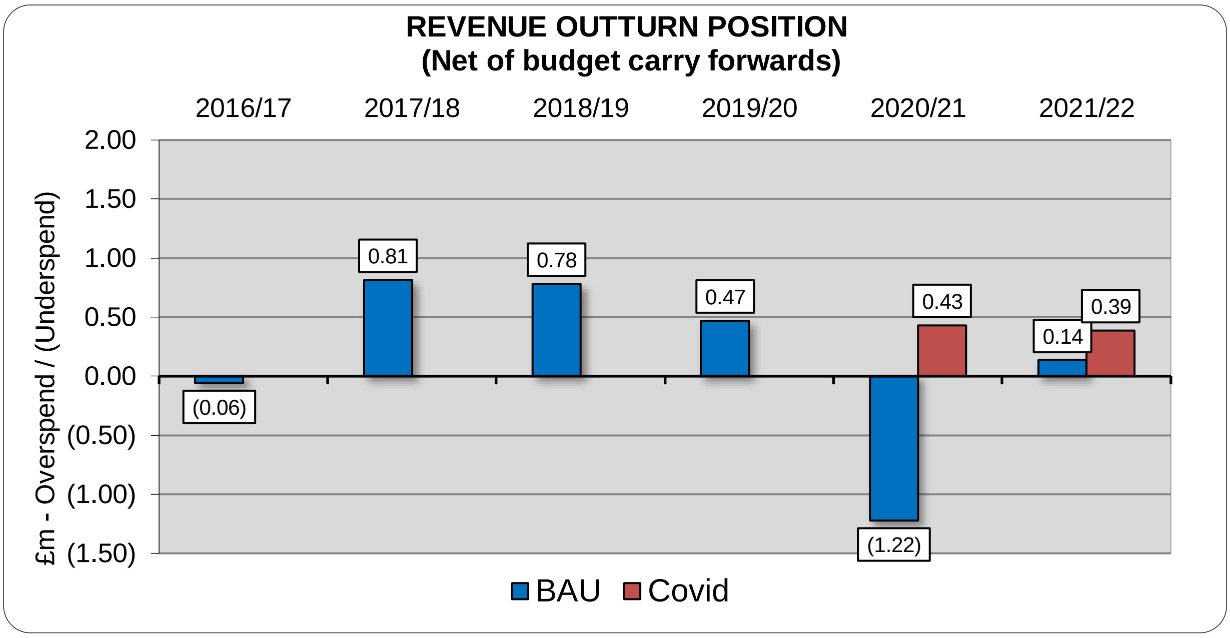


* Service Efficiencies are designed to reduce costs whilst maintaining services to the public.

Revenue monitoring position

Over the past number of financial years, the Council have faced a number of demand led pressures in year and more recently, the financial impact from Covid-19. These underlying pressures are considered as part of the budget process. The forecast budget variance in 2022/23 currently shows a combined overspend of £0.52m from business as usual (BAU) budgets (£0.14m pressure) and impact of Covid-19 (£0.39m pressure) compared to the budget approved in February 2021, based on December 2021 monitoring.

The graph below shows an improving trend in reducing the demand led pressures through in year management action plans aswell as addressing pressures when setting the following year budget. This strong financial management has allowed the Council to meet demands whilst maintain prudent reserve balances. 2021/22 has been a unique year in which Covid-19 has brought upon extra pressure not expected. The Council continues to lobby for additional funding to cover the financial impact from Covid-19.

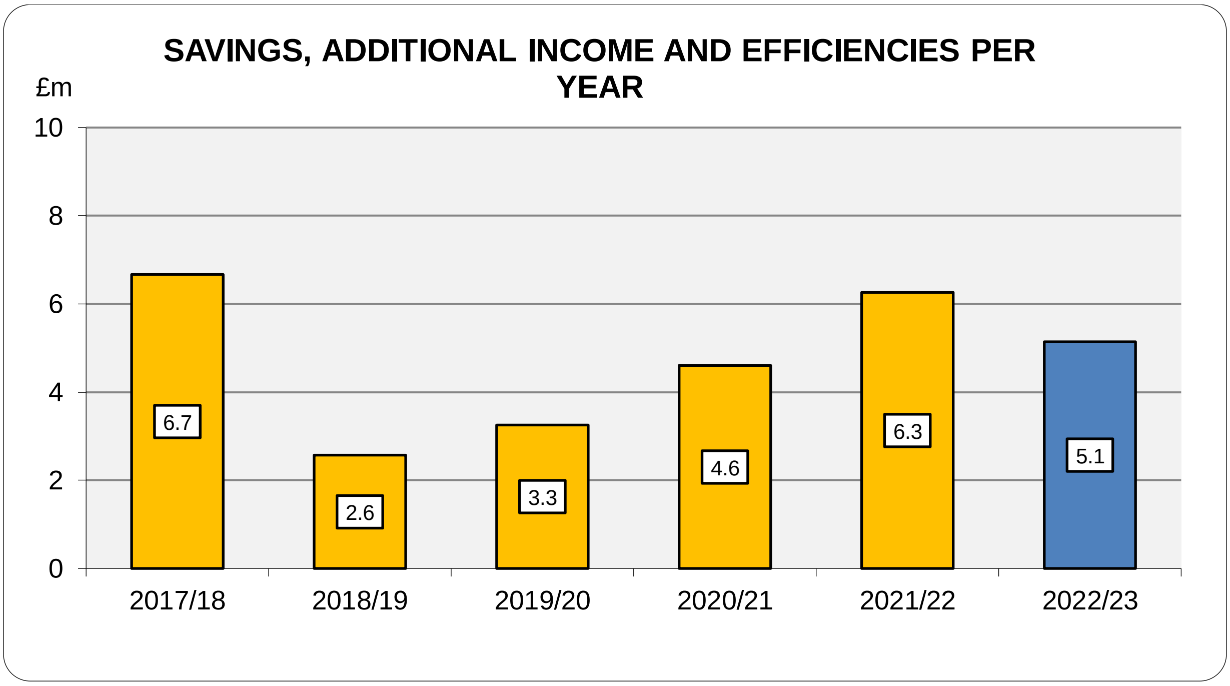


Further information is available in the quarterly revenue monitoring reports reported to Executive and available on the Councils website.

Service Efficiencies

As highlighted in the graph in the introduction of this report, efficiencies and income generation are required to meet the changing pressures in growth, inflation, and demand for services.

The total savings, efficiencies and income generation that have been identified in setting the council tax in previous years are shown below. It equates to £28.5m over the six years. Efficiencies are used to fund growth, inflation and reductions in Government grants whilst allowing the Council to maintain frontline services.



The savings shown above reflect the budgeted savings made for each financial year (or planned savings in the case of 2022/23).

Net Expenditure over time

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 £36m (34%) between 2010/11 and 2022/23 meaning the Council are delivering services more cost effectively.

	£m
WBC 2022/23 net expenditure budget	144.4
Less reduction in grants for services now part of formula grant	(12.5)
Less discount re inflation since 2010/11 (based on CPI)	(43.3)
Less discount re growth in council tax base since 2010/11	(19.6)
Net expenditure budget 2022/23 discounted to 2010/11 Prices (a)	**69.0**
WBC 2010/11 net expenditure budget (b)	**105.2**
Estimated reduction in expenditure since 2010/11 (b – a)	**£36.2m (34%)**

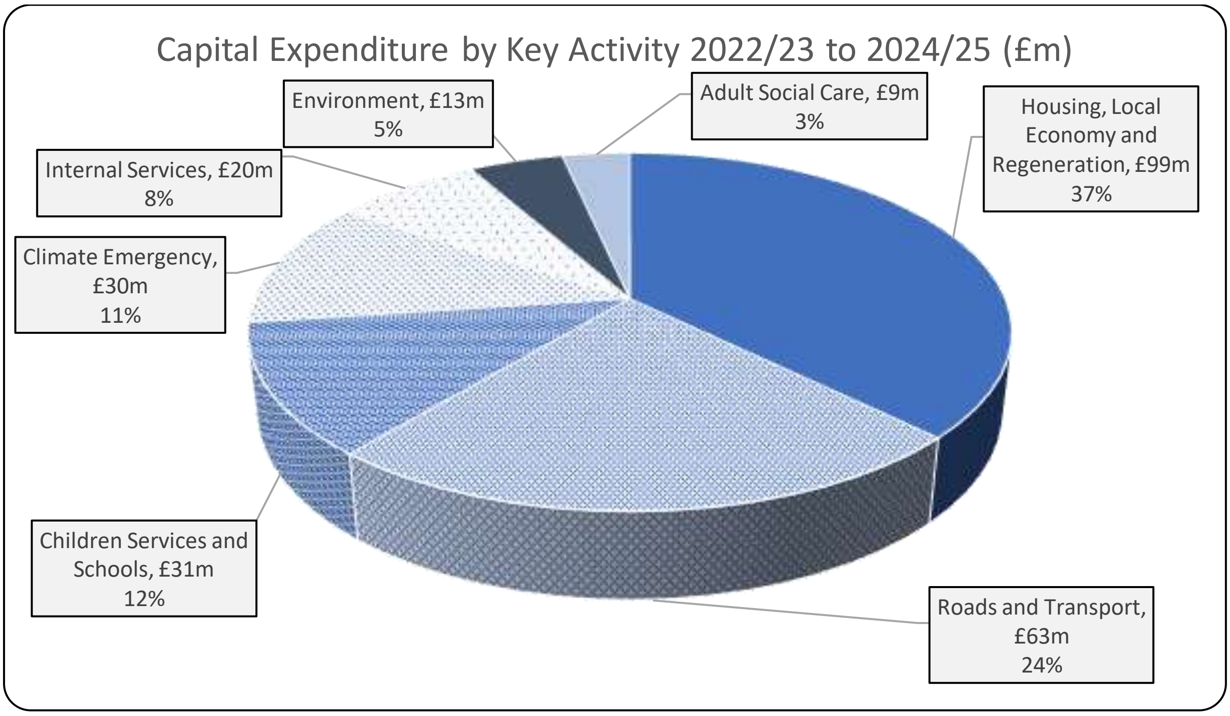
Capital

A five-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.

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 graph below shows the capital expenditure planned for the next 3 years by key activity area. This excludes any previously approved budget that has will be carried forward into future years. In total the Council plan to invest a further £245m (£264m including HRA) over the next 3 years.



As highlighted above, significant investment is planned across roads and transport, housing, local economy, and regeneration.

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 borrowing and developer contributions as the Council embarks on its ambition to develop its four strategic development locations, regenerate the borough, and reduce our impact on the climate.

Housing Revenue Account

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 £235m) and providing a service to Council tenants is mainly funded by housing rents paid by Council tenants. Gross revenue expenditure on the HRA is in the region of £16m per year and is predominately in the areas of;

- capital financing - £4.8m
- investment in capital works - £4.5m
- housing and general management - £2.9m
- repairs and maintenance - £3.5m

Capital expenditure for 2022/23 on the HRA is focused on the following areas;

- planned improvements & cyclical works - £4.3m
- managing void properties - £0.8m
- adaptations for the disabled - £0.6m

Dedicated Schools Grant (DSG)

As outlined in the previous section, the DSG funding is based on 4 blocks and therefore expenditure mirrors these 4 blocks and includes;

- Schools Block – expenditure on day to day running of schools.
- High Needs Block – expenditure on high needs including independent special schools. This area has seen significant financial pressures due to growing demand and complexity in cases.
- Early Years Block – expenditure in relation to providing to early year settings including funding for free entitlement for 2, 3 and 4 years old.
- Central Schools Services Block – expenditure in relation to statutory services such as school admissions and education support services.

Of the £129.8m in the Schools Block, £1.5m is proposed to be retained for the Growth Fund, funding new and growing schools. The remaining £128.3m is allocated to individual school budgets based on the local funding formula, which all schools have been consulted on, and will be presented to Schools Forum for final approval on the 12th January.

All schools are funded using the same formula regardless of whether they are maintained or an academy, with the formula taking account of a large number of variables including pupil numbers and other factors such as deprivation.

The current school profile is as follows:

	Number of Schools	**Total Number on Roll**	**Draft Budget 2022/23 £,000**
Maintained Schools	31	10,390	48,108
Academies	33	15,459	80,145
TOTAL	**64**	**25,849**	**128,253**

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 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.

5. Reserves

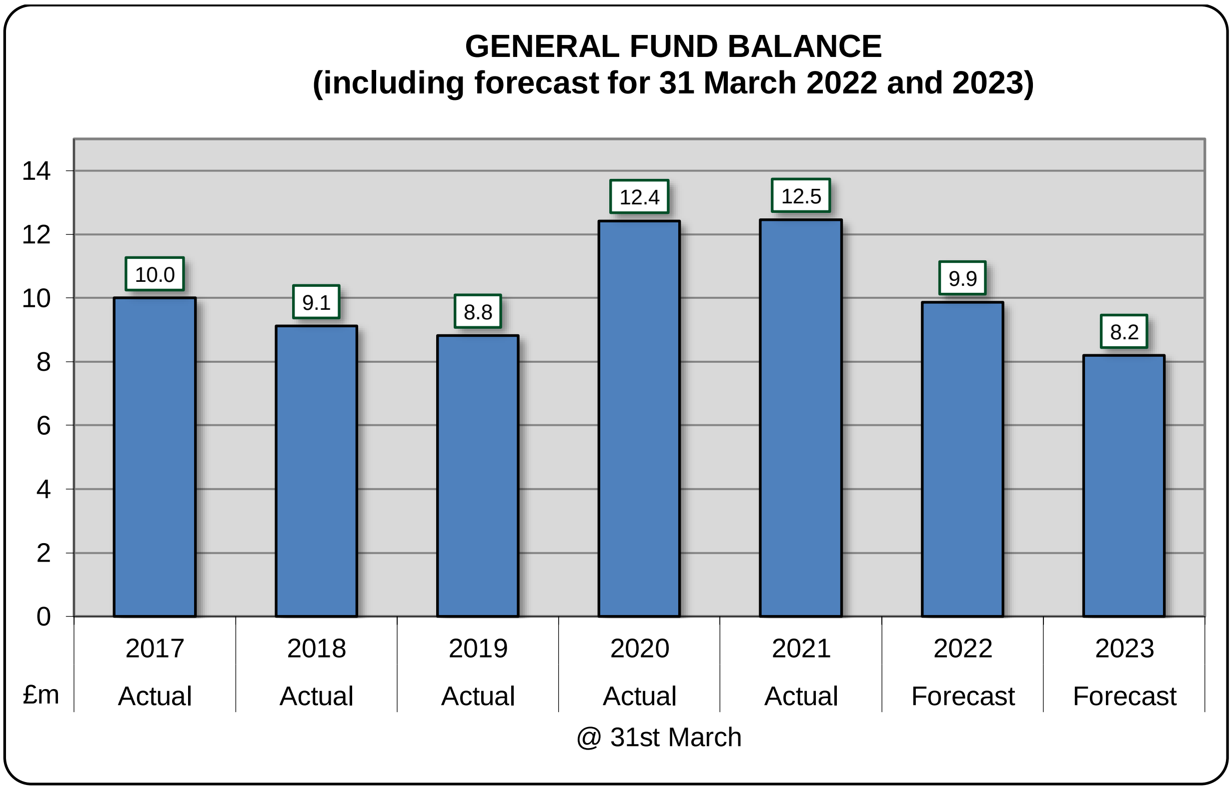
Reserves are required as a contingency to meet unforeseen spending requirements and to provide stability in medium term financial planning (e.g. by using balances to contain growth in future years).

- General Fund Balance (Revenue)
- Capital
- HRA
- DSG

General Fund Balance

The level of general fund 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 2021 and a forecast for 31 March 2022 and 31 March 2023. The expected reduction for 31 March 2022 is as a result of in year supplementary estimates and carry forwards 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.



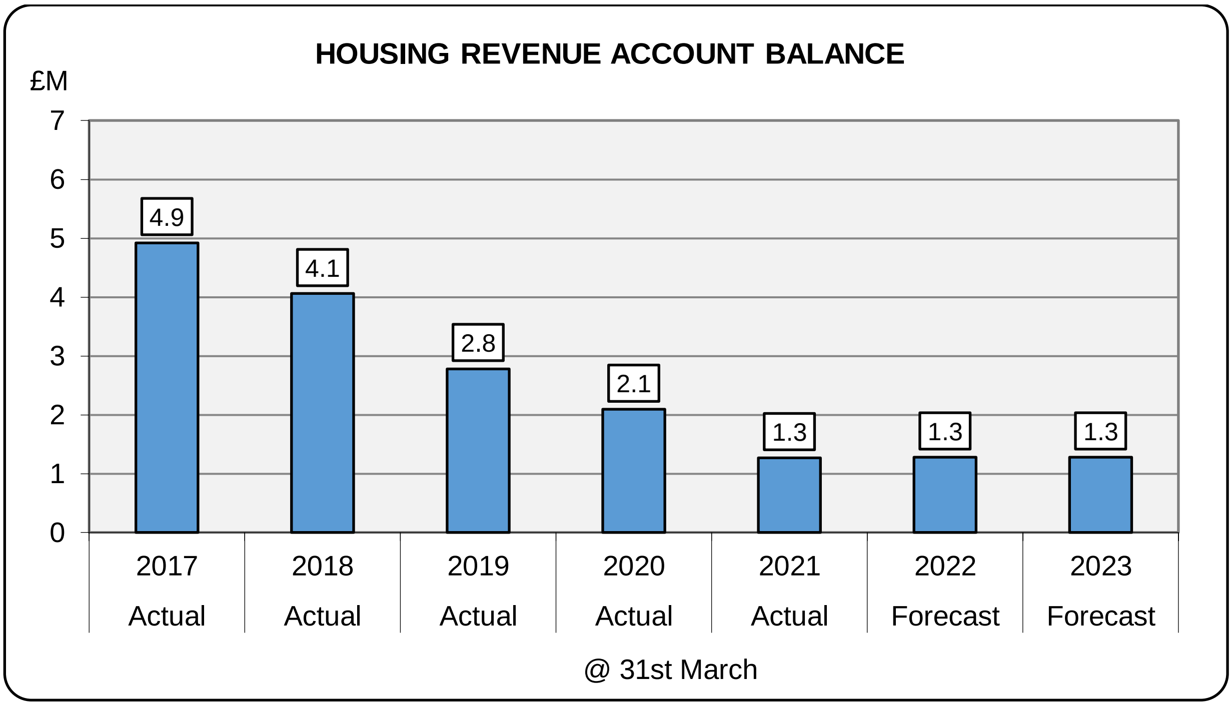
Capital

The Council hold various reserves for capital spend in the form of capital grants and contributions. Due to the nature of capital spend and multi-year projects, some reserves will be held but will be allocated to funding future year capital projects. The Council continuously review all capital funding each financial year to ensure grants are used where possible ahead of borrowing to reduce the capital financing costs (e.g. principal repayment + interest).

Housing Revenue Account (HRA)

Similar to the general fund balance, the level of HRA balance is informed by a budget risk analysis. Due to nature of the HRA being a ringfenced account where the main source of income is tenant's rental income, holding prudent reserves remain important to act as a contingency to meet unforeseen spending requirements or income reductions and to provide stability in medium term financial planning.

HRA balances are forecast to remain at prudent levels. The reducing balances seen below since 2017 have been driven by the impact of reducing rent levels and additional investment in the capital programme. Reserves have remained stable for the past two years and in line with our estimate of a prudent reserve limit to meet unforeseen risks and cost pressures.



Dedicated Schools Grant (DSG)

As highlighted earlier, the Council have faced significant pressures over the past 4 years in relation to the High Needs Block, combined with under funding from the government the Council are now estimating a deficit reserve at 31st March 2023 of £13.1m in this area. For 2022/23 the mitigations are largely due to be delivered from actions and provision already planned for in the budget. From 2023/24 onwards successful delivery of the mitigations are predicated on increased local provision and are likely to require additional capital investment options currently being developed. We are currently working with the DfE to form a recovery plan for this. Recent accounting guidance published by CIPFA confirmed that this deficit reserve should be held as an unusable reserve and therefore not the responsibility of the council taxpayer to fund.

The Council also hold approximately c£5m in school reserves which are held to act as a contingency to offset future pressures and or put towards capital investment within schools.

Other Balances

The Council holds other earmarked 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.

Many of the earmarked reserves are held for specific purposes such as developer funding for future maintenance of assets, grants received in advance and equalisation funds to smooth annual changes on demand led areas such as waste and recycling. Other reserves include interest equalisation and forward funding which are linked to the capital programme where infrastructure is delivered ahead of receipt of developer funding.

Further information is available in section 2 of the medium-term financial plan under reserves and balances.

6. Major Financial Risks – Forward Look

Although the Council has worked over many years on the highest standards of financial management, including a strong track record of delivery of significant savings, the financial future looks both extremely challenging and uncertain. The degree of uncertainty is at a level seldom, if ever, previously experienced by the Council.

The financial impact of the ASC and NHS reform is potentially the greatest concern given its magnitude. Additional expenditure of between £20m to £30m p.a. are anticipated when the impact of the reform is fully felt. Whilst the ongoing grant funding of this is unclear, it would appear that the current levels of financial support suggested will fall well short of that needed by Wokingham and other authorities with a high proportion of self-funders.

A three-year funding settlement was expected for the financial year 2022/23 and beyond, but unfortunately only a one-year settlement was announced. This leaves considerable uncertainty over the Council's funding after 2022/23. A major review of local government funding in the context of a 'levelling up' agenda is expected to be announced for 2023/24 and this settlement is expected to cover several years. Wokingham will need to continue to make its case for a fair deal for its residents in the formulation of a new national funding system as it is currently perceived to require the lowest level of support per head of population out of all Unitary Authorities in the country. A further particular concern within a future funding settlement, is the continuation or otherwise of the New Homes Bonus introduced to incentivise the delivery of new housing. As a Council that has previously embraced this national agenda through the development of a Core Strategy and Strategic Development Locations, Wokingham has become dependent over the years on sizeable annual New Homes Bonus payments.

Inflationary pressures on both Revenue and Capital expenditure have become both severe and unpredictable, primarily as a result of COVID-19 and Brexit. Although the impact of inflation has been carefully considered within the overall budget submission, they can only be best estimates at the time given reasonable endeavours to contain cost, in the recognition that much of the impact will be outside of the direct control of the Council.

A consultation on the requirements to make a minimum revenue provision for the repayment of debt closes in early 2022. It is difficult to know what the outcome of this consultation will be but there is an expectation that changes will be enacted from April 2023. Wokingham has embarked on a responsible but ambitious Capital Programme over its recent past to enable the strategic delivery of housing, the regeneration of Wokingham Town and the development of much needed affordable housing. As such, it could be significantly impacted by a mandated requirement to repay debt ahead of that currently programmed. If the most draconian measures are enacted, the Council will have to seriously review its approach to Housing Delivery, Regeneration, the provision of affordable housing and holding assets for the purpose of income generation.

The Dedicated Schools Grant (DSG) budget area is highly regulated which means the opportunity to address the growing demand led statutory pressures relating to SEND is limited. The deficit on DSG is estimated to be in the region of £13m by 31st March 23 and likely to increase significantly in future years. Options to mitigate the deficit are currently being developed and some may require additional capital investment to deliver on increased local provision. Furthermore, it is anticipated that regulations strictly ring-fencing this deficit to the DSG accounts will be lifted. This does not necessarily mean that the deficit will fall on the

General Fund Balance, but it does take away some assurance that it won't. A fundamental review of this national issue of concern is required.

The budget proposals put forward for 2022-2025 are considered to be responsible and affordable, leaving a safe level of General Fund Balances. However this MTFP is being put forward in an unprecedented landscape of uncertainty and risk. The Council's financial position will require continual review and there may be a need to undertake some form of mid-year budget review.

Graham Ebers
Deputy Chief Executive
(and Chief Financial Officer)

7. Glossary

Abbreviation	Description
ASC	**Adult social care**
CCOSC	**Community & Corporate Overview & Scrutiny**
CIPFA	**Chartered Institute of Public Finance & Accountancy**
CFO	**Chief Finance Officer**
CPI	**Consumer Price Index**
DSG	**Dedicated Schools Grant**
DFE	**Department for Education**
DoHSC	**Department of Health and Social Care**
ESG	**Education services grant**
GFB	**General fund balances**
HND	**High Needs Block**
HRA	**Housing revenue account**
MOD	**Ministry of Defence**
MTFP	**Medium term financial plan**
NDR	**Non-domestic (business) rates**
NHB	**New homes bonus**
PUF	**Primary unit cost**
RPI	**Retail Price Index**
RSG	**Revenue support grant**
SDL	**Strategic development locations**
SEND	**Special Educational Needs and Disability**
SFA	**Settlement funding assessment**
SoBM	**Summary of budget movements**
SUF	**Secondary unit cost**
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 31 **(Statutory)**	Resource available to meet future running costs for non-housing services	• Policy based on a combination of financial risks and Audit Commission guidance as follows: • Min 5% of net expenditure (excluding Dedicated Schools Grant) – this equates to £7.2m • Risk assessments of budgets • To enable stability in longer term financial planning	2023 £8.2m 2024 £9.0m 2025 £9.0m	Provides: • 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 @ 1.0% = £10k per £1m.	• Could be used to fund one off General Fund expenditure which would result in loss of interest £10k per £1m • Could be used instead of borrowing @ 2.0% = £20k per £1m but loss of interest of £10k 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	• 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	2023 £2.9m 2024 £2.5m 2025 £2.1m	• 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	• 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.	• Contributions to the reserve are made on the basis of the anticipated replacement cost of the items over their expected life	2023 £0.5m 2024 £0.5m 2025 £0.5m	• Reduces pressure on maintenance budgets • Interest is accrued on the reserves at 1.0% = £5k which helps to reduce costs	• 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 and smooth revenue impacts from volatility in landfill and recycling usages.	• 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	2023 £5.3m 2024 £5.3m 2025 £5.3m	• Provides stability of budgets in the medium to long-term	• A reserve in deficit cannot be used for other purposes, it will be offset by General Fund Reserves
Pension, Interest, and WTCR 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. These reserves also held to smooth the negative impact from the fairer funding review.	• 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 • Smooth annual variations between leisure contract income and capital investment costs • Smooth impact of fairer funding review and loss of new homes bonus	2023 £34.7m 2024 £33.7m 2025 £32.7m	• Equals out market fluctuations in income due to volatile interest rates • Interest is accrued on the reserves at 1.0% = c£350k which helps to reduce costs • Equalises WTCR scheme costs	• Could be used to support revenue expenditure

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Commuted Sums **(Earmarked Reserve)**	These are amounts received from developers for the maintenance of open spaces, parks and natural greenspaces	• 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 project and may be subject to planning permissions etc.	2023 £13.4m 2024 £14.4m 2025 £15.4m	• Used to maintain parks and open spaces so avoiding service spend • Interest to be used in a specified and agreed manner	• Money cannot be used for other purposes
Forward Funding **(Earmarked Reserve)**	Offset impact where infrastructure required ahead of developer contributions being received.	• Reserve held to offset annual differences between capital investment costs and receipt of developer contributions	2023 £22.2m 2024 £21.2m 2025 £20.2m	• Infrastructure can be delivered ahead of developer receipt	• Could be used to support revenue expenditure
Capital Reserves:					
Usable Capital Receipts (Excluding right to buy) (Statutory)	Proceeds of fixed asset sales and repayments of other loans/grants available to meet future capital requirements and to act as a contingency	• 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)	2023 £7.2m 2024 £3.0m 2025 £0.2m	• To finance future capital schemes • This provides stability for longer term planning • Interest on balances helps to reduce costs to the taxpayer.	• Loss of interest income
Usable Capital Receipts (Right to buy element)	The council's share of HRA sale receipts are ring fenced for One for One Replacement	• Housing sales receipts must be used for social housing within the Borough	2023 £0.5m 2024 £0.3m 2025 £0.2m	• Government's commitment to ensure that the receipts on every additional home sold under the Right to Buy are used to fund its replacement	• 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
Other Capital Contributions:					
Developer Contributions (S106 and Community Infrastructure Levy (CIL)) and Revenue to Capital Contributions 34	Money received from developers as part of their development obligations A time lag exists between receipt and design/delivery of schemes	• There is no policy on the level of balances due to the nature of the contributions • Contributions should be used to fund schemes identified within the 3-year capital programme / five-year capital vision where possible • 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	2023 £88.2m 2024 £84.5m 2025 £69.5m	• Interest on contributions helps to reduce costs to the taxpayer: Interest on Balances @ 1.0% = £882k	• 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, but loss of interest
Ring Fenced Reserves:					
Housing Revenue Account (HRA) **(Statutory)**	Resources available to meet future running costs for council houses	• 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 • Current recommended minimum level of reserves is £0.8m	2023 £1.3m 2024 £1.2m 2025 £1.0m	• 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. 1% Interest = £13k	• Could be used to fund HRA Capital expenditure to help meet decent homes standard which would result in loss of interest £10k per £1m • Could be used to fund HRA debt repayment

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Major Repairs Reserve **(Statutory)**	This records the unspent balance of HRA Capital projects	• Use of Capital to meet Decent Homes Standard • Redevelopment and regeneration of the council's housing stock	2023 £1.1m 2024 £0.0m 2025 £0.0m	• Provides capital to invest in stock to meet the government's Decent Homes Standard policy • Provides general contingency for unavoidable or unseen expenditure	• Will be used to fund HRA capital expenditure to help meet decent homes standard
Other Earmarked Reserves	These reserves are held for specific accounting reasons	• The funds in these reserves are ring fenced funds that cannot be used for other purposes	2023 £17.0m 2024 £16.0m 2025 £15.0m	Reserves include: • Housing Association reserve • Challenge of business rates • Energy contract reserve • Building Control trading account reserves	• Interest on these reserves at 1.0% would be £170k which helps to reduce costs

GRAND SUMMARY - GENERAL FUND PROPOSED BUDGET 2022/23

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

	2021/22 Restated Estimate £	2021/22 Local Tax Rate £	2022/23 Estimate £	2022/23 Local Tax Rate £
Adult Social Care	53,685,200	732.43	58,094,700	775.15
Chief Executive	10,493,740	143.17	10,576,770	141.12
Childrens Services	28,813,060	393.10	31,172,970	415.94
Place & Growth	30,729,670	419.25	32,638,920	435.50
Resources & Assets	8,755,910	119.46	12,171,520	162.40
Total Net Expenditure	**132,477,580**	**1,807.41**	**144,654,880**	**1,930.11**
Appropriation to / (from) Balances	11,779,349	160.71	6,807,582	90.83
Borough Council Requirement	**144,256,929**	**1,968.11**	**151,462,462**	**2,020.95**
Income:				
Government Support / Business Rates	(19,410,096)	(264.81)	(20,643,100)	(275.44)
New Homes Bonus	(5,595,073)	(76.33)	(4,765,095)	(63.58)
Council Tax Collection Fund Surplus	(500,000)	(6.82)	(1,000,000)	(13.34)
Council Tax for Borough Council Purposes	**118,751,760**	**1,620.14**	**125,054,267**	**1,668.58**
General Fund Balance Estimates (Note 1)				
Brought Forward	11,968,400		9,872,768	
In Year Variation	(2,095,632)		(1,679,207)	
Carried Forward	9,872,768		8,193,561	
Council Tax Base	**73,297.1**		**74,946.3**	

Note 1 - 2021/22 estimate based on latest in year monitoring position.

The local tax Band D rate of £1,668.58 is a 1.99% core increase in council tax and a 1.00% increase which forms the Adult Social Care precept.

GRAND SUMMARY - GENERAL FUND PROPOSED BUDGET 2022/23

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

	2021/22 Restated Estimate £	2021/22 Local Tax Rate £	2022/23 Estimate £	2022/23 Local Tax Rate £
Adult Social Care	55,820,730	761.57	61,342,940	818.49
Chief Executive	12,846,530	175.27	10,307,740	137.54
Childrens Services	36,512,390	498.14	37,710,820	503.17
Place & Growth	41,845,520	570.90	47,355,280	631.86
Resources & Assets	738,040	10.07	4,596,730	61.33
Depreciation Charges	(15,285,630)	(208.54)	(16,658,630)	(222.27)
Total Net Expenditure	**132,477,580**	**1,807.41**	**144,654,880**	**1,930.11**
Appropriation to / (from) Balances	11,779,349	160.71	6,807,582	90.83
Borough Council Requirement	**144,256,929**	**1,968.11**	**151,462,462**	**2,020.95**
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In Year Variation	(2,095,632)		(1,679,207)	
Carried Forward	9,872,768		8,193,561	
Council Tax Base	**73,297.1**		**74,946.3**	

GRAND SUMMARY - GENERAL FUND FORECAST BUDGETS 2023/24 & 2024/25

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.

	2023/24 Estimate £	2023/24 Local Tax Rate £	2024/25 Estimate £	2024/25 Local Tax Rate £
Adult Social Care	58,673,700	782.88	59,846,700	798.53
Chief Executive	10,408,770	138.88	10,204,770	136.16
Childrens Services	30,351,970	404.98	29,750,970	396.96
Place & Growth	33,028,920	440.70	32,478,920	433.36
Resources & Assets	17,992,520	240.07	23,437,520	312.72
Total Net Expenditure	**150,455,880**	**2,007.52**	**155,718,880**	**2,077.74**

The above figures are based on the bids in the MTFP. Figures will be revised during the budget setting process for 2023/24 and 2024/25.

GROSS INCOME AND EXPENDITURE

The table below shows the total gross income and expenditure for the General Fund, Dedicated Schools Grant and Housing Revenue Account.

2021/22 Budget £'000		2022/23 Estimate £'000
	Income	
	General Fund	
29,818	Fees and Charges	32,950
35,781	Specific Grants	35,955
2,205	Other Income	1,920
3,937	Internal Income	2,649
71,742		**73,474**
	Dedicated Schools Grant	
85,826	Specific Grants	86,127
85,826		**86,127**
	Housing Revenue Account	
15,733	Fees and Charges	16,309
1	Specific Grants	0
72	Other Income	68
15,806		**16,377**
173,374	**Total Income**	**175,978**
	Expenditure	
	General Fund	
75,510	Adult Social Services	82,710
14,056	Chief Executive	11,490
39,856	Children's Services	41,149
56,411	Place & Growth	62,945
33,672	Resources & Assets	36,494
219,506		**234,788**
	Dedicated Schools Grant	
13,992	Central Schools Block	14,840
71,834	Individual Schools Block	71,286
85,826		**86,127**
	Housing Revenue Account	
15,795	Housing Revenue Account	16,377
15,806		**16,377**
321,137	**Sub Total Expenditure**	**337,291**
147,763	**Net Expenditure**	**161,313**
15,286	Less: depreciation	16,659
4,870	Less: special items	5,379
20,155		**22,038**
127,608	**Net Expenditure (excluding Special Items & Depreciation)**	**139,276**

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

SERVICE NARRATIVES

ADULT SOCIAL CARE BUDGET 2022/25

Service Aims and Objectives

Adult Social Care

Our ambition is for Wokingham Borough to be one of the best boroughs for adults and carers in need of support to live, where they feel safe, included and a key part of our community. Our Adult Social Care Strategy (ASC Strategy) sets out our approach to successfully achieve this whilst making sure people realise the desired outcomes that are important and personal to them.

The ASC Strategy sets out our vision and the strategic priorities and identifies the actions we want to achieve in the context of challenging budgetary and demographic pressures. These challenges require a radical shift in the way that the Council delivers Adult Social Care and an opportunity for the Council to refocus its resources. We need to make sure that we work in a way that fits with how people choose to live their lives, whether that is in education, training, employment or in retirement. We are proud of the diversity of our borough, and that people are living longer and are healthier. We are committed to supporting all adults who have care and support needs to be as independent as possible in a way that works for them throughout their lives. This includes adults with mental health conditions, autism, learning disabilities, physical disabilities, sensory impairment (sight or hearing difficulty) and older people.

Our strategy is focused on the following priorities:

- Keeping people safe
- Prevent, reduce and delay the need for formal care and support
- Involve people in their care and support
- Work in partnership and commission services that deliver quality and value for money

The main policy driver for the work of Adult Social Care is The Care Act (2014). The Care Act (2014) is the legislative framework providing Duties and Powers that all Local Authorities must adhere to. The key emphasis of The Care Act (2014) is to support prevention; to promote well-being; and to offer choice and control. It also outlines general responsibilities for Local Authorities including promoting individual wellbeing of the entire population as well as meeting the eligible support and care needs of residents. Delivering this will be a collaborative approach, particularly working closely with our Health and Voluntary and Community Sector partners as we progress towards integrated health and social care services.

In December 2021 the government released ***People at the Heart of Care***. This sets out the governments ambition over the next 10 years and how it intends to transform support and care in England from October 2023. We need to consider the balance between the governments aspirations and expectations set out in this paper and the reality of the funding backdrop against which the council and local care providers are operating, which is insufficient to meet current and rising demand. While WBC shares the government's ambition and want nothing more than to deliver it, they will need a substantially bigger share of the new Health and Social Care Levy for that to happen.

The coronavirus (COVID-19) pandemic has had a profound impact on people receiving and providing social care in Wokingham. Wokingham Borough Council fully appreciates the pressure that the whole sector is under and the exceptional job we are all doing to meet the current challenge.

Adult Social Care is at the forefront of the COVID-19 response, and many social care providers in Wokingham have robust arrangements in place and are in regular communication with the local authority, seeking appropriate advice and support.

COVID-19 will fundamentally impact the way we deliver Adult Social Care in the future. We will continue to support people receiving and providing social care as we transition to these new ways of working.

Strategy and Commissioning

Strategy and Commissioning work to ensure services, programmes, projects and employees are working towards a common set of outcomes as specified in the Corporate Plan.

We deliver 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 to ensure a sufficient and diverse range of services that prevent, delay or reduce the need for statutory care and support.

The People Commissioning Team includes:

- Strategic Commissioning: increasing the value and financial sustainability of services by making the most effective use of available resources and the most efficient and consistent delivery;
- Operation Commissioning (inc. Intelligent Purchasing): Responsible for commissioning placements for vulnerable adults and children across a number of different provisions, including residential, nursing care, supported living, fostering services and Post 16; and,
- Contract Management and Assurance: Contract and performance management of commissioned and statutory services. Supporting new requirements regarding the assessment of local authorities' delivery of their adult social care duties.

Our focus is on the following priorities:

- To support transformational change through commissioning high quality, cost effective and outcome-based services that ensure the right level of support is provided at the right time, in the right place and at the right cost;
- 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;
- To support Adults Services to set their strategic direction and design services to meet their needs;
- To help the Council to deliver savings through more integrated commissioning and procurement, working in partnership with our contractors to maximise service outcomes and support local business to contribute towards the Council's vision;
- To actively monitor externally commissioned support services to maximise expenditure, commercial opportunities and value for money;
- Managing and maintaining an excellent framework for commissioning practice; and,
- 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.

Public Health

The aim of the Public Health department in Wokingham is to improve the health and wellbeing of local residents, reduce differences between life expectancy, and improve healthy life expectancy. As well as specific commissioning and service delivery responsibilities, the public health team work collaboratively to deliver the strategic objectives of both the Council and the Health & Wellbeing Board and promote health and wellbeing in all policies across Wokingham Borough Council.

Our focus is on the following priorities:

- Embedding public health practice throughout the organisation and working closely with partners and residents to improve the health and wellbeing of the local population and reduce inequalities;
- To deliver public health expertise and advice both internally and externally;
- To lead on the coordination and integration with the NHS, building strong links with the CCG, Primary Care and the Foundation Trusts, to develop efficient and seamless public health services;
- 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;
- To identify, assess and communicate risks associated with hazards relevant to health protection, for example communicable disease, and to lead and co-ordinate the appropriate public health response; and,
- To contribute to the successful achievement of the Council's vision and objectives and support the work of council services and partnerships through development of and input into corporate strategies and plans.

Service Outputs – Key Facts and Figures

Adult Social Care - Key Performance Measures:

- 19.3% of people with learning disabilities in Wokingham Borough are in paid employment (included supported employment) in 2020/21, compared to 5.1% for the England average in 2020/21. Our rank was number 2 from all local authorities;
- 7.8 younger adults (aged 18-64) per 100,000 whose long-term support needs in 2020/21 met by admission to residential and nursing care homes compared to 13.3 England average in 2020/21;
- 353.3 older adults (aged 65 and over) per 100,000 whose long-term support needs met by admission to residential and nursing care homes in 2020/21 compared to 498.2 England average in 2020/21;
- 81.8% of working age (18-64) service users in Wokingham Borough with a learning disability in 2020/21, are living on their own or with their family compared to 78.3% England average in 2020/21;
- 91% of adults waited fewer than 28 days for occupational therapy or social work assessment in 2020/21;
- More of our older people are being supported to stay in their own homes;
- 4408 contacts from new customers in year 2020/21;
- Number of new people assessed in year 2020/21 – 999;
- Number of people reviewed in year 2020/21 – 800;
- Number of people receiving long term services throughout 2020/21 – 1,556;
- Number of carers who have had assessment or review in 2020/21 – 478; and,
- Permanent admissions to residential and nursing homes in 2020/21 – 108.

Revenue Budget & Service Changes 2022/25

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-

- Protect the most vulnerable people;

- Contain cost pressures of demographic growth;
- 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 housing for people with learning disabilities and mental health needs;
- Continue partnership with community health services; and,
- Support, retain and develop an excellent workforce for the future.

Capital Budget & Service Changes 2022/25

Capital schemes involving Adult Social Care include the following:

- Older People's Dementia Home: To meet demand in the market for functional, comfortable and homely accommodation that represents value for money;
- Adult social care accommodation transformation: This will address the accommodation needs of our clients, and meet any future increased demand, to ensure that suitable services are available;
- Learning Disability Outreach and Overnight Respite Centre: To develop existing provision to ensure availability of services;
- Mandatory disabled facility grants and equipment; and,
- Mosaic Modernisation and Reimplementation.

REVENUE SERVICE BUDGETS 2022/23	**Budget 2021/22 £'000**	**Budget 2022/23 £'000**	**Note**
Adult Social Care			
Adult Social Care	52,097	56,665	(1) & (3)
Strategy and Commissioning	1,562	1,430	(2)
Public Health	26	0	
Internal Recharges & Depreciation Charges	*2,136*	*3,248*	
Total Adult Social Care & Health	**55,821**	**61,343**	

Explanation of Movement from 2021/22 to 2022/23

Note 1.
Growth of £3,637k to meet rising demand and costs across adult social services, including young people transitioning from Children's Services and funding to support People in the Heart of Care; pay related increases of £231k; savings of (£1,500k) reflecting demand management and improvements; changes to special items of £250k; inflationary increases £1,750k and net restructuring changes of £200k.

Note 2.
Growth of £118k; pay related increases of £44k and net restructuring changes of (£294k).

Note 3.

		£'000
Total Adult Social Care 2021/22		**52,097**
Remove 2021/22 one off Special Items		(550)
Add 2022/23 Special Items		800
Restructure Adjustments		200
Adjusted baseline Adult Social Care 2022/23		**52,547**
Growth		3,637
Savings		(1,500)
Non-Pay Inflation		1,753
Pay related increases		231
Total Adult Social Care 2022/23		**56,668**
Net movement on Adult Social Care		**4,121**

CHIEF EXECUTIVE OFFICE BUDGET 2022/25

Service Aims and Objectives

The Chief Executive Office supports all the strategic themes set out in the Council's Community Vision 2020-24.

Where the Chief Executive office specifically strives to make a difference, is in these four strategic themes:

- Safe and strong communities
- Enriching Lives
- Changing the way we work for you

The core objectives of the Directorate are:

Customer

Deliver the best possible customer experience by:

- being relentlessly customer focused;
- seeing things from the customers perspective; and,
- consistently looking to shape processes and practices that produce business improvement, whilst delivering the right customer outcomes and high levels of customer satisfaction.

People

Focus, organise and develop our people to deliver our strategy and vision by:

- creating high performing teams;
- maximising the strengths of individuals to optimise performance;
- driving opportunities for collaboration across the organisation; and,
- connecting/pointing individuals towards the Council's mission and strategy.

Building the Business

Create a simpler, more efficient and responsive customer-centric organisation by:

- embedding the overall strategic direction for the Council;
- using collaborative skills and techniques to knit together the wider organisation, developing our strategic planning framework and leading development of and reporting on key cross-cutting strategies; and,
- challenging appropriately to balance business needs and priorities, and working to overcome reactions, concerns or obstacles.

Service Outputs – Key Facts and Figures

Customer and Insight

Comprising of Customer Services, Insight Strategy & Inclusion, Communications, Engagement and Marketing

- Nearly 200,000 calls, 48,000 emails and over 7,000 web chats received a year;
- 300 weddings conducted, 70 citizenship ceremonies;
- 62 KPI's monitored quarterly and reported to Member Committees;
- Production and monitoring of delivery of key corporate strategies including the Corporate Plan, Equality and Poverty;
- 100,000 average Facebook reach;
- 48,000 Wokingham Borough Connect subscribers with a 60% open rate;
- 27,000 average Twitter reach; and,
- 20 news releases per month.

Human Resources
Comprising of policy and employee relations, organisation change, resourcing, people and organisation development, and health & safety

- 362 new employees/workers in last 12 months;
- 918 employee undertaken classroom training in last 12 months;
- 3,424 pieces of e-learning undertaken in last 12 months;
- 362 new employees/workers in last 12 months; and,
- 918 employee undertaken classroom training events in last 12 months.

Digital and Change
Comprising of Business Change, Digital and Information Management Technology

- Leads on the development of change programmes and continuous improvement projects that run across each directorate;
- Provides the corporate Programme Management Office function & change gateway;
- Supports and enables the organisation deliver strategic change, with 65 change projects in progress;
- Provides the councils technical infrastructure, software, applications and hardware and ensures compliance with relevant regulations and best practice;
- 1,863 IT users supported;
- 18K IT Service calls per annum;
- 51 IMT Supported software applications;
- Support and maintenance of the Councils 48 Networks locations and estate of 130 servers; and,
- Develops and manages the Council's digital customer interfaces including the Council's corporate website and microsites (visited 1.7 million times in 2020).

Revenue Budget & Service Changes 2022/25

The key changes to the Chief Executives budget are;

Growth Items
- Revenue cost increases to provide increased security and resilience to protect the WBC network, user's and customer data;
- Revenue cost growth for new HR Target Operating Model to support directorates and Corporate Delivery Plan of the council;
- Growth in Customer Delivery to better manage customer demand and continue improvement of the complaint process;
- Establishment of a policy and strategy function to enable horizon scanning, greater use of intelligence and prediction of opportunities to be on the front foot: enabling a knowledge and evidence-based approach; and,
- Development and delivery of the Data & Insight Strategy to enable better and more streamlined performance management with an increased intelligence function: enabling a data led council.

Special Items
- One off revenue costs to deliver sustainable WBC organisational change, Equalities and Poverty communication and engagement and Customer Insight exploration; and,
- One off revenue funding to provide fixed term resource to implement the new HR Target Operating Model.

Capital Budget & Service Changes 2022/25

Capital Schemes planned for the next financial year include:

- Year 2 - Microsoft E5 licencing
- Technology – laptop and mobile phone
- Core Infrastructure projects
  - Replacement of external firewalls
  - Provisioning of software defined wide area network
  - New Internet proxy's
  - Server 2012 replacement
  - Cyber security improvements to mitigate any potential risks raised by tge National Centre for Cyber Security
  - Teams telephony replacing legacy telephony infrastructure
- Core Application improvement projects
  - Upgrades critical applications ensuring that they receive statutory changes and remain within vendor support cycle
  - Replacement of Councils planning and regulatory services system
  - Replacement of Councils payment systems with solutions suitable for the digital age
  - Improvements and enhancements to Councils social care system
- Replace the website system
  - Improving customer experience and access to online services
  - Modernising to provide a mobile experience that is fit for purpose
  - Making sure accessibility requirements are met
- Provisioning of a corporate booking system facilitating rationalisation of existing legacy booking systems across Council

Challenges for the Forthcoming Year

In terms of challenges for the forthcoming year, these include:

- Implementing the correct operating model for the Chief Executive's Office in order to achieve the service aims and objectives with particular focus on:
  - Human Resources Function
  - Communication Engagement and Marketing Function
  - Customer Excellence
- Continuing to deliver a partnership approach to the anti-poverty agenda and embedding the Equality Plan throughout the organisation;
- Development of our IT, digital and telephony infrastructure to enable the development of a more efficient, responsive and customer centric organisation;
- Continued cyber resiliency activity in response to external contributing factors;
- Rebuilding the website in an improved, mobile first design;
- Continuing to develop and maintain the Strategic Forward Plan in collaboration with CLT and the Directorates to prioritise effort and resources on change activity;
- Building and strengthening our data and insight capabilities against a backdrop of financial and resourcing pressures;
- Establishing a policy and horizon scanning function to provide greater intelligence and an increased knowledge based approach;
- Management of increasing customer demand, whilst improving customer journeys, making it easy for customers to access our services and interact with us;
- Creation of a Customer Excellence strategy, that is fully supported by a robust action plan led with the customers at the heart; and,
- Developing the system that manages customer interaction to support improved customer journeys and create more digital capability.

REVENUE SERVICE BUDGETS 2022/23	Budget 2021/22 £'000	Budget 2022/23 £'000	Note
Chief Executive			
Chief Executives Office	398	616	(1)
Management Unit	698	624	
Strategy and Planning	172	410	(2)
Human Resources	980	1,686	(3)
Digital and Change	5,143	5,945	(4)
Customer and Localities	2,828	871	(5)
Communications, Marketing and Exchange	274	425	(6)
Internal recharges and depreciation	*2,352*	*(269)*	
Total Chief Executive	**12,845**	**10,308**	

Explanation of Movement from 2021/22 to 2022/23

Note 1.
Adjustments between services £214k

Note 2.
Growth £30k for development and delivery of the Data & Insight Strategy to enable better and more streamlined performance management with an increased intelligence function: enabling a data led council.
Special item of £115k for Equality and Anti Poverty to ensure the council has sufficient communications and engagement resources to support the Anti Poverty agenda.

Note 3.
Growth of £252k for new HR Target Operating Model to support directorates and Corporate Delivery Plan of the council.
Special item of £242k to fund resources to enable the transition from current to new HR structure.

Note 4.
Growth of £233k for revenue funding to support capital implementations during the year. Special items of £1,400k, an increase of £250k to 21/22, to deliver sustainable organisational change across the council, £320k of inflation, cross-directorate realignments and manager adjustments.

Note 5.
Growth items of £45k for land charges shortfall in income during the year; £17k for the implementation of Netcall customer facing telephony; £210k growth in customer delivery to better manage customer demand and continue improvement of the complaint process. £2,093k is transfers of services between directorates.
Special items of £13k to enhance the GovMetric tool used to measure and track customer satisfaction; £52k to provide resource for the customer experience improvement team.

Note 6.
Restructure between services

CHILDREN'S SERVICES BUDGET 2022/25

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.

We aim to achieve this by:

- 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; and,
- Delivering improved outcomes for children and families through our Early Help approach, building on what works well, empowering professionals to maintain a relentless focus on children and designing services to enable excellent practice.

Children's Services includes the following delivery areas:

Learning, Achievement & Partnerships

- This sub-directorate champions positive outcomes for all children and young people attending Wokingham schools and settings, and supports Wokingham children placed in schools outside the Borough. It supports and challenges maintained schools and partners on raising achievement, secures effective early years and childcare provision, and provision for children with special educational needs in maintained schools and academies through a number of key service areas. The sub-directorate 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 sub-directorate also oversees the Virtual School which supports, as part of our corporate parenting arrangements, education support for looked after children. The sub directorate also supports adult and, community learning and provides guidance for young people not in education, employment or training. Learning, Achievement & Partnerships works closely with Social Work and Early Intervention Services, health commissioners and providers to deliver integrated education, health and care for children with higher levels of special education needs and disabilities.

Social Work and Early Help

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

Quality Assurance & Safeguarding Standards

- This sub-directorate comprises: the Intelligence and Impact Team which supports and develops the systems which capture and report on management and performance data across Children's Services. This team also co-ordinates cross service policy initiatives as well as the audit function; the Quality Assurance and Safeguarding Team which comprises 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 professionals 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 sub-directorate 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.

Strategic and Operational Delivery

- This more recently established sub-directorate holds responsibility for the directorate's strategy development and implementation, which includes; championing a whole council approach to improving outcomes for children and young people in the Borough, self-evaluation of sub-directorates and services, and design, and delivery of the programmes and projects which form part of the Children's Services Continuous Improvement Programme. Responsibility for Commissioning has very recently been transferred under the umbrella of this sub-directorate working across Children's Services to ensure planning for sustainable, value for money local arrangements are in place to support our most vulnerable children and families.

Service Outputs - Key Facts and Figures

- In the last 12 months
  - 10,204 concerns about children or young people were screened by the Children's Services 'front door';
  - we supported around 1488 children and young people through open assessments,
- As of Nov 2021,
  - 163 are subject to a Child Protection Plan; and,
  - 110 are children in care for whom WBC is the corporate parent.
  - 103 care leavers between the ages of 18 and 25.
- 4.8% of Children becoming subject to a Child Protection Plan (CPP) in Nov 2021 did so for a for a second or subsequent time ever in their life compared to 19.5% at year-end of 2020/21;
- We had 45% more children offending for the first time this financial year to date when compared to 2020/21;
- As of November 2021 6,300 children aged under 5 were registered at the six Children's Centres within the Ambleside and Brambles Children's Centre reach area hubs, which is around 65% of the borough's under 5 population (June 2020 population estimate). The decline from 80% is likely due to older pupils moving into school and not being replaced by children aged up to 2 years old;
- We provide in the region of 1,455 Education Health and Care Plans maintained by Wokingham Borough Council with approximately 902 of these being in Wokingham schools (Early years, Mainstream, Special and Alternative Provision (AP)/Pupil Referral Unit (PRU));
- 89.4% of children attended a "good" or "outstanding" Wokingham school at the end of Nov 2021;
- 98% of early years settings were 'Good' or 'Outstanding' as at the end of August 2021; and,
- Typically around 65% of eligible 2 years old take up a place in an early year setting. Due to the current Covid situation there has been a drop in this number. Currently, around 50% of those eligible are attending a setting. Both our statistical and geographical neighbours have also reported similar drops in numbers.

Revenue Budget & Service Changes 2022/25

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 2022/25

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;
- School 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) and those with social emotional and mental health needs;
- Schools urgent maintenance planned improvements and suitability issues;
- New and improved accommodation for children and young people requiring residential support and for care leavers; and,
- Capital investment in information systems and data reporting as part of the continued change programme.

REVENUE SERVICE BUDGETS 2022/23	**Budget 2021/22 £'000**	**Budget 2022/23 £'000**	**Note**
Children's Services			
Leadership Team	2,345	2,622	(1)
Learning, Achievement & Partnerships	6,555	7,600	(2)
Social Work & Early Help	17,637	18,228	(3)
Quality Assurance & Safeguarding Standards	2,276	2,516	(4)
Strategic & Operational Delivery	0	207	(5)
Internal Recharges & Depreciation Charges	*7,699*	*6,538*	
Total Children's Services	**36,512**	**37,711**	

Explanation of Movement from 2021/22 to 2022/23

Note 1.
Pay related increases of £42k; growth of £130k and savings of (£250k) reflecting planned service efficiencies across the Directorate; post transfer from other Directorates £30k; special items of £318k for ongoing service improvement & transformation programme.

Note 2.
Growth of £565k to meet rising demand and costs in relation to SEND and Home to School Transport; pay related increases of £89k; savings of (£100k) reflecting planned service efficiencies; contract inflation of £504k.

Note 3.
Growth of £718k reflecting increases across demand led budgets such as placements and legal costs; pay related increases of £231k; savings of (£515k) through planned service efficiencies; contract inflation of £217k; transfer of post funding to other Directorate (£35k).

Note 4.
Pay related increases of £50k; contract inflation of £5k; special item funding for system changes £195k.

Note 5.
Reflects transfer of commissioning posts from ASC.

PLACE & GROWTH SERVICE BUDGET 2022/25

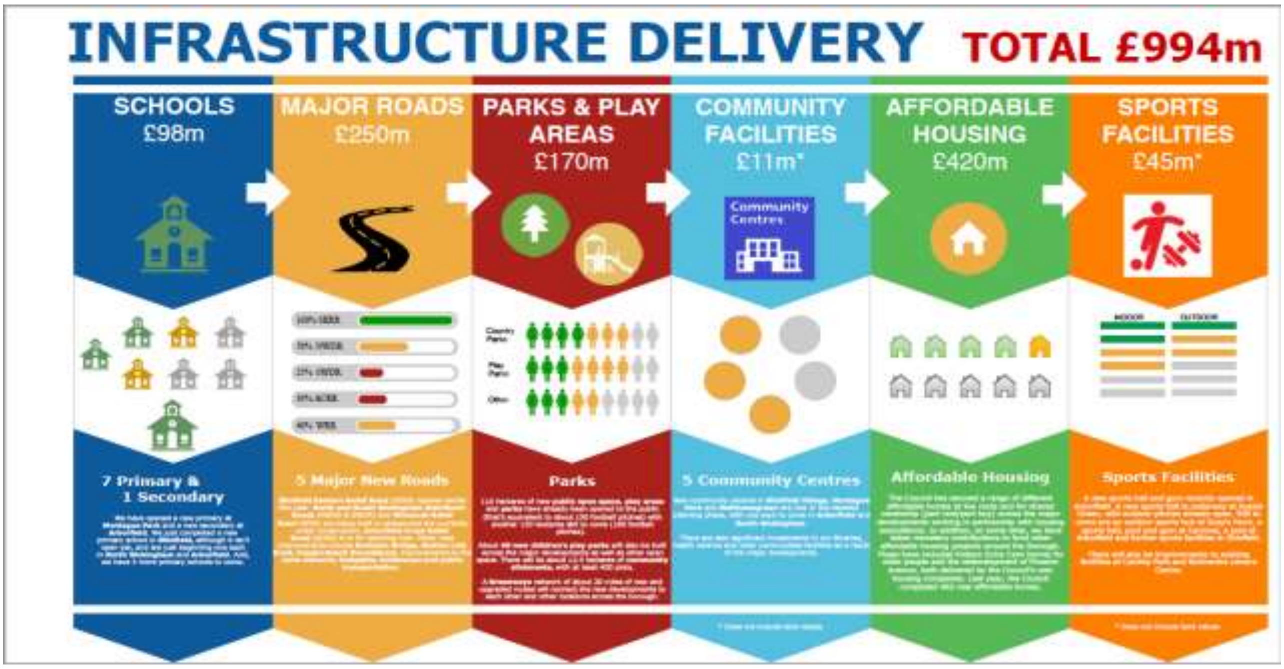
Service Aims and Objectives

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

Delivery and Infrastructure: This is a multi-disciplinary service with 82 staff in 5 service areas managing the growth and new place making for Wokingham, setting the strategic place growth vision, strategy, and policy through the creation of masterplans, infrastructure delivery plans, policy and guidance documents. Working with land promoters, landowners, developers, applicants, residents, parish and town councils and other stakeholders across the borough and beyond, preparing policy and managing our Strategic Development Locations and Wokingham Town Centre to ensure the timely delivery of high-quality, infrastructure rich development to meet the borough's growth and infrastructure needs. The service area also designs, consents, secures the funds and commissions all strategic infrastructure associated with the new growth strategy for the borough.

Delivery & Infrastructure's vision is *'Adding value, collaboratively creating quality sustainable communities for the public'.*

Over the adopted Core Strategy local plan period to 2026 the service has delivered permissions for around 15,000 homes in and around the 4 strategic development locations and town centre which have high levels of customer satisfaction based on the annual new homes survey and have funded, delivered or facilitated £1Bn of developer and grant funded infrastructure investment, half of which comprises affordable housing.



The preparation of a new local plan – the Local Plan Update to manage development in the period to 2038 is under way via public consultation and includes a new Garden Village of 4,500 new homes, destination public park space, sports hub, 3 primary schools and a secondary school.

The planning for minerals and waste related development is being undertaken in partnership with Bracknell Forest Council. Reading Borough Council and the Royal Borough of Windsor and Maidenhead. The Joint Minerals and Waste Plan is currently at the examination stage, with the associated hearing sessions having been held in September and October 2021.

Delivery & Infrastructure's 5 service areas are as follows: -

Growth & Delivery – 8 Specialist planners lead on the development of the Local Plan which provides a vision and framework for how future development in the Borough will be managed - Ensuring the right development happens in the right places, at the right time and is delivered alongside the right infrastructure. It also works with other Berkshire authorities to produce the Joint Central and East Berkshire Minerals and Waste Local Plan.

Infrastructure Delivery & Projects - Specialist team of 6 driving the management of Community Infrastructure Levy (CIL) and S106 income, funding bids, special projects programme management, master planning, infrastructure delivery, procurement and implementation. The team also provides specialist legal support for planning and delivery. Responsible for contribution to the delivery aspects including master planning (Grazeley, Hall Farm etc.) and infrastructure delivery work associated with the formulation, adoption and delivery of the Local Plan 2026-2036 update. Associated public and stakeholder engagement through master planning, guidance and plan making 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.

Coordination of special project activity includes producing detailed business cases, complex bids for funding, commissioning of operational master planning, 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; Coordination of the negotiation, securing via agreement, collection, allocation and spending of funds raised via S106, CIL, grant, loan, borrowing or other means of £500m 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; and 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.

his is an entirely self-funding and income generating service area that has brought in an additional £6.8m in revenue, via an innovative approach to payment deferment, and over £1.2m in capacity grant to enable strategic development since 2016.

Planning negotiation & compliance: Specialist service of 9 staff providing a proactive pre-application service, negotiation of schemes and determination of strategic infrastructure and development applications & appeals. Provision of proactive compliance and complaint resolution service. Responsible for the major development program ensuring the delivery of the adopted Core Strategy housing requirements and associated infrastructure including new roads, schools, commercial, sports and open space for at least 13,230 homes between 2006-2026. Provided support and determination for the Wokingham Town Centre regeneration project. Responsible for negotiating and collecting infrastructure funding to support new and improved infrastructure. Provides support and guidance on Local Plan policies / Supplementary planning document, briefings at public forums / meetings and to stakeholders, developers and Members. Monitoring and compliance on the major sites, resolving issues quickly and in most cases preventing the need for formal enforcement proceedings.

Community, Heritage, Green & Blue Infrastructure: Specialist service of 18 staff providing Trees & Landscape advice, Operational Tree Management, 250k Tree Planting scheme, Heritage (Conservation/Listed Buildings) advice, Ecology advice, Drainage and Flooding (including operational), Green infrastructure, (including Greenways & Play areas design & implementation) and public rights of way. 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.

Providing specialist advice in the interests of protecting the existing landscape, trees, biodiversity, public rights of way and built heritage of the borough from inappropriate development and seeks enhancements wherever possible.

Design and delivery of the boroughs commitment to plant an additional 250k trees in Wokingham, in line with the boroughs Climate Emergency strategy.

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. Operational management and maintenance of the boroughs existing drainage assets including over 30,000 gullies, 5,000 manholes, 5,000 grips, and 320km of drainage pipe network. Response to major flooding events across the borough following heavy rain and delivery of flood alleviation schemes and natural flood risk management schemes to reduce flood risk to infrastructure and properties across the borough.

Highways Delivery, Transport & Compliance Specialist service of 40 staff, Highway Development advice, Highway adoptions, Streetworks Management, Major (SCAPE) & other highway capital schemes. Providing specialist transport input to the delivery of strategic and all other development proposals, through master planning, infrastructure delivery plans, guidance and policies and concept documents, providing pre-application advice, briefing forums, stakeholders, Lead Members and Officers, determining around 1800 applications per year, presenting the Council's recommendation to committee and working closely with developers and promoters; Securing and delivering new public highway infrastructure within the Borough, through dedicated teams, currently including: -

- The £124m Major Highway programme delivering 6 new strategic roads adding 12.5 km of extra network resilience and including 6 bridge structures; 2 over rail with associated junction improvements, pedestrian/cycleways, road lighting, flood, drainage, landscape & green infrastructure;
- Design and delivery of 20km of shared cycle footways to help promote sustainable travel. We also have a £10m programme to design and deliver another 60km over the next 10 years;
- Design and management of the annual structural maintenance programme of road resurfacing with an annual value of approximately £4.5m;
- Delivery of 3 new park and ride sites with a combined value of approx. £10m;
- Undertaking design and delivery works on behalf of other departments of the Council including Regeneration, Leisure and housing;
- Provide technical acceptance and inspect multiple Section 38 and S278 schemes equating to around 15km of adopted roads from 26 development sites currently being inspected;
- Securing £250m in CIL & S106 highway contributions across the four SDL sites; and,
- The setting up of an approved Institute of Civil Engineers (ICE) training scheme to help enhance the skills and knowledge of the team members.

Providing for the efficient and appropriate design, funded and planned maintenance arrangements for new highway assets. Ensuring 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.

Providing for the efficient control and coordination of around 10,000 highway opening licenses per year, which results in the minimisation of impact on the free flow of the highway network and facilitates efficient and timely delivery. This is achieved through daily management and inspection of the network by dedicated officers, (serving around 1500 fixed penalty notices each year).

Place Services

- Development Management & Enforcement - 41 technical and specialist staff providing a high-quality, customer responsive planning service determining circa 4000 planning applications per year, including the negotiation and improvement of design proposals. Defending and presenting the Council's case effectively at circa 100 planning appeals per year, negotiating and providing advice on circa 300 requests for planning advice per year. Delivering a planning compliance and enforcement service in conjunction with other environmental enforcement services to investigate and resolve breaches of planning control, resulting from developments.
- 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. Many of those services will be coming "back in house" effective from 1st April 2022 under a new Enforcement and Safety Service, to ensure they are better suited to the needs of Wokingham residents and work effectively to deal with anti-social behaviour and community safety issues.
- Providing building control services through a joint service agreement with 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 collection through the Veolia contract; waste enforcement and abandoned vehicles and 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 delivered through Volker Highways. Delivers a cleaner environment for the borough's residents, visitors and businesses by removing detritus, litter, graffiti, flyposting, fly-tipping, dumped rubbish and other abandoned waste; treating weeds on adopted highways and the cleansing of the A329M and A33.
- 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.
- Cemeteries – Management and maintenance of 2 "live" cemeteries including administering burial plot deeds and burials and maintenance of 1 "non live" Cemetery in the borough.
- Trees - Inspecting and carrying out necessary works to Council owned trees across the borough.
- Parks and Opens Spaces – Management and maintenance of Council owned Parks and open spaces to support the health and wellbeing of residents and visitors.
- Play areas - Undertaking inspection and maintenance of council run play areas.

Highways and Transport

Highways and Transport (H&T) is the only service in the Council that every resident within the Borough uses on a regular basis; this includes the pavement/footpaths when they step out of their property, to the roads they travel along for both work and pleasure. The Mission statement of H&T is to provide a well-maintained integrated transport system including public transport and roads to allow all users to make the journeys they need in a way they choose, safely and with minimum of inconvenience.

Four teams come under the overarching umbrella of the Highways and Transport service, namely Traffic Management, Parking and Road Safety, Transport Strategy & Planning, Highway Assets and the Community Transport Unit.

Traffic Management, Parking & Road Safety – this team deals with the day-to-day traffic management and control, principally those activities required to keep traffic moving safely and efficiently including speed surveys and speed limits, traffic and parking regulation orders, traffic engineering schemes, traffic signing & lining improvements, local safety schemes, traffic signals management, accident data processing, pedestrian crossing assessment, parking and HGV management measures.

Transport Strategy & Planning – this team deals with strategic transportation and transport planning matters, the Local Transport Plan, transport funding bids, sustainable travel planning and management, MyJourney services, Bikeability training and school, workplace and development travel plans, cycle and walking network development, low emission/air quality action plans, carbon reduction and electric vehicle planning.

Highways Asset Team – this team is responsible for the long-term maintenance of the Borough's highway assets including roads, footpaths, structures (bridges, subways, retaining walls, culverts, embankments etc.) street lighting (16,113 columns), and street furniture (signs, fencing, bins, bollards, benches, street name plates, cycle stands etc.). Maintaining inventories of the Borough's highway-related assets, and commissioning of regular condition surveys of the asset stock.

Community Transport Unit – this team is responsible for developing processes and procedures to manage and deliver contracts for school and community transport as well as building relationships and partnerships with public transport providers to deliver public transport services, and to ensure that school, community and public transport services are provided in an efficient and cost-effective way.

Housing & Place

Housing & Place provides the strategic lead for the 'Place' agenda developing clear and effective strategies and plans as well as commissioning appropriate services and projects for Wokingham's Borough's built, natural and economic environments. Our overall aim is to create places, neighbourhoods and homes where people and business can thrive and which contribute positively to quality of life, quality of living environment and strength of local economy.

This team provides the strategic lead for the Council on all aspects of 'Place' including housing, economic development, arts and culture and our response to the climate emergency agenda. It works with developers and providers to address local housing need and leads corporately on the delivery of the Council's ambitious Housing 1-4-5 programme. The team also directly project manages several projects delivering new homes and regenerated estates.

There are three main teams;

Strategic Housing, Commissioning and Estate Regeneration

This team carries out the following activity;

- Lead the development and implementation of the Housing Strategy (which acts as the framework document under which other housing strategies and policies sit) and delivery of the accompanying action plan;
- Lead on other housing strategies and policies including Homelessness and Rough Sleeping Strategy, Allocations Policy and Young Person`s Housing Strategy;
- Lead on affordable housing enabling, negotiating with developers to secure onsite provision and offsite contributions (commuted sums) to meet the Borough's housing needs, regular liaison with planning and legal with regards to S106 agreements and nominations agreements;
- Manage the Registered Provider partnership (consisting of 8 Housing associations) with quarterly partnership meetings, regular catchups, RP action plan, helping to enable the delivery of affordable housing;
- Commission affordable housing development on WBC land. Assessing economic viability of housing schemes through the use of development viability modelling;
- Lead on commissioning affordable housing development tailored to different client groups based on overall need through the Specialist Housing Group, this includes securing sites through different options including S106, WBC surplus assets or through the HRA;
- Deal with strategic housing matters, e.g. provide administration to AHIG (Affordable Housing Implementation Group);
- Regular engagement and liaison with Homes England, including securing Homes England grant for affordable housing schemes, leading on any external audits of WBC Homes England granted schemes, dealing with developer enquiries, requests from internal stakeholders such as ASC/People Commissioning, etc;
- Lead on the Affordable Housing SPD and associated housing policies (in conjunction with planning policy), defending affordable housing policies at planning appeals;
- Lead on Community Led Housing projects (including self-build) and GRT projects;
- Providing advice and guidance on new government policies related to housing including leading on government housing consultations and associated responses;
- Securing external funding for major projects in relation to homelessness and rough sleeping, providing advice and guidance on homelessness and rough sleeping projects;
- Lead on housing evidence base including New Homes Survey and Housing Facts and Figures report;
- Coordinate the annual New Homes Survey;
- Overseeing the project governance and delivery of the estate regeneration of Gorse Ride. An estate of 178 primarily council owned social houses of poor quality and in disrepair. Regeneration will build back 255 new high-quality homes. Key outcome would be that current community will be kept together through community regeneration process decanting residents into new homes;
- Planning for decant and implementing the decant strategy in partnership with housing services;
- Liaison with residents in the regeneration area, keeping records of their needs and adjusting plans based on any changing requirements;
- Commissioning Commercial property to develop the scheme;
- Supporting social housing tenants individually through the decant process and processing financial claims;
- Liaising with other services such as housing services, children's services, adult social care around specific residents / needs;
- Supporting homeowners through the house selling process and implementing the internal buy back process;
- Managing involvement of stakeholders in the regeneration, including support to the Gorse Ride Steering Group and regular liaison with the chair of the steering group; and,
- Leading on communications to the regeneration area and surrounding community.

Economic Development

The Borough has enjoyed relatively high prosperity since the 1970s. In response to the Covid pandemic, concerns about reducing productivity rates, the impact of the Levelling Up agenda, looming poverty issues and a realisation that economic growth in not a given, economic development is becoming increasingly important for the Council. Throughout the pandemic the council has focused on engaging with businesses to ensure all available grant funding via the council was distributed and to support with Covid safety measures, including an intense period of surge testing. These actions have greatly increased the range and depth of business contacts and interactions with the council. A draft Economic Recovery Plan is in place to support businesses emerging from COVID pandemic and a new Economic Development strategy is planned. In addition to strategy and economic intelligence the Economic Development team have a wide-ranging work programme:

- Work collaboratively on broader sub-regional economic development initiatives, including the Berkshire Economic Development Officers Group (BEDOG), Digital Infrastructure Group, enterprise support and business start-ups;
- Build relationships and partnerships with external agencies to meet shared priorities, including Thames Valley Berkshire Local Economic Partnership, Department of Work and Pensions, Chamber of Commerce, Federation of Small Businesses, National Careers Service, Optalis, Wokingham Job Support Club, colleges, university and schools;
- Employment and skills support, including a newly established outreach service;
- Negotiating employment and skills plans for major developments;
- Sector based initiatives linked to the growing TV & Film sector, particularly the development of the major Shinfield Studios complex;
- Extensive business engagement, development of business networks and events, business support;
- Co-ordinating access to other council services, linking with other council departments including planning, town centre regeneration, housing, transport and climate emergency;
- Undertaking business surveys to better understand business needs during the ongoing Covid outbreak;
- Responsible for communications with businesses including press releases, digital media and the Business Matters digital newsletter; and,
- Contributing to plans and actions for sustaining thriving town centres and associated management of external funding streams.

Arts and Culture

- Implementation of the Arts & Culture strategy, including supporting associated stakeholder networks and initiatives;
- Working with partners including the Cultural Alliance to support joint Arts and Culture projects in the borough;
- Coordinating the set-up of Cultural Education Partnership – including attracting £10k grant funding to initiate the work; and,
- Using funding secured through the Smart Cities programme, developed the Wokka app –this app signposts residents to arts and culture events throughout the borough.

Climate Emergency

Following the declaration of the climate emergency, the council committed to play as full a role as possible in achieving a carbon-neutral Wokingham Borough by 2030. The team leads on the council's response to Climate Emergency, delivering a strategic coordinated response to achieving the council's climate emergency targets. The team carries out the following processes:

- Leads on Climate Emergency. Deliver a strategic coordinated response to achieving the council's climate emergency targets with a shared resource centrally based to help deliver projects;
- Integrate and coordinate the council's approach to the climate emergency agenda, which needs to be embedded in all operations and services delivered by the council (i.e., annual budget process, procurement and developing council reports;
- Work in collaboration with operational managers to agree strategy, direction of travel, service outcomes and performance management of the actions agreed in the annually produced Climate Emergency Action Plan;
- Deliver the promotional, and engagement activity that will encourage a behavioural change and build awareness amongst our residents and businesses;
- Provide specialist project management advice and input into the development of business cases. Develop technical policy and guidance documents and support teams to develop new projects;
- Analysis of technical data and prepare briefings on new government policy;
- Providing planning advice to developers based on planning policy and support the development of new planning policies in the local plan for reducing carbon emissions from new developments;
- Undertake carbon assessments for business cases for investment decisions, measure carbon savings for initiatives implemented and introduce innovative and sustainable approach to the council's carbon assessment methodology;
- Generating income and savings: for example, through contributing to technical bids, seeking savings on consultancy spend;
- Undertake climate emergency related research and data gathering, support response to government consultations, and help the council be at the top of the climate emergency agenda;
- Build strong and trusted relationships with community groups, schools, children and young people, businesses, Town and Parish Councils, charities and residents. Supporting them in achieving carbon reduction targets;
- Deliver engagement activity that will encourage a behavioural change and build awareness amongst our residents and businesses; and,
- Support the application to new grants and seek to create opportunities for the commercialisation of new products and services generated through the climate emergency agenda.

Placemaking and for the borough

- Thinking Place is a project which will help develop a brand for Wokingham borough by identifying its USPs. The benefits of creating this narrative of place are to enable better promotion of the borough. Encouraging more investment, attracting skills and developing place making strategies that focus on a shared vision of Wokingham Borough. This will also help communities to identify with the borough and each other. The first part of the process has already taken place w and further work planned for 2022.
- Engage with other Berkshire Authorities and Thames Valley Berkshire LEP through the Berkshire Placemaking Board to build a Berkshire wide approach to place. Strengthening the case for Government and private sector investment in the local area in light of the Governments levelling up agenda.

Localities

The Localities Service is comprised of three teams: the Library Service, the Community Engagement team, and the Environmental Localities team. The Localities Service is also responsible for the management of different elements of the provision of multi-use local community facilities across the borough. This includes the day-to-day operational management of some existing community facilities, the delivery of new community facilities, and support for local groups/organisations to develop new or improved community facilities that they operate.

Libraries:

- The Council operates nine libraries across the borough. There are three main libraries located in Wokingham, Woodley and Lower Earley, and a further six smaller libraries in Finchampstead, Twyford, Winnersh, Spencers Wood, Wargrave and Arborfield;
- The library service operates with a core team of council officers and 60 volunteers providing over 3,000 hours volunteering a year;
- Providing a library service is a statutory responsibility for local authorities as detailed in the Public Libraries & Museums Act (1964). It requires us to provide a 'C*omprehensive and efficient'* library service for all people that live or work in the borough and who want to make use of it;
- Library usage is increasing both in terms of visitors and items borrowed. There is a steady but not yet substantial shift to greater use of online library services. We have approx. 480,000 visitors each year who borrow approx. 800,000 items;
- We hold approx. 165,000 books and other items held in stock and purchase approx. 15,000 new items each year;
- Each library offers access to research facilities, including computers and free wi-fi. There are approx. 30,000 computer sessions booked each year. We have 14 self-service kiosks within our libraries which handle approx. 50% of our transactions;
- We have just over 35,000 active library users (people who have borrowed an item). Our biggest users are children and young people – they account for approx. 45% of library users;
- Our library service operates seven days a week. In total across the libraries there are 47 hours of weekend opening per week, with weekend hours on average 29% busier than week-time hours;
- Each year we deliver over 1,000 events for adults and children across the borough. Some of the most notable are the Summer Reading Challenge which regularly has over 2000 young people taking part and the Bookstart project which support 1800 young people each year;
- The activities of the Library Service are guided by our Library Offer which was established in 2016. This offer creates a template for what residents can expect from each library and created a mandate for implementing changes to the library service that improve or enhance its services for residents; and,
- Currently there are two library relocation projects for the Wokingham and Twyford libraries, and as part of the provision of essential infrastructure for the Strategic Development Locations, the Council will be providing library facilities within the new community centres being delivered in Shinfield and Arborfield.

Community Engagement:

The main aim of the current Community Engagement team is to support residents and local communities to lead positive and self-sustaining lifestyles to both improve their quality of life and to reduce the need for future support from the Council. A substantial amount of the teams' activities is focused in areas of deprivation within the borough such as Norreys, Woodley, Shinfield, Gorse Ride and Winnersh.

The activities of the Community Engagement team range from direct 1:1 work with residents, supporting voluntary & community sector groups and other Council services in delivering local projects, and providing referrals to other services. This includes the administration of over 200 food vouchers, nearly 50 Home Refuge scheme referrals, approx. 700 1:1 case management / welfare contacts, and the delivery of approx. 400 community activities each year.

Other Localities Priorities:

Towns and Parishes: Effective joint working between the borough council and the town and parish councils within Wokingham Borough is an essential element of delivering a high quality of life for our residents. Localities currently provide a focal point for partnership working with the three town councils and fourteen parish councils within the borough.

Equalities / BME Forum: Localities is responsible for the objective within the Council's Equality Strategy to develop a Resident Equality Forum as a place to address the personal experiences of Wokingham Borough residents, and to discuss, inform, and shape the policies and services of the Council. In addition to this, Localities has worked with the Borough's BME Forum for many years and is currently supporting it through a period of transition following an independent review of its activities.

Voluntary & Community Sector: Localities supports a range of grassroots VCS activity focused on improving residents' quality of lives, often in areas of deprivation within the borough. Recently this has included directly supporting the Share and Grub Club projects to provide food for residents across the borough, the establishment of the Christmas Presence project to provide a choice of gifts for children, and the Winter Warmer Project to help tackle fuel poverty issues.

Community Safety

The Wokingham Community Safety Partnership agrees the Borough's response to crime and anti-social behaviour. It sets priorities to ensure partners are working together to create a safe place to live, work and visit. The partnership is made up of key statutory partner agencies:

- Wokingham Borough Council
- Thames Valley Police
- Berkshire Fire & Rescue Service
- Thames Valley Police and Crime Commissioner
- Berkshire West Clinical Commissioning Group
- Berkshire Healthcare Trust
- Wokingham Youth Offending Services
- National Probation Service

The Community Safety Partnership recognises that Wokingham is a safe Borough to live and visit. When comparing recorded crime to other areas of the Thames Valley and its most similar family areas, it has some of the lowest levels of recorded crime. The partnerships vision is to Build Safe and Strong Communities in Wokingham, this underpins the focus and the priorities of our work.

The Wokingham Community Safety Partnership has three strategic priority area's and five specific aims:

Strategic Themes:
1) Listening to the needs and concerns of residents and taking action.
2) Intervening early and preventing issues escalating.
3) Working together to protect vulnerable residents.

Specific aims:
1) Work with communities to deal with crime and anti-social behaviour hotspots.
2) Reduce the harm caused by domestic abuse.
3) Reduce incidents of serious violence and knife crime.
4) Tackle exploitation of children, young people and vulnerable adults.
5) Reduce crimes of residential burglary and theft from vehicles.

Place & Growth Directorate 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;
    - Investigating and prosecuting in respect of doorstep crime, rogue traders and money laundering;
    - Issuing licenses and inspection of residential rental properties and commercial premises;
    - 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. During Covid19 a newsletter is being initiated to replace public forums;
    - The negotiation of both hard and soft community facilities in the SDLs including affordable housing, community buildings, sport, leisure and open space and voluntary and community development support to ensure the social fabric supports the community (around £1Bn investment from the Local Plan adopted in 2010 and ending in 2026);
    - Delivering the green infrastructure associated with the strategic development locations, including 120ha of new SANGs, a new Sports Hub at Ryeish Green, Grays Farm, Cantley enhanced facilities, Bohunt Leisure Centre Arborfield, new Greenway and destination play areas at Dinton and, 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;
    - £124m new roads contract (inc. £24m from the LEP) associated with the strategic development locations delivering Arborfield Cross Bypass, Nine Mile Ride Extension, North and South Wokingham Distributor Roads and in addition the Eastern Shinfield Relief Road;
    - A largely self-financing joint building control service 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 reused or recycled achieving a recycling rate of 57 %;
    - 12.3 million 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;
    - Inspection and maintenance of over 720km of highway and associated footways;
    - Issuing over 7,000 works orders for routine highway repairs and approximately 700 highway notices;
    - Inspection and maintenance of 249 structures (including 166 bridges), 40 signalised junctions and 61 pedestrian crossings;
    - Inspection and maintenance of the A329(M) 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 streetlights, 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;
  - Supports the delivery of the Local Bus Services Improvement Plan, the Enhance Partnership Agreement and the general recovery of bus services in the post-Covid period;
  - Monitoring, procurement and reimbursement of the National Bus Pass Scheme and renewed over 25,000 bus pass users this year;
  - Optimising and procuring home to school transport for approximately 1000 SEND and mainstream pupils and around 300 adults each year.

- 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, Council run parks, open spaces and children's play facilities.
- Management and maintenance of 2 "live" cemeteries and 1 "non live" cemetery in the borough.
- Inspection and maintenance of approx. 100,000 trees on Council Owned land.
- 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.
- Brings in around £800,000 in income from car parking, catering, events, fisheries and leases each year.
- Developing the Local Plan Update with deliverable proposals to meet required new housing provision.
- Developing supplementary planning documents linked to the Local Plan around key areas such as design, sustainability and affordable housing provision.
- Delivering an approved Joint Central and East Berkshire Minerals and Waste Local Plan which includes proposals to meet requirements for the winning of minerals..
- 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 Borough are taken considered.
- Providing advice and support 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.
- Developing and delivering a comprehensive action plan to support the Council's new Housing Strategy and develop new sub-strategies where appropriate.
- We are seeking to commission 1,000 Council-led homes over a 4 year period delivering a 5% return.
- Working with partners, including the Council's own housing companies, to deliver circa 300 new affordable homes per annum.

- Starting on site at Phase 2 of the Gorse Ride regeneration scheme – providing 249 new sustainable homes as part of a wider community regeneration project.
- Starting on site for the Council's first self-build affordable housing project.
- Project managing a portfolio of projects delivering new homes that meet the priority needs of Adult Social Care.
- Starting on site for the Council's first new affordable housing development using modern methods of construction (MMC).
- Reviewing and refreshing the Economic Development Strategy for the council by March 2023 in the context of delivering the post Covid economic recovery plan.
- Extensive engagement with local businesses to maximise support available and to foster strong business networks, connecting with approximately 7,500 local businesses that have premises in the Borough.
- Deliver employment and upskilling support for residents, including sector-based initiatives linked to the burgeoning film & TV sector and the development of new studio space.
- Working with other Berkshire authorities and the Local Enterprise Partnership (LEP) as part of the Digital Infrastructure Group to expedite delivery of ultra-fast broadband based on full-fibre technology. Aim to ensure at least 95% coverage by the end of 2025.
- Ensuring the ongoing delivery of the Council's Arts & Culture strategy and the implementation of a new Leisure strategy.
- Overseeing the delivery of the Council's sector-leading Climate Emergency Action Plan, supporting the development and delivery of new projects and initiatives across the Council that will contribute to our aim for Wokingham to be carbon neutral by 2030.
- On 11 November 2021, the Council was part of the COP26 exhibition for Built Environment Day.
- The Council hosted its second Climate Conversation session in October 2021, to help businesses to become more sustainable.
- A Behaviour Change Market Event was delivered in October 2021, the council engaged 23 organisations that specialise in behaviour change in the climate change/sustainability environment.
- The first Community Deliberative Process for Climate Emergency was approved by Executive in October. The process will start in February 2021, and looks to involve residents, businesses, local organisations, schools and stakeholders to be part of the Borough's carbon neutral 2030 vision.
- Progressing a Secondary School Place Strategy and the commissioning of additional sixth form capacity.
- Managing and monitoring, alongside partners, of the capital programmes for the extension of existing schools and development of new schools including the delivery and opening of a new primary school at Matthew's Green.

Revenue Budget & Service Changes 2022/25

Major changes to the Place and Growth revenue budget include the following:

Growth Items

- Revenue increases relating to inflationary contract price increases;
- Revenue increases due to additional road references;
- Revenue increases for waste and recycling collection due to increase in property numbers;
- Revenue increases to procure and deliver a new street cleansing service focussing on quality outcomes; and,
- Revenue increases for delivering the climate change deliberative process and behaviour change process.

Savings

- Savings from changing the way we work with our major suppliers in highways and transport.

Capital Budget & Service Changes 2022/25

Capital schemes include the following:

- 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;
- Congestion project – to implement the emerging Intelligent Transport Systems Strategy;
- 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;
- Maintenance of highway structures including bridges & embankments and vehicle restraint systems (VRS);
- 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;
- Wokingham Town Centre Environmental Improvements - concept design stage;
- Completion of the Park and Ride Schemes at Winnersh and Coppid Beech; and,
- Air quality monitoring.

REVENUE SERVICE BUDGETS 2022/23	Budget 2021/22 £'000	Budget 2022/23 £'000	Note
Place & Growth			
Localities	2,270	2,488	(1)
Delivery and Infrastructure	1,109	2,447	(2)
Highways & Transportation	8,727	8,807	(3)
Place	16,515	17,618	(4)
Place & Growth MU	1,184	571	(5)
House & Place Commissioning	925	708	(6)
Internal Recharges & Depreciation Charges	*11,116*	*14,716*	
Total Place & Growth Service	**41,846**	**47,355**	

Explanation of Movement from 2021/22 to 2022/23

Note 1. Service Restructure, growth £350k temporary accommodation, £77k community safety and £35k review of domestic abuse.

Note 2. Service restructure, growth £57k CIL cost recovery and £209k additional resources. Special item £45k Ecology officer.

Note 3. Service restructure, growth £282k additional resources, £80k growth in network, £205k park and ride operating costs and £30k asset management costs. Savings (£241k) civil parking enforcements and (£200k) park and ride sites. Special items £150k local transport plan and £80k concessionary passes renewals.

Note 4. Service restructure, growth £320k additional resources and £65k emergency planning. Savings (£350k) food waste diversion and (£100k) garden waste. Special items £300k reintegration of PPP.

Note 5. Service restructure.

Note 6. Service restructure, special items £45k local business support and £90k deliberative process.

RESOURCES & ASSETS BUDGET 2022/25

Service narratives are based on the council's current structure. Consultation on the structure is currently on going, once approved all budgets will be adjusted to the new structure.

Service Aims and Objectives

The Resources and Assets directorate supports and enables the delivery of frontline services through sound governance, prudent budgeting and through the provision of responsive support services.

Resources and Assets directorate comprises of the following business activities:

Finance and Assets

Finance

- 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.
- Finance services – Providing a robust and secure finance service to the Council ensuring that budgets are planned, managed, monitored, and reported in accordance with statutory and Council guidelines and within the boundaries of the Constitution (Financial Rules of Procedure). Ensuring all expenditure is proper, affordable, and sustainable. Provides a finance business partnering service to the frontline service directorates of the Council. The right budget, in the right place, at the right time.
- Treasury – Ensures the Council has funds available to meet its liabilities and investing surplus balances to make the best return to the Council with primary regard to security of taxpayer funds.
- 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.
- Employee Services – To administer an effective and efficient payments service including staff payroll and suppliers; this service also will incorporate the accounts payable and receivable service of the Council.
- Digital Solutions – Delivering efficiencies in the shape of centralised printing and scanning; enabling services to work remotely through the provision of digital registry. Key support service providing statutory printed communications and materials for all services, alongside marketing and promotional materials for income generating services.
- Case Owners – Provision of support across the range of Council services including front line transactional service delivery, as well as managerial and service support functions. This support increases resilience in a cost-effective way; and,
- Procurement – Procuring and centrally managing key corporate contracts on behalf of the Council, schools, and other partners; to help the Council to deliver savings through better adherence to procurement regulations based on best practice and by working in partnership with our contractors to maximise service outcomes and support local business to contribute towards the Council's vision.

- Commercialisation. Supports the Council's commercialisation ambitions through officer guidance, pump priming funding and measurement of benefits and their realisation. Produces the Commercial strategy and runs the Strategic Commercialisation Board.

Income and Assessments

The service aims of the income and payments team are to maximise income collection to enable Wokingham Borough Council 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.

The service provides all the financial transactional services within Wokingham Borough Council and includes purchase to pay, debtors, council tax/NNDR billing and cashiers.

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. This work is key to the developing anti-poverty strategy of Wokingham Borough Council.

Commercial Property 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 master planning, 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; and,
- 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.
- To work towards delivering net zero carbon developments within the Council's property portfolio to help combat and address climate change impacts. To act as a local leading innovator for other developers to follow best practice and to set high standards of design and sustainability for others to aspire to.

Property Investment Team

- To develop and implement a Commercial Investment Strategy which identifies investment opportunities.
- To manage the Council's current 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; and,
- 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.

Property 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 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; and,
- 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.

Operational Property

- Provides the operation of 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; and,
- Undertake a significant planned maintenance programme, and reactive maintenance requirements to effectively maintain our assets and their value.

Sport and Leisure

The central aim of the sport and leisure department in Wokingham is to improve the health of residents, reduce differences between life expectancy, and improve healthy life expectancy. This is achieved by the services the team offer, in our leisure and outdoor facilities for all residents and our dedicated physical activity programmes for our younger and older population and those with health conditions and working alongside our public health team.

Our focus is on the following priorities:

- Promoting Health and Wellbeing – increasing the proportion of adults and children in physical activity.
- Raising Participation and Reducing Levels of Inactivity (Targeted) – Increase participation in targeted groups; social isolation, older population, BAME community, mental and emotional health and those experiencing poverty and other dimensions of deprivation.
- Maintain and extend accessibility to indoor leisure facilities and outdoor spaces.
- Raising levels of active travel.
- Ensure financial stability.

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.

Monitoring Officer Responsibilities:

- 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 decide 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 Responsibilities

- The Assistant Director Governance is the Council's Data Protection Officer.

Internal Audit and Investigation Service Responsibilities

- 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 Responsibilities

- 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 many statutory and non-statutory appeals; and,
- 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 about the running of all elections and referenda in the borough. It enables all eligible residents within the Wokingham Borough to exercise their democratic rights.

Legal Services Responsibilities

- Provision of a high quality, low-cost legal services to advise and assist the Council to deliver to its corporate objectives, ensure sound decision making and compliance with statutory obligations.
- To defend and protect the Council's legal rights and to act as prosecution authority for the Council to ensure that the law and public rights and obligations are observed

Service Outputs – Key Facts and Figures

Finance and Assets

Finance

- Co-ordinates budget setting and provides financial advice on a revenue account of £218m per annum gross, capital of £124m per annum and Housing Revenue Account (HRA) of £16m per annum gross.

- Invests an average of £285m per annum and manages borrowing of £418m.
- Make over 45,000 salary payments to staff each year to a value exceeding £66m (including schools).

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.
- 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; and,
- Active management of the Council’s energy (and other utilities) usage and costs, as well as those of our schools, currently £3m per annum.

Income and Assessments

- Collects council tax of c£148 million from 72,206 homes.
- Collect business rates of c£63 million.
- Collect council rents, temporary accommodation, service charges, pitch fees and garage rents of £15 million per annum from circa 2,700 accounts.
- Collect over £12 million per annum on sundry debtor accounts;

Governance Services

Democratic & Electoral Services

- During 2021 Democratic Services attended and serviced a range of daytime and evening meetings including Individual Executive Member decisions, school admission appeals, exclusion reviews; home to school transport appeals, and licensing; and taxi licensing appeals.
- Electoral Services has responsibility for running the authority’s annual elections, along with all other elections and referenda. In 2021, the Borough/Parish elections and Police & Crime Commissioner election were successfully delivered. Planning is currently underway for the May 2022 Borough 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: 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,
- Undertakes chargeable internal audit and investigation services for Bracknell Forest Council and internal audit chargeable services for Rushmoor and Hart Borough Councils.

Legal Services

- Provide legal advice, guidance, and assurance across all matters to support officers and Members in the shared service partners more than 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; and,
- Support the governance of shared service organisations as well as acting as Deputy Monitoring Officer and Borough Solicitor for corporate legal issues.

Revenue Budget & Service Changes 2022/25

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; and,
- Further investment in information technology and data protection compliance.

Capital Budget & Service Changes 2022/25

Resources and Assets have capital schemes which include the following:

- Market and affordable housing schemes, including the Gorse Ride regeneration project and self-build housing.
- Regeneration projects
- Energy schemes aligned with the climate emergency
- Service provision

Commercial Property Capital Schemes

The aim of Commercial Property is to deliver a range of schemes and programmes that are focused on providing improved facilities for residents and Services, regenerating town centres, economic development and protecting local employment and Climate emergency schemes. These projects are also supported by a strong financial business case to reduce the need to fund these from the general revenue account and longer term allowing the council to reinvest in services across the borough whilst bringing a range of benefits for residents.

REVENUE SERVICE BUDGETS 2022/23	Budget 2021/22 £'000	Budget 2022/23 £'000	Note

Resources & Assets			
Governance	2,149	2,704	(1)
Finance and Assets	8,242	11,295	(2)
Leisure	(1,635)	(1,827)	(3)
Internal Recharges & Depreciation Charges	*(8,018)*	*(7,575)*	
Total Resources and Assets	**738**	**4,597**	

Explanation of Movement from 2021/22 to 2022/23

Note 1. The 2022/23 budgets include additional income budgets from commercialisation activities, contracts and commissioning reviews and an extended solar panel investment programme equating to £1,000,000. Growth items are added for restructuring of services including reviews to respond to the Council's finance management objectives. The other adjustments are revenue changes resulting from the change in interest rates and capital funding requirements.

Note 2. The 2022/23 budgets include additional income budget from leisure activities including the boxing gym, laurel park and outdoor gyms.

Note 3. The 2022/23 budgets include growth to internal audit and legal following the dissolution of shared services and resource to enhance the council's data compliance service.

Summary of Budget Movements 2022/2023

The following table shows how the 2022/23 budget has been calculated starting from the 2021/22 budget. The table includes additional budget to maintain / improve services, special items (one off expenditure budget), service efficiencies and any adjustments / additions.

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
2021/2022 Restructured Service Budget (excluding Capital & Internal recharges)	**53,685**	**10,494**	**28,813**	**30,730**	**8,756**	**132,478**
Adjustments/Additions						
Remove exclusive one off revenue items in 2021/2022 (Special Items)	(640)	(1,268)	(1,522)	(1,015)	(425)	(4,870)
Inflation for non-pay activities	1,753	31	727	1,095	1,362	4,968
Superannuation - increase in employers' contribution across Council	0	0	0	0	943	943
Pay Inflation	196	224	294	179	1,696	2,589
Adjustments between services (e.g. budget reallocations inc.)	(45)	(1,513)	300	280	978	0
Total	**1,265**	**(2,526)**	**(201)**	**539**	**4,554**	**3,630**
Funding to Maintain / Improve Services						
Care & support - manage increasing demand in numbers and complexity	1,863	0	0	0	0	1,863
People at the heart of care	1,000	0	0	0	0	1,000
Prevention - investment in preventative services	500	0	0	0	0	500
Staffing resource required to deliver continued demand management programme	392	0	0	0	0	392
Additional people resources across Customer Delivery	0	210	0	0	0	210
Data and insight - systems implementation and resources	0	30	0	0	0	30
Human Resources Target Operating Model	0	252	0	0	0	252
Land charges shortfall in income	0	45	0	0	0	45
Netcall - Customer facing telephony	0	17	0	0	0	17
Revenue support for Capital Bids - Telephony, security, fibre, IDS	0	233	0	0	0	233
Adopt Thames Valley	0	0	40	0	0	40
Continuing Health Care post	0	0	25	0	0	25
Growth in Children in care and care leavers [placements]	0	0	678	0	0	678
Home to School Transport	0	0	300	0	0	300
Loss of DSG / School income	0	0	40	0	0	40
Meeting & Managing Demand - Right Help, Right Place, Right Time	0	0	355	0	0	355
Additional staff resources in traffic management, Development management & enforcement, green & infrastructure, place clienting and trees & landscape teams.	0	0	0	624	0	624
Carriageways & footways - growth in network	0	0	0	39	0	39
CIL implementation cost recovery	0	0	0	57	0	57
Community Safety	0	0	0	77	0	77
Emergency Planning	0	0	0	65	0	65
Highway drainage increased maintenance costs due to additional network length	0	0	0	15	0	15
Highways structures - growth in network	0	0	0	10	0	10
Increase Civil Parking Enforcement Officers	0	0	0	187	0	187

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
Funding to Maintain / Improve Services Cont.						
Temporary staffing for Development & Enforcement team	0	0	0	21	0	21
Meeting operating costs of Park & Ride sites	0	0	0	205	0	205
Strategic Review of Domestic Abuse	0	0	0	35	0	35
Temporary accommodation	0	0	0	350	0	350
Traffic Signals & Intelligent Transport Systems Asset Management Costs	0	0	0	30	0	30
Winter service - growth in network	0	0	0	10	0	10
Data protection compliance	0	0	0	0	20	20
Decrease in uptake of schools kitchen contract	0	0	0	0	33	33
Delivering on our procurement strategy (additional resources & contracts register)	0	0	0	0	210	210
Dissolution of Shared Legal Services	0	0	0	0	100	100
Internal audit and investigation redesign to set up an in house service, with external clients	0	0	0	0	241	241
Total	**3,755**	**787**	**1,438**	**1,725**	**604**	**8,309**
Special Items (One Off)						
Demand management - resource investment to deliver change	800	0	0	0	0	800
Transitions - additional assessment capacity	90	0	0	0	0	90
Budget required to deliver sustainable organisational change	0	1,400	0	0	0	1,400
Customer experience improvement team	0	52	0	0	0	52
Equality & Anti-Poverty	0	115	0	0	0	115
GovMetric - tool to measure and track customer satisfaction	0	13	0	0	0	13
Human Resources Target Operating Model	0	242	0	0	0	242
Children's Services Transformation Programme	0	0	500	0	0	500
Create Edge of Care / Placement Support Service	0	0	350	0	0	350
Delay in Capitalisation of System Contract	0	0	195	0	0	195
Meeting & Managing Demand - Right Help, Right Place, Right Time	0	0	943	0	0	943
Concessionary passes - Bulk renewal	0	0	0	80	0	80
Special Items Cont.						
Deliberative Process	0	0	0	90	0	90
Ecology officer	0	0	0	45	0	45
Local Transport Plan 4 and Delivery Plan	0	0	0	150	0	150
Re-integration of PPP	0	0	0	300	0	300
Resource to support local business post lockdown recovery phase - job protection, businesses and prosperity	0	0	0	45	0	45
Temporay increase in planning fee income	0	0	0	(100)	0	(100)
Temporary staffing for Development & Enforcement team	0	0	0	69	0	69
Total	**890**	**1,822**	**1,988**	**679**	**0**	**5,379**

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
Funded by the following Service Efficiencies						
Demand management - strengthening the voluntary sector and community offer, redesigning the front door	(1,000)	0	0	0	0	(1,000)
Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation	(100)	0	0	0	0	(100)
Optalis review - improved commissioning and reduced overheads	(200)	0	0	0	0	(200)
Review the application of Continued Health Care (CHC) claims	(200)	0	0	0	0	(200)
Corporate Transport Programme	0	0	(100)	0	0	(100)
Legal Review - Social Care & SEND	0	0	(25)	0	0	(25)
Placements Review	0	0	(490)	0	0	(490)
Transforming Children's Services	0	0	(250)	0	0	(250)
Food waste diversion from blue bags to caddies	0	0	0	(350)	0	(350)
Income from Park & Ride sites	0	0	0	(200)	0	(200)
Increase in planning pre-application fee income	0	0	0	(10)	0	(10)
Increase of garden waste subscription	0	0	0	(100)	0	(100)
Increase revenue as a result of additional Civil Parking Enforcement officers	0	0	0	(241)	0	(241)
Benefit realisation from commercial activities	0	0	0	0	(153)	(153)
Benefit realisation from commercial activities - Boxing income	0	0	0	0	(87)	(87)
Benefit realisation from commercial activities - Outdoor Gyms	0	0	0	0	(15)	(15)
Contracts and commissioning reviews	0	0	0	0	(250)	(250)
Early payment programme	0	0	0	0	(100)	(100)
Income generation in excess of financing costs - Community Investment	0	0	0	0	(1,000)	(1,000)
Rationalisation process of corporate accommodation	0	0	0	0	(270)	(270)
Total	**(1,500)**	**0**	**(865)**	**(901)**	**(1,875)**	**(5,141)**
Revenue Implications of Capital						
Dinton Activity Centre	0	0	0	(133)	0	(133)
Boxing Gym	0	0	0	0	(30)	(30)
Cantley Park Enhancements	0	0	0	0	(33)	(33)
Capital Financing Requirement	0	0	0	0	199	199
Outdoor Gym	0	0	0	0	(3)	(3)
Total	**0**	**0**	**0**	**(133)**	**133**	**0**
Service Budget 2022/2023 (excluding Capital & Internal recharges)	**58,095**	**10,577**	**31,173**	**32,639**	**12,172**	**144,655**
Internal Recharges & Depreciation Charges	3,248	(269)	6,538	14,716	(7,575)	16,658
Service Budget 2022/2023 (including Capital & Internal recharges)	**61,343**	**10,308**	**37,711**	**47,355**	**4,597**	**161,313**

The following corporate transfers are included within the "appropriation to / (from) balances" line in the grand summary. Corporate transfers are made in respect of funding that is not expected to continue beyond 2022/23.

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
Corporate Transfers						
Contribution towards future impact of reduction in new homes bonus and fairer funding review						2,300
Contribution towards future impact of increased pension contributions						2,000
Covid Recovery						2,000
Forward funding (infrastructure bridging loan)						2,000
Total	**0**	**0**	**0**	**0**	**0**	**8,300**

THREE YEAR BUDGET FORECAST

	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
Growth			
Adult Social Care			
Care & support - manage increasing demand in numbers and complexity	1,863	3,822	5,832
People at the heart of care	1,000	1,500	1,500
Prevention - investment in preventative services	500	600	700
Staffing resource required to deliver continued demand management programme	392	852	852
Chief Executive			
Additional people resources across Customer Delivery	210	210	210
Budget required to deliver sustainable organisational change	0	0	860
Data and insight - systems implementation and resources	30	60	60
Human Resources Target Operating Model	252	252	252
Land charges shortfall in income	45	115	125
Netcall - Customer facing telephony	17	17	17
New Content Management System	0	70	70
ReCustomer APP for Council Tax and Selected services	0	60	60
Revenue support for Capital Bids - Telephony, security, fibre, IDS	233	233	283
Children's Services			
Adopt Thames Valley	40	40	40
Continuing Health Care post	25	25	25
Growth in Children in care and care leavers [placements]	678	1,200	1,603
Home to School Transport	300	450	600
Increasing demand and complexity [legal]	0	20	50
Loss of DSG / School income	40	40	40
Meeting & Managing Demand - Right Help, Right Place, Right Time	355	1,315	1,415
Place & Growth			
Additional staff resources in traffic management, Development management & enforcement, green & infrastructure, place clienting and trees & landscape teams	624	628	633
Carriageways & footways - growth in network	39	78	117
CIL implementation cost recovery	57	57	57
Community Safety	77	77	77
Emergency Planning	65	65	65
Highway drainage increased maintenance costs due to additional network length	15	30	45
Highways structures - growth in network	10	20	30
Increase Civil Parking Enforcement Officers	187	187	187
Integrated transport scheme - growth in network	21	42	63
Meeting operating costs of Park & Ride sites	205	321	401
SDL solicitor budget growth	0	25	25
Strategic Review of Domestic Abuse	35	35	35
Temporary accommodation	350	350	350
Traffic Signals & Intelligent Transport Systems Asset Management Costs	30	30	30
Waste & recycling - increase in property numbers	0	250	250
Winter service - growth in network	10	20	30
Resources & Assets			
Data protection compliance	20	20	20
Decrease in uptake of schools kitchen contract	33	66	66
Delivering on our procurement strategy (additional resources & contracts register)	210	210	210
Dissolution of Shared Legal Services	100	100	100
Insurance premiums (value of asset portfolio increasing and market inflation)	0	150	150
Internal audit and investigation redesign to set up an in house service, with external clients	241	241	241
Total Growth	8,309	13,883	17,776

THREE YEAR BUDGET FORECAST

Savings	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
Adult Social Care			
Demand management - strengthening the voluntary sector and community offer, redesigning the front door	(1,000)	(2,000)	(2,750)
Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation	(100)	(200)	(300)
Optalis review - improved commissioning and reduced overheads	(200)	(300)	(300)
Review the application of Continued Health Care (CHC) claims	(200)	(350)	(500)
Children's Services			
Alternative Delivery Model for Children's Centres	0	(25)	(50)
Corporate Transport Programme	(100)	(600)	(600)
LAC Charging Policy	0	(50)	(50)
Legal Review - Social Care & SEND	(25)	(25)	(25)
Placements Review	(490)	(787)	(842)
Transforming Children's Services	(250)	(775)	(1,250)
Place & Growth			
Food waste diversion from blue bags to caddies	(350)	(350)	(350)
Income from Park & Ride sites	(200)	(300)	(400)
Increase in long term car parking charges	0	(200)	(200)
Increase in planning pre-application fee income	(10)	(20)	(20)
Increase of garden waste subscription	(100)	(100)	(100)
Increase revenue as a result of additional Civil Parking Enforcement (dependent on a growth bid)	(241)	(241)	(241)
Resources & Assets			
Benefit realisation from commercial activities	(153)	(303)	(383)
Benefit realisation from commercial activities - Boxing income	(87)	(87)	(87)
Benefit realisation from commercial activities - Laurel Park 3G	0	(15)	(15)
Benefit realisation from commercial activities - Outdoor Gyms	(15)	(45)	(45)
Contracts and commissioning reviews	(250)	(400)	(400)
Early payment programme	(100)	(145)	(145)
Income generation in excess of financing costs - Community Investment	(1,000)	(1,250)	(1,800)
Rationalisation process of corporate accommodation	(270)	(450)	(450)
Total Savings	(5,141)	(9,018)	(11,303)

Special Items			
Adult Social Care			
Demand management - resource investment to deliver change	800	300	200
Older people dementia home - funding to cover running costs until optimal capacity is reached	0	0	500
Transitions - additional assessment capacity	90	0	0
Chief Executive			
Budget required to deliver sustainable organisational change	1,400	1,200	300
Customer experience improvement team	52	52	0
Equality & Anti-Poverty	115	115	0
GovMetric - tool to measure and track customer satisfaction	13	13	0
Human Resources Target Operating Model	242	44	0
Children's Services			
Children's Services Transformation Programme	500	350	250
Create Edge of Care / Placement Support Service	350	50	0
Delay in Capitalisation of System Contract	195	0	0
Meeting & Managing Demand - Right Help, Right Place, Right Time	943	512	0

THREE YEAR BUDGET FORECAST

	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
Place & Growth			
Concessionary passes - Bulk renewal	80	0	0
Deliberative Process	90	90	90
Development management appeals - legal costs	0	350	0
Ecology officer	45	0	0
Local plan update	0	175	0
Local Transport Plan 4 and Delivery Plan	150	0	0
Planning appeals and enforcement - staffing costs	0	265	100
Re-integration of PPP	300	0	0
Resource to support development / revision of supplementary planning policy	0	40	0
Resource to support local business post lockdown recovery phase - job protection, businesses and prosperity	45	0	0
Temporary increase in planning fee income	(100)	(100)	0
Temporary staffing for Development & Enforcement team	69	69	69
Total Special Items	5,379	3,525	1,509

Revenue Implications of Capital

	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
Adult Social Care			
Older people dementia home	0	0	(337)
Children's Services			
Multifaceted Placement Hub	0	0	(67)
Place & Growth			
Dinton Activity Centre	(133)	(133)	(133)
Resources & Assets			
Boxing Gym	(30)	(30)	(30)
Cantley Park Enhancements	(33)	(33)	(33)
Capital Financing Requirement	199	225	629
Laurel Park 3G	0	(20)	(20)
Outdoor Gym	(3)	(9)	(9)
Total Revenue Implications of Capital	0	0	0

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2022/23 - 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.

	Best Case	Most Likely as per Budget	Worst Case	Relative Risk (difference between most likely and worst case)		
				Low	Medium	High
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care						
Learning disability - unknown high cost pressures	22,879	23,029	23,779	180	300	270
Mental health - unknown high cost pressures	1,684	1,784	2,084	100	150	50
Physical disability - unknown high cost pressures	4,671	4,871	5,271	100	200	100
Older people - increases above expected levels (including self funders with depleted funds)	13,831	14,081	14,581	100	200	200
Risk of litigation / compensation against assessment outcomes (including Deprivation of Liberty Safeguarding)	0	0	250	150	100	0
Risk of market failure	0	0	1,500	800	300	400
Potential ongoing impact of Covid-19	0	0	750	400	200	150
Ongoing impact of rapid community discharge	0	0	1,000	500	300	200
TOTAL Adult Social Care	**43,065**	**43,765**	**49,215**	**2,330**	**1,750**	**1,370**
Children's Services						
Additional placements for children & young people above expected, including dispersal of UASC (demand led)	5,400	5,500	6,500	400	200	400
Direct payments and Community Support increased activity and costs (demand led)	500	530	630	30	50	20
Difficulty in recruiting essential frontline posts with permanent staff resulting in higher cost agency	550	630	930	100	100	100
Home to School Transport (demand led)	4,200	4,300	5,300	550	150	300
Legal costs through Joint Legal Team (demand led)	750	805	1,100	45	100	150
Adoption costs (demand led)	320	320	410	10	20	60
Emergency Duty Service (children's & adults) (demand led)	250	250	320	20	30	20
Potential ongoing impact of Covid-19	0	0	400	120	200	80
TOTAL Children's Services	**11,970**	**12,335**	**15,590**	**1,275**	**850**	**1,130**
Place & Growth						
Highways (roads and footways) urgent repairs following flooding and freezing and disposal of Tar bound material	1,733	1,733	2,133	300	100	0
Winter maintenance (bad weather)	200	366	456	50	40	0
Street lighting - energy cost increase	570	623	933	160	150	0
Failure of an embankment/structure on the highway	0	0	1,000	800	200	0
Loss of Car Park income due to slower recovery following COVID	(2,395)	(2,395)	(700)	834	401	460
Loss of income from park & ride services due to slower recovery following COVID	(66)	(66)	(22)	22	22	0
Pre applications fees - under achievement of predicted fee income	(120)	(120)	(50)	20	20	30
Waste disposal costs	10,602	10,602	11,202	200	400	0
TOTAL Place & Growth	**10,524**	**10,743**	**14,952**	**2,386**	**1,333**	**490**

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2022/23 - 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.

	Best Case	Most Likely as per Budget	Worst Case	Relative Risk (difference between most likely and worst case)		
				Low	Medium	High
	£'000	£'000	£'000	£'000	£'000	£'000
Resources & Assets						
Net Income target from property portfolio not realised	(5,217)	(5,217)	(4,500)	317	200	200
Non achievement of Commercialisation savings	(398)	(398)	(200)	28	100	70
Loss of income due to underachievement - Leisure	(1,827)	(1,827)	(1,500)	57	100	170
Loss of income due to voids and empty properties	(740)	(740)	(600)	20	40	80
Loss of income due to lower contribution from other authorities - Internal Audit	(67)	(67)	(50)	4	6	7
Higher than planned cost of business rates	1,000	1,200	1,400	50	70	80
TOTAL Resources & Assets	**(7,249)**	**(7,049)**	**(5,450)**	**476**	**516**	**607**
Total Budget Variable - General fund	**58,310**	**59,794**	**74,307**	**6,467**	**4,449**	**3,597**

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 18 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 2022/23 indicates that balances of at least £8.0m 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): -

£7.2m – minimum guide (5% net budget)
£8.0m to £14.5m – reasonable level (High/Medium risks)
£14.5m – upper limit (High/Medium/Low risks)

HOUSING REVENUE ACCOUNT - REVENUE BUDGET

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 £235m) and providing a service to Council tenants is mainly funded by housing rents paid by Council tenants. The following table sets out the revenue expenditure planned for the HRA and the estimated income.

		2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000
INCOME				
Rents				
Dwelling Rents		(15,502)	(15,967)	(16,446)
Garage Rents		(258)	(263)	(268)
Commercial Rents		(2)	(2)	(2)
Total Rents		**(15,762)**	**(16,232)**	**(16,716)**
Fees & Charges				
Service Charges		(425)	(433)	(442)
Leasehold Charges		(123)	(125)	(128)
Other Charges for Services & Facilities		(48)	(48)	(48)
Interest on balances		(20)	(20)	(20)
Total Income		**(16,377)**	**(16,859)**	**(17,354)**
EXPENDITURE				
Housing Repairs		3,485	3,555	3,626
General Management		3,404	3,472	3,542
Sheltered Accommodation		231	235	240
Depreciation	Note 1	4,538	4,538	4,538
Capital Finance Interest Charge	Note 2	2,650	2,680	2,710
Voluntary Revenue Provision	Note 3	2,070	2,000	1,900
Revenue Contribution to Capital	Note 4	0	456	987
Total Expenditure		**16,377**	**16,936**	**17,542**
Net Expenditure / (Income)		**0**	**77**	**188**
HRA Revenue Reserve				
Balance at Beginning of Year		(1,280)	(1,280)	(1,203)
Net Expenditure / (Income) - from above		0	77	188
Balances at Year End	**Note 5**	**(1,280)**	**(1,203)**	**(1,015)**

Note 1. The contribution from HRA revenue to Major Repairs Reserve
Note 2. Based on current and forecast loan portfolio
Note 3. Repayment of HRA loans taken during self financing introduction
Note 4. Additional revenue contribution to fund capital programme
Note 5. Reserve balances guided by assessments of financial risks

HOUSING REVENUE ACCOUNT CAPITAL BUDGET

The following table sets out the capital expenditure planned for the HRA and the funding set aside to pay for the expenditure.

		2021/22 Budget £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000
EXPENDITURE					
Estate Improvements		10	10	10	10
Home Loss Payments		0	100	220	150
Capitalised Staffing Costs		625	675	675	675
Adaptations for the Disabled		500	600	600	600
Voids		750	800	800	800
Housing Purchase & New Builds		2,054	0	2,500	2,500
Planned & Improvements Works		3,015	3,542	3,832	3,290
Total Capital Expenditure		**6,954**	**5,727**	**8,637**	**8,025**
FUNDED BY					
Major Repairs Reserve		(4,900)	(5,727)	(5,681)	(4,538)
Right to Buy Receipts	Note 1	(616)	0	(1,000)	(1,000)
Other Receipts / Grants	Note 2	0	0	0	0
Revenue Contributions	Note 2	0	0	(456)	(987)
Loan for 60% right to buy contribution	Note 2	(1,438)	0	(1,500)	(1,500)
Total Capital Funding		**(6,954)**	**(5,727)**	**(8,637)**	**(8,025)**
Balances at Year End		**0**	**0**	**0**	**0**

Note 1. Estimated receipts from right to buy sales
Note 2. Additional borrowing to support maximising right to buy receipts and capital works

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2022/23 - TO INFORM THE LEVEL OF 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.

	Best Case	Most Likely as per Budget	Worst Case	Relative Risk (difference between most likely and worst case)		
				Low	Medium	High
	£'000	£'000	£'000	£'000	£'000	£'000
Housing Revenue Account (Resources & Assets)						
Risk of contractor failure to revenue budget	3,454	3,454	3,754	50	150	100
Risk of contractor failure to capital budget	5,727	5,727	6,027	50	150	100
Failure to deliver safe services to tenants, leaseholders, shared owners, site dwellers and licensees	0	0	300	150	100	50
Climate / natural disasters - impacts on properties	0	0	225	175	50	0
Increase in rent arrears as we move from agency to settled team	0	0	150	50	50	50
Change to requirements of Regulatory framework and standards for Social Housing	0	50	150	30	40	30
TOTAL Housing Revenue Account	**9,181**	**9,231**	**10,606**	**505**	**540**	**330**

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 2021	1.3
Estimated Balance 31st March 2022	1.3
Estimated Balance 31st March 2023	1.3
Estimated Balance 31st March 2024	1.2
Estimated Balance 31st March 2025	1.0

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 reserve 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.

The level of reserves have remained stable between 2021/22 and 2022/23 at c£1.3m. Within the period of the current MTFP, reserves are expected to reduce slightly however levels will remain above the suggested prudent levels.

3 Budget Risk Analysis

£0.9m - recommended level (High/Medium risks)
£1.4m - Covers high / medium / low risks based on risk assessments

SCHOOLS BLOCK BUDGET - presented to Schools Forum 12th January 2022

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.

Considerable challenge continues for SEND in Wokingham, balancing financial sustainability for the High Needs Block against an increasing number of Children and Young People with Education Health & Care Plans. A significant programme of work is ongoing, working alongside partners and key stakeholders. Appropriate funding for SEND continues to be a national issue, with a major review expected to be undertaken by the Department for Education.

	2021/22 Budget £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000
INCOME				
Dedicated schools grant	(83,759)	(84,321)	(86,007)	(87,727)
Pupil premium	(1,848)	(1,806)	(1,860)	(1,916)
Total Income (Note 1)	**(85,606)**	**(86,127)**	**(87,868)**	**(89,643)**
EXPENDITURE				
Individual Schools Budget (ISB)	58,812	56,310	57,437	58,584
High Needs Block Budget excluding ISB	15,030	17,265	17,611	17,963
Education of children under 5s in private, voluntary & independent settings	8,025	8,015	8,176	8,339
Pupil premium allocated to schools	1,848	1,806	1,860	1,916
Centrally retained services	945	995	1,015	1,035
Growth Fund	800	1,589	1,621	1,653
Early Years Contingency	147	147	149	152
Total Expenditure	**85,606**	**86,127**	**87,868**	**89,644**
Net Expenditure / (Income)	**0**	**0**	**0**	**0**
Balance brought forward **(Note 2)**	5,826	8,654	12,195	15,593
Budgeted net expenditure / (income)	0	0	0	0
Forecast in-year over / (under) spend **(Note 3)**	2,828	3,541	3,398	2,317
Balance Carried Forward - (Surplus) / Deficit	**8,654**	**12,195**	**15,593**	**17,910**

Note 1 - 2021/22 figures reflect final budget allocations, excluding any final DfE adjustment for the Early Years Block.

Note 2 - Surplus or deficit balance at the end of each financial year carried forward into the following year

Note 3 - Expected overspend in the DSG for 2021/22 and reported to the Schools Forum on 12th January 2022, primarily relating to the High Needs Block. Proposed 0.5% transfer from Schools Block to High Needs Block for 2022/23 not yet approved by Secretary of State and therefore excluded from figures. Significant challenge remains to balance available resource against increasing demand with future year's projected deficit informed by SEND Innovation & Improvement Programme modelling.

CAPITAL PROGRAMME 2022/2025 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 following categories:

- Housing, Local Economy and Regeneration
- Roads and Transport
- Childrens Services and Schools
- Climate Emergency
- Internal Services
- Environment
- Adult Social Care

2 Capital Programme

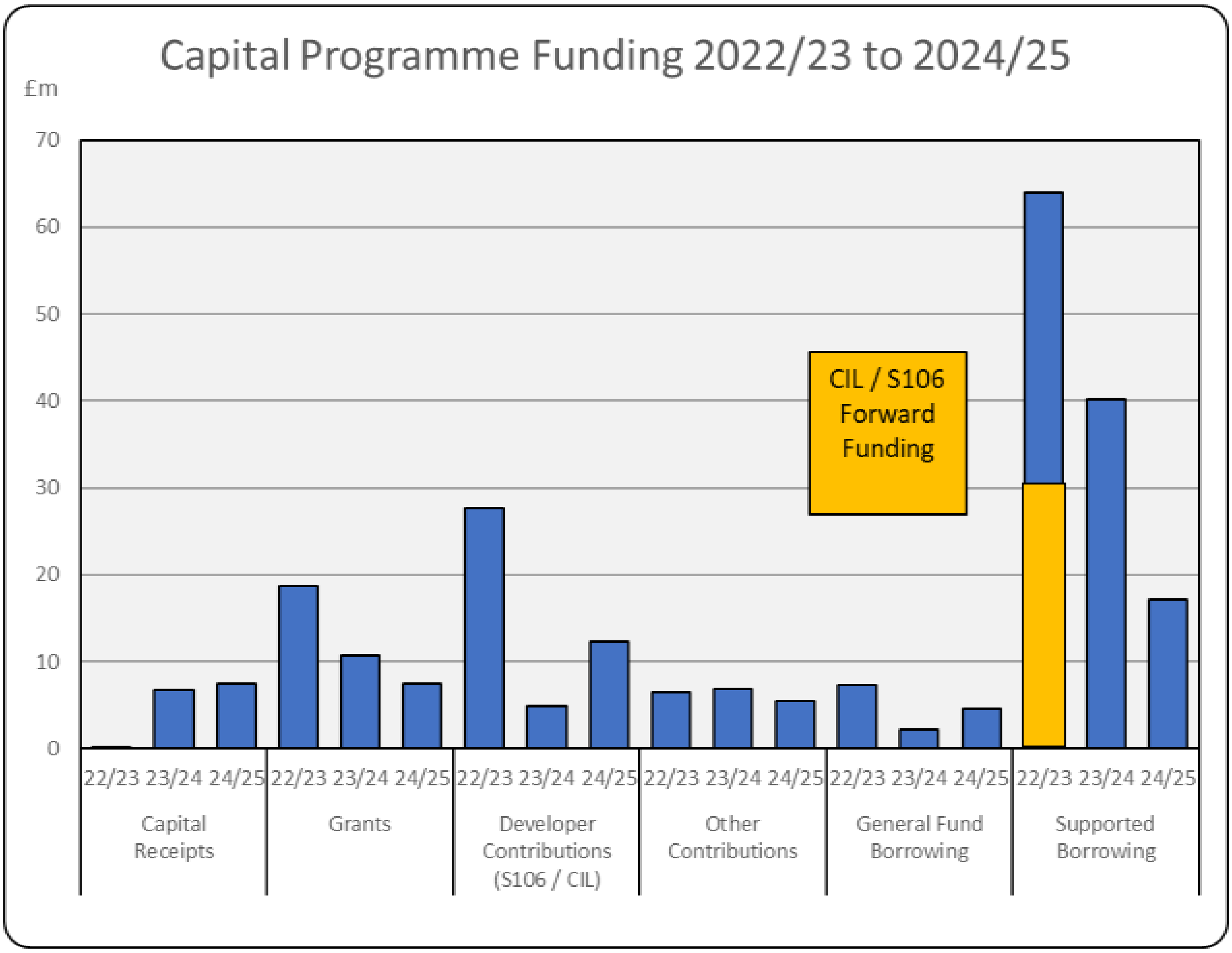
An overview of the proposed programme over the next three years is shown below. Further detail of the Capital Programme allocation of individual projects across key areas, and key area sub - categories is contained in the schedules further on in this section of the Medium Term Financial Plan and can be found in the Capital Programme and Strategy 2022/25.

	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Housing, Local Economy and Regeneration	39.9	43.6	15.3	98.8
Roads and Transport	46.0	9.7	6.9	62.6
Children Services and Schools	4.2	11.1	15.9	31.2
Climate Emergency	16.7	7.8	5.8	30.3
Internal Services	10.1	6.1	3.6	19.8
Environment	5.2	1.3	6.1	12.6
Adult Social Care	2.0	6.3	0.8	9.1
Total Capital Programme 2022/23 to 2024/25	**124.1**	**85.9**	**54.4**	**264.4**

3 Capital Funding

The anticipated funding for the Capital Programme over the next three years is detailed in the capital resource statement.

The proposed capital budget for 2022/23 is £124.1m. It is proposed that this be funded by a combination of the funding sources shown below:



	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Supported borrowing	(64.0)	(40.2)	(17.1)	(121.3)
Developer contributions (S106 / CIL)	(27.6)	(4.9)	(12.3)	(44.8)
Capital grants	(18.7)	(10.7)	(7.5)	(36.9)
Other contributions	(6.4)	(6.9)	(5.5)	(18.8)
Capital receipts	(0.1)	(6.8)	(7.5)	(14.4)
General fund borrowing	(7.3)	(2.2)	(4.6)	(14.1)
Total	**(124.1)**	**(71.7)**	**(54.5)**	**(250.3)**

The capital programme currently has a budget shortfall of c£14m over three years which includes a fully funded year 1 programme. This shortfall over three years will be balanced through a combination of reducing or reprofiling capital expenditure and maximising capital funding opportunities such as bidding for capital grants.

4 Capital Strategy

A capital strategy has been developed with the aims of delivering the strategic ambitions of the council, improving the services provided for residents and supporting the most vulnerable people in our community. 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 use 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 2022/23 to 2024/25 are set as:

Prudential Indicators	2022/23 £m	2023/24 £m	2024/25 £m
Affordability			
Limits			
Authorised Limit (Note: CFR*120%)	760	783	785
Operational Boundary (Note: CFR*110%)	696	718	719
Performance Indicators			
Gross external borrowing – General Fund (GF)	388	403	405
Gross external borrowing - HRA	69	68	66
% of internal borrowing to CFR	28%	28%	28%
Ratio of financing costs to net revenue stream - GF	-0.6%	-0.6%	-0.6%
Ratio of financing costs to net revenue stream - HRA	29.9%	29.2%	28.5%

The ratios above are explained in more detail in the Treasury Management Strategy 2022/23 and form a key part of our treasury management activities. These ratios are monitored and reviewed throughout the year.

6 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. The Council's general fund CFR from 2022/23 to 2024/25 is demonstrated in the table below.

CFR : General Fund Total	Total		
	22/23	23/24	24/25
	£m	£m	£m
Opening balance	432	554	574
Expenditure in year	161	44	23
Repayments in year	(39)	(24)	(20)
Closing balance	**554**	**574**	**577**

This can be broken down further into supported and general fund borrowing.

CFR : General Fund	Supported Borrowing			General Fund Borrowing		
	22/23	23/24	24/25	22/23	23/24	24/25
	£m	£m	£m	£m	£m	£m
Opening balance	307	428	450	125	126	124
Expenditure in year	156	42	18	5	2	5
Repayments in year	(35)	(20)	(16)	(4)	(4)	(4)
Closing balance	**428**	**450**	**452**	**126**	**124**	**125**

In the table above, the £156m supported borrowing expenditure assumes expenditure in relation to the remaining c£113m of the borrowing approved for community investment in utilised however the likelihood that this will only be used in 2022/23 if further renewable energy schemes are enacted.

Supported borrowing consists of different types of supported borrowing which are broken down further below. As described earlier, these are either self-financing or makes a surplus where the income generated is greater than the cost of financing and therefore is available to fund other council services.

CFR : Breakdown of Supported Borrowing	Supported Borrowing		
	22/23	23/24	24/25
	£m	£m	£m
Invest to save	183	215	219
Town centre regeneration	85	83	79
Wokingham housing companies	49	55	61
Developer contributions forward funded	111	97	93
Closing balance	**428**	**450**	**452**

The following table shows the CFR balance for the Housing Revenue Account (HRA). Due to the ringfenced nature of the HRA, the CFR is considered separately to the general fund.

CFR : HRA	Housing Revenue Account		
	22/23	23/24	24/25
	£m	£m	£m
Opening balance	80	79	78
Expenditure in year	1	1	1
Repayments in year	(2)	(2)	(2)
Closing balance	**79**	**78**	**77**

A full breakdown of the prudential indicators, investment strategy and borrowing strategy can be found in the Treasury Management Strategy 2022/23.

CAPITAL PROGRAMME 2022/23 to 2024/25

The following table sets out by key area, the Councils Capital Programme for the next three years. The HRA Capital programme is also included under Housing, Local Economy and Regeneration, sub section Housing Delivery.

	2022/23 £,000	2023/24 £,000	2024/25 £,000	Total £,000
Housing, Local Economy and Regeneration Delivering sustainability, a strong, robust and successful economy that stimulates opportunities for all who work and live in	39,939	43,619	15,285	98,843
Roads and Transport Continuous investment in highways infrastructure to meet the needs of current and future users of the network	46,013	9,735	6,916	62,664
Children Services and Schools Dedicated in providing services and schools which ensure all children have the opportunity to achieve their goals potential	4,243	11,116	15,930	31,288
Climate Emergency Commitment to reduce carbon emissions and working towards becoming a carbon neutral Council	16,672	7,763	5,826	30,260
Internal Services Investment in Council assets and technology to continue to support all Council services and priorities	10,104	6,113	3,640	19,857
Environment Investment and enhancement of facilities across the borough benefiting communities and residents wellbeing	5,222	1,283	6,100	12,605
Adult Social Care An effective, high-quality care and support service to providing a better quality of life for residents	1,959	6,320	781	9,060
Total Capital Programme 2022/23 to 2024/25	**124,152**	**85,949**	**54,478**	**264,578**

CAPITAL PROGRAMME 2022/23 to 2024/25 BY SUB CATEGORY

The following table sets out in further detail by key area, the Councils Capital Programme for the next three years.

	2022/23 £,000	2023/24 £,000	2024/25 £,000	Total £,000
Housing, Local Economy and Regeneration				
Housing delivery	26,365	15,797	15,185	57,347
Income Generation	8,233	27,722	100	36,055
Service Improvements	3,500	100	0	3,600
Regeneration of towns	1,841	0	0	1,841
New facilities	0	0	0	0
Housing, Local Economy and Regeneration Total	**39,939**	**43,619**	**15,285**	**98,843**
Roads and Transport				
New roads	36,372	64	66	36,502
Improvement to existing facilities	7,265	7,145	3,575	17,985
Service improvements	2,376	2,526	3,276	8,178
Roads and Transport Total	**46,013**	**9,735**	**6,916**	**62,664**
Children Services and Schools				
New facilities	2,214	9,309	14,123	25,646
Improvement to existing facilities	1,741	1,327	1,327	4,395
Service improvements	288	480	480	1,248
Children Services and Schools Total	**4,243**	**11,116**	**15,930**	**31,288**
Climate Emergency				
Alternative transport	3,692	4,704	2,767	11,162
Clean energy generation	10,000	0	0	10,000
Co2 reduction	2,980	3,059	3,059	9,098
Climate Emergency Total	**16,672**	**7,763**	**5,826**	**30,260**

CAPITAL PROGRAMME 2022/23 to 2024/25 BY SUB CATEGORY CONT..

	2022/23 £,000	2023/24 £,000	2024/25 £,000	Total £,000
Internal Services				
Service improvements	4,454	3,463	2,990	10,907
New facilities	5,000	2,000	0	7,000
Improvement to existing facilities	650	650	650	1,950
Internal Services Total	**10,104**	**6,113**	**3,640**	**19,857**
Environment				
New facilities	4,755	1,000	6,000	11,755
Service improvements	367	183	0	550
Improvement to existing facilities	100	100	100	300
Environment Total	**5,222**	**1,283**	**6,100**	**12,605**
Adult Social Care				
New facilities	1,200	5,541	0	6,741
Service improvements	709	729	731	2,169
Improvement to existing facilities	50	50	50	150
Adult Social Care Total	**1,959**	**6,320**	**781**	**9,060**
Total Capital Programme 2022/23 to 2024/25	**124,152**	**85,949**	**54,478**	**264,578**

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Housing, Local Economy and Regeneration						
Housing delivery	WBC (Holdings) Ltd Loan	Wokingham Borough Council owned houses funding. (1-4-5 housing objective)	10,000	6,000	6,000	22,000
	Housing (Tenants Services)	Investment in the Council's housing stock (Inc. adaptations/estate improvements)	5,627	5,917	5,375	16,919
	Gorse Ride Regeneration Project	To part fund phase 2 of the Gorse Ride regeneration project	9,568	60	60	9,688
	Purchase of council houses HRA	To replace HRA housing stock using the 1 for 1 Right to Buy receipts	0	2,500	2,500	5,000
	Mandatory disabled facility grants	Mandatory means tested grants for adapting the homes of people with disabilities to enable them to live independently at home	1,070	1,100	1,100	3,270
	HRA Home loss Payments for Gorse Ride South	Redevelopment of Gorse Ride Housing Estate to provide new affordable housing	100	220	150	470
		Housing delivery total	26,365	15,797	15,185	57,347
Income generation	Community Investment	To build on the commercial property portfolio in line with the Council's socio-economic and sustainability agendas	6,833	26,500	0	33,333
	Work place re-imagined	Redesigning use of WBC assets to generate future income	1,400	1,222	100	2,722
		Income generation total	8,233	27,722	100	36,055

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Service improvements	Infrastructure to enable Toutley East development	Infrastructure (including roads) to enable Toutley East development	3,500	0	0	3,500
	Improvements to WBC commercial properties	To ensure commercial properties are suitable for letting	0	100	0	100
		Service improvements total	3,500	100	0	3,600
Regeneration of towns	Carnival Pool Area Redevelopment (including library & leisure fit out)	Part of town centre regeneration scheme	1,841	0	0	1,841
		Regeneration of towns total	1,841	0	0	1,841
Housing, Local Economy and Regeneration			**39,939**	**43,619**	**15,285**	**98,843**
Roads and Transport						
New roads	SCAPE - Road infrastructure (distribution roads etc) initial costs	Investment in future road building / enhancement across WBC road network (including new relief roads)	33,000	0	0	33,000
	Nine Mile Ride Extension		3,310	0	0	3,310
	Completed Road Schemes Retention	Retention costs after scheme completion	62	64	66	192
		New roads total	36,372	64	66	36,502

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Improvement to existing facilities	Highways Carriageways Structural Maintenance	Rolling programme to resurfacing carriageways (roads) to repair damage and extends the life of the asset	2,280	2,280	2,280	6,840
	Bridge Strengthening - Earley Station Footbridge	New footbridge over railway	0	3,800	0	3,800
	Warren House Road Embankment Stabilisation	Stabilise highways structure	3,000	0	0	3,000
	Safety / Crash Barriers	Improving safety / crash barriers on the highways in the borough	250	500	750	1,500
	The Ridges	Repair and stabilise closed road	1,000	0		1,000
	Bridge Strengthening	Continued enhancement to highway structures	225	225	225	675
	Highway Drainage Schemes (road subsided)	To reduce the overall degradation of the highway drainage network	200	200	200	600
	Highways Footway Structural Maintenance Programme	Enhancement to footways within the borough	100	100	100	300
	VRS Priority Sites	Continued enhancement to highway structures	190	0	0	190
	Strengthening Approach Embankments to Bridges		20	20	20	60
	Street Lighting Column Structural Testing	Structural testing of lighting assets	0	20	0	20
		Improvement to existing facilities total	7,265	7,145	3,575	17,985

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Service improvements	Wokingham Highways Investment Strategy (WHIS)	A “Needs Based” approach to maintaining Wokingham’s highways network, aligned to the Council’s and stakeholder	2,126	2,126	2,126	6,378
	Integrated Transport Schemes	Enhancement the integrated transport schemes	250	400	400	1,050
	Highway Infrastructure Flood Alleviation Schemes	To deliver flood risk management schemes and sustainable drainage systems to reduce the risk of flooding to major highways across the borough	0	0	500	500
	Traffic Signal Upgrade Programme	Investment in highways signals	0	0	250	250
		Service improvements total	2,376	2,526	3,276	8,178
Road… and Transport total			**46,013**	**9,735**	**6,916**	**62,664**

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Children Services and Schools						
New facilities	Basic needs secondary - additional places	Extension / new build projects to provide additional places throughout the Borough to meet need	2,100	4,500	6,500	13,100
	Sixth form expansion	Provide additional places throughout the borough to meet need for additional sixth form places	0	3,500	1,900	5,400
	Spencer's Wood primary school	New build project to provide additional places throughout the borough to meet needs	0	0	5,138	5,138
	Care leaver accommodation	To provide a setting to meet the needs of vulnerable children	0	1,200	0	1,200
	Basic needs primary - additional places	Extension / new build projects to provide additional places throughout the Borough to meet need	0	0	500	500
	Arborfield / Barkham primary schools	Furniture, fittings & Equipment to meet need of additional places throughout the Borough	50	30	30	110
	Shinfield West primary school		30	30	30	90
	Matthewsgreen primary school		0	38	25	63
	Montegue Park primary school		34	11	0	45
		New facilities total	2,214	9,309	14,123	25,646

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Improvement to existing facilities	Schools maintenance	Urgent capital planned improvements and suitability issues	630	630	630	1,890
	Schools devolved formula	Specific government grant to carry out capital works, controlled by schools	389	375	375	1,139
	Children in Care Equipment	Purchase / replace equipment that is provided to children in care in line with our children in care pledge	200	200	200	600
	Schools condition maintenance	Capital planned improvements and suitability issues	400	0	0	400
	School kitchens	Improve various school meals kitchens including delivery of the universal free school meal programme	100	100	100	300
	ICT equipment for children in care	Purchase / replace equipment that is provided to children in care in line with our children in care pledge	22	22	22	66
		Improvement to existing facilities total	1,741	1,327	1,327	4,395
Service improvements	Safer Routes to Schools	Infrastructure changes to make school journey's by most sustainable mode	150	150	150	450
	Capitalisation of analysts and report developers	Investment in Business Analysts part of continued change programme	138	138	138	414
	Systems Contract (Capita)	Re-tender of Children's services IT systems	0	192	192	384
		Service improvements total	288	480	480	1,248
Children Services and Schools total			**4,243**	**11,116**	**15,930**	**31,288**

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Climate Emergency						
Alternative transport	Wokingham Borough Cycle Network	Investment in cycle networks in the borough	1,000	1,000	1,000	3,000
	Greenways	A network of quiet commuting and leisure routes for pedestrians and cyclists	742	1,000	1,000	2,742
	Local Cycling and Walking Infrastructure Plans	Improvements for walking and cycling in borough	1,200	1,200	0	2,400
	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	0	1,474	737	2,210
	A327 Cycleway	Investment in cycle networks in the borough	750	0	0	750
	Bus Stop Infrastructure Works to Support North Arborfield SDL Bus Strategy	Transport infrastructure enhancement	0	30	30	60
		Alternative transport total	3,692	4,704	2,767	11,162
Clean energy generation	Renewable Energy Infrastructure projects (e.g. solar farms)	Renewable energy generation infrastructure. i.e. solar farms (fields of solar panels) feeding into a battery or grid arrangement and either us selling off the energy or using against our own consumption	8,000	0	0	8,000
	Solar Farms (Barkham)		2,000	0	0	2,000
		Clean energy generation total	10,000	0	0	10,000

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Co2 reduction	Energy Reduction Projects	Energy efficiency projects at existing properties including, installing LED lighting, cavity wall & loft insulation, boiler controls,	2,000	1,750	1,750	5,500
	Electric Vehicle Charge Points	Installation of electric vehicle charge points	600	1,200	1,200	3,000
	Supplementary Estimate - Carbon Capture Planting Trees	To plant 250,000 trees in the borough to assist with the reduction of carbon emissions as well as the enhancement of biodiversity	271	0	0	271
	Waste Schemes - Recycling	Purchase of waste receptacles to enable the borough to enhance their waste / recycling	89	89	89	267
	Food Waste Collection	To provide food waste containers	20	20	20	60
		Co2 reduction total	2,980	3,059	3,059	9,098
Climate Emergency total			**16,672**	**7,763**	**5,826**	**30,260**
Internal Services						
	Central Contingency	For allocation to schemes if required	1,500	1,500	1,500	4,500
	Microsoft E5	Continued enhancement in IT network	553	648	890	2,091
	IMT Infrastructure, Networks & Security		420	330	250	1,000
	IMT Devices	Devices (Hardware) refreshed on an ongoing basis e.g. laptops	200	200	200	600
	Laptop Refresh	This project refreshes the Council's Laptop estate on a 4 year life cycle	50	350	0	400
	Berkshire Records Office	Extension to the Berkshire Record Office building	303	0	0	303

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Service improvements	Smart Phone refresh	Continued enhancement in IT network (Ensuring that Tier A apps used Council Wide remain in support, with ongoing security of applications and for the data held in them.)	300	0	0	300
	Network Hardware Replacement		100	100	100	300
	IMT Corporate Applications - Upgrades		103	105	50	258
	New Website - Content Management System		200	0	0	200
	Digital Tools Customer APP for Selected services		160	0	0	160
	ADFS replacement with Azure AD adoption		80	80	0	160
	Telephony Improvements - Move to teams		150	0	0	150
	BWO Income Manager Replacement		150	0	0	150
	Cyber Security Improvements		50	50	0	100
	Digital Tools - Replace CMS		0	100	0	100
	Intranet refresh		60	0	0	60
	Digital Tools - Single Booking System		60	0	0	60
	Split external VLAN to own switches		15	0	0	15
		Service improvements	4,454	3,463	2,990	10,907

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
New facilities	Capital Construction Inflation Costs	To meet increasing labour and material costs of construction across the programme where required	5,000	2,000	0	7,000
		New facilities total	5,000	2,000	0	7,000
Improvement to existing facilities	Property Maintenance and Compliance	The continued development and upkeep of the Councils customer digital assets and infrastructure	350	350	350	1,050
	Maintaining an enhanced level of IT infrastructure		300	300	300	900
		Improvement to existing facilities total	650	650	650	1,950
Internal Services			**10,104**	**6,113**	**3,640**	**19,857**
Environment						
New facilities	New pool at Arborfield	A development of a new swimming pool	0	1,000	6,000	7,000
	Sports Provision to Serve North & South SDL's (Grays Farm)	Delivery of an outdoor sports hub at Grays Farm, to facilitate the delivery of North and South Wokingham SDLs	4,080	0	0	4,080
	3G Pitch at Laurel Park	New 3G Pitch	600	0	0	600
	Outdoor gyms x 3 locations	New outdoor fitness gyms	75	0	0	75
		New facilities total	4,755	1,000	6,000	11,755
Service improvements	Planning & Public Protection Partnership (PPP) - system replacement	New software system with mobile functionality required to support PPP service Planning service	367	183	0	550
		Service improvements total	367	183	0	550
Improvement to existing facilities	Leisure Centre Refurbishments & upgrades	The enhancement of existing leisure facilities	100	100	100	300
		Improvement to existing facilities total	100	100	100	300
Environment total			**5,222**	**1,283**	**6,100**	**12,605**

CAPITAL PROGRAMME 2022/23 to 2024/25 - DETAIL

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Categories	Project Name	Project Description	Year 1 2022/23 £,000	Year 2 2023/24 £,000	Year 3 2024/25 £,000	Total
Adult Social Care						
New facilities	Older people's dementia care home	Manage the future demand by investing in additional supported living accommodation	0	5,541	0	5,541
	Adult social care accommodation transformation	Additional supported living accommodation to support our learning disability strategy	1,200	0	0	1,200
		New facilities total	1,200	5,541	0	6,741
Service improvements	Adult social care community equipment	Support statutory duty to provide prevention, reduction and delay of long term care and support through the provision of	709	729	731	2,169
		Service improvements total	709	729	731	2,169
Improvement to existing facilities	Adult social care maintenance & refurbishment	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	50	50	50	150
		Improvement to existing facilities total	50	50	50	150
Adult Social Care total			**1,959**	**6,320**	**781**	**9,060**

CAPITAL FUNDING

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 Policy (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

FIVE YEAR CAPITAL VISION 2022/23 to 2026/27

The following table sets out in further detail by key area, the Councils Capital Programme for the next five years.

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £,000	2026/27 £,000	Total £'000
Housing, Local Economy and Regeneration						
Housing delivery	26,365	15,797	15,185	14,910	14,660	86,917
Income Generation	8,233	27,722	100	0	0	36,055
Service Improvements	3,500	100	0	100	0	3,700
Regeneration of towns	1,841	0	0	1,971	670	4,482
Housing, Local Economy and Regeneration Total	**39,939**	**43,619**	**15,285**	**16,981**	**15,330**	**131,154**
Roads and Transport						
New roads	36,372	64	66	9,493	420	46,415
Improvement to existing facilities	7,265	7,145	3,575	3,345	3,575	24,905
Service improvements	2,376	2,526	3,276	650	650	9,478
Roads and Transport Total	**46,013**	**9,735**	**6,916**	**13,488**	**4,645**	**80,797**
Children Services and Schools						
New facilities	2,214	9,309	14,123	9,627	5,060	40,333
Improvement to existing facilities	1,741	1,327	1,327	1,127	1,127	6,649
Service improvements	288	480	480	480	480	2,208
Children Services and Schools Total	**4,243**	**11,116**	**15,930**	**11,234**	**6,667**	**49,189**
Climate Emergency						
Alternative transport	3,692	4,704	2,767	4,617	4,237	20,016
Clean energy generation	10,000	0	0	0	0	10,000
Co2 reduction	2,980	3,059	3,059	8,059	10,459	27,616
Climate Emergency Total	**16,672**	**7,763**	**5,826**	**12,676**	**14,696**	**57,632**
Internal Services						
Service improvements	4,454	3,463	2,990	2,790	3,040	16,737
New facilities	5,000	2,000	0	0	0	7,000
Improvement to existing facilities	650	650	650	650	650	3,250
Internal Services Total	**10,104**	**6,113**	**3,640**	**3,440**	**3,690**	**26,987**
Environment						
New facilities	4,755	1,000	6,000	0	0	11,755
Service improvements	367	183	0	0	0	550
Improvement to existing facilities	100	100	100	100	100	500
Environment Total	**5,222**	**1,283**	**6,100**	**100**	**100**	**12,805**
Adult Social Care						
New facilities	1,200	5,541	0	0	0	6,741
Service improvements	709	729	731	737	745	3,651
Improvement to existing facilities	50	50	50	50	550	750
Adult Social Care Total	**1,959**	**6,320**	**781**	**787**	**1,295**	**11,142**
Total Capital Programme 2022/23 to 2026/27	**124,152**	**85,949**	**54,478**	**58,706**	**46,423**	**369,707**

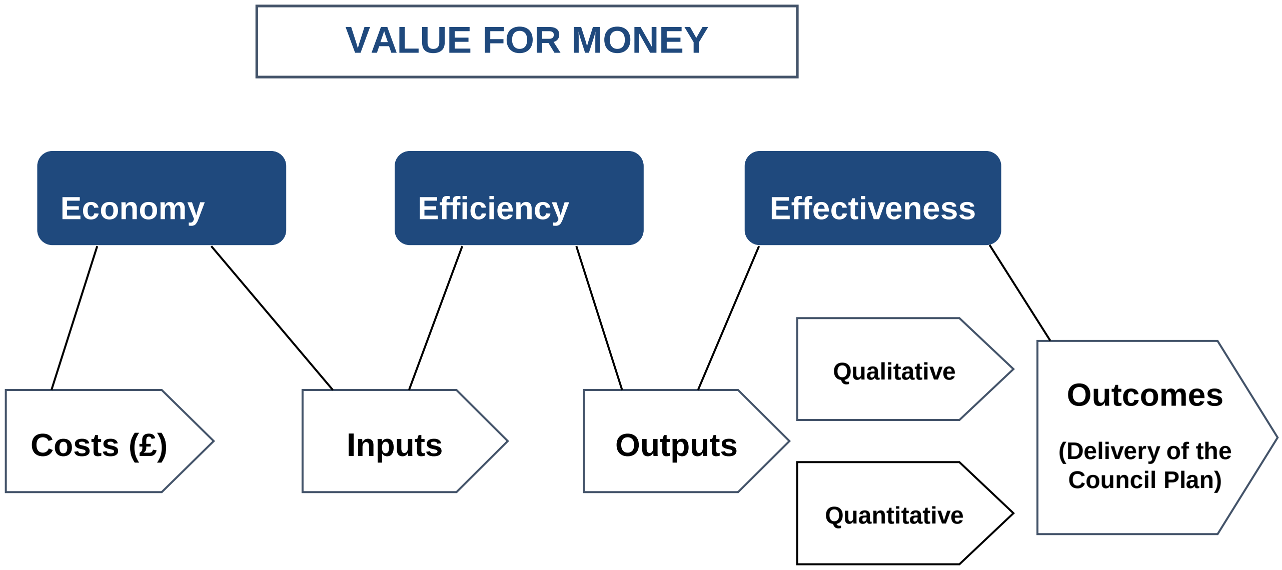
COMMERCIALISATION AND VALUE FOR MONEY

Commercialisation

The Council is seeking to adopt an increasingly commercial approach and is in the process of producing a Commercial Strategy. Being commercial means making every pound stretch as far as it can do in delivering the outputs and outcomes needed by the community, as well as seeking new and increasing income streams to support growing demand led statutory service costs. Therefore commercialisation is as much about demand management as it is about efficient processes, new delivery models and innovative ways of creating 'profit' for the council taxpayer. Value for money remains a cornerstone for our spending decisions.

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 ensures 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

The following table shows the key activity data across the Council which is monitored throughout the year as part of the financial monitoring

	Unit Description	2022/23			2023/24			2024/25			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	4,992	1,538	7,679	5,082	1,584	8,051	5,210	1,632	8,501	High
Learning Disability, Supported Living	weeks	10,525	925	9,735	11,843	953	11,282	13,672	981	13,416	High
Mental Health, Supported Living	weeks	2,674	459	1,227	2,800	473	1,323	2,980	487	1,451	Medium
Older People, Homecare	hours	335,907	19	6,409	333,461	20	6,553	333,521	20	6,711	High
Older People, Nursing Care	weeks	3,307	988	3,267	3,416	1,018	3,475	3,568	1,048	3,739	High
Older People, Residential Care	weeks	4,171	897	3,742	3,997	924	3,692	3,773	952	3,591	High
Physical Disability, Homecare	hours	129,686	19	2,474	136,314	20	2,679	145,786	20	2,951	Medium
Physical Disability, Supported Living	weeks	532	804	428	589	828	488	667	853	569	Medium
Children's Services											
Foster Placements / Staying Put	per night	28,486	61	1,750	29,056	63	1,838	29,637	65	1,931	Medium
Independent Foster Placements	per night	3,045	129	392	3,106	133	412	3,168	137	433	Medium
Residential Home Placements	per night	5,078	543	2,757	5,180	559	2,896	5,283	576	3,043	High
Semi-Independent Living	per night	3,216	210	674	3,280	216	708	3,346	222	744	Medium
Home to School Transport - Mainstream	per pupil	450	2,300	1,035	460	2,369	1,090	470	2,440	1,147	High
Home to School Transport - SEND	per pupil	340	9,970	3,390	370	10,269	3,800	400	10,577	4,231	High
Place & Growth											
Waste Disposal (based on 72000 tonnes pa in 2021/22) combined landfill and recycling and 3% growth per annum. The average cost of recycling treatment (including DMR and food waste) is £66.68 for 2021/22. This has been increased by 5% per year - RPI	charge per tonne	74,200	70	5,195	76,500	72	5,542	78,000	76	5,897	Medium
Building Control - Plan check fee (Total Number of Submissions in year)	per search	928	491	456	928	491	456	928	491	456	Low
Development Control - Planning Application Fees - Major	per application	52	9,231	480	52	9,231	480	52	9,231	480	High
Development Control - Planning Application Fees - Minor	per application	1,570	300	471	1,570	300	471	1,570	300	471	High
Schools Block - Dedicated Schools Grant											
Independent & Non Maintained Special School Placements	per pupil	145	65,000	9,425	135	65,000	8,775	110	65,000	7,150	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 <u>or</u> is severely mentally impaired <u>or</u> 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%).

Empty homes - From 1 April 2017 no discounts are available and 100% charge applies for:

- Unoccupied and unfurnished properties
- Properties undergoing major repairs or structural alterations
- Second homes

This decision was made in line with Local Government Finance Act 1992 to maximise resources to provide key services within our borough.

Exceptions include certain dwellings, including caravans and boats, provided by an employer (tied accommodation) may be eligible for the second home reduction of 50 percent for a limited period of time. Contact ctax@wokingham.gov.uk to see if you qualify.

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

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 / Universal Credit, 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. In addition, Local Authorities have the ability to increase the Empty Homes Premium on long term empty properties (empty for five years or more) from 100% to 200%. This will encourage owners of those long term empty homes to bring them 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 2021/22 and 2022/23 are set out below.

Precept	2021/22 £	Band D £	2022/23 £	Band D £	Increase %
Police and Crime Commissioner for Thames Valley	16,952,153	231.28	18,083,043	£241.28	4.32
Royal Berkshire Fire Authority	5,053,835	68.95	TBC	TBC	TBC

Collection Fund Surplus

A calculation has to be made of the estimated surplus/deficit on the Council Tax Collection Fund at 31st March 2022. 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 2022 the collection fund expects to achieve a surplus of £1,183,946 therefore the distribution of the surplus between the precepting authorities is:-

Wokingham Borough Council – £1,000,000
Police and Crime Commissioner for Thames Valley – £140,000
Royal Berkshire Fire Authority - £41,000

PARISH PRECEPTS 2022/23

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	2021/22 PARISH PRECEPT £	COUNCIL TAX BAND D £	TAX BASE	2022/23 PARISH PRECEPT £	COUNCIL TAX BAND D £
Arborfield & Newland	1,324.20	103,578	78.22	1,298.90	106,955	82.34
Barkham	2,012.90	65,555	32.57	2,158.90	73,787	34.18
Charvil	1,437.20	69,118	48.09	1,464.90	87,059	59.43
Earley	11,961.20	988,054	82.60	11,974.90	988,054	82.51
Finchampstead	6,032.00	168,500	27.93	6,295.60	184,615	29.32
Remenham	329.00	27,209	82.70	327.30	27,751	84.79
Ruscombe	533.00	29,600	55.53	545.70	29,300	53.69
St. Nicholas Hurst	1,086.30	44,700	41.15	1,104.00	48,400	43.84
Shinfield	6,703.20	488,797	72.92	7,356.10	552,370	75.09
Sonning	835.70	38,046	45.53	829.50	39,002	47.02
Swallowfield	1,075.10	25,813	24.01	1,077.80	32,237	29.91
Twyford	3,037.20	116,140	38.24	3,026.40	127,238	42.04
Wargrave	2,128.10	194,673	91.48	2,150.90	204,404	95.03
Winnersh	4,298.50	174,675	40.64	4,465.30	186,917	41.86
Wokingham Town	16,396.30	970,732	59.20	16,712.90	1,014,210	60.68
Wokingham Without	3,300.40	218,709	66.27	3,299.40	227,400	68.92
Woodley	10,806.80	1,293,034	119.65	10,857.80	1,225,628	112.88
TOTAL	**73,297.10**	**5,016,933**	**68.45**	**74,946.30**	**5,155,327**	**68.79**

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

COUNCIL TAX BY BAND AND PARISH 2022/23

*** Information to follow once all precept information received from Fire, Police and Parishes ***

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 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 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. Flexibility has been added in previous year's aswell, 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 2019/20 level plus 2% in 2020/21, 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 2020/21 settlement covers a one year period to 31 March 2021.

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.

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Medium Term Financial Plan 2023/2024

Including Revenue Budget Forecast & Capital Budget Forecast to 2025/2026

WOKINGHAM BOROUGH COUNCIL

Introduction

The Council's Medium Term Financial Plan provides a framework which enables the Council to effectively allocate its available financial resources to achieve its priority outcomes and objectives.

The plan accounts for expected changes in income and expenditure and provides an outline of the Council's approach to meeting its statutory requirements and setting a balanced budget each year.

This document provides a focus on both revenue expenditure (day-to-day running costs of providing services) and capital expenditure (long-term investment in infrastructure, like schools and roads). The Council also produces a separate Capital Strategy document which concentrates on its policy relating to investment in public assets.

The following pages also include;

- Statutory letter from the Chief Finance Officer, which summarises the overall financial position of the Council, key risks and historical and contextual information regarding funding and efficiencies.
- Summary of the services provided by each department and their risks and major projects
- Details of the Schools Grant,
- Housing Revenue Account (the Councils housing stock) and
- Council Tax levies – including those from Parish Councils.

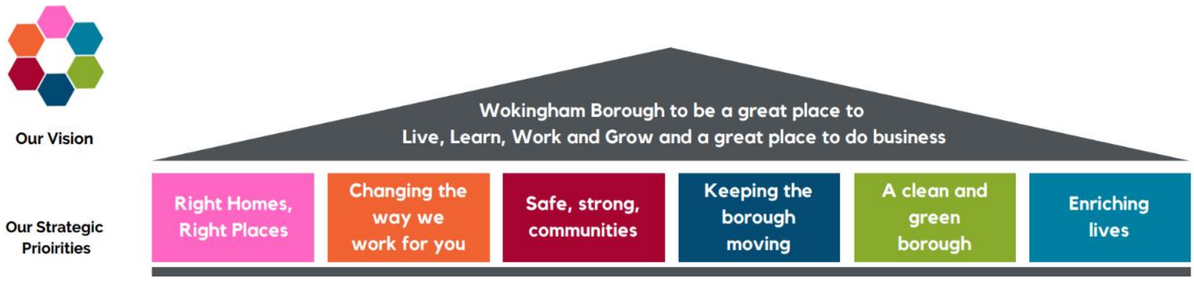
WOKINGHAM BOROUGH COUNCIL MEDIUM TERM FINANCIAL PLAN 2023/24
(Inc. Revenue Budget Forecast & Capital Budget Forecast to 2025/26)

CHIEF FINANCE OFFICER'S STATUTORY REPORT

1. Introduction

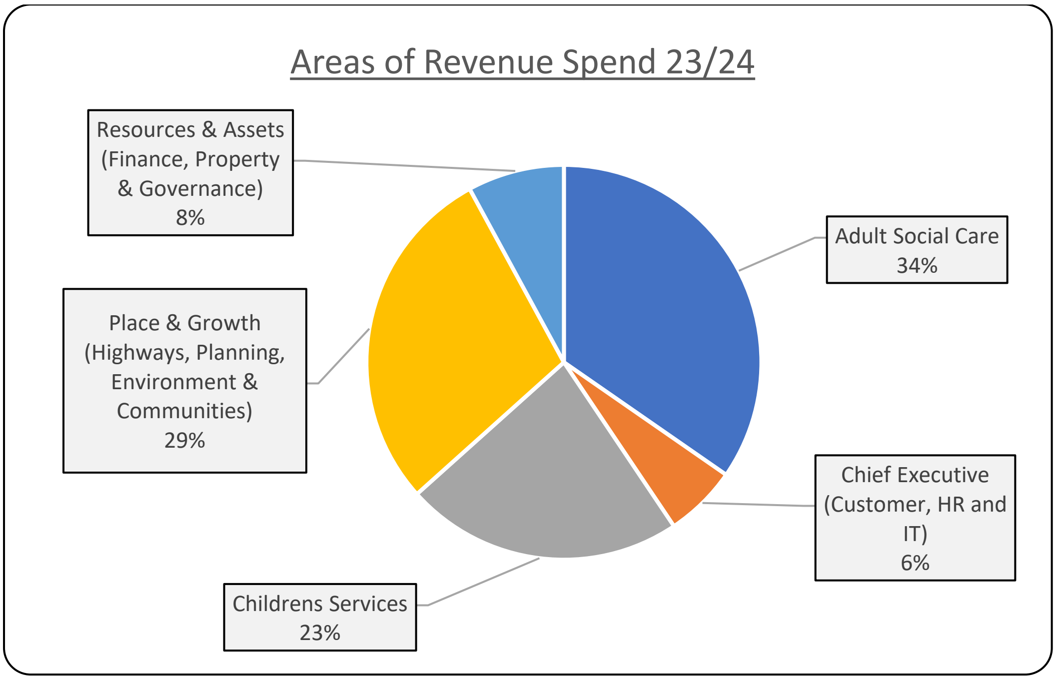
The Local Government Act 2003 requires the Chief Finance Officer (CFO) to report to Members (Councillors), when setting the council tax charges. The CFO must state if the budget is robust and if it has enough reserves. The report is intended to discharge this responsibility and provides an overview of the Council's financial position as a context before making specific recommendations on the 2023/24 budget.

The budget setting process started early in 2022/23 ensuring spend supports delivery of the Council's priorities (below) and are further detailed in the Council Plan (https://www.wokingham.gov.uk/council-and-meetings/open-data/community-vision-and-council-plan/)). Budget proposals are put forward to invest in areas that require more spend to meet increasing demands, to reflect where services can be more efficient or where they can generate more income. The budget is also set to try to meet changing need, such as with the cost of living crisis.



A thorough and detailed budget setting process (where appropriate including impact assessments such as for Equalities) is undertaken to ensure spend is challenged against the Council's aims and objectives. To enhance transparency and engagement, this year's process has again included consultation with the Community & Corporate Overview & Scrutiny Committee (CCOSC) which is made up of Councillors from all parties and independent councillors. Information provided at CCOSC is also available to the Public.

A robust budget must be a balanced budget whereby total expenditure is matched by total income. Any change in the annual budget in relation to increased spend must be balanced by service efficiencies and/or additional income or council tax increases.



2. The financial standing of the Council

Heading into the 2023/24 financial year, the financial standing of the Council remains robust but with a number of significant local and national challenges ahead. This position has been maintained despite the Borough facing some of the most acute challenges in many years; the pandemic, cost of living/inflation rises, migration and the impacts of Brexit. It has only been achieved through strong financial management.

The Council has established financial resilience and sustainability, despite years of austerity resulting in minimal real terms increases and often real terms decreases in Government funding. **Appendix 6** is a letter from the Leader of the Council, Executive Member for Finance and Housing and the Chief Finance Officer to the Ministry of Housing, Communities and Local Government in response to the latest Local Government Financial Settlement (2023/24) detailing the pressures and impacts locally from the current approach and allocation.

Further challenges currently outside of the main General Fund also continue to build, significantly the DSG deficit as with many councils continues to increase and requires intervention to develop a longer-term sustainable position.

Further information is provided in **Appendix 1** which details:

- The standing of Wokingham Borough Council as indicated by the Chartered Institute of Public Finance & Accountancy (CIPFA) Resilience index; which shows the Council in the top 20 of upper tier authorities for financial sustainability, when initially published;

- context of the position in relation to government grants;
    - Lowest funding level across Berkshire LA's
    - Lowest Settlement Funding Assessment per head of population (unitary authorities)
    - Percentage of Revenue Support Grant lost between 2017/18 and 2022/23 – 100%

In order to achieve such a strong financial position, despite the challenges from funding and local and national pressures, the Council has enacted and enhanced; an effective budget monitoring and management process, an ongoing improvement and efficiency programme, and a continual review of the allocation of resources to meet demand and local priorities.

Further details of the outcomes and impacts of the above approaches are detailed in **Appendix 2**

Enhanced financial management has been vital to the organisation through recent financial challenges and particularly the Covid-19 pandemic. As we further understand the longer-term implications of those events and now face further challenges such as “Cost of Living” and from specific services such as Home to School Transport, we are working closely with Directors and Lead Members to continually review and challenge forecasts and to model future impacts.

These activities include;

- Seeking to maximise opportunities to deliver on savings plans, ensuring service models and approaches reflect latest demand and local need.
- Exploring reduced expenditure opportunities, including a review of Special (one-off) expenditure Items.
- Maintaining a regular financial review of the ongoing Covid-19 and emerging pressures of cost of living impacts including collection rates and Direct Debit failure rates on major income streams.
- Undertaking a Corporate transformation and efficiency program identifying key workstreams to shape and drive key opportunities including through use of assets and our approach to procurement and contract management.
- Initiating an early MTFP review process tailored to identify areas of relative financial certainty and high-risk areas of greater ambiguity.
- Reviewing non-General Fund balances to assess risks and potential options to transfer balances to the General Fund reserve (if the General Fund position becomes perilously low).
- Continuing to make representations for additional funding through Government Returns, Regional Conference calls and MPs.

As well as ongoing operational budget management and monitoring the authority utilises external and historical data and understanding to ensure confidence and robustness in its overall finances, funding and future spending need including those detailed in Appendix 1 and 2

3. How Council services are funded?

For 2023/24, the Council are planning to spend in the region of £530 million across revenue, capital, housing revenue account and dedicated school grants services. Council services can be broken down across 4 key financial areas known as;

- **Revenue (also known as General Fund) – expenditure in providing day to day services.**

Revenue expenditure covers the day to day running of services across the Council. For 2023/24, the Council will spend approximately £231m across these services. This is known as gross expenditure. Service specific grants and income will reduce this spend to a net expenditure in the region of £154m.

Further information on where this money is spent is highlighted throughout the Medium Term Financial Plan (MTFP). Funding of this revenue expenditure is determined through the local government finance settlement and consists of;

- Settlement Funding Assessment (SFA);
  - Revenue Support Grant (RSG)
  - Retained Business Rates
- Council Tax
- New Homes Bonus

A robust budget must be a balanced budget whereby total expenditure and total income match. Any change in the annual budget in relation to spend pressures must be balanced by service efficiencies and where appropriate council tax increases.

Local authorities have continued to push for a fairer funding review and long-term finance settlements to provide sustainable long-term funding for Local authorities. The intention from the government for some years has been to set a three-year finance settlement, however this has yet to materialise. The fundamental funding review is not likely to be enacted until 2025/26 at the earliest and has recently been published for 2023/24 only, with some indications for 2024/25. This means that there is still much uncertainty around future settlements in terms of duration and the actual funding Wokingham will receive. Consequently, it has been difficult to make definite determinations about budgets in 2024/25 and 2025/26. This context alongside a number of local and national pressures means it is extremely important the Council takes a prudent approach in its budget setting proposals for the 2023-2026 medium term financial plan.

- **Capital – expenditure in assets that generate economic benefits greater than one year.**

A five-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.

The first three years of the capital vision invariably receive greatest consideration and provides and indicative capital programme, although budget approvals and scheme commitments are provided to year 1 only. 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.

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

Under the prudential code, all authorities can borrow as much as they require to fund their capital programme provided it is affordable, prudent, and sustainable. A large proportion of Council borrowing is deemed as "supported" borrowing which means there is a direct repayment method identified meaning the cost of borrowing does not impact on the council taxpayer. These include investment to generate future cost reductions / income generation and forward funded investment to be recovered from developer contributions

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 borrowing and developer contributions as the Council embarks on its ambition to develop its four strategic development locations, regenerate the borough, and reduce our impact on the climate.

Further detail of the Capital Programme and its funding is shown in **Appendix 3**

- **Housing Revenue Account (HRA) – ringfenced expenditure across the local authority housing stock.**

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 regarding retaining income and generating capacity to invest in the housing stock.

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 £274m) and providing a service to Council tenants is mainly funded by housing rents paid by Council tenants.

For capital spend, this is funded from the major repairs reserve, right to buy receipts and borrowing. Under accounting rules, an amount equal to the depreciation charge is transferred from the HRA revenue reserve into the major repairs reserve to contribute towards capital expenditure. It is therefore necessary to generate sufficient net income through housing rents to both reduce the level of debt over time and provide for major repairs.

- **Dedicated Schools Grant (DSG) – ringfenced expenditure across maintained schools, early years and high needs services.**

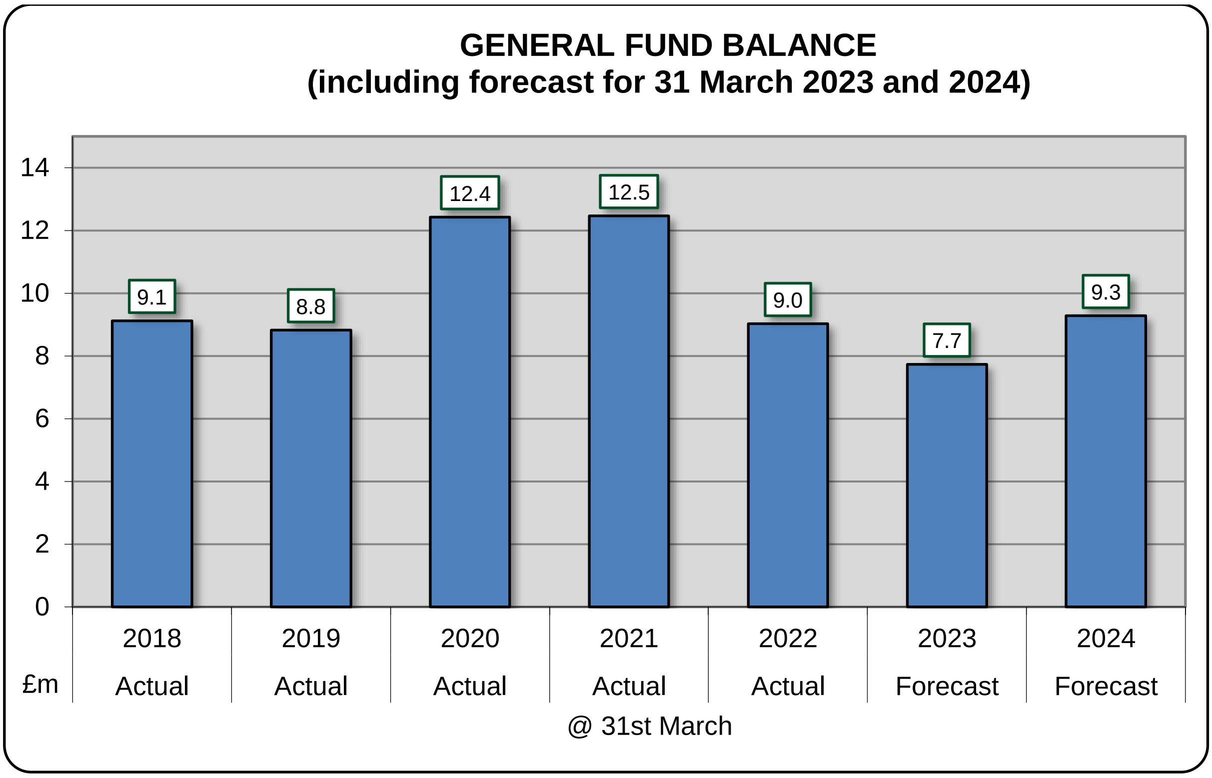
The Council receives DSG annually from the DfE and it must be used in support of the schools' budget as defined in the School and Early Years Finance (England) Regulations 2022. The purpose of the schools' budget is defined in legislation as the provision of primary and secondary education. Since the implementation of these regulations DSG deficits have risen in many Councils across the country and Wokingham is no exception. The annual deficit has risen significantly over the past five years and the accumulated deficit is of considerable concern. For this reason the Council has enlisted in the national Safety Valve programme, to ensure it is doing all it can to appropriately contain demand through numerous measures with regards to early intervention and prevention, manage need through greater self-provision and attain some additional financial support from the Government.

Further detail of the DSG are included in **Appendix 4**

4. Adequacy of reserves

The level of general fund 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. Historically this has shown that a safe level of General Fund Balances to be in the region of £9m with a minimum at £5m.

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.



Please note that work continues in 2022/23 to reduce the in-year overspend of £1.3m reported in the quarter three revenue monitoring and thereby restore reserves towards an intended minimum target level of £9m.

Capital

The Council hold various reserves for capital spend in the form of capital grants and contributions. Due to the nature of capital spend and multi-year projects, some reserves will be held but will be allocated to funding future year capital projects. The Council continuously review all capital funding each financial year to ensure grants are used where possible ahead of borrowing to reduce the capital financing costs (e.g. principal repayment + interest).

Housing Revenue Account (HRA)

Similar to the general fund balance, the level of HRA balance is informed by a budget risk analysis. Due to nature of the HRA being a ringfenced account where the main source of income is tenant's rental income, holding prudent reserves remain important to act as a contingency to meet unforeseen spending requirements or income reductions and to provide stability in medium term financial planning. Reserves have remained stable for the past two years and in line with our estimate of a prudential reserve limit

Dedicated Schools Grant (DSG)

As highlighted earlier, the Council have faced significant pressures over the past 4 years in relation to the High Needs Block, combined with under funding from the government the Council are now estimating a deficit reserve at 31st March 2023 of £16.5m in this area. For 2022/23 the mitigations are largely due to be delivered from actions and provision already planned for in the budget. From 2023/24 onwards successful delivery of the mitigations are predicated on increased local provision and are likely to require additional capital investment options currently being developed. We are currently working with the DfE to form a recovery plan for this. Recent accounting guidance published by CIPFA confirmed that this deficit reserve should be held as an unusable reserve and does not require to be covered by the authorities general reserves, although the authority may wish to contribute non-DSG funds to help manage the longer-term position.

The Council also hold approximately c£7m in school reserves which are held to act as a contingency to offset future pressures and or put towards capital investment within schools.

Other Balances

The Council holds other earmarked 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.

Many of the earmarked reserves are held for specific purposes such as developer funding for future maintenance of assets, grants received in advance and equalisation funds to smooth annual changes on demand led areas such as waste and recycling. Other reserves include interest equalisation and forward funding which are linked to the capital programme where infrastructure is delivered ahead of receipt of developer funding.

Further information is available in section 2 of the medium-term financial plan under reserves and balances.

5. Major Financial Risks – Forward Look

Although the Council has worked over many years on the highest standards of financial management, including a strong track record of delivery of significant savings, the financial future looks both extremely challenging and uncertain. The degree of uncertainty is at a level never previously experienced by the Council.

The explanatory below sets out the key risks identified by each Directorate. Further detail including the mitigations and controls that are in place are provided in **Appendix 5**

Adult Social Care – Although the charging reform has been postponed until year 3 of the MTFP, the risk of care reform measures and the impact on the care market remains. The National living wage increase will mean an already struggling care market will require additional financial support through care payment increases. There is also a national requirement to enable an expedited hospital discharge rate with the consequence of a higher number of care placements to be secured and funded by the Local Authority with little additional funding to do this. Already demand in this area is increasing both in terms of numbers and complexity, which will be exacerbated through further pressures on both the care market and the health system.

Children's Services – Particularly pressures are being experienced through a starkly rising number of Children in Care and through increased EHCPs. The later which is the primary reason behind the escalating DSG deficit and linked to this is significant year on year growth in Home to School Transport which is compounded by other factors such as the increase in transport running costs. Inward migration, particularly the Unaccompanied Asylum scheme which has recently required a higher uptake brings further pressure on Children's Services.

Place & Growth – Inflationary pressures are being felt severely in many areas undertaken within this Directorate in terms of both in Revenue and Capital. As a Directorate that provides the highest value of discretionary services and generates the highest value of discretionary income, it is inevitable that it will be putting forward a number of the funding solutions to address the budget gap. The successful delivery of these proposals will carry risk, some considerably higher than others.

Corporate – The impact of inflation, interest rates, the continuing impact of Covid and the cost of living crisis is felt Council-wide both in terms of the direct impact and the imperative to respond to the needs of the community where we can. Similar to Place & Growth, there will be considerable Corporately held savings and efficiencies targets, such as those coming out of the Organisation Foundations, that must be delivered on.

From a strategic financial perspective, it will be extremely challenging to keep spending within budget in 2022/23 given the National and Local context and we must do all we can to minimise and prevent any unfunded financial burdens flowing into 2023/24. The 2023/24 budget proposals will attempt to fund and address the challenges described above, however considerable financial risk will need to be held and managed within Directorates and across the Council. The longer term strategic financial position will be impacted by the Council's responsible approach in setting the 2023/24 budget and how it continues to closely review and respond where necessary. These endeavours will need to be discharged in the context of considerable uncertainties which includes both the economic landscape and Government funding, given the financial settlement was for one year only. Longer term the unknown financial pressures around future legislative requirements, will also need to be understood and overcome, such as; the removal of the statutory override on the DSG; the new requirements for Minimum Revenue Provision; and the ASC charging reform.

6. Conclusion

The budget submission to Council inevitably contains considerable risk that must be managed next year and beyond. The savings targets are challenging but are necessary and considered deliverable, and expenditure budgets will need to be carefully managed with considerable unknowns. A budgeted General Fund balance of over £9m is considered safe and prudent in the context of this. The Housing Revenue Account also experiences a higher level of risk than in previous years, however expenditure fluctuations are not as great in this area and therefore a modest forecast reserve of approximately £1m is considered to be adequate. Over recent years the DSG deficit has escalated to a level of considerable concern and the proposal to utilise 1% of the Council Tax increase p.a. for this is considered to be wholly necessary, in conjunction with all the other work being undertaken in this area to reduce costs.

The Capital Programme, although balanced in 2023/24 provides little to cover risks of unknown emergency expenditure or unmanageable increases in inflation. Diligent cost control measures and a continuous review of schemes will need to continue into 2023/24 to curtail or rephase expenditure where possible and enhance the level of contingency in year. Although good progress has been achieved in reducing pressure on future years programme, there remains a sizeable gap for Years 2 and 3 which will become more severe with any re-profiling from year 1. If costs cannot be curtailed overall, there may need to be a sizeable growth bid in future years to support additional borrowing.

From a strategic and longer term financial perspective the outlook remains both challenging and uncertain and as such it would be prudent to plan on using the maximum Council Tax flexibilities. The Council does hold sizeable Earmarked Reserves but also caries significant risk. The use of £1.4m Earmarked Reserves in 2023/24 is reasonably modest and necessary given the current national and local context.

Graham Ebers
Deputy Chief Executive
(and Chief Financial Officer)

7. Glossary

Abbreviation	Description
ASC	**Adult social care**
CCOSC	**Community & Corporate Overview & Scrutiny**
CIPFA	**Chartered Institute of Public Finance & Accountancy**
CFO	**Chief Finance Officer**
CPI	**Consumer Price Index**
DSG	**Dedicated Schools Grant**
DFE	**Department for Education**
DoHSC	**Department of Health and Social Care**
ESG	**Education services grant**
GFB	**General fund balances**
HND	**High Needs Block**
HRA	**Housing revenue account**
MOD	**Ministry of Defence**
MTFP	**Medium term financial plan**
NDR	**Non-domestic (business) rates**
NHB	**New homes bonus**
PUF	**Primary unit cost**
RPI	**Retail Price Index**
RSG	**Revenue support grant**
SDL	**Strategic development locations**
SEND	**Special Educational Needs and Disability**
SFA	**Settlement funding assessment**
SoBM	**Summary of budget movements**
SUF	**Secondary unit cost**
TCR	**Town centre regeneration**
WHL	**Wokingham Housing Limited**

Appendix 1;

Key Financial Standing & Funding Context

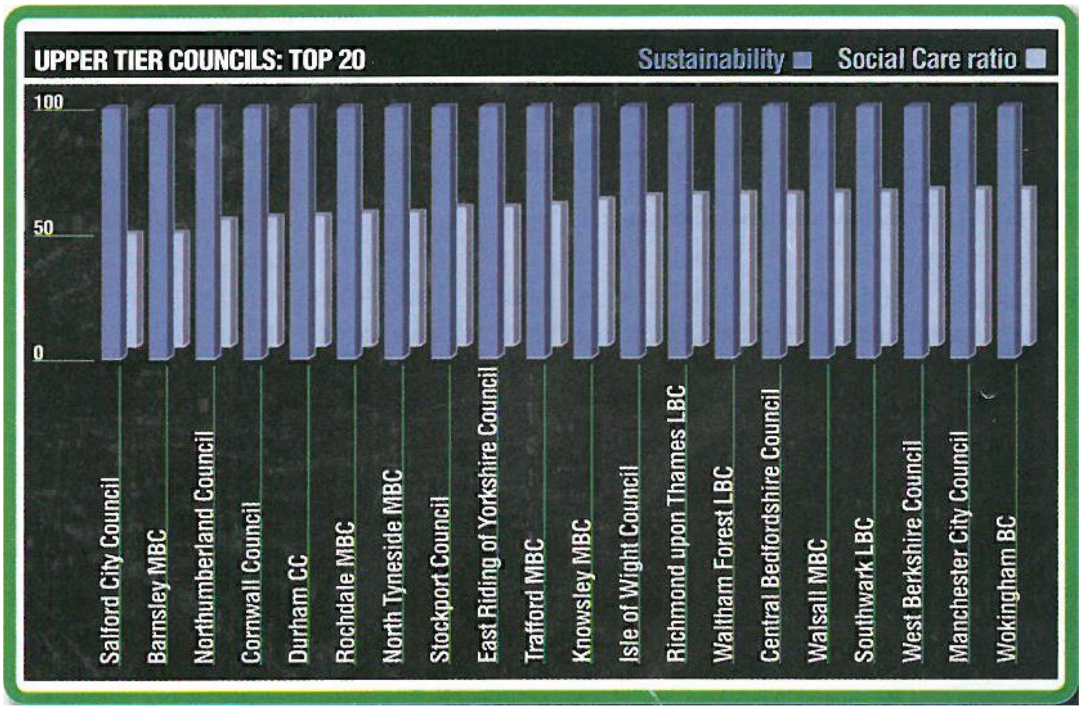
As part of the overall approach to managing and monitoring the financial position it is important to monitor and review the longer-term trend, impacts of funding and the position against other Councils. These are useful measures to further ensure Wokingham's approach and understanding is reasonable and there are not other risks or opportunities that have not been considered or understood.

CIPFA Resilience Index

In December 2019, CIPFA published their first financial resilience tool which highlighted key financial indicators such as reserves sustainability, external debt and social care ratios based on the 2018/2019 financial year. The index shows a council's position on a range of measures associated with financial risk and financial stress. The selection of indicators has been informed by the extensive financial resilience work undertaken by CIPFA over a number of years, public consultation and technical stakeholder engagement.

Wokingham have been rated in the top 20 of upper tier councils for financial sustainability (source: 9th Jan 2020 – The Management Journal). Although Wokingham have been rated highly for financial sustainability (measured by ability to maintain reserve balances), the Council still face significant challenges and risks in the future which are outlined in this report and throughout the Medium Term Financial Plan (MTFP). Also included in the graph is the social care ratio which shows how much of the annual spend is linked to social care which is seen by CIPFA as an area of financial risk for all local authorities.

The latest resilience index published (based on 2020/21 data) showed an improved position on indicators of financial stress. These included improved indicators around maintaining or improving earmarked reserves and the cost of social care as a proportion of total expenditure compared to other local authorities.



Source – The MJ – 9th January 2020 (The above analysis, undertaken for a national report, has not been repeated or updated since January 2020, however is still relevant to understand Wokingham's position and context at that time. We will consider methods to update this for future years reports)

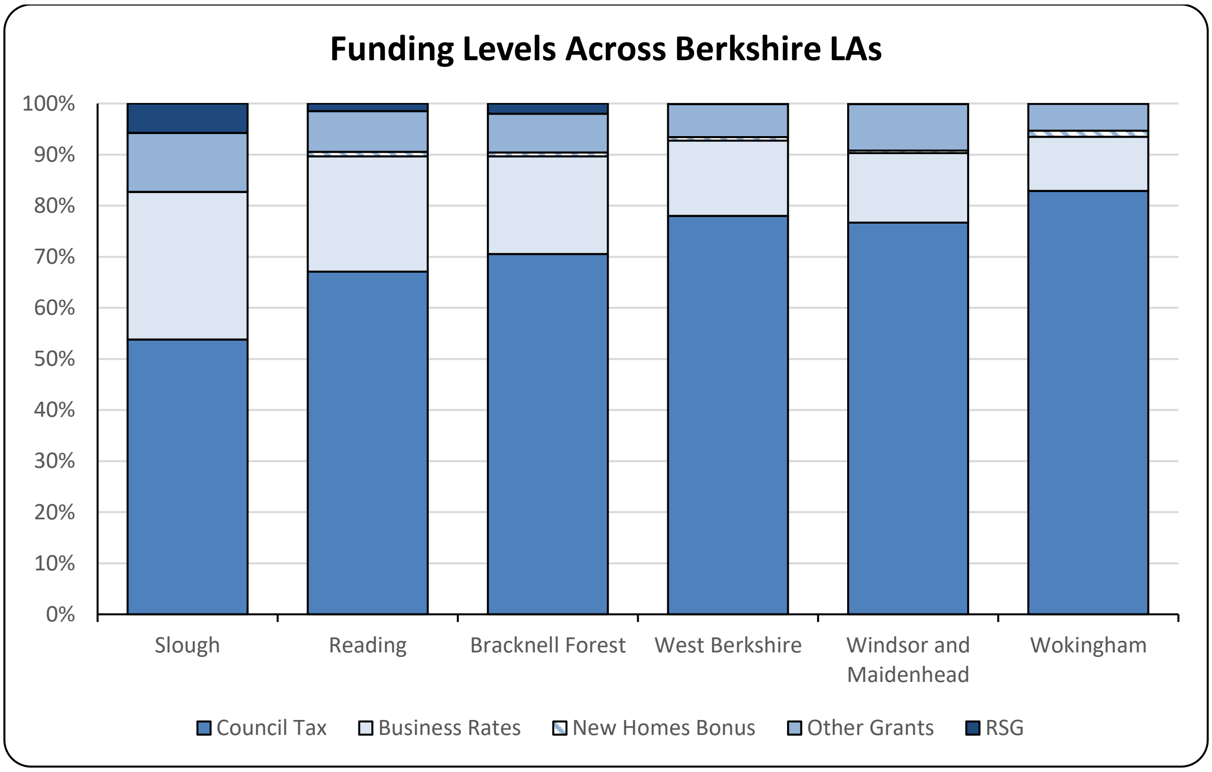
Wokingham Funding Context

The reductions in Government grants 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 £53m (50%) between 2010/11 and 2023/24 meaning the Council are delivering services more cost effectively.

	£m
WBC 2023/24 net expenditure budget	153.9
Less reduction in grants for services now part of formula grant	(12.5)
Less discount re inflation since 2010/11 (based on CPI)	(68.4)
Less discount re growth in council tax base since 2010/11	(21.5)
Net expenditure budget 2023/24 discounted to 2010/11 Prices (a)	**52.2**
WBC 2010/11 net expenditure budget (b)	**105.2**
Estimated reduction in expenditure since 2010/11 (b – a)	**£53.0m (50%)**

This is the result of numerous years of local government funding driven by a formula that is skewed toward deprivation factors (as opposed to recognising the basic cost of providing services) and reductions in centrally funded grants based on percentage reductions to previous years, Wokingham Borough Council has been for many years the lowest funded unitary authority (per head of population) in the country. A consequence of this is that Wokingham Borough Council's local services are deemed in the finance settlement to have the majority funded by its council taxpayers. Whilst the average unitary authorities receive revenue support grant and retained business rates to fund around 30% of their service costs, Wokingham receive only 11%.

The graph below highlights the imbalance of funding requirements across the 6 Berkshire authorities. Based on the core spending assumptions from central government in the finance settlement, Wokingham has the majority of funding expected to come from council tax as opposed to Slough for example, who receive more revenue support grant and can retain more business rates funding.

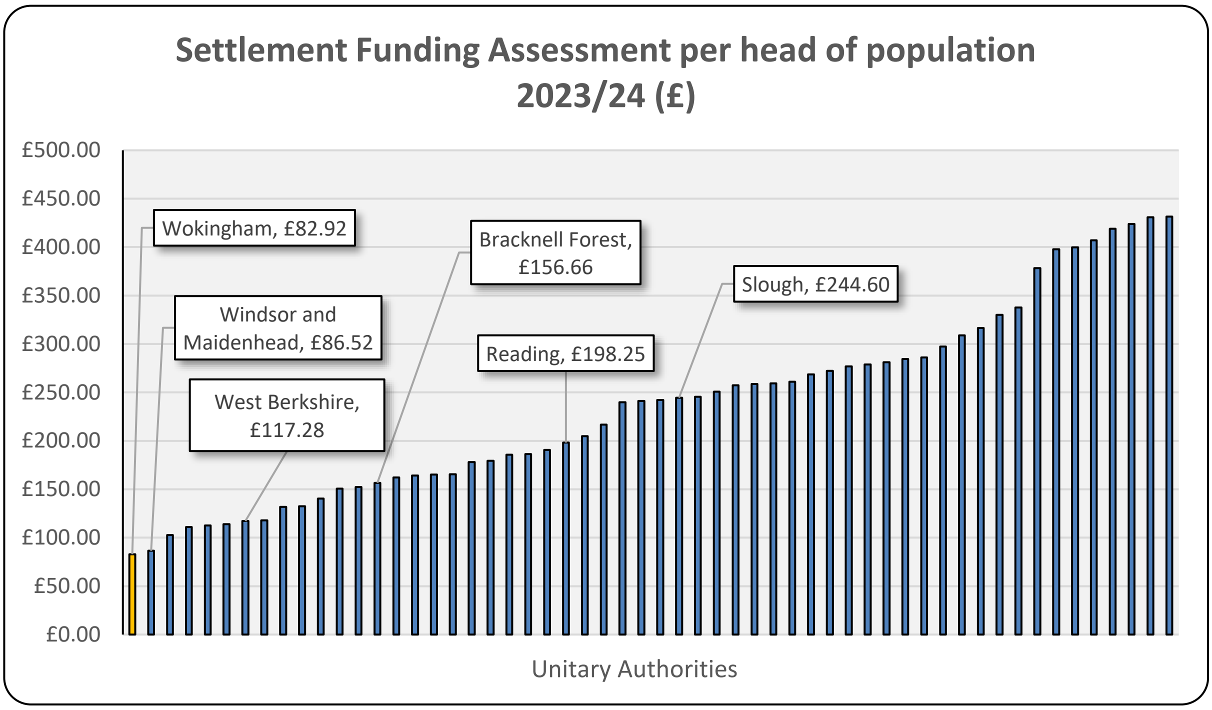


Settlement Funding Assessment (SFA)

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 (£14.65m) and the RSG represents a grant from government to help fund services within Wokingham (£0.12m).

Wokingham's total SFA will be £14.77m in 2023/24, compared to £19.07m in 2016/17, a reduction of 22.5%, or £4.3m. Wokingham's SFA has remained close to £14.1m since 2017/18 after the reduction in 2016/17. 2023/24 is the first year the Council have seen a small increase (c4%). This means our baseline funding level and therefore retained business rates have not seen any inflationary increases.

The graph below shows the position for 2023/24 in terms of SFA funding per head of population and confirms that Wokingham is the lowest funded unitary authorities, well below the unitary average, and less than 17% of the highest funded unitary authority:



Wokingham will receive the SFA per head of £82.92, which is significantly lower than the unitary authorities' average. It is also less than half the funding of two of the Berkshire authorities. If the Council received £250 per head, this would equate to an additional c£30m in funding.

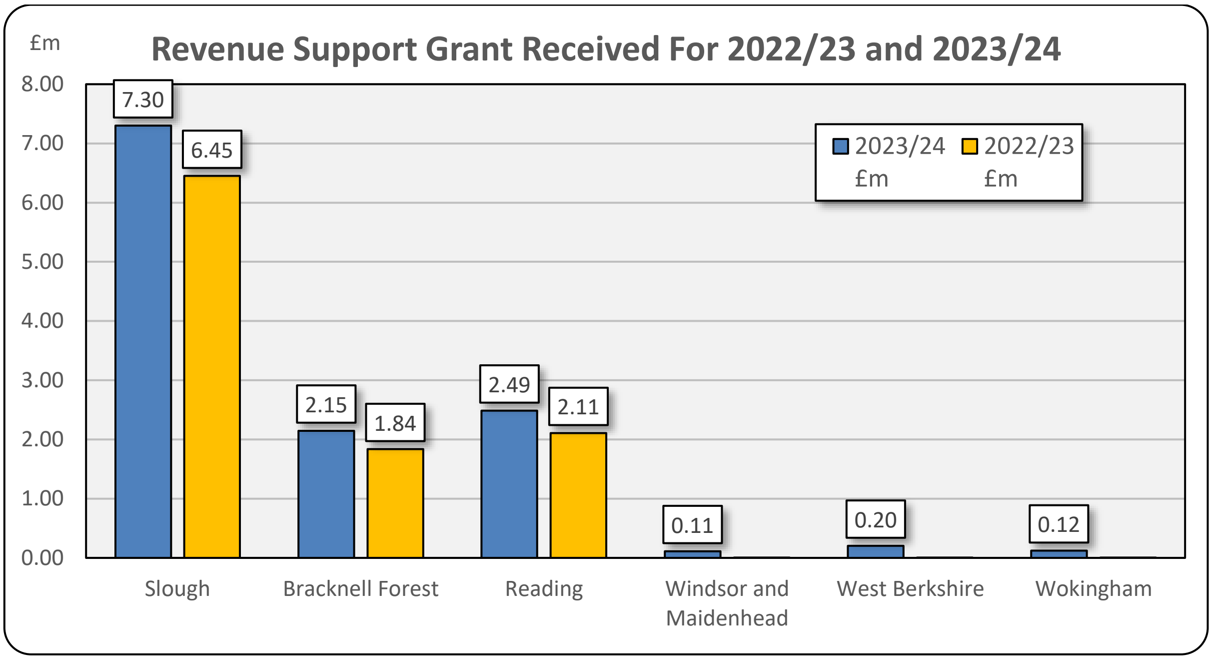
<u>Revenue Support Grant (RSG)</u>

RSG was previously the significant un-ringfenced grant that supported the Council's ongoing revenue expenditure. From 2013/14 it has been incorporated within the settlement funding assessment (SFA) which Wokingham faced reductions in grant yearly and the complete removal of this grant since 2018/19. Only this year (2023/24), have Wokingham seen some RSG allocation, £0.12m.

It was expected that from 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 again through the finance settlement that negative RSG will not be enacted in 2023/24 (similar to 2022/23). The funding position is unclear from 2024/25 onwards and Wokingham will need to continue to make representations regarding the new methodology for financing local authorities to ensure we secure a fair and viable ongoing funding settlement from the Government.

The graph below compares the RSG allocations over the past two years across Berkshire Councils.



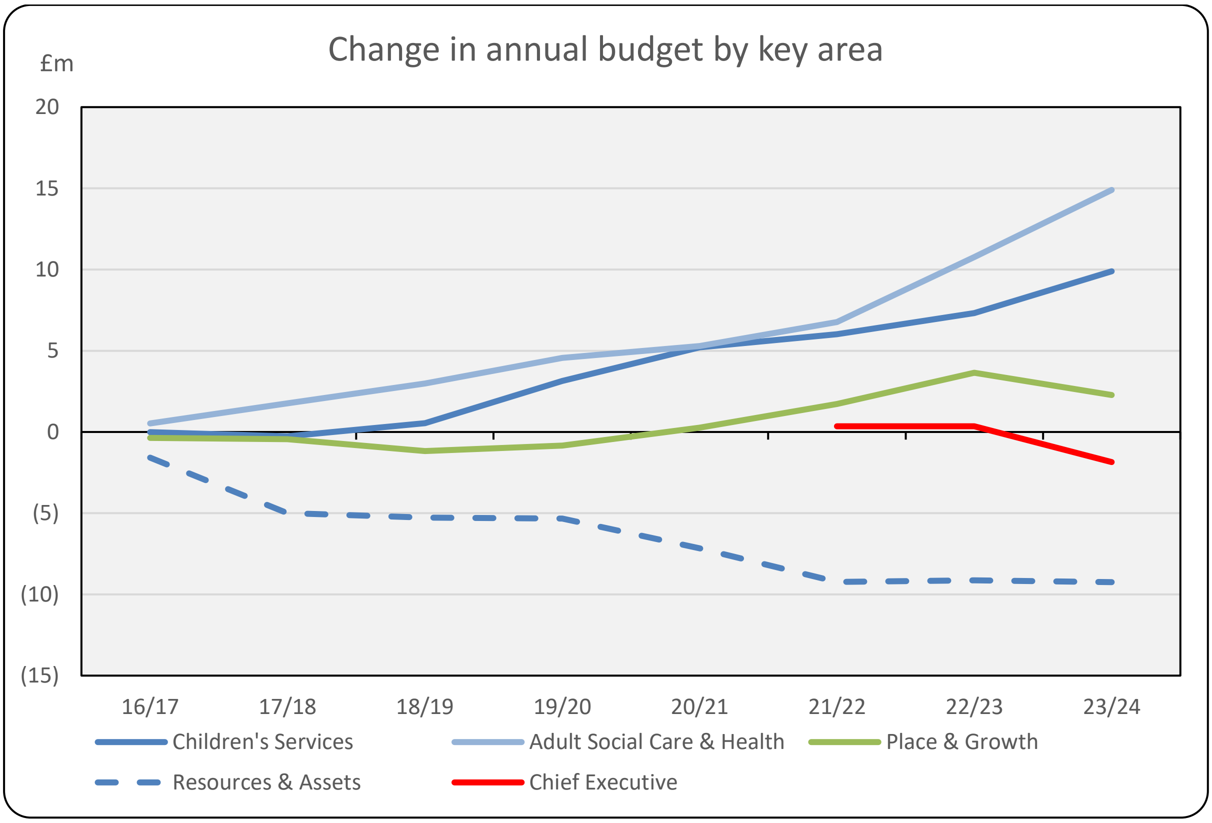
£m
Revenue Support Grant Received For 2022/23 and 2023/24
8.00
7.00
6.00
5.00
4.00
3.00
2.00
1.00
0.00
2023/24 £m
2022/23 £m
7.30
6.45
2.15
1.84
2.49
2.11
0.11
0.20
0.12
Slough
Bracknell Forest
Reading
Windsor and Maidenhead
West Berkshire
Wokingham

Appendix 2;

Delivering through financial governance and ongoing efficiency

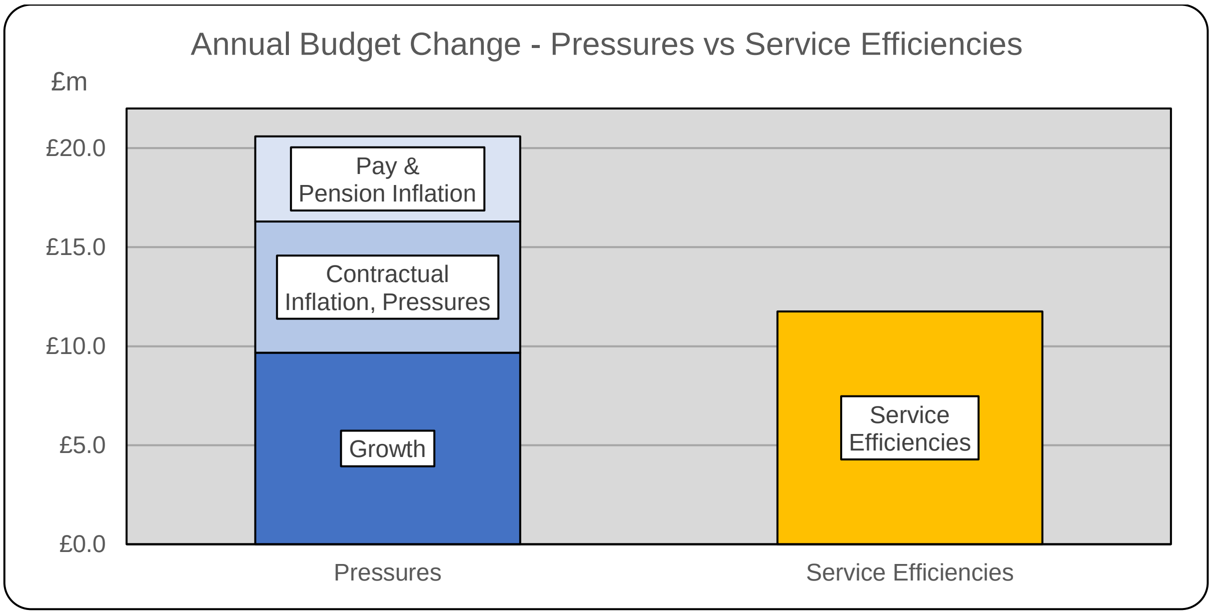
Across the many varied and complex services the Council provide, there will be pressures and risks as well as efficiencies and opportunities to reduce costs or to deliver more value from current resources. Often efficiency initiatives are required to meet additional demand and service need without the need for budget growth . The budget process aims to capture these to ensure the budget set is prudent and robust and that services continue to review their operations and cost base. The detail below shows where opportunities have been identified and how those initiatives have impact the distribution of resources across services and the impact on the overall budget position.

The graph below shows the cumulative change in annual budget across four key areas of Children's Services, Adult Social Care & Health, Place & Growth, Resources & Assets. Whilst the graph shows cost pressures across the social care areas, the Council have managed to offset many of these through efficiencies and income generation within resources & assets services and recently place & growth.



Note – the graph above excludes £2.96m of inflation in 2023/24 which will be distributed to services during the year.

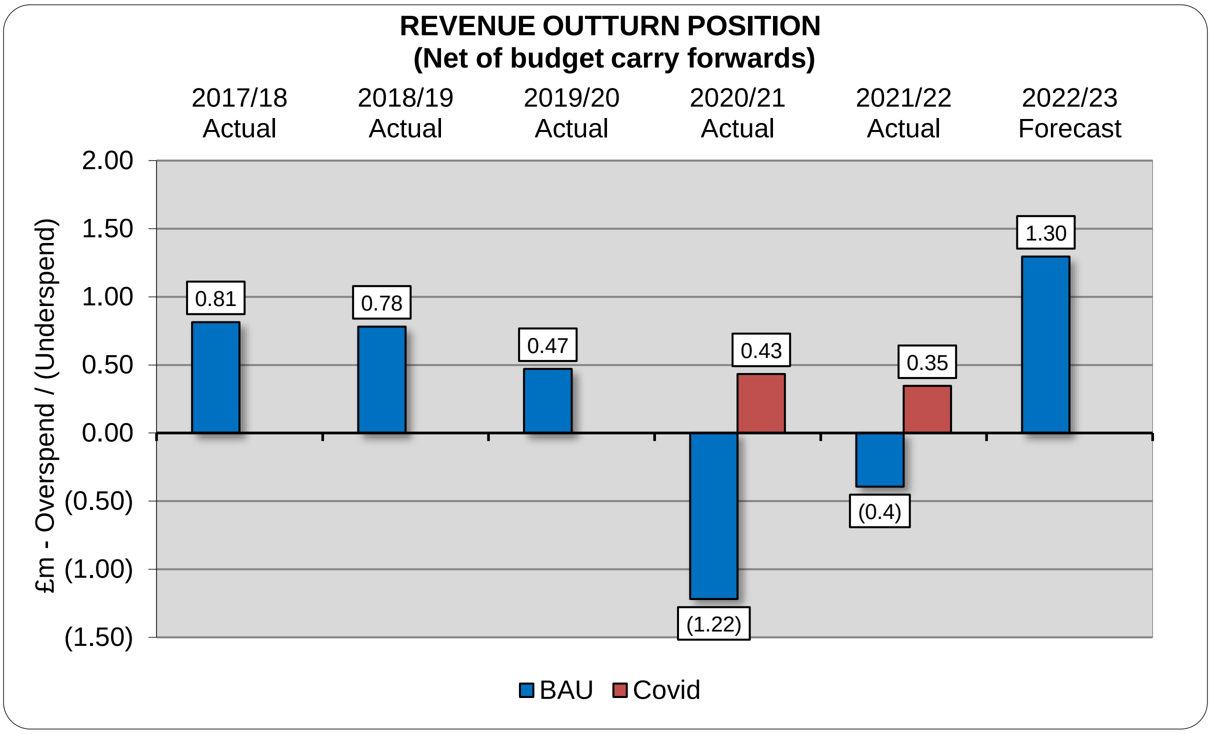
The annual change in budget is shown below. For 2023/24, the total pressures outweigh the service efficiencies. The difference will be required to be funded via council tax rises. The detail budget changes have formed part of the information provided to Community and Corporate Overview and Scrutiny Committee throughout the budget process.



* Service Efficiencies are designed to reduce costs whilst maintaining services to the public.

Mitigating Service and Budget Pressures

Over the past number of financial years, the Council have faced a number of demand led pressures in year and more recently, the financial impact from Covid-19. These underlying pressures are considered as part of the budget process. The forecast budget variance in 2022/23 currently shows a combined overspend of £1.295m compared to the budget approved in February 2022, based on December 2022 monitoring.



Further information is available in the quarterly revenue monitoring reports reported to Executive and available on the Councils website.

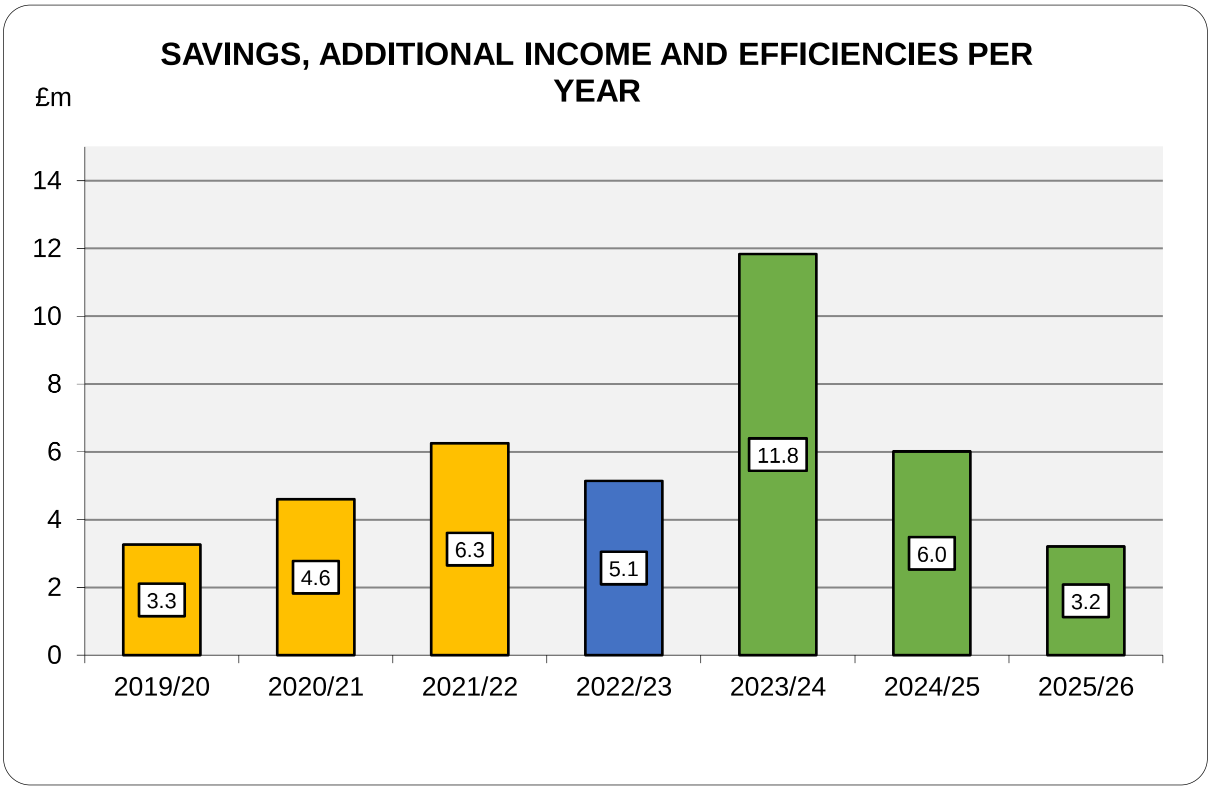
Extensive work is currently underway to manage the in-year 2022/23 position and to bring the current forecast back to a balanced position. This is critical in order to maintain appropriate reserves. Current activity includes;

a) Departmental budget savings programmes,
b) Restrictions on all recruitment,
c) Implementation of future savings programmes being brought forward where possible,
d) Program of contract reviews to manage inflation and understand efficiency options

Delivering Efficiency and Income generation

In order to continue to provide value for money and to maintain budgets within the ever difficult financial environment, efficiencies and income generation are required to meet the changing pressures in growth, inflation, and demand for services.

The total savings, efficiencies and income generation that have been identified in setting the council tax in previous years are shown below, along with planned savings required in the 2023/24 three year medium term financial plan. Efficiencies are used to fund growth, inflation and reductions in Government grants whilst allowing the Council to maintain frontline services.



Nb – Amber denotes savings delivered, Blue denotes savings in delivery and Green denotes savings in future plans.

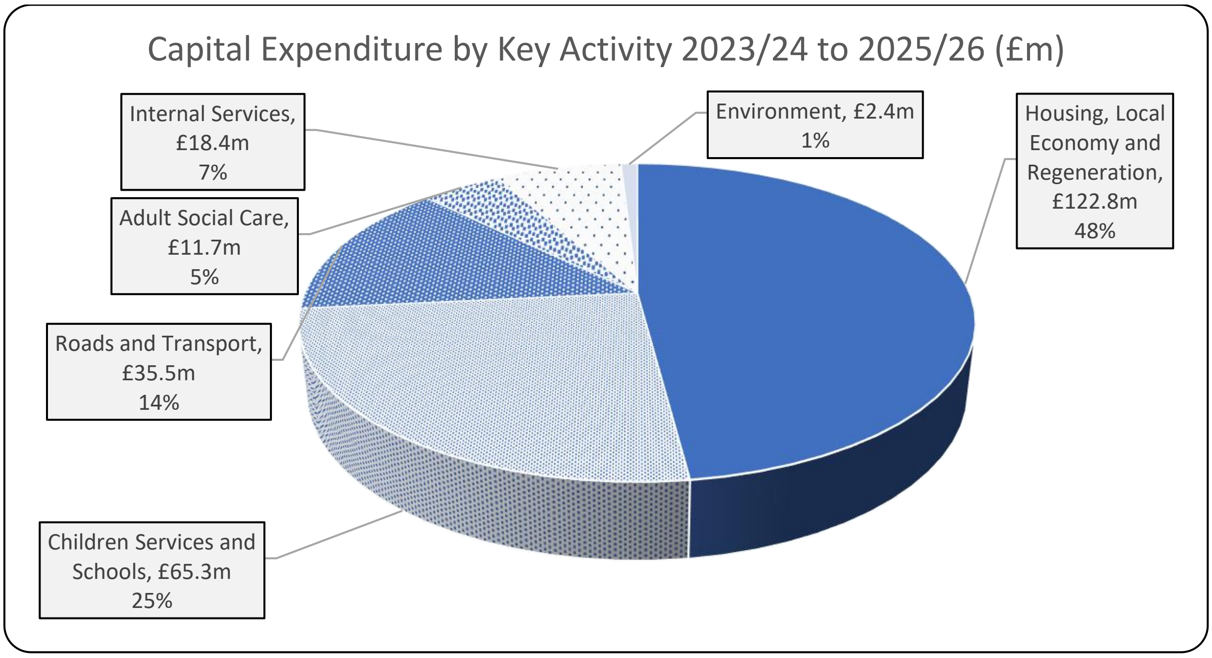
Appendix 3;

Capital Programme – Investing in the Borough

The following paragraphs further detail the Capital Programme showing where investment is being made, how the programme is being funded and the overall impact on borrowing, the capital financing requirement and the return on investments.

Spend Analysis

The graph below shows the capital expenditure planned for the next 3 years by key activity area. This excludes any previously approved budget that has will be carried forward into future years. In total the Council plan to invest a further £216m (including HRA) over the next 3 years.



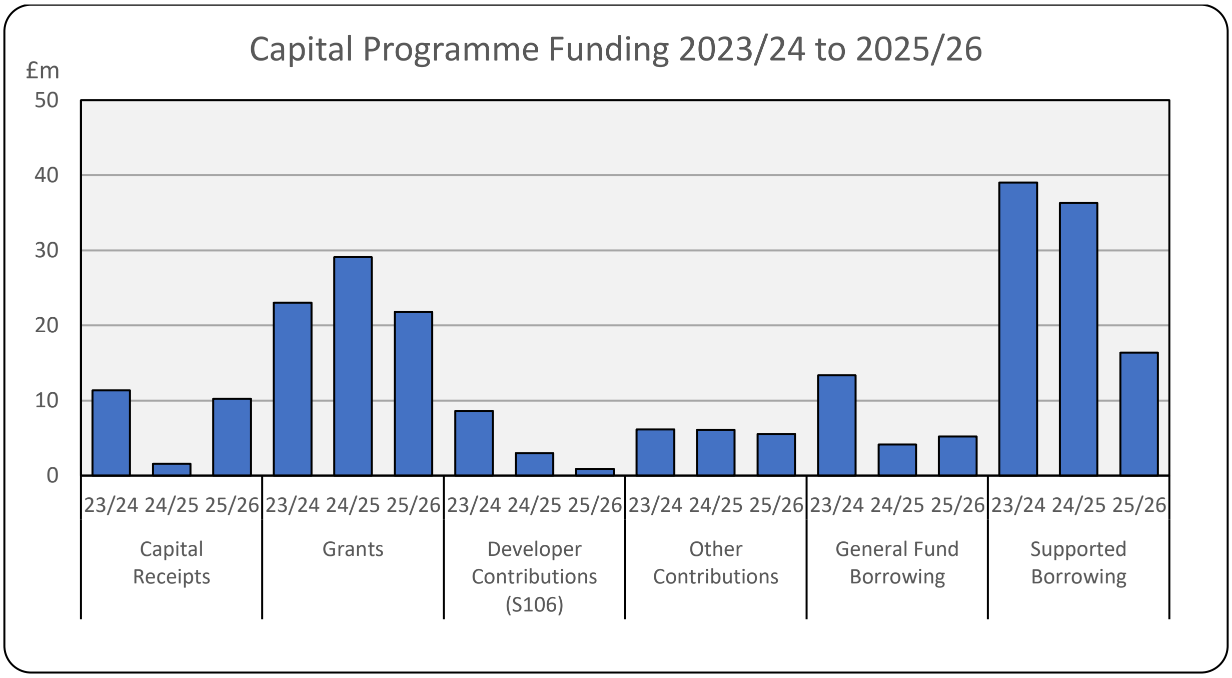
As highlighted above, significant investment is planned across schools, roads and transport, housing, local economy, and regeneration.

Funding Capital Investment

There is currently a gap in funding for the capital programme over the full MTFP period, however year 1 of the programme is fully funded. The longer-term budget gap will be addressed through a combination of expenditure reductions, reprofiling of projects and seeking to maximise funding resources.

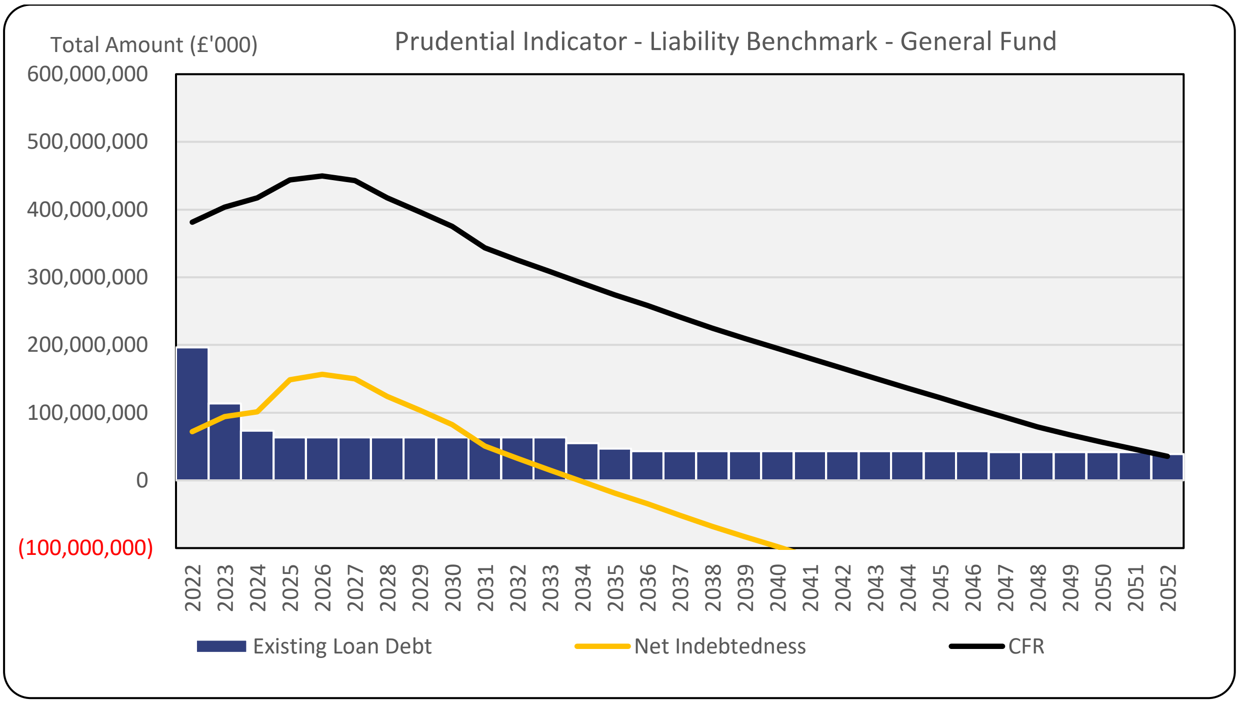
The major funding source for the capital programme will be supported borrowing which relates to borrowing upfront where a direct repayment source (e.g. Income generation, HRA rental income, repayment of subsidiary company loans and future developer contributions) has been identified whereas general fund borrowing is funded through existing revenue base budget. The graph below shows how the capital programme will be funded over the next 3 years (assuming the funding gap in year 2 and 3 are met through reducing / rephasing capital expenditure).

The amounts shown under supported borrowing are based on the budget permissions set out in the capital programme consisting of different projects. Some projects will be committed to deliver whereas some budget allocations will not yet have detailed plans for spend or relevant outcomes/returns and therefore will not progress until that detail is fully understood.



Nb; as explained above, funding identified in graph is currently less than total capital requirements. Further funding opportunities will be required or a reduction in the total capital programme will be needed in order to balance the position.

As the Council continues to borrow over the short to medium term period, debt levels will increase as shown by the CFR line in the graph below. The level of debt is considered affordable and sustainable as required by the CIPFA prudential code. All capital projects are supported by detailed business cases which include where appropriate how supported borrowing will be repaid.



Note – net indebtedness is calculated by subtracting treasury investments from external borrowing.

Further information on the funding of the capital programme is set out in the Capital Strategy and the Treasury Management Strategy.

Appendix 4;

Dedicated Schools Grant

The Council receives DSG annually from the DfE and it must be used in support of the schools' budget as defined in the School and Early Years Finance (England) Regulations 2022. The purpose of the schools' budget is defined in legislation as the provision of primary and secondary education.

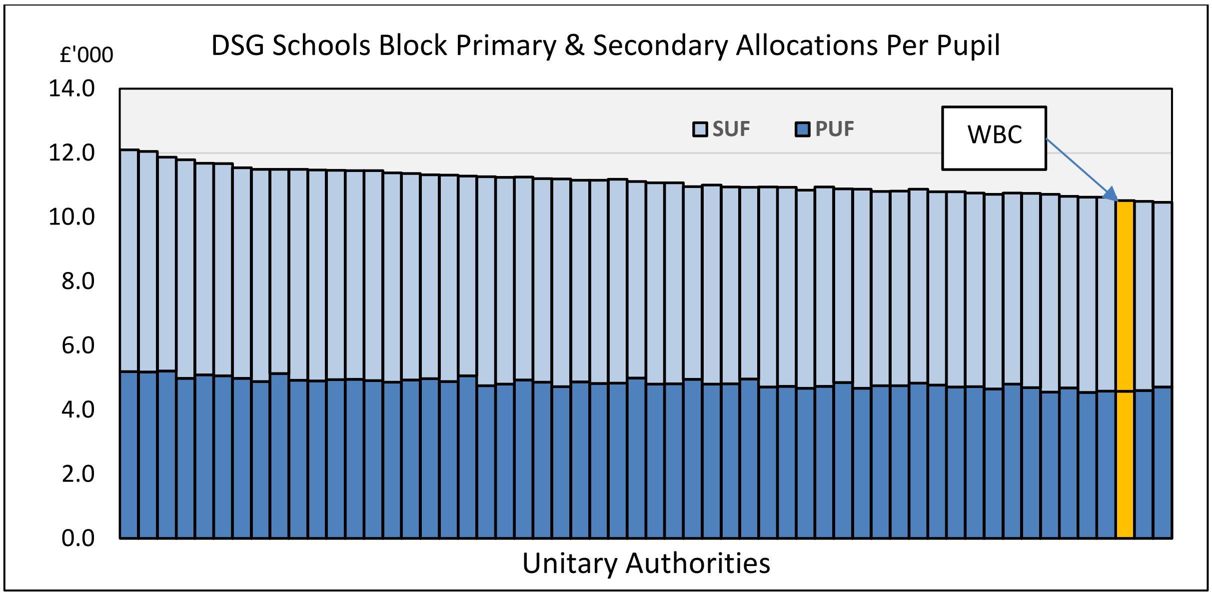
The following pages explain further how the grants are calculated and distributed. They also show Wokingham's grants in comparison to some other unitary authorities

The amount for 2023/24 was notified to the authority by the Department for Education (DfE) in December 2022. 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 2023/24 is £180.86m, compared to £167.16m in 2022/23. The increase to 2022/23 is accounted for by increased funding on both two-unit costs, one for primary unit cost (PUF) and one for secondary unit cost (SUF). The DfE 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.

DSG funding has increased for 2023/24 for all four blocks. This much needed funding increase is welcomed by the Council and all of our schools and will help contribute to the day-to-day funding of services.

Block	2022/23 £,000	2023/24 £,000	Change £,000	Change %
Schools Block	129,842	138,780	8,938	7
High Needs Block	25,031	28,430	3,399	14
Early Years Block	11,289	12,615	1,326	12
Central School Services Block	995	1,039	44	4

The actual 2023/24 PUF is £4,579 and SUF is £5,936 per pupil compared to £4,404 (PUF) and £5,656 (SUF) in 2022/23. Wokingham continues to receive one of the lowest funding amounts of all unitary authorities.



As outlined in the previous section, the DSG funding is based on 4 blocks and therefore expenditure mirrors these 4 blocks and includes;

- Schools Block – expenditure on day to day running of schools.
- High Needs Block – expenditure on high needs including independent special schools. This area has seen significant financial pressures due to growing demand and complexity in cases.
- Early Years Block – expenditure in relation to providing to early year settings including funding for free entitlement for 2, 3 and 4 years old.
- Central Schools Services Block – expenditure in relation to statutory services such as school admissions and education support services.

Of the £138.8m in the Schools Block, £1.7m is proposed to be retained for the Growth Fund, funding new and growing schools. The remaining £137.1.m is allocated to individual school budgets based on the local funding formula, which all schools have been consulted on, and will be presented to Schools Forum for final approval on the 11th January.

All schools are funded using the same formula regardless of whether they are maintained or an academy, with the formula taking account of a large number of variables including pupil numbers and other factors such as deprivation.

The current school profile is as follows:

	Number of Schools	**Total Number on Roll**	**Draft Budget 2023/24 £,000**
Maintained Schools	29	9,713	46,758
Academies	36	16,702	90,356
TOTAL	**65**	**26,415**	**137,114**

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 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 have been invited into the government's Safety Valve Programme and are working with the ESFA to produce a DSG management Plan that will see The Council setting an in-year balanced budget by 2028/29".

Appendix 5;

Key Financial Risks and Mitigations / Controls

Risk	Mitigation and Controls
Adult Social Care and NHS reform	Significant work has been undertaken to model costs and service options. Liaison is ongoing with central govt and professional organisations. Contingency budgets built into MTFS. Recent delays allow for further preparation and understanding
Additional statutory costs of Children in Care	We are experiencing significant increases in demand and a number of management actions are in place to mitigate the risks including targeted service work to support children to remain at home and working with partners to manage and reduce costs of placements.
One-year financial settlement	Working with central govt, professional orgs and other local authorities to best understand future options and implications. MTFP includes a number of assumptions and contingencies
Increasing Interest rates and debt charges	The treasury team work with External experts to continually review and update borrowing and lending strategies. Investments are reviewed and modelled against various scenarios
Inflationary pressures – including pay and contracts	Specific corporate support is in place to assist contract management and procurement. MTFP includes provision for increases as best understood.
Future changes to Minimum Revenue Provision	Continue to work to understand likely changes and timing, input into consultation to inform future model. Investments are modelled against various future scenarios to ensure any revised investment decisions or further provisions are provided for
Dedicated Schools Grant Deficit	Actively involved in Safety Valve potential opportunity. Continually review service models and efficiency opportunities. MTFP includes further annual funding
Continuing impacts from COVID	Key budgets (leisure, parking) are continually reviewed with short-term additional funds and increased base budgets provided in MTFP where required.
Cost of living pressures	Ongoing engagement with community partners to provide support and wherever possible proactive interventions. Increases in Council Tax Reduction schemes to support vulnerable
Specific service pressures; Home to School Transport Unaccompanied Asylum Seekers	Detailed budget monitoring and forecasting. Support to services to review and innovate in service delivery models. Where appropriate lobbying to central government for appropriate funding.

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	• Policy based on a combination of financial risks and Audit Commission guidance as follows: • Min 5% of net expenditure (excluding Dedicated Schools Grant) – this equates to £7.9m • Risk assessments of budgets • To enable stability in longer term financial planning	2024 £9.3m 2025 £9.0m 2026 £9.0m	Provides: • 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 @ 3.0% = £30k per £1m.	• Could be used to fund one off General Fund expenditure which would result in loss of interest £30k per £1m • Could be used instead of borrowing @ 4.0% = £40k per £1m but loss of interest of £30k 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	• 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	2024 £2.8m 2025 £2.4m 2026 £2.0m	• 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	• 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.	• Contributions to the reserve are made on the basis of the anticipated replacement cost of the items over their expected life	2024 £0.7m 2025 £0.7m 2026 £0.7m	• Reduces pressure on maintenance budgets • Interest is accrued on the reserves at 3.0% = £20k which helps to reduce costs	• 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 and smooth revenue impacts from volatility in landfill and recycling usages.	• 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	2024 £4.2m 2025 £4.2m 2026 £4.2m	• Provides stability of budgets in the medium to long-term	• A reserve in deficit cannot be used for other purposes, it will be offset by General Fund Reserves
Pension, Interest, and WTCR / 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. These reserves also held to smooth the negative impact from the fairer funding review.	• 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 • Smooth annual variations between leisure contract income and capital investment costs • Smooth impact of fairer funding review and loss of new homes bonus	2024 £50m 2025 £48m 2026 £46m	• Equals out market fluctuations in income due to volatile interest rates • Avoid short term borrowing @ 4.0% = £40k per £1m but loss of interest of £30k per £1m • Equalises WTCR scheme costs	• Could be used to support revenue expenditure

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Commuted Sums **(Earmarked Reserve)**	These are amounts received from developers for the maintenance of open spaces, parks and natural greenspaces	• 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 project and may be subject to planning permissions etc.	2024 £21m 2025 £22m 2026 £23m	• Used to maintain parks and open spaces so avoiding service spend • Interest to be used in a specified and agreed manner • Avoid short term borrowing @ 4.0% = £40k per £1m but loss of interest of £30k per £1m	• Money cannot be used for other purposes
Forward Funding **(Earmarked Reserve)**	Offset impact where infrastructure required ahead of developer contributions being received	• Reserve held to offset annual differences between capital investment costs and receipt of developer contributions	2024 £23m 2025 £22m 2026 £21m	• Infrastructure can be delivered ahead of developer receipt	• Could be used to support revenue expenditure

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Capital Reserves:					
Usable Capital Receipts (Excluding right to buy) (Statutory)	Proceeds of fixed asset sales and repayments of other loans/grants available to meet future capital requirements and to act as a contingency	• 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)	2024 £2m 2025 £2m 2026 £1m	• To finance future capital schemes • This provides stability for longer term planning • Interest on balances helps to reduce costs to the taxpayer.	• Loss of interest income
Usable Capital Receipts (Right to buy element)	The council's share of HRA sale receipts are ring fenced for One for One Replacement	• Housing sales receipts must be used for social housing within the Borough	2024 £1m 2025 £1m 2026 £1m	• Government's commitment to ensure that the receipts on every additional home sold under the Right to Buy are used to fund its replacement	• Will be used to help fund the HRA reinvestment in new homes for affordable rent
Other Capital Contributions:					
Developer Contributions (S106 and Community Infrastructure Levy (CIL)) and Revenue to Capital Contributions	Money received from developers as part of their development obligations A time lag exists between receipt and design/delivery of schemes	• There is no policy on the level of balances due to the nature of the contributions • Aim to fund schemes identified within the 3 year capital programme / 5 year capital vision • All contracts are unique to each developer and will vary depending on the nature of the particular project • Balances may increase due to restrictions on how contributions may be spent, and matching these to schemes within the capital programme	2024 £75m 2025 £74m 2026 £73m	• Avoid short term borrowing @ 4.0% = £40k per £1m but loss of interest of £30k per £1m	• 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, but loss of interest

Reserve	Purpose	Policy	Estimated Level @ end of March	Benefit	Opportunity Cost
Ring Fenced Reserves:					
Housing Revenue Account (HRA) **(Statutory)**	Resources available to meet future running costs for council houses	• 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 • Current recommended minimum level of reserves is £1m	2024 £1m 2025 £1m 2026 £1m	• 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. 3% Interest = £30k	• Could be used to fund HRA Capital expenditure to help meet decent homes standard which would result in loss of interest £30k per £1m • Could be used to fund HRA debt repayment
Major Repairs Reserve **(Statutory)**	This records the unspent balance of HRA Capital projects	• Use of Capital to meet Decent Homes Standard • Redevelopment and regeneration of the council's housing stock	2024 £0.1m 2025 £0.1m 2026 £0.1m	• Provides capital to invest in stock to meet the government's Decent Homes Standard policy • Provides general contingency for unavoidable or unseen expenditure	• Will be used to fund HRA capital expenditure to help meet decent homes standard
Other Earmarked Reserves	These reserves are held for specific accounting reasons	• The funds in these reserves are ring fenced funds that cannot be used for other purposes	2024 £15m 2025 £14m 2026 £13m	Reserves include: • Challenge of business rates • Energy contract reserve • Building Control trading account reserves	• Interest on these reserves at 3.0% would be £390k which helps to reduce costs

GRAND SUMMARY - GENERAL FUND PROPOSED BUDGET 2023/24

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

	2022/23 Restated Estimate £	2022/23 Local Tax Rate £	2023/24 Estimate £	2023/24 Local Tax Rate £
Adult Social Care	58,094,700	775.15	59,011,680	773.95
Chief Executive	10,576,770	141.12	9,327,050	122.33
Childrens Services	31,172,970	415.94	33,718,660	442.23
Place & Growth	32,638,920	435.50	31,318,990	410.76
Resources & Assets	12,171,520	162.40	23,515,750	308.42
Total Net Expenditure	**144,654,880**	**1,930.11**	**156,892,130**	**2,057.68**
Appropriation to / (from) Balances	6,807,582	90.83	7,522,963	98.67
Borough Council Requirement	**151,462,462**	**2,020.95**	**164,415,093**	**2,156.35**
Income:				
Government Support / Business Rates	(20,643,100)	(275.44)	(27,976,943)	(366.92)
New Homes Bonus	(4,765,095)	(63.58)	(1,865,430)	(24.47)
Council Tax Collection Fund Surplus	(1,000,000)	(13.34)	(1,000,000)	(13.12)
Council Tax for Borough Council Purposes	**125,054,267**	**1,668.58**	**133,572,720**	**1,751.84**
General Fund Balance Estimates (Note 1)				
Brought Forward	9,025,630		7,730,293	
In Year Variation	1,295,337		1,549,707	
Carried Forward	7,730,293		9,280,000	
Council Tax Base	**74,946.3**		**76,247.1**	

Note 1 - 2022/23 estimate based the in year revenue monitoring position at quarter three

The local tax Band D rate of £1,751.85 is a 2.99% core increase in council tax and a 2.00% increase which forms the Adult Social Care precept.

GRAND SUMMARY - GENERAL FUND PROPOSED BUDGET 2023/24

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

	2022/23 Restated Estimate £	2022/23 Local Tax Rate £	2023/24 Estimate £	2023/24 Local Tax Rate £
Adult Social Care	61,342,940	818.49	62,638,850	821.52
Chief Executive	10,307,740	137.54	10,098,870	132.45
Childrens Services	37,710,820	503.17	42,037,440	551.33
Place & Growth	47,355,280	631.86	51,535,820	675.91
Resources & Assets	4,596,730	61.33	13,772,030	180.62
Depreciation Charges	(16,658,630)	(222.27)	(23,190,880)	(304.15)
Total Net Expenditure	**144,654,880**	**1,930.11**	**156,892,130**	**2,057.68**
Appropriation to / (from) Balances	6,807,582	90.83	7,522,963	98.67
Borough Council Requirement	**151,462,462**	**2,020.95**	**164,415,093**	**2,156.35**
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Brought Forward	9,025,630		7,730,293	
In Year Variation	1,295,337		1,549,707	
Carried Forward	7,730,293		9,280,000	
Council Tax Base	**74,946.3**		**76,247.1**	

GRAND SUMMARY - GENERAL FUND FORECAST BUDGETS 2024/25 & 2025/26

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.

	2024/25 Estimate £	2024/25 Local Tax Rate £	2025/26 Estimate £	2025/26 Local Tax Rate £
Adult Social Care	59,021,680	774.08	60,034,680	787.37
Chief Executive	7,901,050	103.62	6,527,050	85.60
Childrens Services	33,586,660	440.50	33,173,660	435.08
Place & Growth	28,059,690	368.01	27,614,390	362.17
Resources & Assets	33,283,750	436.52	42,104,750	552.21
Total Net Expenditure	**161,852,830**	**2,122.74**	**169,454,530**	**2,222.44**

The above figures are based on the bids in the MTFP. Figures will be revised during the budget setting process for 2024/25 and 2025/26.

GROSS INCOME AND EXPENDITURE

The table below shows the total gross income and expenditure for the General Fund, Dedicated Schools Grant and Housing Revenue Account.

2022/23 Budget £'000		2023/24 Estimate £'000
	<u>Income</u>	
	General Fund	
32,950	Fees and Charges	34,569
35,955	Specific Grants	34,973
1,920	Other Income	1,920
2,649	Internal Income	5,385
73,474		**76,846**
	Dedicated Schools Grant	
86,127	Specific Grants	90,273
0	Plus movements from reserves	0
86,127		**90,273**
	Housing Revenue Account	
16,309	Fees and Charges	19,841
0	Specific Grants	1
68	Other Income	33
16,377		**19,875**
175,978	**Total Income**	**186,994**
	<u>Expenditure</u>	
	General Fund	
79,469	Adult Social Services	87,922
13,089	Chief Executive	11,733
38,076	Children's Services	48,221
57,583	Place & Growth	75,379
46,570	Resources & Assets	33,674
234,788		**256,929**
	Dedicated Schools Grant	
46,436	Schools Block incl Growth Fund	47,825
29,142	High Needs Block Budget	35,420
11,289	Early Years Block	12,615
995	Central School Services Block	1,039
1,806	Pupil Premium allocated to schools	1,860
(3,541)	Contribution to reserves	(8,484)
86,128		**90,273**
	Housing Revenue Account	
16,377	Housing Revenue Account	19,875
16,377		**19,875**
337,291	**Sub Total Expenditure**	**367,077**
161,313	**Net Expenditure**	**180,083**
16,659	Less: depreciation	23,191
5,379	Less: special items	5,339
22,038		**28,530**
139,276	**Net Expenditure (excluding Special Items & Depreciation)**	**151,553**

Notes

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

SERVICE NARRATIVES

ADULT SOCIAL CARE 2023/26

1. SERVICE AIMS

The Adult Social Care Services Directorate aims to support all adults who have care and support needs to be as independent as possible in a way that works for them throughout their lives. This includes adults with mental health conditions, autism, learning disabilities, physical disabilities, sensory impairment (sight or hearing difficulty) and older people.

2. SERVICE SCOPE

The main policy driver for the work of Adult Social Care is The Care Act (2014). The Care Act (2014) is the legislative framework providing Duties and Powers that all Local Authorities must adhere to. The key emphasis of The Care Act (2014) is to support prevention; to promote well-being; and to offer choice and control. It also outlines general responsibilities for Local Authorities including promoting individual wellbeing of the entire population as well as meeting the eligible support and care needs of residents. Delivering this will be a collaborative approach, particularly working closely with our Health and Voluntary and Community Sector partners as we progress towards integrated health and social care services.

Adults Services are supported by;
The **Strategy, Commissioning and Performance** Team:

- **Strategic Commissioning:** Supports transformational change through commissioning high quality, cost effective and outcome-based services that ensure the right level of support is provided at the right time, in the right place and at the right cost.
- **People at the Heart of Care:** Leads the development and delivery of the Social Care Future agenda (People at the Heart of Care). This includes cross directorate co-ordination of the programme and accountability for the delivery of fundamental transformational benefits this programme will have across the Social Care system.
- **Contracts, Performance and Assurance:** Develop and maintain a Contract Management Framework for Adult Social Care, ensuring best practice in contract management. Oversight of the contracting service ensuring that legislative and procedural agreements are always adhered to.
- **Operation Commissioning (inc. Intelligence Purchasing):** Responsible for commissioning placements for vulnerable adults and children across a number of different provisions, including residential, nursing care, supported living, fostering services and Post 16.

The **Population Health, Integration and Partnerships** Team:

- Focuses on improving the health and wellbeing of Wokingham residents through integrated working with external partner organisations and working within the Integrated Care System.
- Works with partners from across the health (The Royal Berks Hospital, Community Nursing and primary care), adult social care, housing and voluntary sector to prevent people going into hospital as an emergency, to support residents to be discharged from hospital if they have been admitted and to reduce differences in health between different groups of people in Wokingham.
- Carries out commissioning and contract management.

As of **November 2022**:

- 20.7% of working age people with a learning disability in Wokingham Borough are in paid employment (included supported employment) in 2021-22, compared to 4.8% for the England average in 2021-22. Our rank was number 2 from all local authorities
- 212.6 older adults (aged 65 and over) per 100,000 whose long-term support needs met by admission to residential and nursing care homes in 2021-22 compared to 538.5 England average in 2021-22
- 86.8% of service users in Wokingham Borough with a learning disability in 2021-22, are living on their own or with their family compared to 78.8% England average in 2021-22
- 612 people were assessed in year 2021-22
- 960 people were reviewed in year 2021-22
- 15,593 people received long term services throughout 2021-22

3. SERVICE PRIORITIES

We are proud of the diversity of our borough, and that people are living longer and are healthier. We are committed to supporting all adults who have care and support needs to be as independent as possible in a way that works for them throughout their lives. This includes adults with mental health conditions, autism, learning disabilities, physical disabilities, sensory impairment (sight or hearing difficulty) and older people.

Our strategy is focused on the following priorities:

- Keeping people safe
- Prevent, reduce and delay the need for formal care and support
- Involve people in their care and support
- Work in partnership and commission services that deliver quality and value for money

Over the last 24 months the Council has faced considerable challenges. Most notably, due to COVID-19, Brexit, and the ongoing Cost of Living Crisis. This has presented a huge opportunity to rethink, redesign, and reorientate care.

At the same time we have also identified that there is still work to do to support the market to be more innovative, and to be able to deliver services under more personalised arrangements. We are also aware of the changing diversity of the Borough and acknowledge that we must work to incorporate this into arranging people's care and support.

The Social Care Futures (SCF) movement was started during lockdown, where it was recognised that many people, particularly those who use social care, live in permanent lockdowns and experience everyday inequality. SCF is about ensuring that everyone is included and change only happens in people's lives with their say.

This provides us with an opportunity to do something fundamentally different and to reimagine the care that we all want for ourselves and our families.

4. BUDGET SUMMARY

REVENUE

REVENUE SERVICE BUDGETS 2023/2024	Budget 2022/2023 £'000	Budget 2023/2024 £'000
Adult Social Care		
Adult Social Care	56,466	56,861
Strategy and Commissioning	3,242	3,767
Public Health and Better Care Fund	(1,533)	(1,616)
Internal Recharges & Depreciation Charges	*3,248*	*3,627*
Total Health & Wellbeing	**61,423**	**62,639**

Note: 2022/23 figures have been realigned to take accounts of movements between service during the year

CAPITAL

Capital schemes include the following:

- Older People's Dementia Home: To meet demand in the market for functional, comfortable and homely accommodation that represents value for money;
- Adult social care accommodation transformation: This will address the accommodation needs of our clients, and meet any future increased demand, to ensure that suitable services are available;
- Replacement of Day Services for adults;
- Adult Social Care – community equipment; and,
- Mosaic Modernisation and Reimplementation.

5. SERVICE PRESSURES AND RISKS

Risks are documented in, and monitored via, our directorate and corporate risk registers. Our current risks are:

- Market pressures and inflation:
  There are significant pressures within the Adults Social Care market, placing increased pressure on the local authority finance and the sustainability of care providers. This has been exacerbated by the cost of living crisis and workforce issues across the sector. These pressures affect capacity in the market, reducing care providers ability to take new packages of care and limit staff cover arrangements.

  To mitigate these risks, Adult Services are working with our commissioned providers (care providers and voluntary sector) to ensuring sustainability within the parameters of the local government financial settlement. Adult Services continues to liaise with regional and central government partners to reiterate the importance of fair funding within Adults Services.

- NHS and Social Care Systems Pressures:
  The inface between the NHS and Social Care is fundamental in ensuring positive outcomes for local residents.

  Adult Services will continue to work closely with Integrated Care Boards (ICBs) to develop a joint funding model and discharge plan that maximises the resources available within the system to ensure appropriate services are in place for a smooth transition from hospital to home, or a residential care setting.

6. TRANSFORMATION AND EFFICIENCIES

Adult Services has developed a wide-ranging programme of transformation and service improvement which builds upon the Government publication of its adult social care system reform white paper, ‘People at the heart of care’ (1st December 2021). The white paper sets out a 10-year vision for care and support in England, which includes the introduction of an assurance process, moving towards inspection from April 2023.

Adults Services will build upon its successful transformation programme, reflecting the reforms within adults social care, and continue to implement its fast-paced transformation of the Adult Social Care and Health services to deliver better outcomes for people, improved value for money, and a sustainable high quality Adult Social Care system for the people of the borough of Wokingham, in line with our strategic priorities set out in the Adult social Care Strategy.

CHIEF EXECUTIVE OFFICE 2023/26

1. SERVICE AIMS

The Chief Executive's directorate supports all council customers and other service teams in their service delivery through:

- Providing a clear Council Plan to focus other strategies and plans across the council, sitting alongside the Medium Term Financial Plan (MTFP).
- Championing excellent Customer Experience.
- Promoting effective communications and engagement with our residents, our workforce and our partners.
- Delivering high quality IT services which are secure and effective.
- Providing a flexible, skilled, diverse workforce through an effective Human Resources and Organisational Development provision.
- Ensuring the council's approach to service delivery and change is evidence-based, inclusive and focussed on the council's priorities.

2. SERVICE SCOPE

Customer Excellence

- Manages frontline customer interactions with 120,000 calls, 48,000 emails and over 7,000 web chats received a year.
- Delivers 300 weddings, 70 citizenship ceremonies and registers the births and deaths for the borough, generating an income of approximately £250,000 each year.
- Provides a range of library services across ten sites including access to digital services via computers with 500,000 visits a year.

Change

- Supports and enables the organisation to deliver effective Programme Management and strategic change, through the Organisational Foundation Programmes (OFPs) and directorate-led transformation programmes (in Adult Social Care, Place & Growth and Children Services).

IT and Digital

- Provides the Council's technical infrastructure, software, applications and hardware, supporting and maintaining the Council's 48 network locations and 130 servers. The function supports approximately 2,000 IT users, 18,000 IT Service calls and 51 software applications.
- Develops and manages the Council's digital customer interfaces to help manage demand. including the Council's corporate website, several service specific websites and online customer facing services (visited 1.7 million times in 2020).
- Develops and manages the customer relationship management system (CRM) which enables customer shift to a more cost-effective channel.

Insight, Strategy & Inclusion

- Develops and co-ordinates a strategic framework and strategic forward plan to ensure key policies, strategies and plans are aligned to the council plan priorities, reviewing and refreshing the Council Plan as required.
- Co-ordinates quarterly performance reports to senior managers and councillors, along with the council's annual report.
- Provides horizon scanning and Business Intelligence to support the organisation's decision-making, strategy development and change programmes.

- Ensures the council meets the Public Sector Equality Duty and develops its approach to equalities, diversity and inclusion, in line with the Equality Framework for Local Government.
- Implements the Tackling Poverty Strategy with the Hardship Alliance and supports the response to the cost-of-living crisis.

Partnerships, Voluntary and Community Sector, Community Development

- Co-ordinates the council's relationships with Town and Parish Councils and the borough's Voluntary and Community Sector (VCS).
- Works with partner organisations to provide services or support that reduces the need for services.
- Engages the voluntary sector as key and equal partners to inform strategies and approaches that support delivery.
- Engages our residents in community-based initiatives and volunteering.

Communications

- Provides a pro-active communications strategy and programme for the borough, working with VCS partners on shared messaging, and communications support for departments, partnerships and key programmes of activity.
- Provides an external and internal communications resource to support service delivery, brand and marketing of the council and borough.
- Consults and engages with residents through the Engage Wokingham platform to support key initiatives, strategy development and implementation of these.

Human Resources and Organisational Development

- Provides support and advice on employee relations matters, resourcing strategies, reward and recognition, recruitment, service transformations and people management issues.
- Ensures there is a robust people performance management system in place and that there are appropriate learning and development opportunities available to develop and grow council staff to deliver the services for the Borough.
- Publishes and reviews HR Policies to keep them current and up to date with legislation changes.
- Strives to be an employer of choice. We will put equality, diversity and inclusivity at the heart of everything we do, valuing the strength of a diverse workforce.

3. SERVICE PRIORITIES

To support the delivery of the Council Plan and Community Vision the service priorities are focussed on Providing Safe and Strong Communities, Enriching Lives, Changing The Way We Work For You and Being The Best We Can Be. Priorities are to:

- Improve customer experiences when interacting with the council, to maximise 'right first time' and minimise costs by reducing failure demand.
- Deliver services, including digital and technology services that are value for money, inclusive and focused on customer needs, to improve outcomes for the individual and wider community.
- Strengthen the way the council engages and works with partner organisations to develop and deliver a shared community vision, Borough Plan and Council Plan.
- Deliver effective communications and engagement with our communities on the matters that are important to them.
- Support the organisation to achieve outcomes set out in the Council Plan through developing a People Strategy, improving the performance reporting on how the Council is delivering its services, implementing effective Business Change methodology, and robust Programme governance.

4. BUDGET SUMMARY

REVENUE

REVENUE SERVICE BUDGETS 2023/2024	Budget 2022/2023 £'000	Budget 2023/2024 £'000
Chief Executive		
Chief Executives Office	1,036	665
Strategy and Inclusion	410	504
Human Resources	1,581	1,752
Customer & Localities	2,526	2,205
Communications, Marketing & Exchange	425	651
Change Programme	1,048	(1,149)
Information Technology	3,578	3,555
Digital	1,185	1,145
Internal Recharges & Depreciation Charges	*274*	*772*
Total Chief Executive	**12,061**	**10,099**

Note: 2022/23 figures have been realigned to take accounts of movements between service during the year

CAPITAL

Capital schemes include the following:

- IT – Hardware: provision of equipment such as laptops, audio visual and other peripherals to enable staff to deliver services whether remote or in the office;
- IT – Security: Funding of security projects to protect the Councils digital and technology assets from continued cyber threats;
- IT – Infrastructure: Project funding to ensure the Councils core estate of servers and network is maintained and refreshed in line with their expected lifecycle (Server 2012, firewalls, wireless infrastructure);
- IT – Applications: Project funding to ensure the Councils critical applications are maintained, upgraded and replaced in line with vendor lifecycles and statutory changes;
- IT – Microsoft E5: Funding of the Councils Microsoft licensing; and
- IT – Maintenance and Enhancement: Implementation of Teams telephony along with capital funding of resources who are working of technology projects.

5. SERVICE PRESSURES AND RISKS

For the Chief Executive's Office particular impacts and challenges are:

- Managing expectations from residents, and voluntary and community sector around what can be delivered.
- Many contracts in place are subject to the Consumer / Retail Price Index which is currently above the budgeted levels.
- Multiple systems / websites purchased internally but outside of the IT / Digital Framework and require retrospective support or integrations.

6. TRANSFORMATION AND EFFICIENCIES

The Chief Executive's Directorate is leading the council's Organisational Foundation Programmes (OFPs) of Customer Excellence, Workforce, Community and Partnerships, Business Intelligence, Contracts and Procurement, and Asset Opportunities. It is also enabling and facilitating the wider OFP programme and supporting directorate transformations; including Children's Services, Safety Valve, Adult Social Care and Place & Growth.

Other areas of focus are:

- Working with the Hardship Alliance to support people in need.
- Improving customer experiences and focussing on customer needs to improve outcomes.
- Developing digital services.
- Involving the voice of customers to drive improvements and developing services that are inclusive and easily accessible.
- Running projects to deliver savings in the operational costs of the Council's IT estate through
    - Reduced cloud computing spend
    - Implementation of VOIP telephony
    - Reduction in provision of staff mobile phones.

CHILDREN'S SERVICES 2023/26

1. SERVICE AIMS

The Children's Services Directorate's primary aims are to safeguard children, 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.
We aim to achieve this by:

1. Ensuring that Wokingham Borough's children are able to live, learn and thrive free from fear and harm, with a network of safe people around them;
2. Enabling families to use their own resources so children live, learn and thrive in safety; and
3. Delivering improved outcomes for children and families through our Early Help approach, building on what works well, empowering professionals to maintain a relentless focus on children, and designing services to enable excellent practice.

2. SERVICE SCOPE

Social Work and Early Help:

- Provides Support, Help and Intervention for some of Wokingham's most vulnerable children delivered by social work teams, children's centres, respite care, therapeutic and practical support, a youth offending team; foster care and adoption services.
- Delivers support which is either statutory or preventative to stop needs escalating to the point of needing statutory intervention.
- Works closely with children, families, schools, health, the police and range of other community services.
- As at the end November 2022:
    - 124 children and young people are subject to a Child Protection Plan;
    - 144 are children in care for whom WBC is a corporate parent;
    - 324 children are supported through child in need plans;
    - 103 young people are care leavers between the ages of 18 and 25; and
    - 305 children are in receipt of Early Help support.

Learning, Achievement and Partnerships (LAP) through a range of statutory and chargeable activity:

- Champions positive outcomes for all children and young people attending Wokingham schools and settings;
- Supports Wokingham children placed in schools outside the Borough;
- Promotes, supports and challenges maintained schools and academies to raise achievement levels;
- Secures effective early years and childcare provision;
- Assesses the needs of children and young people with Special Educational Needs and Disabilities (SEND), and issues Education, Health and Care Plans (EHCP) where the threshold of need is met;
- Administers the School Admissions service for the Borough's maintained schools and academies;
- Ensures sufficiency of school places;
- Delivers specialist educational support through the Virtual School for Children in Care;
- Supports young people who are NEET (Not in Employment, Education or Training) into positive destinations; and
- Delivers a range of adult learning opportunities.

- As at the end of November 2022:
    - 1675 children and young people are supported by WBC through an EHCP.
    - 93% of children and young people are attending a “good” or “outstanding” Wokingham school.

Quality Assurance and Safeguarding Standards (QASS):
- Develops the IT case management systems which capture and provide reports on management and performance data;
- Produces a range of statutory and local performance reports;
- Coordinates inspection and peer review activity, and cross service policy initiatives as well as the audit function;
- Provides the Independent Reviewing Officer, Child Protection Chair, and Local Area Designated Officer (LADO) resource;
- Manages the complaints and compliments service;
- Provides advocacy and children’s rights support;
- Provides a Learning and Development offer;
- Provides challenge and support to Social Workers through the audit programme, and Principal Social Worker; and
- Manages the practice improvement programme

The **Strategic & Operational Delivery sub-directorate:**
- Provides Strategic Commissioning support to Children’s Services;
- Leads the Children’s Services transformation, efficiency and savings programme;
- Supports specialist recruitment and retention activity;
- Develops and writes key strategies and action plans;
- Oversees the development and implementation of the Children and Young People’s Participation Strategy, including programme management of the UNICEF Child Friendly Community initiative, coordination and development of the Youth and Children in Care Councils;
- Represents Children’s Services in corporate matters and activity; and
- Delivers the Holiday Activity and Food Programme, supporting over 800 children and young people so far in 22/23.

3. SERVICE PRIORITIES

To support the delivery of the Council Plan and Community Vision the service priorities are focussed on Providing Safe and Strong Communities, and Enriching Lives, through:
- Ensuring we are designed to deliver excellent outcomes for all children, young people and families in Wokingham.
- Excelling in our practice, being known for the quality of our work, and performing to the highest standards.
- Developing effective strategies which improve outcomes and deliver them in the most efficient way.
- Recruiting, developing and retaining a high-performing children’s workforce.
- Strengthening our partnerships, driving system leadership and putting children at the heart of everything Wokingham does.

4. BUDGET SUMMARY

REVENUE

REVENUE SERVICE BUDGETS 2023/2024	Budget 2022/2023 £'000	Budget 2023/2024 £'000
Children's Services		
Learning, Achievement & Partnerships	7,600	8,757
Social Work & Early Help	18,228	19,644
Quality Assurance & Safeguarding Standards	2,452	2,564
Directorate	2,622	2,376
Strategic & Operational Delivery	271	379
Internal Recharges & Depreciation Charges	*6,538*	*8,319*
Total Children's Services	**37,711**	**42,037**

Note: 2022/23 figures have been realigned to take accounts of movements between service during the year

CAPITAL

Capital schemes include the following:

- Capital investment in the provision of Special Education (SEND) to best meet needs across primary and secondary, with a focus on additional capacity for children with challenging behaviour and Autistic Spectrum Disorder (ASD) and those with social emotional and mental health needs;
- Secondary School extension projects to meet the need of additional places in the borough;
- Sixth Form expansion to meet the need of additional places in the borough;
- New and improved accommodation for care leavers requiring residential support;
- Schools maintenance planned improvements and suitability issues; and
- Schools Devolved Formula – to carry out specific capital works on schools.

5. SERVICE PRESSURES AND RISKS

For Children's Services particular impacts and challenges are:

- Increasing demand and complexity of need against a backdrop of severe public sector financial challenges;
- Increasing numbers of Unaccompanied Asylum Seeking Children coming into our care;
- Ensuring sufficiency of appropriate placements for children in care and care leavers;
- Ensuring sufficiency of school places as the number of children and young people coming into the Borough (including Ukraine, Hong Kong) rises;
- Ensuring children with SEND are supported effectively and efficiently in a context of rising demand and increasing complexity of need;
- Rising demand for Home to School Transport; and
- Shortages of qualified staff.

6. TRANSFORMATION AND EFFICIENCIES

Far-reaching transformation and efficiency programme underway including a focus on:

- Ensuring we have sufficient and appropriate placements for young people close to their home;
- Engagement in the Safety Valve programme;
- Providing an efficient and effective statutory Home to School Transport offer;
- Reducing the need for interim agency workers; and
- Realignment and redesign of services.

PLACE & GROWTH SERVICE 2023/26

1. SERVICE AIMS

The Place and Growth Directorate's primary aims are to shape places, plan for future housing and infrastructure, maintain and improve the built, natural and economic environments, create thriving, safe neighbourhoods, and support all residents with their housing needs.

2. SERVICE SCOPE

Economic Development and Growth

- Leads the development and implementation of the Housing Strategy, enables and commissions affordable housing, including that tailored to different client groups, and manages the Registered Provider partnership with eight Housing Associations.
- Leads on strategic housing matters, evidence, policies and initiatives, providing advice and guidance and liaison with Homes England, securing external funding for major projects, including for homelessness and rough sleeping; oversees the governance, and delivery of the regeneration of Gorse Ride ensuring liaison with residents and involvement of stakeholders.
- Leads on the representation for devolution and a county deal and works collaboratively at local level to meet shared economic priorities including employment and skills, business engagement, sustaining thriving town centres and promoting the borough as a place for foreign investment and growth; and at a sub-regional level on economic development initiatives including business start-ups, Superfast Broadband and Berkshire Net Zero.
- Promotes Wokingham as a borough, and arts and culture, through partnership working.
- Leads on the council's response to the Climate Emergency, embedding in all operations and services through providing specialist advice; delivers promotional activity and engagement to raise awareness and encourage behavioural change among our residents and businesses.

Environment and Safety:

- Provides regulatory services for environmental health, licensing, trading standards, and Emergency Planning, including co-ordinating the response and recovery phases of major incidents.
- Manages major contracts for Grounds Maintenance, Street Cleansing, and Waste Collection for refuse and recycling from every household, and the delivery of the 25 year Private Finance Initiative (PFI) for Waste Disposal with Bracknell and Reading Councils (re3), through the Joint Waste Board and PFI governance arrangements.
- Manages the council's cemeteries, parks, open spaces, country parks and other countryside sites, including the multi-activity centre at Dinton pastures.
- Inspects and carries out necessary works to council-owned trees and play areas.
- Provides specialists advice on trees and landscape, built heritage, ecology and green infrastructure; and delivers operational tree management, maintenance of the public rights of way and council's drainage assets including over 30,000 gullies, 5,000 manholes, and 320km of drainage pipe network; and capital projects for greenways and play areas.
- Works with communities to deal with crime and anti-social behaviour hotspots and to reduce the harm caused by domestic abuse, and reduce serious crimes such as violence, knife crime and exploitation.

Highways and Transport

- Provides strategic transport planning to ensure a coherent approach across the borough, in line with national and regional objectives, including carbon reduction and electric vehicle planning.
- Provides specialist transport input to the delivery of development proposals, through determining around 1,800 applications a year, and oversees the implementation of transport projects.
- Co-ordinates all works on the public highway ensuring they are completed safely, with minimum disruption, deals with day-to-day traffic and parking management, with traffic offence enforcement.
- Maintains the highway assets including roads, footpaths and bridges, streetlighting and street furniture, and designs and delivers the capital projects to meet our statutory highways duties including the £124m Major Highway programme delivering 6 new strategic roads, and reviews and delivers schemes in line with planning obligations and developer contributions.
- Manages and delivers contracts for school and community transport and liaises with public transport service providers.

Housing Services:

- Supports all residents with their Housing Needs including those that face homelessness and rough sleeping, delivering statutory homelessness duties, allocations of new properties (Council and housing associations), temporary accommodation management, and licensee management of mobile home sites.
- Provides all aspects of the Landlord functions for Wokingham Borough Council social housing tenants and acts as managing agent for the wholly owned Housing Associations, Berry Brook Homes, and Loddon Homes.
- Collects rent and service charges; manages tenancy agreements, sheltered housing, and leaseholders and provides day-to-day Statutory Landlord repairs and general repairs, and planned maintenance.
- Assesses and delivers statutory Decent Homes works and Disabled Facilities Grants works and adaptations.
- Provides Tenant Engagement through a range of statutory, formal and informal approaches.

Planning Service:

- Prepares the Borough-wide Local Plan setting out development allocations and planning policies for the longer term, co-ordinates with neighbouring planning authorities, planning for new infrastructure that needs to be provided in association with new development, and engages with local communities where new development is planned.
- Deals with around 4,000 planning applications, 100 appeals, and 900 alleged breaches of planning control each year; determines all planning applications for the five strategic development areas allocated for major development.
- Manages the collection, monitoring and reporting of developer contributions and legal agreements associated with planning permissions; and oversees effective spend of monies working with infrastructure providers, and town and parish councils.
- Ensures, through a commercial Building Control Partnership that new development is built to safe, secure, and environmentally sound construction standards, determining around 2,500 building control applications each year across Wokingham and West Berkshire; and processes new land charges and legal queries on property transactions in the Borough.

- Prepares a Minerals and Waste Local Plan in partnership with other Berkshire local planning authorities and provides advice and steer to local groups preparing Neighbourhood Plans.

3. SERVICE PRIORITIES

To support the delivery of the Council Plan and Community Vision the services are focussed on Delivering The Right Homes In The Right Place, Keeping The Borough Moving, Enjoying A Clean and Green Borough, and Providing Safe and Strong Communities; and in particular to:

- Deliver efficiency and savings required.
- Contribute to the equalities and inclusion agenda.
- Support victims of domestic abuse.
- Strengthen the pipeline of need for housing growth through the Strategic Growth and Asset Board to inform decisions on ‘right Homes in the right place at the right time’.
- Prepare and adopt an updated Local Plan with new development allocation and planning policy for the period to 2040.
- Develop and adopt the Economic Development Strategy.
- Develop and adopt the Tree Strategy.
- Develop and adopt the Housing Strategy, including reducing the need for temporary accommodation and introducing more preventative measures to reduce homelessness.
- Continue to deliver against the Climate Emergency Action Plan
- Work in partnership to support the devolution and county deal.
- Contribute to strengthening the relationship with town and parish councils.

4. BUDGET SUMMARY

REVENUE

REVENUE SERVICE BUDGETS 2023/2024	Budget 2022/2023 £'000	Budget 2023/2024 £'000
Place & Growth		
Place and Growth Management	572	605
Economic Development and Growth	709	680
Environment and Safety	19,944	19,753
Highways and Transport	8,675	8,367
Housing Services	247	262
Planning	935	1,652
Internal Recharges & Depreciation Charges	*14,513*	*20,217*
Total Environment	**45,594**	**51,536**

Note: 2022/23 figures have been realigned to take accounts of movements between service during the year

CAPITAL

Capital schemes include the following:

- 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 – building new and 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;
- Active Travel and Bus Priority;
- 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;
- Maintenance of highway structures including bridges & embankments and vehicle restraint systems (VRS);
- Temporary Accommodation development – addressing housing needs and supporting our vulnerable residents;
- 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); and
- Continued investment in the waste collection arrangements including food waste service.

5. SERVICE PRESSURES AND RISKS

For Place and Growth particular impacts and challenges are:

- Contract inflation, supply chain issues and shortages of qualified staff in key professional areas.
- Increase in demand in housing needs due to economic pressures.
- Continued increase in presentation of victims of domestic abuse.
- Risks in failing to progress the Local Plan with pressures on the five-year land supply for housing – along with continuing uncertainties regarding any national planning reform.
- Economic sustainability of public transport due to economic pressures.

6. TRANSFORMATION AND EFFICIENCIES

Activities to improve the delivery and efficiency of Place and Growth services include:

- Delivering reviews and restructures across departments to secure efficiencies and savings in line with the Organisational Foundation Programmes.
- Delivering more efficient and customer focussed highways and transport services.
- Developing a more enabling and facilitating role in relationships with partners, especially town and parish councils.

RESOURCES & ASSETS 2023/26

1. SERVICE AIMS

The Resources and Assets directorate supports and enables the delivery of frontline services through sound governance, prudent budgeting and through the provision of responsive support services. These include:

- Finance – Providing a strategic financial function and a core enabling role to inform, enable and support delivery; to provide financial and procurement systems, information and advice to enable, empower and support the workforce to deliver efficient and effective customer-focused services.
- Governance – Custodian of the Council’s constitutional, legal, internal audit and governance arrangements, and management of elections.
- Commercial Property - To efficiently manage the Council's property portfolio to deliver income, to deliver regeneration and development of assets to meet service needs and objectives, and provide professional estates and facilities management.
- Sport and Leisure - To support our residents to lead healthy lives and provide access to good leisure facilities to compliment an active lifestyle and help create community cohesion and social capital.

2. SERVICE SCOPE

Finance

- Co-ordinates budget setting and provides financial advice on a revenue account of £257m per annum gross, capital of £102m per annum and Housing Revenue Account (HRA) of £17m per annum gross.
- Invests an average of £96m per annum and manages borrowing of £264m.
- Makes over 43,500 salary payments to staff (including schools) each year.
- Collects council tax of c£155 million from over 73,000 homes, business rates of c£69 million and over £20 million per annum on sundry debtor accounts.
- Provides financial support to over 5,000 residents through housing benefit and council tax relief totalling c£4 million.
- Provides governance and support across the organisation for all Procurement, contract management and Commercial activity.

Commercial Property

- Acts as Corporate Landlord for over 50 properties and oversees the management, of the Council’s property assets valued at £800m
- Manages the Council’s (and schools’) energy and utilities use, currently £3m pa.
- Management of a commercial property investment to provide positive rental income stream
- To effectively manage assets to support development of suitable, sufficient fit for purpose estate to meet strategic priorities, including working towards carbon neutrality
- Development of the council's own assets to deliver against the objectives of service delivery, climate emergency and commercial return

Governance

- Services a range of daytime and evening meetings including Individual Executive Member decisions, and appeals and reviews
- Runs the authority's annual elections, along with all other elections and referenda such as for parish councils
- Employs and trains hundreds of casual staff at election time and runs an annual canvas of all 68,000 properties in the borough
- Internal Audit is a statutory function bringing a systematic approach to evaluate and improve the effectiveness of risk management, control, and governance processes.
- Investigations - into incidents of fraud, code of conduct breaches, whistleblowing allegations and other suspected irregularities.
- Provides legal advice, and guidance, with more than 1,300 transactions, advice, or cases during the year. Prosecutes, defends, and enforces the Council's rights.

Sport & Leisure

- Providing a platform of opportunities for residents to be active across our communities
- Improves access and grows participation in leisure and sport activities – aligned and supporting the Health & Wellbeing strategy
- Manages the delivery of a range of leisure and recreation services across Parks & Open spaces
- Delivery of income generation projects aligned to Leisure and sport activities.
- Manages the delivery of the leisure contract ensuring the approach is aligned and supports wider health objectives.

3. SERVICE PRIORITIES

Through its activities, the Resources and Assets directorate supports the entire council to deliver all priorities within the Council Plan, providing a council wide approach to the financial challenges and solutions, ensuring appropriate governance is in place and adhered to and providing expertise in contract management. The Sports and Leisure team promotes residents engaging in active health cultural and social opportunities, and improvements in health and wellbeing.

The Resources and Assets Directorate will focus on:

- Develop a strategy for member development
- Prepare and deliver local elections 2023, and prepare for all out elections in 2024
- Embed and communicate the Local Code of Corporate Governance
- Complete independent review of overview & scrutiny
- Support boundary commissions electoral review
- Deliver organisational financial skills programme
- Ensuring strong financial management practices across the council
- Develop and agree 2024/25 revenue and capital budgets as part of MTFP 24/5 to 26/7
- Monitor and support delivery of balanced 2023/24 capital and revenue budgets
- Develop and deliver a pipeline of commercial and procurement improvement workstreams and embed improved governance and good practice
- Maximise collection of revenue collection including Council Tax and Business Rates
- Support development of budget challenge/efficiency approach
- Develop and deliver asset management and service asset management plans
- Protecting the council's asset interests
- Management of commercial property estate to provide commercial income stream

- Review and rationalisation of council asset portfolio – to ensure aligned to council needs
- Deliver green energy and energy reduction regeneration programme (3 years)
- Deliver major capital programmes and projects including – Gorse Ride II, Barkham Solar Farm and Toutley East Care Home
- Review current Leisure operating model and alignment to wider culture offer – including consideration of alternative sourcing options for key services
- Ensure Leisure contract performance to key service target and ongoing alignment with wider Health and Leisure Strategy
- Undertake and complete a holistic playing pitch strategy
- Extend wider engagement cross the Borough to support delivery of Health outcomes
- Deliver increase in participant numbers - from inactive groups within Leisure Strategy
- Maximise grant income
- Deliver key income streams from key Leisure and Health Activity

4. BUDGET SUMMARY

REVENUE

REVENUE SERVICE BUDGETS 2023/2024	Budget 2022/2023 £'000	Budget 2023/2024 £'000
Resources & Assets		
Governance	2,704	2,945
Finance	12,190	22,522
Property	(627)	(384)
Leisure	(1,827)	(1,567)
Internal Recharges & Depreciation Charges	*(7,914)*	*(9,744)*
Total Finance & Resources	**4,525**	**13,772**

Note: 2022/23 figures have been realigned to take accounts of movements between service during the year

CAPITAL

- Market and affordable housing schemes, including commercial property portfolio in line with the Council's socio-economic and sustainability agenda and self-build housing
- Energy schemes aligned with the climate emergency
- Service provision

5. SERVICE PRESSURES AND RISKS

There are a number of pressures and risks to be managed in order to deliver key objectives and properly support the organisation;

- To set a balanced budget and maintain appropriate reserves in the face of significant additional demand, inflation and reducing/restricted levels of grant.
- To maintain and increase use of Leisure and Sport facilities following the impacts of covid and pressures now from cost of living pressures
- To manage potential financial impacts of increasing interest rates, inflation and market pressure on the property portfolio
- To maintain collection levels (council tax and other council debts) whilst supporting residents who are struggling to pay due to the cost of living pressure.

6. TRANSFORMATION AND EFFICIENCIES

- Supporting the Councils overall transformation and efficiency programme (Organisations Foundation Programme) and individual projects (including Safety Valve)
- To lead on the rationalisation of corporate accommodation
- Deliver additional income through improved collection processes
- To continue to develop and support internal governance and skills across the organisation; finance, procurement, commercialisation, constitutional
- Improved financial return on Treasury Management activity
- Program of process efficiency across finance support activity
- Deliver Sport and Leisure transformation Programme

Summary of Budget Movements 2023/2024

The following table shows how the 2023/24 budget has been calculated starting from the 2022/23 budget. The table includes additional budget to maintain / improve services, special items (one off expenditure budget), service efficiencies and any adjustments / additions.

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
2022/23 Restructured Service Budget (excluding Capital & Internal recharges)	**58,095**	**10,577**	**31,173**	**32,639**	**12,172**	**144,655**
Adjustments/Additions						
Exclusive one off revenue items in 2022/23 (Special Items)	(890)	(1,822)	(1,988)	(679)	0	(5,379)
Inflation for non-pay activities (**Note 1**)	0	0	0	0	6,623	6,623
Pay Inflation (**Note 1**)	598	494	986	727	1,503	4,308
Adjustments between services (e.g. budget reallocations inc.)	(60)	2,306	(413)	(1,355)	2,956	3,434
Total	**(352)**	**978**	**(1,414)**	**(1,307)**	**11,081**	**8,986**

Note 1 - Balance of Council wide budget held in Resources & Assets will be distributed across directorates during the year as contract and pay inflation rates are confirmed

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
Funding to Maintain / Improve Services						
Care & support - manage increasing demand in numbers and complexity	1,959	0	0	0	0	1,959
People at the Heart of Care	300	0	0	0	0	300
Prevention - investment in preventative services	100	0	0	0	0	100
Staffing resource required to deliver continued demand management programme	460	0	0	0	0	460
New Website	0	70	0	0	0	70
Social Care system increased software licence and hosting costs	0	128	0	0	0	128
Children in Care and Care Leavers [placements]	0	0	1,295	0	0	1,295
Education White Paper	0	0	360	0	0	360
Home to School Transport	0	0	1,650	0	0	1,650
Meeting and managing demand - right help, right place, right time	0	0	1,420	0	0	1,420
School place planning and Fair Access Policy	0	0	170	0	0	170
Car Parking income	0	0	0	350	0	350
Local Bus Services inflation	0	0	0	350	0	350
Local Plan team - increase in existing staff costs	0	0	0	19	0	19
Purchase and delivery of food waste caddy liners to all households	0	0	0	100	0	100
Sustainment of 7 day week Anti-Social Behaviour Service at same level as 2022/23	0	0	0	150	0	150
Carnival Hub Estates Management	0	0	0	0	20	20
Coroners Court	0	0	0	0	130	130
Governance salaries	0	0	0	0	93	93
Insurance Premiums	0	0	0	0	150	150
Legal Services	0	0	0	0	78	78
Payment and income system	0	0	0	0	16	16
Salary funding pressure from cost of abortive feasibility works	0	0	0	0	150	150
Sports and Leisure income generation	0	0	0	0	150	150
Total	**2,819**	**198**	**4,895**	**969**	**787**	**9,668**

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
Special Items						
Demand management - resource investment to deliver change	800	0	0	0	0	800
Budget required to deliver sustainable organisational change	0	1,200	0	0	0	1,200
Customer Experience- Govmetric tool to measure and track customer satisfaction	0	13	0	0	0	13
Easy Read document review by Caring, Listening and Supporting Partnership	0	15	0	0	0	15
Equality & Tackling Anti-Poverty Community Engagement	0	115	0	0	0	115
Implementation of new HR Target Operating Model	0	44	0	0	0	44
Inclusion Officer	0	20	0	0	0	20
Meeting and managing demand - right help, right place, right time	0	0	850	0	0	850
Procurement of Education System	0	0	195	0	0	195
Transformation Programme	0	0	350	0	0	350
Additional consultancy support for the Local plan	0	0	0	175	0	175
Car Parking income	0	0	0	300	0	300
Deliberative Process for Climate Emergency	0	0	0	90	0	90
Domestic Abuse-Commissioned Service	0	0	0	75	0	75
Planning appeals and enforcement staffing costs	0	0	0	334	0	334
Replacement of Routewise System (Community Transport Unit - CTU)	0	0	0	60	0	60
School keep clear markings - roll out of parking enforcement scheme	0	0	0	183	0	183
Sustainment of 7 day week Anti-Social Behaviour Service at same level as 2022/23	0	0	0	150	0	150
Delayed opening of St Celias school	0	0	0	0	100	100
Investment & Estates Property pressures from depressed market	0	0	0	0	200	200
One off growth to support leisure income recovery	0	0	0	0	70	70
Total	**800**	**1,407**	**1,395**	**1,367**	**370**	**5,339**
Funded by the following Service Efficiencies						
Demand management - strengthening the voluntary sector and community offer, redesigning the front door	(1,200)	0	0	0	0	(1,200)
Extra Care - Decommission Background Support	(250)	0	0	0	0	(250)
High Cost Package Review - Mental Health	(50)	0	0	0	0	(50)
Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation	(100)	0	0	0	0	(100)
Maximising health income for residents	(350)	0	0	0	0	(350)
Optalis review - improved commissioning and reduced overheads	(250)	0	0	0	0	(250)
Practice changes to reduce placement costs	(50)	0	0	0	0	(50)
Utilising funding to maximise hospital discharge within the community	(100)	0	0	0	0	(100)
Advertising in Libraries	0	(10)	0	0	0	(10)
Effective use of Council owned Community spaces	0	(150)	0	0	0	(150)
Organisational Foundation Project - Contracts	0	(500)	0	0	0	(500)
Organisational Foundation Project - Customer Excellence	0	(200)	0	0	0	(200)
Organisational Foundation Project - Workforce	0	(2,731)	0	0	0	(2,731)
Reduce number of Borough News Editions from 3 to 1	0	(30)	0	0	0	(30)
Reduced provision of mobile phones	0	(56)	0	0	0	(56)
Reduction in Microsoft cloud server spend	0	(34)	0	0	0	(34)
Removal of telephone lines	0	(70)	0	0	0	(70)
Removal of two vacant Customer Excellence posts	0	(52)	0	0	0	(52)

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
Funded by the following Service Efficiencies cont.						
Alternative Delivery Model for Children's Centres	0	0	(25)	0	0	(25)
Education White Paper	0	0	(360)	0	0	(360)
Home to School Transport Review	0	0	(766)	0	0	(766)
Placements - Continuing Health Care	0	0	(300)	0	0	(300)
Placements - LAC Charging Policy	0	0	(50)	0	0	(50)
Placements - Strategy & Sufficiency	0	0	(570)	0	0	(570)
Transforming Children's Services	0	0	(259)	0	0	(259)
Absorb street cleansing into street cleaning regime	0	0	0	(13)	0	(13)
Changes to VolkerHighways contract	0	0	0	(397)	0	(397)
Highways and Transport restructuring	0	0	0	(150)	0	(150)
Income generation through commercialisation across the directoratre	0	0	0	(68)	0	(68)
Increase garden waste service annual fees	0	0	0	(255)	0	(255)
Increase hourly rate for licensing team	0	0	0	(15)	0	(15)
Increase in off street parking charges	0	0	0	(500)	0	(500)
Increase the scope of MyJourney s106 expenditure to include management costs	0	0	0	(30)	0	(30)
Increased enforcement of housing standards	0	0	0	(12)	0	(12)
Introduce more naturalisation and biodiversity in the borough	0	0	0	(60)	0	(60)
Introduction of moving traffic offence enforcement	0	0	0	(103)	0	(103)
Introduction of on-street parking zones	0	0	0	(280)	0	(280)
Reduce the Community Engagement Team	0	0	0	(92)	0	(92)
Reduce Transport Planning consultants	0	0	0	(85)	0	(85)
Reduction in Drainage Maintenance (annual Grip cutting programme) to every other year	0	0	0	(25)	0	(25)
Removal of discretionary concession funding for transport on football services	0	0	0	(12)	0	(12)
Review access to free parking at Carnival Pool multi-storey car park	0	0	0	(120)	0	(120)
Stop the annual purchase and delivery of food waste caddy liners to all households	0	0	0	(100)	0	(100)
Trading Highways Commercial Design Services to Town & Parish Councils	0	0	0	(20)	0	(20)
3G Pitch Maiden Erlegh	0	0	0	0	(15)	(15)
Benefit realisation from Commercial activities	0	0	0	0	(150)	(150)
Business Support Efficiency Programme	0	0	0	0	(30)	(30)
Contracts and Commissioning reviews	0	0	0	0	(150)	(150)
Paperless democratic meetings	0	0	0	0	(11)	(11)
Penalty charges - Non provision of Information Council Tax/benefits	0	0	0	0	(25)	(25)
Rationalisation process of Corporate Accommodation	0	0	0	0	(180)	(180)
Revenues and Benefits Automation	0	0	0	0	(50)	(50)
Treasury Management Review	0	0	0	0	(250)	(250)
WBC share of a gain-share with Oxygen Finance for an early payment discount scheme	0	0	0	0	(45)	(45)
Total	**(2,350)**	**(3,833)**	**(2,330)**	**(2,337)**	**(906)**	**(11,756)**

	Adult Social Services £'000	Chief Executive £'000	Children's Services £'000	Place & Growth £'000	Resources & Assets £'000	Total £'000
Revenue Implications of Capital						
Older People Dementia Home	0	0	0	0	0	0
Multifaceted Placement Hub	0	0	0	0	0	0
Dinton Activity Centre	0	0	0	(12)	0	(12)
3G Pitch Maiden Erlegh	0	0	0	0	0	0
Cantley Park Enhancements	0	0	0	0	(1)	(1)
Capital Financing Requirement	0	0	0	0	10	10
Commercial Property Site Initial Design Work	0	0	0	0	0	0
Community Investment	0	0	0	0	0	0
Outdoor gyms x 3 locations	0	0	0	0	3	3
Residential Development [Barkham]	0	0	0	0	0	0
Residential Development [Winnersh]	0	0	0	0	0	0
Solar Farms (Barkham)	0	0	0	0	0	0
Total	**0**	**0**	**0**	**(12)**	**12**	**0**
Service Budget 2023/2024 (excluding Capital & Internal recharges)	**59,012**	**9,327**	**33,719**	**31,319**	**23,516**	**156,892**
Internal Recharges & Depreciation Charges	3,627	772	8,319	20,217	(9,744)	23,191
Service Budget 2023/2024 (including Capital & Internal recharges)	**62,639**	**10,099**	**42,037**	**51,536**	**13,772**	**180,083**

The following corporate transfers are included within the "appropriation to / (from) balances" line in the grand summary. Corporate transfers are made in respect of funding that is not expected to continue beyond 2022/23

Corporate Transfers						
Contribution to DSG deficit recovery						1,251
Contribution towards future impact of reduction in new homes bonus and fairer funding review						2,000
Contribution towards future impact of removal of minimum funding guarantee grant						1,100
Contribution towards future impact of early debt repayment changes (MRP)						1,500
Forward funding (infrastructure bridging loan)						1,500
Total	**0**	**0**	**0**	**0**	**0**	**7,351**

THREE YEAR BUDGET FORECAST

	2023/2024 £'000	2024/2025 £'000	2025/2026 £'000
Growth			
Adult Social Care			
Care & support - manage increasing demand in numbers and complexity	1,959	3,969	5,969
People at the Heart of Care	300	500	500
Prevention - investment in preventative services	100	200	300
Staffing resource required to deliver continued demand management programme	460	460	460
Chief Executive			
Budget required to deliver sustainable organisational change	0	860	860
New Website	70	70	70
Social Care system increased software licence and hosting costs	128	128	128
Children's Services			
Children in Care and Care Leavers [placements]	1,295	1,763	2,073
Education White Paper	360	360	360
Home to School Transport	1,650	1,800	2,000
Meeting and managing demand - right help, right place, right time	1,420	1,790	2,020
School place planning and Fair Access Policy	170	170	170
Place & Growth			
Car Parking income	350	350	350
Local Bus Services inflation	350	350	350
Local Plan team - increase in existing staff costs	19	19	19
Purchase and delivery of food waste caddy liners to all households	100	100	100
Sustainment of 7 day week Anti-Social Behaviour Service at same level as 2022/23	150	150	150
Resources & Assets			
Carnival Hub Estates Management	20	20	20
Coroners Court	130	130	130
Governance salaries	93	93	93
Insurance Premiums	150	150	150
Legal Services	78	78	78
Payment and income system	16	16	16
Salary funding pressure from cost of abortive feasibility works	150	150	150
Sports and Leisure income generation	150	150	150
Total Growth	9,668	13,826	16,666
Savings			
Adult Social Care			
Demand management - strengthening the voluntary sector and community offer, redesigning the front door	(1,200)	(2,150)	(3,100)
Extra Care - Decommission Background Support	(250)	(500)	(500)
High Cost Package Review - Mental Health	(50)	(50)	(50)
Learning disability review - better utilisation of contracts, recommissioning services and better use of accommodation	(100)	(200)	(200)
Maximising health income for residents	(350)	(700)	(700)
Optalis review - improved commissioning and reduced overheads	(250)	(250)	(250)
Practice changes to reduce placement costs	(50)	(100)	(150)
Utilising funding to maximise hospital discharge within the community	(100)	(100)	(150)

THREE YEAR BUDGET FORECAST

	2023/2024 £'000	2024/2025 £'000	2025/2026 £'000
Chief Executive			
Advertising in Libraries	(10)	(10)	(10)
Effective use of Council owned Community spaces	(150)	(150)	(150)
Organisational Foundation Project - Assets	0	(470)	(940)
Organisational Foundation Project - Contracts	(500)	(1,000)	(1,500)
Organisational Foundation Project - Customer Excellence	(200)	(513)	(513)
Organisational Foundation Project - Workforce	(2,731)	(2,731)	(2,731)
Reduce number of Borough News Editions from 3 to 1	(30)	(30)	(30)
Reduced provision of mobile phones	(56)	(56)	(56)
Reduction in Microsoft cloud server spend	(34)	(34)	(34)
Removal of telephone lines	(70)	(70)	(70)
Removal of two vacant Customer Excellence posts	(52)	(52)	(52)
Children's Services			
Alternative Delivery Model for Children's Centres	(25)	(50)	(50)
Education White Paper	(360)	(360)	(360)
Home to School Transport Review	(766)	(766)	(766)
Placements - Continuing Health Care	(300)	(300)	(300)
Placements - LAC Charging Policy	(50)	(50)	(50)
Placements - Strategy & Sufficiency	(570)	(640)	(800)
Transforming Children's Services	(259)	(734)	(1,034)
Place & Growth			
Absorb street cleansing into street cleaning regime	(13)	(13)	(13)
Cease the provision of residual waste blue bags	0	(350)	(350)
Changes to VolkerHighways contract	(397)	(547)	(547)
Highways and Transport restructuring	(150)	(150)	(150)
Income generation through commercialisation across the directoratre	(68)	(68)	(68)
Increase garden waste service annual fees	(255)	(255)	(255)
Increase hourly rate for licensing team	(15)	(15)	(15)
Increase in off street parking charges	(500)	(700)	(700)
Increase the scope of MyJourney s106 expenditure to include management costs	(30)	(30)	(30)
Increased enforcement of housing standards	(12)	(12)	(12)
Introduce more naturalisation and biodiversity in the borough	(60)	(60)	(60)
Introduction of charge for garden waste bins	0	(20)	(10)
Introduction of moving traffic offence enforcement	(103)	(308)	(513)
Introduction of on-street parking zones	(280)	(560)	(560)
Night time dimming for street lights	0	(40)	(40)
Parking permits	0	(62)	(62)
Play area rationalisation	0	(15)	(15)
Proposal to move to alternate weekly or three weekly residual waste collections	0	(700)	(700)
Reduce the Community Engagement Team	(92)	(92)	(92)
Reduce Transport Planning consultants	(85)	(120)	(120)
Reduction in Drainage Maintenance (annual Grip cutting programme) to every other year	(25)	(25)	(25)
Reduction of weed spraying from 3 to 2 visits per year	0	(24)	(24)
Removal of discretionary concession funding for transport on football services	(12)	(12)	(12)
Review access to free parking at Carnival Pool multi-storey car park	(120)	(120)	(120)
School keep clear markings - roll out of parking enforcement scheme	0	(50)	(50)
Smart drainage sensors borough wide roll-out	0	(50)	(50)
Stop the annual purchase and delivery of food waste caddy liners to all households	(100)	(100)	(100)
Trading Highways Commercial Design Services to Town & Parish Councils	(20)	(50)	(50)
Resources & Assets			
3G Pitch Maiden Erlegh	(15)	(15)	(15)
Benefit realisation from Commercial activities	(150)	(230)	(230)
Business Support Efficiency Programme	(30)	(30)	(30)
Contracts and Commissioning reviews	(150)	(150)	(150)
Income generation from Solar Farms	0	0	(500)
Leisure car parking fees	0	(116)	(116)
Paperless democratic meetings	(11)	(11)	(11)
Penalty charges - Non provision of Information Council Tax/benefits	(25)	(25)	(25)
Rationalisation process of Corporate Accommodation	(180)	(180)	(180)
Reduced external audit costs from improved quality assurance	0	0	(30)
Revenues and Benefits Automation	(50)	(100)	(100)
Treasury Management Review	(250)	(250)	(250)
WBC share of a gain-share with Oxygen Finance for an early payment discount scheme	(45)	(45)	(45)
Total Savings	(11,756)	(17,766)	(20,971)

THREE YEAR BUDGET FORECAST

	2023/2024 £'000	2024/2025 £'000	2025/2026 £'000
Special Items			
Adult Social Care			
Demand management - resource investment to deliver change	800	200	0
Older people dementia home - funding to cover running costs until optimal capacity is reached	0	0	500
Chief Executive			
Budget required to deliver sustainable organisational change	1,200	300	0
Customer Experience- Govmetric tool to measure and track customer satisfaction	13	0	0
Customer Experience Improvement Team	0	52	0
Easy Read document review by Caring, Listening and Supporting Partnership	15	0	0
Equality & Tackling Anti-Poverty Community Engagement	115	0	0
Implementation of new HR Target Operating Model	44	0	0
Inclusion Officer	20	52	0
Children's Services			
Meeting and managing demand - right help, right place, right time	850	400	0
Procurement of Education System	195	195	0
Transformation Programme	350	250	250
Non Reporting Service			
Increased demand/support through Council Tax Relief Scheme (cost of living pressures)	250	0	0
Place & Growth			
Additional consultancy support for the Local plan	175	0	0
Car Parking income	300	150	0
Deliberative Process for Climate Emergency	90	0	0
Domestic Abuse-Commissioned Service	75	0	0
Planning appeals and enforcement staffing costs	334	169	69
Replacement of Routewise System (Community Transport Unit - CTU)	60	0	0
School keep clear markings - roll out of parking enforcement scheme	183	0	0
Sustainment of 7 day week Anti-Social Behaviour Service at same level as 2022/23	150	0	0
Resources & Assets			
Delayed opening of St Celias school	100	0	0
Investment & Estates Property pressures from depressed market	200	100	0
One off growth to support leisure income recovery	70	30	0
Total Special Items	5,589	1,898	819
Revenue Implications of Capital			
Adult Social Care			
Older People Dementia Home	0	0	(337)
Children's Services			
Multifaceted Placement Hub	0	0	(98)
Place & Growth			
Dinton Activity Centre	(12)	(12)	(12)
Resources & Assets			
3G Pitch Maiden Erlegh	0	0	(27)
Cantley Park Enhancements	(1)	(1)	(1)
Capital Financing Requirement	10	10	9,742
Commercial Property Site Initial Design Work	0	0	(44)
Community Investment	0	0	(6,908)
Outdoor gyms x 3 locations	3	3	3
Residential Development [Barkham]	0	0	(1)
Residential Development [Toutley]	0	0	(9)
Residential Development [Winnersh]	0	0	(17)
Solar Farms (Barkham)	0	0	(2,291)
Total Revenue Implications of Capital	0	0	0

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2023/24 - 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.

	Best Case	Most Likely as per Budget	Worst Case	Relative Risk (difference between most likely and worst case)		
				Low	Medium	High
	£'000	£'000	£'000	£'000	£'000	£'000
Chief Executive Service						
Organisational Foundation Projects	0	0	300	50	100	150
TOTAL Chief Executive Service	**0**	**0**	**300**	**50**	**100**	**150**
Adult Social Care						
Learning disability - unknown high cost pressures	23,652	23,852	24,602	180	300	270
Mental health - unknown high cost pressures	1,861	1,961	2,261	100	150	50
Physical disability - unknown high cost pressures	4,953	5,103	5,503	100	200	100
Older people - increases above expected levels (including self funders with depleted funds)	13,631	14,474	14,974	100	200	200
Market pressures arising from inflation / cost of living	0	0	750	200	300	250
Risk of litigation / compensation against assessment outcomes (including Deprivation of Liberty Safeguarding)	0	0	250	150	100	0
Risk of market failure	0	0	1,500	900	300	300
NHS and Social Care system pressures	0	0	1,000	500	300	200
TOTAL Adult Social Care	**44,097**	**45,390**	**50,840**	**2,230**	**1,850**	**1,370**
Children's Services						
Additional placements for children & young people above expected, including dispersal of UASC (demand led)	6,500	6,600	7,600	200	300	500
Direct payments and Community Support increased activity and costs (demand led)	500	530	630	30	50	20
Difficulty in recruiting essential frontline posts with permanent staff resulting in higher cost agency	550	630	930	100	100	100
Home to School Transport (demand led)	5,300	5,400	6,000	100	200	300
Legal costs through Joint Legal Team (demand led)	720	770	1,000	30	80	120
Adoption costs (demand led)	430	430	520	10	20	60
Emergency Duty Service (children's & adults) (demand led)	250	250	320	20	30	20
TOTAL Children's Services	**14,250**	**14,610**	**17,000**	**490**	**780**	**1,120**

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2023/24 - 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.

	Best Case	Most Likely as per Budget	Worst Case	Relative Risk (difference between most likely and worst case)		
				Low	Medium	High
	£'000	£'000	£'000	£'000	£'000	£'000
Place & Growth						
Highways (roads and footways) urgent repairs following flooding and freezing and disposal of Tar bound material	1,823	1,823	2,003	50	100	30
Winter maintenance (bad weather)	220	384	494	60	50	0
Street lighting - energy cost increase	924	924	1,386	80	300	82
Failure of an embankment/structure on the highway	0	0	1,000	800	200	0
Highway Order - ensuring the network is compliant	150	0	200	30	20	150
Underachievement of MTFP additional income/savings target	(2,237)	(2,237)	(1,237)	700	100	200
Pre applications fees - under achievement of predicted fee income	(39)	(388)	(78)	80	80	150
Planning applications fees - under achievement of predicted fee income	(126)	(1,258)	(252)	350	350	307
Homelessness - greater than forecast usage of B&B accommodation	680	680	730	10	30	10
Waste disposal costs	10,700	10,700	11,400	250	300	150
TOTAL Place & Growth	**12,095**	**10,628**	**15,647**	**2,410**	**1,530**	**1,079**
Resources & Assets						
Income target from property portfolio not realised	(4,083)	(4,083)	(3,843)	50	90	100
Non achievement of Commercialisation savings	(398)	(398)	(198)	50	50	100
Loss of income - Leisure	(1,620)	(1,620)	(1,270)	100	150	100
General Inflation	0	0	2,000	1,200	300	500
TOTAL Resources & Assets	**(6,101)**	**(6,101)**	**(3,311)**	**1,400**	**590**	**800**
Total Budget Variable - General fund	**64,341**	**64,527**	**80,476**	**6,580**	**4,850**	**4,519**

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 18 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 2023/24 indicates that balances of at least £9.4m 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): -

£7.9m – minimum guide (5% net budget)
£8.0m to £9.4m – reasonable level (High/Medium risks)
£15.9m – upper limit (High/Medium/Low risks)

HOUSING REVENUE ACCOUNT - REVENUE BUDGET

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 £274m) and providing a service to Council tenants is mainly funded by housing rents paid by Council tenants. The following table sets out the revenue expenditure planned for the HRA and the estimated income.

		2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000
INCOME				
Rents				
Dwelling Rents		(16,860)	(17,366)	(17,887)
Garage Rents		(192)	(196)	(200)
Commercial Rents		(2)	(2)	(2)
Total Rents		**(17,054)**	**(17,564)**	**(18,089)**
Fees & Charges				
Service Charges		(468)	(477)	(487)
Leasehold Charges		(88)	(90)	(92)
Other Charges for Services & Facilities		(92)	(92)	(92)
Interest on balances		(20)	(20)	(20)
Total Income		**(17,722)**	**(18,243)**	**(18,779)**
EXPENDITURE				
Housing Repairs		4,317	4,532	4,759
General Management		3,797	3,987	4,186
Sheltered Accommodation		272	286	300
Depreciation	Note 1	5,060	5,060	5,060
Capital Finance Interest Charge	Note 2	2,600	2,630	2,660
Voluntary Revenue Provision	Note 3	955	995	1,361
Revenue Contribution to Capital	Note 4	560	590	290
Total Expenditure		**17,561**	**18,080**	**18,616**
Net Expenditure / (Income)		**(161)**	**(163)**	**(163)**
HRA Revenue Reserve				
Balance at Beginning of Year		(827)	(988)	(1,151)
Net Expenditure / (Income) - from above		(161)	(163)	(163)
Balances at Year End	**Note 5**	**(988)**	**(1,151)**	**(1,314)**

Note 1. The contribution from HRA revenue to Major Repairs Reserve
Note 2. Based on current and forecast loan portfolio
Note 3. Repayment of HRA loans taken during self financing introduction
Note 4. Additional revenue contribution to fund capital programme
Note 5. Reserve balances guided by assessments of financial risks

HOUSING REVENUE ACCOUNT CAPITAL BUDGET

The following table sets out the capital expenditure planned for the HRA and the funding set aside to pay for the expenditure.

		2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000
EXPENDITURE				
Estate Improvements		10	10	10
Capitalised Staffing Costs		700	725	750
Adaptations for the Disabled		600	600	600
Voids		800	800	800
Housing Purchase & New Builds		0	1,000	1,000
Planned & Improvements Works		3,290	3,365	3,090
Gorse Ride Redevelopment	Note 4	6,204	18,648	15,484
Total Capital Expenditure		**11,604**	**25,148**	**21,734**
FUNDED BY				
Major Repairs Reserve		(5,060)	(5,110)	(5,060)
Right to Buy Receipts	Note 1	0	(650)	(650)
Revenue Contributions	Note 2	(560)	(590)	(290)
Loan for 60% right to buy contribution	Note 3	0	(600)	(600)
Capital Receipts - Gorse Ride	Note 4	(5,698)	0	(8,683)
HRA Borrowing - Gorse Ride	Note 4	(406)	(18,198)	(6,452)
Total Capital Funding		**(11,724)**	**(25,148)**	**(21,734)**
Balances at Year End		**(120)**	**0**	**0**

Note 1. Estimated receipts from right to buy sales
Note 2. Revenue contribution to fund capital programme
Note 3. Additional borrowing to support maximising right to buy receipts and capital works
Note 4. Part of £107m redevelopment scheme agreed by Executive in February 2022.

BUDGET VARIABLES AND FINANCIAL RISK ANALYSIS 2023/24 - TO INFORM THE LEVEL OF 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.

	Best Case	Most Likely as per Budget	Worst Case	Relative Risk (difference between most likely and worst case)		
				Low	Medium	High
	£'000	£'000	£'000	£'000	£'000	£'000
Housing Revenue Account (Resources & Assets)						
Risk of contractor failure to revenue budget	3,246	3,246	3,746	200	200	100
Risk of contractor failure to capital budget	11,604	11,604	12,204	250	250	100
Failure to deliver safe services to tenants, leaseholders, shared owners, site dwellers and licensees	0	0	300	150	100	50
Climate / natural disasters - impacts on properties	0	0	200	150	50	0
Increase in rent arrears due to cost of living crisis	0	0	300	100	100	100
Change to requirements of Regulatory framework and standards for Social Housing	0	0	150	150	0	0
TOTAL Housing Revenue Account	**14,850**	**14,850**	**16,900**	**1,000**	**700**	**350**

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 2022	1.3
Estimated Balance 31st March 2023	1.0
Estimated Balance 31st March 2024	1.0
Estimated Balance 31st March 2025	1.2
Estimated Balance 31st March 2026	1.3

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 reserve level of £1.0m

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.

The level of reserves are expected to reduce in 2022/23 due to in year financial pressures however within the period of the current MTFP, reserves are expected increase gradually to pre 2022 balances.

3 Budget Risk Analysis

£1.0m - recommended level (High/Medium risks)
£2.0m - covers high / medium / low risks based on risk assessments

DEDICATED SCHOOLS GRANT BUDGET

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.

Considerable challenge continues for SEND in Wokingham, balancing financial sustainability for the High Needs Block against an increasing number and complexity of Children and Young People with Education Health & Care Plans. Wokingham has set out a robust but challenging DSG Management Plan programme for the next 6 years, to deliver a balanced budget by 2028/29. Work through central government's Safety Valve Programme seeks to secure funding from the Department for Education to support in meeting our cumulative deficit. Creation of a SEND equalisation reserve through council tax levy will ensure sufficient resources are held to fund the Council's anticipated contribution.

	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	2025/26 Budget £'000
INCOME				
Dedicated Schools Grant [**Note 1]**	(167,158)	(180,864)	(186,197)	(191,783)
Less : Academy Recoupment	82,838	92,451	94,269	97,097
Pupil Premium	(1,806)	(1,860)	(1,916)	(1,974)
Total Income	**(86,127)**	**(90,273)**	**(93,844)**	**(96,660)**
EXPENDITURE				
Schools Block - Individual Schools Budget (ISB)	44,847	45,828	46,728	48,129
Schools Block - Growth Fund	1,589	1,997	1,716	1,767
High Needs Block Budget	29,142	35,420	36,432	35,164
Early Years Block	11,289	12,615	12,993	13,383
Central School Services Block	995	1,039	1,070	1,102
Pupil Premium allocated to schools	1,806	1,860	1,916	1,974
Total Expenditure	**89,668**	**98,758**	**100,855**	**101,520**
Net Expenditure / (Income)	**3,541**	**8,484**	**7,011**	**4,860**
Balance brought forward [**Note 2]**	10,040	16,575	25,059	32,070
Budgeted net expenditure / (income) **[Note 3]**	3,541	8,484	7,011	4,860
Forecast in-year over / (under) spend **[Note 4]**	2,994	0	0	0
Balance Carried Forward - (Surplus) / Deficit	**16,575**	**25,059**	**32,070**	**36,931**

Note 1 - 2022/23 figures reflect initial budget allocations
2023/24 Schools Block Budget allocation approved at Schools Forum on 11th January 2023

Note 2 - Surplus or deficit balance at the end of each financial year carried forward into the following year

Note 3 - Budgeted deficit reflected in 6 year DSG Management Plan Programme

Note 4 - Forecast overspend for 2022/23, reported to Schools Forum on 11th January 2023, primarily relating to the High Needs Block
Reflects pressure over and above that anticipated at the time of 2022/23 budget setting

CAPITAL PROGRAMME 2023 to 2026 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 following categories:

- Housing, Local Economy and Regeneration
- Roads and Transport
- Childrens Services and Schools
- Internal Services
- Environment
- Adult Social Care

2 Capital Programme

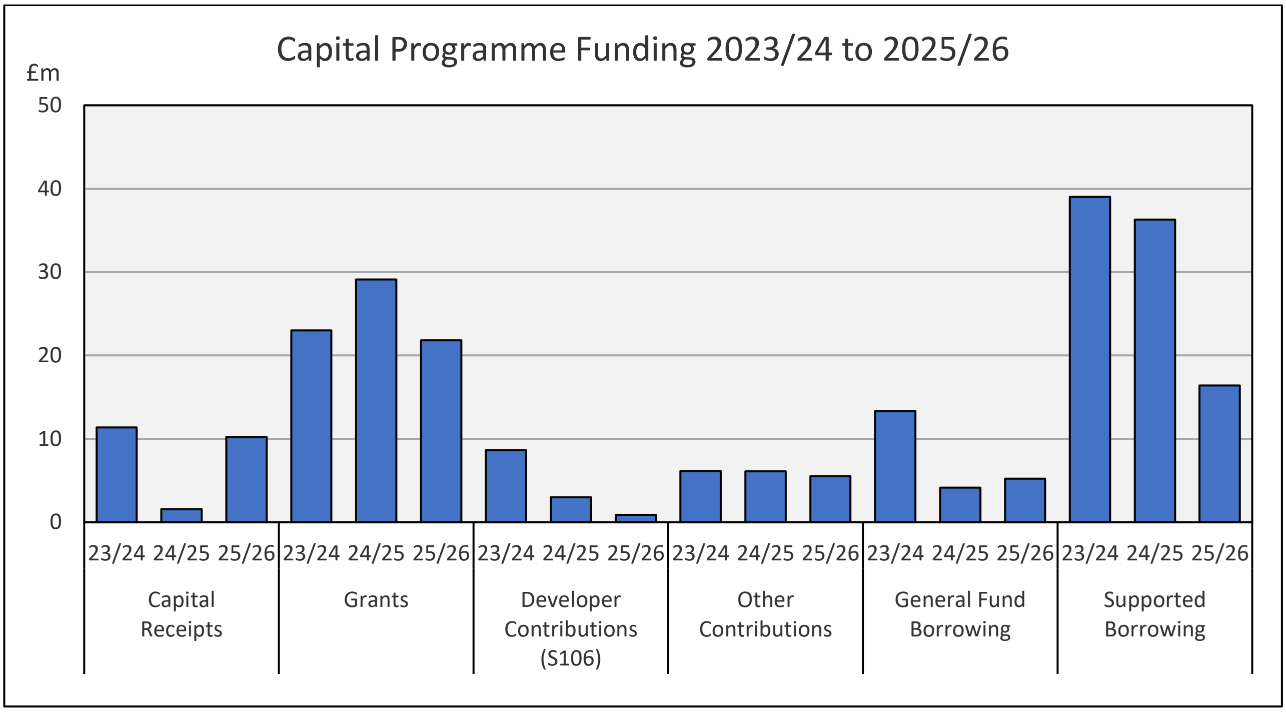
An overview of the proposed programme over the next three years is shown below. Further detail of the Capital Programme allocation of individual projects across key areas, and key area sub - categories is contained in the schedules further on in this section of the Medium Term Financial Plan and can be found in the Capital Programme and Strategy 2023/26.

In addition to the amounts below are carry forwards from the current year capital programme. These will be in addition to the £256.2m capital programme below. Details of the carry forwards are set out each quarter in the capital monitoring to Executive.

	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Housing, Local Economy and Regeneration	54.4	38.4	30.0	122.8
Children Services and Schools	17.3	27.0	21.0	65.3
Roads and Transport	14.0	10.5	11.0	35.5
Internal Services	8.2	5.4	4.8	18.4
Adult Social Care	6.8	3.1	1.8	11.7
Environment	1.0	0.2	1.2	2.4
Total Capital Programme 2023/24 to 2025/26	**101.7**	**84.7**	**69.8**	**256.2**

3 Capital Funding

The funding for the Capital Programme over the next three years is estimated to be funded by a combination of the funding sources shown below. The funding below does not include any funding relating to any carry forwards from the current financial year, this funding is in addition to the funding set out below.



	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Supported borrowing	(39.4)	(36.3)	(16.4)	(92.1)
Developer contributions (S106 / CIL)	(8.6)	(3.0)	(0.9)	(12.5)
Capital grants	(23.0)	(29.1)	(21.8)	(73.9)
Other contributions	(6.1)	(6.1)	(5.5)	(17.7)
Capital receipts	(11.3)	(1.6)	(10.2)	(23.1)
General fund borrowing	(13.3)	(4.1)	(5.2)	(22.6)
Total	**(101.7)**	**(80.2)**	**(60.0)**	**(241.9)**

The capital programme currently has a budget shortfall of c£28m over three years which includes a fully funded year 1 programme. This shortfall is made up of c£14m budget shortfall against the capital programme highlighted above (£256m less £242m). The remaining c£14m shortfall is the current estimated gap between CIL income and associated capital spend requirements. This shortfall over three years will be balanced through a combination of reducing or reprofiling capital expenditure, additional CIL income from potential new developments and by maximising capital funding opportunities such as bidding for capital grants.

4 Capital Strategy

A capital strategy has been developed with the aims of delivering the strategic ambitions of the council, improving the services provided for residents and supporting the most vulnerable people in our community. 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 use 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 2023/24 to 2025/26 are set as:

Prudential Indicators	2023/24 £m	2024/25 £m	2025/26 £m
Limits			
Authorised Limit (Note: CFR*120%)	£594.0m	£647.2m	£661.0m
Operational Boundary (Note: CFR*110%)	£544.5m	£593.2m	£605.9m
Maturity structure of borrowing	See Appendix B		
Performance Indicators			
Capital financing requirement – General Fund (GF)	£417.3m	£443.8m	£449.6m
Capital financing requirement – HRA	£77.7m	£95.5m	£101.2m
Gross external borrowing – General Fund (GF)	£130.1m	£177.7m	£185.7m
Gross external borrowing - HRA	£65.0m	£82.8m	£88.5m
Ratio of financing costs to net revenue stream - GF	(0.57%)	(0.36%)	(0.39%)
Ratio of financing costs to net revenue stream - HRA	20.26%	20.06%	21.61%
Net income from commercial & service investments to net revenue stream - GF	9.44%	9.77%	9.75%
Liability benchmark	See Section 5		

The ratios above are explained in more detail in the Treasury Management Strategy 2023/24 and form a key part of our treasury management activities. These ratios are monitored and reviewed throughout the year.

6 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. The Council's general fund CFR from 2023/24 to 2025/26 is demonstrated in the table below.

CFR : General Fund Total	Total			
	22/23	23/24	24/25	25/26
	£m	£m	£m	£m
Opening balance	381.5	403.6	417.3	443.9
Expenditure in year	52.4	50.7	55.8	38.7
Repayments in year	(30.3)	(37.1)	(29.2)	(32.8)
Closing balance	**403.6**	**417.3**	**443.8**	**449.6**

This can be broken down further into supported and general fund borrowing.

	Supported Borrowing				General Fund Borrowing			
	22/23	23/24	24/25	25/26	22/23	23/24	24/25	25/26
	£m	£m	£m	£m	£m	£m	£m	£m
Opening balance	280.9	300.4	309.6	329.2	100.6	103.2	107.7	114.7
Expenditure in year	46.1	42.8	44.8	31.0	6.3	7.9	11.0	7.7
Repayments in year	(26.6)	(33.6)	(25.2)	(28.6)	(3.7)	(3.5)	(4.0)	(4.2)
Closing balance	**300.4**	**309.6**	**329.2**	**331.5**	**103.2**	**107.7**	**114.7**	**118.1**

Supported borrowing consists of different types of supported borrowing which are broken down further below. As described earlier, these are either self-financing or makes a surplus where the income generated is greater than the cost of financing and therefore is available to fund other council services.

	Supported Borrowing		
	23/24	24/25	25/26
	£m	£m	£m
Invest to save	72.9	94.1	102.1
Town centre regeneration	92.1	84.8	81.9
Wokingham housing companies	24.2	22.7	20.8
Developer contributions forward funded	40.3	48.3	47.8
Housing, economy & regeneration	80.0	79.5	78.9
Closing balance	**309.6**	**329.2**	**331.5**

The following table shows the CFR balance for the Housing Revenue Account (HRA). Due to the ringfenced nature of the HRA, the CFR is considered separately to the general fund.

	Housing Revenue Account			
	22/23	23/24	24/25	25/26
	£m	£m	£m	£m
Opening balance	80.3	78.2	77.6	95.4
Expenditure in year	0	0.4	18.8	7.0
Repayments in year	(2.1)	(1.0)	(1.0)	(1.4)
Closing balance	**78.2**	**77.6**	**95.4**	**101.0**

A full breakdown of the prudential indicators, investment strategy and borrowing strategy can be found in the Treasury Management Strategy 2023/24.

CAPITAL PROGRAMME 2023/24 to 2025/26

The following table sets out by key area, the Councils Capital Programme for the next three years. The HRA Capital programme is also included under Housing, Local Economy and Regeneration, sub section Housing Delivery. Note - the budget allocations below exclude any carry forwards from the current year.

	2023/24 £,000	2024/25 £,000	2025/26 £,000	Total £,000
Housing, Local Economy and Regeneration Delivering sustainability, a strong, robust and successful economy that stimulates opportunities for all who work and live in	54,454	38,398	29,964	122,817
Children Services and Schools Dedicated in providing services and schools which ensure all children have the opportunity to achieve their goals potential	17,278	26,992	21,034	65,304
Roads and Transport Continuous investment in highways infrastructure to meet the needs of current and future users of the network	13,969	10,549	11,020	35,537
Adult Social Care An effective, high-quality care and support service to providing a better quality of life for residents	6,820	3,081	1,787	11,688
Internal Services Investment in Council assets and technology to continue to support all Council services and priorities	8,193	5,440	4,790	18,423
Environment Investment and enhancement of facilities across the borough benefiting communities and residents wellbeing	992	209	1,209	2,410
Total Capital Programme 2023/24 to 2025/26	**101,706**	**84,669**	**69,804**	**256,179**

CAPITAL PROGRAMME 2023/24 to 2025/26 BY SUB CATEGORY

The following table sets out in further detail by key area, the Councils Capital Programme for the next three years.

	2023/24 £,000	2024/25 £,000	2025/26 £,000	Total £,000
Housing, Local Economy and Regeneration				
Income Generation	26,500	0	0	26,500
Housing delivery	27,854	38,398	29,364	95,617
Service Improvements	100	0	100	200
Regeneration of towns	0	0	500	500
Housing, Local Economy and Regeneration Total	**54,454**	**38,398**	**29,964**	**122,817**
Children Services and Schools				
New facilities	15,671	25,385	19,427	60,483
Improvement to existing facilities	1,277	1,277	1,277	3,831
Service improvements	330	330	330	990
Children Services and Schools Total	**17,278**	**26,992**	**21,034**	**65,304**
Roads and Transport				
Service improvements	7,376	4,626	2,000	14,002
Improvement to existing facilities	3,345	3,827	3,345	10,517
Alternative transport	3,184	2,030	1,880	7,094
New roads	64	66	3,795	3,924
Roads and Transport Total	**13,969**	**10,549**	**11,020**	**35,537**
Adult Social Care				
New facilities	5,541	2,300	1,000	8,841
Service improvements	1,229	731	737	2,697
Improvement to existing facilities	50	50	50	150
Adult Social Care Total	**6,820**	**3,081**	**1,787**	**11,688**

CAPITAL PROGRAMME 2023/24 to 2025/26 BY SUB CATEGORY CONT..

	2022/23 £,000	2023/24 £,000	2024/25 £,000	Total £,000
Internal Services				
Service improvements	5,843	5,090	4,440	15,373
New facilities	2,000	0	0	2,000
Improvement to existing facilities	350	350	350	1,050
Internal Services Total	**8,193**	**5,440**	**4,790**	**18,423**
Environment				
Improvement to existing facilities	809	209	209	1,227
Service improvements	183	0	0	183
New facilities	0	0	1,000	1,000
Environment Total	**992**	**209**	**1,209**	**2,410**
Total Capital Programme 2023/24 to 2025/26	**101,706**	**84,669**	**69,804**	**256,179**

CAPITAL PROGRAMME 2023/24 to 2025/26 - Detail

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Category	Project Name	Project Description	Year 1 2023/24 £,000	Year 2 2024/25 £,000	Year 3 2025/26 £,000	Total £,000
Housing, Local Economy and Regeneration						
Income Generation	Community Investment	To build on the commercial property portfolio in line with the Council's socio-economic and sustainability agendas	26,500	0	0	26,500
		Income Generation Total	**26,500**	**0**	**0**	**26,500**
Housing Delivery	Gorse Ride Regeneration Project	Redevelopment of Gorse Ride housing estate to provide new affordable housing	6,204	18,648	15,484	40,337
	WBC Holdings Ltd Loan	Wokingham Borough Council owned houses funding	6,000	6,000	6,000	18,000
	Housing Tenants Services (HRA)	Investment in the Council's housing stock (Inc. adaptations/estate improvements)	5,400	5,500	5,250	16,150
	Bulldog Garage - Temporary Accommodation	Build temporary accomodation to meet increase demand in the borough	4,900	1,500	0	6,400
	Wellington Road	To deliver homes for our most vulnerable residents and key workers	4,000	1,930	0	5,930
	Mandatory Disabled Facility Grants	Mandatory means tested grants for adapting the homes of people with disabilities to enable them to live independently at home	1,100	1,100	1,100	3,300
	Self-Build Project	Delivery of an affordable self-build schemes	250	250	0	500
	Seaford Court Development	Options being considered for the scheme which includes accommodation for vulnerable young people or for temporary accommodation for homelessness	0	2,470	530	3,000
	Purchase of Council Houses (HRA)	To replace HRA housing stock using the 1 for 1 right to buy receipts	0	1,000	1,000	2,000
		Housing Delivery Total	**27,854**	**38,398**	**29,364**	**95,617**
Service Improvements	Commercial Portfolio - Improvement to WBC commercial properties	To ensure commercial properties are suitable for letting	100	0	100	200
		Service Improvements Total	**100**	**0**	**100**	**200**
Regeneration of Towns	Denmark Street Environmental Improvements	Improving the borough towns and parishes	0	0	500	500
		Regeneration of Towns Total	**0**	**0**	**500**	**500**
Housing, Local Economy and Regeneration Total			**54,454**	**38,398**	**29,964**	**122,817**

CAPITAL PROGRAMME 2023/24 to 2025/26 - Detail

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Category	Project Name	Project Description	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Total
Children Services and Schools						
New Facilities	SEND Sufficiency	Extension / new build projects to provide additional places throughout the borough to meet demand	5,862	16,400	13,300	35,562
	Basic Needs Secondary Places		4,500	6,500	4,500	15,500
	Sixth Form Expansion		3,500	1,900	0	5,400
	Care Leaver Accommodation	To provide a setting to meet the needs of vulnerable children.	1,200	0	0	1,200
	UASC Accommodation		500	0	0	500
	Matthews Green Primary School	Furniture, fittings & equipment to meet need of additional places throughout the borough	38	25	15	78
	Arborfield / Barkham Primary School		30	30	30	90
	Shinfield West Primary School		30	30	30	90
	Montegue Park Primary School		11	0	0	11
	Basic Needs Primary Programme	Extension / new build projects to provide additional places throughout the borough to meet need	0	500	1,500	2,000
	Primary Strategy - FFE	Furniture, fittings & Equipment to meet need of additional places throughout the borough	0	0	52	52
		New Facilities Total	**15,671**	**25,385**	**19,427**	**60,483**
Improvement to Existing Facilities	Schools Maintenance	Capital improvements and suitability issues	630	630	630	1,890
	Schools Devolved Formula	Specific government grant to carry out capital works, controlled by schools	375	375	375	1,125
	Children in Care Equipment	Purchase / replace equipment that is provided to children in care in line with our children in care pledge	200	200	200	600
	School Kitchens	Improve various school meals kitchens including delivery of the universal free school meal programme	50	50	50	150
	ICT Equipment for Children in Care	Purchase / replace equipment that is provided to children in care in line with our children in care pledge	22	22	22	66
		Improvement to Existing Facilities Total	**1,277**	**1,277**	**1,277**	**3,831**
Service Improvements	Capita IT System	Children's Services IT system	192	192	192	576
	Capitalisation of Analysts and Report Developers	Investment in business analysts part of continued change programme	138	138	138	414
		Service Improvements Total	**330**	**330**	**330**	**990**
Children Services and Schools Total			**17,278**	**26,992**	**21,034**	**65,304**

CAPITAL PROGRAMME 2023/24 to 2025/26 - Detail

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Category	Project Name	Project Description	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Total
Roads and Transport						
Service Improvements	Toutley Highways Depot Modernisation	Environmental services facility enhancement	3,500	0	0	3,500
	Wokingham Highways Investment Strategy (WHIS)	A “Needs Based” approach to maintaining Wokingham’s highways network, aligned to the Council’s and stakeholder priorities	2,126	2,126	0	4,252
	Electric Vehicle Charge Points	Installation of electric vehicle charge points	1,200	1,200	1,200	3,600
	Integrated Transport Schemes	Enhancement the integrated transport schemes	400	400	400	1,200
	Safer Routes to Schools	Infrastructure changes to make school journey's by most sustainable mode	150	150	150	450
	Highway Infrastructure Flood Alleviation Schemes	To deliver flood risk management schemes and sustainable drainage systems to reduce the risk of flooding to major highways across the borough	0	500	0	500
	Traffic Signal Upgrade Programme	Investment in highways signals	0	250	250	500
		Service Improvements Total	**7,376**	**4,626**	**2,000**	**14,002**
Improvement to Existing Facilities	Highways Carriageways Structural Maintenance	Rolling programme to resurfacing carriageways (roads) to repair damage and extend the life of the asset	2,280	2,280	2,280	6,840
	Safety / Crash Barriers	Improving safety / crash barriers on the highways in the borough	500	750	500	1,750
	Bridge Strengthening	Continued enhancement to highway structures	225	225	225	675
	Highway Drainage Schemes	To reduce the overall degradation of the highway drainage network	200	200	200	600
	Highways Footway Structural Maintenance Programme	Enhancement to footways within the borough	100	100	100	300
	Strengthening Approach Embankments to Bridges	Continued enhancement to highway structures	20	20	20	60
	Street Lighting Column Structural Testing	Structural testing of lighting assets	20	0	20	40
	Commonfield lane passing bays	Improvements to roads	0	252	0	252
		Improvement to Existing Facilities Total	**3,345**	**3,827**	**3,345**	**10,517**

CAPITAL PROGRAMME 2023/24 to 2025/26 - Detail

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Category	Project Name	Project Description	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Total
Alternative Transport	Local Cycling and Walking Infrastructure Plans	Improvements for walking and cycling in borough	1,200	0	0	1,200
	Greenways	A network of quiet commuting and leisure routes for pedestrians and cyclists	1,000	0	0	1,000
	Active Travel & Bus Priority	Improvement to traffic flow and the encouragement of alternative sustainable modes of transport	954	2,000	0	2,954
	Bus Stop Infrastructure Works to Support North Arborfield SDL Bus Strategy	Transport infrastructure enhancement	30	30	30	90
	Feasibility and first stage of new non highway crossing (new foot and cycle structures in borough)	New non highway crossing (new foot and cycle structures in borough)	0	0	1,500	1,500
	A327 Cycleway	Investment in cycle networks in the borough	0	0	350	350
		Alternative Transport Total	**3,184**	**2,030**	**1,880**	**7,094**
New Roads	Completed Road Schemes Retention	Meet any retention costs from completed road schemes	64	66	68	197
	SCAPE - Road infrastructure (dist roads etc) intial costs	Investment in future road building / enhancement across WBC road network (including new relief roads)	0	0	3,727	3,727
		New Roads Total	**64**	**66**	**3,795**	**3,924**
Roads and Transport Total			**13,969**	**10,549**	**11,020**	**35,537**

CAPITAL PROGRAMME 2023/24 to 2025/26 - Detail

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Category	Project Name	Project Description	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Total
Adult Social Care						
New Facility	Older People's Dementia Home	Manage the future demand by investing in dementia care accommodation	5,541	0	0	5,541
	Accommodation Transformation	Additional supported living accommodation	0	1,500	1,000	2,500
	Replacement of Day Services for Adults	Investment in provision of day services	0	800	0	800
		New Facility Total	**5,541**	**2,300**	**1,000**	**8,841**
Service Improvements	Adult Social Care - Community Equipment	Support statutory duty to provide prevention, reduction and delay of long term care and support through the provision of equipment.	729	731	737	2,197
	Mosaic Modernisation and Reimplementation	Improvements to Adult Social Care IT System	500	0	0	500
		Service Improvements Total	**1,229**	**731**	**737**	**2,697**
Improvement to Existing Facilities	Adult Social Care Urgent Maintenance & Refurbishment	Urgent maintenance / refurbishment of the Adult Social Care estate to retain the function and value of the assets and to meet health and safety issues	50	50	50	150
		Improvement to Existing Facilities Total	**50**	**50**	**50**	**150**
Adult Social Care Total			**6,820**	**3,081**	**1,787**	**11,688**

CAPITAL PROGRAMME 2023/24 to 2025/26 - Detail

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Category	Project Name	Project Description	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Total
Internal Services						
Service Improvements	Energy Reduction Projects	Energy efficiency projects at existing properties including, installing LED lighting, cavity wall & loft insulation, boiler controls, etc	1,750	1,750	1,750	5,250
	Central Contingency	Held to meet unforeseen cost pressures across the capital programme	1,500	1,500	1,500	4,500
	IT - Microsoft E5	Continued enhancement in IT network	808	890	890	2,588
	IT - Hardware	Continued enhancement in IT network (Ensuring that Tier A apps used Council Wide remain in support, with ongoing security of applications and for the data held in them.)	400	200	0	600
	IT - Appications		345	50	0	395
	IT - Infrastructure		330	350	0	680
	New CRM (Microsoft D365) system		300	50	0	350
	IT - Maintenance & Enhancement		150	300	300	750
	IT - Security		130	0	0	130
	Digital Tools- Replace CMS		100	0	0	100
	Application Tracking System (ATS) Implementtion		30	0	0	30
		Service Improvements Total	**5,843**	**5,090**	**4,440**	**15,373**
New Facilities	Capital Construction Inflation Costs	To meet increasing labour and material costs of construction across the programme where required	2,000	0	0	2,000
		New Facilities Total	**2,000**	**0**	**0**	**2,000**
Improvement to Existing Facilities	Property Maintenance and Compliance	The continued development and upkeep of the Councils customer digital assets and infrastructure	350	350	350	1,050
		Improvement to Existing Facilities Total	**350**	**350**	**350**	**1,050**
Internal Services Total			**8,193**	**5,440**	**4,790**	**18,423**

CAPITAL PROGRAMME 2023/24 to 2025/26 - Detail

The following table sets out by the key areas, the Councils detailed Capital Programme by scheme for the next 3 years. The HRA Capital programme is also included under Housing Delivery.

Key Areas - by Sub Category	Project Name	Project Description	Year 1 2023/24	Year 2 2024/25	Year 3 2025/26	Total
Environment						
Improvement to Existing Facilities	California Lakeside Refurbishment	Refurbishment and upgrading of the lakeside area and associated paths at California Country Park.	600	0	0	600
	Leisure Centre Refurbishments / upgrades across the borough	The enhancement of existing leisure facilities	100	100	100	300
	Waste Schemes - Recycling	Purchase of waste receptacles to enable the borough to enhance their waste / recycling	89	89	89	267
	Food Waste Collection	To provide food waste containers	20	20	20	60
		Improvement to Existing Facilities Total	**809**	**209**	**209**	**1,227**
Service Improvements	New Bid - Planning Civica APP replacement	New software system with mobile functionality required to support PPP service Planning service	100	0	0	100
	New Bid - PPP Civica APP replacement		83	0	0	83
		Service Improvements Total	**183**	**0**	**0**	**183**
New Facilities	New Pool at Arborfield	A development of a new swimming pool and leisure facilities	0	0	1,000	1,000
		New Facilities Total	**0**	**0**	**1,000**	**1,000**
Environment Total			**992**	**209**	**1,209**	**2,410**
Total			**101,706**	**84,669**	**69,804**	**256,179**

CAPITAL FUNDING

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 Policy (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

FIVE YEAR CAPITAL VISION 2023/24 to 2027/28

The following table sets out in further detail by key area, the Councils Capital Programme for the next five years.

	2023/24 £,000	2024/25 £,000	2025/26 £,000	2026/27 £,000	2027/28 £,000	Total £,000
Housing, Local Economy and Regeneration						
Income Generation	26,500	0	0	0		26,500
Housing delivery	27,854	38,398	29,364	25,304	18,984	139,905
Service Improvements	100	0	100	0	100	300
Regeneration of towns	0	0	500	0	0	500
Housing, Local Economy and Regeneration Total	**54,454**	**38,398**	**29,964**	**25,304**	**19,084**	**167,205**
Children Services and Schools						
New facilities	15,671	25,385	19,427	8,895	5,310	74,688
Improvement to existing facilities	1,277	1,277	1,277	1,277	1,277	6,385
Service improvements	330	330	330	330	330	1,650
Children Services and Schools Total	**17,278**	**26,992**	**21,034**	**10,502**	**6,917**	**82,723**
Roads and Transport						
Service improvements	7,376	4,626	2,000	2,400	800	17,202
Improvement to existing facilities	3,345	3,827	3,345	3,575	3,325	17,417
Alternative transport	3,184	2,030	1,880	3,500	3,500	14,094
New roads	64	66	3,795	70	0	3,994
Roads and Transport Total	**13,969**	**10,549**	**11,020**	**9,545**	**7,625**	**52,707**
Adult Social Care						
New facilities	5,541	2,300	1,000	0	0	8,841
Service improvements	1,229	731	737	745	745	4,187
Improvement to existing facilities	50	50	50	50	50	250
Adult Social Care Total	**6,820**	**3,081**	**1,787**	**795**	**795**	**13,278**
Internal Services						
Service improvements	5,843	5,090	4,440	4,440	4,440	24,253
New facilities	2,000	0	0	0	0	2,000
Improvement to existing facilities	350	350	350	350	350	1,750
Internal Services Total	**8,193**	**5,440**	**4,790**	**4,790**	**4,790**	**28,003**

	2023/24 £,000	2024/25 £,000	2025/26 £,000	2026/27 £,000	2027/28 £,000	Total £,000
Environment						
Improvement to existing facilities	809	209	209	209	209	1,645
Service improvements	183	0	0	0	0	183
New facilities	0	0	1,000	6,000	0	7,000
Environment Total	**992**	**209**	**1,209**	**6,209**	**209**	**8,828**
Total Capital Programme 2023/24 to 2027/28	**101,706**	**84,669**	**69,804**	**57,145**	**39,420**	**352,744**

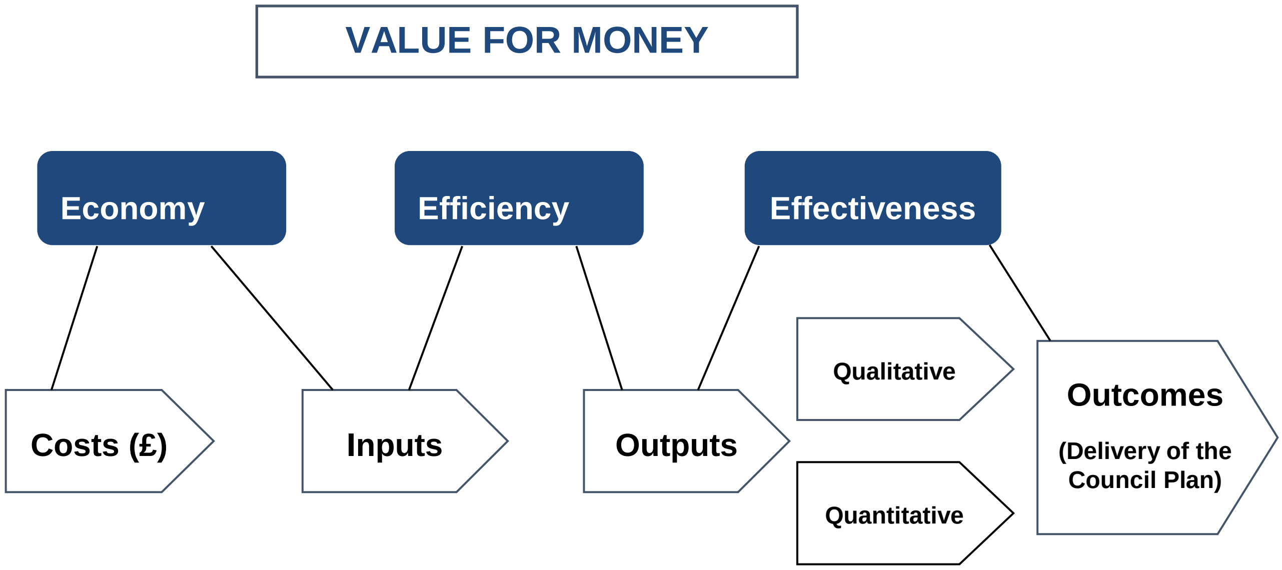
COMMERCIALISATION AND VALUE FOR MONEY

Commercialisation

The Council is seeking to adopt an increasingly commercial approach and is in the process of producing a Commercial Strategy. Being commercial means making every pound stretch as far as it can do in delivering the outputs and outcomes needed by the community, as well as seeking new and increasing income streams to support growing demand led statutory service costs. Therefore commercialisation is as much about demand management as it is about efficient processes, new delivery models and innovative ways of creating 'profit' for the council taxpayer. Value for money remains a cornerstone for our spending decisions.

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 ensures 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

The following table shows the key activity data across the Council which is monitored throughout the year as part of the financial monitoring

	Unit Description	2023/24			2024/25			2025/26			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	4,586	1,585	7,271	4,592	1,633	7,499	4,610	1,682	7,754	High
Learning Disability, Supported Living	weeks	11,443	940	10,755	11,450	968	11,084	11,559	997	11,525	High
Mental Health, Supported Living	weeks	2,391	556	1,330	2,376	573	1,361	2,399	590	1,415	Medium
Older People, Homecare	hours	313,959	20	6,289	303,579	21	6,263	300,779	21	6,392	High
Older People, Nursing Care	weeks	4,118	983	4,046	4,203	1,012	4,254	4,292	1,042	4,474	High
Older People, Residential Care	weeks	4,182	921	3,853	4,074	949	3,866	4,009	977	3,918	High
Physical Disability, Homecare	hours	108,382	20	2,171	104,470	21	2,155	103,944	21	2,209	Medium
Physical Disability, Supported Living	weeks	1,269	631	801	1,411	650	917	1,535	670	1,028	Medium
Children's Services											
Foster Placements / Staying Put	per night	27,740	62	1,712	28,295	64	1,799	28,861	65	1,890	Medium
Independent Foster Placements	per night	5,867	121	710	5,984	125	746	6,104	128	784	Medium
Residential Home Placements	per night	6,620	518	3,429	6,752	534	3,603	6,887	550	3,785	High
Semi-Independent Living	per night	6,010	126	760	6,130	130	798	6,253	134	839	Medium
Home to School Transport - Mainstream	per pupil	533	2,726	1,453	540	2,808	1,516	550	2,892	1,591	High
Home to School Transport - SEND	per pupil	378	11,710	4,426	420	12,061	5,066	450	12,423	5,590	High
Place & Growth											
Waste Disposal (based on 72000 tonnes pa in 2021/22) combined landfill and recycling and 3% growth per annum. The average cost of recycling treatment (including DMR and food waste) is £66.68 for 2021/22. This has been increased by 5% per year - RPI	charge per tonne	66,057	90	5,945	68,000	100	6,800	70,000	110	7,700	Medium
Building Control - Plan check fee (Total Number of Submissions in year)	per search	900	515	464	900	515	464	900	515	464	Low
Development Control - Planning Application Fees - Major	per application	52	9,231	480	52	9,231	480	52	9,231	480	High
Development Control - Planning Application Fees - Minor	per application	1,570	300	471	1,570	300	471	1,570	300	471	High
Schools Block - Dedicated Schools Grant											
Independent & Non Maintained Special School Placements	per pupil	137	76,300	10,453	108	82,700	8,932	82	72,900	5,978	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 <u>or</u> is severely mentally impaired <u>or</u> 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%).

Empty homes - From 1 April 2017 no discounts are available and 100% charge applies for:
- Unoccupied and unfurnished properties
- Properties undergoing major repairs or structural alterations
- Second homes

This decision was made in line with Local Government Finance Act 1992 to maximise resources to provide key services within our borough.

Exceptions include certain dwellings, including caravans and boats, provided by an employer (tied accommodation) may be eligible for the second home reduction of 50 percent for a limited period of time. Contact ctax@wokingham.gov.uk to see if you qualify.

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

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 / Universal Credit, 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 the council tax for the property. These are set out below;

- Properties empty for at least 2 years (but less than 5 years), the maximum long-term empty homes premium is 100%.
- Properties empty for at least 5 years (but less than 10 years), the maximum long-term empty homes premium is 200%.
- Properties empty for at least 10 years, the maximum long-term empty homes premium is 300%.

This will encourage owners of those long term empty homes to bring them 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 2022/23 and 2023/24 are set out below.

Precept	2022/23 £	Band D £	2023/24 £	Band D £	Increase %
Police and Crime Commissioner for Thames Valley	18,083,043	241.28	19,540,607	256.28	6.22%
Royal Berkshire Fire Authority	5,542,279	73.95	6,019,709	78.95	6.76%

Collection Fund Surplus

A calculation has to be made of the estimated surplus/deficit on the Council Tax Collection Fund at 31st March 2023. The calculation is required by legislation to be made by 15th January. 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 2023 the collection fund expects to achieve a surplus of £1,181,000 therefore the distribution of the surplus between the precepting authorities is:-

Wokingham Borough Council – £1,000,000
Police and Crime Commissioner for Thames Valley – £140,000
Royal Berkshire Fire Authority - £41,000

PARISH PRECEPTS 2023/24

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	2022/23 TAX BASE	2022/23 PARISH PRECEPT £	2022/23 COUNCIL TAX BAND D £	2023/24 TAX BASE	2023/24 PARISH PRECEPT £	2023/24 COUNCIL TAX BAND D £
Arborfield & Newland	1,298.90	106,955	82.34	1,279.10	105,321	82.34
Barkham	2,158.90	73,787	34.18	2,336.80	61,185	26.18
Charvil	1,464.90	87,059	59.43	1,473.20	90,000	61.09
Earley	11,974.90	988,054	82.51	12,005.70	1,007,815	83.94
Finchampstead	6,295.60	184,615	29.32	6,553.70	192,154	29.32
Remenham	327.30	27,751	84.79	328.70	29,138	88.65
Ruscombe	545.70	29,300	53.69	580.20	28,600	49.29
St. Nicholas Hurst	1,104.00	48,400	43.84	1,106.70	54,650	49.38
Shinfield	7,356.10	552,370	75.09	7,613.20	599,570	78.75
Sonning	829.50	39,002	47.02	827.00	42,200	51.03
Swallowfield	1,077.80	32,237	29.91	1,078.60	35,487	32.90
Twyford	3,026.40	127,238	42.04	3,046.30	153,382	50.35
Wargrave	2,150.90	204,404	95.03	2,143.50	213,865	99.77
Winnersh	4,465.30	186,917	41.86	4,433.80	191,166	43.12
Wokingham Town	16,712.90	1,014,210	60.68	17,230.60	1,118,820	64.93
Wokingham Without	3,299.40	227,400	68.92	3,315.70	239,957	72.37
Woodley	10,857.80	1,225,628	112.88	10,894.30	1,195,649	109.75
TOTAL	**74,946.30**	**5,155,327**	**68.79**	**76,247.10**	**5,358,959**	**70.28**

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

COUNCIL TAX BY BAND AND PARISH 2023/24

The table below shows the total average council tax by band including a breakdown of how this is calculated.

Band	A £	B £	C £	D £	E £	F £	G £	H £
Average Council Tax	**1,438.22**	**1,677.94**	**1,917.64**	**2,157.35**	**2,636.76**	**3,116.18**	**3,595.57**	**4,314.70**
WBC plus average Parish	1,214.74	1,417.20	1,619.66	1,822.12	2,227.04	2,631.96	3,036.86	3,644.24
Average Parish	46.85	54.66	62.47	70.28	85.90	101.52	117.13	140.56
Police Authority	170.85	199.33	227.80	256.28	313.23	370.18	427.13	512.56
Fire Authority	52.63	61.41	70.18	78.95	96.49	114.04	131.58	157.90
Adult social care precept*	153.65	179.25	204.86	230.47	281.69	332.90	384.12	460.94
Wokingham Borough Council excluding ASC precept	1,014.24	1,183.29	1,352.33	1,521.37	1,859.45	2,197.54	2,535.61	3,042.74
Wokingham Borough Council total	1,167.89	1,362.54	1,557.19	1,751.84	2,141.14	2,530.44	2,919.73	3,503.68

* Percentage increases based on total 2022/23 council tax level, as per legislation

The table below shows the parish precept for each band and individual Town / Parish Council.

Band Parish Precepts	A £	B £	C £	D £	E £	F £	G £	H £
Arborfield & Newland	54.89	64.04	73.19	82.34	100.64	118.94	137.23	164.68
Barkham	17.45	20.36	23.27	26.18	32.00	37.82	43.63	52.36
Charvil	40.73	47.51	54.30	61.09	74.67	88.24	101.82	122.18
Earley	55.96	65.29	74.61	83.94	102.59	121.25	139.90	167.88
Finchampstead	19.55	22.80	26.06	29.32	35.84	42.35	48.87	58.64
Remenham	59.10	68.95	78.80	88.65	108.35	128.05	147.75	177.30
Ruscombe	32.86	38.34	43.81	49.29	60.24	71.20	82.15	98.58
St. Nicholas Hurst	32.92	38.41	43.89	49.38	60.35	71.33	82.30	98.76
Shinfield	52.50	61.25	70.00	78.75	96.25	113.75	131.25	157.50
Sonning	34.02	39.69	45.36	51.03	62.37	73.71	85.05	102.06
Swallowfield	21.93	25.59	29.24	32.90	40.21	47.52	54.83	65.80
Twyford	33.57	39.16	44.76	50.35	61.54	72.73	83.92	100.70
Wargrave	66.51	77.60	88.68	99.77	121.94	144.11	166.28	199.54
Winnersh	28.75	33.54	38.33	43.12	52.70	62.28	71.87	86.24
Wokingham Town	43.29	50.50	57.72	64.93	79.36	93.79	108.22	129.86
Wokingham Without	48.25	56.29	64.33	72.37	88.45	104.53	120.62	144.74
Woodley	73.17	85.36	97.56	109.75	134.14	158.53	182.92	219.50

The table below shows the total council tax for each band and individual Town / Parish Council.

Band Total Council Tax	A £	B £	C £	D £	E £	F £	G £	H £
Arborfield & Newland	1,446.26	1,687.32	1,928.36	2,169.41	2,651.50	3,133.60	3,615.67	4,338.82
Barkham	1,408.82	1,643.64	1,878.44	2,113.25	2,582.86	3,052.48	3,522.07	4,226.50
Charvil	1,432.10	1,670.79	1,909.47	2,148.16	2,625.53	3,102.90	3,580.26	4,296.32
Earley	1,447.33	1,688.57	1,929.78	2,171.01	2,653.45	3,135.91	3,618.34	4,342.02
Finchampstead	1,410.92	1,646.08	1,881.23	2,116.39	2,586.70	3,057.01	3,527.31	4,232.78
Remenham	1,450.47	1,692.23	1,933.97	2,175.72	2,659.21	3,142.71	3,626.19	4,351.44
Ruscombe	1,424.23	1,661.62	1,898.98	2,136.36	2,611.10	3,085.86	3,560.59	4,272.72
St. Nicholas Hurst	1,424.29	1,661.69	1,899.06	2,136.45	2,611.21	3,085.99	3,560.74	4,272.90
Shinfield	1,443.87	1,684.53	1,925.17	2,165.82	2,647.11	3,128.41	3,609.69	4,331.64
Sonning	1,425.39	1,662.97	1,900.53	2,138.10	2,613.23	3,088.37	3,563.49	4,276.20
Swallowfield	1,413.30	1,648.87	1,884.41	2,119.97	2,591.07	3,062.18	3,533.27	4,239.94
Twyford	1,424.94	1,662.44	1,899.93	2,137.42	2,612.40	3,087.39	3,562.36	4,274.84
Wargrave	1,457.88	1,700.88	1,943.85	2,186.84	2,672.80	3,158.77	3,644.72	4,373.68
Winnersh	1,420.12	1,656.82	1,893.50	2,130.19	2,603.56	3,076.94	3,550.31	4,260.38
Wokingham Town	1,434.66	1,673.78	1,912.89	2,152.00	2,630.22	3,108.45	3,586.66	4,304.00
Wokingham Without	1,439.62	1,679.57	1,919.50	2,159.44	2,639.31	3,119.19	3,599.06	4,318.88
Woodley	1,464.54	1,708.64	1,952.73	2,196.82	2,685.00	3,173.19	3,661.36	4,393.64

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 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 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. Flexibility has been added in previous year's aswell, 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 2019/20 level plus 2% in 2020/21, 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 2020/21 settlement covers a one year period to 31 March 2021.

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.

Spencers Wood Solar Farm Community Fund

Introduction

Greentech who are responsible for the solar farm planned for Spencers Wood had previously indicated that Shinfield Parish Council would have access to a Community Fund.

The company would pay £500 per MW of installed capacity per annum (planned capacity is 25MW so £12,500 p.a. once the farm was operational) and updated by RPI annually.

SPC would be required to agree to the attached Community Benefit Agreement

THIS DEED is made the [day] day of [month] 20[]

BETWEEN

1. Greentech Invest UK (6) Limited (company registration number - 14956758) whose registered office is situated at Challenge House, Sherwood Drive, Bletchley, Milton Keynes, MK3 6DP (hereafter referred to as "the company")-

And

2. Shinfield Parish Council (the "Council")

WHEREAS

1. The company is seeking planning permission for The erection of a solar farm with battery storage and associated infrastructure for a period of 40 years at;

   Land North Sheepbridge Court Farm, Spencers Wood, RG7 1PX

   with an installed capacity of 25MW

2. The solar farm is located within the parish of Shinfield

3. The company is committed to the provision of an annual community benefit towards the local community for local community benefit should the solar farm and battery storage be commissioned at a rate of £500 per installed MW per annum.

4. THE COMPANYS COMMITMENT

4.1 The company undertakes to pay Shinfield Parish Council each year for the operational life of the solar farm £500 per MW of installed capacity, the first payment to be made within one month of receipt of account details set out in 5.1(a) and every anniversary thereafter ("the payment date") for the operational lifetime of the solar farm. The amount of each payment will be adjusted each year in line with the Retail Prices Index published by the Office for National Statistics ("RPI") indexed to the date of the first payment.

4.2 The payment shall be made to an account nominated by the Council which shall be an account administered by the Council in accordance with its constitution and for which disbursements in accordance with 5.1(a) can be made.

4.3 The Company shall notify the Council in writing of the date of the commissioning of the solar farm (that date being the first electricity export to the national grid network) and its installed capacity within 10 working days of the commissioning of the solar farm.

4.4 The Company shall ensure that the Council is provided with up to date records and contact details of nominated employees or agents entitled to act on the Company's behalf in relation to the payments.

4.5 Should the solar farm cease operation, the Company's obligations under this agreement shall terminate, save that termination pursuant to this clause shall not affect any claims by either party under this Agreement arising prior to the date of determination.

5. COUNCILS COMMITMENTS

5.1 The Council undertakes to;

(a) Provide the Company, in writing, with bank account details of an account managed by the parish council for its functional purposes for which first payment is to be made within one month after receipt of the commissioning notification set out in 4.3.
(b) Provide the company with an invoice within one month after receipt of the commissioning notification set out in 4.3 specifying the amount to be paid, and thereafter at least one month prior to the due annual payment date.
(c) spend the payments received on goods and services, which are for the promotion or improvement of the environmental, social, educational, cultural or economic benefit of the parish community including for the avoidance of doubt the administrative and general expenses incurred by the Parish Council.
(d) Keep a public record of the payments received under this Agreement, the date received, and summarising how the payments were disbursed to the local community.
(e) To provide the Company with copy of the record referred to at (d) above annually.

5.2 The Council hereby confirms that it has sufficient general powers and is eligible to hold and administer the Payments to be provided under this Agreement for the agreed purposes. To the extent that the Council ceases to be eligible it will notify the Company without delay and the parties shall work together to establish a suitable alternative arrangement to ensure that the community benefit payments can continue to be used for the benefit of the parish community.

6. GOVERNING LAW AND JURISDICTION

6.1 This Agreement and any dispute or claim arising out of, or in connection with it, or its subject matter or formation (including non-contractual disputes or claims) will be governed by and construed in accordance with the laws of England and Wales. The parties agree that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim that arises out of or in connection with this Agreement or is subject matter or formation (including non-contractual disputes or claims).

IN WITNESS WHEREOF the parties have signed this Agreement

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______________________________	______________________________
Signed on behalf of the Company	Signed on behalf of Shinfield Parish Council
______________________________	______________________________
Print name	Print name
In the presence of (witness)	In the presence of (witness)
Name: ______________________	Name: ______________________
Adress:	Adress:

Lloyds Bank payment of invoices within the Clerk's financial delegation - June 17th to 19th July 2023

Item 13.1

Ref	Date Paid	Supplier / Payee	Amount Paid (inc VAT) £	Description
1	20/06/2023	Telefonika UK Ltd	151.55	Mobile Phones (4) June 2023
2	20/06/2023	LAND REGISTRY 9339563	3.00	Search Fee
3	21/06/2023	FibreNest	98.00	Wifi Node for the Manor CCTV
4	23/06/2023	Councillors Mileage	11.70	May - Servicing SIDS
5	23/06/2023	Power Precision & Fabrication	1,092.00	Roller Hire (Manor) Apr - June - awaiting delivery of purchase.
6	23/06/2023	Select Environmental Services	154.64	Commercial Waste Collections May - SWP £79.08, Millworth £39.74, The Manor £35.82
7	23/06/2023	Berkshire Pest Control Ltd t/a	360.00	New Annual Contract Pest Control - Arborfield Road Allotment Site
8	23/06/2023	Silver Supply Limited	163.20	Staff Cover April 2023
9	27/06/2023	British Gas Lite	449.05	Electricity 13/5 to 13/6 - Spencers Wood Pavilion
10	27/06/2023	British Gas Lite	672.65	Electricity 13/5 to 13/6 Shinfield Parish Hall (South)
11	27/06/2023	British Gas Lite	69.14	Electricity 13/5 to 13/6 - Millworth Lane Pavilion
12	28/06/2023	Employees	17,491.81	Net Pay Employees - June
13	28/06/2023	British Gas Lite	33.93	Electricity School Green
14	28/06/2023	British Gas Lite	262.94	Electricity 13/5 to 13/6 - Ryeish Green (Credit Requested as Estimated Reading)
15	28/06/2023	Land Registry	3.00	Search Fee
16	30/06/2023	Information Commissioners Office	55.00	Data Protection Fee (Annual)
17	03/07/2023	Wokingham Borough Council	89.00	Business Rates July - Ryeish Pavilion
18	03/07/2024	Wokingham Borough Council	1,004.00	Business Rates July - School Green Centre
19	03/07/2025	Wokingham Borough Council	157.00	Business Rates July - Spencers Wood Pavilion
20	04/07/2023	HM Land Registry	6.00	Fee for Search
21	04/07/2023	Nest Pension Contributions	1,735.23	June Pension Contributions (Employers & Employees)
22	04/07/2023	Hirer	129.25	Refund - Party Cancellation
23	04/07/2023	Staff Member	362.00	CIPFA membership
24	04/07/2023	HMRC paye	11,301.17	NI & PAYE - May & June
25	04/07/2023	Lister Wilder	11.12	Fuel - Mower
26	04/07/2023	Imogen Sandy (Business)	100.00	Youth Club Activity
27	04/07/2023	Air It Limited	299.07	Phones SGC - May
28	04/07/2023	Select Environmental Services	501.06	Monthly Commercial Waste - SGC £313.06, Millworth Lane £34.08, Confidential Waste £91.20, SWP £62.72 (March)
29	04/07/2023	Shinfield Players Theatre	250.00	Award to Youth Activities at Theatre
30	04/07/2023	Lloyds Bank plc	8.70	Fees £7.00 & Charge £1.70
31	14/07/2023	Kompan UK	602.64	Repairs to Swing at Clares Green Road
32	14/07/2023	A1 Locksmiths (Berkshire) Ltd	173.40	Replacement (Combi) Locks - Allotments
33	14/07/2023	Enerveo Ltd	315.52	Street Lighting Maint Contract (£79.86) & Repairs - Qtr 4 (£235.66)
34	14/07/2023	Lister Wilder	228.46	Part for Mower , Weedkiller & Fuel for Mower
35	14/07/2023	Thames Valley Signs (berkshire	190.97	Supply of Signs for MUGA at Spencers Wood
			38,536.20	

The following payments were also cleared;

Payment Approved by Council in June 2023 - Minute ref 23/81.1

36	04/07/2023	AOC Architecture Ltd	11,232.00	Final Invoice Stage 5/7 SGC
37	30/06/2023	LIFE Build Solutions Limited	120,750.00	Lifebuild no 16

Approved by Recreation & Amenities in April - Minute ref 23/RA/49.2

38	23/06/2023	AP Brickwork & Driveways	10,080.00	Path enabling works at Spencers Wood Recreation Ground - MUGA

Item 13.2

Barclaycard Payment of Invoices within The Clerk's Financial Delegation - June 2023

Ref	Date Paid	Supplier	Amount Paid (inc VAT) £	Description
1	05/06/2023	Eventbrite	39.22	Course - Clerk "Empowering Voices in Community"
2	06/06/2023	Adobe	51.98	Adobe Software June
3	09/06/2023	Mailchimp	19.31	Subscription (1 month) Mailchimp Software for Surveys
4	12/06/2023	National Windscreens	50.00	Excess Payable - Van Windscreen Replacement
5	14/06/2023	Screwfix Ltd	8.29	Steel Joint Connector Bolts for Signage
6	15/06/2023	Industracare Limited	19.98	Assorted Waterproof Plasters - All buildings
7	19/06/2023	Amazon	12.58	Window Cleaner Concentrate - SGC
8	20/06/2023	TV Licensing	159.00	TV License The Manor
9	21/06/2023	Amazon	84.92	Digital Clock - Reception SGC
10	21/06/2023	POST OFFICE	1.60	Postage (Tracking) for Allotment Notice
11	22/06/2023	CIM	406.98	Marketing Course - Staff Member
12	23/06/2023	Royal Mail	5.20	Postage (Tracking) for Allotment Notices
13	26/06/2023	SLCC Enterprises Ltd	144.00	Attendance for Clerk at Planning Summit 5th July
14	28/06/2023	Racking Solutions	448.95	Storage Racking - the Manor
15	28/06/2023	Asda	121.61	Catering SHINE Public Meeting
16	28/06/2023	Racking Solutions	312.00	Racking for School Green Centre
17	28/06/2023	Budgens	3.73	Youth Club Refreshments
18	28/06/2023	Coop	4.25	Staff Refreshments
19	29/06/2023	Asda	14.25	Trays for Kitchen SGC
			1,907.85	

Item 13.3

Payments due to be made that are outside the Clerk's financial delegation

1. Payment to University of Reading – Improvements to Footpath 11 - £30,432 plus VAT

Background - Footpath 11 upgrade

The north section of footpath 11, is a very busy and safe route down to the village centre from Deardon Way, Shinfield Meadows and the Manor. In 2019 The Parish Council negotiated with the University of Reading who own the land to clear a large number of tree roots and upgrade the surface from hogging to tarmac. This was for the ease and safety of pedestrians in the parish. The Parish Council agreed to contribute £32,000 to the cost of these works.

The works were completed in May 2020 by contractors employed by the University of Reading. Despite several reminders, the University have only recently submitted an invoice for payment.

The payment will have no financial impact to the current years budget because funding of £32,000 is set aside in a reserve specifically for this purpose. The VAT will be reimbursed by HMRC.