

Appendix C: Summary of growth items 23/24



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Growth Requests for 23/24: Summary of General Fund revenue growth

General Fund	Revenue			
	23/24	24/25	25/26	26/27
	£000	£000	£000	£000
Growth, including provisions, for inclusion in budget report	1,572	325	327	327
Growth subject to separate report*, included in MTFS	170	150	150	150

* Recruitment to ACE, CMC Dec '22



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Summary of growth for General Fund – Revenue only – slides for each item follows

General Fund - Revenue Only			Revenue			
SAP ID	Service Area	Growth Title	23/24	24/25	25/26	26/27
			£000	£000	£000	£000
AR001	Assets & Regeneration	Real Estate Analytics	52	26	26	26
AR011	Assets & Regeneration	M&E Survey of Operational Sites	60	-	-	-
AR019	Assets & Regeneration	Mini-restructure of A&R	100	-	-	-
ED009	Economic Development	Town centre events	30	5	15	15
PPED00	Planning Policy	Addl Transport and Infrastructure Planner	70	70	70	70
CSCD00	Community Development	Play area H&S remediation (Community Dev)	-	-	-	-
ES006	Environmental Services	Playarea ongoing maintenance of improved standard (Env Services)	-	30	30	30
CC030	Environmental Services	Cost implications of switch to HVO fuel	100	100	100	100
ES003	Environmental Services/Housing	Borough-wide tree survey	100	-	-	-
DM001	Building Control	Building control shared service set-up costs	50	-	-	-
DM002	Dev Management	Addl 0.5FTE post in Dev Mgmt	30	30	30	30
General Fund - Revenue Only Growth (Presentations)			592	261	271	271

Assets & Regeneration

- AR001 **Analysis, Appraisal and Delivery of the Assets and Regeneration Strategy- Real Estate Analytics**
- Supports investment property portfolio management, evidence-based decision-making and income maximisation
- **Priority:** Must – the initiative must be done
- **Rationale:** Real Estate Analytics will provide tangible evidence of the portfolio's performance against long-term objectives and drive robust, evidence-based decision making with comparison with other property companies of similar size and value. This will lead to enhanced performance and therefore better management by comparing capital values and income returns. It also provides assurance that the investment property portfolio is being well managed, with risks promptly identified, assessed and mitigated.
- **Impact if 'do nothing':** RBC will not have the ability to benchmark their assets in each sector namely office, retail, industrial and residential against other property companies which makes it challenging to make the constructive reasoning that we are holding property for the long-term and sweating the asset.
- **GF revenue growth:** System implementation (one-off) \$29K USD plus annual software license \$29K USD (~£157K N.B. ££ subject to currency fluctuations)

Assets & Regeneration

AR011 M&E condition surveys of operational assets

- Supports mitigation of corporate risk by ensuring compliant M&E plant and equipment and fit for purpose operational assets
- **Priority:** Must – the initiative must be done
- **Rationale:** Condition survey of plant and equipment within operational sites needs to be undertaken to provide a five year planned programme of works and costings. This will ensure an evidence-based approach to planned expenditure for forward planning.
- Capital investment required as a result of the survey will be subject to an in-year supplemental capital request once requirements and costs are known.
- **Impact of 'do nothing':** A planned programme of M&E maintenance has never been in place, rather previous Building Management strategy was to 'fix it when it breaks'. Operational assets therefore appear to be neglected in terms of the age of the equipment and the risk of plant and equipment failures increases with age eg Chertsey Hall
- **GF revenue growth:** £60K in 23/24. Additional capital to address priority M&E replacement will be subject to an in-year supplemental capital request as this cannot be costed until the survey has been completed.

Assets & Regeneration

AR019 Mini restructure of Assets & Regeneration

- Supports Organisational Development
- **Priority:** Must – the initiative must be done
- **Rationale:** To continue to provide revenue in the region of £25M per annum. This will increase year on year within a complex property portfolio which consists of different assets namely retail, industrial, office, residential. To protect this revenue stream, it is vital to have a robust and professional team.
- **Impact of 'do nothing':** Over time revenue will decline and capital assets decrease
- **GF revenue growth:** Growth request will be subject to reporting to CLT and Cttee. Provision of £100K for budgeting purposes only. A full business case will be provided when reported to Committee.

Planning Policy & Economic Development

- **ED009 Budget for Town Centre events**

- Supports delivery of Economic Development strategy action: *ED009 Development of the town centres*
- **Priority:** Should – the initiative should be done
- **Rationale:** Trading conditions within our town centres are extremely difficult and without support the vitality and viability of our centres is under threat. Recent town centre visitor and business surveys have highlighted the need for increased event activity within our towns to increase footfall and dwell time and improve vitality and viability. This is supported by national research which shows a changing role for town centres away from a pure retail function to leisure and entertainment destinations.
- Budget is requested to establish professional and engaging events in the town centres and to support and enhance existing activity. A detailed programme of events for each town will be developed by the Town Centre Manager in conjunction with the Town Teams with budget used to procure professional entertainers/providers and materials for marketing etc. The budget requested for 24/25 will also help support events within the local centres.
- **Impact if 'do nothing':** Without budget to establish a calendar of quality events, activity in our town centres will be limited and the quality impacted. The Council will have failed to fully implement one of the actions within its Economic Development Strategy, and an opportunity to support our town centre businesses and provide local and accessible entertainment for our residents will have been missed.
- **GF revenue growth:** £30K in 23/24, £5K in 24/25 (supplemented by SPF funding in 24/25), £15K per annum thereafter (aim for events to be part-funded through sponsorship from 25/26)

Planning Policy & Economic Development

- **PPED002 Appointment of an Infrastructure and Sustainable Transport Officer**

- Supports delivery of Climate Change and Economic Development strategy actions:

CC043: Facilitate & encourage active transport in the Borough: reduce traffic congestion, Improve air quality, Health & Wellbeing, Reduce vehicle emissions

ED014: Investing in sustainable infrastructure

- **Priority:** Should – the initiative should be done
- **Rationale:** Insufficient resource currently exists within Planning Policy and Climate Change teams to dedicate time to work in partnership with other stakeholders to help develop schemes and/or lobby for active and sustainable transport improvements in the Borough, secure the necessary funding and see schemes through to delivery.
- **Impact if 'do nothing':** Limits the ability of the Council to lobby for its best interests and develop and fund new active and sustainable transport schemes and initiatives which would help deliver the aspirations contained in the emerging Corporate Climate Change Strategy and Economic Development Strategy.
- **GF revenue growth:** Assume top of scale MMB incl on costs £70K per annum

Community Services & Development

- HWB018, CSCD002, ES006 **H&S upgrades to play areas across the borough**
- Supports Phase 1 delivery of a Health & Wellbeing Strategy Action:
Implement a play space improvement programme, modernising our play space offer to local children across the borough
- **Priority:** Must – the initiative must be done
- **Rationale:** Whilst routine reactive maintenance addresses "major" risks, a number of other moderate, yet significant risks remain across the Councils owned play areas.
- Phase 1 seeks consultancy to identify and prioritise all remaining risks and formulate the longer term replacement programme (Phase 2 which will be subject to a future business case).
- Following identification of risk, a budget of £100K is requested to deliver H&S upgrades during 23/24 to all 43 play areas (run as a project by Community Development).
- See separate growth bid from Env. Services regarding budget to maintain standards once the H&S works have been completed
- **Impact of 'do nothing':** Do nothing is not an option. Risks need to be mitigated to ensure equipment is safe and compliant and poor quality provision is addressed.
- **GF revenue growth:** £120K one-off in 23/24 in Community Development (from School Transport monies)

Environmental Services

- ES006 **Increase to budget for routine maintenance and repairs to leisure and recreational facilities in Parks and Open Spaces**
- Mitigates significant corporate risk
- **Priority:** Must – the initiative must be done
- **Rationale:** during 23/24, a survey of play areas followed by required H&S repairs and replacement will be conducted and implemented by Community Development. Once the play area standard has been addressed, the operational team in E&S will need to continue to maintain at that standard. This will require additional funding from 24/25.
- **Impact if 'do nothing':** Insufficient ongoing maintenance budget will lead to a decline on the standard of play areas and will not maintain the return on investment of the H&S works during 23/24.
- **GF revenue growth:** Additional £30K per annum from 24/25.

Environmental Services

- **CC030 Additional budget for fuel costs attributed to HVO**
- Delivers a Climate Change strategy action:
 - Review of implications from the transition of all fleet vehicles to HVO fuel*
- **Priority:** Must – the initiative must be done
- **Rationale:** increased costs of HVO v diesel.

The price differential between diesel and HVO is now 40p/litre compared to 10p/litre last year. The additional revenue cost of the fuels switch is forecast to be £100,000 per annum for 2023/2024 based on current fuel usage.

- **Impact if 'do nothing':** cannot reduce carbon emissions of fleet vehicles if continue to use diesel fuel, cannot contribute to carbon net zero target, no return on investment of installation of separate fuel tank for HVO at depot
- **GF revenue growth:** £100K per annum

Environmental Services

- **ES003, H002 Procure and deliver a Borough-wide Tree survey**
- Mitigates significant corporate risk
- **Priority:** Must – the initiative must be done
- **Rationale:** Est. 45,000 - 50,000 trees on Council-owned land (Housing estates, open spaces and other council owned land). The Council have a legal obligation to ensure that trees located on their land are in a safe condition so that foreseeable damage or personal injury does not occur due to tree failure. Guidance recommends a regular survey be undertaken by a professional tree surveyor.
- A full tree survey of the Borough has not been carried out - tree works to date have been reactive addressing reported broken branches or fallen trees. The survey will risk assess and identify mitigation required.
- **A separate business case will be provided in 23/24 once survey results are known in terms of the planned tree works required to address findings.**
- Existing budget of £64K in 23/24 will need to be used for immediate works identified as part of reactive maintenance.
- **Impact if 'do nothing':** Do not meet legal duty. Corporate risk of compensation claims in cases of personal injury or due to damage to property is not mitigated
- **GF revenue growth:** £100K from General Fund in 23/24 for the survey work (additional £50K from HRA).

Development Management & Building Control

- **DM001 Building Control Shared Services one-off set-up costs**
- Supports Organisational Development
- **Priority:** Must – the initiative must be done
- **Rationale:** To progress from the current Shared manager position to a full shared service for building control, one-off start up costs may be required for integration of the services. These are likely to primarily relate to IT, data integration and other initial costs. The exact figures will not be known until Nov '22 and this is a request for a placeholder based on likely maximum costs.
- **Impact if 'do nothing':** Continue with current arrangement only - shared Building Control Manager. This would avoid any set up costs in the short term. It would however potentially be at the cost of the benefits set out in the CMC report for a full partnership including revenue growth and increased resilience. It could also affect relations with Surrey Heath with whom RBC enjoys a close working relationship with if there wasn't a good reason for not continuing towards the shared service.
- **GF revenue growth:** Max £50K in 23/24 (more likely £20K)

Development Management & Building Control

- **DM002 Additional 0.5FTE Senior Planning officer post**
- Supports Organisational Development: workforce planning
- **Priority:** Should – the initiative should be done
- **Rationale:** In 2020 2 FTE Dev Mgmt vacant posts were used to appoint 2FTE Planning Enforcement Officers in 2020, as replacement for withdrawn approved growth for planning enforcement (due to covid budgetary pressures). Additional workload has been carried by the rest of the team for 18 months and cannot be sustained, particularly with Local Plan sites coming forward and 2 members of staff going on maternity leave in 2023.
- Growth bid is required to supplement a 0.5FTE vacant post to recruit a full-time permanent additional Senior Planning Officer (topping up 0.5 FTE from an existing vacant part time post). This only partly restores the 2 posts previously used to meet corporate enforcement objectives early.
- **Impact of 'do nothing':** Significant workload pressure on existing staff, impact on wellbeing and morale, impact on meeting statutory deadlines, impact on department performance and potential for reputational damage. Potential impact on pre-app service which could be suspended as the primary non-statutory area (this service generates £80k per annum)
- **GF revenue growth:** £30K additional salary costs (incl. on costs) per annum

Summary of growth for General Fund – Other Revenue growth

General Fund - Revenue Only			Revenue			
SAP ID	Service Area	Growth Title	23/24 £000	24/25 £000	25/26 £000	26/27 £000
HWB028	Assets & Regeneration	Budget for consultancy for independent surveys for SWPS/ Barrsbrook scheme if required	30	-	-	-
AR014	Assets & Regeneration	Valuation of property portfolio	15	15	15	15
AR011	Assets & Regeneration	Budget increase for 23/24 for operational assets pending production of 5 year plan during 2023	70	-	-	-
LG001	Legal & Governance	Uplift from 4/5 to 4/5/6 for Electoral Trainee post	3	3	3	3
CEX005	CEX Office	Uplift from 8 to 9 for PMO Officer to account for service review additional responsibility	5	5	5	5
CEX006	CEX Office	GrantsFinder software	5	5	5	5
ED010	Economic Development	Tourism work	5	-	-	-
ED009	Economic Development	Chertsey Masterplanning	20	-	-	-
CSCD001	Community Services	CCTV design consultancy for monitoring centre	5	-	-	-
HWB024	Community Services	Budget for sport/leisure consultancy to support SWPS/ Barrsbrook project	20	-	-	-
EC008	Community Services	Increased budget for core grants to voluntary organisations	15	15	15	15
EC010	Planning Policy	Neighbourhood Plan examination costs	20	20	20	20
OD046	Digital Services	Cyber Security Training	15	5	5	5
General Fund - Revenue Only Growth			227	68	68	68

Summary of growth for General Fund – Revenue growth associated with capital

General Fund - Capital plus associated revenue			Revenue				Capital			
SAP ID	Service Area	Growth Title	23/24 £000	24/25 £000	25/26 £000	26/27 £000	23/24 £000	24/25 £000	25/26 £000	26/27 £000
AR016	Assets & Regeneration	Civic Centre replacement of failing components	-	-	-	-	1,100	-	-	-
AR018	Assets & Regeneration	Climate change initiatives for operational buildings	-	-	-	-	100	100	100	100
AR007	Assets & Regeneration	Add2 RIBA 0-2 Mixed Use Development	250	-	-	-	-	-	-	-
AR013	Assets & Regeneration	Egham Precinct RIBA 0-2	250	-	-	-	-	-	-	-
	Assets & Regeneration	Provision for feasibility work	150	-	-	-	-	-	-	-
HWB020	Community Services & Development	Paddling pool replacement programme	15	8	-	-	200	150	150	-
CDCS004	Revenues	Welfare support and corporate debt software	2	2	2	2	20	-	-	-
002	Revenues	Revenues legislative requirements - CTAX and Business rates	5	5	5	5	10	-	-	-
CDCS008	Digital Services	Waste & recycling hardware and software improvements	30	30	30	30	50	-	-	-
DD060	Digital Services	Meeting Rooms Video Conferencing	2	2	2	2	30	-	-	-
CDCS009	Parking Services	Replacement pay & display machines	5	5	5	5	50	-	-	-
AR004/	Parking Services	ANPR in car parks	43	(56)	(56)	(56)	250	-	-	-
General Fund - Capital plus associated revenue (growth)			752	(4)	(12)	(12)	1,360	150	150	-
General Fund - Capital to be funded from existing budgets							450	100	100	100