

REPORT BY DIRECTOR OF FINANCE

TO:	AUDIT & GOVERNANCE COMMITTEE		
DATE:	1 AUGUST 2018	AGENDA ITEM:	8
TITLE:	DRAFT OUTTURN POSITION 2017/18		
LEAD COUNCILLOR:	COUNCILLOR BROCK	PORTFOLIO:	CORPORATE & CONSUMER SERVICE
SERVICE:	FINANCE	WARDS:	BOROUGHWIDE
LEAD OFFICER:	MATT DAVIS	TEL:	
JOB TITLE:	HEAD OF FINANCE	E-MAIL:	Matthew.Davis@reading.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report presents the draft outturn position of the Council's General Fund, Housing Revenue Account (HRA) and Capital Programme for 2017/18. The report builds on the detailed monitoring work carried out during the year and details delivery against agreed in year savings, the use of Delivery Fund resources and sets out the associated implications for future years.
- 1.2 General Fund service areas are showing a £0.863m overspend at year end, but this is offset by underspends on Treasury, Corporate and Contingency budgets of (£4.203m). The net provisional outturn is therefore an underspend of (£3.340m) which allows an equivalent improvement in the expected use of reserves. The July 2017 Approved Budget assumed the use of £4.531m of reserves, taking the General Fund Balance from £6.500m to £1.969m. In light of the outturn position they will only decline to £5.309m.
- 1.3 The projected Housing Revenue Account outturn for 2017/18 is an underspend of (£1.961m) compared to a budgeted net spend of £1.482m. The variance £3.443m is predominantly due to reactive maintenance contingencies not being required and bad debt provisions being lower than anticipated as income collection rates were better than budgeted.
- 1.4 The projected Capital outturn position is a net underspend of £5.665m against the latest approved budget of £79.306m. The General Fund capital outturn is £62.176m - a £5.064m underspend against the latest approved budget of £67.240m this is largely due to scheme underspends. The HRA capital spend is £11.465m against the latest approved budget of £12.066m - a net underspend of £0.601m.
- 1.5 Further detail is set out below on each of the above respective areas. It should be noted however, that further work needs to be completed including the external audit of the Council's financial accounts before the outturn position can be finalised.

2. RECOMMENDED ACTION

- 2.1** Policy Committee is asked to note the draft outturn position for 2017/18 set out below.
- 2.2** Policy Committee is asked to note the use of the Capitalisation Direction to fund transformation (Appendix 3)

ATTACHED APPENDICES:

Appendix 1 General Fund Outturn by Service

Appendix 2 2017/18 Savings Programme Detail

Appendix 3 Use of Delivery Fund 2017/18

Appendix 4 2017/18 Capital Programme Detail

3. PROJECTED OUTTURN POSITION

- 3.1** The Council is in the process of finalising its accounts for 2017/18, ready for submission to its external auditor, Ernest & Young. An important part of that process is to determine the outturn position for the year; i.e. the amount spent compared to the budget set by the Council. This part of the process is completed in two stages; "projected outturn" and "final outturn", the latter only being finally determined when all necessary technical adjustments are agreed and audited around the end of September.

GENERAL FUND

- 3.2** Service area net expenditure is £0.863m higher than the approved budget. Overspends in Children, Education and Early Help Services (£2.892m) as detailed in paragraph 3.9, being offset by savings made within Environment and Neighbourhood Services (£2.098m) detailed in paragraph 3.8.
- 3.3** A £4.203m underspend within corporate budgets (largely due to £2.576m treasury savings and a £1.627m saving on the corporate risk contingency), means the net of these positions represents an overall £3.340m improvement over approved budget.
- 3.4** £11.744m of the £14.259m savings programme for 2017-18 has been delivered. £2.515m of savings have been carried forward to 2018-19 to be monitored and delivered. £0.940m of these residual savings are currently high risk. Appendix 2 gives the detail of the delivery of the savings programme for 2017-18.
- 3.5** Table 1 below shows the General Fund projected outturn position, compared to the budget approved by Council, and the projected outturn position

reported to Policy Committee on 12th March 2018 (based on monitoring to the end of January 2018).

- 3.6 In preparing the budget for 2017/18, the Council took account of the increasing demand pressures on the care services and added significant amounts to those budgets. £7.081m was added to the budget to cover growth in demand.

Table 1: Draft General Fund Outturn Position 2017/18

	Budget	Projected Outturn as at 31/01/18	Draft General Fund Outturn	Variance to Budget	Variance to Projected Outturn as at 31/01/18
	£'000	£'000	£'000	£'000	£'000
Directorate of Environment and Neighbourhood Services	28,989	27,123	26,891	(2,098)	(232)
Directorate of Childrens, Education and Early Help Services	39,348	42,074	42,240	2,892	166
Directorate of Adult Care and Health Services	36,497	36,883	36,417	(80)	(466)
Resources Directorate	13,334	13,156	13,483	149	327
Directorate Total	118,168	119,236	119,031	863	(205)
Treasury	9,915	8,665	8,665	(1,250)	-
Corporate Budgets ¹	6,320	5,370	4,994	(1,326)	(376)
Corporate Grants ²	(6,173)	(6,173)	(6,173)	-	-
General Contingency	1,627	-	-	(1,627)	-
General Fund Total	129,857	127,098	126,517	(3,340)	(581)
Funded by:					
Revenue Support Grant	10,368	10,368	10,368	0	0
Business Rates Local Share	33,276	33,276	33,276	0	0
Council Tax	80,000	80,000	80,000	0	0
Collection Fund Surplus	1,682	1,682	1,682	0	0
SUBTOTAL	4,531	1,772	1,191	0	0
Budgeted Use of Reserves	(4,531)	(1,772)	(1,191)	3,340	581
TOTAL	0	0	0	0	0

¹ Corporate budgets include insurance, corporate pension liabilities, the NNDR levy, Environment Agency levy, dividend from Reading Transport, savings held corporately, the contribution to redundancy provision and other small corporate budgets.

² Corporate Grants includes the New Homes Bonus, Education Support Grant, Transition Grant and the Adult Social Care Implementation Grant.

Table 2 Impact of 2017/18 on General Fund Balance

	Budget	Projected Outturn as at 31/01/18	Draft General Fund Outturn	Variance to Budget	Variance to Projected Outturn as at 31/01/18
	£'000	£'000	£'000	£'000	£'000
General Fund Balance B/F	6,500	6,500	6,500	0	0
Use of Balances	(4,531)	(1,772)	(1,191)	3,340	581
C/F	1,969	4,728	5,309	3,340	581

3.7 Directorate of Environment & Neighbourhood Services

The Directorate is reporting a provisional outturn position of (£2.098m) underspent, an improvement of (£0.232m) compared to the position reported in January. Key variances are as follows:

Transport & Streetcare (T&S) is reporting a net underspend of (£0.866m). This includes overspends of £1.200m largely due to unrealised savings, including fleet management £0.140m, and the off street parking £0.180m as well as increased costs and in some areas; reduced enforcement income. This is offset by increased income in other areas, most notably (£0.400m) from on street car parking and (£0.500m) from green waste. It also had reduced costs, notably (£0.400m) across the park & ride contract & concessionary fares.

The position for Transport & Street Care is £0.171m better than the January forecast but behind this are several movements.

Planning, Development and Regulatory Services (PDRS) is reporting a net underspend of (£0.730m). PDRS have an adverse variance of £0.300m with the majority of this cost due to external legal costs in relation to a noise nuisance case and increased staffing costs. This is offset by additional income including (£0.300m) relating to rental income from an investment property and planning income of (£0.100m). The position is £0.113m better than forecast in January.

Housing & Neighbourhood Services is reporting a net underspend of (£0.639m), mainly due to effective prevention of homelessness. This is £0.067m better than reported in January.

Economic and Cultural Development is £0.129m worse than forecast in January mainly due to cancelled Hexagon shows and the Reading Half Marathon because of snow. This means that the net position is an overspend of £0.182m

3.8 Directorate of Children, Education & Early Help Services

The Directorate is reporting a provisional outturn of £2.892m overspent, an adverse movement of £0.166m compared to the position reported in January.

The key variances are as follows, Special Educational Needs Transport has an adverse variance of £0.229m for the year, this is has arisen due to the increased number of Education Health and Care Plans for pupils putting pressure on the transport budget. The main variance is the £2.930m pressure for Looked after Children (LAC). This has arisen due to a change in profile of the LAC population as a result of increased risk in the criminal exploitation of vulnerable children, which falls under the category of (Child Sexual Exploitation) CSE County Lines. The Directorate has been operating within the Home Office guidelines for CSE County Lines. The impact has been a significant increase in the number of external Residential placements (16 to 26 at year end). The most expensive placement costs £7,500 per week. The adverse variance also includes a provision of £0.250m for the deficit the Council will incur when St Mary's school converts to academy status.

These adverse variances are offset by a positive variance of £0.100m from the early achievement of the Business Support savings. In year measures to mitigate the pressures from LAC have resulted in positive variances of £0.500m within the Early Help Service. The measures included holding vacancies and implementing savings prior to April 2018.

The deficit on the Dedicated Schools Grant (DSG) is £2.900m which will be mitigated in 2018/19 by the transfer of funding from the Schools Block into the High Needs Block. The deficit has arisen due to the pressures within the High Needs Block. This will leave £0.700m deficit in 2018-19 and it is predicted there will be additional pressures in year. The Council, along with Schools Forum, have created projects to review Special Educational Need processes.

3.9 Adult Care & Health Services

The provisional out-turn is an underspend of (£0.080m) compared to the £0.386m overspend projected at the end of January.. The main reason for the improvement from the January forecast is reductions in care costs mainly across Learning Disabilities and Mental Health. There were also additional underspends on Community Equipment services and Community Mental Health and Safeguarding staffing costs.

The out-turn figure assumes a carry forward of Better Care Fund funding of £0.120m as a result of underspends on schemes, which has been agreed with the CCG. The out-turn also assumes a carry forward of £0.536m into a Public Health reserve as a result of underspends on Drug and Alcohol Services and savings in Joint Arrangements.

3.10 Directorate of Resources

The Directorate is reporting a provisional outturn of £0.149m overspend against budget. The negative movement of £0.327m since January is due to £0.230m of spend identified as eligible for Transformation funding being reviewed and deemed inappropriate and £0.097m of assumed Capitalisation & HRA recharges which will not occur.

3.11 Treasury Management and Corporate Budgets

The treasury management budget outturn position is a forecast underspend of (£1.050m) with an additional (£0.200m) being released through reduced MRP.

The Council agreed a number of contingency budgets totalling (£2.727m) which have not been spent; a general contingency against the savings programme of which (£1.627m) remains at the end of the year and will be moved to general reserve to support the ongoing savings programme; the Living Wage contingency of (£0.100m); and (£1.000m) set aside for the set-up of the Children's Company.

Additionally, the budget for the Berkshire Pension Fund Scheme is underspent by (£0.400m). However, the £0.350m cross-Council procurement saving was not realised.

There has also been a favourable movement of (£0.176m) due to grants previously held on the Balance Sheet being released having identified that the expenditure was incurred in prior years.

3.12 General Fund Reserves

The Council began 2017/18 with a General Fund Balance of £6.500m and earmarked reserves of £7.948m. During the course of 2017/18 these reserves have moved as they have been drawn upon or amounts set aside to fund specific future spend or risks. The table overleaf sets out the General Fund reserves position at the end of March 2018:

Table 3: General Fund Reserves

Reserves:	Brought Forward £'000	Movement in Year £'000	Carried Forward £'000
Earmarked Reserves	7,948	(432)	7,516
General Fund Balance	6,500	(1,191)	5,309
Total Earmarked and General Reserves	14,448	(1,623)	12,825

6 Capital Programme Outturn 2017-18

Table 4 compares the draft outturn position with the latest approved Capital budget for 2017-18.

Table 4: Draft Capital Outturn Position 2017/18

	Original budget	Approved Budget	Draft Outturn	Variance to Approved Budget
	£'000	£'000	£'000	£'000
Safeguarding & Protect Vulnerable	1,100	1,621	1,413	(208)
Providing best life through education, early help and healthy living	15,882	4,273	3,403	(870)
Providing homes for those most in need	43,601	22,998	20,116	(2,882)
Keeping the town clean, safe, green and active	6,448	6,417	4,548	(1,869)
Providing infrastructure to support the economy	18,982	12,577	10,524	(2,053)
Remaining financially sustainable to deliver these service priorities	34,756	31,420	28,683	(2,737)
Capitalisation Direction Expenditure	0	0	4,954	4,954
Total	120,769	79,306	73,641	(5,665)
General Fund Capital	103,528	67,240	62,176	(5,064)
HRA Capital	17,241	12,066	11,465	(601)

The difference between the original budget and the outturn is largely due to scheme. Appendix 4 gives the detail by scheme split by General Fund and Housing Revenue Account.

Capital Receipts

General Fund Capital Receipts brought forward from 2016/17 total £13.316m. In 2017/18 a further £9.506m of Capital Receipts were generated. The Delivery Fund programme used £1.418m to help the Council achieve its £55m (2017/21) savings delivery programme. An accrual of £18.781m was made at year end a significant proportion of which relates to Equal Pay liabilities. The balance of usable capital receipts for 2017/18 totals £2.623m.

7 Housing Revenue Account

The projected outturn position is a net underspend of (£3.443m), (£2.370m) relating to underspends against budget and (£1.073m) relating to overachievement of income budgets.

The underspends against budget predominantly relate to planned repairs programmes being underspent and the reactive contingency budget not being required due to the delay in the tendering and letting of some programmes. The variance on income budgets is mainly due to a lower than previously estimated requirement for bad debt provisions as collection rates were higher than expected.

Table 5 summarises the HRA outturn position:

Table 5: HRA Outturn Position 2017/18

	Latest Budget	Projected Outturn as at 31/01/18	Draft Outturn Position	Variance to Latest Budget	Variance to Projected Outturn as at 31/01/18
	£'000	£'000	£'000	£'000	£'000
Repairs	15,006	13,493	12,686	(2,320)	(807)
Managing Tenancies	1,926	1,840	1,613	(313)	(227)
Management Policy & Support	4,259	4,502	4,626	367	124
PFI	6,746	6,538	6,676	(70)	138
Rent Collection, Building Cleaning, Energy & Other	3,282	3,368	3,249	(34)	(119)
Capital Financing Costs	10,500	10,500	10,500	-	-
Total Expenditure	41,720	40,241	39,350	(2,370)	(891)
Rents	(35,143)	(35,458)	(36,120)	(977)	(662)
Other Income	(5,095)	(5,176)	(5,191)	(96)	(15)
Total Income	(40,238)	40,634	(41,311)	(1,073)	(667)
Net Expenditure	1,482	(393)	(1,961)	(3,443)	(1,568)

The Housing Revenue Account also has its own ring-fenced reserves, with general reserves of £24.404m and earmarked reserves of £9.324m brought forward. The movement in these reserves is shown in the table below:

Table 6: Housing Revenue Account Reserves

	Brought Forward	Movement	Carried Forward
North Whitley PFI	9,324	150	9,474
Earmarked Reserves	9,324	150	9,474
Housing Revenue Account Balance	24,404	1,961	26,365
Total Earmarked and General Reserves	33,728	2,111	35,839

8 Contribution to Strategic Aims

8.1 The production of accounts does not in itself contribute to the Council's strategic aims, however maintaining a "healthy" financial position is a key aspect of ensuring the Council underpinning sound.

9 Community Engagement and Information and Legal Implications

9.1 None directly arising from this report.

10 Financial Implications

10.1 The General Fund provisional outturn position is an underspend of £3.340m against the approved budget (£0.581m better than forecast at the end of January). This allows reserves to be equivalently higher than planned for in the budget approved by Council in July 2017.

10.2 Whilst this is a positive step to returning the Council's reserves to a healthy and sustainable level, the Council continues to face significant financial challenges into the future, not least a substantial programme of efficiency savings of £41.441m to be delivered over the next 3 years. In addition to this, the £2.515m of savings carried forward from 2017-18 as either amber or red rated also still need to be delivered.

11 Background Papers

11.1 Budget Report to Full Council - July 2017

11.2 Budget Report to Full Council - February 2018

11.3 January 2018 Monitoring Report

Appendix 1: General Fund Outturn by Service

	Budget	Projected Outturn as at 31/01/18	Draft General Fund Outturn	Variance to Budget	Variance to Projected Outturn as at 31/01/18
	£'000	£'000	£'000	£'000	£'000
Transport & Streetcare	17,170	16,475	16,304	(866)	(171)
Economic and Cultural Development	2,091	2,144	2,273	182	129
Planning, Development And Regulatory Services	3,843	3,226	3,113	(730)	(113)
Housing and Neighbourhood Services	5,276	4,704	4,637	(639)	(67)
Directorate Overhead	609	574	564	(45)	(10)
Directorate of Environment and Neighbourhood Services	28,989	27,123	26,891	(2,098)	(232)
Education & Schools	3,595	3,854	4,074	479	220
Children's Social Care	24,835	27,765	27,848	3,013	83
Early Help	6,628	6,265	6,128	(500)	(137)
Directorate	4,290	4,190	4,190	(100)	-
Directorate of Childrens, Education and Early Help Services	39,348	42,074	42,240	2,892	166
Adult Social Care	36,832	37,218	36,752	(80)	(466)
Public Health	(335)	(335)	(335)	-	-
Directorate of Adult Care and Health Services	36,497	36,883	36,417	(80)	(466)
Customer Services	8,399	8,258	8,495	96	237
Financial Services	(554)	(7)	114	668	121
Human Resources	1,870	1,635	1,620	(250)	(15)
Internal Audit	555	549	549	(6)	-
Legal & Democratic Services	2,889	2,546	2,495	(394)	(51)
Procurement Services	175	175	210	35	35
Directorate of Resources	13,334	13,156	13,483	149	327
Directorate Total	118,168	119,236	119,031	863	(205)

Appendix 2 - 2017-2018 Savings Programme Detail

Directorate Reference	Proposal	Savings				
		Agreed at	Target	Achieved	Amber Risk	Red Risk
DACHS22-A	Transformation of wellbeing	Jul-16	301	301	-	-
DACHS31-A	ASC Restructure Project	Jul-16	400	400	-	-
DACHS25&26-A	Deputies - Review the charging policy in line with the Court of Protections Remuneration fees. For the Appointees the aim is to mirror the Deputies fees. This will generate income to that the service becomes cost neutral and align charges with the national standard set out in the system for fair and reasonable fees. AND Deputies - Stretch Targets	Jul-16	120	-	-	120
DACHS17-A	Learning Disabilities	Feb-13	100	100	-	-
DACHS07-B	Further development of Maples Day Service	Jul-17	25	25	-	-
DACHS21-A	Willows - to review the operation of the Willows and consider maximising step down bed opportunity to generate income	Jul-16	45	45	-	-
DACHS32&33-A	Review and Right Sizing Care Packages & Stretch Targets	Dec-16	800	-	800	-
DACHS23-A	Development of Home Care	Jul-17	100	-	-	100
DACHS27-A	Group Home Rental Increase	Jul-17	75	75	-	-
DACHS28-A	Better Care Fund - Minor Adaptations	Jul-17	250	250	-	-
DACHS34&35-A	FAB Team Fees & Charges & Stretch Targets	Jul-17	650	-	650	-
DACHS03-B	Continuation of review of current delivery models for Wellbeing Public Health (Mandated Services) contracts	Jul-17	35	35	-	-
DACHS29-A	Financial Realignment	Jul-17	388	388	-	-
DACHS30-A	National Insurance Underspend	Jul-17	341	341	-	-
DACHS20-A	VCS Development and Commissioning	Feb-13	369	369	-	-
DACHS18-A	Effective Utilisation of Extra Care	Feb-13	68	68	-	-
	Total:DACHS		4,067	2,397	1,450	220

DCEEHS16-A	Play service - Accelerate break even position and generate more income.	Jul-16	124	124	-	-
DCEEHS29-A	Pincroft Residential Unit - Generate additional income as a result of selling a residential placement to other local authorities	Jul-16	43	43	-	-
DCEEHS33-A	Reshape the Children's Centre offer in line with the recently completed review and finding of IMPOWER. Likely to reduce the number of hubs offering an integrated model, with Health visiting including in the offer. A full proposal and likely public consultation will follow with a report to ACE committee in Autumn 2016	Jul-16	100	100	-	-
DCEEHS34-A	Implement the Youth offer proposal to become a targeted youth service that has been reported at July 16 ACE committee following a recent public consultation	Jul-16	450	450	-	-
DCEEHS35-A	Review of the Youth Offending Service that reshapes the blend of specialist and YOS officer posts.	Jul-16	100	100	-	-
DCEEHS36-A	Review of the management arrangements due to the savings being taken in 16-17	Jul-16	121	121	-	-
DCEEHS23-A	Annual Software relating to Pupil forecasting that is not required for the ongoing forecasting of school placements.	Jul-16	11	11	-	-
DCEEHS24-A	Budget allocation to Reading first partnership requires less money than was anticipated and has therefore reduced by this amount.	Jul-16	27	27	-	-
DCEEHS25-A	Increase contribution from Early Years Dedicated Schools Grant to against current costs	Jul-16	50	50	-	-
DCEEHS26-A	Reduction in the budget available for resources and materials to parents and carers educating their children at home.	Jul-16	5	5	-	-
DCEEHS27-A	Reshape the School travel arrangements. Delivered in a different way	Jul-16	37	37	-	-
DCEEHS28-A	Review the Virtual School staffing arrangements. Delivered in a different way	Jul-16	43	43	-	-

Appendix 2 - 2017-2018 Savings Programme Detail

Directorate Reference	Proposal	Savings				
		Agreed at	Target	Achieved	Amber Risk	Red Risk
DCEEHS19-A	Reduction by 10 posts (10 out of 59 FTE posts) in back office specialist support team. Linked to a new model for back office specialist. business support. This will also need to take account of co-location of services. Delivered in a different way, hence milestones are not fully completed	Jul-16	156	156	-	-
DCEEHS32-A	Re-negotiate/ Re-procure/ Rationalise current contract for Information, Advice and Guidance	Jul-16	150	150	-	-
DCEEHS11-A	Review of Special Guardianship Order (SGO) payments to be in line with national allowance rate for SGO carers. This is likely to reduce the payments for some.	Jul-16	50	50	-	-
DCEEHS20-A	Reduction in contracts in the voluntary sector that support children and families	Jul-16	121	121	-	-
DCEEHS31-A	Reshape the family support offer in line with the Findings of the transformation project are being led by IMPOWER, a company who work solely with public sector organisations. A full proposal and likely public consultation will follow with a report to ACE committee in Autumn 2016.	Jul-16	280	280	-	-
Total:DCEEHS			1,868	1,868		-

CSS39-A	Contract Management Savings	Dec-16	350		-	350
DENS54-A	Dividend from Reading Transport Ltd - Provisional Dividend from Reading Transport Ltd, subject to trading position.	Dec-16	100	100	-	-
CSS09-A	Reduction in ICT support and application costs expected as we become a smaller organisation with less lines of business.	Jul-16	66	66	-	-
CSS11-A	National Management Trainees recruitment: the posts will be funded from the organisational change budget and the number of trainees will be retained.	Jul-16	30	30	-	-
CSS13-A	Redesign of council wide services to maximise digitisation	Jul-16	100		-	100
CSS14-A	Customer Service - Digital by Design	Nov-15	120		-	120
CSS15-A	Commissioning from the Voluntary Sector	Nov-15	510	510	-	-
CSS14-B	EU Settlement card service - started January 2017 so should get FYE in 17/18	Jul-17	27		-	27
CSS04-B	Revenue & Benefits IT Contracts - Reduce budget to match expenditure	Jul-17	40	40	-	-
CSS03-B	Civil penalties for non -disclosure of change of circumstances	Jul-17	5	5	-	-
CSS02-B	Housing Benefit overpayment recovery	Jul-17	100		100	-
CSS10-B	Reduction in hours	Jul-17	53	53	-	-
CSS20-A	Roll out mileage and expenses as self service - remove payroll resource (17/18)	Jul-16	25		25	-
CSS22-A	The Legal section will continue to adapt to the changing demands that a smaller council will require and will continue to generate and increase income from outside the Council. Whilst the savings will inevitably see a reduction of some FTE's posts Legal Services will be continuing to provide a professional and flexible service to facilitate and work with other services to meet the organisations changing needs.	Jul-16	69	69	-	-
DCEEHS15-A	Set a surplus target for provision and working with other organisations to achieve 85% occupancy.	Jul-16	20	20	-	-
CSS30-A	Reshape of service	Jul-16	73		-	73
CSS31-A	Reduce Corporate Marketing budget	Jul-16	30	30	-	-
CSS32-A	Delete Inside Reading budget for print copies (digital	Jul-16	5	5	-	-
CSS33-A	Joint administration fee for Lord Lieutenant's Office	Jul-16	4	4	-	-
CSS40-A	Stopping Printed Publications	Dec-16	48	48	-	-
CSS29-A	Supplies/Services - Reduce budget by 10%	Jul-16	12	12	-	-
CSS16-B	Fund change post through capital	Jul-17	36	36	-	-

Appendix 2 - 2017-2018 Savings Programme Detail

Directorate Reference	Proposal	Savings				
		Agreed at	Target	Achieved	Amber Risk	Red Risk
CSS16-A	Births, deaths and marriages - Bereavement Service increased income	Sep-14	17	17	-	-
CSS17-A	Customer Contact - Increasing Channel Shift	Sep-14	45	45	-	-
CSS18-A	Efficiency gains for the customer service operation as a result of the Civic office move to Plaza West and bringing together the call centre and reception which will enable better use of resources to serve customers	Feb-14	25	25	-	-
CSS12-A	Cease support for Reading UK CIC	Feb-16	44	44	-	-
CSS10-A	Blue Badges - Increase charge To £10 which lasts for three years and will bring fees in line with national guidelines and other councils. The current charge is £5.52.	Jul-16	12	12	-	-
CSS02-A	ICT Contract savings (one off 16/17)	Jul-16	(225)	(225)	-	-
CSS05-A	Increasing income in cemetery and crematorium and new passport checking service.	Jul-16	60	60	-	-
CSS06-A	Restructure of Cemetery/Crematorium Team	Jul-16	25	25	-	-
CSS07-A	Reduce tell us once offer to be only available on line by removing face to face appointments.	Jul-16	7	7	-	-
CSS08-A	Reduce staffing in funding services team as a result of the new commissioning model	Jul-16	16	16	-	-
CSS03-A	Systems - systems saving costs	Jul-16	80	80	-	-
CSS04-A	Removal of vacancy factor budget and general corporate provision from 2017/18 (already committed in 2016/17)	Jul-16	120	120	-	-
CSS38-A	Review of supplies and services	Feb-16	50	50	-	-
CSS21-A	Reduce the number of non-statutory bodies supported by the Committee Service by 40. Reduce the amount of non-committee work carried out by the Committee Service.	Jul-16	45	45	-	-
CSS26-A	Reduce recruitment resource (17/18)	Jul-16	20	20	-	-
CSS35-A	Committee/Admin Services (part of saving in DENS at £19k)	Jan-16	20	20	-	-
DENS59-A	Committee/Admin Services (part of saving with CSS)	Jan-16	19	19	-	-
CSS01-A	Removal of vacant posts initially, and reduction of up to 6 posts over time as self-service and process efficiencies are delivered	Jul-16	38	38	-	-
CSS34-A	Increase Income	Dec-16	91	91	-	-
CSS15-B	Direct cremations	Jul-17	8	8	-	-
CSS23-A	This service provides specialist legal support across all six Berkshire authorities for child protection. Savings to reflect expected caseload and income.	Jul-16	50	50	-	-
	Total: Resources		2,390	1,595	125	670

Transport and Streetcare

DENS28-A	Waste Operations - optimising collection routes to reduce number of rounds, generate additional income by increasing trade waste customers.	Nov-15	110	110	-	-
DENS36-A	Increase trade waste collection and disposal service turn over by 100% (£650,000pa to £1.3m). In order to increase surplus by £150k over 3 years This proposal depends on all service managers complying with the internal trading memorandum.	Jul-16	25	25	-	-
DENS49-A	Introduction of domestic green waste collection charges	Sep-16	310	310	-	-
DENS56-A	re3 Shared Waste PFI Contract (savings realised through renegotiation of contract or amendments to project financing).	Dec-16	100	100	-	-

Appendix 2 - 2017-2018 Savings Programme Detail

Directorate Reference	Proposal	Savings				
		Agreed at	Target	Achieved	Amber Risk	Red Risk
DENS38&39-A	Transformation of the Highways and Drainage Service: By generating additional income via investing in additional works / operational staff and equipment. Proposed Change to a 6 day working shift pattern to reduce the need for overtime and make the service more resilient, efficient and flexible. Review and rationalise use of Standby & Emergency Call Out payments.	Jul-16	297	297	-	-
DENS40-A	saving proposals for Highways Engineering include: Savings of around £450,000 on energy and maintenance costs as a result of new LED street lighting. Increased income generation of around £41,000 from fees & charges from developers for supervision of road adoptions, road improvement works and accidents reclaims charges requirements. Restructure of Highway Engineering Team with loss of 1 x FTE post in 19/20 saving £ 55,000.	Jul-16	218	218	-	-
DENS43c-A	Increased on-street P&D (Oxford Road and local centres) (invest to save with initial capital investment)	Sep-16	50	50	-	-
DENS31-A	Introduce Red Routes	Nov-15	25	25	-	-
DENS58-A	First Permit	Dec-16	66	66	-	-

Housing and Neighbourhoods

DENS44-B	Increased income through further increase in rents for Reading Borough Council owned/managed temporary accommodation.	Jul-17	49	49	-	-
DENS39-B & 17-C	Reduce expenditure on homelessness, Bed and	Jul-17	890	890	-	-
DENS43-B	Transfer of shops and garages from Housing Revenue Account to General Fund	Jul-17			-	-
DENS45-B	Review historic Supporting People funding arrangements	Jul-17	19	19	-	-
DENS50-B	Additional savings achieved through new library service offer.	Jul-17	35	35	-	-

Planning, Development & Regulatory Services

DENS16-A	Assets: Additional income raised from property holdings, running cost savings and management and staff savings in relation to the management of property. Commensurate with reduction in overall number of buildings owned and managed. Reduction of 10 posts which will result in loss of expertise, increased response times.	Jul-16	283	283	-	-
DENS4&17-A & DENS 03	Regulatory Services. Reduction in resources in relation to environmental protection, Increase income from pest control service, Deliver a shared service with other Councils with associated management and back office savings. Reduction of 8 posts. This will result in a loss of expertise, increased response times, reduced influence over local priorities given broader shared service priorities, and reduced management capacity. This saving is linked with DENS03-B that was approved in July Policy Committee 2017.	Jul-16	20	20	-	-
DENS18-A	Coroner: Re apportionment of costs across Berkshire. Reduction in higher skill resource replaced with improved software and lower skill level resource. IT capital investment required to maintain service performance	Jul-16	10	10	-	-
DENS19-A	Planning Services: Reduction in professional specialist,	Jul-16	137	137	-	-

Appendix 2 - 2017-2018 Savings Programme Detail

Directorate Reference	Proposal	Savings					
		Agreed at	Target	Achieved	Amber Risk	Red Risk	
DENS05-B23-C 51-C	Planning Fees 05-B 75k 23-C 25k 51-C 50k	Jul-17 Jan-18 Feb-18				-	-
DENS20-A & 63-C	Public Conveniences: Undertake a review of existing provision to inform the closure of a number of public conveniences. 20-A 15k 17/18 15k 18/19 63-C 50k 19/20	Jul-16 Feb-18	15	15		-	-

Economic & Cultural Development

DENS02-A	Additional Income from Advertising - Further income to be generated from advertising.	?	50	-	-	-	50
DENS09-A	Reading Arts: Increase income following refurbishment of South Street and introduction of membership schemes for both South Street and the Hexagon.	Jul-16	100	100		-	-
DENS05-A	Townhall and Museum Additional Income. Consolidate in one line for income generation of the Town Hall and Museum (above). Total income target retained but period for delivery extended to take account of building works across 2017/18 and 2018/19. An additional 100k will be released in 20/21.	Nov-15	75	75		-	-

Other

DENS46-A	(17/18) Remove Readybike subsidy and seek sponsorship	Jul-16	76	76		-	-
DENS57-A	Closure of Arthur Hill (-120k in 19/20 included in DENS08-A amount)	?	120	120		-	-
DENS14-B	Reduce New Directions subsidy.	Jul-17	50	50		-	-
DENS21&22-A	Management Savings and changes in service provision	?	60	60		-	-
DENS26-A	Reduce Cllr Training Budget	Dec-16	4	4		-	-
DENS24-A	Building Cleaning:Management Savings and changes in service provision.	Jul-16	59	59		-	-
DENS47-B	Reduce budget for Winterwatch (Public Health Funding)	Jul-17	15	15		-	-
DENS36-B	Office Budgets- miscellaneous	Jul-17	4	4		-	-
DENS10-A	Library Services	Nov-15	284	284		-	-
DENS11-A	Reduce Neighbourhood Initiative team by 2.4 posts. There will be little capacity to support initiatives outside of Housing estate areas. However, resource would be focused within areas with the highest levels of deprivation. Very minimal support to Neighbourhood Action Groups.	Jul-16	21	21		-	-
DENS07-A	Transfer all temporary accommodation for homeless households into the General Fund, which increases flexibility in rent setting. Change rents, to levels below LHA and affordable for those impacted by the further reduced benefit cap. [LHA is the amount which Housing Benefit will pay up to for rented accommodation.] Existing tenants would not be impacted. Secretary of State consent to transfer stock secured.	Jul-16	145	145		-	-
DENS12-A	Deletion of Housing Supply Enabling Officer role. All negotiations for Affordable Housing on new developments would be through the Planning service. This would increase pressure on a team for which a reduction in capacity/expertise is also proposed.	Jul-16	47	47		-	-
DENS33-A	Concessionary Fares (forecast demographic change)	Feb-16	(34)	(34)		-	-
DENS30-A	Fixed penalty noticing and enforcement overrunning road works	Nov-15	40	40		-	-
DENS51-A	Discontinue cutting amenity grass adjacent to woodland areas. Reduce grass cutting frequency of amenity grass from every 2/3 weeks to every 4/5 weeks in Category 3 and Category 2 Parks with reduction in staff of 1 No FTE	Dec-16	27	27		-	-

Appendix 2 - 2017-2018 Savings Programme Detail

Directorate Reference	Proposal	Savings				
		Agreed at	Target	Achieved	Amber Risk	Red Risk
DENS53-A	Cleansing Efficiency Savings: Reduce workforce by 2 FTE through retirement coming due in 17/18. Redeployment of remaining staff to fulfil duties to fill the natural reduction of FTE posts lost through retirement of an ageing workforce	Dec-16	53	53	-	-
DENS52-A	Capitalise posts by utilising Integrated Transport Block capital grant allocation. 2 x Senior Transport Planners 2 x Transport Planners	Dec-16	170	170	-	-
DENS48-A	Concessionary Travel Scheme (ENCTS) in terms of hours of operation and scheme criteria. This would include:- • Passes only valid from 09:30 to 23:00 Mon-Fri, and at any time on weekends and bank holidays. • Cease acceptance of Wokingham and West Berkshire pass holders between 09:00 to 09:30 Mon-Fri. • Cease acceptance of concessionary passes on football and rugby special services to/from the Madejski Stadium.	Jul-16	59	59	-	-
DENS45-A	Ceasing the operation of the "Front of House" service currently provided at Mereok Park and Ride and replacing with an automated parking management system will remove the need to have ongoing staff management costs at the site, and increase security for access and egress to and from the site.	Jul-16	110	110	-	-
DENS34-A	Reduce the capacity of the Neighbourhood Officers team with the loss of 5 posts. The current Neighbourhood patches will be rationalised and the remaining NO's will carry out statutory highways inspection and management work rather than environmental enforcement and monitoring. This will result in a reduced level of service and it will no longer be possible to support Community initiatives or run RESCUE events.	Jul-16	184	184	-	-
DENS42-A	The re3 Strategy commits the re3 Partnership to a review of the operation of its two Household Waste Recycling Centres. This was brought forward by the re3 Board in response to the potential financial pressures of West Berkshire Council's decision to bring to end reciprocal payments for use of re3 facilities by its residents. The re3 Partnership is introducing residency checks on July 1st 2016. In September 2016, the re3 Partnership will introduce controls on access by commercial vehicles and charges for some types of waste that are deemed to be non-household (in legal terms).	Jul-16	379	379	-	-
DENS29-A	Highway Engineering - systems reviews and adopting	Nov-15	258	258	-	-
DENS43b-A	Invest to Save' maintenance of sign & lines reduce £100k in lost appeals through signing and lining defects to £50k saving £50k invest to save generation.	Aug-16	50	50	-	-
DENS14-A	Domestic Abuse commissioned services - Subject to public consultation, a rebalancing of investment is proposed with a shift towards non-accommodation based support services and a reduction in Council-funded refuge bed spaces in line with similar authorities.	Mar-17	9	9	-	-
DENS42-B	Delete temporary post in Rent Guarantee Scheme.	Jul-17	15	15	-	-
DENS46-B	Transfer of Supporting People budget to Housing Services	Jul-17	50	50	-	-
DENS49-B	Increased rental income from Family History Society.	Jul-17	14	14	-	-

Appendix 2 - 2017-2018 Savings Programme Detail

Directorate Reference	Proposal	Savings				
		Agreed at	Target	Achieved	Amber Risk	Red Risk
DENS23-A	Invest in Commercial Property - Strategy to develop a commercial property portfolio. This is scalable depending on availability of appropriate properties. A separate report is included in the 5th December Policy Committee agenda.	Dec-16	500	500	-	-
DENS09-B	Deletion of Programme Development Officer post.	Jul-17	15	15	-	-
DENS37-B	Review and recommission young people's supported housing services	Jul-17	11	11	-	-
DENS25-A	Property & Health and Safety - Mgmt. and Op Savings	Nov-15	175	175	-	-
DENS27-A	Parks & Grounds Maintenance - Efficiency reviews and additional income through commercial activity	Nov-15	80	80	-	-
	Total: DENS		5,934	5,884	-	50
	Total: General Fund		14,259	11,744	1,575	940

DELIVERY FUND MONITORING (USE OF CAPITAL RECEIPTS)											Cost Proposals	Actuals	Variance
DIR.	DUF Reference Code	Savings Proposal/ Transformation Area	Associated Savings (£000's)	Resource	Resource Type	Workstream	Start Date	End Date	FTE	Officer Name (if applicable)	17/18	17/18	17/18
DOR	DUF-CSS5	CSS2-B Housing Benefit Overpayment Recovery	345	Housing Benefit Overpayment Recovery Officer	Specialist Service Staff	Other - Project	Jan-18	Aug-18	2	K Blakey & H Gomm	12	12	-0
DOR	DUF-CSS6	Capacity and leadership to deliver change and savings across programme, as well as delivery of specific savings, incl. CSS12-C: Christmas Closure CSS10-C: Increased use of Apprenticeship Levy to fund training	500	Head of HR	CSS Restructure	CP - Cross Programme	tbc	Mar-21	1	Shella Smith			
DOR	As above	CSS39-A Contract Management Savings	1,050	Head of Procurement	CSS Restructure	CP - Cross Programme	tbc	Mar-21	1	Kate Graefe			
DOR	As above	Service restructure and reconfiguration	NA	Recruitment Costs	CSS Restructure	Other - Misc	Nov-17	Jan-18	NA	NA	42	42	0
DOR	DUF-CSS7; DUF-CORPCAP8	Supporting delivery of directorate savings and improving Accounts Payable processes	NA	Strategic Business Partner - CSS	Specialist Service Staff	CP - Cross Programme	tbc	Sep-19	1	Recruitment Ongoing			
DOR	As above	Supporting delivery of directorate savings and improving Accounts Payable processes	NA	Accounts Payable Assistant Improving efficiency of AP process to deliver ongoing efficiency and savings	Specialist Service Staff	Other - Management Action	Apr-18	Mar-19	2	D Altunel; J Waite	27	27	0
DOR	DUF-CSS8	Process improvements and more efficient accounts production	NA	CIPFA Big Red Button	Finance	Other - Misc	Nov-17	Jan-18	NA	NA	19	16	-3
DOR	DUF-CSS9	Improve Corporate Debt Collection - centralisation of invoices and transformation of service delivery	NA	Improve Corporate Debt Collection - centralisation of invoices	Specialist Service Staff	Other - Management Action	Mar-18	tbc	tbc	Recruitment Ongoing	32	0	-32
DOR	DUF-CSS10	CSS13-A (CSS15-C) Digitisation - cross cutting savings and redesign of council-wide services	490	Firmstep developer x2	ICT	CP - Digital Futures	May-18	Apr-19	2	NA			
DOR	DUF-CSS11	Service restructure and reconfiguration	NA	SOLACE Recruitment Fees For Future Finance Function	CSS Restructure	Other - Misc	Feb-18	Mar-19	NA	NA	32	17	-15
DOR	DUF-CSS13	CSS1-B: Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service CSS11-C: Revenues and Benefits market testing	954	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	Procurement/Commissioning/Delivery models	CP - Commercialisation	Sep-17	Mar-19	1	NA	40.5	0	-41
DOR	DUF-CSS13	As above	As above	Additional legal and TUPE advice	Legal	CP - Commercialisation	tbc	tbc	NA	NA			
DOR	As above	As above	As above	Associated project costs, supplies and services	Misc	CP - Commercialisation	tbc	tbc	NA	NA			
DOR	DUF-CSS14	CSS45-C Charging Financial Analysts to transformation pot for two years to support commercialisation work	NA	2 Finance Analysts (incl. one interim for 4 months)	Finance	CP - Commercialisation	Apr-18	Mar-20	2	Recruitment Ongoing; prev. K Berbeck			
DOR	DUF-CSS15	CSS4-C Corporate Approach to Reducing Fraud	196	IT Costs	Misc	Other - Project	tbc	tbc	NA	NA			
DOR	As above	As above	As above	Contingency	Misc	Other - Project	May-18	Mar-20	NA	NA			
DOR	DUF-CSS18	CSS43-C Management and Staffing Review	592	Change Management	HR & Change		tba	tba					
DOR	DUF-CORPCAP1	Capacity and leadership to deliver change and savings across programme	NA	Corporate Programme Manager	Programme Manager	CP - Cross Programme	Apr-17	Sep-17	1	G Sandhu; P Gresty; Vacant	130	130	0
DOR	DUF-CORPCAP3	Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NA	NMT - Corporate Support	Project Support	CP - Cross Programme	Oct-17	Mar-20	1	V Nyambayo	18	18	0
DOR	DUF-CORPCAP5	Legal support to deliver Corporate Programme and associated savings	NA	Contracts Solicitor	Legal	CP - Commercialisation	Feb-18	Mar-20	0.5	Recruitment Ongoing	2	0	-2
DOR	As above	As above	NA	Employment Solicitor	Legal	CP - Cross Programme	Mar-18	Mar-20	0.5	Recruitment Ongoing	1	0	-1
DOR	As above	As above	NA	Conveyancing/Contracts Solicitor	Legal	CP - Cross Programme	Apr-18	Mar-20	0.5	Recruitment Ongoing			
DOR	DUF-CORPCAP5	HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings.	NA	HR Support 1	HR & Change	CP - Children's Transformation	Oct-17	Mar-18	1	S Swain	20	14	-6
DOR	DUF-CORPCAP6	Working across Budget development and MTFS	NA	Finance Director; Interim post to ensure delivery of savings in 2017/18 and construction of budget (inc. savings) for 2018/19 and 3 year MTFS.	Finance	CP - Cross Programme	Oct-17	Mar-18	1	P Lewis	100	100	0

DELIVERY FUND MONITORING (USE OF CAPITAL RECEIPTS)											Cost Proposals	Actuals	Variance
DIR.	DUF Reference Code	Savings Proposal/ Transformation Area	Associated Savings (£000's)	Resource	Resource Type	Workstream	Start Date	End Date	FTE	Officer Name (if applicable)	17/18	17/18	17/18
DOR	DUF-CORPCAP9	CSS39-A : Contract Management Savings	3,050	V45 Procurement Consultancy Support. Payments due as percentage of savings delivered	Procurement/Commissioning/Delivery models	Other - Project	Oct-17	Mar-20	1	NA	100	88	-12
DOR	DUF-CORPCAP10.1	Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	NA	Reporting and Performance	ICT	Other - Project	Aug-17	Mar-18	1	D Hillier/D Cox	225	76	-149
DOR	DUF-CORPCAP10.2	As above	NA	Senior Consultant to act as System Owner	ICT	Other - Project	Apr-17	Sep-17	1	A Miles	91	91	0
DOR	DUF-CORPCAP10.3	As above	NA	Process review and MOSAIC improvement for Children's Services	ICT	Other - Project	Apr-17	Sep-17	1	R Pratt	23	23	0
DOR	DUF-CORPCAP10.4	As above	NA	Programme Management funding to complete current phase (16/17 Programme)	Programme Manager	Other - Project	Apr-17	Sep-17		Vacant	20	0	-20
DOR	DUF-CORPCAP10.5	As above	NA	Early Help Implementation	ICT	Other - Project	Apr-17	Sep-17		NA	5	0	-5
DOR	DUF-CORPCAP10.6	As above	NA	Interim reporting post in Children's Services	Specialist Service Staff	Other - Project	Apr-17	Sep-17	1	D Hillier	43	43	0
DOR	DUF-CORPCAP10.7	As above	NA	Corporate Systems Owner	ICT	Other - Project	Oct-17	Apr-18	1	A Miles	90.5	84	-7
DOR	DUF-CORPCAP10.8	As above	NA	Finance Specialist	Finance	Other - Project	Oct-17	Jul-18	1	M Reardon	75	74	-1
DOR	DUF-CORPCAP10.9	As above	NA	Project Manager on Business Objects Implementation	ICT	Other - Project	Apr-18	May-18	1	TBC			
DOR	DUF-CORPCAP10.10	As above	NA	Adult's Business Objects Implementation	ICT	Other - Project	TBC	TBC	NA	NA			
DOR	DUF-CORPCAP10.11	As above	NA	Snowflake decommission - to move further data developed in snowflake into panaramic business objects universe (includes Children Services, Early Help & Troubled Families); resources to support the embedding of Business Objects into Childrens	ICT	Other - Project	TBC	TBC	TBC	TBC			
DOR	DUF-CORPCAP10.12	As above	NA	MOSAIC & FUSION Commitments Interface - implementation costs	ICT	Other - Project	TBC	TBC	TBC	TBC			
DOR	DUF-CORPCAP10.16	As above	NA	Business Objects Developer	ICT	Other - Project	Apr-18	Jun-18	1	TBC			
DOR	DUF-CORPCAP10.17	As above	NA	Provision for application management improvements in other systems (includes. 18/19 itrent review)	ICT	CP - Digital Futures	Jun-18	Mar-20	NA	NA			
DOR	DUF-CORPCAP11	Capacity to support delivery of change and savings across programme	NA	Programme Officers X2	Project Support	CP - Cross Programme	Apr-18	Mar-21	2	TBC			
DOR	DUF-CORPCAP12	Capacity to manage and support HR and workforce change associated with Corporate Programme	NA	HR Capacity	HR & Change	CP - Cross Programme	TBC	TBC	TBC	TBC			
DOR	DUF-CORPCAP13	Contingency for capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the council.	NA	Managing Change Contingency	Contingency	CP - Cross Programme	TBC	TBC	TBC	TBC			
Total : DOR			7,177								1148	853	-295
DCEEHS	DUF-DCEEHS2	Working across workstream of Corporate Change Programme to deliver savings and transformation	NA	Programme Manager	Programme Manager	CP - Children's Transformation	Jun-17	Mar-20	1	A M Dodds	52	52	0
DCEEHS	DUF-DCEEHS3	DCEEHS18-A Creation of Access to Resources Team	1,000	Senior Commissioner	Procurement/Commissioning/Delivery models	CP - Children's Transformation	Nov-17	May-18	1	K Drake	48	0	-48

DELIVERY FUND MONITORING (USE OF CAPITAL RECEIPTS)											Cost Proposals	Actuals £'000	Variance £'000
DIR.	DUF Reference Code	Savings Proposal/ Transformation Area	Associated Savings (£000's)	Resource	Resource Type	Workstream	Start Date	End Date	FTE	Officer Name (if applicable)	17/18	17/18	17/18
DCEEHS	DUF-DCEEHS4	DCEEHS2-C Review of Continuing Health Care (CHC) funding for children. Investment in resource required - fixed term Social Worker for 24 months to assess all cases and on going Business Support in Access to Resources Team	300	Social Worker & Business Support	Specialist Service Staff	CP - Children's Transformation	Apr-18	Mar-20	2	TBC			
DCEEHS	DUF-DCEEHS5	DCEEHS5-C Increase capacity of local 'under 20 mile' placements for Looked After Children (LAC) DCEEHS9-C Revise under 5 offer to make best use of early years and childrens centre provision. Generate income or reduction in staff	3,576	Programme Manager	Programme Manager	CP - Children's Transformation	Apr-18	Mar-20	1	TBC			
DCEEHS	DUF-DCEEHS6	As above	As above	Project Manager	Project Manager	CP - Children's Transformation	Apr-18	Mar-19	1	TBC			
DCEEHS	DUF-DCEEHS9	As above	As above	Pre-Birth Team	Specialist Service Staff	CP - Children's Transformation	Apr-18	Mar-20	4	TBC			
DCEEHS	DUF-DCEEHS7	DCEEHS10-C: Design and implement a Reading supported lodging scheme either in house or with a local provider to reduce costs of supported lodgings Also linked to DCEEHS4-C: Increase Reading Borough Council foster carers	566	Project Manager x 2	Project Manager	CP - Children's Transformation	Apr-18	Mar-20	2	TBC			
DCEEHS	DUF-DCEEHS8	DCEEHS11-C Option 2 Full cost analysis to determine best use of Pinecroft/Cressingham	500	Project Manager (Investment to secure ongoing savings)	Project Support	CP - Children's Transformation	Sep-18	Sep-21	1	TBC			
DCEEHS	DUF-DCEEHS10	DCEEHS05-B: Current level of additional investment will no longer be required following delivery of Improvement Plan	500	Recruitment and Workforce & Management Training (Investment to secure ongoing savings)	HR & Change	CP - Children's Transformation	Apr-18	Oct-19	NA	NA			
DCEEHS	DUF-DCEEHS12	DCEEHS12-A Early Help: Set a target and generate additional income from schools; 13-A: Review support function for admissions to increase the online/digital support and facility; 14-A: Review to redesign the Early Years offer; 21-A: Stop subsidising school contracts; 29-A:Pinecroft Residential Unit - Generate additional income; 31-A & 33-A: Reshape the family support offer in line with the findings of IMPOWER; 1-B: Parent Partnership team post deletion; 2-B: Reduction in Reading Children's & Voluntary Youth Service Contract; 3-B: School Improvement Advisors & Running Costs; 4-B: Deletion of Rapid English post within Youth Offending team; 16-A: Play service-Accelerate break even position and generate more income; 34-A: Implement the Youth offer	5,111	Professional standards, number Quality Assurance, partner liaison: Threshold Management	Specialist Service Staff	CP - Children's Transformation	Apr-18	Mar-20	3	TBA			
DCEEHS	DUF-DCEEHS13	As above	As above	Social work, casework reduction project: Team manager	Specialist Service Staff	CP - Children's Transformation	Apr-18	Mar-20	1	TBC			
DCEEHS	As above	As above	As above	Social work, casework reduction project: Social Workers	Specialist Service Staff	CP - Children's Transformation	Apr-18	Mar-20	5	TBC			
DCEEHS	As above	As above	As above	Social work, casework reduction project: Business Support	Specialist Service Staff	CP - Children's Transformation	Apr-18	Mar-20	6	TBC			
DCEEHS	DUF-DCEEHS14	Reduction of DSG deficit and improve commissioning of High Needs and LAC placements. Future liability of DSG deficit currently £3.4m	NA	SEND Commissioner	Procurement/Commissioning/Delivery models	CP - Children's Transformation	Apr-18	Mar-20	7	TBC			
Total: DCEEHS			11,553								100	52	-48
DACHS	DUF-DACHS1	Resources used for the facilitation of the delivery of the Programme wide savings. Directly linked to the following savings: DACHS28-A: Better Care Fund-Minor Adaptations DACHS29-A: Financial Realignment DACHS30-A: National Insurance Underspend Also responsible for DACHS12-C: Transformation focused staff funded from capital receipts	979	Strategic Lead for Transformation	Programme Manager	CP - Adults Transformation	Oct-17	Mar-20	1	M Wise	49	32	-17
DACHS	DUF-DACHS2	As above	As above	Project Support	Project Support	CP - Adults Transformation	Apr-17	tbc	1	Soon Heshe	17	16	-1
DACHS	As above	As above	As above	Programme Officer	Project Support	CP - Adults Transformation	Oct-17	Mar-20	1	Soon Heshe	15	19	4
DACHS	DUF-DACHS3	DACHS 2-C: Changes to Adult Social Care Front Door DACHS27-A: Group Home Rental Increase Also supports delivery of CSS Digitisation savings and coordination of DACHS32&33-A: Review and Right Sizing Care Packages & Stretch Targets	432	Transformation Project Manager 1	Project Manager	CP - Adults Transformation	Apr-17	Mar-20	1	Karla Vickers	62	63	1
DACHS	DUF-DACHS4	DACHS22-A: Transformation of wellbeing DACHS31-A ASC Restructure	1,101	Transformation Project Manager 2	Project Manager	CP - Adults Transformation	Apr-17	Mar-20	1	Emily Hodges; Kate Wigley	51	0	-51

DELIVERY FUND MONITORING (USE OF CAPITAL RECEIPTS)											Cost Proposals	Actuals	Variance
DIR.	DUF Reference Code	Savings Proposal/ Transformation Area	Associated Savings (£000's)	Resource	Resource Type	Workstream	Start Date	End Date	FTE	Officer Name (if applicable)	17/18	17/18	17/18
DACHS	DUF-DACHS5	DACHS18-A:Effective Utilisation of Extra Care DACHS17A:Learning Disabilities (Operations Team) DACHS23-A:Development of Home Care DACHS20-A:VCS Development and Commissioning. This resource also supports delivery of wider digitisation & efficiency Transformation initiatives and DACHS2-C:Changes to the Adult Social Care Front Door	837	Transformation Project Manager 3	Project Manager	CP - Adults Transformation	Apr-17	Mar-20	1	Sue Mackay; Natalie Madden	61	27	-34
DACHS	DUF-DACHS6	DACHS25&26-A:Deputies-Review the charging policy in line with the Court of Protections Remuneration fees DACHS34&35-A & 1C FAB Team Fees & Charges & Stretch Target DACHS5-C:Increased usage of Assistive Technology and Equipment DACHS7-C:Increased usage of Direct Payments	1,370	Transformation Project Manager 4	Project Manager	CP - Adults Transformation	Apr-17	Mar-20	1	Adrienne Hunter, prev. Michael Bleakhouse	54	20	-34
DACHS	DUF-DACHS7	DACHS32&33-A Review and Right Sizing Care Packages & Stretch Targets	1,300	Social Workers X6 (S117, LDX2,MH, OP, PD) Investment to secure ongoing savings	Specialist Service Staff	CP - Adults Transformation	May-17	Mar-19	6	Harry Stacey prev Adrian Milligan; Marie Marais; Monica Farr; Michelle Bartrum; Michelle Clarke prev Casmir Obasi; Navjinder Doshi	350	236	-114
DACHS	DUF-DACHS8	DACHS3-C:Reducing Adult Social Care contracts spend	1,200	Commissioning Capacity at Senior Level	Procurement/Commissioning/Delivery models	CP - Adults Transformation	Nov-17	Nov-20	1	Dorne Kanareck	80	49	-31
DACHS	DUF-DACHS9	ASC Mobile Working	NA	Adult Social Care mobile working (Underpins the ability to achieve process efficiency and staffing restructures)	ICT	CP - Adults Transformation	tbc	tbc	NA	NA			
DACHS	DUF-DACHS10	DACHS4-B:Review of alternative delivery models for Public Health	430	Public Health Specialist	Specialist Service Staff	CP - Adults Transformation	Apr-18	Mar-19	1	TBC			
DACHS	DUF-DACHS11	DACHS1-B:Delivery Models for Commissioning, Prevention & Quality Services	800	Contingency for consultancy advice for service shaping	Contingency	CP - Adults Transformation	Apr-18	Mar-19	1	TBC			
DACHS	DUF-DACHS12	Informs all commissioning projects to ensure demand is understood and markets are shaped accordingly	NA	Specialist Needs Analysis	Specialist Service Staff	CP - Adults Transformation	Apr-18	Jun-18	1	TBC			
DACHS	DUF-DACHS13	The resource supports restructures. wider remodelling of the Workforce, and learning & development. Associated savings: DACHS8-C: Commissioning Team Realignment DACHS9-C:Implementation of Business Support restructure DACHS10-C:Locality Team Realignment	562	Workforce consultancy & Training Programmes	HR & Change	CP - Adults Transformation	Apr-18	Mar-21	NA	TBC			
DACHS	DUF-DACHS14	DACHS21-A:To review the operation of the Willows and consider maximising step down bed opportunity to generate income; DACHS24-A Charles Clore Court(Commissioning); DACHS2-B:Undertake a commissioning exercise with the voluntary sector to secure Preventative and non-prescribed (non mandated) Public Health Services at a reduced rate; DACHS3-B:Continuation of review of current delivery models for Wellbeing Public Health (Mandated Services) contracts; DACHS5-B:Review of the Performance Function across the Council; DACHS7-B:Further development of Maples Day Service; DACHS4-C:Review of alternative delivery models for Public Health; DACHS6-C:Adult Social Care Provider Services	1,545	Market shaping consultancy, Project Management staff (Investment to secure ongoing savings)	Specialist Service Staff	CP - Adults Transformation	Apr-18	Mar-21	TBC	TBC			
Total : DACHS			10,556								739	462	-277
DENS	DUF-DENS1	Working across workstream of Corporate Change Programme to deliver savings and transformation	NA	Project Officer 1	Project Support	CP - Cross Programme	Oct-17	Mar-20	0.5	A Whitesmith	8.5	8	-0
DENS	DUF-DENS4	DENS28&35-B: Review of waste collection delivery models. Also connected to DENS28-A:Waste Operations-optimising collection routes to reduce number of rounds, generate additional income by increasing trade waste customers DENS36-A:Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	1,544	External procurement and contract consultancy, Round scheduling costs, specialist contract bidding consultants, Legal support, Set up contract delivery unit, Administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection	Procurement/Commissioning/Delivery models	CP - Commercialisation	Nov-17	Mar-19	1	K Birbeck G Frost (acting up) D Hamilton (acting up) M Crick (acting up)	54	22	-32
DENS	DUF-DENS5	DENS54-B (DENS25-C) Review option of trust model for Arts	250	Consultancy costs	Procurement/Commissioning/Delivery models	CP - Culture and Leisure Trust	Oct-17	Mar-18	NA	TBC			

DELIVERY FUND MONITORING (USE OF CAPITAL RECEIPTS)											Cost Proposals	Actuals	Variance
DIR.	DUF Reference Code	Savings Proposal/ Transformation Area	Associated Savings (£000's)	Resource	Resource Type	Workstream	Start Date	End Date	FTE	Officer Name (if applicable)	17/18	17/18	17/18
DENS	DUF-DENS6	DENS5-A Maximising Income from the Town Hall & Museum	220	Consultancy support to provide commercial advice on business plan and associated staffing structures to maximise income following building re-configuration	Subject Matter Expert/Consultancy	CP - Commercialisation	Apr-19	Jul-19	TBC	TBC			
DENS	DUF-DENS7	DENS4-C, 5-C, & 6-C Review existing Parking Permit Charges	309	Comms Support, IT Support	Comms	CP - Transport and Parking	Apr-18	Mar-19	NA	NA			
DENS	DUF-DENS8	DENS34-C Extend residents parking permit areas.	300	Consultant support	Misc	CP - Transport and Parking	Apr-18	Mar-20	TBC	TBC			
DENS	DUF-DENS9	DENS42-C Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	100	DLO support to introduce new parking schemes	Specialist Service Staff	CP - Transport and Parking	Apr-18	Mar-19	TBC	TBC			
DENS	DUF-DENS14	DENS59-C Make theatres break even through working with other operators	150	Independent consultants to market test (establish feasibility / business case)	Subject Matter Expert/Consultancy	CP - Culture and Leisure Trust	Apr-18	Mar-19	NA	NA			
DENS	As above	As above	As above	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	Subject Matter Expert/Consultancy	CP - Culture and Leisure Trust	Apr-19	Mar-20	NA	NA			
DENS	DUF-DENS15	DENS24-C Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFS period.	1,200	Specific requirements and resources to be confirmed	Procurement/Commissioning/Delivery models	CP - Commercialisation	Mar-18	Mar-20	TBC	TBC	20	20	-1
DENS	DUF-DENS16	DENS33-C Extend houses in multiple occupation (HMO)/private rented sector (PRS) Licensing	40	New IT system (£25k), required if discretionary regime needs to be introduced (£50k) & on going software maintenance (£20k)	ICT	Other - Project	Mar-18	Mar-20	NA	NA	25	0	-25
Total : DENS			16,776								107.5	50	-58
Saving Total			62,685	Resource Total							2094.5	1,417	-678

CAPITAL OUTTURN REPORT 2017/18

	2017/18 Expenditure			2017/18 Funding								
	Revised Budget (£,000's)	Actual Spend (£,000's)	Variance to Budget (£,000's)	Revised Budget Grants Etc (£,000's)	Borrowing (£,000's)	Total Budget (£,000's)	Actual Grants Etc (£,000's)	Borrowing (£,000's)	Total Actual (£,000's)	Variance Grants Etc (£,000's)	Borrowing (£,000's)	Total Variance (£,000's)
GENERAL FUND												
Safeguarding and protecting those that are most vulnerable												
Voluntary Sector Support	50	(18)	68	-	50	50	-	(18)	(18)	-	(68)	(68)
Oxford Rd Community Centre	66	-	66	16	50	66	-	-	-	(16)	(50)	(66)
Disabled Facilities Grants (Private Sector-Ringfenced Grant)	1,006	954	52	1,006	-	1,006	954	-	954	(52)	-	(52)
Small Adults Services Schemes (incl implementation of ETR and Caspar)	9	16	(7)	9	-	9	16	-	16	7	-	7
Day services relocation	-	1	(1)	-	-	-	-	1	1	-	1	1
	1,131	953	178	1,031	100	1,131	970	(17)	953	(61)	(117)	(178)
Providing the best life through education,early help and healthy living												
Mainstream School Schemes												
Primary Schools Expansion Programme - 2013-2017	1,719	1,648	71	1,719	-	1,719	1,648	-	1,648	(71)	-	(71)
Moorlands Primary School 1FE Expansion - 2016-2018	60	104	(44)	60	-	60	104	-	104	44	-	44
Schools - Fire Risk Assessed remedial Works	373	196	177	373	-	373	196	-	196	(177)	-	(177)
Critical Reactive Contingency: Health and safety (Schools)	200	142	58	200	-	200	142	-	142	(58)	-	(58)
Ranikhet School Roof - Repair or Renewal (Lease Obligation)	-	-	-	-	-	-	-	-	-	-	-	-
Heating and Electrical Renewal Programme	180	260	(80)	180	-	180	260	-	260	80	-	80
Additional School Places - Contingency	59	(1)	60	59	-	59	(1)	-	(1)	(60)	-	(60)
Education Asset Management Unit - Cost to Capital	400	326	74	400	-	400	326	-	326	(74)	-	(74)
Crescent Road Playing Field Improvements	30	-	30	30	-	30	-	-	-	(30)	-	(30)
North Reading School Places feasibility	20	-	20	20	-	20	-	-	-	(20)	-	(20)
New ESFA funded schools - Phoenix College	40	37	3	40	-	40	37	-	37	(3)	-	(3)
New ESFA funded schools - St Michaels	35	47	(12)	35	-	35	47	-	47	12	-	12
Additional Secondary School Places / Bulge Classes	-	-	-	-	-	-	-	-	-	-	-	-
Green Park Primary School	10	-	10	10	-	10	-	-	-	(10)	-	(10)
Early Years Schemes												
Alfred Sutton - additional Nursery Class 30 Hrs Childcare, 26 places	259	127	132	259	-	259	127	-	127	(132)	-	(132)
English Martyrs School - additional Nursery Class 30 Hrs Childcare, 26 p	368	144	224	368	-	368	144	-	144	(224)	-	(224)
Meadway Early Years Building Renovation	30	-	30	30	-	30	-	-	-	(30)	-	(30)
SEND Schemes												
Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)	100	60	40	100	-	100	60	-	60	(40)	-	(40)
Avenue Expansion	339	279	60	339	-	339	279	-	279	(60)	-	(60)
SEN Expansion Scheme	51	34	17	51	-	51	34	-	34	(17)	-	(17)
Special Provision Fund projects	-	-	-	-	-	-	-	-	-	-	-	-
	4,273	3,403	870	4,273	-	4,273	3,403	-	3,403	(870)	-	(870)
Providing homes for those most in need												
General Fund-New Build and Acquisitions	1,000	746	254	300	700	1,000	224	522	746	(76)	(178)	(254)
Lowfield Rd temporary accommodation	1,742	1,817	(75)	523	1,219	1,742	545	1,272	1,817	23	53	75
Private Sector Renewals	280	177	103	-	280	280	-	177	177	-	(103)	(103)
Dee Park Regeneration	100	28	72	-	100	100	-	28	28	-	(73)	(73)
Dee Park Regeneration - Housing Infrastructure Fund (school)	-	-	-	-	-	-	-	-	-	-	-	-
Wholly-owned housing company (set-up costs)	300	(54)	354	-	300	300	-	(54)	(54)	-	(354)	(354)
Wholly-owned housing company	8,000	6,397	1,603	-	8,000	8,000	-	6,397	6,397	-	(1,603)	(1,603)
St George's Church Affordable Housing scheme	-	-	-	-	-	-	-	-	-	-	-	-
	11,422	9,111	2,311	823	10,599	11,422	769	8,342	9,111	(54)	(2,257)	(2,312)
Keeping the town clean,safe,green and active												
Central Club	-	-	-	-	-	-	-	-	-	-	-	-
Hosier Street Regeneration	120	76	44	-	120	120	-	76	76	-	(44)	(44)
Community Resilience	179	60	119	-	179	179	-	60	60	-	(119)	(119)

	2017/18 Expenditure			2017/18 Funding								
	Revised Budget	Actual Spend	Variance to Budget	Revised Budget		Total Budget	Actual		Total Actual	Variance		Total Variance
	(£,000's)	(£,000's)	(£,000's)	Grants Etc	Borrowing	(£,000's)	Grants Etc	Borrowing	(£,000's)	Grants Etc	Borrowing	(£,000's)
The Keep	6	-	6	-	6	6	-	-	-	-	(6)	(6)
Whitley Wood Community Art	79	47	32	79	-	79	47	-	47	(32)	-	(32)
Oxford Road Streetscape	110	3	107	110	-	110	3	-	3	(107)	-	(107)
Central Pool Regeneration	25	24	1	-	25	25	-	24	24	-	(1)	(1)
Small Leisure Schemes	317	199	118	317	-	317	199	-	199	(118)	-	(118)
High Ropes Youth Play Initiative	63	16	47	-	63	63	16	-	16	16	(63)	(47)
Abbey Quarter	1,944	1,868	76	1,944	-	1,944	1,868	-	1,868	(76)	-	(76)
Tree Planting	62	27	35	-	62	62	-	27	27	-	(35)	(35)
Invest to Save Salix (match funding for Energy Efficiency Schemes)	142	18	124	-	142	142	-	18	18	-	(124)	(124)
Invest to save energy savings - Street lighting	3,370	2,210	1,160	2,359	1,011	3,370	1,617	593	2,210	(742)	(418)	(1,160)
	6,417	4,548	1,869	4,809	1,608	6,417	3,750	798	4,548	(1,059)	(810)	(1,869)
Providing infrastructure to support the economy												
M4 Junction 11	60	(489)	549	60	-	60	(489)	-	(489)	(549)	-	(549)
LSTF Contract Retentions	-	21	(21)	-	-	-	-	21	21	-	21	21
Local Traffic Management and Road Safety Schemes	199	120	79	199	-	199	120	-	120	(79)	-	(79)
South Reading MRT (Phases 1 & 2)	3,120	3,212	(92)	3,120	-	3,120	3,212	-	3,212	92	-	92
South Reading MRT (Phases 3 & 4)	500	671	(171)	500	-	500	671	-	671	171	-	171
Green Park Station	789	681	108	789	-	789	681	-	681	(108)	-	(108)
East Reading MRT (Phases 1 & 2)	735	418	317	735	-	735	418	-	418	(317)	-	(317)
NCN Route 422	439	497	(58)	439	-	439	497	-	497	58	-	58
Reading West Station	-	-	-	-	-	-	-	-	-	-	-	-
CCTV	33	24	9	33	-	33	24	-	24	(9)	-	(9)
Thames Tower	-	-	-	-	-	-	-	-	-	-	-	-
ITB other	-	15	(15)	-	-	-	-	15	15	-	15	15
Pinch Point Schemes (Ringfenced grant)	-	1	(1)	-	-	-	-	1	1	-	1	1
Station Interchange	-	(207)	207	-	-	-	-	(207)	(207)	-	(207)	(207)
Car Parks Partnership	225	145	80	-	225	225	-	145	145	-	(80)	(80)
Bridges and Carriageways	2,035	1,890	145	1,528	507	2,035	1,476	414	1,890	(52)	(93)	(145)
Car Parking - P&D, Red Routes, Equipment	303	457	(154)	-	303	303	-	457	457	-	154	154
Redlands Pay and Display	-	-	-	-	-	-	-	-	-	-	-	-
West Reading Transport Study - Southcote/Coley Improvements	-	41	(41)	-	-	-	-	41	41	-	41	41
Red Routes	-	-	-	-	-	-	-	-	-	-	-	-
Smart City Cluster project and C-ITS	80	137	(57)	80	-	80	137	-	137	57	-	57
Lease to RTL (Bus Purchase)	1,552	490	1,062	-	1,552	1,552	-	490	490	-	(1,062)	(1,062)
Superfast Broadband	-	-	-	-	-	-	-	-	-	-	-	-
Culture & Leisure facilities	198	122	76	-	198	198	-	122	122	-	(76)	(76)
Demountable Pool	2,205	2,242	(37)	-	2,205	2,205	-	2,242	2,242	-	37	37
Leisure Procurement	80	3	77	-	80	80	-	3	3	-	(77)	(77)
Cemeteries and Crematorium	19	2	17	-	19	19	-	2	2	-	(17)	(17)
Rivermead Essential Works	5	5	-	-	5	5	-	5	5	-	-	-
Air Quality Monitoring	-	26	(26)	-	-	-	-	26	26	-	26	26
	12,577	10,524	2,053	7,483	5,094	12,577	6,747	3,777	10,524	(736)	(1,317)	(2,053)
Remaining financially sustainable to deliver these service priorities												
ICT Infrastructure (Invest to save)	806	970	(164)	-	806	806	-	970	970	-	164	164
Replacement Vehicles	2,763	1,683	1,080	-	2,763	2,763	-	1,683	1,683	-	(1,080)	(1,080)
Invest in council buildings/Health & safety works	2,666	1,087	1,579	-	2,666	2,666	-	1,087	1,087	-	(1,579)	(1,579)
Purchase of Commercial Property	21,300	21,276	24	-	21,300	21,300	-	21,276	21,276	-	(24)	(24)
Libraries invest to save proposal	30	30	-	-	30	30	-	30	30	-	-	-
Community Hubs	1,760	1,295	465	1,000	760	1,760	519	776	1,295	(481)	16	(465)
Capitalisation	380	353	27	-	380	380	1,073	379	1,452	1,073	(1)	1,072
Accommodation Review - Phase 1A	717	589	128	-	717	717	-	589	589	-	(128)	(128)
Accommodation Review - Town Hall	579	161	418	-	579	579	-	185	185	-	(394)	(394)
Accommodation Review - Henley Road Cemetery	302	45	257	-	302	302	-	52	52	-	(250)	(250)
Accommodation Review - Phase 2A & B	-	-	-	-	-	-	-	-	-	-	-	-

	2017/18 Expenditure			2017/18 Funding								
	Revised Budget (£,000's)	Actual Spend (£,000's)	Variance to Budget (£,000's)	Revised Budget Grants Etc (£,000's)	Borrowing (£,000's)	Total Budget (£,000's)	Actual Grants Etc (£,000's)	Borrowing (£,000's)	Total Actual (£,000's)	Variance Grants Etc (£,000's)	Borrowing (£,000's)	Total Variance (£,000's)
Accommodation Review - Phase 2C (19 Bennet Road)	-	-	-	-	-	-	-	-	-	-	-	-
Mosaic' System Upgrade	117	64	53	117	-	117	64	-	64	(53)	-	(53)
Delivery Fund (incl Equal Pay)	-	5,081	(5,081)	-	-	-	4,954	-	4,954	4,954	-	4,954
	31,420	32,634	(1,214)	1,117	30,303	31,420	6,610	27,027	33,637	5,493	(3,276)	2,217
Less CIL funding to offset borrowing							1,700	(1,700)				
TOTAL GENERAL FUND	67,240	61,173	6,067	19,536	47,704	67,240	23,949	38,227	62,176	4,413	(9,477)	(5,064)
HOUSING REVENUE ACCOUNT												
Safeguarding and protecting those that are most vulnerable												
Supported Living - Avenue Site	100	46	54	-	100	100	-	46	46	-	(54)	(54)
Disabled Facilities Grants (Local Authority Tenants)	390	414	(24)	390	-	390	414	-	414	24	-	24
	490	460	30	390	100	490	414	46	460	24	(54)	(30)
Providing homes for those most in need												
Housing Revenue Account-Major Repairs	7,248	5,615	1,633	6,210	1,038	7,248	5,615	-	5,615	(595)	(1,038)	(1,633)
Housing Revenue Account-Hexham Road	1,200	1,226	(26)	1,200	-	1,200	1,226	-	1,226	26	-	26
Housing Revenue Account-New Build and Acquisitions	1,000	799	201	300	700	1,000	240	559	799	(60)	(141)	(201)
Housing Revenue Account-New Build - Conwy Close	2,028	3,295	(1,267)	608	1,420	2,028	989	2,307	3,295	381	887	1,267
Housing Revenue Account-Fire Safety works	-	-	-	-	-	-	-	-	-	-	-	-
Housing Revenue Account-Solar Panels	-	-	-	-	-	-	-	-	-	-	-	-
Extra care (cedar court) HRA	-	43	(43)	-	-	-	-	43	43	-	43	43
Dee Park Regeneration	100	28	73	-	100	100	-	28	28	-	(73)	(73)
	11,576	11,006	571	8,318	3,258	11,576	8,069	2,936	11,005	(249)	(322)	(571)
Keeping the town clean,safe,green and active												
Mapledurham	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL HOUSING REVENUE ACCOUNT	12,066	11,466	601	8,708	3,358	12,066	8,483	2,982	11,465	(225)	(376)	(601)
ALL CAPITAL	79,306	72,639	6,668	28,244	51,062	79,306	32,432	41,209	73,641	4,189	(9,853)	(5,665)