

To: Councillor Brock (Chair)
Councillors Page, Duveen, Emberson,
Ennis, Hoskin, James, Jones, Pearce,
Robinson, Rowland, Skeats, Stevens, Terry,
Warman and White

Direct: ☎ 0118 9372303

12 July 2019

Your contact is: **Simon Hill - Committee Services (simon.hill@reading.gov.uk)**

NOTICE OF MEETING - POLICY COMMITTEE 15 JULY 2019

Further to the agenda for the meeting of the Policy Committee to be held on Monday, 15 July 2019 please see attached the report for Item 14, originally marked 'to follow'.

14. QUARTER 4 PERFORMANCE REPORT

**BOROUGH 3 - 42
WIDE**

Councillor Emberson / Director of Resources

This report sets out the interim revenue and capital outturn positions for 2018/19 as at the end of March 2019, and performance against the measures of success published in the Council's Corporate Plan.

READING BOROUGH COUNCIL

REPORT BY EXECUTIVE DIRECTOR OF RESOURCES

TO: POLICY COMMITTEE

DATE: 15th July 2019

TITLE **QUARTER 4 PERFORMANCE REPORT (2018/19)**

LEAD COUNCILLOR: COUNCILLOR EMBERSON

PORTFOLIO: CORPORATE &
CONSUMER SERVICES

SERVICE: FINANCE AND CUSTOMER SERVICES

WARDS: BOROUGHWIDE

LEAD OFFICER: MATT DAVIS

TEL: 01189 372954

JOB TITLE: ASSISTANT DIRECTOR FINANCE

E-MAIL: Matthew.Davis@Reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report sets out the interim revenue and capital outturn positions for 2018/19 as at the end of March 2019. The final position is subject to external audit.
- 1.2 Detail is provided on the achievement of agreed savings for 2018/19 as well as the use of the Council's Delivery Fund in supporting achievement of those efficiency and savings initiatives.
- 1.3 The report also sets out performance against the measures of success published in the Council's Corporate Plan.
- 1.4 Further detail supporting this report is included in the following appendices:
 - Appendix 1 - General Fund Outturn;
 - Appendix 2 - Corporate Programme Savings Report;
 - Appendix 3 - Delivery Fund;
 - Appendix 4 - Performance Outturn; and
 - Appendix 5 - Capital Outturn and roll forward requests.

2. RECOMMENDED ACTION - That Policy Committee notes:

- 2.1 The provisional General Fund outturn position: a £3.2m underspend, as at the end of March 2019;
- 2.2 The provisional outturn position on the Housing Revenue Account as at the end of December 2018 (a £2.9m underspend) and the lower net drawdown of reserves of £1.2m rather than the budgeted £4.1m;
- 2.3 The progress in achieving agreed savings proposals and the associated spend to support those changes contained in the Delivery Fund;
- 2.4 The use of the Capitalisation Direction to fund transformation (Appendix 3);
- 2.5 The capital outturn as detailed in Appendix 5 and approves the roll forward of variances into the 2019-20 approved Capital Programme;
- 2.6 Agrees that unspent contingency provisions of £3.2m be set aside to further bolster reserves - £0.5m relating to general reserves and the balance to earmarked reserves; and
- 2.7 The performance achieved against the Corporate Plan success measures as set out in paragraphs 10.1-10.6 and Appendix 4 attached.

3. POLICY CONTEXT

- 3.1 The Council approved a 2018/19 Budget and a balanced three-year Medium Term Financial Strategy (MTFS) in February 2018. This included assumptions around available resources and agreed efficiencies. All delivery of savings has been routinely monitored throughout the year and any approved costs associated with delivering them have been tracked by the Corporate Programme Board.
- 3.2 Council in June 2018 approved Shaping Reading's Future - Our Corporate Plan 2018-21. The Plan reflects the Council's priorities for Reading and provides direction for staff in delivering services to meet the needs of the communities within the Borough whilst working to a budget and MTFS agreed at Council in February 2018.
- 3.3 This report is structured into two parts. The first (Section A, paragraphs 4 to 9) reports on financial performance, whilst the second (Section B, paragraphs 10) reports on performance in delivering against the Corporate Plan.

A. Financial Performance

General Fund Revenue - Directorate Budgets

- 4.1 The provisional revenue outturn for the General Fund at directorate level indicates a net overspend of £1.1m, see Table 1 below:

Table 1. General Fund Provisional Outturn at Directorate Level

	Provisional Outturn		
	Budget (£,000's)	Outturn (£,000's)	Variance (£,000's)
DACHS	36,913	36,479	(434)
DCEEHS	40,997	42,939	1,942
DENS	23,136	22,852	(284)
DoR	13,041	12,908	(133)
	114,087	115,178	1,091

N.B THE Council's Childrens Services functions (DCEEHS) transferred to Brighter Futures for Children (BfFC) on 1.12.18

4.2 Further detail is set out below:

4.3 Directorate of Adult Care and Health Service (DACHS)

4.3.1 Adult Care and Health Services are reporting an underspend of £434k against a budget of £36.913m.

4.3.2 Commissioning & Performance have underspent by £143k due to staffing underspends within the service, vacant posts within Commissioning have not been recruited to as there is a need for a service redesign which will take place during 2019/20.

4.3.3 Adults Services operations and Directorate/Other are showing an underspend of £228k. These underspends have arisen due to planned non recruitment pending service reviews and difficulties in recruiting sufficiently skilled personnel.

4.3.4 Public Health has a balanced position which mean that services including Health Visiting and School Nursing, Drugs and Alcohol prevention and support, Sexual health services have been delivered within the Public Health grant of £9.758m during 2018/19.

4.3.5 Preventative Services have an underspend of £62k due to staffing underspends within the Compass Opportunities services and small contract underspends across the service.

4.4 Directorate of Children, Education & Early Help Services/ Brighter Futures for Children

4.4.1 The Council transferred its Children's Services Function to Brighter Futures for Children (BfFC) in December 2018.

4.4.2 The provisional outturn of £42.939m represents an overspend against approved budget of £1.942m.

4.4.3 The main variances relate to:

- The increased costs of Children in Looked After Placements (CLA) - the number of CLA as at 31st March 2019 was 274, compared to a budget set on 264; and
- The continued use of Agency Social Workers during 2018/19. The introduction of the new Children's Social Care redesign is still in the early stages but is planned to reduce the usage of Agency Social Workers during 2019/20.

4.4.4 The outturn position for 2018/19 includes a number of one off costs associated with transformation, but not chargeable to the Council's Delivery Fund as they would not impact on the long term underlying future budget position. This includes £0.354m of redundancy costs.

4.5 Directorate of Environment and Neighbourhood Services (DENS)

4.5.1 The provisional outturn against budget is a £0.284m underspend.

4.5.2 Transportation and Streetcare (T&SC)

The provisional outturn on Transport and Streetcare is a net underspend of £1.2m. This is largely a result of increased income associated with the change to the operating model for the Council's off-street car parking offer and the continued high use of on-street pay and display areas across the Borough (£1.1m). offset by increased spend on compliance of bus lanes along with some smaller operational reductions within Network and Parking Services which in total equate to an overspend of £0.6m. Waste disposal underspent by £0.1m due to the increased recycling activity of residents. Strategic transport delivered a £0.3m underspend largely as a result of a reduction in use of concessionary fares by pass holders. Within the Streetcare services budget pressures on cleansing of £0.1m were largely offset by additional income on highways £0.1m but other minor budget pressures resulted in a net £0.1m overspend. Neighbourhood services underspent by £0.1m, with additional costs of grounds maintenance (£0.3m) offset by additional Green Waste subscriptions (£0.4m).

4.5.3 Planning, Development & Regulatory Services (PDRS)

The provisional outturn on PDRS for 2018-19 is an overspend of £1.22m. Largely as a result of unachieved saving targets on investment property (£0.5m), costs associated with undertaking due diligence related to the purchase of a property (£0.2m), previously expected capital spend for staff salaries being determined as revenue due to the nature of their work (£0.3m), legal costs related to current regulatory cases (£0.1m) and £0.3m charged to revenue for the feasibility costs in relation to the expansion of Moorlands school which at this current time is not progressing following a review of school places. Additionally, income from licensing exceeded budgeted by £0.15m offsetting some of these costs.

4.5.4 Economic and Cultural Development (E&CD)

The provisional outturn on E&CD for 2018-19 is an overspend of £0.6m. Additional income within Business Development was not achieved by £0.3m and within the Play Services by £0.1m. There was £0.1m additional spend on supporting a festive retail campaign for the town centre and £0.1m on Cultural services where no budget was identified to match grant funding opportunities.

4.5.5 Housing and Neighbourhood Services (H&NS)

The provisional outturn on H&NS for 2018-19 is an underspend of £0.9m. The Emergency Accommodation budget was built on the basis of forecast levels of occupation, costs and an assumption for income recovery. Actions taken by the service during the year have resulted in demand reducing considerably, resulting in a significant in year saving of over £0.7m. In addition, a further saving of £0.2m has resulted following the appropriation of Shops and Garages from the Housing Revenue Account into the General

Fund, the net surplus of which was greater than previously budgeted. Other variances include reductions in grants awarded to third sector organisations, and the receipt of additional Government Grants, eg Rough Sleepers Initiative, that supported existing spend and also contributed to the final underspend position.

4.6 Directorate of Resources

4.6.1 The Directorate of Resource's (DoR) provisional outturn is an underspend against budget of £0.133m.

4.6.2 This is as a result of underspends within Customer Services for IT (£545k) due to delays in projects commencing as planned and HR & OD (£80k) due to vacancies being held and (£76k) within Finance. These are off-set by an under-achievement of income target (£205k) for Cemeteries and Crematoria within Customer Services and the under recovery of total costs within Legal Services (£343k) together with a minor overspend of internal audit / investigations team (£20k).

General Fund Revenue - Corporate Items

5.1 In addition to Directorate budgets there are a number of financing and corporate-wide budgets that are held within the Corporate Items budget area. These include amongst other things: income from Council Tax and Business Rates; Treasury and Capital Financing Costs; and Corporate and Contingency Provisions. The projected outturn on Corporate Items is a £4.2m underspend against budget - predominantly the result of not being required to use contingency and risk provisions held to cover potential overspends.

5.2 In setting the 2019/20 Budget and three-year MTFS, the 2019/20 Budget and MTFS report recognised the potential for the then forecast projected Directorate overspend to be met by contingency provisions or projected upsides held within Corporate budgets.

5.3 The Robustness Report considered alongside the Budget Setting Report at Policy Committee in February 2019 further exemplified how an overall net projected upside in 2018/19 could be used to strengthen the Council's financial resilience and to fund the Council's underlying revenue budget over the following two years.

| 5.4 It is therefore recommended that the net outturn of -£3.2m is transferred to reserves (£0.500m to further build general reserves and the remainder as specific reserves).

| Additionally, it should be noted that a technical adjustment of £6.615m has been actioned.

| The Council had previously planned on using a revenue provision to part fund Equal Pay costs whilst also planning on using capital receipts to fund Delivery Fund expenditure. Fully funding equal pay costs from capital receipts releases the revenue reserve to finance future Delivery Fund costs, thereby providing greater flexibility as to the costs that may be funded.

5.5 Statutory Regulations require any surplus or deficit in the Collection Fund to be reversed out from the usable reserves to leave the net position as originally budgeted. Any final variance will be adjusted for in the 2020/21 Budget Setting process. A nil variance on this fund therefore arises in year.

Housing Revenue Account

- 6.1 The provisional outturn for the Housing Revenue Account is a £2.9m underspend. The underlying causes of the variance are rent collection rates being higher than budgeted, resulting in an increase to the bad debt provision that was £1.0m less than anticipated, and expenditure on reactive, planned and revenue funded major repairs being £1.8m less than anticipated.
- 6.2 The approved HRA budget assumed a drawdown of HRA reserves of £4.1m to end the year at £25.0m. The provisional underspend for 2018/19 will therefore see a corresponding increase in ring-fenced HRA general balances to finish the year at £27.9m. This increased balance is thus available for the HRA to spend in future financial years. The following shows the change in amounts being drawn down from HRA reserves between budgeted and outturn positions:
- £4.1m 2018/19 Budgeted deficit
 - £1.2m 2018/19 Draft Outturn deficit
 - £2.9m Improvement
- 6.3 The improved position is largely due to underspends within the major works programme relating to delays in appointing the contractors to deliver the Coley water mains scheme (due to a poor tender response), which has resulted in a forecast underspend of £700k. In addition, anticipated spend on replacement windows and Kitchens/bathrooms has not occurred to the extent that was expected, saving a further £400k and £300k respectively. These schemes are anticipated to be slipped into 2019/20.

Transformation Programme

- 7.1 The Council has a challenging savings target to deliver to meet current and expected funding pressures. As set out in the February 2018 MTFS, that challenge requires £40.600m of efficiencies and savings to be delivered over the period 2018/19 to 2020/21. The 2019/20 MTFS agreed in February 2019 incorporated a further year of planned efficiencies into the Transformation Programme, and identified £30.135m of savings to be delivered as summarised in the table below:

Savings Summary 2019/20 - 2021/22

	Efficiency Savings £000	Invest to Save Schemes £000	Income, Fees & Charges £000	Service Reductions £000	Total £000
Children's Services	11,208	274	0	2,160	13,642
Other Council Services	9,273	551	6,216	453	16,493
Total	20,481	825	6,216	2,613	30,135

- 7.2 The successful delivery of agreed savings remains critical to achieving the underlying balanced base budget position for the Council. Accordingly, all savings have been rigorously monitored throughout 2018/19 and mitigations sought so far as possible for any identified delay in implementation or delivery.

- 7.3 Of the £17.248m savings budgeted for 2018-19, £13.373m were delivered by the end of the financial year (77.5%). The savings programme was reviewed as part of the Medium Term Financial Strategy and any savings deemed to no longer be achievable have been removed from the 2019-20 budget through budget pressures. Consequently, £3.016m of savings will be carried forward to be delivered in 2019/20.

Delivery Fund

- 8.1 Costs of service transformation and the delivery of future ongoing savings are able to be charged to capital (and financed from new capital receipts) due to the introduction of the Flexible Capital Receipts Regulations - in force for the years 2017/18 to 2020/21. The Council resolved as part of its budget setting process to allocate £13.576m of capital receipts for this purpose over the period.
- 8.2 By the end of 2018/19, £4.501m had been invested from the Delivery Fund to assist in delivering identified savings proposals. In setting the 2019/20 Budget in February 2019, the spend in 2018/19 was forecast. Actuals for the year have been £3.182m - the underspend is requested to be rolled forward into future years as summarised in the table below:

	2017/18 (£,000's)	2018/19 (£,000's)	2019/20 (£,000's)	2020/21 (£,000's)	2021/22 (£,000's)	Total (£,000's)
Capital Receipts Strategy	2,095	5,661	3,734	836		12,326
plus Contingency	-	250	500	500		1,250
Approved - Jun 2018	2,095	5,911	4,234	1,336	-	13,576
Capital Receipts Strategy	1,319	6,405	6,098	615		14,437
less Prioritisation Reductions	-	(494)	(1,864)	1,497		(861)
Approved - Feb 2019	1,319	5,911	4,234	2,112	-	13,576
Capital Receipts Strategy	1,319	3,182	7,559	299	49	12,408
plus Contingency	-	-	390	389	389	1,168
2018/19 Outturn & Re-Profiling	1,319	3,182	7,949	688	438	13,576

Capital

- 9.1 The General Fund Capital Programme shows a net underspend of £10.060m against an approved budget of £62.557m. Full details of all capital spend is set out in Appendix 5 although some of the most significant expenditure variances are outlined below:
- Purchase of Commercial Property - (£3.822m underspend). Whilst the budget for the purchase of a property was moved into 2019/20, the deposit was left as a budget in 2018/19. Whilst the deposit was paid, this does not count as capital spend until completion (as a payment in advance rather than capital spend).
 - Delivery Fund - (£2.729m underspend). Calls on the Delivery Fund have been lower than previously anticipated, but are expected to be called upon in 2019/20 or future years.
 - Replacement Vehicles - (£1,188m underspend). The replacement of vehicles in 2019/20 was not completed to the timetable originally envisaged. The underspend is proposed to be rolled forward into 2019/20

- Central Pool Regeneration - (£0.883m underspend). Whilst the demolition of the site has completed, groundworks (including the infill of the diving pool) remain to be completed. The budget to complete these works together with the associated funding sources are requested to be rolled forward.
- Accommodation Review Bennet Road - (£0.751m underspend which had not commenced at the end of 2018/19. It is proposed that the budget is rolled forward into 2019/20.
- Bridges & Carriageways - (£0.711m underspend). The underspend on individual schemes comprising this budget, together with £0.301m of unutilised grants and contributions are requested to be rolled forward into 2019/20 budgets.
- Green Park Station - (£0.649m underspend). The underspend on this scheme (and corresponding grant funding) is recommended to be rolled forward into the 2019/20 budget.
- Smart City Cluster Project - (£0.647m underspend). The delivery of this scheme has been slower than originally expected and the underspend together with associated grant funding budget is recommended to be rolled forward into 2019/20.
- Green Park Primary - (£436k underspend). This scheme has recently commenced with the bulk of the planned expenditure due in 2019/20 and 2020/21. The underspend on this scheme is expected to be subsequently spent in future years and is recommended to be rolled forward.
- St Georges Church Affordable Housing - (£302k underspend). This scheme is no longer required in the General Fund capital programme as it is incorporated within the HRA capital programme.
- Blessed Hugh Farrington - (£278k underspend). Slippage on this scheme is forecast to be required to complete the project in 2019/20.
- Heating & Electrical Renewal Programme - (£276k underspend). Slippage on this annual programme is requested to be rolled forward.
- Invest in Council Buildings - Health & Safety - (£268k underspend). The 11% underspend on this budget is requested to be rolled forward into 2019/20.
- ICT Infrastructure - (£254k underspend). Underspend on ICT infrastructure caused by delays in implementing new systems, is requested to be rolled forward,
- Homes for Reading Share Capital / Loan - (£3.280m overspend). In repositioning the operating model for Homes for Reading, future plans to purchase additional properties by the company have been put on hold. In completing on purchases already in the pipeline when that decision was made, and where the Company could not reasonably withdraw from the purchase, a number of acquisitions were completed which would otherwise have been funded from the then budgeted 2019/20 funding allocation. Whilst this project has drawn on a proportion of 19/20

budgets in 2018/19, an overall underspend over future years is anticipated as further purchases in the short term are not now foreseen.

South Reading MRT Phases 3 and 4 - (£0.951m overspend). Progress on this scheme is ahead of planned. The additional spend in 2018/19 is compensated for by a roll-back request, reducing the corresponding budget in 2019/20 to maintain the overall cost envelope for this scheme.

- Invest to Save Street Lighting - (£0.443m overspend). Replacement and upgrade of street lighting in excess of budget.
- Car Parking P&D / Red Routes - (£0.253m overspend). This scheme has overspent as equipment purchases originally anticipated to be funded from the Delivery Fund have had to be charged direct to capital. It is recommended that the overspend is carried forward and topsliced from the 19/20 budget

- 9.2 The net underspend of £10.060m as fully set out in Appendix 5, leads to the drawdown of grant funding against a number of schemes being delayed pending remaining spend to be undertaken in 2019/20. In total £3.531m of grant funding is consequently not applied in 2018/19 compared to the approved budget.
- 9.3 In total, £10.384m of variances against budgeted expenditure in 2018/19 are requested to be carried forward to 2019/20.
- 9.4 The Housing Revenue Account Capital Programme spent £15.481m against an approved budget of £19.117m - an underspend of £3.636m. Of the schemes contributing to this underspend, Major repairs (£1.559m) and Fire Safety Works (£1.303m) contribute the most significant variances.
- 9.5 All unspent budgets, being ring-fenced to the HRA, are requested to be rolled forward into 2019/20. As with the General Fund, full details of all outturn positions and roll forward requests are set out in Appendix 5.

B. Corporate Plan Performance

- 10.1 A summary of performance, as at 31st March 2019 against the success measures published in the Council's Corporate Plan is set out below. The full suite of twenty nine measures and progress against targets as at the end of March 2019 are set out in Appendix 5 attached.

The overall RAG Status is as follows:

Status	Quarter 4
Green	15
Amber	4
Red	10

A summary of the direction of travel is as follows:

Performance Shift	Quarter 4
Improved	18
Static	4
Decline	7

Paragraphs 10.2 - 10.6 below highlight where there have been key shifts in performance or significant variation from the target set.

10.2 Securing the economic success of Reading

Measure	2017/18 Outturn	2018/19 Q3	2018/19 Outturn	2018/19 Target	Performance against target
Improvements					The percentage of economically active people in Reading has marginally increased over the past 3 months. Reading (80.7%) continues to be below the average for the South East region (80.8%). Latest data covers the period to December 18.
The percentage of people who are economically active	79.6%	79.8%	80.7%	79.7%	

10.3 Ensuring access to decent housing to meet local needs

Measure	2017/18 Outturn	2018/19 Q3	2018/19 Outturn	2018/19 Target	Performance against target
Improvements					Exceeded the target set by 46 cases and a 50 case improvement on 17/18 result.
Total number of cases where positive action was successful in preventing homelessness - cumulative	371	341	421	375	

10.4 Protecting & enhancing the lives of vulnerable adults and children

Measure	2017/18 Outturn	2018/19 Q3	2018/19 Outturn	2018/19 Target	Performance against target
Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Younger people (18-64)	11.3	10.22	13	11.5 per 100,000	The final outturn was slightly over the target due to one additional younger person being admitted into Residential/Nursing care. All new admissions into care are subject to director level scrutiny.
Improvements					
Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+) (cumulative)	560	341.71	432	550 per year per 100,000	Fewer older people have been admitted to Residential and Nursing care than in previous years as a result of improved advice, information and enabling people to stay at home. This has resulted in an improved position year on year.

10.5 Keeping Reading's environment clean, green and safe

Measure	2017/18 Outturn	2018/19 Q3	2018/19 Outturn	2018/19 Target	Performance against target
Percentage of household waste sent for re-use, recycling and composting	30.47%	30.83%	32%	39%	The low recycling rate corresponds to a reduction in the tonnage of garden waste due to the Winter season. Proposals are being put together to achieve significant increase in the recycling rate for 20/21.

10.6 Ensuring the Council is fit for the future

Measure	2017/18 Outturn	2018/19 Q3	2018/19 Outturn	2018/19 Target	Performance against target
Percentage of Council Tax collected (cumulative)	96.6%	82.61%	96.41%	97.1%	We did not achieve the target set. This is also a reduction on last year's performance (96.60%) of 0.19%. We anticipated this following the introduction of the increased Council Tax Reduction Scheme contributions and lower capital amounts, but the additional revenue generated (£881,385) was worth more than the reduction in collection (0.19% equates to approx. £192k).
Improvements					
Percentage of Business Rates collected (cumulative)	96.28%	79.08%	97.89%	97.25%	This is an improvement on 17/18 of 1.61%, although last year's figure was distorted by a very large value rateable value being applied to the system the day before end of year. A better comparison is 16/17, we achieved 97.45%, so an improvement of 0.44%.

11. CONTRIBUTION TO STRATEGIC AIMS

11.1 The Council's Corporate Plan priorities take account of our need to ensure that we are financially sustainable so that we can continue to shape and influence the future of Reading and play our part in protecting the most vulnerable and shaping the Town's future by:

- Securing the economic success of Reading;
- Improving access to decent housing to meet local needs;
- Protecting and enhancing the lives of vulnerable adults and children;
- Keeping Reading's environment clean, green and safe;
- Promoting great education, leisure and cultural opportunities for people in Reading; and
- Ensuring the Council is fit for the future.

11.2 Delivery of the Council's budget is essential to ensuring the Council meets its strategic aims and remains financially sustainable going forward.

12. COMMUNITY ENGAGEMENT AND INFORMATION

- 12.1 Budget-related communications and consultations will continue to be a priority over the next three years as we work to identify savings.

13. EQUALITY IMPACT ASSESSMENT

- 13.1 The equality duty is relevant to the development of the Budget and Corporate Plan. The specific savings and income proposals included in the budget are subject to consultation and equality impact assessments where required and these are being progressed as appropriate.

14. LEGAL IMPLICATIONS

- 14.1 The Local Government Act 2003 requires that the Authority reviews its Budget throughout the year and takes any action it deems necessary to deal with the situation arising from monitoring. Currently monitoring reports are submitted to Policy Committee quarterly throughout the year and therefore comply with this requirement.
- 14.2 There are no legal requirements to have a Corporate Plan. Nevertheless, considering the size and complexity of the services we provide and have responsibility for, it is sensible to have a strategic document for the organisation which sets out key priorities and activities against a robust and sustainable financial strategy.

15. FINANCIAL IMPLICATIONS

- 15.1 The financial implications are set out in the body of the report.

16. BACKGROUND PAPERS

- Shaping Reading's Future - Our Corporate Plan 2018-21
- Budget Report to Full Council - February 2018
- Budget Report to Full Council - February 2019
- Quarter 3 2018/19 Monitoring Report - Policy Committee, March 2019

	Provisional Outturn		
	Budget £'000s	Outturn £'000s	Variance £'000s
<u>Service Areas Outturn</u>			
Adult Care and Health Services	36,913	36,479	(434)
Children's Services (BFfC)	40,997	42,939	1,942
Environment and Neighbourhood Services	23,136	22,852	(284)
Resources	13,041	12,908	(133)
	114,087	115,178	1,091
<u>Corporate Items</u>			
Treasury	11,680	11,533	(147)
Savings held Corporately	(1,248)	0	1,248
Other Corporate Expenditure	8,312	9,070	758
New Homes Bonus (grant)	(3,464)	(3,464)	0
S31 Grant (Business Rates)	(3,980)	(4,376)	(396)
	11,300	12,763	1,463
<u>Transfers to Reserves and Provisions</u>	13,525	10,471	(3,054)
<u>Total</u>	138,912	138,412	(500)
<u>Funded by</u>			
Council Tax	(86,662)	(86,662)	0
Business Rates	(52,250)	(52,250)	0
	(138,912)	(138,912)	0

CORPORATE PROGAMME SAVINGS REPORT DASHBOARD MARCH

2019

This dashboard provides the CPB with an overview of the position of savings, as of the end of March 2019.

The report is split into four sections;

- Section 1 - The overall position of savings for current year
- Section 2 - The monthly position by Directorate
- Section 3 - The monthly position by Workstream
- Section 4 - 2017-2018 Savings review

This report highlights: risks relating to current savings, potential future risks, changes to savings and delivery of savings.

SECTION 1: OVERALL POSITION FOR CURRENT YEAR

The overall position shows the real values and percentage breakdown of Council-Wide savings for March 2019, with a comparison to the previous month position. The March 2019 report includes savings for 2018/19, 19/20 and 20/21. The current savings total for these years stands at £40,570k 2017/18 savings are no longer reported on in this format, but undelivered savings are monitored through the reporting process.

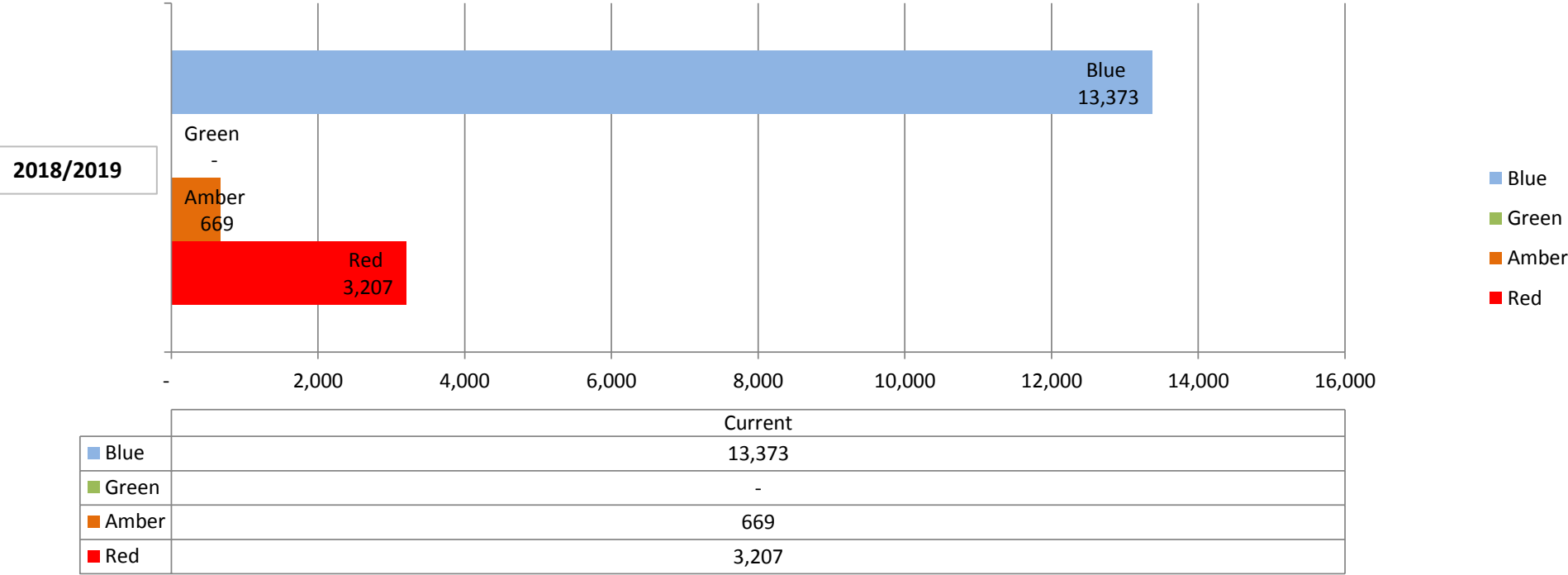
Financial RAG	
<div></div>	Saving/income generation delivered and in the bank
<div></div>	On track to deliver saving/income generation
<div></div>	Saving/income generation in progress and some risk to delivery
<div></div>	Saving/income generation at risk and/or unachievable/delayed

OVERALL POSITION BY YEAR

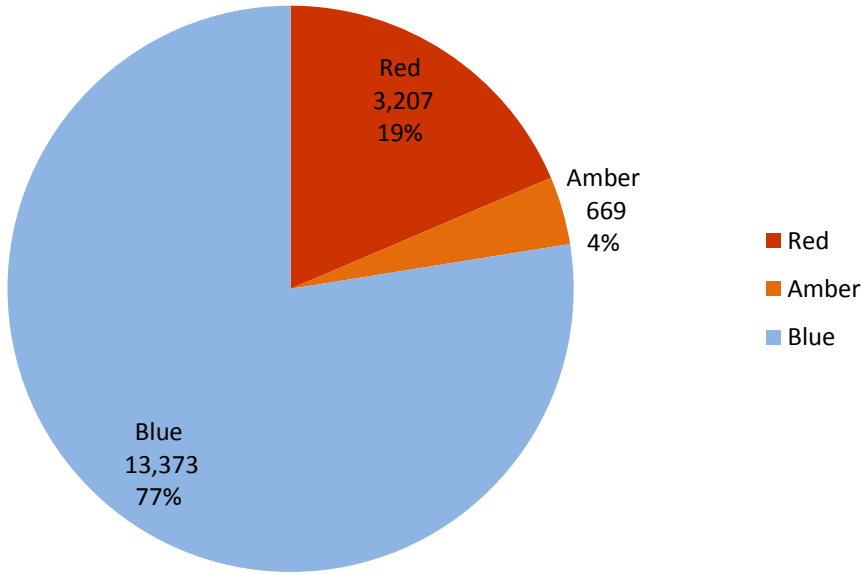
The yearly position shows a breakdown per financial year of the savings for March 2019. All RED savings have a change request; these are held on file 2018/19 has £3.2m RED savings; this is 19% of the total £17m savings expected in-year. £13.4m of 2018/19 savings have a BLUE rating and this equates to 78% of the total. £669k of 2018/19 savings have an Amber rating and this equates to 4% of the total.

Summary		
2018/2019	Red Savings as at Period 12 (March 2019)	3207 k
2018/2019	Amber Savings as at Period 12 (March 2019)	669 k
2018/2019	Blue Savings as at period 12 (March 2019)	13373 k
2018/2019	Green Savings as at period 12(March 2019)	0 k
TOTAL 2018/2019 SAVINGS		17249 k

2018 - 2019 Financial Summary Whole Council (March 2019)



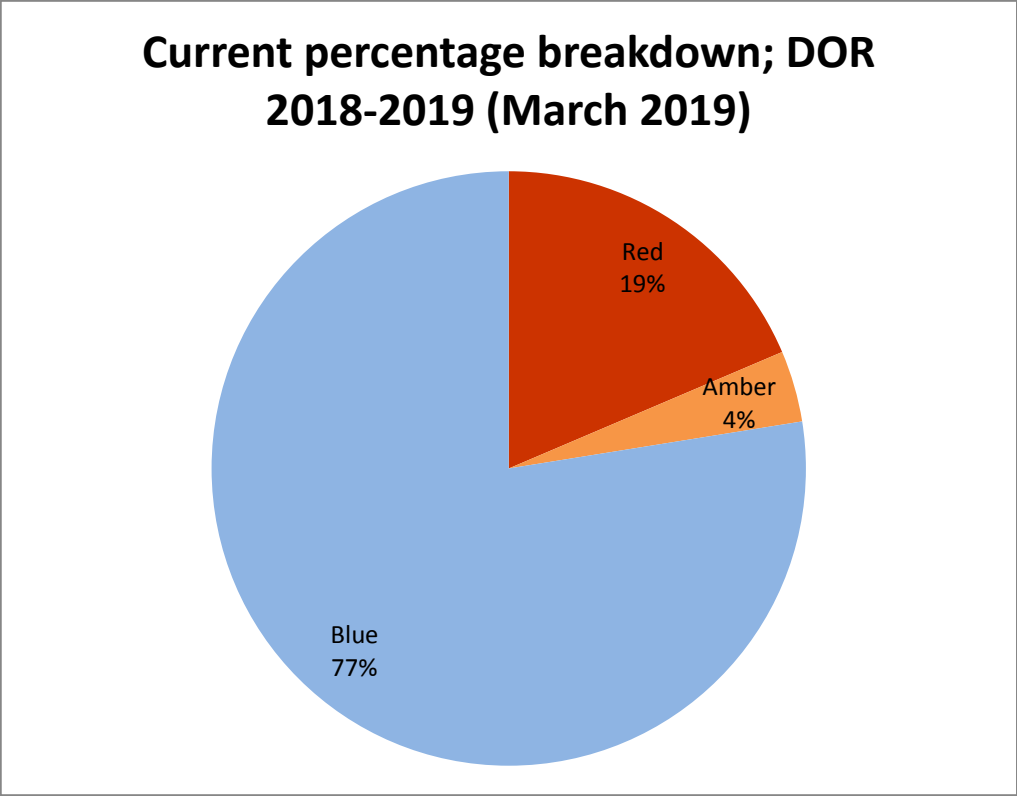
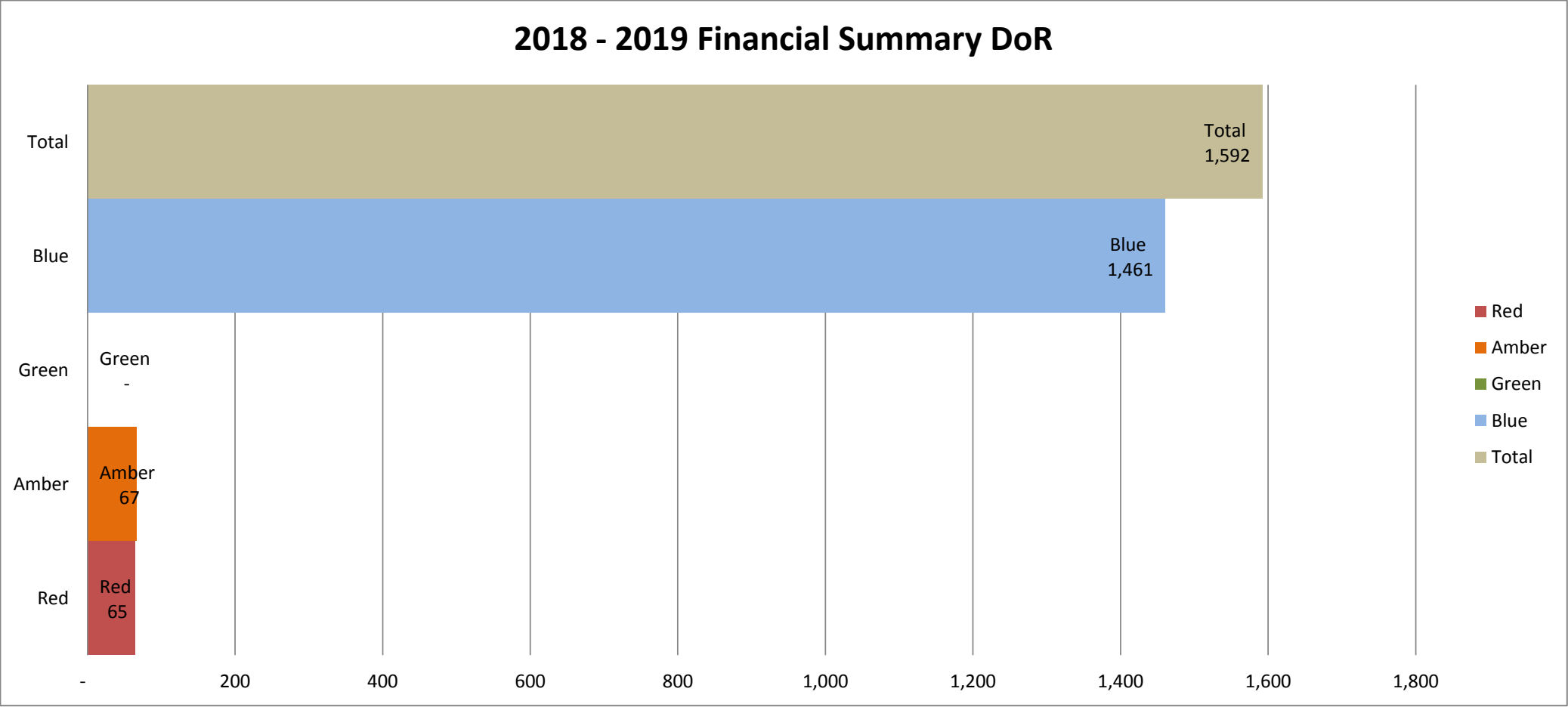
Current percentage breakdown; whole council 2018-2019 (March 2019)



SECTION 2: March 2019 CURRENT POSITION BY DIRECTORATE

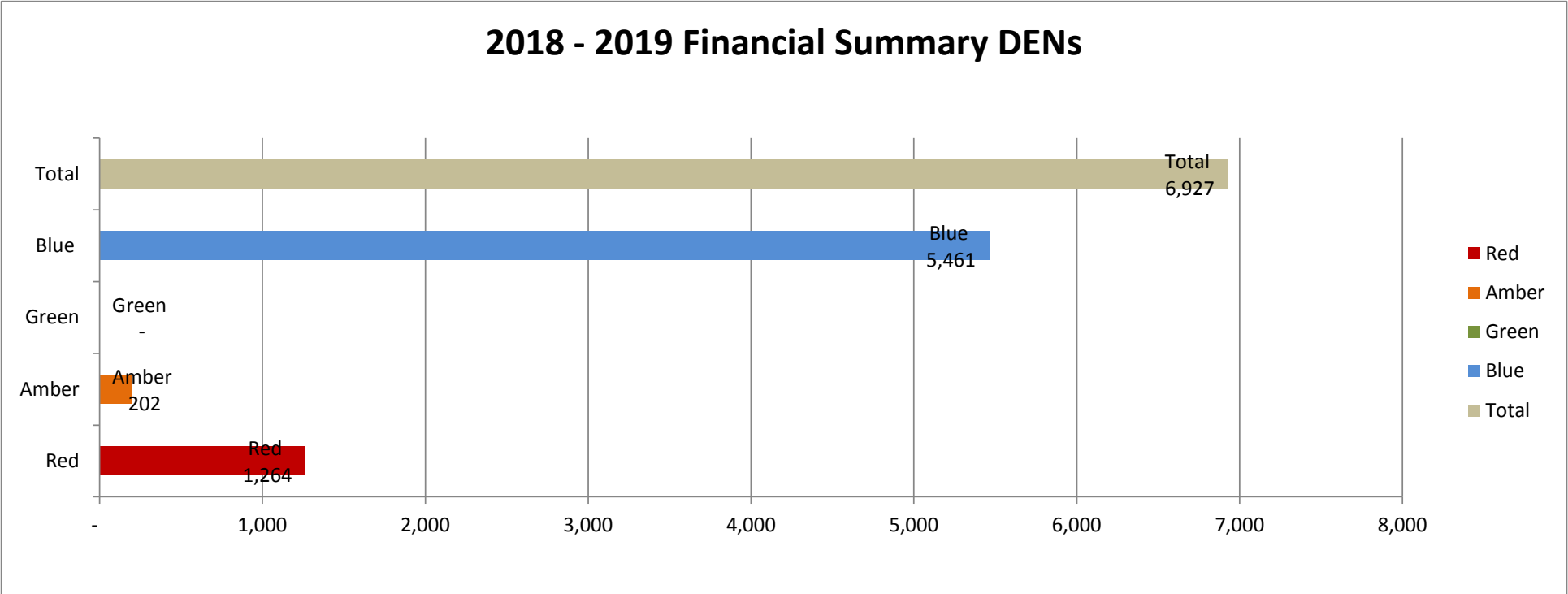
Directorate of Resources (DoR)

DoR savings total **£1,592k** in 2018/2019; this is broken down below by RAGB below. Please note that Corporate saving items have been removed from Directorate of Resources and has it own area.

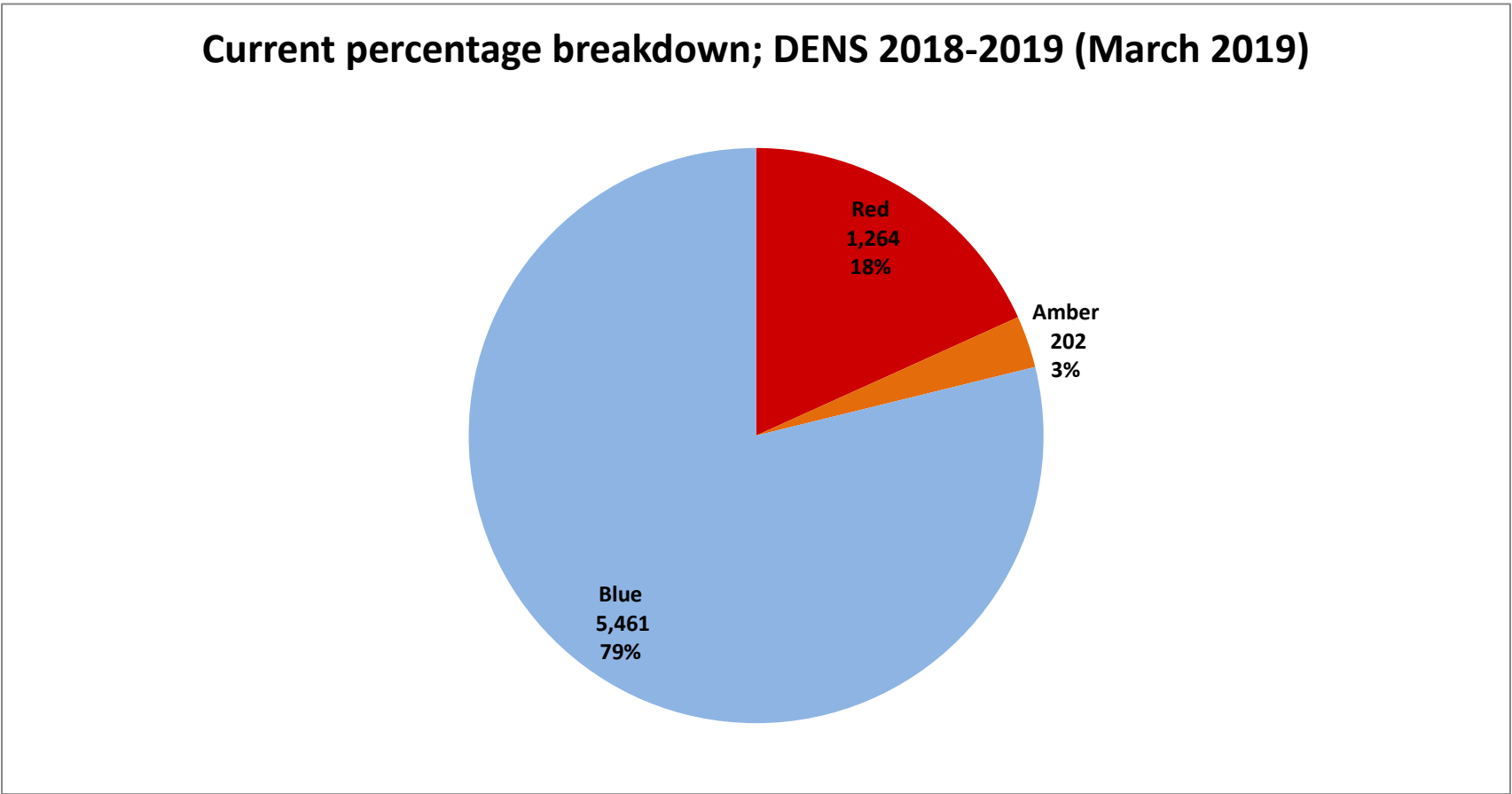


Directorate of Environment and Neighbourhoods services (DENS)

DENS savings total £6,927k in 2018/2019. This is broken down below by RAGB

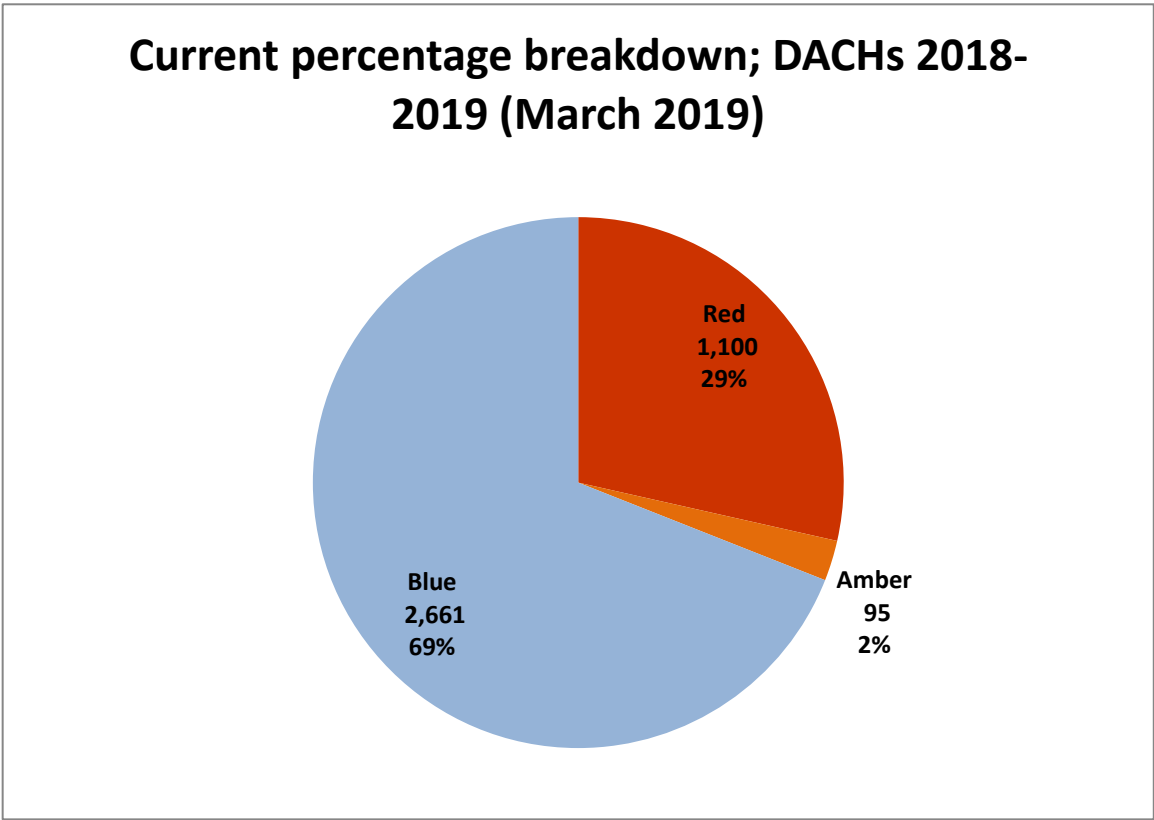
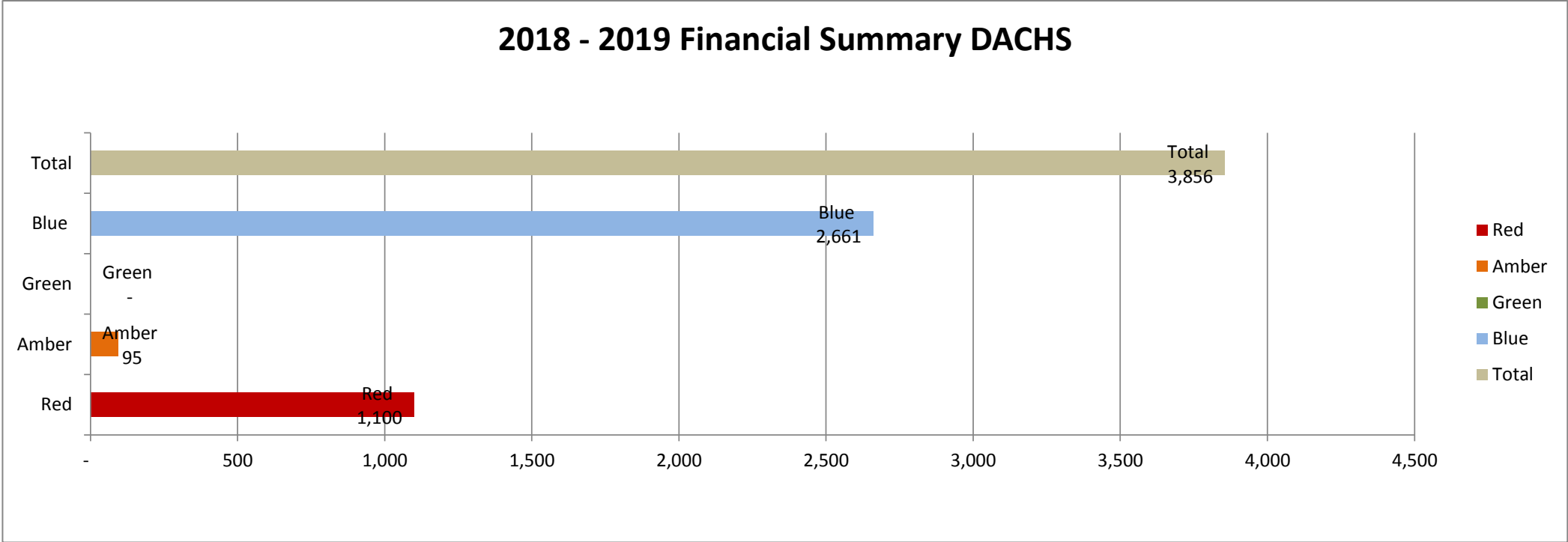


Current percentage breakdown; DENS 2018-2019 (March 2019)



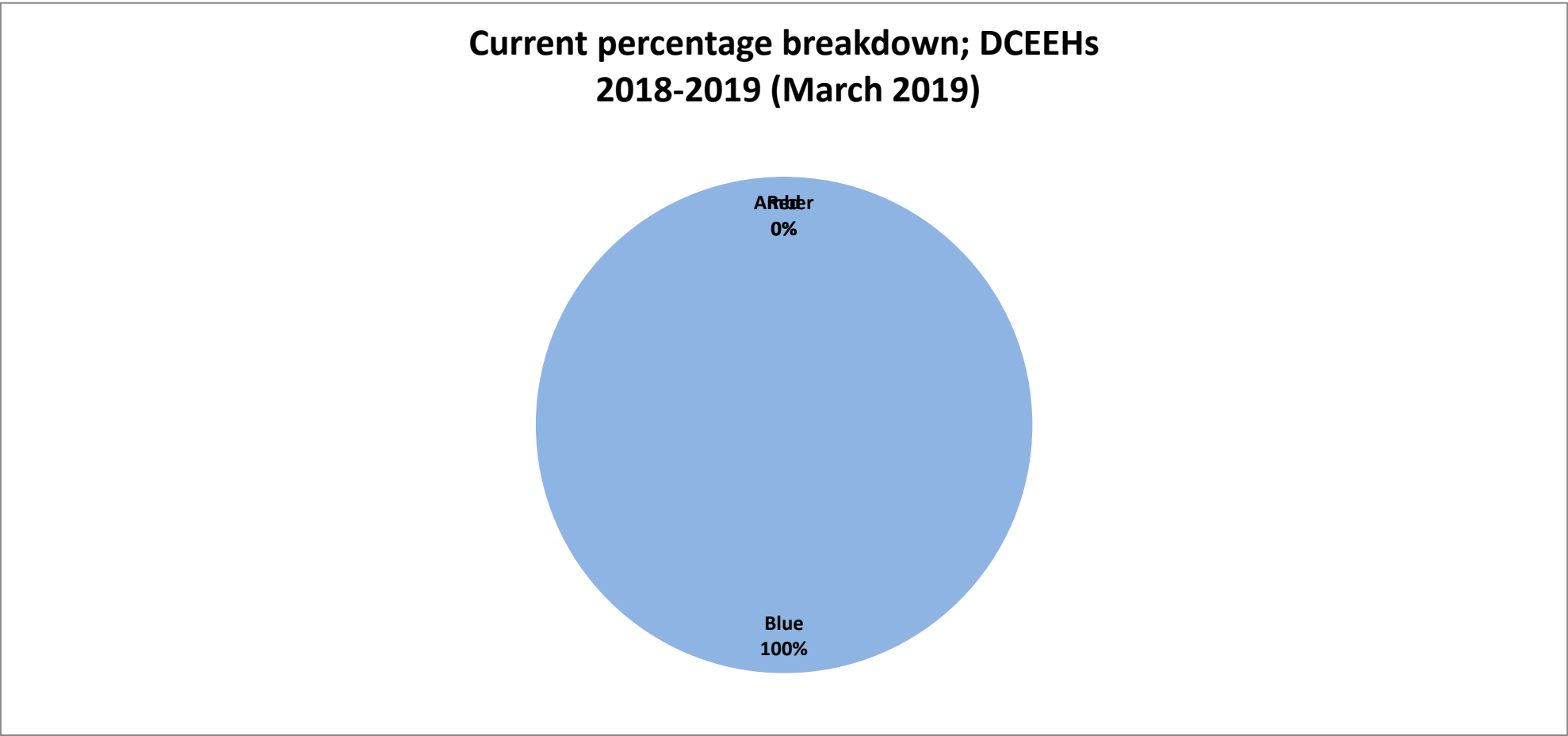
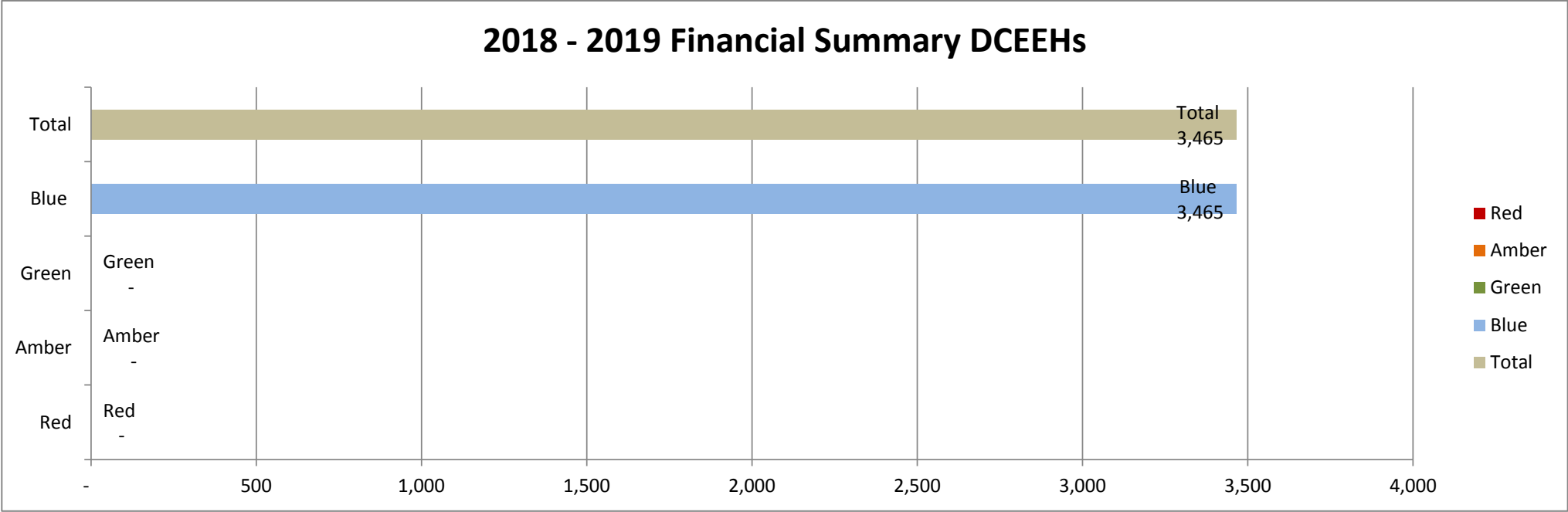
DIRECTORATE of ADULT CARE and HEALTH SERVICES (DACHS)

DACHS savings total **£3,856k** in 2018/2019. This is broken down by RAGB below.



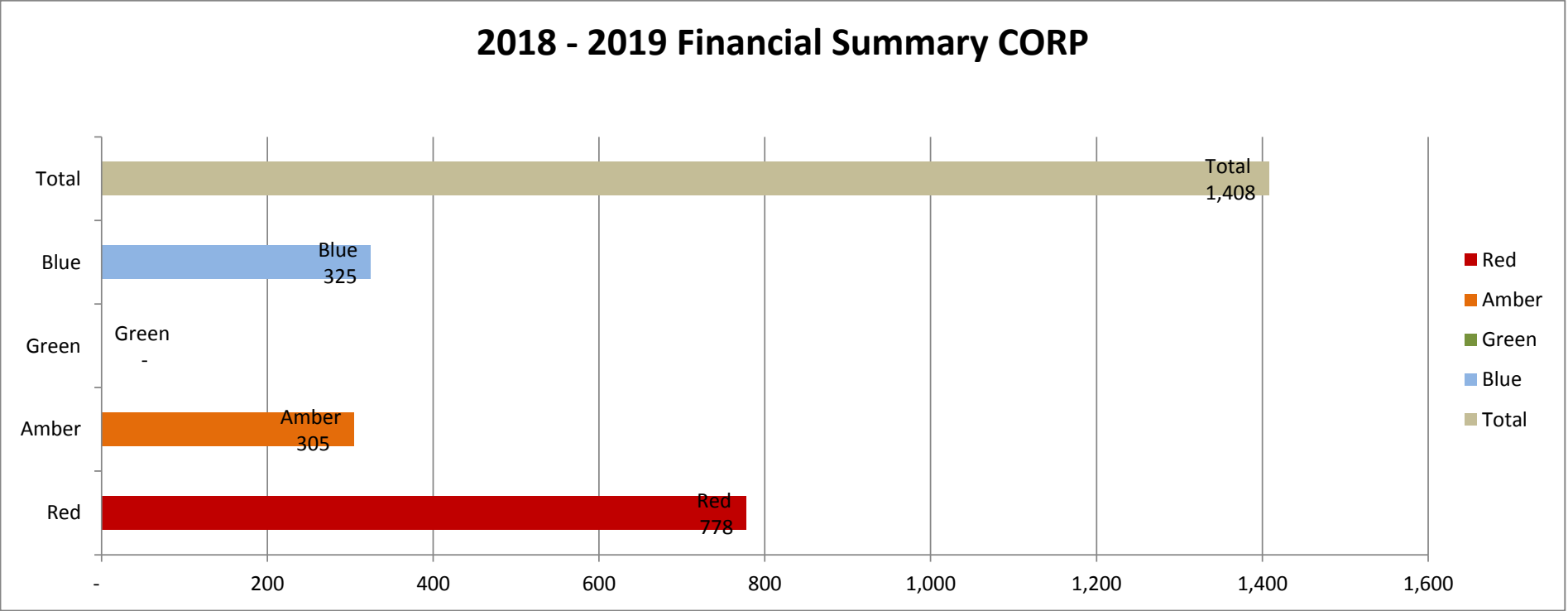
DIRECTORATE of CHILDRENS, EDUCATION & EARLY HELP SERVICES (DCEEHS)

DCEEHS savings total **£3,465k** in 2018/2019. This is broken down by RAGB, below.

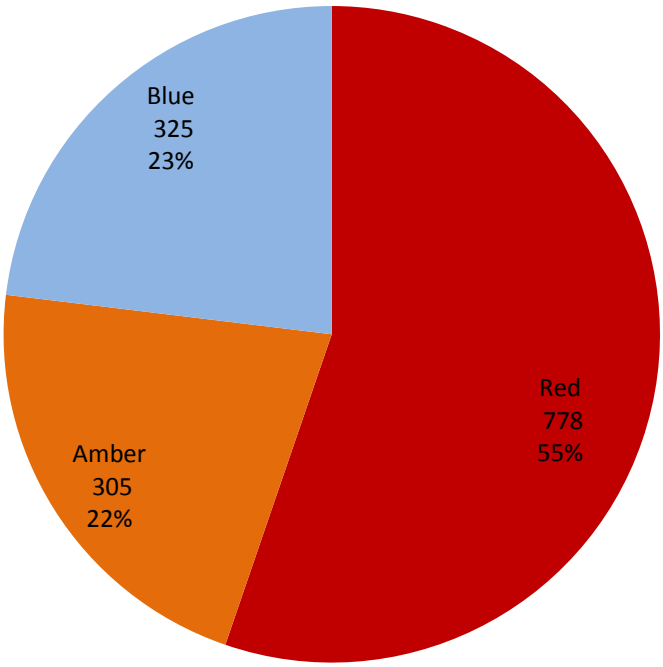


Corporate Items (crossing cutting) - Summary

Corporate savings total **£1,408k** in 2018/2019. This is broken down by RAGB, below. In previous months this was reported within Directorate of Resources and has now been split.



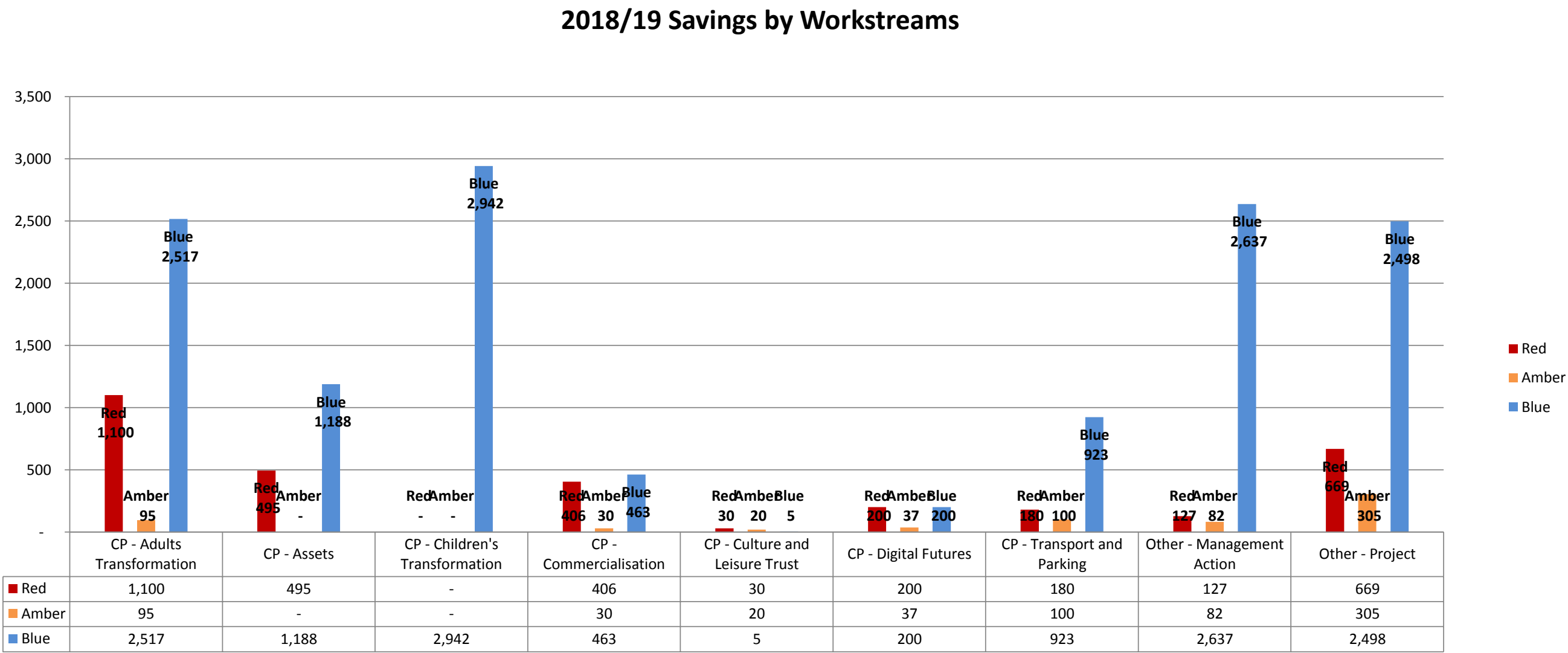
**Current percentage breakdown; Corporate Items 2018-2019
(March 2019)**



SECTION 3: March 2019 CURRENT POSITION BY WORKSTREAM

2018/19 Savings by Workstream						
Delivery Projects	Red	Amber	Blue	% Blue	% Amber	% Red
CP - Adults Transformation	1,100	95	2,517	15%	1%	6%
CP - Assets	495	-	1,188	7%	0%	3%
CP - Children's Transformation	-	-	2,942	17%	0%	0%
CP - Commercialisation	406	30	463	3%	0%	2%
CP - Culture and Leisure Trust	30	20	5	0%	0%	0%
CP - Digital Futures	200	37	200	1%	0%	1%
CP - Transport and Parking	180	100	923	5%	1%	1%
Other - Management Action	127	82	2,637	15%	0%	1%
Other - Project	669	305	2,498	14%	2%	4%
Grand Total	3,207	669	13,373	78%	4%	19%

Overall Total 17,248

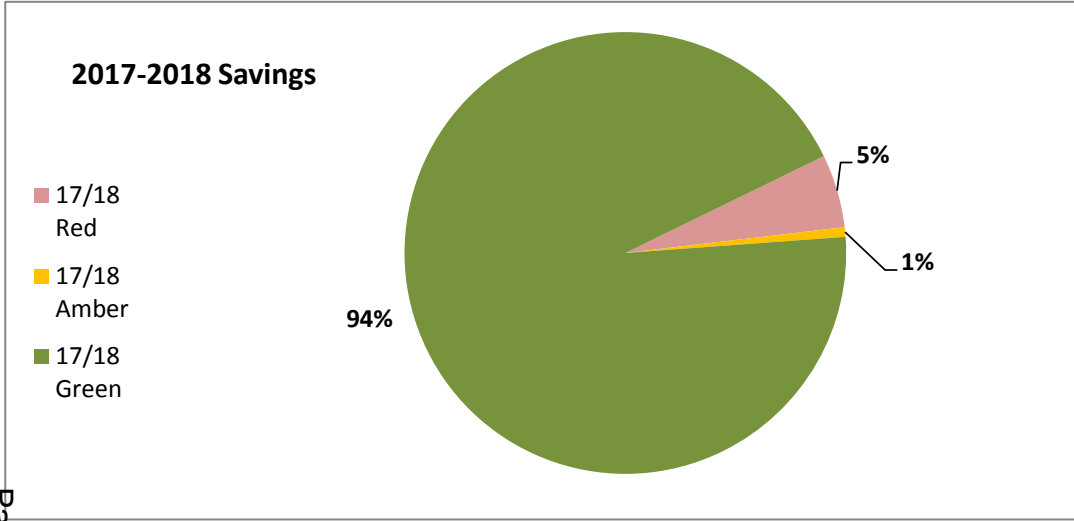


SECTION 4: 2017-2018 SAVINGS REVIEW

NB: 2017-18 SAVINGS HAVE BEEN ANALYSED. THE VALUE OF UNDELIVERED 2017-18 SAVINGS BY DIRECTORATE IS AS FOLLOWS:

Directorate	17/18 Red	17/18 Amber	17/18 Green	17/18 Total	%	18/19 Red	18/19 Amber	18/19 Blue
DOR	125	100	2,165	2,390	91%	64.5	67	1460.5
DENs	-	-	5,934	5,934	100%	1264	202	5461
DCEEHs	-	-	1,868	1,868	100%	0	0	3465
DACHs	67	-	3,400	3,467	98%	1100	95	2661
CORP	570	-	-	570	0%	778	305	325
Total	762	100	13,367	14,229	94%	3206.5	669	13,373

94% of 2017-2018 savings have been achieved.



List of 2017-2018 savings still reported are shown below

Saving Reference	Amount	Description
CSS14-A	120	Customer Service - Digital by Design
CSS30-A	73	Reshape of service
DACHS25-A & DACHS26-A	52	Deputies - Review the charging policy and implementation of CASPAR software
DACHS23-A	15	Home care project - Electronic Time Recording & Double Up care Packages
CSS02-B	100	Housing Benefit overpayment recovery
Total (as of February 2019)	360	

17-18 Red savings that have been removed as budget pressures within 19-22 MTFS

CSS13-A	200	reshape of CS - Customer Relations offer to reflect digitisation and shift to self service.
CSS20-A	25	Roll out mileage and expenses as self service - remove payroll resource (17/18)
CSS14-B Remove	27	EU Settlement card service - started January 2017 so should get FYE in 2017/18
CSS14-C (CSS39-A)	200	Procurement
CSS39-A	455	Procurement
CSS15-C(CSS13-A)	50	Further savings in redesigning of council wide services to maximise digitisation
CSS43-C	148	Management and staffing review
CSS1-C	50	Reduction/Elimination of Cheque Payments
DENS55-A	30	Combined Transport and SEN home to school transport - Combine the transport teams across director
DENS03-A	35	Additional income from advertising
DACHS01-B	250	Delivery models for commissioning, prevention & quality services
TOTAL	1,470	

When savings have turned green and agreed with directorate finance representatives then these will be removed.

2017-2018 savings that have been achieved and removed from March 2019 Reporting

Saving Reference	Amount	Description
DACHS 23-A	35	Home care project - Electronic Time Recording & Double Up care Packages
Total	35	
Grand Total of 17/18	1,865	

Resources	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Housing Benefit Overpayment Recovery Officer	12	39	56	-	-
Recruitment Costs	42	19	-	-	-
Accounts Payable Assistant Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-
CIPFA Big Red Button	16	-	-	-	-
Improve Corporate Debt Collection - centralisation of invoices	-	-	96	-	-
Firmstep developer x2	-	-	92	-	-
SOLACE Recruitment Fees For Future Finance Function	17	28	-	-	-
External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	102	64	-	-
Additional legal and TUPE advice	-	81	109	-	-
Associated project costs, supplies and services	-	2	8	-	-
1 x Finance Analyst (incl. one interim for 4 months)	-	63	47	48	-
IT Costs	-	8	-	-	-
Change Management	-	-	50	-	-
Council tax specialist officer/data matching and system upload	-	-	61	-	-
Engage in services of 'Rates Plus' - The initial cost of the project is £15k, which estimates an increased RV of 200,000. Engage in services of 'Destin Solutions' - The initial cost of the project is £4k, which estimates an increased RV of 130,000.	-	-	19	-	-
Corporate Programme Manager	130	62	75	-	-
NMT - Corporate Support	18	34	35	-	-

Resources	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Contracts Solicitor	-	-	55	-	-
Employment Solicitor	-	-	26	-	-
Conveyancing/Contracts Solicitor	-	-	24	-	-
HR Support 1	14	-	-	-	-
V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	200	-	-	-
Reporting and Performance	76	-	-	-	-
Senior Consultant to act as System Owner	91	-	-	-	-
Process review and MOSAIC improvement for Children's Services	23	-	-	-	-
Early Help Implementation	0	-	-	-	-
Interim reporting post in Children's Services	43	-	-	-	-
Corporate Systems Owner	84	44	-	-	-
Finance Specialist	74	87	-	-	-
Project Manager on Business Objects Implementation	-	31	-	-	-
Adult's Business Objects Implementation	-	-	34	-	-
MOSAIC & FUSION Commitments Interface – implementation costs	-	-	11	-	-
Business Objects Developer	-	30	-	-	-
Provision for application management improvements in other systems (includes. 18/19 itrent review)	-	24	244	-	-
Programme Officers x2 (reduced to 1)	-	27	46	46	-
HR Capacity	-	0	150	150	150
Managing Change Contingency	-	-	390	389	389
Resources	755	909	1,692	633	539

Adult Care and Health Services	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Programme Manager	52	-	-	-	-
Practice Improvement Leadership	-	266	-	-	-
Training for Safety Standards Model. 18/9 project start up training	-	127	-	-	-
Achieve a stable workforce by recruiting more permanent staff in Social Care	-	105	10	-	-
Pre-birth support team, Family Re-unification team, Edge of care team, Revised under 5	-	8	-	-	-
Family Reunification Team. 18/19 start up	-	4	-	-	-
Edge of Care Team, Adolescents. 18/19 start up	-	0	-	-	-
Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	37	10	-	-
Education, therapeutic and support to ensure placement stability for YP moving within 20miles. Linked to D12-solutions team savings of £1.8m	-	-	255	-	-
Placement Solutions Team. 19/20 start up	-	-	-	-	-
Re-imaging Foster Care. 18/19 start up	-	10	-	-	-
Strengthen Commissioning Function(provide senior commissioning and contract management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	77	239	-	-
Design & implementation of supported lodgings for 16+	-	-	50	-	-
Review of Continued Health Contribution(CHC). 18/19 start up	-	-	60	-	-
Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	50	-	-
Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	-	150	-	-
SEND Commissioner. 18/19 start up	-	6	100	-	-

Adult Care and Health Services	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Development of traded services	-	64	350	-	-
Transformation Programme Team	-	213	550	-	-
Contingency for restructure if required	-	177	-	-	-
Funds to be allocated to projects in April 2019 post further diagnostics and completion of detailed business planning process	-	-	692	-	-
Adult Care and Health Services	52	1,093	2,516	0	0



Children's, Education & Early Help Services	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Strategic Lead for Transformation	32	102	109	-	-
Project Support	16	-	-	-	-
Programme Officer	19	39	45	-	-
Transformation Project Manager 1	63	68	71	-	-
Transformation Project Manager 2	-	55	57	-	-
Transformation Project Manager 3	27	58	61	-	-
Transformation Project Manager 4	20	47	54	-	-
Social Workers X6 (S117, LDX2,MH, OP, PD) Investment to secure ongoing savings	236	239	201	-	-
Commissioning Capacity at Senior Level	49	139	84	-	-
Adult Social Care mobile working (Underpins the ability to achieve process efficiency and staffing restructures)	-	-	66	-	-
Public Health Specialist	-	-	-	-	-
Contingency for consultancy advice for service shaping	-	-	-	-	-
Contingency for consultancy advice for service shaping - Accommodation Pathway	-	-	45	-	-






Children's, Education & Early Help Services	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Contingency for consultancy advice for service shaping	-	2	6	-	-
Senior Transformation Project Manager	-	-	71	36	-
Specialist Needs Analysis	-	-	-	-	-
Workforce consultancy & Training Programmes (Including 100k of Partners for change)	-	-	-	-	-
Workforce consultancy & Training Programmes (Including 100k of Partners for change)	-	52	50	-	-
Market shaping consultancy, Project Management staff (Investment to secure ongoing savings)	-	-	-	-	-
Children's, Education & Early Help Services	462	802	920	36	0





Environment and Neighbourhood Services	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Project Officer 1	8	21	22	-	-
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 schedule	22	54	124	-	-
Consultancy costs	-	29	271	-	-
Consultancy support to provide commercial advice on business plan and associated staffing structures to maximise income following building re-configuration	-	26	-	-	-
Comms Support, IT Support	-	-	50	-	-
Consultant support	-	18	262	-	-






Environment and Neighbourhood Services	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
DLO support to introduce new parking schemes	-	1	-	-	-
Project Manager	-	37	63	-	-
Communications Officer	-	-	10	-	-
Consultant Support	-	-	33	-	-
Consultant Support (Car park surveys/database set-up)	-	20	88	-	-
Technical Support Officers x5	-	-	175	-	-
Independent consultants to market test (establish feasibility / business case)	-	-	25	-	-
Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	50	-	-
Specific requirements and resources to be confirmed (42k for project manager 18/19) 31st July 2018	20	-	-	-	-
Specific requirements and resources to be confirmed (42k for project manager 18/19) 31st July 2018	-	37	-	-	-
Specific requirements and resources to be confirmed (£14k for project co-ordination)	-	-	90	44	-
New IT system (£25k), required if discretionary regime needs to be introduced (£50k) & on going software maintenance (£20k)	-	-	-	-	-
Strategic Project Manger	-	-	75	75	-
Funding to enable early termination of existing NCP contract	-	127	750	-	-
Resource to support the delivery of additional discretionary houses in multiple occupancy(HMO) scheme as detailed in the draft Corporate Plan	-	-	-	-	-
New car park equipment, external support to develop a parking strategy, update systems & infrastructure to reflect revised charges	-	-	400	-	-
Specialist Consultant	-	-	50	-	-

Environment and Neighbourhood Services	2017/18 Actual (£'000s)	2018/19 Actual (£'000s)	2019/20 Forecast (£'000s)	2020/21 Forecast (£'000s)	2021/22 Forecast (£'000s)
Consultancy support to provide commercial advice on business plan and associated staffing structures to maximise income following building re-configuration	-	-	41	-	-
Close half of public conveniences - costs related to carrying out a review of the provision. This also supports DENS20-A	-	9	16	-	-
Undertake a review of existing provision to inform the closure of a number of public conveniences.	-	-	25	-	-
Environment and Neighbourhood Services	50	379	2,620	119	0
Total	1,319	3,182	7,748	788	539



Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Result	2018/19 Q3 Result	2018/19 Result	2018/19 Target	Direction of travel	Average for comparator group	Comments
Securing the Economic Success of Reading	Percentage of people who use sustainable modes of transport (i.e. Bus, cycle, walk)	National	High	79%	Annual	82%	80%		83% (2013)	Access to the town centre by public transport (rail and bus), cycling and walking has increased over the past year
Securing the Economic Success of Reading	Percentage of people who are economically active	National	High	79.60%	79.80%	80.70%	79.70%		80.8% (SE)	Economically active people in Reading has marginally increased over the past 3 months. Reading continues to be below the average for the South East region. Latest data covers the period to Sep 18
Securing the Economic Success of Reading	Growth in Business Rates	National	High	15.37%	Annual Figure	3.47%	0.50%		Not Available	
Securing the Economic Success of Reading	Superfast broadband coverage	National	High	98%	On target	98.04%	99%			Due to slippage, remedial plans are in place for the Reading supplier to bring their works back on track which added 12 months to the original delivery timetable. So far BT are keeping on track with their remedial plan for Reading, with 98.04 coverage achieved by the end of March 2019 with the 99.01% target expected to be achieved by the end of Q3 of 2019/20."
Ensuring access to decent housing to meet local needs	Number of additional homes completed per annum	Local	High	700	Annual	910	671		Not Available	Highest since 2015 and second highest since records started in 1985.
Ensuring access to decent housing to meet local needs	Number of additional affordable homes completed (includes council homes and through planning process)	Local	High	66	Annual	158	406		N/A	The target is based on the Berkshire Strategic Needs Assessment - a new target has been set for 2019/20 linked to revisions in the Corporate Plan.
Ensuring access to decent housing to meet local needs	Numbers of families in bed & breakfast accommodation (shared facilities) - snapshot	Local	Low	17	0	0	0 (Revised Target)		N/A	Performance is continuing to improve, at start of May we have no families in nightly paid accommodation. Target of 12 has now been revised down to 0.



Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Result	2018/19 Q3 Result	2018/19 Result	2018/19 Target	Direction of travel	Average for comparator group	Comments
Ensuring access to decent housing to meet local needs	Total number of cases where positive action was successful in preventing homelessness - cumulative	Local	High	371	341	421	375		N/A	The annual target will need to be revised in the context of the introduction of new statutory duties in April 2018 under the Homelessness Reduction Act.
Ensuring access to decent housing to meet local needs	Total number of homeless or "at risk" households assisted to secure private rented sector (PRS) accommodation	Local	High	232	176	257	280 (Revised target)		N/A	This figure includes: a) Homeless 'full duty' cases where discharged through a Private Rented Sector (PRS) offer; b) prevention and relief cases where PRS accessed by prevention or relief period end date (items 4.6 and 4.8 of homeless case level information collection (hcllic)). We may need to relook at the target of 280 which was initially given as we were unaware of the impact the new homeless reduction act legislation would have on services.
Protecting & enhancing the lives of vulnerable Adults & Children	Reduced Delayed Transfers of Care for Health & Social Care - DToC	National	Low	Social Care Only delays: 2818	326	1322	2106		3.70%	Delays to hospital discharge attributed to Social Care have been a priority area of performance this year which is borne out in the figures which show a fall of 53%. Total delays across Health and Social Care have shown an in year fall of 18.5%, although they ended 5% over the target.
				Total delays: 6579	1015	5272	5030			
Protecting & enhancing the lives of vulnerable Adults & Children	Increased number of service users receiving direct payments	National	High	14.1%	16.93%	17.87%	20%		23.3% (CIPFA 2017/18)	The percentage of clients with direct payments at the year end is below the target but shows an improvement on the previous year. There is a significant drive within the department to increase the number of DP's which promote independence and control for people with care needs.

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Result	2018/19 Q3 Result	2018/19 Result	2018/19 Target	Direction of travel	Average for comparator group	Comments
Protecting & enhancing the lives of vulnerable Adults & Children	Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Older People (65+)	National	Low	596.7	341.71	432	550 per year per 100,000		568.5 (England 2017/18)	Fewer older people have been admitted to Residential and Nursing care than the previous years as a result of improved advice, information and keeping people at home. This has resulted in an improved position year on year.
Protecting & enhancing the lives of vulnerable Adults & Children	Decrease the permanent new admissions to Residential or Nursing care per 100,000 population for Younger people (18-64)	Local	Low	11.3	10.22	13	11.5		13.5 (England 2017/18)	The final outturn was slightly over the target due to one more younger person being admitted into Residential/Nursing. All new admissions into care are subject to director level scrutiny.
Protecting & enhancing the lives of vulnerable Adults & Children	Increase the number of Looked After Children (LAC) in high quality local placements - percentage less than 20+ miles away	Local	High	35%	33%	32%	25%		426	The data set indicates a 5% reduction since October 2018. The overall number of children looked after has simultaneously reduced. In real terms, there are 15 fewer children and young people placed beyond 20 miles in February 2019 than in October last year. A focussed cohort were tracked from Oct 2018. Of these, 10 were no longer placed at distance in Q1
Protecting & enhancing the lives of vulnerable Adults & Children	Increase the number of families receiving early partnership support preventing the need for statutory intervention - reducing the number of open children's social care cases	Local	High	1800	Data not Supplied	1791	1600		17%	The One Reading Partnership Board went live in Q4 with all operational delivery groups meeting in Q1 to drive forward the priority areas. Hubs will launch in June 2019 to divert increasing numbers of families from children's social care Figures expected for contract meeting on 31st May

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Result	2018/19 Q3 Result	2018/19 Result	2018/19 Target	Direction of travel	Average for comparator group	Comments
Protecting & enhancing the lives of vulnerable Adults & Children	Increase percentage of permanent social workers (children)	Local	High	65%	57% (Oct)	51%	75%		N/A	Recruitment remains a priority for BFFC with an ongoing focus on the recruitment of permanent social workers with a dedicated task group. We engaged Candidate Hub who are a specialist online recruitment partner to advertise on our behalf in March and to search their extensive database for qualified social workers. We hope to also be in a position over the next few months to develop and manage our social media accounts to promote the employer brand and support proactive recruitment
Keeping Readings Environment clean, green and safe	Percentage of household waste sent for re-use, recycling and composting	National	High	30.47%	30.83%	32%	39%		40.69%	The low recycling rate corresponds to a reduction in the tonnage of garden waste due to the Winter season and a suspension of the service over Christmas. Proposals are being put together to achieve significant increase in the recycling rate for 20/21
Keeping Readings Environment clean, green and safe	Satisfaction with Anti Social Behaviour case handling	Local	High	97.00%	Annual Figure	85%	97%		not applicable	Resourcing issues have impacted on the level of service provided
Keeping Readings Environment clean, green and safe	Reading Borough Carbon Footprint (kilotonnes of CO2 emissions eq)	National	Low	618*	Annual Figure	524kT	480 KT		not applicable	2018 - baseline (projected) data is in calendar years
Promoting great education, leisure and cultural opportunities for people in Reading	Reduction in Secondary Fixed Term exclusions -	National	Low	528	Data not supplied	723	842.5		1088	Actions such as the "therapeutic approach" are designed to prevent exclusions. The PRU (Cranbury College) provides a good alternative approach for young people who need periods away from statutory education in a mainstream setting

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Result	2018/19 Q3 Result	2018/19 Result	2018/19 Target	Direction of travel	Average for comparator group	Comments
Promoting great education, leisure and cultural opportunities for people in Reading	Improved Key stage 2 results and narrowing gap in attainment	National	High	58%	Annual	59%	61%	▲		KS2 outcomes remain below national - though improving in reading - with scores in writing being weak. RWM together: 141/152 LAs. Slightly better results at LA than academies. Scores for disadvantaged are deteriorating. Projects are in place to support schools to improve the outcomes of Reading Children
Promoting great education, leisure and cultural opportunities for people in Reading	Reduction in the percentage of young people Not in Education, Employment or Training (NEET)	Local	Low	2.10%	Data not supplied	4%	2.80%	▼		From the 1st July 2019, BFFC will deliver the duties relating to the participation of young people in education, employment or training. To deliver these duties, BFFC will establish a new 'Post 16 Participation Team'; tasked with more intensively working with NEET young people, to re-engage them into education, employment or training destinations
Promoting great education, leisure and cultural opportunities for people in Reading	Percentage of schools rated good or outstanding	National	High	89%	Data not supplied	77.6% (88.9% LA maintained)	96%	▶	90%	88.9% of local authority maintained schools are rated as Good or Outstanding compared to 65.2% of Academies which are outside of LA control.
Ensuring our Council is fit for the future	Improving customer satisfaction with our front of house service	Local	High	88%	81%	85%	80%	▲	Not Available	Customer Satisfaction has increased during Q4 with Residents scoring Customer service excellent or good
Ensuring our Council is fit for the future	Increase in take up of online services - number of people signed up for an online account	Local	High	48,639	64,003	80,425	10% increase	▲	Not Available	The Number of self-service account users continues to increase with an almost 16,000 increase on the previous reported figure.

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Result	2018/19 Q3 Result	2018/19 Result	2018/19 Target	Direction of travel	Average for comparator group	Comments
Ensuring our Council is fit for the future	Delivery of Medium Term Financial Strategy - total budget requirement	Local	High	125.3m	140,423 Please refer to appendix 1		138,912 m		Not Available	The forecast outturn shows a projected overspend on the General Fund at the end of period 9 (December) of £1.511m - an increase of (£0.036m) since that previously reported at the end of period 8. The increase is due to confirmed additional spend within children services (£0.016m) and Directorate of Environment & Neighbourhood service (£0.029m). The other directorates have shown small decreases: Adult social Care (£0.08m) and resources (£0.001m). There has been no change to the forecast outturn for Corporate budgets
Ensuring our Council is fit for the future	Reducing agency spend - Council wide (Cumulative)	Local	Low	6.642	4.621	5.985m	10m		Not Available	There is a decreasing level of temporary and agency spends during 2018/19. Spend has reduced each quarter. Current result is for Q4 18/19. There is a decreasing level of temporary and agency spends during 2018/19. Total RBC spend for 2018/19 is £5,984,589 and for 2017/18 is £6,641,789 Q3 17/18 = 3,480,280. Cumulative spend for 2018/19 = £8.873m

Priority	Measure of Success	Type - Local / National	Good - High or low	2017/18 Result	2018/19 Q3 Result	2018/19 Result	2018/19 Target	Direction of travel	Average for comparator group	Comments
Ensuring our Council is fit for the future	Percentage of Council Tax collected	National	High	96.60%	82.61%	96.41%	97.10%		97.03%	<p>Cumulative percentage collected up to end March.</p> <p>We did not achieve the target set. This is also a reduction on last year's performance (96.60%) of 0.19%. We anticipated this following the introduction of the increased CTRS contributions and lower capital amounts, but the additional revenue generated (£881,385) was worth more than the reduction in collection (0.19% equates to approx. £192k). We saw an increase in the overall debit raise from April (£100,076,999.65) to March (£101,012,755.84) of £935,756.19, this will be as a result of numerous factors, i.e. SPD review, new builds etc. (this is in addition to the income generated through changes to the CTRS scheme)</p> <ul style="list-style-type: none"> • The council tax debit increased by £881k
Ensuring our Council is fit for the future	Percentage of Business Rates collected	National	High	96.28%	79.08%	97.89%	97.25%		97.38%	<p>This is an improvement on 17/18 of 1.61%, although last year's figure was distorted by a very large value RV being applied to the system the day before end of year. A better comparison is 16/17, we achieved 97.45%, so an improvement of 0.44%. We saw a reduction in the overall debit raise in April (£139,366,828.32) to March (£137,981,990.33) of £1,384,837.99, this is primarily due to 3 large assessments being removed from the rating list as now designated for domestic properties (Homebase, Toys r us & McDonalds).</p>

2018/19 Capital Outturn and Budget Roll Forward / Back Requests

Appendix 5

Scheme Name	18/19 Approved Budget		18/19 Outturn		18/19 Variance		Roll Fwd/Back Requests		19/20 Approved Budget		19/20 New Budget	
	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding
	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)
GENERAL FUND												
Alternative premise for Learning Disability Respite Service & Learning Hub	-		-		-				150,000		150,000	
Alternative premise for Mental Health Supported Living Service & Wellness Hub	-		-		-				375,000		375,000	
Care and Support Dynamic Purchase Framework		-	-	-	-	-	-	-	138,000	(93,000)	138,000	(93,000)
Disabled Facilities Grants (Private Sector-Ringfenced Grant)	1,123,000	(1,123,000)	1,107,802	(1,107,802)	(15,198)	15,198	(15,198)	15,198	978,000	(978,000)	993,000	(993,000)
1 - DACHS Total	1,123,000	(1,123,000)	1,107,802	(1,107,802)	(15,198)	15,198	(15,198)	15,198	1,641,000	(1,071,000)	1,656,000	(1,086,000)
Additional School Places - Contingency	-		-		-				-		-	-
Avenue Expansion	59,000	(59,000)	67,423	(67,423)	8,423	(8,423)	8,423	(8,423)	202,000	(202,000)	194,000	(194,000)
Blessed Hugh Faringdon - Asperger Unit 30 place expansion (SEN)	1,841,000	(1,841,000)	1,562,522	(1,562,522)	(278,478)	278,478	(278,478)	278,478	38,000	(38,000)	316,000	(316,000)
Civitas- Synthetic Sports Pitch	-	-	-	-	-	-			329,000	(329,000)	329,000	(329,000)
Cranbury College at JMA	-	-	-	-	-	-			894,000	(294,000)	894,000	(294,000)
Crescent Road Playing Field Improvements	104,000	(104,000)	8,320	(8,320)	(95,680)	95,680	(95,680)	95,680	218,000	(218,000)	314,000	(314,000)
Critical Reactive Contingency: Health and safety (Schools)	461,000	(461,000)	442,601	(442,601)	(18,399)	18,399	(18,399)	18,399	506,000	(506,000)	524,000	(524,000)
DFC	212,000	(212,000)	314,897	(314,897)	102,897	(102,897)			-	-	-	-
English Martyrs School - additional Nursery Class 30 Hrs Childcare, 26 places	-		(10,186)		(10,186)				-		-	
Foster Carer Extensions	217,000		150,000		(67,000)		(67,000)		100,000		167,000	
Green Park Primary School	520,000	(520,000)	84,289	(84,289)	(435,711)	435,711	(435,711)	435,711	2,470,000	(2,470,000)	2,906,000	(2,906,000)
Heating and Electrical Programme - Manor Pry Power	-	-	-	-	-	-			157,000	(157,000)	157,000	(157,000)
Heating and Electrical Renewal Programme	324,000	(324,000)	47,742	(47,742)	(276,258)	276,258	(276,258)	276,258	545,000	(545,000)	821,000	(821,000)
Initial Viability work for the Free School at Richfield Avenue	90,000	(90,000)	-	-	(90,000)	90,000	(90,000)	90,000	170,000	(170,000)	260,000	(260,000)
Katesgrove Primary Trooper Potts Building	-	-	-	-	-	-			2,632,000	(2,632,000)	2,632,000	(2,632,000)
Meadway Early Years Building Renovation	-	-	-	-	-	-			243,000	(243,000)	243,000	(243,000)
New ESFA funded schools - Phoenix College	78,000	(78,000)	101,114	(101,114)	23,114	(23,114)	23,114	(23,114)	4,074,000	(4,074,000)	4,051,000	(4,051,000)
New ESFA funded schools - St Michaels	58,000	(58,000)	173,386	(173,386)	115,386	(115,386)	115,386	(115,386)	2,632,000	(2,632,000)	2,517,000	(2,517,000)
Primary Schools Expansion Programme - 2013-2017	650,000	(650,000)	423,704	(423,704)	(226,296)	226,296	(226,296)	226,296	514,000	(514,000)	740,000	(740,000)
Ranikhet New School	-	-	-	-	-	-			-	-	-	-
Schools - Fire Risk Assessed remedial Works	50,000	(50,000)	53,024	(53,024)	3,024	(3,024)	3,024	(3,024)	202,000	(202,000)	199,000	(199,000)
Thameside SEN Expansion	-	-	-	-	-	-			66,000	(66,000)	66,000	(66,000)
The Heights Permanent Site Mitigation	98,000	(4,000)	65,836	-	(32,164)	4,000	(32,164)	4,000	1,723,000	(1,506,000)	1,755,000	(1,510,000)
The Heights Temporary School	1,317,000	(1,317,000)	1,382,423	(1,382,423)	65,423	(65,423)	65,423	(65,423)	136,000	(136,000)	71,000	(71,000)
2 - DCEEHS Total	6,079,000	(5,768,000)	4,867,095	(4,661,445)	(1,211,905)	1,106,555	(1,304,616)	1,209,452	17,851,000	(16,934,000)	19,156,000	(18,144,000)
Abbey Quarter	660,000	(660,000)	540,738	(540,738)	(119,262)	119,262	(119,262)	119,262	405,000	(405,000)	524,000	(524,000)
Accommodation Review - Henley Road Cemetery	605,000		582,546		(22,454)				-		-	
Accommodation Review - Phase 1A	-		39,429		39,429				-		-	
Accommodation Review - Phase 2A & B	650,000	(350,000)	477,719	(350,000)	(172,281)	-	(132,852)		-	-	133,000	-
Accommodation Review - Phase 2C (19 Bennet Road)	751,000		-		(751,000)		(751,000)		3,709,000		4,460,000	
Accommodation Review - Town Hall	1,318,000		1,127,484	-	(190,516)	-	(190,516)		100,000		291,000	
Air Quality Monitoring	3,000	(3,000)	20,766	(3,000)	17,766	-			97,000	(97,000)	97,000	(97,000)
Bridges and Carriageways	2,736,000	(2,326,000)	2,024,699	(2,024,699)	(711,301)	301,301	(711,301)	301,301	1,732,000	(1,322,000)	2,443,000	(1,623,000)
Car Parking - P&D, Red Routes, Equipment	100,000	(100,000)	352,513	(150,710)	252,513	(50,710)			100,000	(100,000)	100,000	(100,000)
Car Parks Partnership	226,000	(226,000)	175,290	(175,290)	(50,710)	50,710			226,000	(226,000)	226,000	(226,000)
Cattle Market Car Park	-	-	-	-	-	-			523,000	(523,000)	523,000	(523,000)
CCTV	30,000	(30,000)	-	-	(30,000)	30,000	(30,000)	30,000	20,000	(20,000)	50,000	(50,000)
Cemeteries and Crematorium	67,000		36,701		(30,299)		(30,299)		30,000		60,000	
Central Pool Regeneration	1,400,000	(1,400,000)	517,305	(517,305)	(882,695)	882,695	(700,000)	482,695	75,000		775,000	(483,000)
Chestnut Walk Improvements	-	-	-	-	-	-			25,000	(25,000)	25,000	(25,000)
CIL Local Funds - Community	-	-	-	-	-	-			25,000	(25,000)	25,000	(25,000)
CIL Local Funds - Heritage and Culture	-	-	-	-	-	-			70,000	(70,000)	70,000	(70,000)
CIL Local Funds - Leisure and Play	-	-	-	-	-	-			301,000	(301,000)	301,000	(301,000)
CIL Local Funds - Transport	-	-	-	-	-	-			217,000	(217,000)	217,000	(217,000)
Community Hubs	688,000	(200,000)	652,510	(225,594)	(35,490)	(25,594)	(35,490)		554,000	(274,000)	589,000	(274,000)
Community Resilience	50,000		41,720		(8,280)		(8,280)		50,000		58,000	
Culture & Leisure facilities	100,000		66,964		(33,036)		(33,036)		100,000		133,000	
Dee Park Regeneration - Housing Infrastructure Fund (school)	-		-		-				-		-	
Defra Air Quality Grant - Bus Retrofit	300,000	(300,000)	308,739	(308,739)	8,739	(8,739)	8,739	(8,739)	1,200,000	(1,200,000)	1,191,000	(1,191,000)
Defra Air Quality Grant - Go Electric Reading	19,000	(19,000)	-	-	(19,000)	19,000	(19,000)	19,000	5,000	(5,000)	24,000	(24,000)

2018/19 Capital Outturn and Budget Roll Forward / Back Requests

Appendix 5

Scheme Name	18/19 Approved Budget		18/19 Outturn		18/19 Variance		Roll Fwd/Back Requests		19/20 Approved Budget		19/20 New Budget	
	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding
	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)
Demountable Pool	60,000		85,729		25,729				-		-	
Development of facilities at Prospect Park/Play	25,000		-	-	(25,000)	-	25,000		426,000	(200,000)	401,000	(200,000)
East Reading MRT (Phases 1 & 2)	-		280,060		280,060				-		-	
Eastern Area Access Works	-	-	-	-	-	-			340,000	(340,000)	340,000	(340,000)
Green Park Station	2,000,000	(2,000,000)	1,350,840	(1,350,840)	(649,160)	649,160	(649,160)	649,160	14,050,000	(14,050,000)	14,699,000	(14,699,000)
Grounds Maintenance Workshop Equipment	-		-		-				50,000		50,000	
Homes for Reading - Loan Finance	11,000,000		13,900,000		2,900,000		2,900,000		19,250,000		16,350,000	
Homes for Reading - Share Capital	9,000,000		9,380,250		380,250		380,250		15,750,000		15,370,000	
Hosier Street Regeneration	-		13,745		13,745				-		-	
Invest in council buildings/Health & safety works	2,500,000		2,232,210		(267,790)		(267,790)		2,000,000		2,268,000	
Invest to save energy savings - Street lighting	-		443,410		443,410				54,000		54,000	
Invest to Save Salix (match funding for Energy Efficiency Schemes)	260,000		196,607		(63,393)		(63,393)		348,000		411,000	
ITB Other	-		(6,994)		(6,994)				-		-	
Leisure Procurement	96,000		53,606	-	(42,394)	-	(42,394)		500,000		542,000	-
Local Traffic Management and Road Safety Schemes	200,000	(200,000)	108,343	(108,343)	(91,657)	91,657	(91,657)	91,657	200,000	(200,000)	292,000	(292,000)
Lowfield Rd temporary accommodation	-		3,535		3,535				-		-	
LTP Development	288,000	(288,000)	130,727	(130,727)	(157,273)	157,273	(157,273)	157,273	558,000	(558,000)	715,000	(715,000)
NCN Route 422	430,000	(430,000)	370,964	(370,964)	(59,036)	59,036	(59,036)	59,036	364,000	(364,000)	423,000	(423,000)
Oxford Rd Community Centre	166,000	(16,000)	151,993	-	(14,007)	16,000			-	-	-	-
Oxford Road Corridor Works	-	-	3,530	(3,530)	3,530	(3,530)	3,530	(3,530)	326,000	(326,000)	322,000	(322,000)
Playground equipment and Refreshment: Boroughwide	-	-	-	-	-	-			270,000	(44,000)	270,000	(44,000)
Private Sector Renewals	300,000		193,725		(106,275)		(106,275)		300,000		406,000	
Pumping Station Upgrade Scheme (new)	-		-		-				250,000		250,000	
re3 extending range of recyclables	50,000	(32,000)	51,901	(33,497)	1,901	(1,497)	1,901	(1,497)	50,000	(32,000)	48,000	(31,000)
Reading Football Club Social Inclusion Unit to SRLC	65,000	(42,000)	2,350	-	(62,650)	42,000	(62,250)	42,000	911,000	(934,000)	973,000	(976,000)
Reading Town Centre Design Framework	-	-	-	-	-	-			86,000	(86,000)	86,000	(86,000)
Reading West Station	-	-	1,280	(1,280)	1,280	(1,280)	1,280	(1,280)	200,000	(200,000)	199,000	(199,000)
Replacement Vehicles	2,170,000		981,580		(1,188,420)		(1,188,420)		350,000		1,538,000	
Rogue Landlord Enforcement	75,000	(75,000)	-	-	(75,000)	75,000	(75,000)	75,000	-	-	75,000	(75,000)
S106 individual schemes list	-	-	-	-	-	-			334,000	(334,000)	334,000	(334,000)
Small Leisure Schemes	400,000	(400,000)	467,653	(400,000)	67,653	-	67,653		500,000	(200,000)	432,000	(200,000)
Smart City Cluster project and C-ITS	750,000	(750,000)	103,316	(103,316)	(646,684)	646,684	(646,684)	646,684	1,230,000	(1,230,000)	1,877,000	(1,877,000)
South Reading MRT (Phases 1 & 2)	650,000	(650,000)	640,791	(640,791)	(9,209)	9,209	(9,209)	9,209	353,000	(353,000)	362,000	(362,000)
South Reading MRT (Phases 3 & 4)	2,250,000	(2,250,000)	3,200,770	(3,200,770)	950,770	(950,770)	950,770	(950,770)	7,898,000	(7,898,000)	6,947,000	(6,947,000)
St George's Church Affordable Housing scheme	302,000	(302,000)	-	-	(302,000)	302,000			-	-	-	-
Station Interchange			(98,031)		(98,031)						-	
The Keep	-		-		-				94,000		94,000	
Traffic Management Schools	-	-	-	-	-	-			295,000	(295,000)	295,000	(295,000)
Tree Planting	25,000		27,704		2,704		2,704		25,000		22,000	
Waste Operations - In Cab Waste Management System	70,000		-		(70,000)		(70,000)		-		70,000	
West Reading Transport Study - Southcote/Coley Improvements	400,000		328,461		(71,539)		(71,539)		-		72,000	
Western Area Access Works	-	-	-	-	-	-			128,000	(128,000)	128,000	(128,000)
Whitley Wood Community Art	35,000	(35,000)	34,624	(34,624)	(376)	376			-	-	-	-
3 - DEGNS Total	43,270,000	(13,084,000)	41,599,802	(10,674,757)	(1,670,198)	2,409,243	(1,979,290)	1,716,461	77,054,000	(32,582,000)	79,030,000	(34,298,000)
Digital Solutions	572,000		397,000		(175,000)		(175,000)		1,291,000		1,466,000	
Digital Transformation and Innovation	150,000		43,000		(107,000)		(107,000)		300,000		407,000	
Future ICT & Digital Operating Model	-		-		-				490,000		490,000	
ICT Governance	-		4,000		4,000				-		-	
ICT Infrastructure (Invest to save)	472,000		217,732		(254,268)		(250,268)		2,018,000		2,268,000	
Lease to RTL (Bus Purchase)	600,000		521,619		(78,381)				-		-	
Oracle Capital Works - financed through reduced rental	480,000		479,270		(730)		(730)		206,000		207,000	
Purchase of Commercial Property	3,900,000		77,500		(3,822,500)		(3,822,500)		146,100,000		149,923,000	
4 - DoR Total	6,174,000	-	1,740,121	-	(4,433,879)	-	(4,355,498)	-	150,405,000	-	154,761,000	-
Delivery Fund (incl Equal Pay)	5,911,000		3,182,000		(2,729,000)		(2,729,000)		4,254,000		6,983,000	
5 - Corp Total	5,911,000	-	3,182,000	-	(2,729,000)	-	(2,729,000)	-	4,254,000	-	6,983,000	-

2018/19 Capital Outturn and Budget Roll Forward / Back Requests

Appendix 5

Scheme Name	18/19 Approved Budget		18/19 Outturn		18/19 Variance		Roll Fwd/Back Requests		19/20 Approved Budget		19/20 New Budget	
	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding	Spend	Funding
	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)	(£'s)
1 - GF Total	62,557,000	(19,975,000)	52,496,820	(16,444,004)	(10,060,180)	3,530,996	(10,383,602)	2,941,111	251,205,000	(50,587,000)	261,586,000	(53,528,000)
Capital Receipts	42,582,000 (10,556,000)		36,052,816 (2,841,370)		(6,529,184) 7,714,630		(7,442,491)		200,618,000 (10,750,000)		208,058,000 (10,750,000)	
HOUSING REVENUE ACCOUNT												
Dee Park Regeneration	-		-		-				-		-	
Supported Living - Avenue Site	-		7,491		7,491				-		-	
Disabled Facilities Grants (Local Authority Tenants)	585,000		618,022		33,022				600,000		600,000	
Housing Revenue Account-Major Repairs	7,099,000		5,540,019		(1,558,981)		(1,558,981)		8,687,000		10,246,000	
Housing Revenue Account-Hexham Road	1,200,000		1,062,442		(137,558)		(137,558)		1,400,000		1,538,000	
Housing Revenue Account-New Build and Acquisitions	1,360,000		1,019,862		(340,138)		(340,138)		8,524,000		8,864,000	
Housing Revenue Account-New Build and Acquisitions from GF	633,000		544,883		(88,117)		(88,117)		210,000		298,000	
Housing Revenue Account-New Build - Conwy Close	6,705,000		6,505,764		(199,236)		(199,236)		970,000		1,169,000	
Housing Revenue Account-New Build - Phase 3	50,000		-		(50,000)		(50,000)		1,200,000		1,250,000	
Housing Revenue Account-Fire Safety works	1,485,000		182,216		(1,302,784)		(1,302,784)		1,991,000		3,294,000	
General Fund-New Build and Acquisitions	-		-		-				-		-	
Extra care (cedar court) HRA	-		-		-				-		-	
6 - HRA Total	19,117,000	-	15,480,699	-	(3,636,301)	-	(3,676,814)	-	23,582,000	-	27,259,000	-
Grants & Contributions	19,117,000 (443,000)		15,480,699 (252,000)		(3,636,301) 191,000		(3,676,814) 191,000		23,582,000 (177,000)		27,259,000 (368,000)	
Capital Receipts	(2,508,000)		(2,257,688)		250,312		250,312		(2,881,000)		(3,131,000)	
Other - Major Repairs Reserve	(10,369,000)		(7,413,341)		2,955,659		2,955,659		(12,678,000)		(15,634,000)	

This page is intentionally left blank